Strong rebound in Q3 2020; Revenue up +1.3% organic
Full Year 2020 targets 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 Annual Registration Document (which is available on www.schneider-electric.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.
Q3 Business Highlights

Hilary Maxson
CFO Schneider Electric
Strong rebound in Q3

€6.5bn, +1.3%
Group Q3 2020 revenues org.

Energy Management
Energy efficiency
+2.5%
Q3 org. sales growth

Industrial Automation
Process efficiency
-2.5%
Q3 org. sales growth

NORTH AMERICA
WESTERN EUROPE
REST OF WORLD
ASIA PACIFIC

29% +1% 25% -2%
15% +1% 31% +5%

FY2020 targets upgraded
Continued focus in execution of our growth strategy pillars in Q3

More Products
Grew mid-single digit
Organic growth
- Multi-local business model
- Unrivalled partner network

More Software & Services
Down low-single digit
Organic growth
- Field Services
- Digital Services
- Schneider Software
- Digital update 3.8m AuM +46% YoY

Better Systems
Down mid-single digit
Organic growth
- Mid/late-cycle impacted
- Good evolution in Digital Buildings, Data Centers & in infrastructure
- Industrial Automation contracted more than Energy Management

60% of Group
17% of Group
23% of Group
Digitization & Sustainability high on customers agenda

- Digital and service business for increased efficiency across lifecycle

New product innovations focused on digitization & sustainability

- Agile automation offer
  - EcoStruxure™ Automation Expert
- Connectivity-ready / Native Connectivity
- Digital Innovations
  - PrismaSeT Active switchboard
  - New generation of ComPacT breakers
  - SF6-Free: SM AirSeT switchgear
    - World First: Switchgear powered by air & digital

Digital and service business for increased efficiency across lifecycle

- Edge Control c. 10%
- Field Services c. 10%
- Connectable products c. 25%
- Software + Digital services c. 7%

Green and digital MV technology

C. 50% Group revenue leveraging

Connective

- Edge Control c. 10%
- Field Services c. 10%
- Connectable products c. 25%
- Software + Digital services c. 7%
## Our end-markets are well oriented...

### BUILDINGS
- Residential boosted by COVID-19
- Non-Residential need for healthy/Digital Buildings
- CIB focused on cost & efficiency

### DATA CENTER
- Digitization, 5G & IoT driving demand
- Edge computing gaining traction

### INFRASTRUCTURE
- Electric utilities transforming to incorporate renewables
- Smart Grid offers for optimization
- WWW, Marine & Mobility markets impacted by COVID-19

### INDUSTRY
- Digitization for enhanced resilience & productivity
- O&G & MMM impacted by COVID-19

### Near term trends
- Buildings account for ~40% of CO₂ emissions - Digital Buildings critical for meeting climate challenge
- >2/3rd optimization potential of final energy demand in buildings
- Regulations to accelerate decarbonization of buildings: Digital + Electric + Decentralized

### Long term trends
- IP traffic growth ~30% CAGR
- Projected ~20% increase in data center workloads
- 50% at the edge of the IoT processing by 2024
- 8x Connected devices As many connected people by 2025

- x2 Electricity in final energy mix by 2040
- x6 Renewable Electricity from Wind/Solar by 2040
- EV charging infrastructure market value will grow at 24% CAGR
- Emerging markets to invest an estimated $2.2 trillion p.a in infrastructure over next 20 years

- Shorter supply chains
- C. 50% share of CO₂ emissions in Industry
- 97% of organizations are investing in big data and AI
- 90% manufacturing to be electric by 2050

---

**Economic stimulus linked with Digitization & Sustainability**
Q3 Business Performance
Revenue up +1.3% organic in Q3 2020, led by Asia Pacific

Analysis of Change in Group Revenues (in €m)

Group +1.3% org. in Q3 2020
YTD: -6.6% org.

Disposal: Mainly comprises Converse Energy Projects and the deconsolidation of Electroshield Samara

Acquisitions: Mainly includes RIB, L&T and ProLeiT

Weakening of several currencies against Euro (mainly USD and new economies’ currencies)

Based on current rates, the FX impact on FY 2020 revenues is estimated to be between -€600 million to -€700 million.
The FX impact at current rates on adjusted EBITA margin could be at the higher end of -30bps to -40bps range.
Energy Management Q3 performance highlights

€5.0bn
78% of Group Q3 2020 revenues

- Residential construction continued positive trend
- CIB activity restarted after lockdowns across most regions
- Hospitals, healthcare, Life Sciences & Digital Buildings remained solid
- Data Center demand remains strong
- Good demand in Smart Grid within Infrastructure end-market
- O&G and MMM remain impacted due to lower levels of capital investment
- Distributor stock building and pricing actions contributed to Q3 performance

Q3 2019

5,106
Organic +2.5%
Scope +0.1%
FX -4.6%

Q3 2020

5,005
-2.0%
Focus on Q3 - Energy Management up +2.5% org.

Split of Q3 2020 revenue by geography:

- **N. America**: 25%
- **W. Europe**: 32%
- **Rest of the World**: 29%
- **Asia Pac.**: 14%

**North America +2%**

- Performance driven by the **U.S.**
- Residential continued to strengthen
- Non-residential witnessed quick restarts & demand for digital offers
- Data Center impacted by high base
- Field services return to normal with limited site access in some cases
- Canada saw mid-single digit growth
- Mexico slightly down

**Western Europe +1%**

- **Performance driven by the U.S.**
- Residential continued to strengthen
- Non-residential witnessed quick restarts & demand for digital offers
- Data Center impacted by high base
- Field services return to normal with limited site access in some cases
- Canada saw mid-single digit growth
- Mexico slightly down

**Rest of the World +1%**

- CIS grew well, mostly coming from Russia
- South America saw good growth in Brazil, Argentina & Peru
- Africa slightly up, driven by project execution in Egypt
- Middle East down with Gulf countries impacted partly offset by good demand in Turkey
- Central & Eastern Europe down

**Asia Pacific +5%**

- **Performance driven by the U.S.**
- Residential continued to strengthen
- Non-residential witnessed quick restarts & demand for digital offers
- Data Center impacted by high base
- Field services return to normal with limited site access in some cases
- Canada saw mid-single digit growth
- Mexico slightly down

- **Strong rebound continues in China, growing double digit across all end-markets**
- **Strong rebound in Q3 in India**
- Australia flat with lockdown in the state of Victoria
- Japan, Philippines and Vietnam were weak
- Indonesia negatively impacted on account of delayed investment plans of large customers
- Good growth in Singapore & South Korea
Organic growth by region in Q3 2020 – Energy Management

<table>
<thead>
<tr>
<th>Region</th>
<th>Org. growth</th>
<th>% Business Sales</th>
</tr>
</thead>
<tbody>
<tr>
<td>NORTH AMERICA</td>
<td>32%</td>
<td>+2%</td>
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<tr>
<td>United States</td>
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<tr>
<td>Canada</td>
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<td>Mexico</td>
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<td></td>
</tr>
<tr>
<td>WESTERN EUROPE</td>
<td>25%</td>
<td>+1%</td>
</tr>
<tr>
<td>France</td>
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<td>Germany</td>
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<td>United Kingdom</td>
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<td>Italy</td>
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<td>Nordics</td>
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<tr>
<td>REST OF WORLD</td>
<td>14%</td>
<td>+1%</td>
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<tr>
<td>Russia</td>
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<td>South America</td>
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<td>Middle East</td>
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<td>Africa</td>
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</tr>
<tr>
<td>ASIA PACIFIC</td>
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<td>+5%</td>
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<td>Indonesia</td>
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<td>Singapore</td>
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<tr>
<td>Japan</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Industrial Automation Q3 performance highlights

€1.5bn
22% of Group Q3 2020 revenues

1,540
Organic -2.5%
Scope +1.3%
FX -4.4%
1,453
-5.6%

Q3 2019
Q3 2020

- Strong performance for Discrete offers across geographies
- Process & Hybrid impacted by economic cycle coupled with COVID-19 impacts on specific end-markets
- Services showed Resilience (growing mid-single digit)
- Software negatively impacted by AVEVA high base of comparison & some slippage into Q4
- Critical segments such as MMM, WWW and CPG proved more resilient while O&G negatively impacted
Focus on Q3 – Industrial Automation down -2.5% org.

Q3 Org. growth

Split of Q3 2020 revenue by geography:

- North America: -7%
  - Performance impacted by softness in mid/late-cycle demand
  - Contrasted performance in the U.S: positive in Discrete & industrial software offset by weakness from Process & Hybrid industries
  - Canada continued weakness with some recovery in MMM
  - Mexico down impacted by on-going COVID-19 issues

- Rest of the World: 0%
  - CIS grew strongly, driven by Industrial markets in Russia
  - Good growth in South America mainly in CPG & MMM segments in Brazil notwithstanding high base of comparison
  - Africa slightly up, good resilience across automation offers
  - Middle East down against a high base of comparison in the Gulf countries while OEM sales in Turkey grew
  - Central Europe was down

- Western Europe: -10%
  - Germany down, discrete end-markets remained weak despite some improvement vs. Q2
  - France & Spain down but sequential improvement through Q3
  - Italy impacted by the ongoing COVID-19 related manufacturing slowdown
  - U.K. down

- Asia Pacific: +6%
  - Strong double-digit growth in China led by good underlying domestic demand and recovering export markets
  - India showed significant improvement through the quarter after tough Q2
  - Australia impacted by the lockdown in the state of Victoria
  - Japan & South Korea down
Organic growth by region in Q3 2020 – Industrial Automation

**NORTH AMERICA**
- United States: 19%
- Canada: -7%
- Mexico: 0%

**WESTERN EUROPE**
- France: 28%
- Germany: -10%
- United Kingdom: 28%
- Spain: 16%
- Italy: 16%

**REST OF WORLD**
- Russia: 16%
- South America: 19%
- Middle East: 0%
- Africa: 16%

**ASIA PACIFIC**
- China: 37%
- India: 0%
- Australia: +6%
- Indonesia: 5%
- Singapore: 5%
- Japan: 5%
Capital allocation – recent updates

**RIB**
- Deal closed July 10, 2020
- Enhancing Schneider Electric’s capabilities in building lifecycle digitization
- Announced major contract with German Federal Autobahn
- Robust revenue synergy framework defined by geography & segment
- RIB enhances our portfolio towards ambition to provide complete digital lifecycle offers (CapEx & OpEx) for buildings

**ProLeiT**
- Deal closed August 4, 2020
- Targeted bolt-on acquisition for Industrial Automation Process Control
- Focused on Food & Beverage segment
- Integration progressing as per plan
- Good level of demand in Q3

**LARSEN & TOUBRO**
- Deal closed August 31, 2020
- Transaction completed, together with Temasek, to combine SE Low Voltage and Industrial Automation business in India with L&T’s E&A business
- Schneider Cash outlay: around €950 million
- Strong demand from residential & agriculture end-markets in Q3

**OSIsoft**
- Deal signed August 25, 2020
- Schneider Electric fully endorses AVEVA’s proposed acquisition of OSIsoft
- Prospectus expected in November
- Deal expected to close at or around the end of the year

**Focus on successful integration and synergies**

**Key near term capital allocation priorities**

- **Strong Investment Grade Credit Ratings**
- **Continued focus on Dividends**
- **Portfolio optimization (Disposals & small bolt-ons)**
Contributing to support recovery and resiliency

Respond
Meeting first needs of low-income population
Access to food, health, education, housing

4.1 M € including
2.1 M € donations & 2 M € SE matching

10,000 donors

Participating into
73 projects
by partnering with NGOs in
67 countries
reaching in aggregate
1.5 M beneficiaries

Recovery
Contributing to the urgent restart of the education system to prepare the future

Restart & opening of new Professional Training Centers
from Q4 2020 to Q2 2021

7 countries
Morocco, Nepal, Malawi, Kenya, Lebanon, Brazil, Sri Lanka

Resilience
Volunteering on a regular basis, with time and skills

+150 digital missions
- Providing IT devices
- Supporting with digital tools
- Manufacturing and distributing masks
- Youth coaching
- Supporting dev. of social entrepreneurs

1,315 volunteering days
since April 2020

18 countries
Brazil, France, Poland, Kazakhstan, India, Vietnam, Cambodia, Russia, Kenya, Chile, Ecuador, Senegal, US, Colombia, South Africa, Mexico, Peru, Argentina
## Accelerating our sustainability trajectory

### Schneider Sustainability Impact: 8.63/10 in Q3

<table>
<thead>
<tr>
<th>Indicators &amp; objectives 2020 - selection</th>
<th>Q3 2020</th>
<th>H1 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>CLIMATE</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>120 million metric tons CO₂ saved on our customers’ end thanks to our EcoStruxure offers</td>
<td>118</td>
<td>107</td>
</tr>
<tr>
<td><strong>CIRCULAR ECONOMY</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>120,000 metric tons of avoided primary resource consumption through ECOFIT™, recycling and take-back programs</td>
<td>127,276</td>
<td>126,113</td>
</tr>
<tr>
<td><strong>HEALTH &amp; EQUITY</strong></td>
<td></td>
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</tr>
<tr>
<td>Workers received at least 15 hours of learning, and 30% of workers’ learning hours are done digitally</td>
<td>62%</td>
<td>48%</td>
</tr>
<tr>
<td><strong>ETHICS</strong></td>
<td></td>
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<tr>
<td>350 suppliers under Human Rights &amp; Environment vigilance received specific on-site assessment</td>
<td>342</td>
<td>298</td>
</tr>
<tr>
<td><strong>DEVELOPMENT</strong></td>
<td></td>
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<tr>
<td>15,000 volunteering days thanks to our VolunteerIn global platform</td>
<td>16,745</td>
<td>14,870</td>
</tr>
</tbody>
</table>

Address 100% of the electricity demand of Henkel's US operations, comprised of **more than 30 sites**

Support the company in becoming **climate positive by 2040**

“The power purchase agreement demonstrates how we can drive tangible progress towards achieving our ambitious target.”

- **Sylvie Nicol**, Member of the Henkel Management Board responsible for Human Resources and Sustainability
Our distinctive DNA is externally recognized in Q3

**MEANINGFUL**
Commitment To Sustainability: Climate, Ethics, Circular Economy, Health And Equity, Development

**INCLUSIVE**
Empowered Diversities: Inclusive Practices; Inclusive Behaviors; Advocacy

**EMPOWERED**
Lean Organization: Multi-hub Model; The Schneider Way; #Freeupyourenergy

---

Altivar award for Profitable Environmental Protection

First Clean Energy Trailblazer

#11 transparency & quality of public information given to shareholders

Recognized safety & warehouse teams’ Virtual Reality training method

"Excellent Sustainability 2020"

---

Gartner
#1 Supply Chain Europe Top 15

Lexington Smart Factory Earned Fourth Industrial Revolution Advanced Lighthouse Designation

2020 Women of Technology/IoT & Marketing

7 top rankings

SM AirSeT : Top 10 recent innovative developments in energy and climate change mitigation
2020 Targets
2020 Targets upgraded

The Group established revised 2020 targets together with its HY results in July 2020 to provide transparency whilst recognizing the ongoing uncertainty and challenges relating to the continuing global health and economic crisis.

Given the acceleration of COVID-19 cases in various geographies, the Group recognizes there remains uncertainty in its Q4 results. Given the strong performance in Q3, the Group upgrades its 2020 targets as follows:

- Revenue expected to be between -5% to -7% organic [previously between -7% to -10%]
- Adjusted EBITA margin expected to be between -20bps to +10bps organic [previously -90bps to -50bps], implying Adjusted EBITA margin of around 15.1% - 15.4% (including scope and FX based on current estimation)

Further notes on 2020 available in appendix
Investor Relations ready to engage

Proposing quarterly interaction with investors showcasing specific businesses, geographies or functions

<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>22 October</td>
<td>Q3 Revenues</td>
</tr>
<tr>
<td>9 November</td>
<td>UBS Select Conference</td>
</tr>
<tr>
<td>16 November</td>
<td>Virtual ESG Investor Day</td>
</tr>
<tr>
<td>19 November</td>
<td>Société Générale ESG/SRI Conference</td>
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<tr>
<td>30 November</td>
<td>Goldman Sachs Annual Industrials Conference 2020</td>
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<tr>
<td>2 December</td>
<td>Société Générale Flagship Conference</td>
</tr>
</tbody>
</table>

Information on [www.se.com/finance](http://www.se.com/finance)
Investor Relations contacts

Amit Bhalla – Head of Investor Relations, amit.bhalla@se.com

Graham Phillips – Investor Relations Director, graham.phillips@se.com

Alban de Beaulaincourt – Investor Relations Director, alban.de-beaulaincourt@se.com
Appendix
2020 additional notes

• Forex Exchange impact

Based on current rates, the FX impact on FY 2020 revenues is estimated to be between -€600 million to -€700 million. The FX impact at current rates on adjusted EBITA margin could be at the higher end of -30bps to -40bps range.

• Scope

Around -€50 million on 2020 revenues and between +10bps to +20bps on 2020 Adj. EBITA margin.

• Tax rate

The ETR is expected to be in a 22-24% range in 2020.
Q3 Group revenue across regions

<table>
<thead>
<tr>
<th>Region</th>
<th>% Q3 20 Group Sales</th>
<th>Org. growth</th>
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</thead>
<tbody>
<tr>
<td>NORTH AMERICA</td>
<td></td>
<td>+1%</td>
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<td>Mexico</td>
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<tr>
<td>WESTERN EUROPE</td>
<td>25%</td>
<td>-2%</td>
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<td>Japan</td>
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<td>Middle East</td>
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<tr>
<td>Africa</td>
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<tr>
<td>Our megatrends and SDGs</td>
<td>Our 21 goals 2018-2020</td>
<td>Overall score out of 10</td>
</tr>
<tr>
<td>-------------------------</td>
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</tr>
<tr>
<td><strong>CLIMATE</strong></td>
<td></td>
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</tr>
<tr>
<td>1. Renewable electricity</td>
<td>--</td>
<td>65%</td>
</tr>
<tr>
<td>2. CO₂ efficiency in transportation</td>
<td>--</td>
<td>6.3% ↑</td>
</tr>
<tr>
<td>3. Million metric tons CO₂ saved on our customers’ end thanks to EcoStruxure offers</td>
<td>--</td>
<td>118 ↑</td>
</tr>
<tr>
<td>4. Increase in turnover for our EcoStruxure Energy and Sustainability Services</td>
<td>--</td>
<td>13% ↑</td>
</tr>
<tr>
<td><strong>CIRCULAR ECONOMY</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. Sales under our new Green Premium program</td>
<td>30.5%</td>
<td>59% ↑</td>
</tr>
<tr>
<td>6. Sites labeled towards zero waste to landfill</td>
<td>140</td>
<td>193 →</td>
</tr>
<tr>
<td>7. Cardboard and pallets for transport packing from recycled or certified sources</td>
<td>50%</td>
<td>99% →</td>
</tr>
<tr>
<td>8. Metric tons of avoided primary resource consumption through ecoFit, recycling, and take-back programs</td>
<td>--</td>
<td>127,276 ↑</td>
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<tr>
<td><strong>HEALTH &amp; EQUITY</strong></td>
<td></td>
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<tr>
<td>9. Scored in our Employee Engagement Index</td>
<td>65%</td>
<td>69% ↑</td>
</tr>
<tr>
<td>10. Medical incidents per million hours worked</td>
<td>1.15</td>
<td>0.56 ↓</td>
</tr>
<tr>
<td>11. Employees have access to a comprehensive well-being at work program</td>
<td>13%</td>
<td>47% →</td>
</tr>
<tr>
<td>12. Employees are working in countries that have fully deployed our Family Leave policy</td>
<td>--</td>
<td>99% →</td>
</tr>
<tr>
<td>13. Workers received at least 15 hours of learning, and 30% of workers’ learning hours are done digitally</td>
<td>--</td>
<td>62% ↑</td>
</tr>
<tr>
<td>14. White-collar workers have individual development plans</td>
<td>32%</td>
<td>85% ↑</td>
</tr>
<tr>
<td>15. Employees are working in a country with commitment and process in place to achieve gender pay equity</td>
<td>89%</td>
<td>99% →</td>
</tr>
<tr>
<td><strong>ETHICS</strong></td>
<td></td>
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</tr>
<tr>
<td>16. Increase in average score of ISO 26000 assessment for our strategic suppliers</td>
<td>--</td>
<td>+5.6 ↑</td>
</tr>
<tr>
<td>17. Suppliers under Human Rights &amp; Environment vigilance received specific on-site assessment</td>
<td>--</td>
<td>342</td>
</tr>
<tr>
<td>18. Sales, procurement, and finance employees trained every year on anti-corruption</td>
<td>--</td>
<td>90% ↑</td>
</tr>
<tr>
<td><strong>DEVELOPMENT</strong></td>
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<tr>
<td>19. Turnover of our Access to Energy program</td>
<td>--</td>
<td>x2.0 ↑</td>
</tr>
<tr>
<td>20. Underprivileged people trained in energy management</td>
<td>148,145</td>
<td>263,630 ↑</td>
</tr>
<tr>
<td>21. Volunteering days thanks to our VolunteerIn global platform</td>
<td>--</td>
<td>16,745 ↑</td>
</tr>
</tbody>
</table>

The arrow shows if the indicator has risen, stayed the same or fallen compared to the previous quarter. The color shows if the indicator is above (green) or below (red) the quarter objective of 8.5/10

(1) Indicator 13 and 20 will evolve for the fourth quarter due to specific actions such as face to face training not being able to take place during the pandemic. As agreed with external auditors, a ‘rule of three’ which will remove one quarter from the calculation, will be applied for the annual results for these two indicators only.
Recent customer wins

**BUILDINGS**
- Sustainability & state-of-the-art design – U.K.
  - dar group
- 15% OpEx savings through a connected, digital Building offer – U.K.
  - USTGlobal
- Project Design & effective execution – Italy
  - Gsk
- 40% reduced standard reference design time

**DATA CENTER**
- Ensure availability & operational efficiency – U.S.A.
  - CloudHQ
- Project Design & effective execution at scale – U.S.A.
  - Data 4
- +30 sites in multiple geographies
- Up to 26% savings secured on key projects
  - Nokia

**INFRASTRUCTURE**
- Safety through automation for subway system - France
  - Grand Paris express
- +30 sites in multiple geographies
- Up to 26% savings secured on key projects
  - Nokia

**INDUSTRY**
- Machine Advisor for remote monitoring & control – Brazil
  - Megateel
- 20% improvement in production efficiency – Egypt
  - Il. Montef Group L & Al Al & Sokhna
- +20% operational efficiency & -5% energy cost – China
  - Il. Montef Group L & Al Al & Sokhna

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