

Schneider Electric hosts a Capital Markets Day for investors and financial analysts

Rueil-Malmaison (France), December 11, 2025 - Schneider Electric, a global energy technology leader, is today hosting a Capital Markets Day for investors and financial analysts, in-person and via live webcast from the McLaren Technology Center in Woking, U.K.

Highlights

- **Key strategic focus on Advancing Energy Tech to the Next Level of Intelligence through Technology Leadership, Customer Differentiation and Operational Excellence**
- **Pioneering Energy and Industrial Intelligence leveraging Data Cube and AI to drive enhanced value creation for customers**
- **Organic revenue growth target of +7 to +10% CAGR¹ extended through 2030, supported by the Group's unique and leading portfolio across electrification, automation and digitalization**
- **Further step-up in profitability with organic expansion of adj. EBITA margin targeted at +250bps cumulatively 2026-2030; ROCE ambition raised to 15-20%**
- **Digital Flywheel revenues to represent >70% of Group by 2030; ambition to accelerate Software & Services as percentage of Group revenues to 25% and to double recurring revenues weightage by 2030**
- **Share buyback program of €2.5bn - €3.5bn; disposal program of €1.0bn to €1.5bn in revenues announced**

Beginning at 8.45am GMT, the live webcast can be accessed via the following link: [Advancing Energy Tech - Capital Markets Day 2025](#)

The event will showcase how the Group is Advancing Energy Tech to the Next Level of Intelligence, under CEO Olivier Blum. Mr. Blum will deliver a keynote address sharing the Group's strategic positioning, its differentiated value proposition and its plans for the next cycle. Mr. Blum will demonstrate how the Group is best placed to benefit in the New Energy Landscape, harnessing the trends of digitalization and AI through its unique operating model in a multi-polar world, driving more Electrification, Automation and Digitalization.

Olivier Blum, Chief Executive Officer, commented:

"I am delighted to be with our investors and financial analysts today at the McLaren Technology Center, to demonstrate how our unique positioning is set to capture growth over the next 5-years, through our Technology Leadership, our Customer Differentiation and a focus on Operational Excellence. We are the Energy Technology Partner for our customers across industries, businesses and homes, driving efficiency and sustainability for all. We are taking Schneider to the next level of Energy & Industrial Intelligence, the next level of regionalization and the next level of cost competitiveness and scalability to capture the opportunities in electrification, automation and digitalization now and in the future. I am confident this differentiated vision is set to drive strong financial results and enhanced shareholder value over the next 5-years."

¹ 2025-2030 (5-year CAGR)

Schneider Electric will also announce the first Energy & Industrial foundational model that utilizes the Data Cube and its Data Ecosystem to deliver physical intelligence combining the digital twin with the asset and domain experience solving real world customer challenges, enhanced by Agentic workflows on top of the Intelligence layer.

In addition to the CEO keynote address, the full-day event will include multiple sessions where participants will hear from different members of the Schneider Electric executive team, as well as hearing from customers across a range of end-markets and segments.

The agenda includes presentations/discussions on the following topics:

1. Advancing Energy Tech (Strategy keynote)
2. Energy Intelligence – Leading the future of electrification and AI
3. Industrial Intelligence – Accelerating the Energy Tech revolution, incorporating data-driven insights and software
4. A perspective from customers, focusing on specific segments
5. Advancing Performance – Energy Tech for shareholder value (Finance keynote)
6. Q&A session

In-person attendees will also have the opportunity to see Schneider's technology in action in a purpose-built marketplace featuring several compelling offers highlighting the Group's focus on innovation and technology leadership.

In addition, attendees will also have the opportunity to participate in a curated tour of the McLaren Technology Center, with a number of stops highlighting McLaren's use of Schneider Electric technology, incorporating offers of both Energy Management and Industrial Automation, in their quest for success both on and off the racetrack.

Across the different sessions, a clear perspective on the evolution of the Group's Equity Story will be demonstrated, in tandem with the corresponding financial implications. As part of a focus on driving digitally enabled revenues for resilience and customer stickiness, the Group sets out its ambition for Digital Flywheel revenues to represent greater than 70% of Group revenues by 2030, enabled by Software and Services increasing to around 25% of Group revenues in the same timeframe, with the weightage of recurring revenues to double by 2030.

CFO Hilary Maxson will further elaborate on the aspects of operational excellence set to drive organic growth and the levers available to drive further adjusted EBITA margin expansion in the coming years.

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

2026-30 Financial Targets:

- Organic revenue growth of between +7% to +10%, CAGR 2025-2030²
- Organic expansion of Adjusted EBITA margin of +250 basis points, cumulatively, 2026-2030
- Cash conversion ratio³ to be around 100%, 2026-2030

² 5-year CAGR

³ Free Cash Flow as a proportion of Net Income (Group Share)

In addition to the above, the Group also communicates an evolution on two elements of its capital allocation framework:

- As part of a strong commitment to shareholder returns, the Group plans to undertake a share buyback program of €2.5 billion to €3.5 billion through 2030
- As part of a disciplined approach to value creation, the Group intends to engage in a divestment program of €1.0 billion to €1.5 billion in revenues, to be completed by 2030.

The Capital Markets Day also marks a change in leadership of the Investor Relations function at Schneider Electric. After 9 years of leading the IR function, Amit Bhalla, SVP-Head of Investor Relations will transition into another role in the Group. Effective January 1, 2026, Nathan Fast will step into the role as SVP-Head of Investor Relations, having previously held several senior positions within Finance at Schneider Electric over a 19 year career at the company, most recently as SVP Finance for the Group's global supply chain organization.

The Capital Markets Day presentations will be available at www.se.com after the event. A recording of the webcast will also be made available after the conclusion of the event.

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.

About Schneider Electric:

Schneider Electric is a global energy technology leader, driving efficiency and sustainability by electrifying, automating, and digitalizing industries, businesses, and homes. Its technologies enable buildings, data centers, factories, infrastructure, and grids to operate as open, interconnected ecosystems, enhancing performance, resilience, and sustainability. The portfolio includes intelligent devices, software-defined architectures, AI-powered systems, digital services, and expert advisory. With 160,000 employees and 1 million partners in over 100 countries, Schneider Electric is consistently ranked among the world's most sustainable companies.

www.se.com

Follow us on:      