GROWTH

Full Year 2023 Results – February 15, 2024

Strong execution drives record performance; well positioned for Next Frontier

Seamless transition to new governance structure

Revenues, Adjusted EBITA, Net Income and Free Cash Flow at record levels

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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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FY 2023 Business Highlights

Peter Herweck | CEO

Full Year 2023 – record performance in milestone year

ELECTRIFICATION
AUTOMATION
DIGITIZATION

Enabling a
SUSTAINABLE
future

Energy Management

€28bn
FY23 revenues

+14%
org. growth

Industrial Automation

€8bn
FY23 revenues

+7%
org. growth

Group

€36bn
FY23 revenues

+13%
org. growth

17.9%
Adj. EBITA margin

+180bps
org. improvement

Adj. EBITA up +25% org. exceeding targeted range

End-markets exposure[1]

Data Centers & Networks 21%	Buildings 32%	Industry 34%	Infrastructure 13%

1. Based on 2023 Orders

Full Year 2023 – Key metrics at record levels

Sales	Adj. EBITA	Net Income	Free Cash Flow	Dividend
€36bn	€6.4bn	€4.0bn	€4.6bn	€3.50**
+13%*	+25%*	+15%	+38%	+11%

* Organic growth
** Subject to Shareholder approval on May 23, 2024

Megatrends creating unprecedented opportunities in our end-markets

1
Digitization & Artificial Intelligence

2
Climate Change

3
Energy Transition

4
Evolution of Wealth

5
New Global Equilibrium

AI ready
Edge & Core Data Centers with high density power and cooling addressing specific needs of AI

Sustainable
Services for data driven insights & recommendations to drive highest Sustainability, Efficiency and Availability

Save
Electrify
Decarbonize

New Economies
~40% 2023 Revenues

Reshoring
Local supply chain strengthening our **Multi-hub** operating model

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Delivering on key Management Priorities

Growth Culture	Sustainability	Innovation	Software	AI
+130bps ROCE growth	**6.13 /10** SSI score vs. year-end target of 6.00/10	**~40%** of FY23 order growth linked to new product innovations in last 3 years	**€3.0bn** Software & Digital Services FY23 revenues	**~350** AI Hub employees
+15% EPS growth	**#1** in our industry S&P Global Corporate Sustainability Assessment	**+13%** org. FY23 R&D spend	**+18%** Software & Digital Services FY23 org. growth despite subscription transition	**~40** AI-related features incorporated in customers offers & improving internal efficiency
+40% 1-year TSR growth*	**20** Energize Program sponsor companies recruiting >500 suppliers	**+20%** FY23 growth in connectable products	**+19%** AVEVA ARR growth as of 31 December 2023	**~170** AI-related use-cases for customers offers & improving internal efficiency

Investments in capacity expansion

Record-level Net Satisfaction Score (NSS) in 2023 **53.6%**

+5.2pts vs. 2022
+14pts vs. pre-pandemic 2019

* *From January 1, 2023 to December 31, 2023*

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Aligning our engagements with Megatrends set to drive growth

Digitization & AI
Energy Transition

Steering thought leadership on energy efficiency and AI

Collaboration
Energy demand
Energy meets AI

Climate Change

Leveraging technology to address climate change to reshape the energy landscape

- **Circularity Lighthouse**
  in the built environment
- **Hyderabad factory**
  3rd Sustainability Lighthouse

WORLD ECONOMIC FORUM

Evolution of Wealth
New Global Equilibrium

Urbanization trends shaping future cities into digital hubs

India Hub for Growth, Talent & R&D

Navigate **evolving horizons** across the global landscape

Cutting-Edge
Battery Lab
in Bangalore, India

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An Impact company driving Efficiency and Decarbonization

AIRTRUNK

Data Center
Australia

Responsible growth

Superior customer engagement

EcoStruxure

Innovations solutions: speed, improved lead time

LMD°

Building
Egypt

Data-Driven

Sustainable solutions

EcoStruxure

Through advanced data analysis, digitalization and comprehensive control of project buildings and infrastructure

NEOM
GREEN
HYDROGEN
COMPANY
شركة نيوم للهيدروجين الأخضر

Industry
Saudi Arabia

600t

Carbon-free Hydrogen/day
using solely renewable energy sources

EcoStruxure

Supplying 33KV switchgears for 4GW+ renewable generation plants

YVR

Infrastructure
Canada

Trusted partner

for their 2030 Net-Zero journey

EcoStruxure

Digital transformation and modernization of the airport. 5-year partnership agreement

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Atal Nagar, India’s First Green Field Smart City

100k

Connected Products

Data Center
Thailand

SUPERNAP THAILAND

30%

Energy reduction

Princess Elisabeth Station
Antarctica

ZERO

Emission Station

Port
Canada

PORT MONTRÉAL

2.8K

GHG reduction per year

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A full-year Sustainability Impact score surpassing the target

2021-2025
SCHNEIDER
SUSTAINABILITY
IMPACT

	Q1	Q2	Q3	Q4	2023 Target
Score[1]				6.13	6.00

CLIMATE

553M[2]

SSI #2 - Help our customers save and avoid 800 million tonnes of CO_2 emissions

Schneider Electric's solutions and services helped customers save and avoid more than 110 million of tonnes of CO_2 emissions in 2023 alone.

RESOURCES

63%

SSI #5 - 100% of our primary and secondary packaging is free from single-use plastic and uses recycled cardboard

Half-way milestone was exceeded in 2023, progressing by +17% vs. 2022. 80% of the cardboard in our primary and secondary packaging is recycled cardboard.

EQUAL

46.5M[3]

SSI #9 – Provide access to green electricity to 50M people

Schneider Electric provided solar solutions for more than 500 health centers in South Asia and Africa to guarantee access to quality healthcare for more than 1.5M people, doubling its impact in one year (750,000 people in 2022).

Schneider Electric's automation and process control solutions drive scaling Brilliant Planet's **algae-based carbon capture** for global decarbonization efforts

Schneider Electric **circular offers** chosen by Bouygues Energies & Services for the *Six Degrés* project in Gentilly, France

Shanghai factory 'Waste-to-Resource' solution eliminates **1.5 tons** of hazardous waste a year

1. 2020 baseline 3/10, 2025 target 10/10　*2. cumulated since 2018*　*3. Cumulated since 2009*

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External recognition of our IMPACT in 2023

FTSE4Good

CLEAN200

TRANSPARENCY AWARDS

Bloomberg Gender-Equality Index 2023

Brandon Hall Group

Schneider Electric Top 100 Globally for gender equality in 2023 EQUILEAP

Guidehouse

FROST & SULLIVAN BEST PRACTICES AWARDS

ecovadis PLATINUM Top 1% FEB 2024

LIDER

WINNER

12th Deauville GREEN AWARDS

THE CHANNEL CO. CRN WOMEN of the Channel 2023

glassdoor BEST PLACES TO WORK 2023

engineer 2023 PRODUCT OF THE YEAR

CONTROL 2023 READERS' CHOICE AWARDS

2023 Brand Finance Awards

AUSTRALIAN DESIGN AWARDS 2023 BETTER FUTURE SILVER

2023 WORLD'S MOST ETHICAL COMPANIES ETHISPHERE 12 TIME HONOREE

A Global 100 Most Sustainable Corporation

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

C dot MM AWARDS

CIPS EXCELLENCE IN PROCUREMENT AWARDS 2023

BØRSEN

BCG

In the main ESG indices by MOODY's ANALYTICS

WINNER 2023

FT FINANCIAL TIMES statista LEADER IN DIVERSITY 2024

iF DESIGN AWARD 2023

DIGIXX SUMMIT | AWARDS

FAST COMPANY WE MADE THE LIST! NEXT BIG THINGS IN TECH 2023

TIME 100 MOST INFLUENTIAL COMPANIES 2023

FORTUNE WORLD'S MOST ADMIRED COMPANIES

CDP DISCLOSURE INSIGHT ACTION

GULF SUSTAINABILITY AWARDS 2023

Sustainability TOP 100 COMPANIES

CHANGE THE WORLD

Most Attractive Employers WORLD universum 2023

WORLD'S TOP COMPANIES FOR WOMEN Forbes 2023

THE CHANNEL CO. CRN PARTNER PROGRAM GUIDE WINNER 2023

OMDIA Innovation Awards ShowStoppers CES 2023 CATEGORY WINNER

GLOBAL 500 FORTUNE 500

TIME 100 CLIMATE

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Transforming to be the
“Industrial Tech” leader

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FY 2023
Financial Performance Highlights

Hilary Maxson | CFO

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Financial highlights – Strong performance in FY 2023

Well positioned for the Next Frontier

Revenues

€36bn, +13% org.

Strong growth in Systems, Software and Services supported by price carryover from last year

Gross Margin

41.8%, +200bps org.

Strong gross margin supported by price carryover, improvements in Systems margin and productivity

Adj. EBITA Margin

17.9%, +180bps org.

Close control of support function cost expansion, while investing for future growth

Net Income

€4.0bn, +15%

Gains on disposed businesses and reduction in restructuring costs support strong growth

Free Cash Flow

€4.6bn, 115% conversion[1]

Working capital tailwinds in H2 support growth in operating cash flow

ROCE

13.5%, +130bps

Strong progress, year-on-year

1. *Conversion of FCF / Net Income (Group share)*

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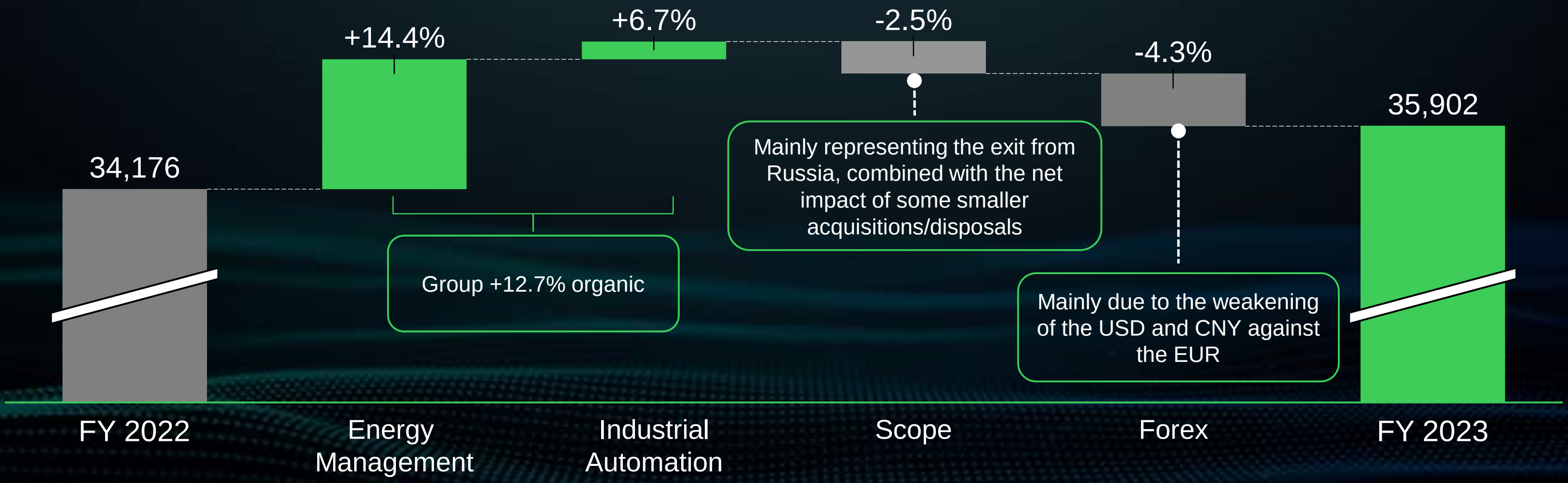
Strong growth in FY 2023 up +13% organic

Analysis of Change in Group Revenues (in €m)

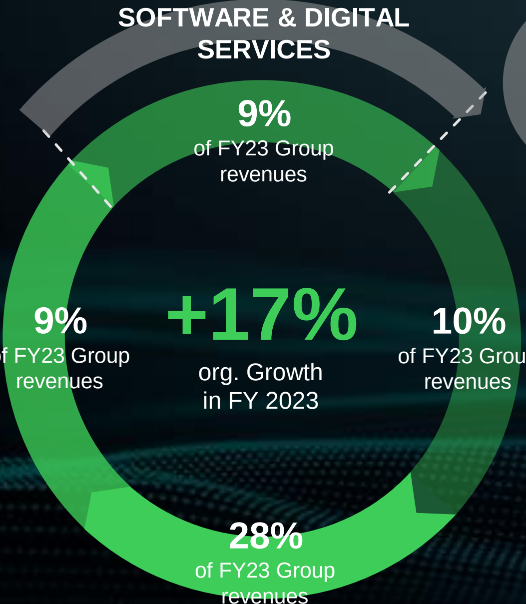


Based on current rates, the FX impact on FY 2024 revenues is estimated to be between -€400 million to -€500 million

The FX impact at current rates on adjusted EBITA margin for FY 2024 could be around -30bps.

Digital flywheel growing faster than Group, up +17% org. in 2023

+18%
org. growth



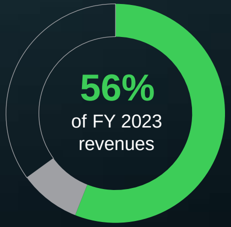
€3.0bn
FY 2023 revenues

EDGE CONTROL
+10%
org. growth

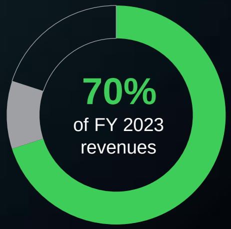
FIELD SERVICES
+13%
org. growth

CONNECTABLE PRODUCTS
+20%
org. growth

Moving towards 60% to 65% of Group revenues by 2027



Recurring revenue in Agnostic Software to increase to c.80% by 2027



Key achievements of 2023:

- Flywheel at 56% of 2023 revenues (from 53% in 2022)
- Agnostic software 70% recurring (from 65% in 2022)
- Digital innovation driving strong double-digit growth in connectable products
- Double-digit growth in Software and Digital Services despite transition to subscription at AVEVA
- Good growth in Field Services supported by increasing installed-base and Systems growth.

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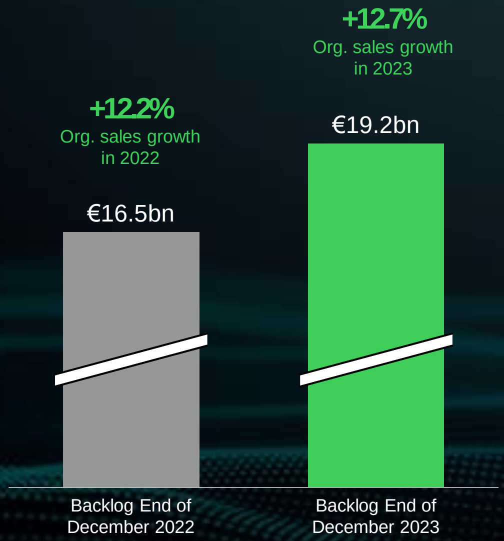
Record high levels of backlog at the end of 2023



~3.8 months
of sales on avg (2018 to 2021)

~6 months
of sales in 2022 closing backlog

>6 months
of sales in 2023 closing backlog

BACKLOG CREATION IN 2023

+€2.7bn
vs. 2022 closing backlog

- Record high backlog at the end of 2023
- Backlog consumption in Products in Q4 while backlog increased in Systems
- Relatively faster growth in Energy Management backlog
- Industrial Automation year-on-year increase mainly due to strong demand in Software

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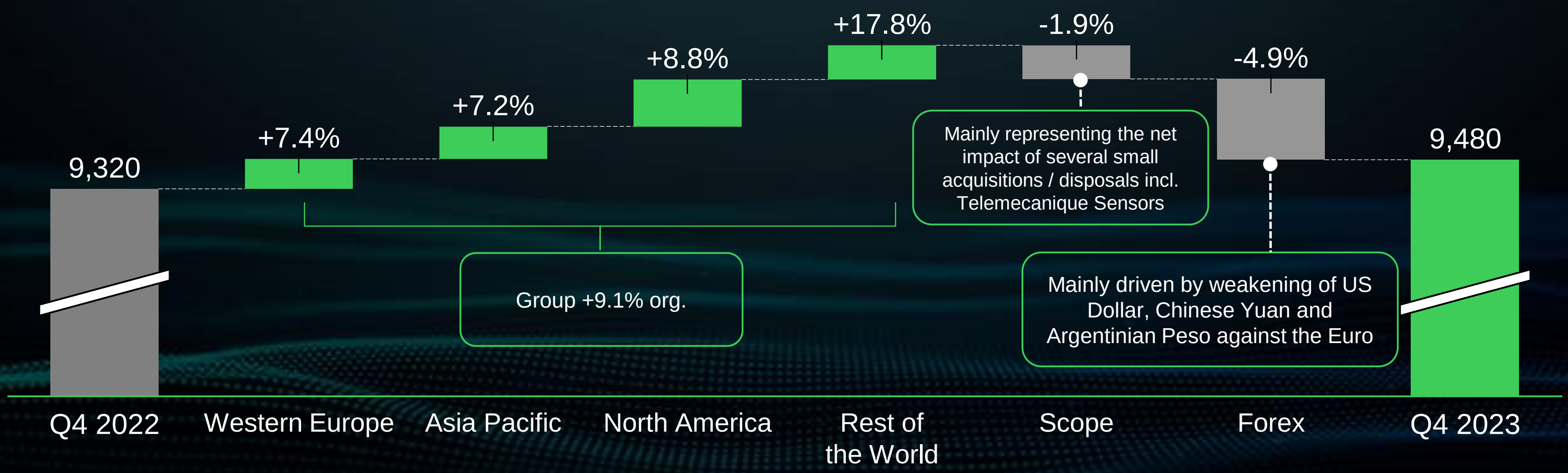
Q4 2023 up +9% organic

Analysis of Change in Group Revenues (in €m)



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Strong growth in Q4 led by Systems, Software & Services

PRODUCTS

53% of FY 2023 revenues

+2%

Q4 organic growth

- Energy Management up mid-single digit in Q4, with stabilization in consumer-linked and strong demand elsewhere
- Industrial Automation down in Q4 due to weak discrete automation sales in Western Europe, China and East Asia
- Product volumes were slightly positive in Q4
- Carryover impact of past price actions continued to fade
- Growth supported by backlog execution

SYSTEMS

28% of FY 2023 revenues

+17%

Q4 organic growth

- Strong double-digit growth in Energy Management with strength in Data Center and Infrastructure end-markets
- In Industrial Automation, solid growth in Process & Hybrid, while Discrete automation impacted by weakness in OEM demand

SOFTWARE & SERVICES

19% of FY 2023 revenues

+17%

Q4 organic growth

- ARR growth at AVEVA, up +19%[1], with strong growth in subscription contract wins
- Energy Management agnostic software up double-digit, led by strong growth at ETAP
- Digital Services up strong double-digit, led by offers for Grid
- Field Services up +9%, with strong growth in both businesses

1. *At constant currency, adjusted for Russia impacts*

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Energy Management +11% Q4 org. growth

Split of Q4 2023 revenue by geography:

W. Europe	N. America	Asia Pac.	Rest of the World
25%	36%	27%	12%

North America +10%

- Good performance against strong double-digit base of comparison
- U.S. up double-digit, Mexico up high-single digit, Canada down low-single digit
- Strong growth in U.S. systems revenues driven by Data Center and Infra, while products grew less strongly, in part due to supply chain and a high base in Resi
- Mexico strong across end-markets
- Canada down against high base, though seeing some recovery in Resi
- Double-digit growth in Field Services across the region

Western Europe +11%

- Growth led by Italy, up strong double-digit with strength across end-markets
- U.K., France and Germany all up double-digit; Spain up high-single digit; several other countries showing strong growth
- Double-digit growth in systems across the region with Data Center and Infrastructure market strong
- Product growth in the region was positive, with Resi having stabilized in most markets except Germany
- Strong growth in Software and Services, including Sustainability

Rest of the World +19%

- Price actions strongly contributing to growth in countries impacted by currency devaluation – Argentina, Egypt and Turkey
- Africa up strong double-digit with execution on Infrastructure projects across the region
- Middle East up double-digit with strong contributions from Saudi Arabia and the Gulf countries
- South America up double-digit where Brazil saw delivery against several projects and a recovery in sales to the Buildings market
- Central & Eastern Europe up high-single digit

Asia Pacific +10%

- China up high-single digit with strength in transportation and renewable power, while Resi growth was stable
- India grew strong double-digit with strength across end-markets, notably Infrastructure and Buildings
- Australia grew double-digit supported by execution on a large Data Center project
- Mixed performance across the rest of the region – strong growth in Thailand and good growth in South Korea, while some countries in East Asia down on weak construction and semicon markets

Industrial Automation +1% Q4 org. growth

Split of Q4 2023 revenue by geography:

W. Europe	N. America	Asia Pac.	Rest of the World
29%	24%	31%	16%

North America 0%

- U.S. down low-single digit, Mexico up double-digit and Canada also grew
- Process & Hybrid markets saw solid growth led by Mexico due to project execution
- Discrete automation sales flat across region, Mexico and Canada grew, while U.S. saw small decline due to demand normalization

Western Europe -3%

- Performance impacted by double-digit base of comparison in all five major economies of the region
- U.K. saw strong growth due in part to large contract renewal at AVEVA, while Discrete Automation sales were slightly positive with strength in F&B segment
- France, Germany, Italy and Spain all declined due to weakness in Discrete automation markets as demand continued to normalize, as anticipated
- Each of the major economies saw growth in Process & Hybrid markets, with France and Germany also seeing strong growth at AVEVA

Rest of the World +15%

- Price actions strongly contributing to growth in countries impacted by currency devaluation – Argentina, Egypt and Turkey
- Double-digit growth in Middle East and Africa, high single-digit growth in South America, excluding above-named countries
- Strong growth at AVEVA, particularly in Middle East
- Resilience in Discrete automation across the region drives solid growth led by Gulf countries
- Central & Eastern Europe down slightly with similar trends to Western Europe

Asia Pacific -2%

- China down mid-single digit, with strong growth in Process & Hybrid but down in Discrete automation, with weakness in industrial OEMs
- India grew double-digit with sales in Discrete remaining strong, supported by backlog execution
- Japan and South Korea down in Discrete automation, though mitigated by strong performance at AVEVA in South Korea
- Australia grew double-digit supported by strong growth at AVEVA and resilience in Discrete automation

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Adj. EBITA: Margin at 17.9%, +180bps organic

In €m	FY 2022	FY 2023	*Reported change*	*Organic change*
Revenues	34,176	35,902	*+5.1%*	*+12.7%*
Gross Profit	13,876	15,012	*+8.2%*	*+18.1%*
Gross Margin (%)	40.6%	41.8%	*+120 bps*	*+200 bps*
SFC[1]	(7,859)	(8,600)	*+9.4%*	*+13.7%*
SFC[1] Ratio (% Revenues)	23.0%	24.0%	*-100 bps*	*-20 bps*
Adjusted EBITA	6,017	6,412	*+6.6%*	*+24.5%*
Margin %	17.6%	17.9%	*+30 bps*	*+180 bps*
R&D/Sales ratio	5.1%	5.4%	*+30 bps*	*flat*

Energy Management

21.1%
c.+220bps
org.

Industrial Automation

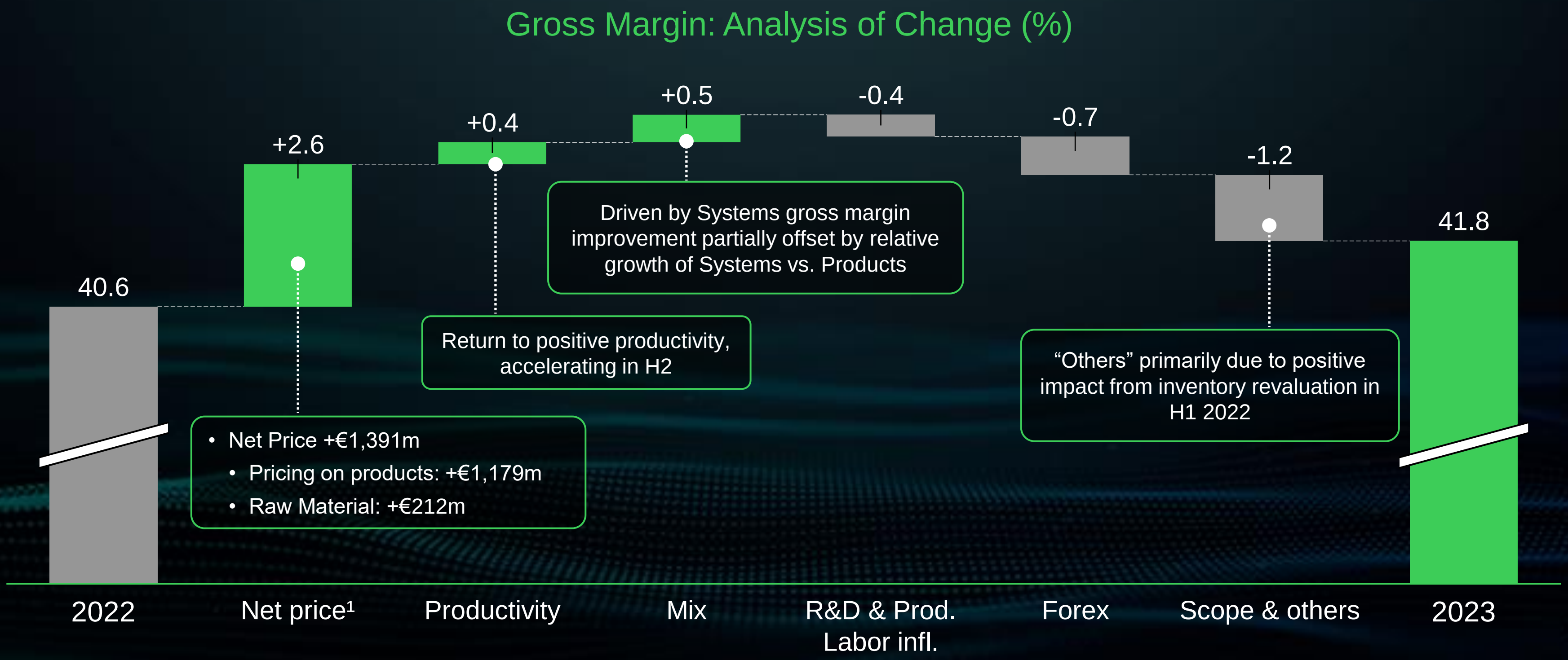
17.0%
c.-110bps
org.

- SFC higher by +13.7% organic mainly explained by Group's investment in strategic priorities: innovation through R&D, commercial footprint expansion and digital transformation including AI projects.
- SFC/Sales ratio deteriorates from 23.0% to 24.0% impacted by Scope and FX, alongside a -20bps organic impact as the Group invests to support future growth.

- R&D costs in P&L up +13% organic.
- R&D/Sales ratio increases to 5.4% of sales.
- On a cash basis, R&D spend increased to 5.6% of sales, up from 5.4% last year

1. *Support Function Costs*

GM improvement of +200bps organic



1. *Price on products and raw material impact*

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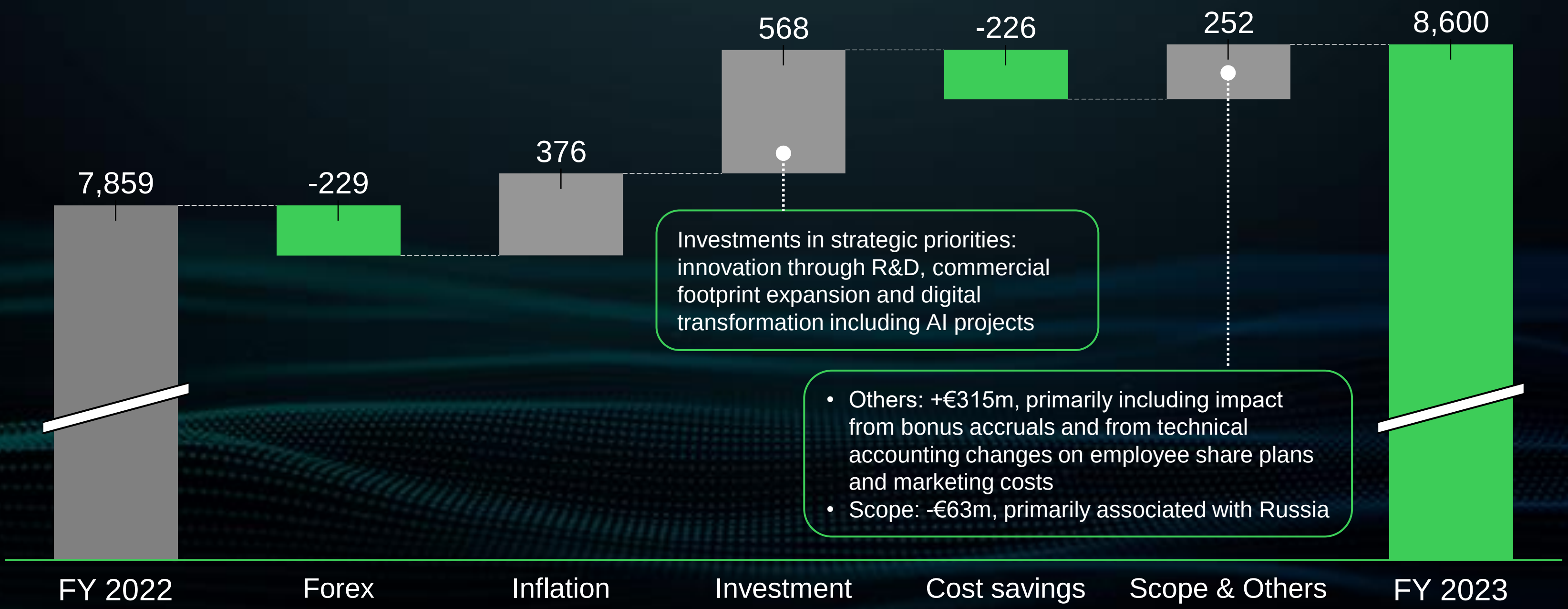
SFC: Delivering further structural savings and investing for future

Analysis of Change of SFC (in €m)



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Net Income of €4.0bn up +15% boosted by gains on disposal

In €m	FY 2022	FY 2023	*Reported change*	*Organic change*
Adjusted EBITA	6,017	6,412	+7%	+24.5%
Other operating income and expenses	(433)	98		
Restructuring costs	(227)	(147)		
Amortization & imp. of purchase accounting intangibles	(424)	(430)		
EBIT	4,933	5,933	+20%	
Financial costs	(215)	(530)		
Income tax	(1,211)	(1,285)		
Equity investment & Minorities	(30)	(115)		
Net income (Group share)	3,477	4,003	+15%	
Adjusted Net income[1]	3,968	4,066	+2%	+16.9%
Adjusted Earnings per share[1]	7.11	7.26	+2%	+16.5%

Consists mainly of +€265m gains on business disposal including from Telemecanique Sensors, Gutor and VinZero, offset by M&A costs for -€111m. 2022 included impairment charges associated with Russia exit.

€80m lower than FY22 following completion of Group's operational efficiency program. Moving towards target of around €100m per year, as previously communicated.

Cost of debt c. €200m higher, as expected, from higher interest rates and higher base following AVEVA minorities acquisition. Other financial income and expenses c.€100m higher mainly due to impacts in hyperinflationary economies and FX.

Effective tax rate of 23.8%, in line with the expected range of 23-25% for FY2023.

1. *Adjusted net income and EPS calculation in appendix*

Free cash flow at €4.6bn – with strong progress in H2

Analysis of net debt change in €m	FY 2022	FY 2023
Net debt at opening Dec. 31	(7,127)	(11,225)
Operating cash flow	5,393	5,529
Capital expenditure – net	(1,024)	(1,313)
Operating Cash Flow net of capex	4,369	4,216
Change in trade working capital	(785)	173
Change in non-trade working capital	(254)	205
Free cash flow	3,330	4,594
Dividends	(1,775)	(1,851)
Acquisitions – net	(297)	611
Net capital increase / (decrease)	(11)	(419)
Purchase commitments on non-controlling interests	(4,748)	(55)
FX & other	(597)	(1,022)
(Increase) / Decrease in net debt	(4,098)	1,858
Net debt at Dec. 31	(11,225)	(9,367)

All-time high operating cash flow, up +3% as a consequence of the record profitability

Inventory days stable YoY having been elevated at H1 in order to secure supply & prioritize customer delivery. DSO stable, while DPO improves year-on-year. Trade working capital impact +€1,065m in H2.

Variance to 2022 primarily relates to level of bonus accruals/payments

Including sales proceeds from Telemecanique Sensors divestment

Including €0.7 billion to complete share buyback program

Increase vs. FY22 mainly due to FX

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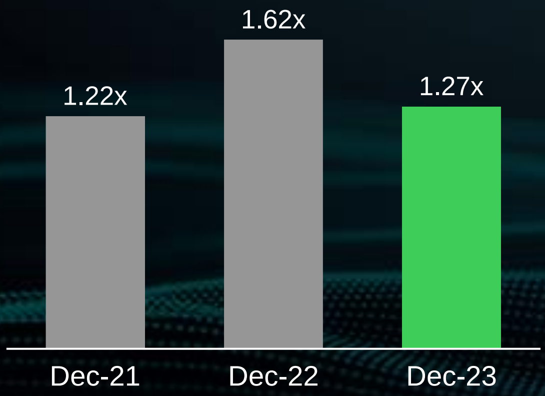
Balance sheet remains strong

Net Debt / Adj. EBITDA[1]



Main impacts in 2023:

- Cash payment of €4.6bn to purchase minority shares in AVEVA (shown as a purchase commitment at 31 Dec. '22)
- Payment of €1.9bn to fulfill FY22 dividends
- Payment of €0.7bn to complete share-buyback program
- Free cash flow generation of €4.6bn
- Net sales proceeds of €0.6bn from M&A activity

Financing arrangements:

Successful issue of bonds enabling the Group to increase its debt maturity profile and to strengthen its liquidity position

- November 2023: bonds convertible into new shares and/or exchangeable for existing shares due 2030 for €650 million
- January 2024: €1.3 billion bond in two tranches respectively maturing in 7 years (€600 million) and long 11 years (€700 million)

1. *Trailing 12 months Adj. EBITDA; Net debt as of period end*

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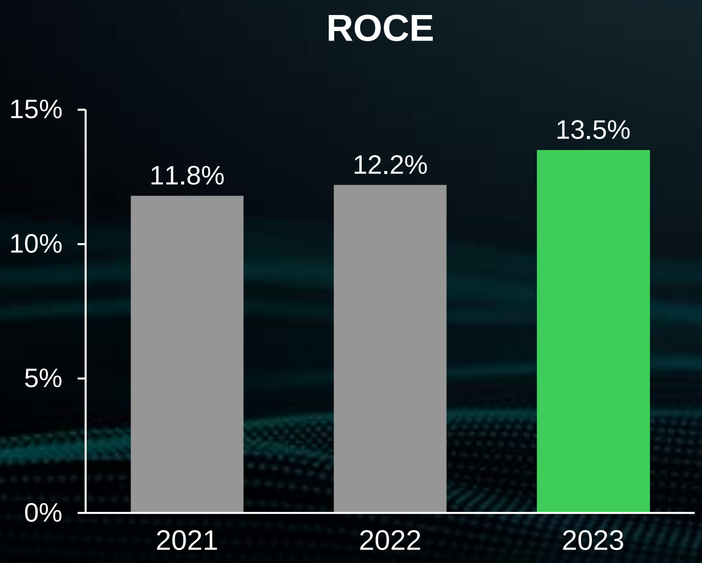
Further progress on ROCE: driving toward ambition of 15%+



+130bps improvement in 2023 driven by:

- Improved profitability supported by price, good volume growth and return to positive productivity;
- Shareholders equity impacted by AVEVA minority buy out in Q1'23

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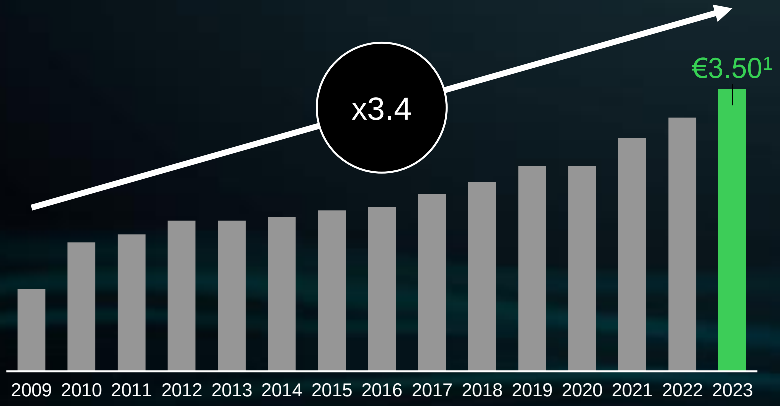
Proposing progressive dividend of €3.50[1]

Progressive Dividend[1] for 14th year in a row



€3.50[1]

Dividend per share

+11% vs. 2022

1-YEAR TSR[3]
c. +40%

3-YEAR TSR[4]
c. +65%

1. *Subject to Shareholder approval on May 23, 2024*
2. *11 peers as considered for long-term incentive plan (base 100: Jan 1st, 2021)*
3. *From January 1, 2023 to December 31, 2023*
4. *From January 1, 2021 to December 31, 2023*

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Expected Trends & Financial Target

Peter Herweck | CEO

Expected trends in 2024

- Strong and dynamic market demand to continue on the back of structural megatrends
- Strong demand for System offers notably driven by trends in Data Centers, Grid Infrastructure investment and increased investments across Process Industries served by both businesses
- Continued focus on subscription transition in Software and growth in Services
- A gradual demand recovery for Product offers, weighted towards H2, linked with a recovery in consumer-linked segments and Discrete automation
- All four regions to contribute to growth, led by U.S., India and the Middle East

2024 Target

The Group sets its 2024 financial target as follows:

2024 Adjusted EBITA growth of between +8% and +12% organic

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

- Revenue growth of **+6% to +8% organic**
- Adjusted EBITA margin up **+40bps to +60bps organic**

This implies Adjusted EBITA margin of **around 18.0%** to **18.2%** (including scope based on transactions completed to-date and FX based on current estimation).

Further notes on 2024 FX & Scope available in slide 37

Recap of medium-term targets as announced at CMD
The Next Frontier

Financial targets	The Next Frontier of organic growth	Well positioned on structurally growing markets and will outperform market growth	+7% to +10% CAGR organic growth, 2023-2027[1]
	Agile operating model and strong Gross Margin drive further profitability	Ambition to grow adj. EBITA margin	c.+50bps CAGR organic expansion, 2023-2027[1]

Across-cycle ambitions	Organic Sales growth of 5%+ on average	Consistently be a Company of 25[2]	Cash conversion ratio[3] expected to be around 100% on average

[1] *4-year CAGR*
[2] *Across the economic cycle, sum of organic revenue growth % and adj. EBITA margin %*
[3] *Free cash flow as a proportion of Net Income – Group share*

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Q&A

Investor Relations ready to engage

15 February	**2023 Full Year Results**
22 February	Citi Global Industrials conference (Miami, US)
22 February	Barclays Industrial Select Conference (Miami, US)
3 April	**Innovation Summit Paris 2024**
25 April	Q1 2024 Revenues
23 May	Shareholders' Meeting (Paris)
4 June	BNP Paribas Exane CEO conference (Paris)
12 June	JP Morgan European CapGoods CEO conference (London)

Investor Relations contacts

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To schedule an interaction with Schneider Electric, or attendance at Innovation Summit Paris 2024 please contact lorna.scrimshaw@se.com

Appendix

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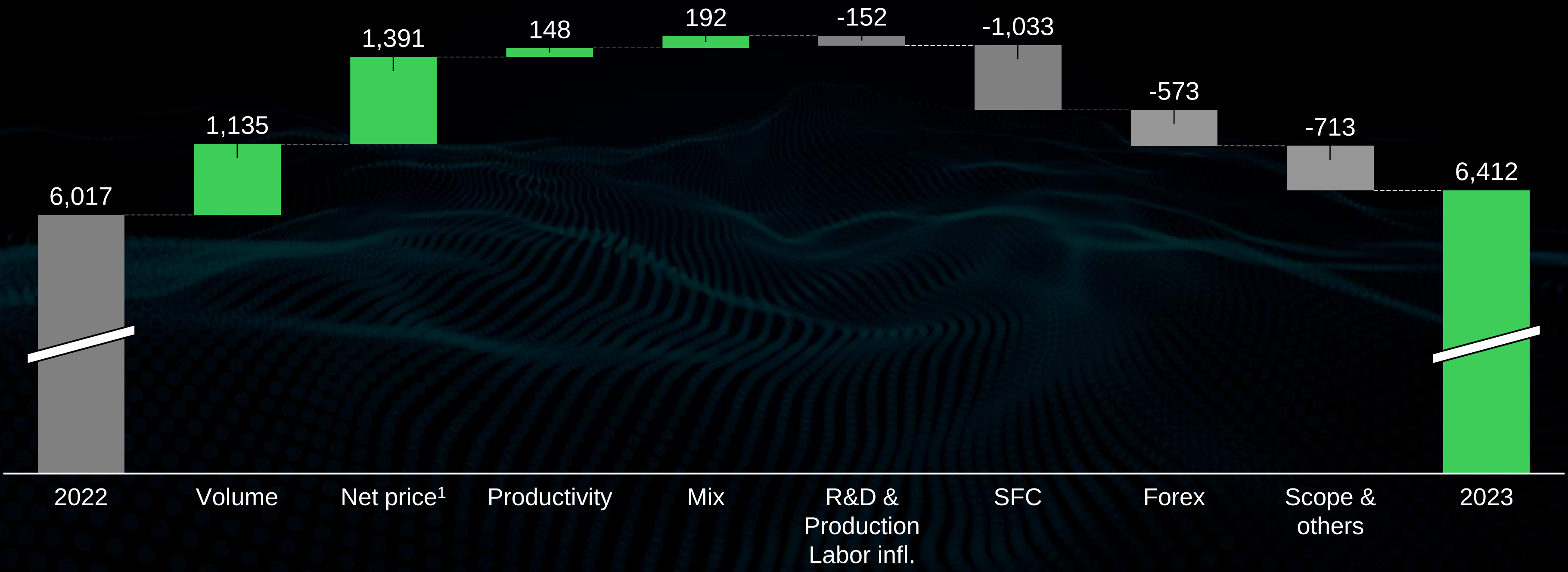
2024 additional notes

- **Foreign Exchange impact:** Based on current rates, the FX impact on FY 2024 revenues is estimated to be between -€400 million to -€500 million. The FX impact at current rates[1] on adjusted EBITA margin for FY 2024 could be around -30bps
- **Scope:** Around -€300 million on 2024 revenues and around flat on 2024 adjusted EBITA margin, based on transactions completed to-date
- **Tax rate:** The ETR is expected to be in a 22-24% range in 2024
- **Restructuring:** The Group expects restructuring costs to decrease towards target of around €100 million per year

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.*

Adj. EBITA +25% org. due to strong gross margin performance and cost control, while investing for the future

Analysis of Change of Adjusted EBITA (in €m)



1. Price on products and raw material impact

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2021 – 2025
SCHNEIDER SUSTAINABILITY IMPACT

Q4 2023 Results

	Q1	Q2	Q3	Q4	2023 Target
Score[1]				6.13	6.00

6 long-term commitments		Baseline	Q4 2023	2025 Target
CLIMATE	1. Grow Schneider Impact revenues*[2]	70%	74%	80%
	2. Help our customers save and avoid millions of tonnes of CO_2 emissions[3]	263M	553M	800M
	3. Reduce CO_2 emissions from top 1,000 suppliers' operations	0%	27%	50%
RESOURCES	4. Increase green material content in our products	7%	29%	50%
	5. Primary and secondary packaging free from single-use plastic, using recycled cardboard	13%	63%	100%
TRUST	6. Strategic suppliers who provide decent work to their employees[4]	1%	21%	100%
	7. Level of confidence of our employees to report unethical conduct[5]	81%	+1pt	+10pts
EQUAL	8. Increase gender diversity in hiring (50%), front-line management (40%) and leadership teams (30%)	41/23/24	41/28/29	50/40/30
	9. Provide access to green electricity to 50M people[6]	30M	+16.6M	50M
GENERATIONS	10. Double hiring opportunities for interns, apprentices and fresh graduates[2]	4,939	x1.52	x2.00
	11. Train people in energy management[6]	281,737	578,709	1M
LOCAL	+1. Country and Zone Presidents with local commitments that impact their communities	0%	100%	100%

*Per Schneider Electric definition and methodology
[1] 2021 baseline 3/10, 2025 target 10/10 [2] 2019 baseline [3] cumulated since 2018 [4] 2022 baseline [5] 2021 baseline [6] cumulated since 2009

Adjusted Net Income calculation

In €m	FY 2022	FY 2023
Adjusted EBITA	6,017	6,412
Amortization of purchase accounting intangibles	(423)	(396)
Financial Costs	(215)	(530)
Income tax with impact from adjusted items[1]	(1,381)	(1,305)
Equity investment & Minority Interests	(30)	(115)
Adjusted Net Income (Group share)	3,968	4,066
Adjusted EPS (€)	7.11	7.26

1. The effective tax rate implied in the adjusted net income calculation for 2022 is adversely impacted by the write-offs in relation to Russia exit

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