Strong start to the year with Q1 2023 Revenues up +16% organic
FY 2023 Target upgraded
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.
Strong growth in Q1 2023

€8.5bn +16%
Group Q1 2023 revenues org.

Energy Management
Energy Efficiency
+18%
Q1 org. sales growth

Industrial Automation
Process Efficiency
+10%
Q1 org. sales growth

End-Markets

Buildings
Data Center
Infrastructure
Industry

DIGITAL for efficiency + ELECTRIC for decarbonization = SUSTAINABLE Smart & Green
### Long-term strategic growth drivers supporting strong core business

#### MORE PRODUCTS

+11%  
Q1 organic growth

- Energy Management up double-digit, while Industrial Automation grew high single-digit
- Slow start to the year in China
- Progressive improvement in supply chain allowing good backlog execution
- Positive contribution from volume, with price as the significant driver (mostly carryover)
- Focus on expanding digital footprint through innovation

#### MORE SOFTWARE & SERVICES

+12%  
Q1 organic growth

- Software & Digital Services up +10% org.
  - AVEVA subscription transition on track; strong acceleration in ARR growth up +16%\(^1\)
  - EM software up double-digit with strong performance in eCAD offer
  - Digital Services up strong double-digit with growth in EcoStruxure Advisors
- Field Services up +14% org.
  - IA saw good recovery in services related to large projects
  - EM saw strong growth across segments supported by prior investment

#### MORE SUSTAINABLE

Double-digit  
Q1 organic growth

- Sustainability Business\(^2\) up double-digit vs. high base of comparison
- Sustainability consulting continuing to lead the growth
- North America main contributor with traction for efficiency programs
- Strong growth in Western Europe with multiple customer wins

10-year PPA agreement with Renantis will result in UNITED CAPS’ European operations using 100% green electricity

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1. At constant currency, adjusted for Russia impacts  
2. Sustainability consulting and services offers are split between Digital and Field Services

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Good start towards meeting full-year sustainability impact targets

2021-2025

**CLIMATE**
SSI #2 - Help our customers save and avoid 800 million tonnes of CO₂ emissions

As part of Q1 efforts, the new Schneider Home range delivers energy independence through an integrated home energy management solution that automates energy production, storage, measurement and control, making homes efficient, resilient and sustainable.

458M

**EQUAL**
SSI #9 - Provide access to green electricity to 50M people

More than 40 million people have now gained access to safe, reliable and clean electricity. Recent projects in Kenya have enabled over 14,000 people to work or study after nightfall with lighting solutions.

41M

**GENERATIONS**
SSI #11 - Train 1 million people in energy management

First programs started in the Philippines and Argentina to empower young people and create the skilled workforce required to meet the future energy needs.

438k

Say on Climate
Offering shareholders the opportunity to express their views on Schneider Electric’s Climate strategy during the next Annual General Meeting of May 4th, 2023.

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1. 2021 baseline 3/10, 2025 target 10/10  
2. Cumulated since 2018  
3. Cumulated since 2009
Strong finish to the Fiscal Year at AVEVA

Acceleration in recurring revenues

- Strong acceleration in Annualized Recurring Revenue (ARR), up +16%\(^1\) at 31 March
- Recurring Revenues represent 73% of total sales for the 12 months ended 31 March
- SaaS revenues growing strongly – mix tracking ahead of plan
- Margin profile consistent with previous indication

Transition to subscription on-track

- Indicative revenue growth profile
- Headwinds on adj. EBITA margin from transition expected to broadly follow the same profile

Driven by multiple new customer wins across sectors

1. At constant currency, adjusted for Russia impacts

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Key customer successes in recent months

**Sydbank**

**EcoStruxure™ Building Operation**, including multi-year service contracts, to help Sydbank achieve sustainable bank goals by upgrading software and hardware for its building management system with a high level of cybersecurity and flexibility to expand and incorporate more software solutions.

**EcoStruxure™ automation solution with ProLeiT’s brewmaxx. Covering the complete cellar area from wort reception, fermentation, yeast area and filtration to package release.**

The solution integrates seamlessly with MES and ERP, provides end-to-end traceability and supports objectives for sustainability, quality and efficiency.

**Holistic approach to design, construct, and operate microgrid of JFK’s largest international terminal, with largest rooftop solar array in NYC and grid-independent operation, providing sustainable, resilient, locally generated and cost-predictable energy**

**Sydbank**

**EcoStruxure™ controls, AVEVA and ETAP software solution to manage the energy and the facilities of the subway stations, through advanced data analysis and operational intelligence.** End-to-end operational visibility across facilities to improve safety and operational efficiency.
Q1 2023 up +16% organic

Analysis of Change in Group Revenues (in €m)

Based on current rates, the FX impact on FY 2023 revenues is estimated to be between -€1.25 billion to -€1.35 billion

The FX impact at current rates on adjusted EBITA margin for FY 2023 could be around -70bps
Q1 Business performance highlights by end-market

Buildings
- Continued strength in non-resi, with good dynamics including in technical buildings, warehousing, hotels, retail and commercial
- Demand underpinned by Renovation trends and decarbonization commitments
- Resi sales growth supported by supply chain easing and backlog execution
- Resi demand moderating from highs, as expected

Data Center
- Sales up double-digit for Data Center & Networks
- Strong double-digit growth in Data Center segment with all elements of Group offers contributing
- Distributed IT growth slightly down, linked to consumer and IT spend
- Good overall demand in DC&N reflecting broad geographic footprint and breadth of offer
- Data Center demand strong and broad-based, Distributed IT demand remains under pressure

Infrastructure
- Strong demand from Electric Utilities with grid investment a priority in many countries
- Well positioned to service demand with complete offer
- Strong demand in Transportation across ports, airports and rail
- Strong demand in WWW driven by focus on sustainability and circularity

Industry
- Good activity for both EM and IA across multiple discrete automation segments
- End-user demand strong, up sequentially as supply chain eases
- Demand in Process & Hybrid for offers of both business supported by good activity in MMM and CPG - E&C stable at high level with automation demand increasing

End Markets

Energy Management

Industrial Automation
Energy Management – Q1 org. growth performance by geography

Split of Q1 2023 revenue by geography:

<table>
<thead>
<tr>
<th>Region</th>
<th>+29%</th>
<th>+18%</th>
<th>+5%</th>
<th>+19%</th>
</tr>
</thead>
<tbody>
<tr>
<td>W. Europe</td>
<td>25%</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>N. America</td>
<td></td>
<td>37%</td>
<td></td>
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<tr>
<td>Asia Pac.</td>
<td></td>
<td></td>
<td>27%</td>
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<tr>
<td>Rest of the World</td>
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<td>11%</td>
</tr>
</tbody>
</table>

North America +29%
- Up strong double-digit in U.S., Canada and Mexico
- Strong sales growth across end-markets in the U.S., including Resi, while demand moderated from previously elevated levels
- Strong sales growth in Non-resi, Infra and Data Center, though consumer-facing Distributed IT remains under pressure
- Canada strong across end-markets though Resi grew less strongly than in U.S.
- Strong growth in Mexico across end-markets, both product and systems seeing strong growth

Western Europe +18%
- Up double-digit in France, U.K., Germany, Italy and Spain & several other countries across the region
- Growth led by Italy with strength across end-markets; France benefitting from infrastructure investments, with strong project pipeline
- Data Center, Industry and Infrastructure well oriented across region, contributing to growth. Good growth in Non-Resi supported by renovation trends
- Growth in Residential supported by backlog execution – France/Italy growing strongly, Germany flat, Nordics weaker
- Strong growth in Field Services across the region

Rest of the World +19%
- Middle East up double-digit, with strong growth in Turkey and project execution in Saudi Arabia; U.A.E impacted in consumer-linked segments
- Up double-digit in South America led by Argentina which benefited from price actions; Brazil faced supply challenges & weaker Resi markets
- Africa up double-digit, with strong project execution in multiple countries
- Central & Eastern Europe up double-digit

Asia Pacific +5%
- China down slightly as anticipated with impact from COVID-19 at start of year
- Growth in China strong in multiple segments: incl. transportation, renewables, electronics & healthcare. Continued softness in Buildings, mainly Resi
- India up double-digit with strong growth across end-markets
- Australia flat against double-digit base of comparison, with weakness in Resi
- Double-digit growth in many countries across rest of the region
### Industrial Automation – Q1 org. growth performance by geography

#### Split of Q1 2023 revenue by geography:

<table>
<thead>
<tr>
<th>Region</th>
<th>% of Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>W. Europe</td>
<td>30%</td>
</tr>
<tr>
<td>N. America</td>
<td>23%</td>
</tr>
<tr>
<td>Asia Pac.</td>
<td>32%</td>
</tr>
<tr>
<td>Rest of the World</td>
<td>15%</td>
</tr>
</tbody>
</table>

#### North America +10%

- Up double-digit in U.S. and Mexico, while Canada slightly down
- US up high-single digit in software and double-digit in both Discrete and Process & Hybrid
- Within Discrete, Warehousing and Logistics segments performed strongly; in Process & Hybrid strong traction across E&C, WWW and Power
- Growth in Mexico led by software
- In Canada, discrete automation around flat, with software down

#### Western Europe +11%

- Germany, Spain, and Italy all up strong double-digit with good performance in both Discrete and Process & Hybrid, supported by easing in supply chain
- France saw similar underlying performance but grew mid-single digit impacted by timing in software
- UK: up low-single digit
- Across the region, Material Handling and Packaging segments supported Discrete demand, while in Process & Hybrid, E&C, WWW, and Paper & Pulp were strong
- Good growth in Services, while Software impacted by subscription transition

#### Rest of the World +18%

- Middle East up double-digit - strong growth in Discrete markets in Turkey & Process & Hybrid markets in Gulf region
- Africa up double-digit with strength across both Discrete and Process & Hybrid
- Double digit growth in South America, strong in discrete markets, notably in Argentina, supported by price
- Central & Eastern Europe grew double-digit

#### Asia Pacific +4%

- China down mid-single digit impacted by COVID-19 at start of the year, supply chain easing but continues to impact growth
- India up in excess of +20% on strong double-digit base of comparison with strength in discrete and software
- Japan and South Korea both up strong double-digit in discrete automation supported by backlog execution and with double-digit growth in software
- Australia impacted by timing on software contract renewals
Demand remains strong in Q1 supporting continued backlog creation

<table>
<thead>
<tr>
<th>Segment</th>
<th>Q1 2023 vs Q1 2022¹</th>
<th>Q1 2023 vs Q4 2022²</th>
</tr>
</thead>
<tbody>
<tr>
<td>Data Center</td>
<td>++</td>
<td>+</td>
</tr>
<tr>
<td>Machine Solutions / OEM</td>
<td>-</td>
<td>++</td>
</tr>
<tr>
<td>Residential Buildings</td>
<td>-</td>
<td>++</td>
</tr>
<tr>
<td>CPG</td>
<td>+</td>
<td>- -</td>
</tr>
<tr>
<td>MMM</td>
<td>+</td>
<td>++</td>
</tr>
<tr>
<td>Utilities</td>
<td>+</td>
<td>++</td>
</tr>
<tr>
<td>Energies &amp; Chemicals</td>
<td>=</td>
<td>-</td>
</tr>
<tr>
<td>Transportation</td>
<td>+ +</td>
<td>++</td>
</tr>
<tr>
<td>WWW</td>
<td>+</td>
<td>++</td>
</tr>
</tbody>
</table>

A continuation of strong market demand:
- Record high backlog level at the end of Q1
- With backlog creation in Q1 while sales grew +15.8% organic

1. Based on non-GAAP orders in selected segments

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Backlog End of December 2022

*+12.2% Org. sales growth in 2022*

Backlog End of March 2023

*+15.8% Org. sales growth in Q1 2023*
Expected trends in coming months

Demand environment

• A continuation of strong and dynamic market demand, supported by secular trends of electrification, digitization and sustainability

• Continued demand moderation from elevated levels in consumer-linked segments (Residential buildings, Distributed IT)

Geographical trends

• U.S. expected to contribute strongly to growth through a combination of strong demand, industrial reshoring and backlog execution. China to rebound from slow start to the year with progressive recovery in market demand and lower base of comparison in Q2

• Government incentives across the world centered around digitization, energy transition, decarbonization and improved energy efficiency to support growth

Supply chain

• Backlog execution to support growth

• Supply constraints expected to progressively ease; improving supply environment should support stronger underlying industrial productivity in 2023

Inflation

• Some deceleration of inflationary pressure, though pockets of inflation expected to remain
The Group upgrades its 2023 financial target as follows:

**2023 Adjusted EBITA growth of between +16% and +21% organic**
(previously between +12% and +16% 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** (previously +9% to +11% organic)

- Adjusted EBITA margin up **+100bps to +130bps organic** (previously +50bps to +80bps organic)

This implies Adjusted EBITA margin of **around 17.6% to 17.9%** (including scope based on transactions completed to-date and FX based on current estimation).

Further notes on 2023 FX & Scope available in slide 18
Q&A
Investor Relations ready to engage

<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>27 April</td>
<td>Q1 2023 Revenues</td>
</tr>
<tr>
<td>4 May</td>
<td>Shareholders’ Meeting</td>
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<tr>
<td>6 June</td>
<td>BNP Paribas Exane 25th CEO Conference (Paris)</td>
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<tr>
<td>9 June</td>
<td>JPM European Capital Goods CEO Conference (U.K.)</td>
</tr>
<tr>
<td>27 July</td>
<td>2023 Half Year Results</td>
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<tr>
<td>6 September</td>
<td>Morgan Stanley Industrial CEOs Unplugged Conference (U.K.)</td>
</tr>
<tr>
<td>13 September</td>
<td>Kepler Cheuvreux Autumn conference (Paris)</td>
</tr>
<tr>
<td>26 October</td>
<td>Q3 2023 Revenues</td>
</tr>
</tbody>
</table>

Investor Relations contacts

Amit Bhalla – amit.bhalla@se.com

Graham Phillips – graham.phillips@se.com

Andrew Gamwell – andrew.gamwell@se.com

To schedule an interaction with Schneider Electric, please contact lorna.scrimshaw@se.com

Capital Markets Day
November 9, 2023
(details to follow)
2023 additional notes

- **Foreign Exchange impact:** Based on current rates, the FX impact on FY 2023 revenues is estimated to be between -€1.25 billion to -€1.35 billion. The FX impact at current rates on adjusted EBITA margin for FY 2023 could be around -70bps.

- **Scope:** Around -€750 million on 2023 revenues and around -30bps on 2023 adjusted EBITA margin, based on transactions completed to-date, particularly impacted by the exit from Russia.

- **Financial costs:** Net finance costs are expected to be higher by up to €200 million in 2023 when compared to 2022, primarily due to the additional debt related to the AVEVA transaction.

- **Tax rate:** The ETR is expected to be in a 23-25% range in 2023.

- **Restructuring:** The Group expects restructuring costs to decrease towards target of around €100 million per year.
Our distinctive DNA is externally recognized in Q1 2023

**Meaningful**

- Fortune’s 2023 World’s Most Admired Company
- Corporate Knights & As You Sow’s Carbon Clean 200 list

**Inclusive**

- Bloomberg Gender-Equality Index 2023
- Schneider Electric Top 100 Globally for gender equality in 2023

**Empowered**

- Ethisphere World’s Most Ethical Companies®
- Brandon Hall Group Learning & Development Bronze Award 2023
- Glassdoor Best Places to Work 2023
- Platinum Rating by EcoVadis
- Australian Design Awards 2023 Silver
1. Grow Schneider Impact revenues*2
2. Help our customers save and avoid millions of tonnes of CO₂ emissions³
3. Reduce CO₂ emissions from top 1,000 suppliers' operations

4. Increase green material content in our products
5. Primary and secondary packaging free from single-use plastic, using recycled cardboard

6. Strategic suppliers who provide decent work to their employees⁴
7. Level of confidence of our employees to report unethical conduct⁵

8. Increase gender diversity in hiring (50%), front-line management (40%) and leadership teams (30%)
9. Provide access to green electricity to 50M people⁶

10. Double hiring opportunities for interns, apprentices and fresh graduates²
11. Train people in energy management⁶

+1. Country and Zone Presidents with local commitments that impact their communities

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*Per Schneider Electric definition and methodology
² 2021 baseline 3/10, 2025 target 10/10 
³ 2019 baseline 
⁴ cumulative since 2018 
⁵ 2022 baseline 
⁶ 2021 baseline 
⁷ cumulative since 2009

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Q1 2023 Results

<table>
<thead>
<tr>
<th>Score</th>
<th>5.25</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
<th>2023 Target</th>
<th>Q1 2023</th>
<th>Baseline</th>
<th>2025 Target</th>
</tr>
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<tbody>
<tr>
<td>CLIMATE</td>
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</tr>
<tr>
<td>1. Grow Schneider Impact revenues*²</td>
<td>70%</td>
<td>74%</td>
<td></td>
<td></td>
<td>80%</td>
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<tr>
<td>2. Help our customers save and avoid millions of tonnes of CO₂ emissions³</td>
<td>263M</td>
<td>458M</td>
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<td>800M</td>
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<td>3. Reduce CO₂ emissions from top 1,000 suppliers' operations</td>
<td>0%</td>
<td>13%</td>
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<td>50%</td>
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<td>RESOURCES</td>
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<tr>
<td>4. Increase green material content in our products</td>
<td>7%</td>
<td>20%</td>
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<td></td>
<td>50%</td>
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<tr>
<td>5. Primary and secondary packaging free from single-use plastic, using recycled cardboard</td>
<td>13%</td>
<td>52%</td>
<td></td>
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<td>100%</td>
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<td>TRUST</td>
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<tr>
<td>6. Strategic suppliers who provide decent work to their employees⁴</td>
<td>1%</td>
<td>2%</td>
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<td></td>
<td>100%</td>
<td></td>
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<tr>
<td>7. Level of confidence of our employees to report unethical conduct⁵</td>
<td>81%</td>
<td>+1pts</td>
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<td>+10pts</td>
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<tr>
<td>EQUAL</td>
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<tr>
<td>8. Increase gender diversity in hiring (50%), front-line management (40%) and leadership teams (30%)</td>
<td>41/23/24</td>
<td>42/27/28</td>
<td></td>
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<td>50/40/30</td>
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<tr>
<td>9. Provide access to green electricity to 50M people⁶</td>
<td>30M</td>
<td>+11.6M</td>
<td></td>
<td></td>
<td>50M</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>GENERATIONS</td>
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</tr>
<tr>
<td>10. Double hiring opportunities for interns, apprentices and fresh graduates²</td>
<td>4,939</td>
<td>x1.57</td>
<td></td>
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<td>x2.00</td>
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<tr>
<td>11. Train people in energy management⁶</td>
<td>281,737</td>
<td>438,198</td>
<td></td>
<td></td>
<td>1M</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>LOCAL</td>
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</tr>
<tr>
<td>+1. Country and Zone Presidents with local commitments that impact their communities</td>
<td>0%</td>
<td>100%</td>
<td></td>
<td></td>
<td>100%</td>
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