Powering India's sustainability and growth for global

IMPACT

India Investor Event
December 2024

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Disclaimer

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

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

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Our Global Supply Chain
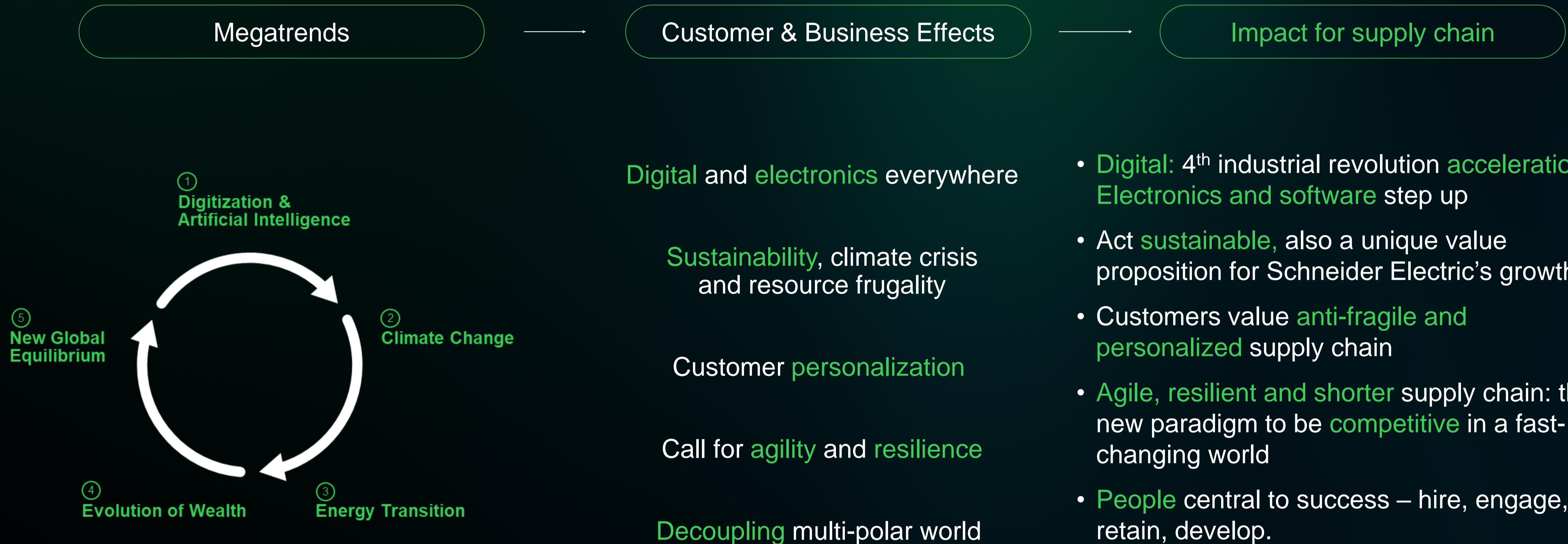
Mourad Tamoud
Executive Vice President
Global Supply Chain

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Tailored, Agile and Resilient world-class global supply chain

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Accelerating mega trends are profoundly reshaping supply chain

Megatrends → Customer & Business Effects → Impact for supply chain

Megatrends (circular diagram):
1. Digitization & Artificial Intelligence
2. Climate Change
3. Energy Transition
4. Evolution of Wealth
5. New Global Equilibrium

Customer & Business Effects:

Digital and electronics everywhere

Sustainability, climate crisis and resource frugality

Customer personalization

Call for agility and resilience

Decoupling multi-polar world

Impact for supply chain:

- Digital: 4th industrial revolution acceleration Electronics and software step up

- Act sustainable, also a unique value proposition for Schneider Electric's growth

- Customers value anti-fragile and personalized supply chain

- Agile, resilient and shorter supply chain: the new paradigm to be competitive in a fast-changing world

- People central to success – hire, engage, retain, develop.

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Change in the global landscape - we are well positioned in the shift in paradigm

Supply Chains	Reshoring	Trade Barriers and tariffs
Rebuilt resilient and autonomous, importance of electronics	Critical industries	Obstructs free trade, favoring domestic production

Moving towards ~90% sourcing and manufacturing within regional hubs

Europe
25%

North America
34%

Asia Pacific
28%

Rest of World
13%

% of 2023 revenue by geography

Global designs & standards
defined within Schneider Performance System & deployed in each region

Power of 2 & orchestration
at least two redundant manufacturing sites and supply base in two regions redundant logistics network powered by control towers

Robust supply base
Strategic partners, Regional sourcing, Tier X risk containment & Multisourcing

Regional agile & empowered teams
aligned with multi-hub organization

Simplified network
Direct & Shorter flows, Unified operating system, portfolio & supplier reduction

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Digitally connected to delight our customers

A vast global network of networks covering the end-to-end value chain

Care

Make
- 153 factories
- 38 countries

Plan

Source
- c.20k suppliers[2]
- c.€11Bn purchases[2]

Deliver
- 79 distribution centers
- 44 countries

Customer #1
- 5 supply chain models
- 17 segments and personas
- 164,000 order lines/day
- 228,000 references
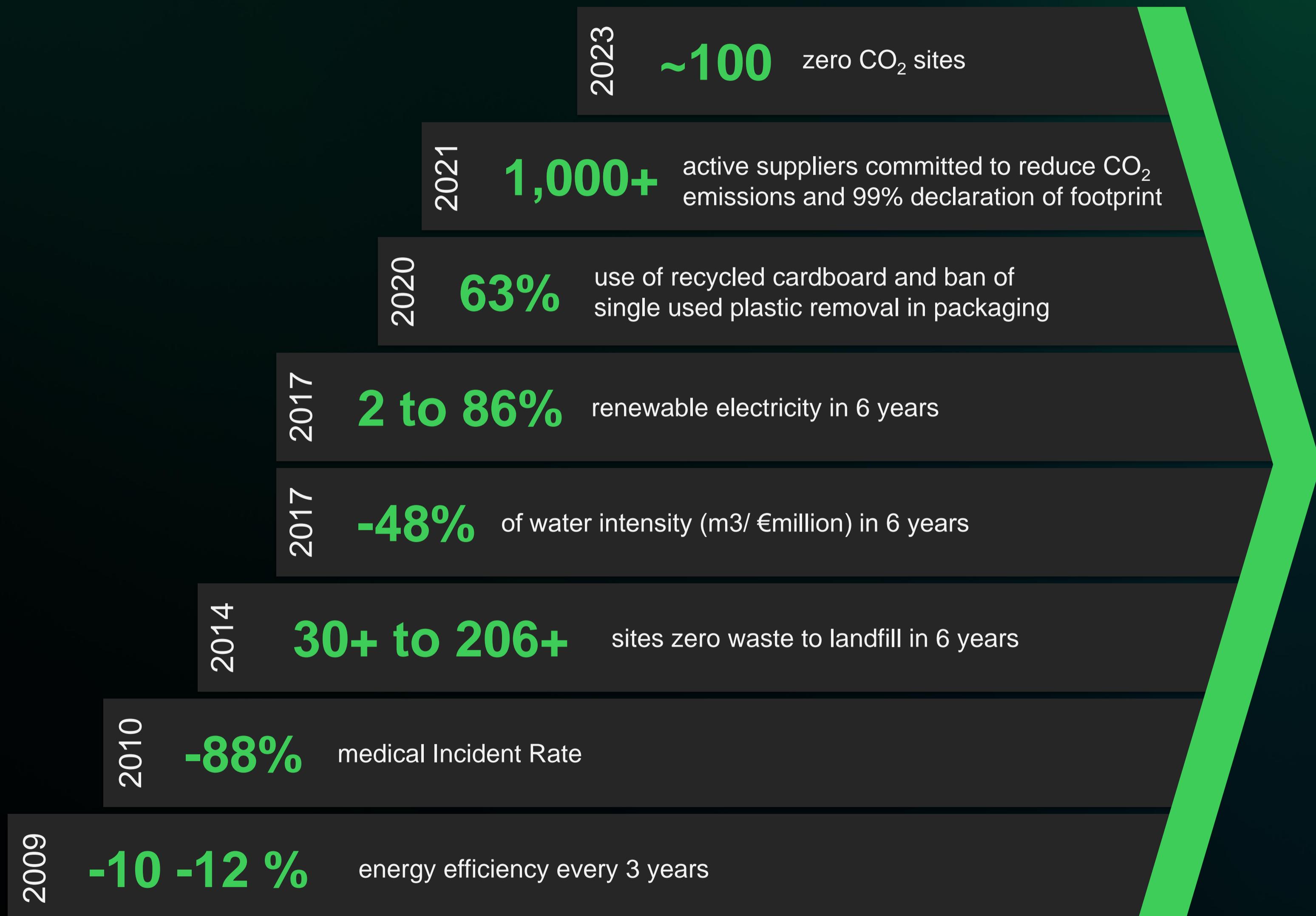
80,000+[1] employees in Supply Chain

[1] including temporary employees
[2] Production Parts Procurement

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Our unique supply-chain sustainability journey

2023 — **~100** zero CO_2 sites

2021 — **1,000+** active suppliers committed to reduce CO_2 emissions and 99% declaration of footprint

2020 — **63%** use of recycled cardboard and ban of single used plastic removal in packaging

2017 — **2 to 86%** renewable electricity in 6 years

2017 — **-48%** of water intensity (m3/ €million) in 6 years

2014 — **30+ to 206+** sites zero waste to landfill in 6 years

2010 — **-88%** medical Incident Rate

2009 — **-10 -12 %** energy efficiency every 3 years

#1 Sector Leader
Dow Jones Sustainability Indexes

#1 Among peer group
GLOBAL100
Most Sustainable Companies

13th year in a row in DJSI and Global 100

Platinum
3 consecutive years

PLATINUM Top 1%
2023
ecovadis
Sustainability Rating
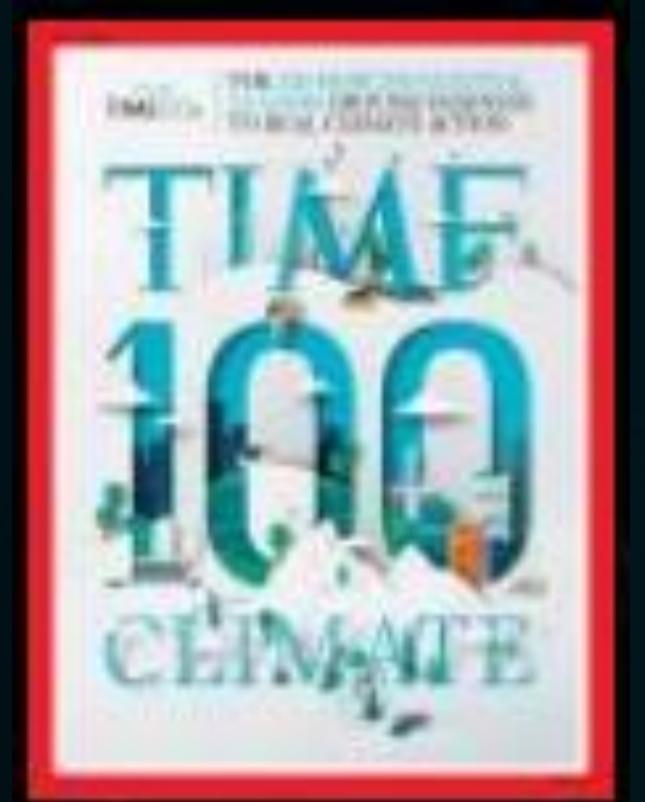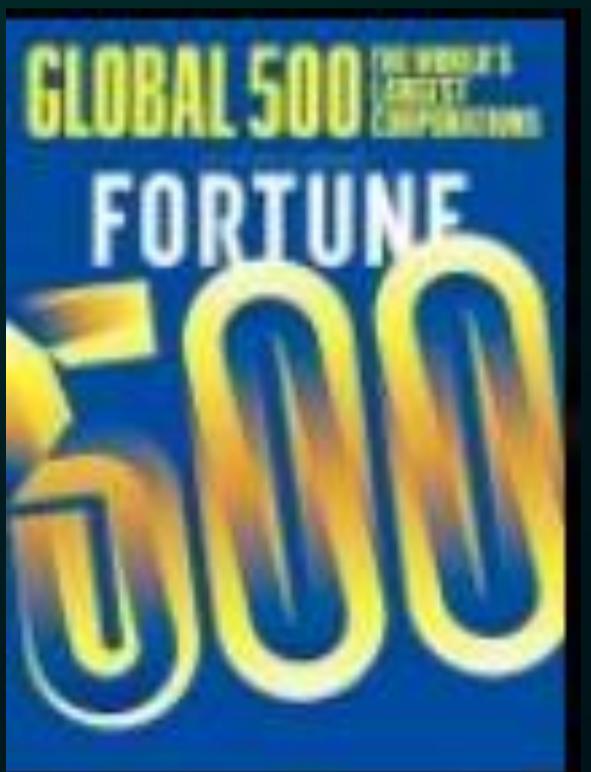
Our leadership in supply chain **is externally recognized**

Gartner®

2024 & 2023
#1 Top 25 Supply Chain
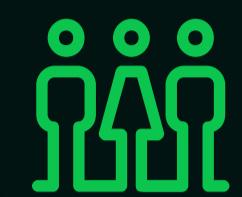
WORLD ECONOMIC FORUM

Circularity Lighthouse
3x Sustainability Lighthouses
5x Advanced Lighthouses
2x End-to-End Lighthouse

CLEAN200

WORLD SUSTAINABILITY AWARDS 2023 WINNER #WSA

glassdoor BEST PLACES TO WORK 2023

PROCUREMENT SUCCESS AWARDS

GLOBAL 500 FORTUNE 500

TIME 100 CLIMATE

BØRSEN BCG In the main ESG indices by MOODY's ANALYTICS

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People
growth mindset
core expertise
digital early adopters

Customers
industry-leading quality
specialized by customer segment
reliable supply chain

Our Supply Chain makes

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Planet
responsibility: ethical and safe
decarbonization: net-zero ready
resource efficiency

Performance
regional & effective operations
smart & unified processes
collaborative design

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Our Smart Factory Program

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Deploying our **Schneider solutions & technologies** in our factories and distribution centers

Enhanced efficiency for new and existing plants

Applied on differing levels of automation, deployed without manufacturing disruption with compelling ROI

Using EcoStruxure for Industry

Optimize end-to-end efficiency, achieve asset reliability, and deliver customer value

Leveraging innovative technologies

IT solutions, AI and data analytics

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Smart Factory program deployment

2017
Launch the program

11 showcases

smart factories and distribution centers

2019
Think big. Act small. Scale fast.

60 smart factories

2020
Catalyze optimization with high level of platforming data

80+

smart factories and distribution centers
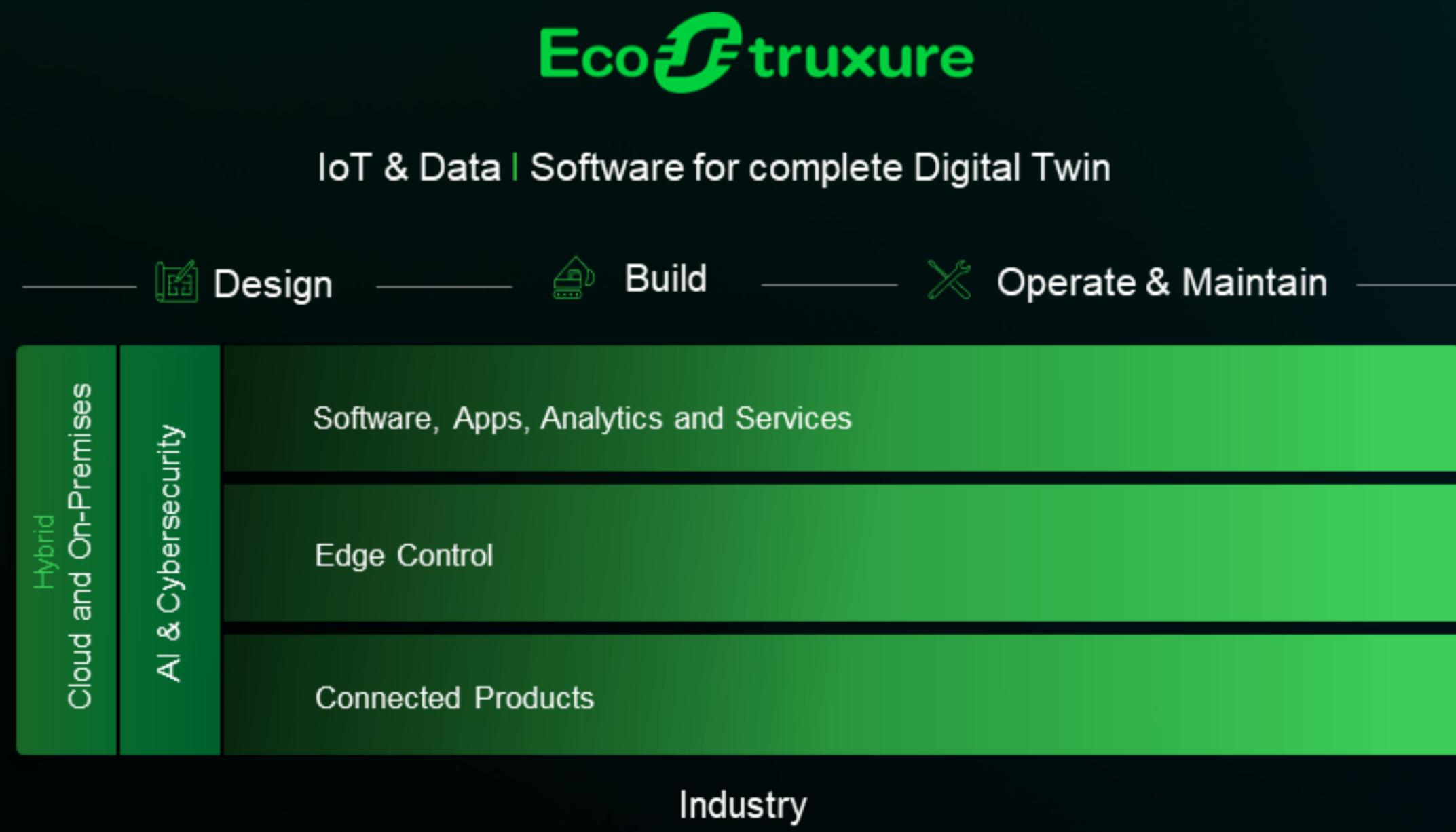
2024
**Velocity of scale. Rigor through network**

100+

smart factories and distribution centers

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Our technology at the core of the Smart Factory program

Eco**struxure**

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

Industry

OPTIMIZE

Information Management

AVEVA PI as a One Data Infrastructure

Standard Asset and Process Data models designed to scale enabling machine learning at edge and on cloud

Advanced Analytics at Edge driving up to 15% Quality Process Yield

Predictive Analytics for critical assets deployed at scale

OPERATE

Manufacturing Execution

Adoption and Value creation at the core of Smart Sites deployment

Energy Efficiency 10-12% in 3 years, reducing CO_2 footprint

Quality NQC costs 8-10% reduction year on year

Overall Productivity impact 5-10% year on year

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Several successful deployments across the world driving value

Wuxi, China
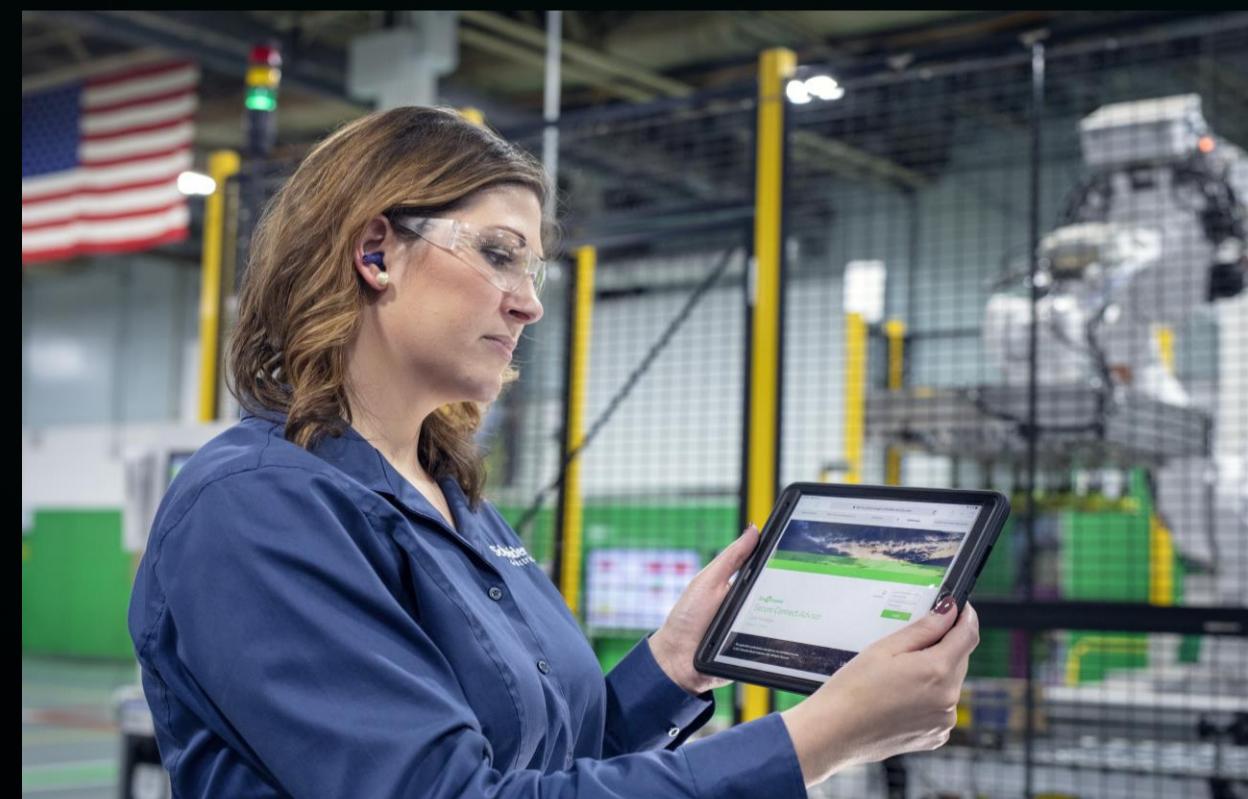
Monterrey, Mexico

Le Vaudreuil, France

MasterTech, France

Lexington, USA

Hyderabad, India

Shanghai, China

Dunavecse, Hungary

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Our unique footprint in India

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31
factories

31
distribution centers

2,000+
suppliers

export to
30+
countries

19,000+[1]
people

Schneider Electric

LUMINOUS

Lauritz Knudsen
Electrical & Automation

[1] including temporary employees

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3rd largest market for Schneider Electric

60 years of presence in the country

19 factories — Schneider Electric

5 factories — Lauritz Knudsen Electrical & Automation

7 factories — LUMINOUS

India as one of the four global hubs

5 advanced smart factories among the existing 31 factories

India for India and India for the world

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India for India and India for the world

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

With agility
technologies for multiple applications and multiple geographical markets

Driving synergies & leveraging the power of Lauritz Knudsen supply chain
to support domestic growth in India

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Hyderabad, a Lighthouse for India and the rest of the Group

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Hyderabad factory

Sustainability Lighthouse in 2023

Established in 2006
37,800 m^2 and 1,800+ people

Supporting growth in India and rest of world

Air Circuit Breaker

Vacuum Circuit Breaker

Molded Case Circuit Breakers
MCCB

Contactors

Signaling and switches

Hyderabad factory transformation journey

2017-18
Digital Performance & Energy Management

- Power Monitoring Expert
- Digital Idea and Sim Software
- Lean Digitization System - E-Andon
- Resource Advisor
- EcoStruxure Building Organization

2019-20
MES Integration & Digital Tool Adoption

- Machine Advisor
- Power Advisor
- Smart Glass
- SAP PM
- LDS E-Performance
- Lean Digitization System E-Kanban

2021-22
AI / ML Approach

- Process Management System
- FIORI
- COBOT/ROBOT
- AVEVA Insight & PI
- Robotic Process Automation
- Augmented Operator Advisor

2023-24
Predictive Analytics

- Gen-AI
- 5G Technology
- Guided Analytics
- AMR
- LDS4.0

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Leading to greater efficiency and sustainability

52%
Energy savings

61%
CO_2 reduction

64%
Waste optimization

91%
Reduction in Manufacturing Defect Rate (MDR)

57%
Reduced Water consumption

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