Powering India's sustainability and growth for global

IMPACT

India Investor Event
December 2024

Life Is On | 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.

©2024 Schneider Electric. All Rights Reserved |

Life Is On Schneider Electric

CEO Keynote

Olivier Blum

Chief Executive Officer

©2024 Schneider Electric. All Rights Reserved |

Schneider's purpose is to create **Impact** by empowering all to **make the most of our energy and resources**, bridging progress and sustainability for all.
At Schneider we call this **Life Is On**.

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

©2024 Schneider Electric. All Rights Reserved |

Life Is On Schneider Electric

Megatrends driving The Next Frontier

1 **Digitization & Artificial Intelligence**

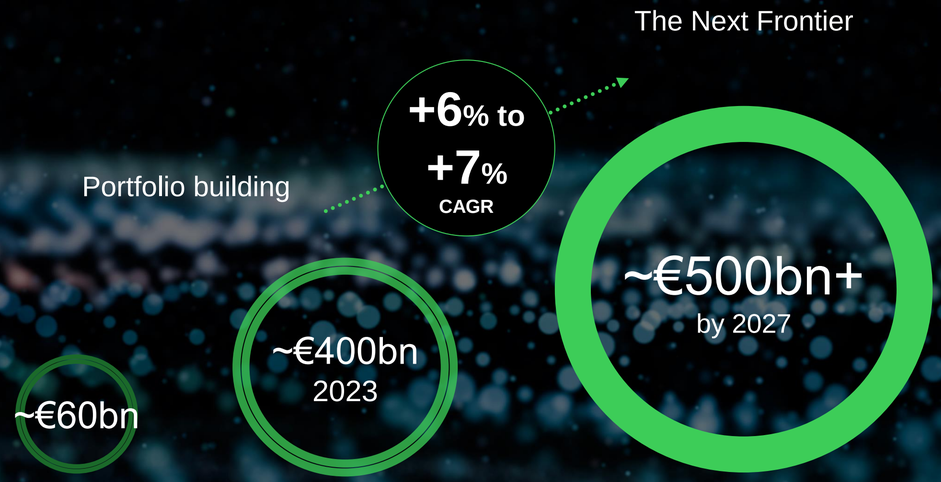
2 **Climate Change**

3 **Energy Transition**

4 **Evolution of Wealth**

5 **New Global Equilibrium**

Potential Addressable Market Estimates
2023-27, in €Bn



©2024 Schneider Electric. All Rights Reserved |

Life Is On Schneider Electric

Addressing the opportunities from structurally growing end-markets

End-markets Exposure[1]	Data Centers & Networks	Buildings	Industry	Infrastructure
	21%	32%	34%	13%
Market Positioning	#1 in electrical distribution Most complete portfolio	#1 in electrical distribution Present within 1 out of 4 buildings	Complementary EM and IA offers #1 in electrical distribution #1 industrial data and safety	#1 in electrical distribution #1 in industrial data #1 in Grid
Market CAGR to 2027	>10%	+4% to +5%	+5% to +6%	+5% to +7%
Key Drivers	Artificial Intelligence	Decarbonization	Reshoring & mega-projects	Big government funding
Current market dynamic				

Medium-term financial targets:

Organic revenue growth of between
+7% to +10%
CAGR, 2023-2027[2]

Organic expansion of adj. EBITA margin
c.+50bps
CAGR, 2023-2027[2]

1. Based on 2023 Orders
2. 4-year CAGR

©2024 Schneider Electric. All Rights Reserved |

Life Is On | Schneider Electric

Capital allocation priorities are clear with strong link to shareholder value creation

1 Strong Investment Grade **Credit Ratings**

- Rated A/A-1 with S&P Global
- Rated A3 with Moody's
- Upgraded within last 6 months

2 Continued focus on **Progressive Dividends**

- 14 years of progressive dividend
- Including through Covid-19

3 **Funding Organic Growth**

- Capacity investment
- Step-up in R&D intensity

4 **Portfolio** evolution / Share **Buyback**

- M&A not a prerequisite for achievement of medium-term targets
- Will remain agile and opportunistic towards M&A in growth markets

Shareholder value creation

©2024 Schneider Electric. All Rights Reserved |

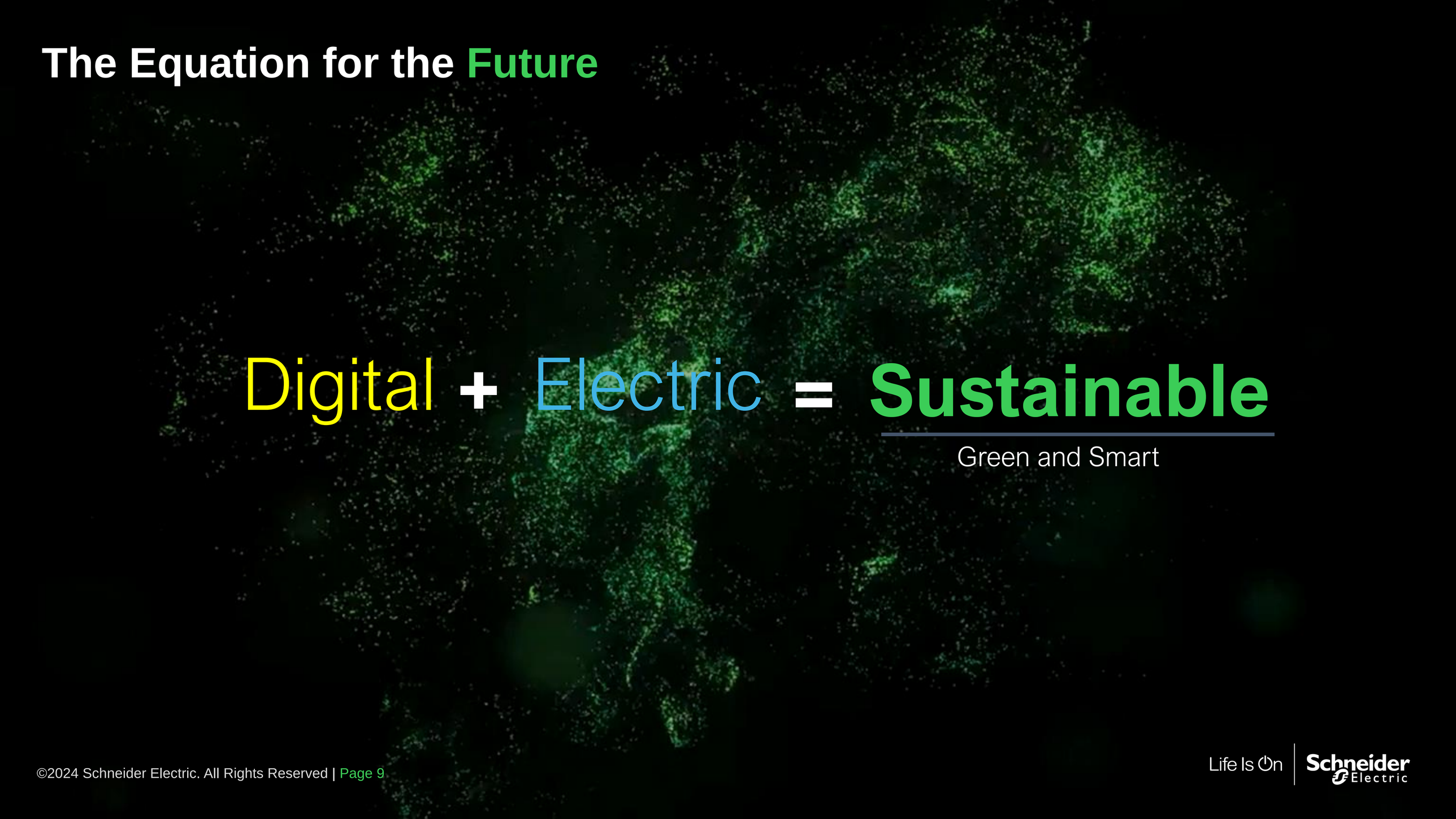
Life Is On Schneider Electric

Transforming to be the “Industrial Tech” leader

©2024 Schneider Electric. All Rights Reserved |

Life Is On | Schneider Electric

The Equation for the Future



©2024 Schneider Electric. All Rights Reserved |

Life Is On Schneider Electric

Pursuing a differentiated strategy for the benefit of all stakeholders

Technology leader

Customer centric

Impact company

People company

©2024 Schneider Electric. All Rights Reserved |

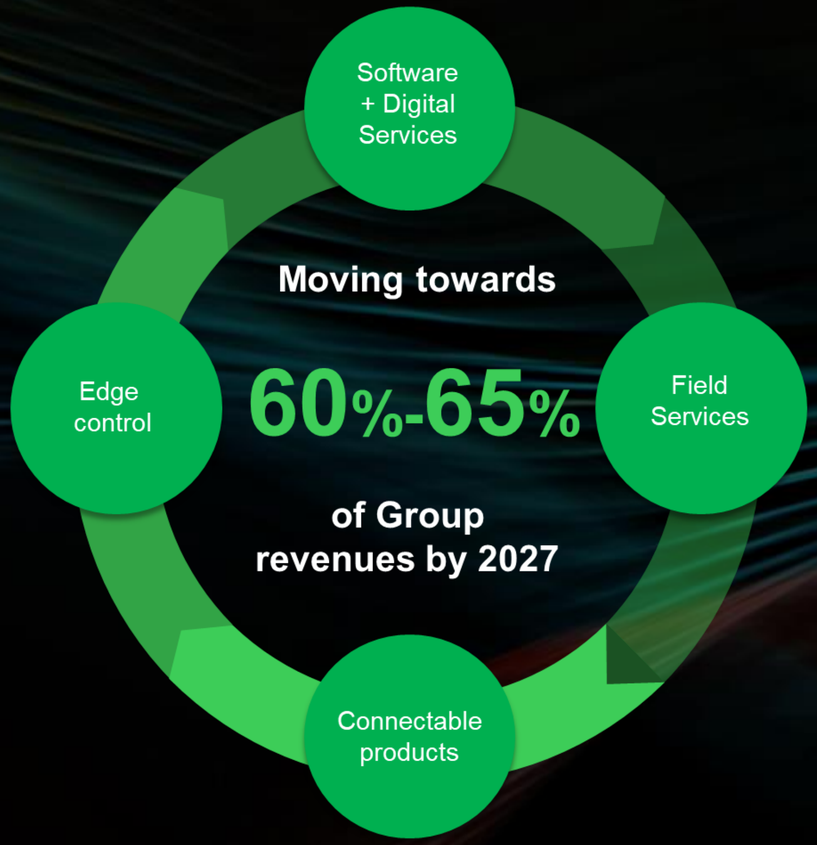
Life Is On Schneider Electric

Technology Leader

©2024 Schneider Electric. All Rights Reserved |

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

Technology leader 1



1. **All business models** contributing to Digital Flywheel expansion
2. **Recurring revenue** in Agnostic Software to increase to c.80% by 2027 (70% in FY23)
3. **Recurring revenue** in Services to keep increasing

©2024 Schneider Electric. All Rights Reserved |

Life Is On Schneider Electric

From EcoStruxure to Connect
A complete digital architecture for the benefit of customers

EcoStruxure

IoT & Data | Software for complete Digital Twin

Design — Build — Operate & Maintain

Hybrid Cloud and On-Premises

AI & Cybersecurity

Software, Apps, Analytics and Services

Edge Control

Connected Products

Buildings | Data Centers | Industry | Infrastructure

©2024 Schneider Electric. All Rights Reserved |

Life Is On Schneider Electric

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

EcoStruxure

IoT & Data | Software for complete Digital Twin

Design — Build — Operate & Maintain

Multiple customer entry points

Hybrid Cloud and On-Premises

AI & Cybersecurity

Software, Apps, Analytics and Services

Edge Control

Connected Products

Buildings | Data Centers | Industry | Infrastructure

Software & Consulting

Digital Services

Field Services

Automation & Control

Connected Products

Non-connected Products

CONNECT 1

Data
Intelligent Twin
Experience
Empowered Ecosystem

PI System, AVEVA, Wonderware by AVEVA, etap, RIB, Schneider Electric, ...

Energy Management

Industrial Automation

©2024 Schneider Electric. All Rights Reserved

Life Is On Schneider Electric

Accelerating the pace of innovation through our future-ready R&D program

Strategy

Alignment with Strategic priorities
→ Digital, Services & Sustainability

Customer-centric value proposition

Execution

Focus and speed

Design to Cost

Rigor of performance management

Disruptions

Resilience

Global vs. local

Digitization

New Energy Landscape

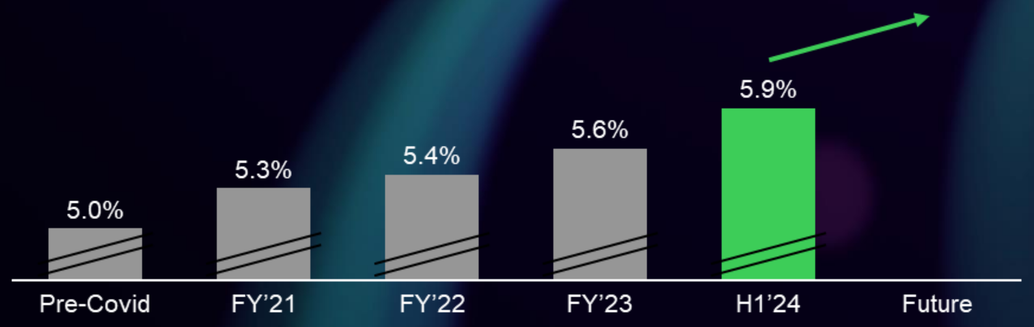
Platforming

Offer simplification

Faster time to market

Local adaptation

Increase in R&D intensity[1] set to continue



(1) R&D cash spend as a proportion of Group revenue

©2024 Schneider Electric. All Rights Reserved |

Life Is On Schneider Electric

Customer Centric

©2024 Schneider Electric. All Rights Reserved |

Key 2024 innovation offers across both businesses – with more to come in 2025

Altivar Starter

EcoStruxure Machine

Industrial Digital Transformation Services

EcoStruxure Automation Expert

EvoPacT

MasterPacT MTZ

AirSeT

EcoCare

EcoStruxure DERMS

EcoStruxure GRID Operations

EcoStruxure Microgrid Flex

ETAP Design

Wiser HEMS

EV Link Pro DC

50%

of above offers embedding AI features

25%

Vitality Index[1] as of 30 September 2024

(1) Percentage of YTD orders derived from innovative offers from preceding 3 years

©2024 Schneider Electric. All Rights Reserved |

Life Is On Schneider Electric

Committed to a unique ecosystem based on long-term partnerships

Unprecedented Distribution Network

6k Distributors globally

+120k Distributors POS

Panel Builders & System Integrators

4k EcoXpert Certified partners

~20k Partners platformed

Electricians

>1Mil Electricians in our network

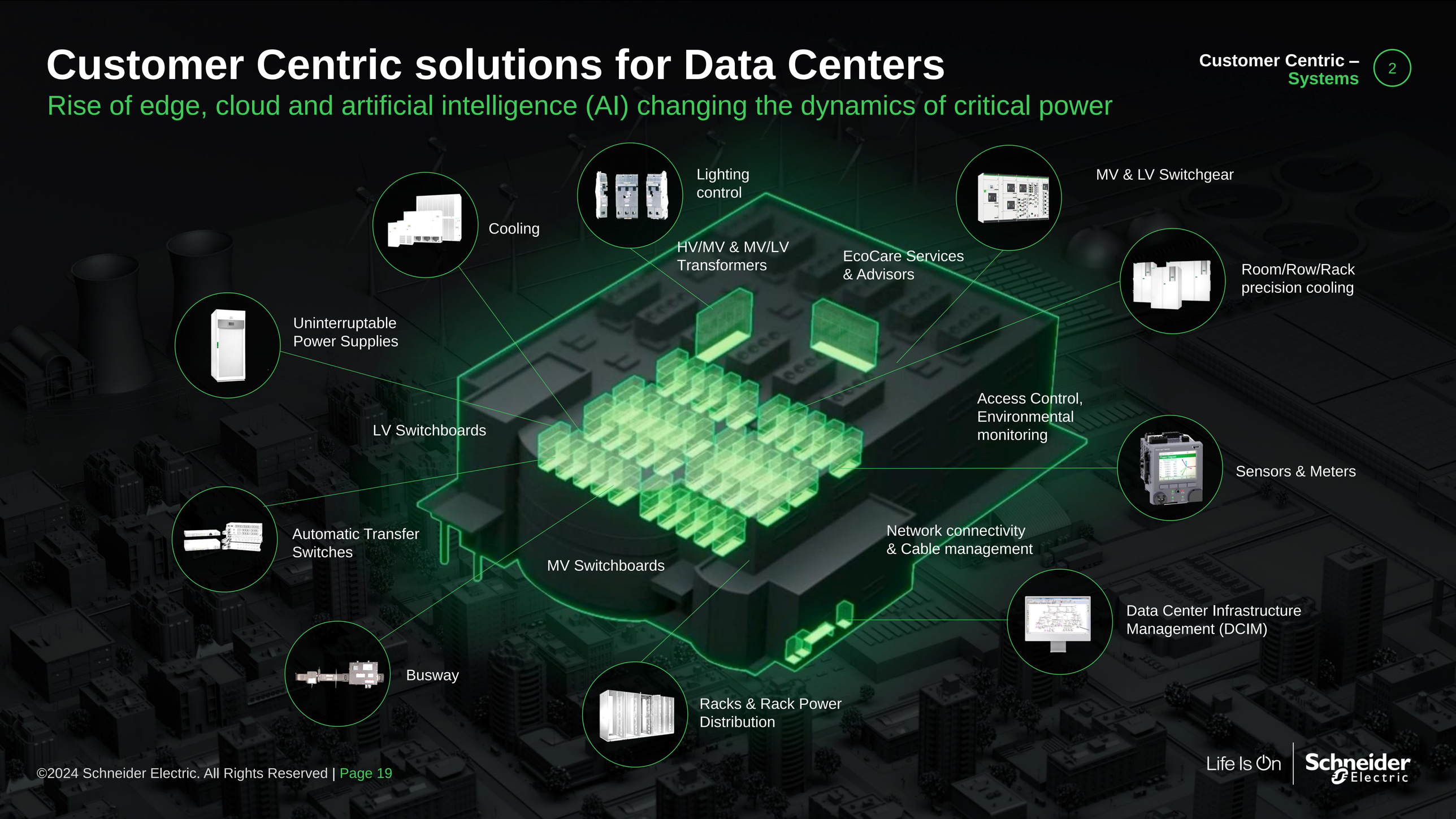
c.50% Group revenues through partners

+14pts Increase in Net Satisfaction Score 2019-23

©2024 Schneider Electric. All Rights Reserved |

Customer Centric solutions for Data Centers

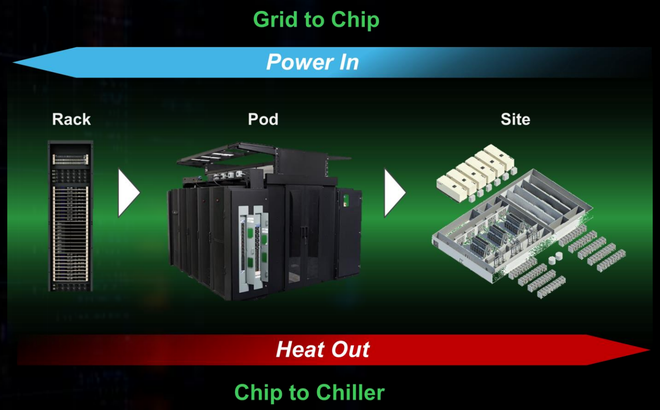
Rise of edge, cloud and artificial intelligence (AI) changing the dynamics of critical power



©2024 Schneider Electric. All Rights Reserved |

Life Is On Schneider Electric

A leading portfolio of innovations and strategic partnerships to support global data center growth



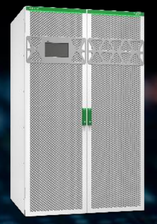
- Our solution covers grid-to-chip and chip-to-chiller infrastructure, monitoring and management software, and services
- For operational optimization to support the global deployment of AI workloads

Acquisition of Motivair

Strengthening Schneider Electric's leading position in Data Centers by acquiring Motivair Corporation, a key global provider of advanced liquid cooling solutions

Collaboration with NVIDIA

Designs for AI Data Centers offering a robust framework for implementing NVIDIA's accelerated computing platform within data centers



New Galaxy VXL

Highly efficient, compact, modular, scalable, 3-phase UPS, complete with enhanced cybersecurity, software, and safety features

Cooling factory

Inaugurated in 2024 in Bangalore to meet the growing demand for data center in India and outside of the country

©2024 Schneider Electric. All Rights Reserved

Customer centric integrated service offers to address customers' needs across the lifecycle

DESIGN → BUIILD → OPERATIONS → MAINTENANCE → UPGRADE

Services offering

EcoConsult

Consulting, Design

Range of consulting services to design your asset management strategy and optimize your systems

EcoCare

Recurring Services

Exclusive membership benefits, condition-based maintenance, 24/7 monitoring for maximum business continuity, premium support

EcoFit

Circularity, Repairability

Digital modernization and circularity services to extend the life of assets and to achieve decarbonization targets

Enablers

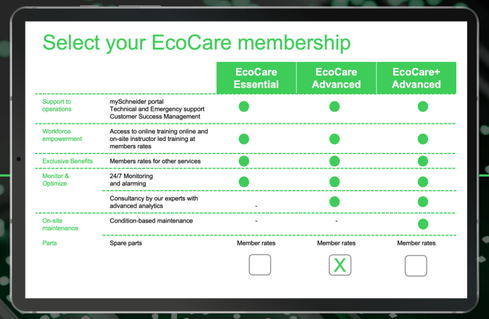
- **Cutting-edge Electrical Distribution Assets**
- **Pioneering AI engine & Data models**
- **State-of-the-art IOT platforms & software**
- **Unique network of services experts**

©2024 Schneider Electric. All Rights Reserved | Page 21

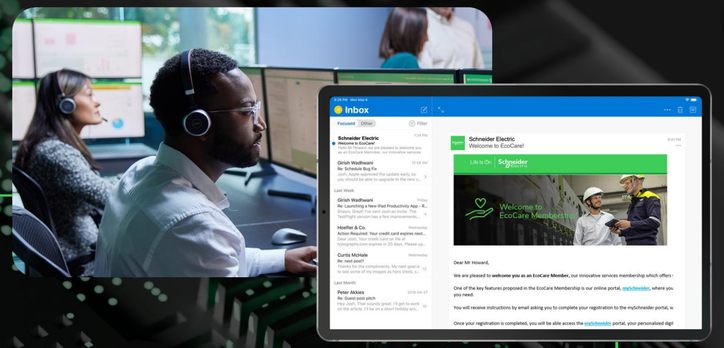
Capex to Opex to Recurring Experience

1 Natively connected equipment with built-in Sensors

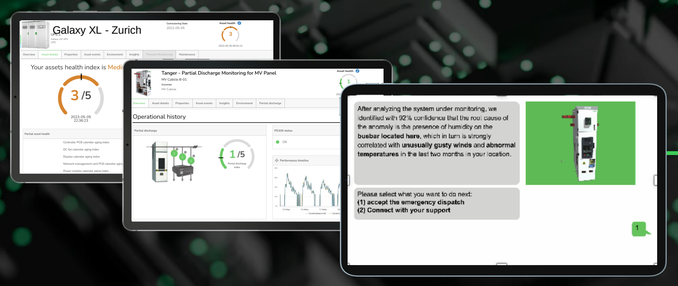
+



2 Systematically sold together with EcoCare

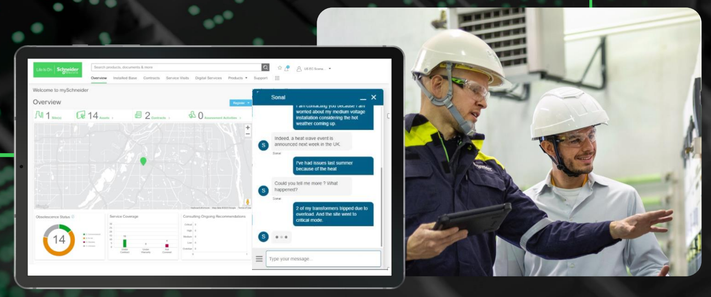


3 On-boarding with Customer Success Manager (CSM)



24/7 Monitoring, AI Predictive Maintenance & Reports

5

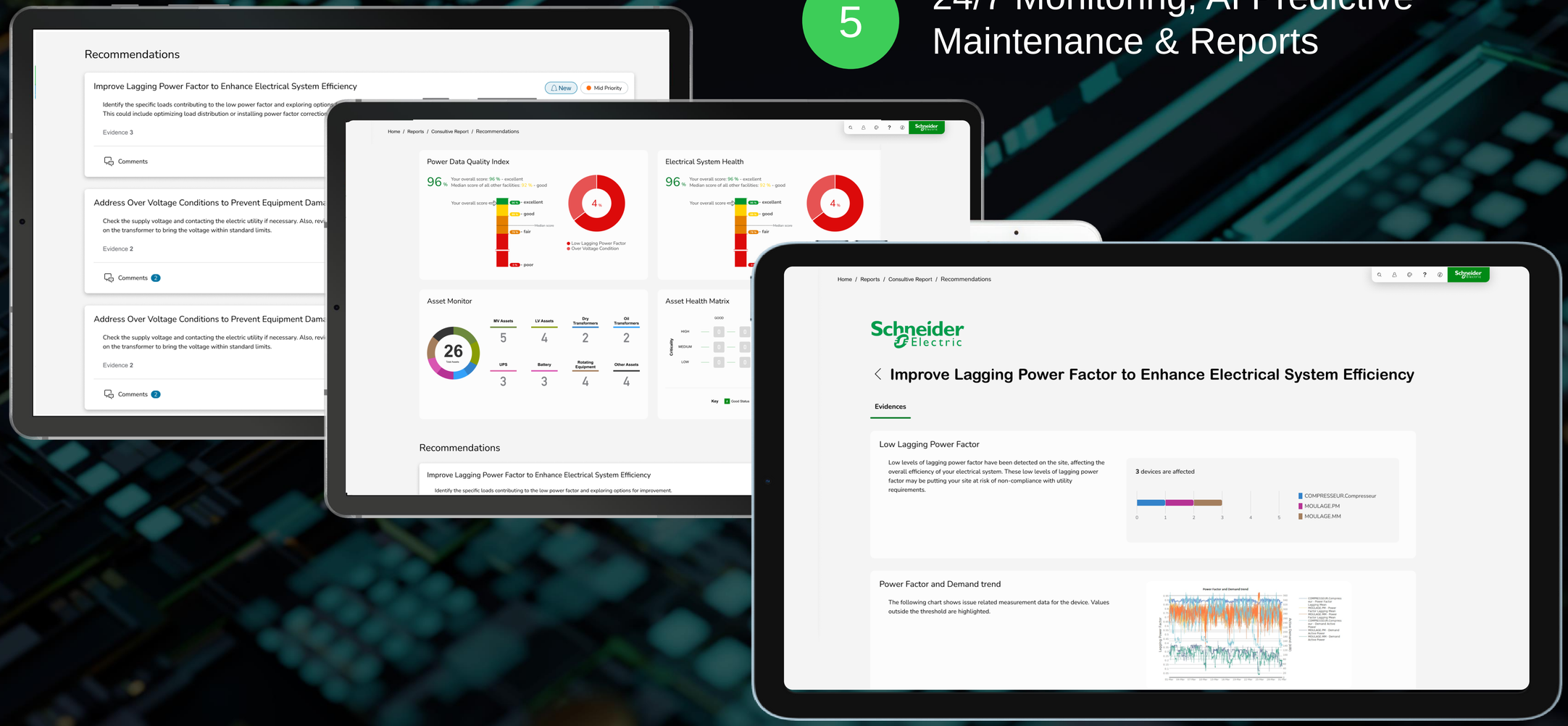


Dedicated access to L2 Support

4

©2024 Schneider Electric. All Rights Reserved | Page 22

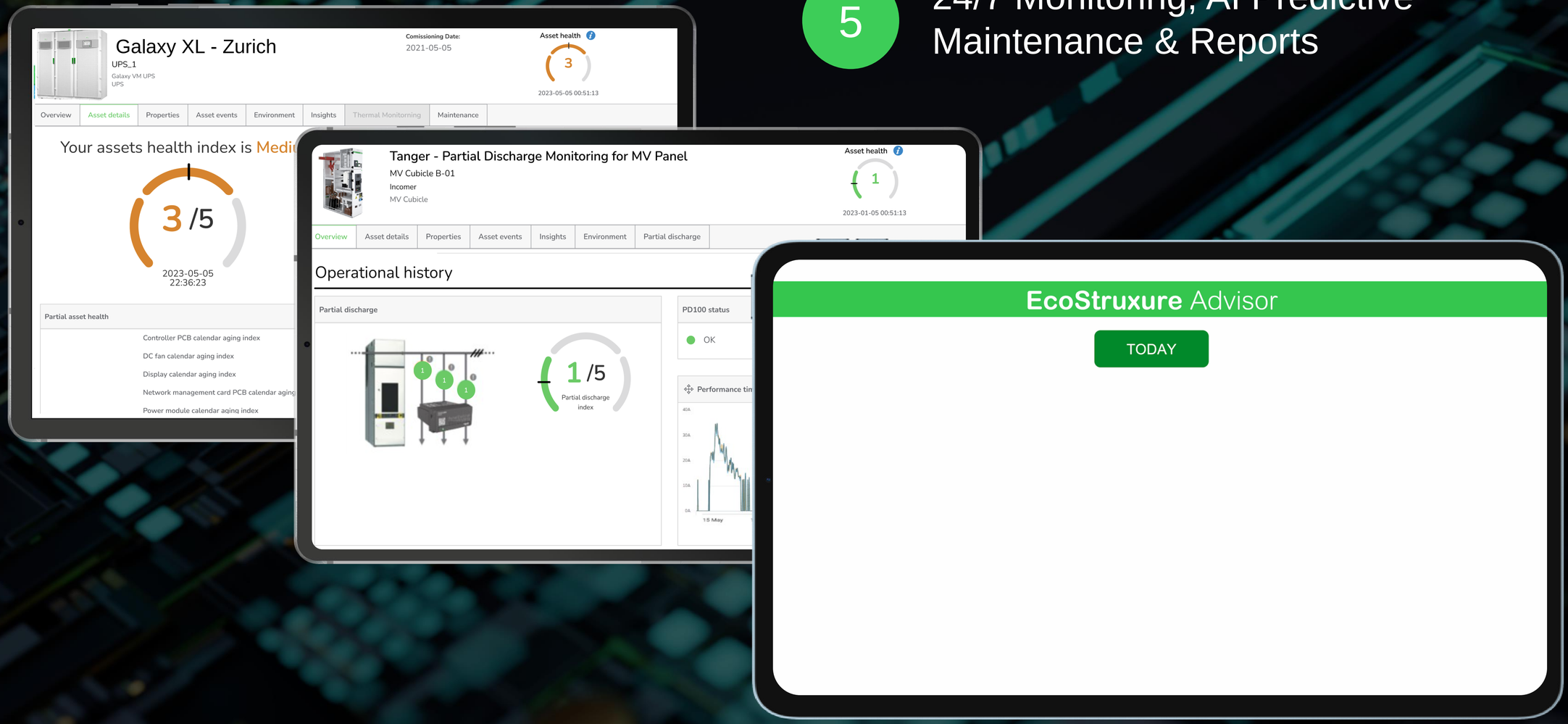
5 24/7 Monitoring, AI Predictive Maintenance & Reports



©2024 Schneider Electric. All Rights Reserved |

Life Is On Schneider Electric

5 24/7 Monitoring, AI Predictive Maintenance & Reports

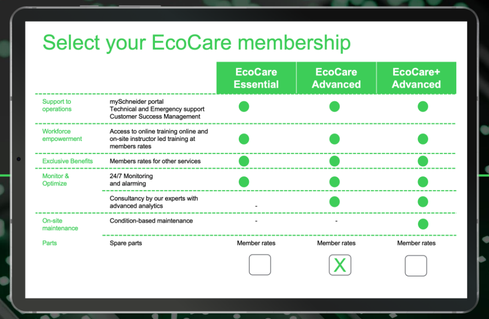


©2024 Schneider Electric. All Rights Reserved |

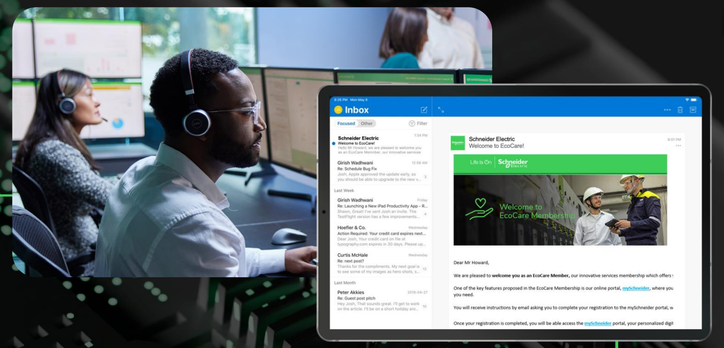
Life Is On Schneider Electric

Capex to Opex to Recurring Experience

1 Natively connected equipment with built-in Sensors

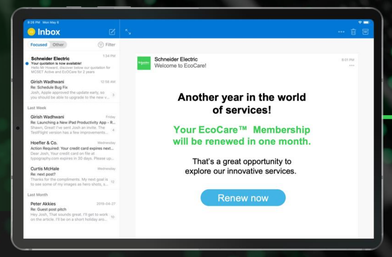


2 Systematically sold together with EcoCare



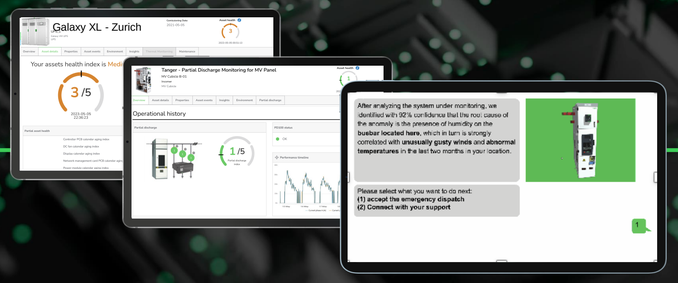
3 On-boarding with Customer Success Manager (CSM)

MAXIMUM UPTIME BUSINESS CONTINUITY & OPERATIONAL EFFICIENCY



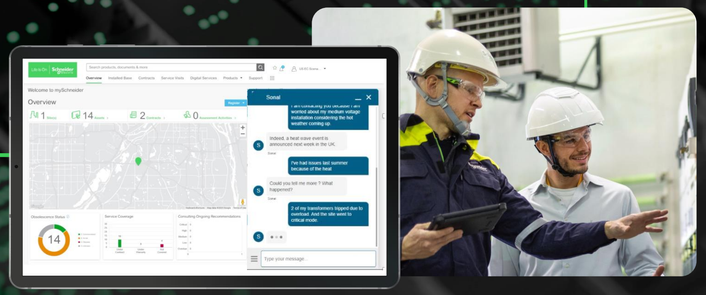
Simplified contract renewal Led by CSM for upsell & extension

6



24/7 Monitoring, AI Predictive Maintenance & Reports

5



Dedicated access to L2 Support

4

©2024 Schneider Electric. All Rights Reserved |

Life Is On Schneider Electric

Air-Insulated Switchgear covered by EcoCare

EcoCare Advance+

Condition monitoring & maintenance for 33kV switchgear(s) at remote locations to maintain critical electrical infrastructures in challenging environment

JAWAHARLAL NEHRU PORT TRUST (JNPT)

2nd largest container port in India

Customer benefits

Minimize maintenance by shifting from preventive and reactive maintenance to Condition Based Maintenance

Eliminate downtime & disruption to the operations

Mitigate fire risk and increase safety

©2024 Schneider Electric. All Rights Reserved |

Life Is On Schneider Electric

Capgemini

ENERGY COMMAND CENTER

India

Services Plan	Implement IoT-Enabled EcoStruxure™ & EcoCare Service Plan with Transformers monitoring option
Edge Control	EcoStruxure Panel Servers
Connected Products	MasterPacT MTZ: Ethernet-capable air circuit breakers , Advanced Power Quality Analysers: Tools for detailed energy analysis, Galaxy UPSs: Efficient uninterruptible power supplies

23 Campuses and 70+ Buildings in India

Needed a centralized system to monitor and control energy-consuming assets in real-time, optimize energy use, and reduce carbon footprint

Supported by EcoStruxure architecture

24/7 remote monitoring of UPS Systems, Electrical Distribution, Transformers, and building management system for faster response time to onsite support, reports, recommendation and implementation

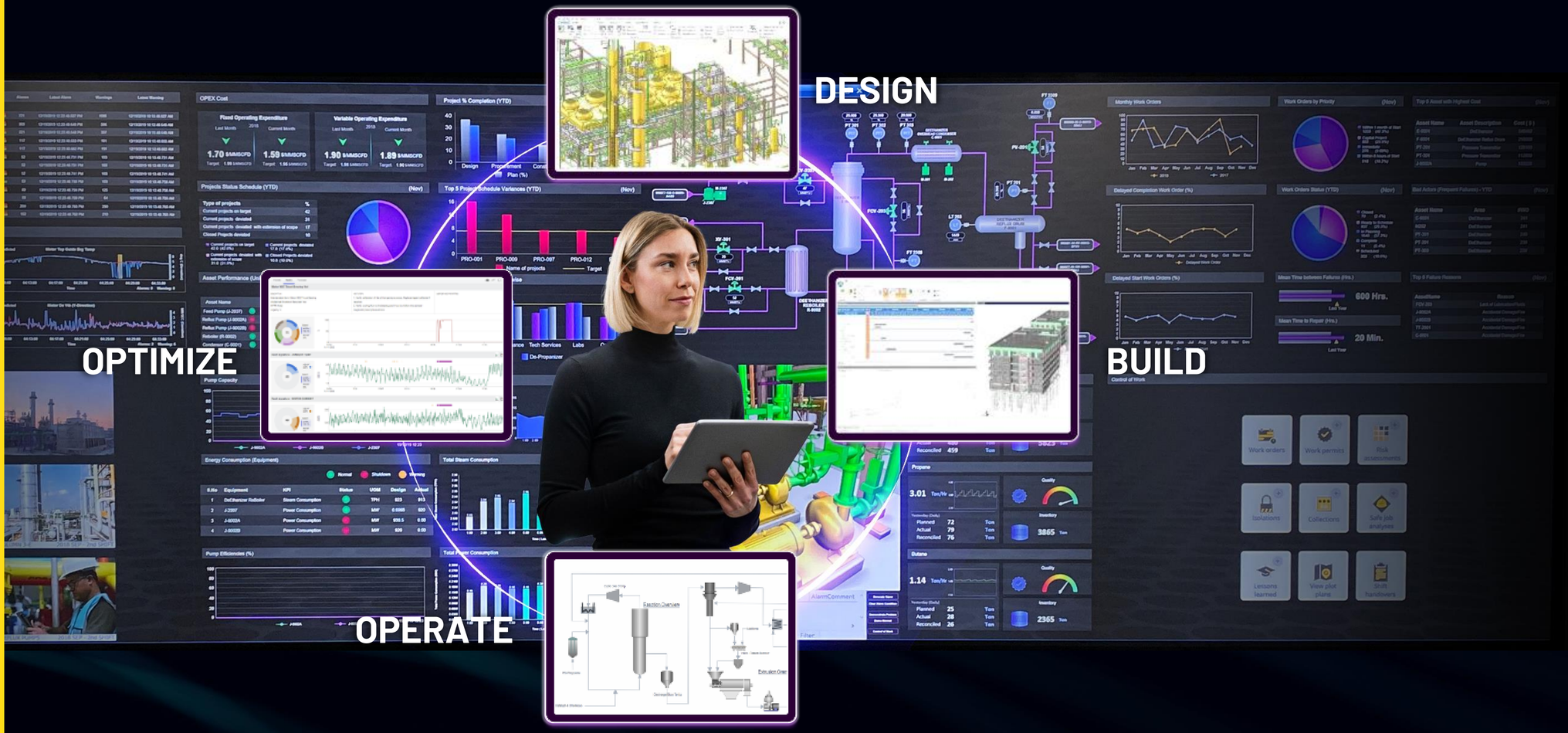
30% energy savings

70% reduction

reduction in overcooling instances

©2024 Schneider Electric. All Rights Reserved |

CONNECT



AVEVA Schneider Electric RIB etap • • •

©2024 Schneider Electric. All Rights Reserved |

Life Is On Schneider Electric

©2024 Schneider Electric. All Rights Reserved | Page 29

AVEVA | Schneider Electric | RIB | etap | • • •

Life Is On | Schneider Electric

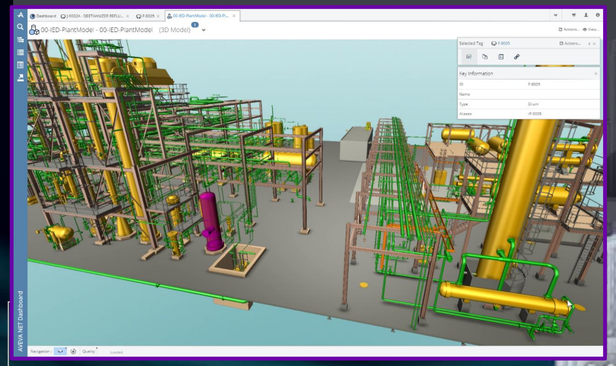
CONNECT

Extending your existing investments and capabilities

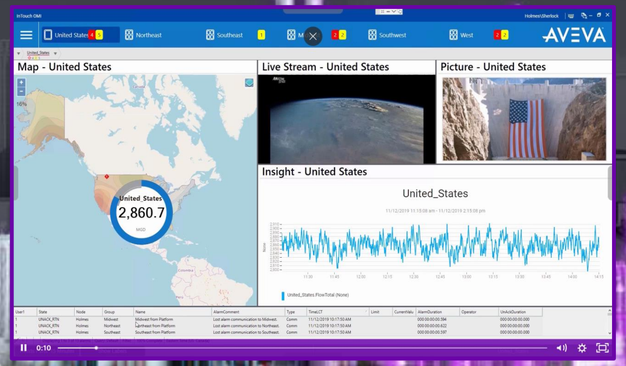
Seamless experience

Applications and analytics

Information



Design & build



Operate

Optimize

Engineering information

Operations information

Ecosystem of developers and partners

AVEVA Unified Engineering

Wonderware

©2024 Schneider Electric. All Rights Reserved |

Life Is On Schneider Electric

EDF

EDF runs fleet-wide monitoring of solar, wind and energy storage using AVEVA Predictive Analytics combined with AVEVA PI System operational data management. The system saved £1.5 million in a single early-warning catch.

“AVEVA software is designed to support our goals of operational intelligence. The idea is you build systems that take raw data and turn it into actionable information so you can make smarter decisions.”

David Rodriguez, Sr. Analytics & Intelligence Engineer, EDF Renewables

SCG

SCG Chemicals Thailand partners with AVEVA to improve visibility, collaboration and asset performance

Asset Performance infused with AI

Connected Worker

40% cut in maintenance costs

100% operational efficiency

US$ 9 million savings

Dr. Reddy’s

AVEVA PI System to monitor process behavior, avoid batch failures, minimize downtime. Part of overall Digitalization roadmap to support sustainability transformation ambitions

Quality improvements reduced costs of poor quality by 40%

Nearly 90% improvement in productivity

Recognized by the World Economic Forum as a smart manufacturing lighthouse

©2024 Schneider Electric. All Rights Reserved |

Impact Company

©2024 Schneider Electric. All Rights Reserved |

Life Is On | Schneider Electric

IMPACT Company

5 GUIDING PRINCIPLES

Performance
the foundation for doing good

All Stakeholders
in our ecosystem

All ESG
dimensions

Business
digital partner for Sustainability & Efficiency

Model & Culture
set up for global and local impact

©2024 Schneider Electric. All Rights Reserved | Page 33

Our own sustainability journey

United Nations Global Compact

SCIENCE BASED TARGETS
DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

Leading ESG in our ecosystem

Embedded across organization | Sustainability trusted partner for our customers | Clear path towards net-zero value chain

TIME WORLD'S MOST SUSTAINABLE COMPANIES IN PARTNERSHIP WITH statista 2024

Recognized by TIME magazine and Statista

Commit to ZERO

Greenhouse gas emissions[1]

2025	2030	2040	2050
Carbon neutral operations (*Scope 1 & 2*)	Net-zero ready operations (*Scope 1 & 2*)	End-to-end carbon neutral value chain (*Scope 1,2,3*)	Net-zero CO_2 value chain (*Scope 1,2,3*)

1. As per the SBTi framework: *The Corporate Net-Zero Standard*

©2024 Schneider Electric. All Rights Reserved

COMMUNITIES

50M people

access to green electricity

1M people

trained in energy management

CUSTOMERS

100Mt of CO_2 per year

saved and avoided, delivered through our solutions

EMPLOYEES

Carbon neutral

in our operations

SUPPLIERS

÷2 emissions

of highest emitting 1,000 suppliers

INVESTORS

80% impact revenue

2025 IMPACT

Mobilizing all stakeholders

99% carbon footprint in Scope 3

Commit to ZERO

2025 2030 2040 2050

SCIENCE BASED TARGETS

©2024 Schneider Electric. All Rights Reserved |

Life Is On Schneider Electric

People Company

©2024 Schneider Electric. All Rights Reserved |

Life Is On | Schneider Electric

Defined by our unique culture and model

A culture led & skills first organization enabling

IMPACT

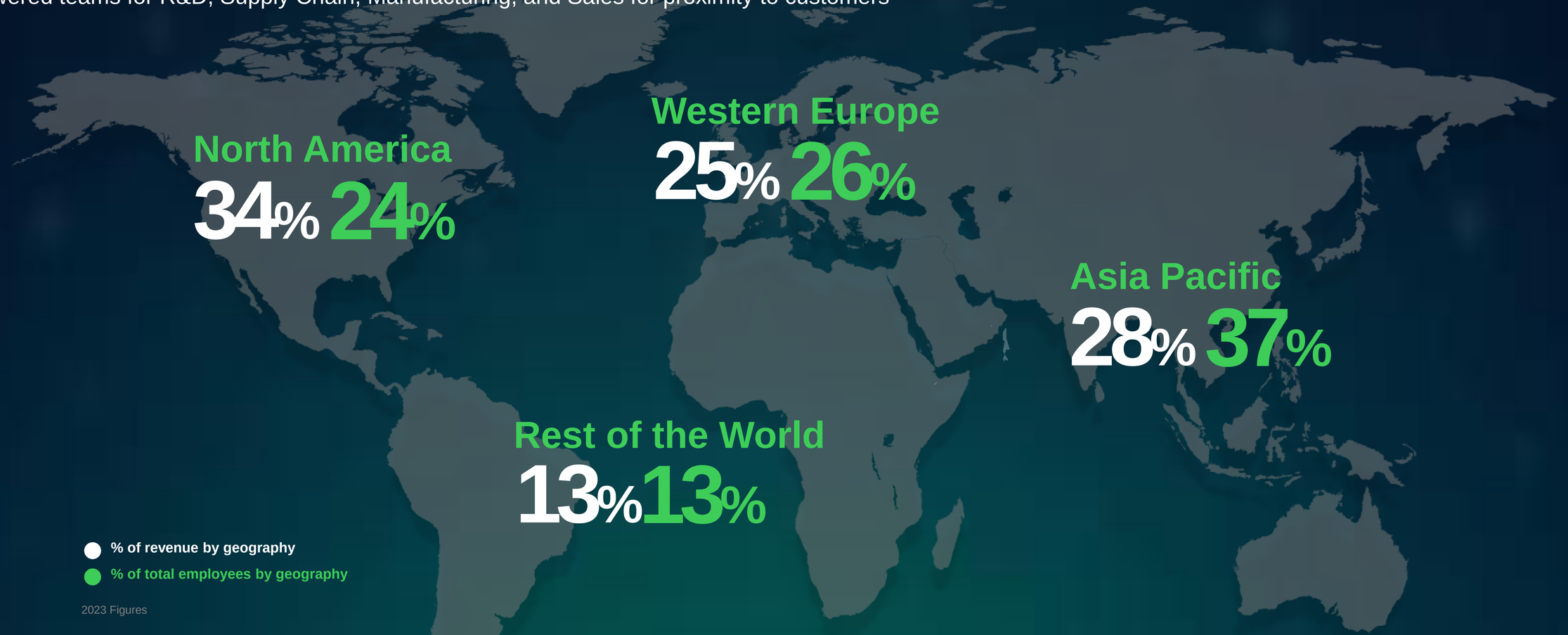
Multi-hub model: ONE Schneider Electric, for customers, for employees, for all stakeholders

©2024 Schneider Electric. All Rights Reserved |

Life Is On Schneider Electric

Committed to a Multi-hub operating model decentralized for people empowerment

Empowered teams for R&D, Supply Chain, Manufacturing, and Sales for proximity to customers



©2024 Schneider Electric. All Rights Reserved |

Life Is On Schneider Electric

Committed to our people & culture leading us into new frontiers

Shareholding

3.7% Employee shareholding
#3 largest group of shareholders

61% Participating in Employee Shareholding plan in 47 countries

Sustainability

64k employees' compensation impacted by sustainability performance

20% of short-term incentive plan impacted by sustainability performance

Gender diversity

43% Gender diversity in hiring

31% Gender diversity in leadership teams

Engagement

73% 2023 Employee Engagement (vs. 64% in 2019)

77% of employees receiving Digital upskilling

©2024 Schneider Electric. All Rights Reserved |

Life Is On Schneider Electric

Our IMPACT is externally recognized

A Global 100 Most Sustainable Corporation

Schneider Electric — Top 100 Globally for gender equality in 2024 — EQUILEAP

TIME — WORLD'S MOST SUSTAINABLE COMPANIES — IN PARTNERSHIP WITH statista — 2024

2024 SUSTAINABLE PRODUCT OF THE YEAR

WORLD ECONOMIC FORUM

Brandon Hall Group — HCM Excellence Award — LEARNING AND DEVELOPMENT — GOLD 2024

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

Member of Dow Jones Sustainability Indices Powered by the S&P Global CSA

PLATINUM Top 1% — ecovadis Sustainability Rating — FEB 2024

Guidehouse

LinkedIn TOP COMPANIES 2024 France

CDP DISCLOSURE INSIGHT ACTION — A LIST 2023 — CLIMATE

World Benchmarking Alliance

ERE MEDIA Candidate Experience Awards — WINNER 2024

2024 WORLD'S MOST ETHICAL COMPANIES® ETHISPHERE 13-TIME HONOREE™

RE100 Leadership Awards 2024

FTSE4Good

DESIGN AWARD 2024

SCHNEIDER ELECTRIC INDIA PVT LTD — ESE MV — Ahmednagar, India — PLATINUM — May 2024

DEI 2024 — BEST PLACE TO WORK FOR DISABILITY INCLUSION — UNITED STATES — 100

CERTIFIED CHOOSE MYCOMPANY ESG — HappyIndex®Trainees FRANCE 2024

©2024 Schneider Electric. All Rights Reserved

Powering India's sustainability and growth for global

IMPACT

India Investor Event
December 2024

Life Is On | Schneider Electric

Pioneering IMPACT in India for 60+ years

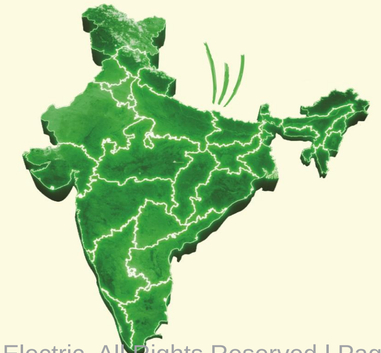
1963

Started **operations**

through a joint venture with the Tata Group.

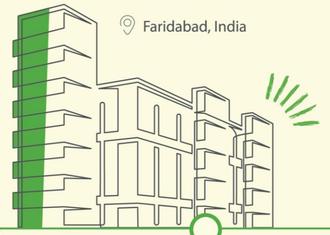
1995

Established **100%** subsidiary in India



1997

Inaugurated our **first factory**



2002-2003

R&D, Automation, and Application Center,

Bengaluru and Baroda factories

2006-2017

Rapid expansion

Acquired leading brands:

APC

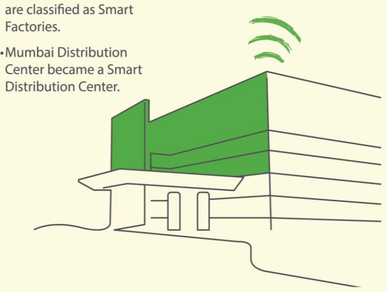
LUMINOUS

invensys

2019

Smart manufacturing and supply chain

- Hyderabad and Bengaluru factories are classified as Smart Factories.
- Mumbai Distribution Center became a Smart Distribution Center.



2020

Largest acquisition in India

- Completed the acquisition of L&T Electrical and Automation, along with Temasek.

L&T Switchgear

2021

Launched **Green Yodha**

Our sustainability initiative, forming a community of Impact Makers, working towards energy-efficient practices.

2022

Established manufacturing **prowess**

- Hyderabad Smart Factory is recognized as an Advanced Lighthouse by the World Economic Forum.
- Expansion of existing Smart Factories in Bengaluru and Hyderabad.

2023

Completed

60 Years in India Partnering for sustainability

by announcing major expansions

- Setting up new factories.
- Increasing employee headcount.

2024

Expanded our footprint with our new campus and rebranding

- Inaugurated one of our largest employee campuses in Bagmane Solarium City, Bengaluru.
- L&T Switchgear is now Lauritz Knudsen Electrical & Automation.

©2024 Schneider Electric. All Rights Reserved

Life Is On Schneider Electric

A unique setup in India – positioned for ongoing success
Leveraging our multi-hub approach

Sustainability

Leading Sustainability role
SE Foundation and
Access to Energy program

People

Award winning employer
Great Place to Work

Funnel for talents

Empowered team for rapid development of India

Innovation & technology

R&D hub for offer innovation
Local & Global

AI hub for Internal & External applications

AVEVA's largest software development center

Manufacturing

Manufacturing hub for India, the region and the world

Brand and coverage

Market leading brands across end-markets and both businesses

Unique partners network
multi-generational relationships

Schneider's 3rd largest market

©2024 Schneider Electric. All Rights Reserved |

Life Is On Schneider Electric

Our ambition for Schneider Electric in India

Organic sales growth engine

Double-digit CAGR

Leadership across end-markets

From mega cities to rural

Cutting edge Smart Manufacturing

Country / Region / World

Innovation in product franchise

R&D excellence

Driving force in AI applications

External & Internal

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

©2024 Schneider Electric. All Rights Reserved |

Life Is On Schneider Electric

Life Is On | Schneider Electric

se.com

© 2024 Schneider Electric. All Rights Reserved.
Schneider Electric and Life Is On Schneider Electric are trademarks
and the property of Schneider Electric, its subsidiaries, and affiliated companies.
All other trademarks are the property of their respective owners