Advancing Energy Tech

Half Year 2026 Results
July 30, 2026

Record H1 driven by strong execution and broad-based demand

Full Year Target upgraded

Schneider Electric

Disclaimer

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

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

Schneider Electric

H1 2026
Business Highlights

Olivier Blum, Chief Executive Officer

Record quarterly revenues; both businesses growing strongly and accelerating in Q2

Q2 2026 Group revenues

€11.5bn
Q2'26 revenues

+17%
Q2 org. growth

Energy Management

€9.6bn
Q2'26 revenues

+18%
Q2 org. growth

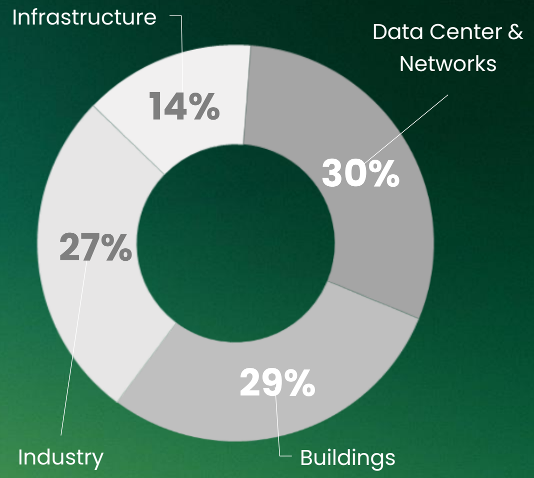
Industrial Automation

€1.9bn
Q2'26 revenues

+11%
Q2 org. growth

Broad-based contribution across all end markets, further supported by triple-digit demand in Data Center and Semiconductor in Q2

Balanced end market exposure[1] (FY 2025)



Broad-based demand across end markets[2] (H1 2026)

		Demand contribution: Leading	Demand contribution: Material	Demand contribution: Supporting
Data Center & Networks	Data Center	●		
Buildings	Non-residential buildings		●	
	Residential buildings			●
Industry	Semiconductor	●		
	Industrial Manufacturing		●	
	Metals, Mining & Minerals		●	
	Energies & Chemicals		●	
Infrastructure	Power & Grid		●	

1. % of FY 2025 Orders
2. Demand trends based on orders evolution across our end-markets and in representative segments

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Disciplined execution of the new Company program driving strong H1 performance and full year target upgrade

Revenue	Adjusted EBITA	Adjusted Net Income
€21.2bn	**€4.1bn**	**€2.7bn**
up **+14%** org.	up **+22%** org.	up **+21%**

Gross Margin	Adjusted EBITA Margin	Free Cash Flow
42.5%	**19.3%**	**€1.6bn**
up **+10bps** org.	up **+120bps** org.	up **+244%**[1]

62% of H1 2026 Group revenues driven by the Digital Flywheel

1. +140% when adjusted for the one-time impact of a fine paid in relation to a legal case in France in H1 2025

Schneider Electric

Advancing Energy Tech to the Next Level of Intelligence

Advancing Energy Tech to the Next Level

Energy & Industrial Intelligence

TECHNOLOGY
Leadership

Regionalization

CUSTOMER
Differentiation

Cost competitiveness & Scalability

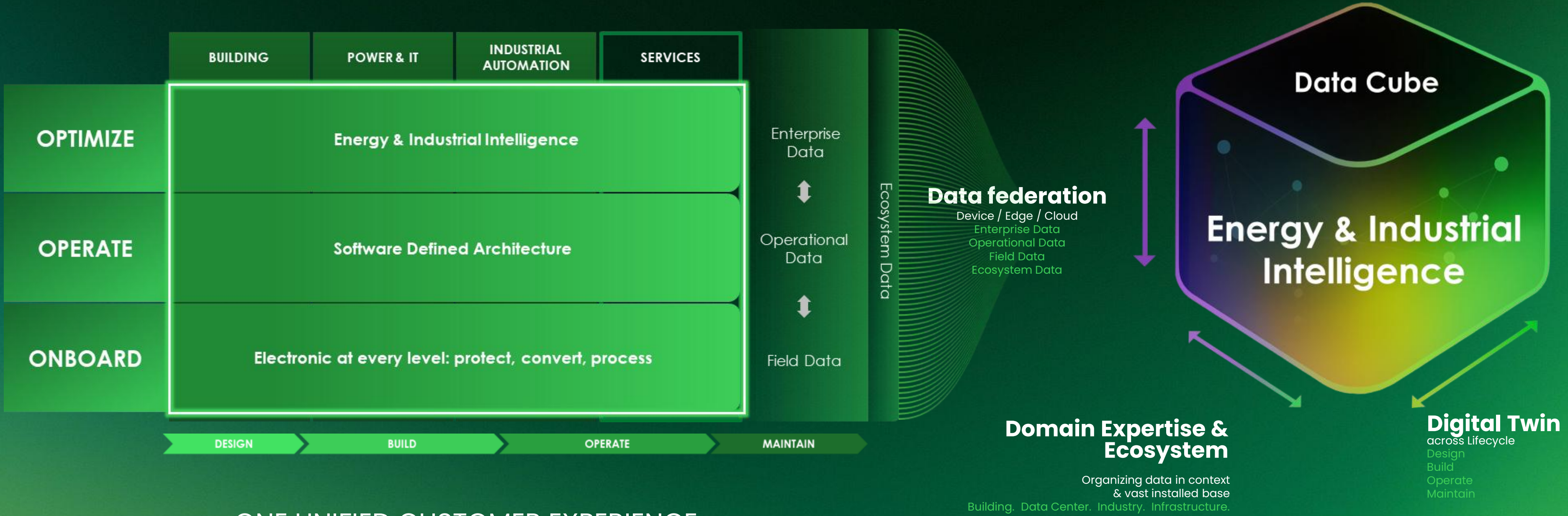
OPERATIONAL
Excellence

TECHNOLOGY
Leadership

CUSTOMER
Differentiation

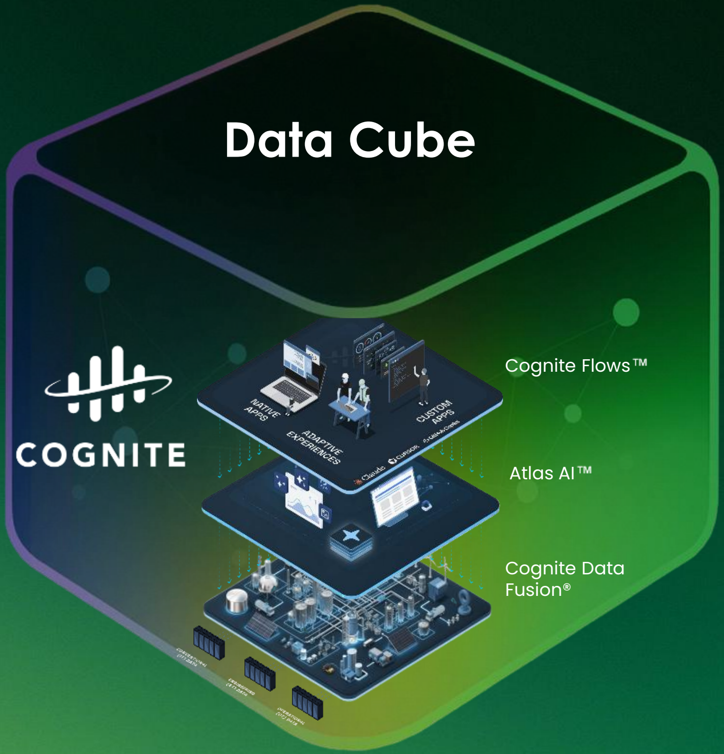
OPERATIONAL
Excellence

Unique portfolio to go to the next level of Energy & Industrial Intelligence leveraging Data & AI



ONE UNIFIED CUSTOMER EXPERIENCE
ACROSS THE FULL LIFE CYCLE
IN ALL KEY TARGETED MARKETS

Cognite[1] will connect the physical and digital worlds through an agnostic Data & Agentic AI foundation



Cognite Flows™

AI-Native Industrial Experiences

Action layer enabling industrial companies to rapidly build & scale production-ready AI-native workflows that empower frontline teams to turn expertise into enterprise-wide ROI

Atlas AI™

Industrial Agentic AI

Low-code industrial AI workbench that powers agents with industrial data to automate industrial workflows and accelerate business impact

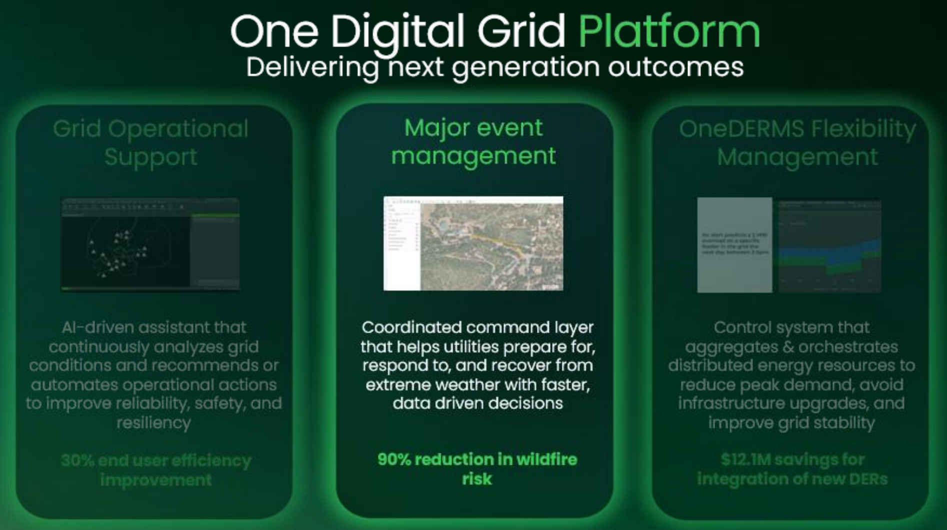
Cognite Data Fusion®

Industrial Data Foundation

Cloud-native, industrial knowledge graph ingests, contextualizes, connects, and governs data across IT/ET/OT sources to allow customers to drive greater value from industrial data; agnostic ecosystem allowing any data, any hyperscaler, any LLM

1. Agreement to acquire Cognite, announced June 30th, 2026. Completion subject to customary closing conditions and regulatory approvals; expected in the coming quarters

AiDASH[1] will accelerate Schneider's Energy Intelligence leadership in AI-powered solutions for critical infrastructure



+ AiDASH

AiDASH

- Cloud-native solutions for critical infrastructure
- AI-driven vegetation, asset & climate risk intelligence
- Highly differentiated remote inspection & monitoring

Addressing critical and growing need for utilities, globally

- Substantially reduces operating costs
- Improves reliability of assets and networks

Strengthening leadership in utility software and solutions

- Combines AiDASH's unique offer with Schneider's portfolio, global footprint and installed base
- Creates an end-to-end platform to improve reliability, resilience and operational efficiency

1. Agreement to acquire AiDASH, announced July 30th, 2026. Completion subject to customary closing conditions and regulatory approvals; expected in the coming quarters

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Partnering with Kraken to enable smarter and more flexible grids

KRAKEN + Schneider Electric

Kraken brings edge-side flexibility

- AI platform orchestrating distributed energy assets
- Low-voltage network visibility
- Load shifting to support grid balancing

+

Schneider Electric brings grid and demand-side flexibility

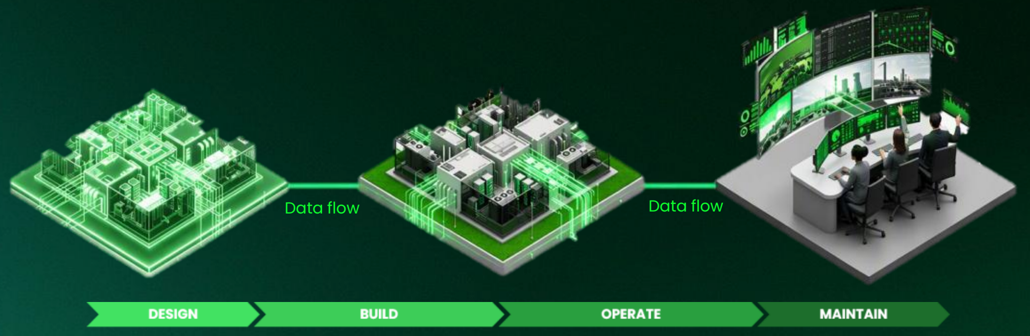
- One Digital Grid Platform for real-time network visibility
- EcoStruxure DERMS for demand-side flexibility

=

Unlocking grid flexibility at scale

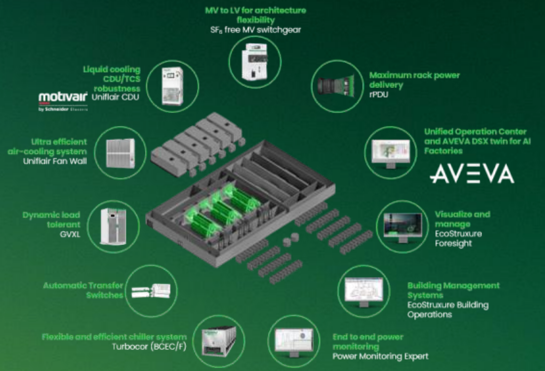
- Monitoring + forecast + dynamic demand optimization
- Unlocks grid capacity and reduces costs
- Faster electrification across all customers

Powering the AI factory lifecycle end-to-end with new AVEVA DSX driving energy & industrial intelligence



AVEVA

etap



EcoCare for Data Center

EcoCare

AVEVA Design

- Start with the DSX Blueprint 1 GW from NVIDIA
- Import data center campus from BIM software
- Build an AI factory using SimReady OpenUSD files and visualize in Omniverse

etap Digital Twin

- Integration of ETAP + NVIDIA Omniverse technologies enables creation of a comprehensive AI Factory digital twin

AVEVA Simulate

- Run CFD/air simulations to optimize room design and HVAC operations
- Run process simulations on water-cooling loops
- Run power simulations to validate design, explore what-if scenarios and prepare for next-gen systems

AVEVA eXchange

- Exchange between digital and physical – Optimize operational digital twin

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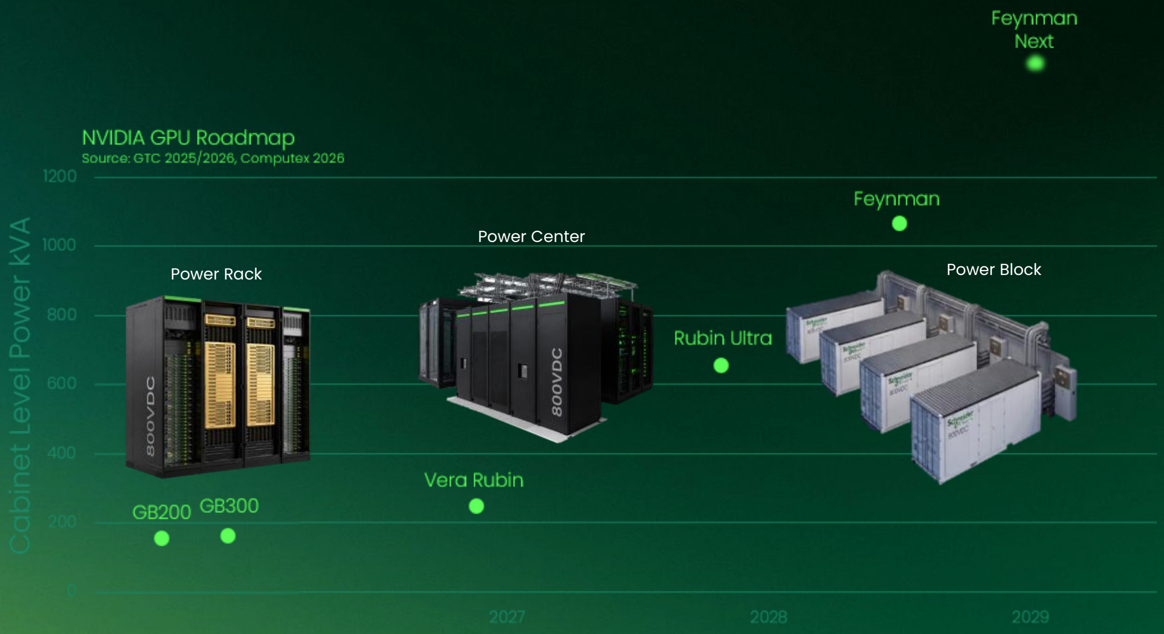
800 VDC portfolio designed in step with the next generation of AI Infrastructure



800 VDC Power Rack (Sidecar)

- Location: IT Rack
- Tech: Power Shelves
- Power: Up to 1.2 MW DC to IT Rack, Up to 4.8 MW AC to Row, Group of 4

800 VDC Power Center

- Location: Facility
- Tech: LV Converter, 400-480V AC to 800 VDC; TRU LV Converter, 34.5kV to 800 VDC; SST, 13.8kV to 800V DC Busway Switchboard, ACB, MCB, SSCB
- Power: 4.8MW DC to Data Hall per Feed

800 VDC Power Block

- Location: Facility
- Tech: SST, 34.5kV to 800 VDC
- Power: 5-10MW DC to Data Hall per Feed

LV – Low Voltage
SST – Solid State Transformer
SSCB – Solid State Circuit Breaker
TRU – Transformer Rectifier Unit

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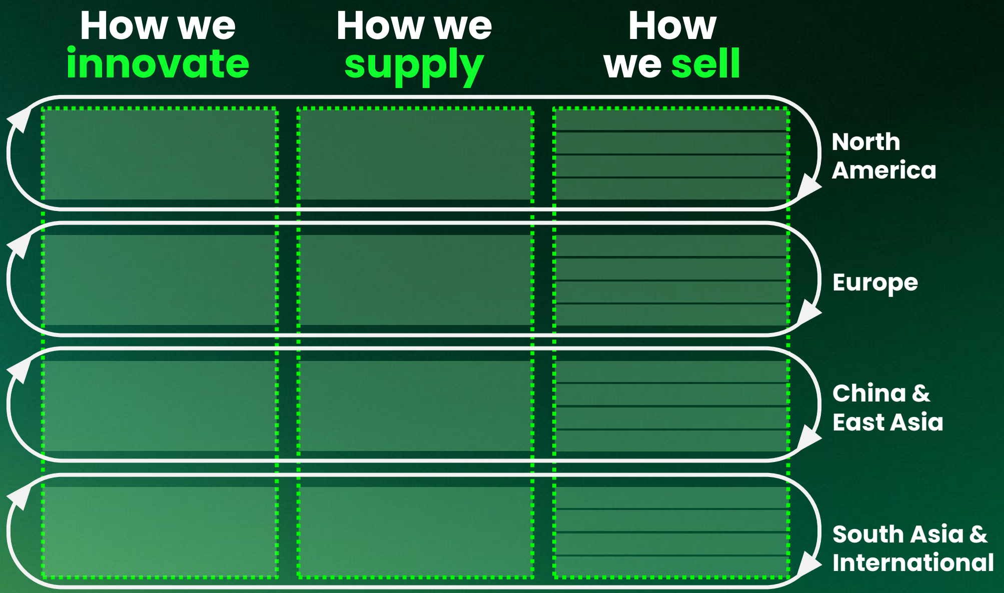
TECHNOLOGY
Leadership

CUSTOMER
Differentiation

OPERATIONAL
Excellence

Deepening regionalization across Sales, R&D and Supply Chain to accelerate customer-centric innovation and execution



Moving **towards ~90%** sourcing and manufacturing within regional hubs

Supported by global governance in key areas

in R&D for:

- Hub Technology allocation & coordination
- Platforming (MCU, MPU, Digital) & Architectures
- Research & Material Resilience
- Industrial/Eco Design & user experience

in Supply Chain for:

- Network design
- Make or Buy
- Global Procurement
- Schneider Production System (SPS)

in Sales for:

- Global Customer Engagement & Delivery

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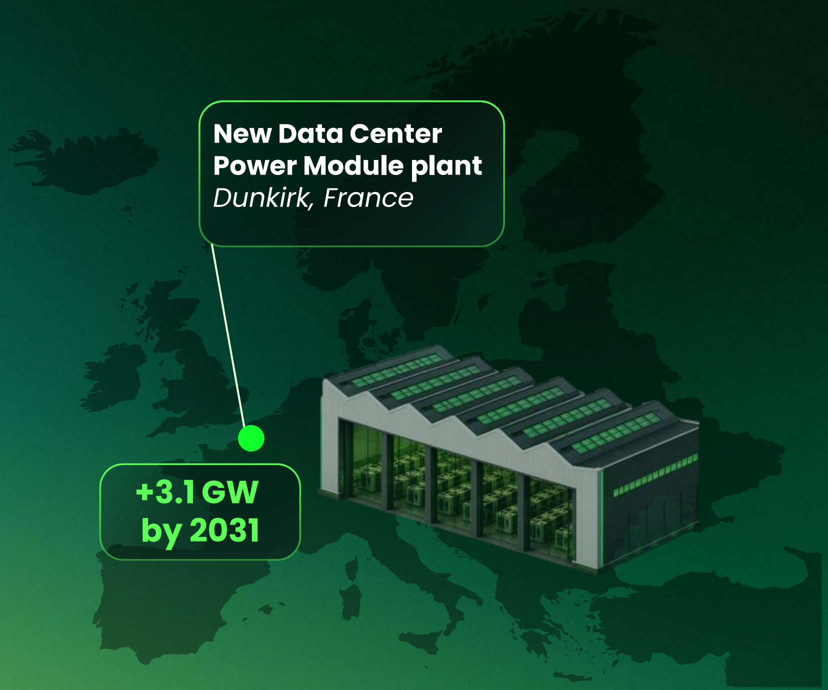
Enabling France's Next Generation AI Infrastructure with SoftBank



SoftBank + Schneider Electric

SoftBank's AI infrastructure investment in France

- Phase 1 with 3.1 GW by 2031 in Hauts-de-France
- Up to 5 GW of AI Data Center Capacity in France

+

Schneider as energy technology and industrial strategic partner

- Invest in and operate a factory for prefabricated data-center power modules at the Port of Dunkirk
- Energy Tech Partner for scalable AI Energy infrastructure (from grid to chip and chip to chillers)

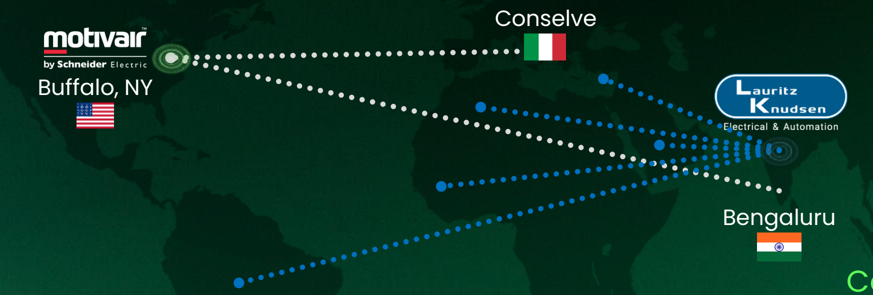
=

Accelerating AI infrastructure deployment

- Local manufacturing for faster deployment
- Strengthening domestic infrastructure to support AI compute growth

Scaling strategic acquisitions to enhance customer proximity

Customer
Differentiation



motivair™ by Schneider Electric

Strengthening portfolio
Through Liquid cooling technology

Performing above business plan
Accelerating commercial synergies

Accelerating at scale
Expands U.S. manufacturing footprint
New India & Europe Hub capacities opened in H1 2026

Lauritz Knudsen Electrical & Automation

Conceptualized & Designed in India
Leverage in-house R&D & manufacturing

Made in India, for India
Tailored for India's unique market needs
Brand awareness strengthened in 2 years

And for the Globe
Broadening from the Middle East to South America and Africa, supported by Agri & Renewable solutions

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TECHNOLOGY
Leadership

CUSTOMER
Differentiation

OPERATIONAL
Excellence

Schneider Electric

Operational Excellence driving scalability across the Group

Offer Cost Leadership

At cost by design

Supplier collaboration

Industrial productivity

Partnership with

FOXCONN

Supply Chain partnerships with strategic suppliers for manufacturing and critical technologies

Productivity

+€535m

YoY change delivered in H1 2026

Simplification & Scalability

Operating model

Trust Foundation

AI @ scale

SFC[1] / Sales ratio

-1.2pt

Excl. R&D, H1 2026 vs H1 2025

Pricing on Products

+€280m

YoY change delivered in H1 2026[2]

1. Support Function Costs
2. H1 price realization in the Gross Margin Analysis of Change

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Accelerating AI infrastructure deployment with Foxconn strategic partnership

OPERATIONAL
Excellence

FOXCONN + Schneider Electric

Foxconn's manufacturing power

- Foxconn brings advanced compute, AI rack integration and manufacturing scale

+

Schneider's energy expertise

- Schneider Electric brings power, cooling and energy expertise

=

Ready-to-deploy infrastructure and AI capacity with greater predictability

- Customer AI capacity built with greater speed, efficiency, and predictability
- Integrated infrastructure solutions for AI data centers
- Production begins in the coming quarters

Schneider Electric

Driving strong shareholder value creation with a consistent capital allocation

1
Strong Investment Grade **Credit Ratings**
We are committed to retaining category A credit ratings

A-grade credit ratings re-affirmed following announcement of proposed Cognite transaction

A/A-1
S&P Global Ratings

A2
Moody's Ratings

2
Continued focus on **Progressive Dividends**
We are committed to our progressive dividend policy

16th year of progressive dividend

Dividend of €4.20 per share (+8% yoy) for Fiscal Year 2025 was paid on May 13, 2026

3
Active **Portfolio Management**
We apply a disciplined approach to value creation

- Strategic acquisitions in fast-growing technology and geographies

motivair by Schneider Electric

Lauritz Knudsen Electrical & Automation

- Cognite proposed acquisition[1] for $3.1bn
- AiDASH proposed acquisition[2] of c.90% of the share capital

4
Share **Buyback**
We plan to undertake a systematic share buyback program

Systematic share buyback started in 2026

As of June 30, 2026, €249 million had been repurchased

1. Agreement to acquire Cognite, announced June 30th, 2026. Completion subject to customary closing conditions and regulatory approvals; expected in the coming quarters
2. Agreement to acquire AiDASH, announced July 30th, 2026. Completion subject to customary closing conditions and regulatory approvals; expected in the coming quarters

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TECHNOLOGY
Leadership

CUSTOMER
Differentiation

OPERATIONAL
Excellence

People & Sustainability Centric Company

Delivering on our People & Sustainability commitments

Employee engagement and shareholding

80% 2026 Employee Engagement

88% 2026 annual engagement campaign participation rate

62% of employees participating in 2026 share-holding plan
China, France and India above 80%

Recognized by the World Economic Forum

2 new Lighthouses in H1, bringing total to 11 Global Lighthouses, recognized for 4IR-enabled transformation with 6 sites recognized for sustainability.

Awarded Future of Inclusion Lighthouse, supporting employees through professional development opportunities, promoting age inclusion and organizational resilience.

Combining operational excellence, digitalization, and sustainability to build a resilient supply chain recognized as #1 by Gartner for the fourth consecutive year.

Global recognition for accelerating a just and inclusive energy transition through recognized impact investing leadership.

Ranked #1 World's Most Sustainable Company for the **3rd** consecutive year

Schneider Electric

Impact 2030 Sustainability Impact 2030

H1 2026 Results
IMPACT SCORE*
2025 Baseline: 3.00/10

Q1	Q2	Q3	Q4	2026 Target
3.40	3.69	-	-	4.20/10

We **electrify** the world
Toward decarbonization

Efficiency forward

2030 ambition	Metric	H1 2026 Performance
80%	Schneider Impact Revenues[1]	75%
1,500M	MWh energy saved or electrified with SE solutions, 2026-2030*	129M
100%	of applicable SE software deliver advanced energy and carbon insights for customers*	29%

Toward Net-Zero

2030 ambition	Metric	H1 2026 Performance
-90%	reduction of Scopes 1&2 CO_2 emissions, absolute vs 2017	-82%
-25%	reduction of Scope 3 CO_2 emissions, absolute vs 2021	-12%
1,500Mt	CO_2 saved and avoided by customers with SE solutions, 2018-2030	913Mt

School of Energy Tech

2030 ambition	Metric	H1 2026 Performance
TBC	electrical experts trained to bridge the energy tech skill gap	In progress

We **reinvent** our industry
Toward innovation

Future-designed

2030 ambition	Metric	H1 2026 Performance
100%	of major offers in the design phase demonstrate circular and environmental excellence*	27%

Industry catalyzer

2030 ambition	Metric	H1 2026 Performance
1,500	suppliers on a Zero Carbon Pathway to decarbonize the supply chain*	15
100%	of strategic suppliers engaged to implement advanced Decent Work practices*	1%
50%	of materials selected to provide superior environmental and social value	19%

Longer, better

2030 ambition	Metric	H1 2026 Performance
x2	growth of circular services for longer and better usage	X1.1

We **unlock** human potential
Toward equal opportunities

Inclusion for all

2030 ambition	Metric	H1 2026 Performance
100%	of employees upskilled each year in Energy Tech*	31%
100%	of experienced talents engaged in their own development or the development of others[2]	16%
40%	of women in leadership[2]	30%

Power progress

2030 ambition	Metric	H1 2026 Performance
100M	people with access to sustainable electricity[3] *	67M
3M	youth equipped with skills to advance electrification and sustainability for inclusive progress[3] *	1.4M

We **empower** local communities
Toward action and care

Impact starts with us

2030 ambition	Metric	H1 2026 Performance
>30%	of employees volunteering to be change agents, in their communities and homes	6%
100	workplaces designed to care for people, nature and communities	5

2030 ambition
H1 2026 Performance

* Programs included in the calculation of the Impact score are the programs that contribute to the collective share of Schneider Electric's 2026 Short-Term Incentive Plan (STIP)

1. Per Schneider Electric definition and methodology
2. The gender balance and the inclusion of all generations metrics are global strategic ambitions. They are not connected to any incentive structure and do not apply to territories that prohibit such ambition, like the U.S. The Schneider Electric policy is to always provide equal opportunities and select the right candidate for any position based on skills, experience and potential (irrespective of their gender, age, origin, disability, appearance, etc...).
3. Cumulated since 2009

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CEO priorities clear and unchanged – Executing on our Company Program in H2 and beyond

TECHNOLOGY Leadership	CUSTOMER Differentiation	OPERATIONAL Excellence
• Leadership in the New Energy Landscape • AI to power Energy & Industrial intelligence and Software-defined architectures • Leadership to design the Data Centers of the Future • Strategic Partnerships for Innovation & Supply Chain	• Next level of regionalization • Capture strong market demand across end-markets • Accelerating the contribution of our Enterprise business • Seamless execution of the record-high backlog	• Pricing excellence • Margin obsession • Delivering on our Productivity and Efficiency ambitions • AI@scale for Efficiency & Scalability

H1 2026

Financial Performance Highlights

Nathan Fast, Chief Financial Officer

H1 2026 Financial performance

Results reflect the strong execution on 'Advancing Energy Tech' program

Revenues

€21.2bn, +14% org.

H1 revenues driven by strong growth in Systems and acceleration in Products

Gross Margin

42.5%, +10bps org.

Gross Margin benefits from strong productivity while price-cost timing impacts H1 as expected

Adj. EBITA Margin

19.3%, +120bps org.

Strong operating leverage delivered in H1 as the Group executes on operational excellence plan

Net Income
(Group share)

€2.5bn, +30%

Adj. Net Income
(Group share)

€2.7bn, +21%

Growth reflects the strong translation of operating performance to the bottom line

Operating Cash Flow

€3.8bn, +28%

Free Cash Flow

€1.6bn, +244%[1]

Strong growth in Free Cash Flow with Cash Conversion from Net Income (Group share) at 66%

1. +140% when adjusted for the one-time impact of a fine paid in relation to a legal case in France in H1 2025

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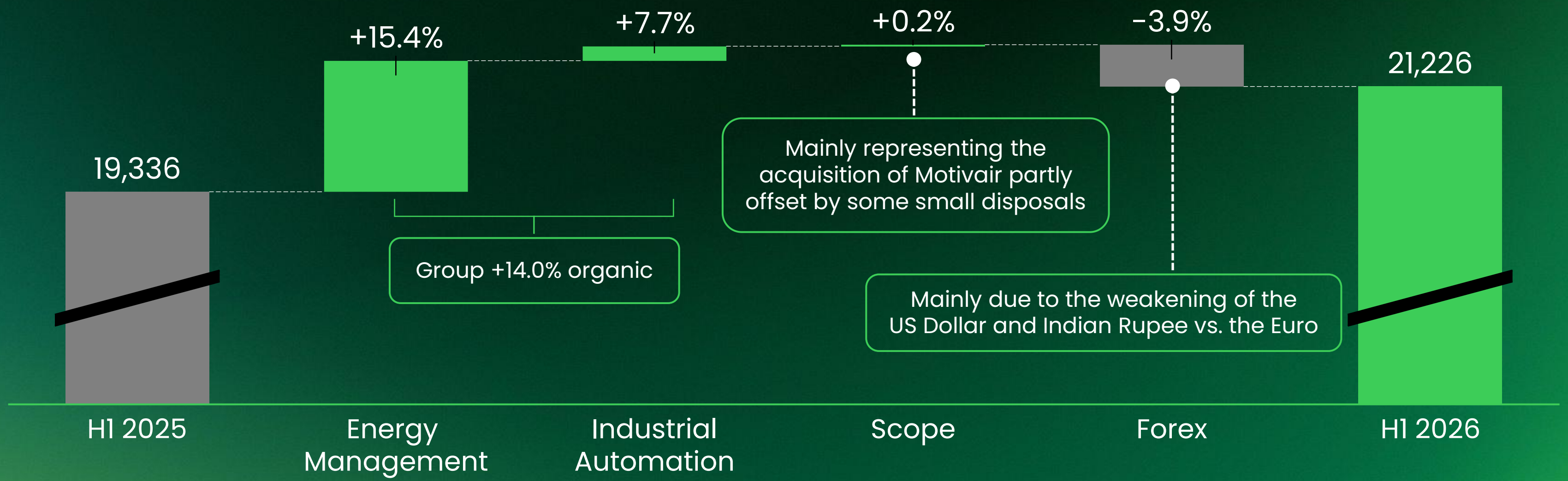
H1 2026 revenues up +14% organic

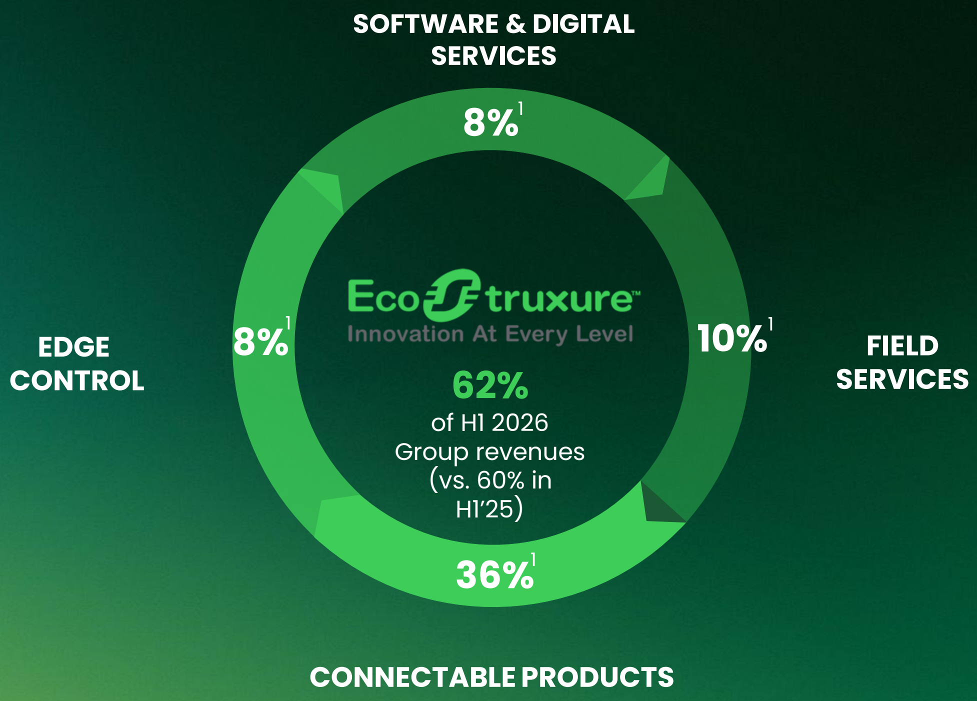
Analysis of Change in Group Revenues (in €m)



Based on current rates, the FX impact on FY 2026 revenues is estimated to be between -€400 million to -€500 million

The FX impact at current rates on adjusted EBITA margin for FY 2026 could be around flat.

H1 Digital Flywheel drives strong growth, up 2pts vs. H1'25



Key achievements of H1 2026:

- Double-digit growth in Connectable Products driven by digital innovation and AI deployment
- Good growth in Edge Control driven by BMS in Data Centers and industrial control offers
- Agnostic Software[2] led by AVEVA with high-single digit organic growth; transition to subscription near to completion
- Recurring revenue in agnostic Software[2] at 82% (vs. 78% in H1'25)

1. *% of H1 2026 Group revenues*
2. *Agnostic Software comprises AVEVA, ETAP and RIB Software*

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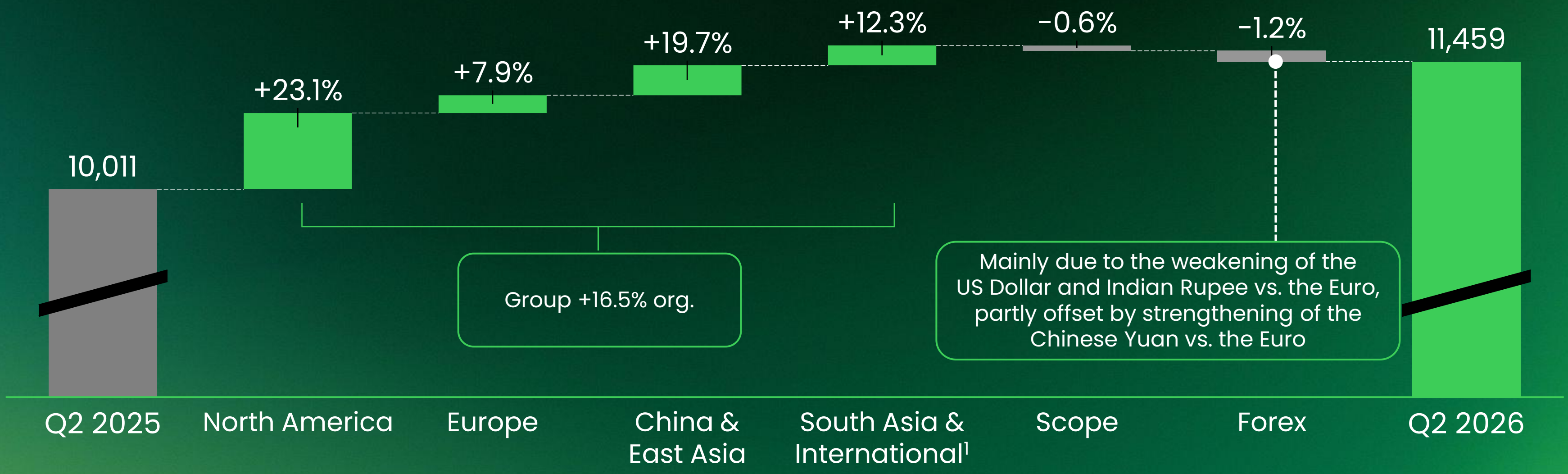
Q2 revenues up +17% org. with all regions contributing

Analysis of Change in Group Revenues (in €m)



[1] The Middle East (which represented less than 5% of 2025 Group revenues) grew mid-single digit in the quarter.

Q2 revenues driven by Systems, Products gaining momentum

Split of Q2 2026 revenue by business model:

Products	Systems	Software & Services
47%	35%	18%

PRODUCTS

+13%

Q2 organic growth

- Price accelerated through Q2
- Growth primarily volume-driven
- Energy Management: up double-digit, growth across end-markets and regions
- Industrial Automation: double-digit growth, Discrete recovery accelerating in Q2

SYSTEMS

+28%

Q2 organic growth

- Energy Management: broad-based growth, up strong double-digit, led by Data Centers
- Industrial Automation: mid-single digit growth, returning to growth in Process and Hybrid

SOFTWARE & SERVICES

+6%

Q2 organic growth

- Agnostic software
  - AVEVA: ARR up +11%. High-single digit organic growth led by SaaS
  - EM Software: Around flat, but with strong growth in recurring revenue
- Field Services: Up mid-single digit with strong traction in Data Center
- Digital Services: Up high-single digit led by strong growth in EcoStruxure advisors

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Q2 org. growth in Energy Management up +18%

Split of Q2 2026 revenue by geography:

North America	Europe	China & East Asia	South Asia & International
44%	23%	16%	17%

North America +25%

- U.S. up strong double-digit, led by Data Center
- Other end-markets mixed; Semiconductor and E&C strong, P&G stable, while Residential remains weaker
- Canada up double-digit led by Data Center
- Mexico down mid-single digit impacted by ongoing macroeconomic and trade uncertainty

Europe +8%

- Growth led by Infrastructure, supported by strong growth in Non-residential and improving trends in Residential
- Italy up double-digit and Germany high-single digit led by Infrastructure
- France, U.K. and Spain each up mid-single digit, driven by Non-residential and P&G
- High-single digit growth across rest of the region

South Asia & International +13%

- India up strong double-digit with broad-based growth across end-markets
- Australia up strong double-digit driven by Data Center
- Middle East & Africa up low-single digit against a high base and backdrop of increased uncertainty
- South America up mid-single digit led by project execution in P&G

China & East Asia +20%

- China up double-digit, led by Semiconductor and Data Center, with good momentum in renewable power generation
- East Asia up strong double-digit, supported by Systems project execution
- East Asia growth in Data Center led by Indonesia and Malaysia, growth in Semiconductor across several countries

Q2 org. growth in Industrial Automation up +11%

Split of Q2 2026 revenue by geography:

North America	Europe	China & East Asia	South Asia & International
22%	31%	26%	21%

North America +8%

- U.S. up mid-single digit, led by growth in Discrete
- U.S. Discrete automation momentum in e-commerce and Data Center related customers
- US Process & Hybrid return to growth driven by E&C
- Canada up double-digit supported by E&C and Transportation segments
- Mexico up double-digit against a low base

Europe +8%

- Led by AVEVA, up strong double-digit; Discrete up mid-single digit; low-single digit growth in Process & Hybrid
- Italy up double-digit driven by AVEVA and Discrete
- Spain up double-digit, U.K. up high-single digit, led by AVEVA
- Germany up high-single digit growing in both Discrete and Process & Hybrid
- France down low-single digit, growth in Discrete offset by timing at AVEVA and weakness in Process

South Asia & International +9%

- India up strong double-digit, led by Discrete, benefitting from strategic initiatives
- Australia up high-single digit, led by AVEVA
- Middle East and Africa around flat amid increased uncertainty
- South America down slightly due to timing at AVEVA

China & East Asia +20%

- Strong double-digit growth in Discrete, growth in Process & Hybrid; solid performance at AVEVA
- China up strong double-digit with an acceleration in Discrete
- East Asia up double-digit, Japan seeing strong growth in Semiconductor, Korea seeing strong growth at AVEVA

H1 Adj. EBITA Margin at 19.3%, up +120bps organic

In €m	H1 2025	H1 2026	*Reported change*	*Organic change*
Revenues	19,336	21,226	*+9.8%*	*+14.0%*
Gross Profit	8,202	9,014	*+9.9%*	*+14.2%*
Gross Margin (%)	42.4%	42.5%	*+10bps*	*+10bps*
SFC[1]	(4,692)	(4,921)	*+4.9%*	*+8.3%*
SFC[1] Ratio (% Revenues)	24.3%	23.2%	*+110bps*	*+110bps*
Adjusted EBITA	3,510	4,093	*+16.6%*	*+22.1%*
Margin %	18.2%	19.3%	*+110bps*	*+120bps*
R&D/Sales ratio	5.8%	5.8%	*flat*	*flat*

Energy Management

22.4%
c.+100bps
org.

Industrial Automation

14.0%
c.+50bps
org.

- SFC higher by +8.3% organic generating strong operating leverage in H1
- SFC/Sales ratio improves from 24.3% to 23.2% with a strong positive organic improvement of +110bps, while FX headwinds are offset by scope benefits

- R&D costs in P&L up +14% organic with R&D/Sales ratio remaining stable at 5.8%, flat organically
- On a cash basis, R&D spend decreased to 5.8% of sales from 6.1% in H1 last year, primarily due to timing of capex spend

1. Support Function Costs

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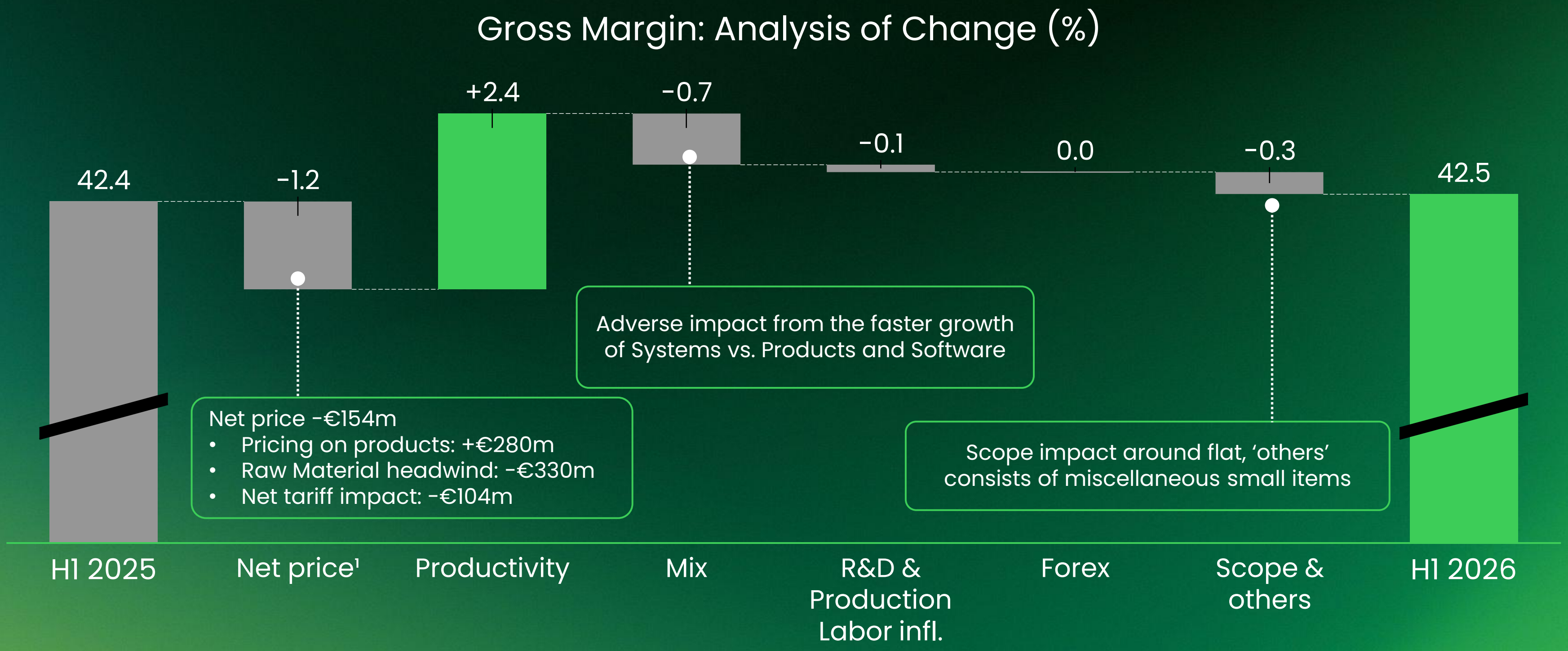
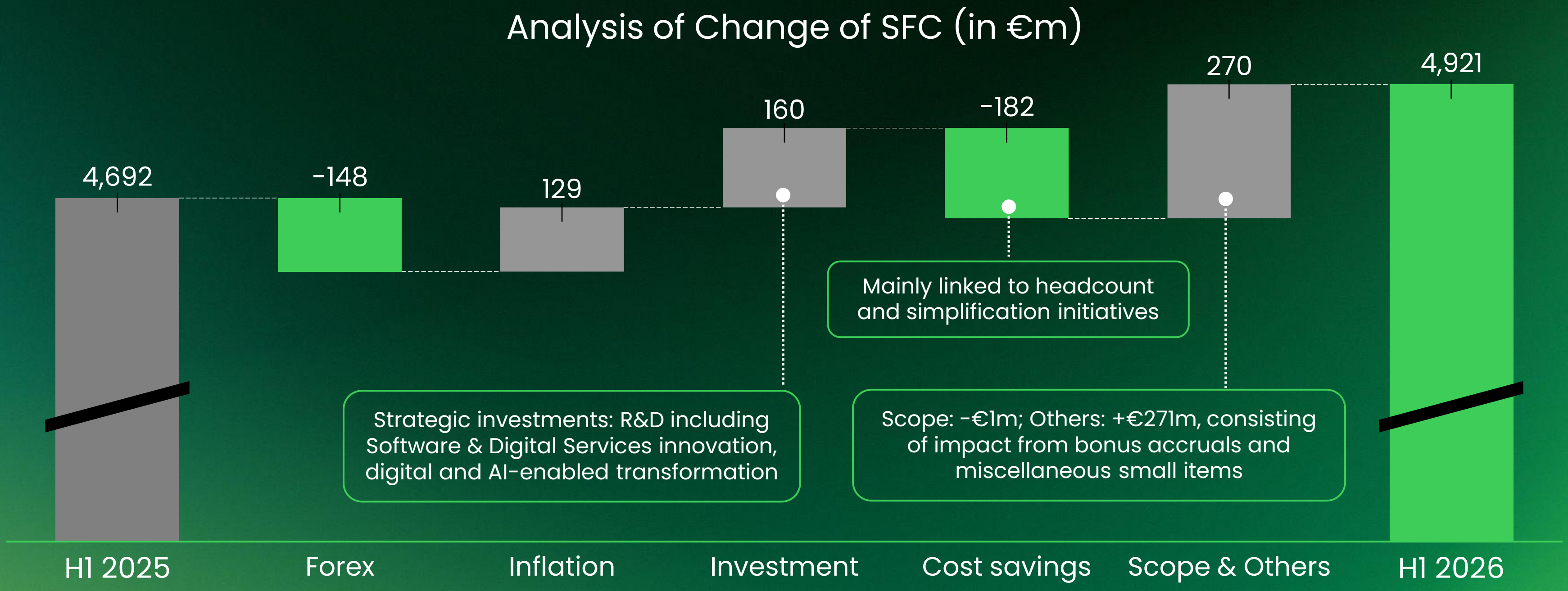
H1 Gross Margin up +10bps organic



1. Price on products, raw material impact and tariffs

H1 SFC delivering strong operating leverage



H1 Adjusted Net Income €2.7bn, up +29% organic

In €m	H1 2025	H1 2026	*Reported change*	*Organic change*
Adjusted EBITA	3,510	4,093	+16.6%	+22.1%
Other operating income and expenses	9	(147)		
Restructuring costs	(63)	(127)		
Amortization & imp. of purchase accounting intangibles	(233)	(206)		
EBIT	3,223	3,613	+12.1%	
Net financial income/(loss)	(248)	(286)		
Income tax	(714)	(799)		
Profit/(loss) of associates and non-controlling interests	(74)	(40)		
Impairment of investment in associates	(274)	-		
Net income (Group share)	1,913	2,488	+30.1%	
Adjusted Net income (Group share)[1]	2,228	2,696	+21.0%	+28.8%
Adjusted Earnings per share[1]	3.97	4.79	+20.7%	+28.5%

Primarily consisting of an impairment of capitalized development costs resulting from the decision to simplify the Industrial Automation offer range and some M&A and integration costs

€64m higher than H1'25 aligned with the expectation of incremental charges to drive operational excellence as previously communicated.

Mainly driven by higher cost of debt associated with bond issuance in 2025

The Effective Tax Rate was 24.0%, in line with the expected range of 23-25% for FY26, and in line with the 24.0% ETR in H1'25

Variance mainly due to taking 100% ownership of Schneider Electric India Private Limited in Dec'25.

1: Adjusted net income and EPS calculation in appendix

Schneider Electric

H1 free cash flow of €1.6 billion, up +244%[1]

Analysis of net debt change in €m	H1 2025	H1 2026	*Reported change*
Net debt at opening Dec 31	(8,147)	(13,721)	
Operating cash flow	2,944	3,755	
Capital expenditure – net	(717)	(669)	
Operating Cash Flow, net of capex	2,227	3,086	+38.6%
Change in trade working capital	(976)	(1,208)	
Change in non-trade working capital	(777)	(247)	
Free cash flow	474	1,631	+244.1%[1]
Dividends	(2,209)	(2,411)	
Acquisitions – net	(1,096)	23	
Net capital increase / (decrease)	(87)	(602)	
Transactions with non-controlling interests	(301)	(55)	
FX & other	(618)	(225)	
(Increase) / Decrease in net debt	(3,837)	(1,639)	
Net debt at June 30	(11,984)	(15,360)	

Record operating cashflow for H1 of €3.8bn, up +28%, due to the strong profitability of the H1

DSO change is 4 days adverse compared to H1'25, while DPO change is 1 day adverse. Change in DIN stable YoY with the expected inventory build in H1

Variance to H1'25 primarily due to payment of a fine in France in H1'25 for -€207m, and relative impact of bonus accruals and payments due to stronger performance in H1'26

Record H1 FCF of €1,631m. Cash conversion ratio of 66% of Net Income (Group share). As in previous years, the Group expects a higher cash conversion ratio in H2

Implementation of share buyback program announced at 2025 CMD

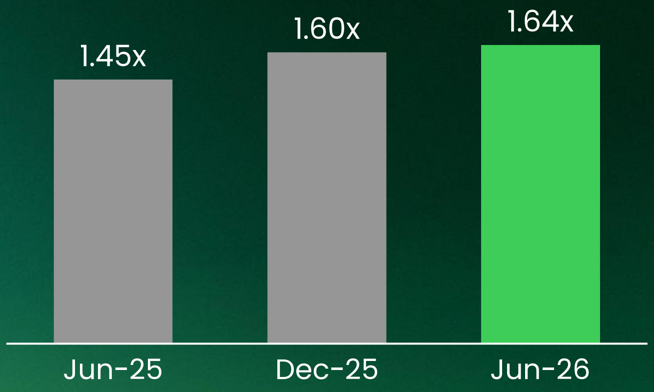
Variance to H1'25 mainly due to FX and change in derivatives

1: +140% when adjusted for the one-time impact of a fine paid in relation to a legal case in France in H1 2025

Schneider Electric

H1 Balance sheet remains strong

Net Debt / Adj. EBITDA[1]



Main impacts

- Payment of €2.4bn to fulfill FY25 dividend
- Share buyback of €0.6bn[2]
- Free cash flow generation of €1.6bn

Financing update

- €850m OCEANEs due 2034 issued alongside repurchase of ~94% of OCEANEs due 2030

A-grade credit ratings re-affirmed following announcement of proposed Cognite transaction

A/A-1	A2
S&P Global Ratings	Moody's Ratings

1. *Trailing 12 months Adj. EBITDA; Net debt as of period end*
2. *Including cash payment in H1 of €0.2bn and purchase commitment of €0.4bn*

Expected Trends & Financial Target

Olivier Blum, Chief Executive Officer

Expected trends in H2 2026

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

End-market

- All 4 end markets to drive growth, with Data Center & Networks to sustain strong momentum
- Industry and Infrastructure to contribute strongly
- Buildings expected to track macroeconomic trends

Business model

- Systems to lead growth
- Products contribution accelerated with price realization
- Sustained momentum in recurring Software revenues
- Improved growth from Services

Geography

- All 4 regions to contribute to growth, led by U.S. and India
- Disruption in the Middle East to impact H2, with potential for pressure on global supply chains and increased inflation

Operational Excellence

- Disciplined execution of new Company program
- Net Price positive in value by year end
- Productivity and operating leverage to contribute positively to adj. EBITA margin in H2

2026 Target upgraded

The Group upgrades its 2026 financial target as follows:

2026 Adjusted EBITA growth of between +14% and 19% organic

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

- Revenue growth of **+10% to +13% organic**
- Adjusted EBITA margin up **+70bps to +100bps organic**

This implies Adjusted EBITA margin of **around 19.4%** to **19.7%** (including scope based on transactions completed to-date and FX based on current estimation).

Further notes on 2026 FX & Scope available in slide 48

Q&A

Investor Relations ready to engage

30 July	H1 2026 Results
8 September	Morgan Stanley Industrial CEOs Unplugged (London)
9 September	Kepler Cheuvreux Autumn Conference (Paris)
29 October	Q3 2026 Revenues

Investor Relations **contacts**

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To schedule an interaction with Schneider Electric please contact Claudia Hess at SEInvestorRelations@se.com

Appendix

2026 additional notes

- **Foreign Exchange impact:** Based on current rates[1], the FX impact on FY 2026 revenues is estimated to be between -€400 million to -€500 million. The FX impact at current rates on adjusted EBITA margin for FY 2026 could be around flat
- **Scope impact:** Around flat on 2026 revenues and around flat on 2026 adjusted EBITA margin, based on transactions completed to-date
- **Tax rate:** The ETR is expected to be in a 23-25% range in 2026
- **Restructuring:** The Group expects cumulative incremental restructuring costs of €500 million in the years 2025-2027, above a normalized rate of c. €100 - €150 million per year, with the expectation that in FY26 restructuring costs reach around €450 million in total

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

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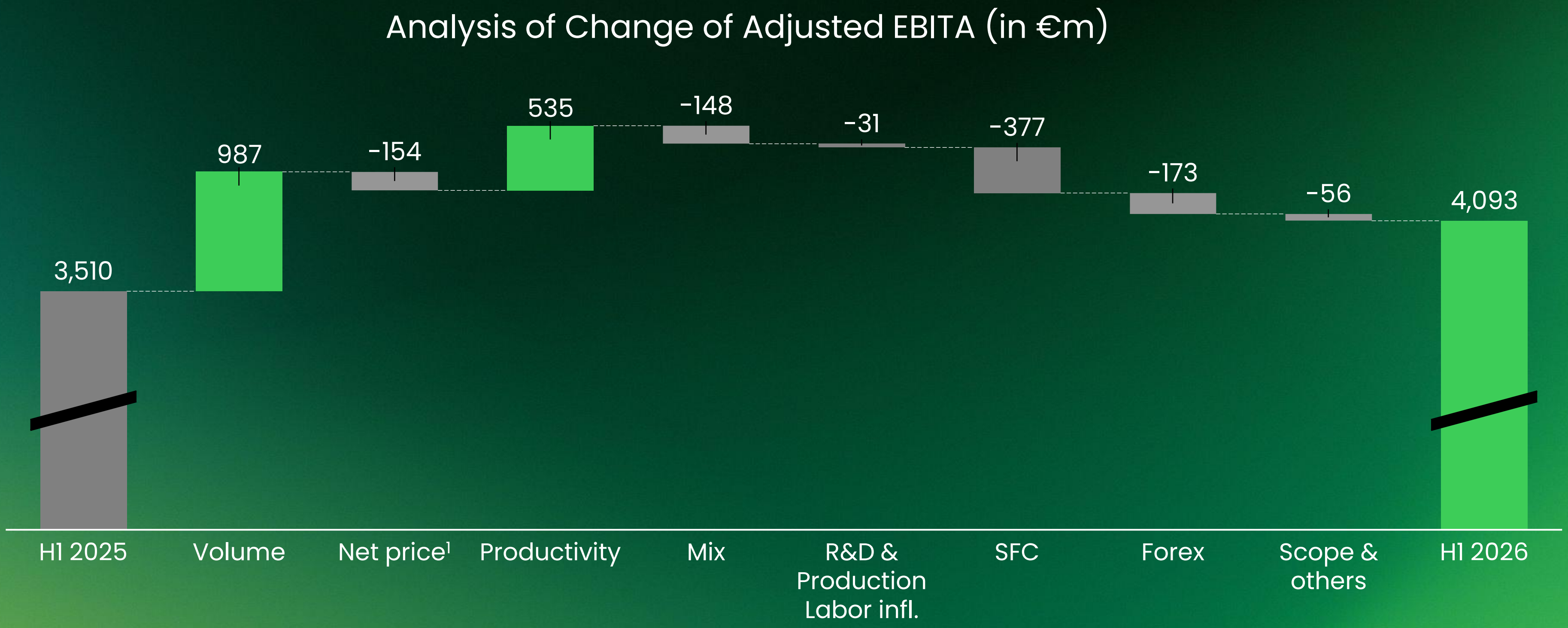
H1 Adj. EBITA up +22.1% org. due to strong focus on operational excellence



1. Price on products, raw material impact and tariffs

H1 Adjusted Net Income calculation

In €m	H1 2025	H1 2026
Adjusted EBITA	3,510	4,093
Amortization of purchase accounting intangibles	(233)	(206)
Net financial income/(loss)	(248)	(286)
Income tax with impact from adjusted items	(727)	(865)
Profit/(loss) of associates and non-controlling interests	(74)	(40)
Adjusted Net Income (Group share)	2,228	2,696
Adjusted EPS (€)	3.97	4.79

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