LIFE IS ON
Schneider Electric First Quarter 2020 Revenues – April 23, 2020
Supporting customers, stakeholders & society through unprecedented crisis
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.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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Positioning and reaction to Covid-19 crisis

Jean-Pascal Tricoire
Chairman and CEO
We empower all to make the most of their energy and resources ensuring Life Is On everywhere, for everyone, at every moment.
We support mission-critical functions in a world under stress…

**Buildings**
- Hospital
  - Grid for electrical distribution

**Data Centers**
- Food and Beverage
- Water and Wastewater

**Infrastructure**
- Data Centers
  - Life at Home

**Industry**
- Data Centers

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... and de-risk operations through unmanned process & digital

- Remote control
- Remote Monitoring
- Advisor
- Safety
- Preventive Maintenance
- Augmented Reality
We play a critical role in healthcare worldwide

USA
- Provide power halls in hospitals
- Mobile ICU
- Temporary medical tent solutions
- Convention Center to Hospital Ward

UK
- NHS – Supporting new hospital build out

Germany
- Emergency power test for ERs & operation theatre.

France
- Provide hospitals & laboratories: maintenance & repair operations
- Prefabricated units for Mobile ICU’s
- CHU Caen: supporting repair operations

Spain
- 24/7 call service for 157 hospitals

Turkey
- Five new emergency hospitals delivered

Italy
- Dedicated teams servicing critical infrastructure (Hospitals & Electric Grids)
- New hospital provided with panels & inverters

India
- Electrical equipment for 1000 supplementary beds for large hospital in Delhi

Egypt
- Digital training for 60 Hospital Maintenance teams

China
- Power distribution for operating rooms in emergency hospitals in Wuhan, Nanjing and Beijing

Ecuador
- Equipment supply for mobile ICUs

Singapore
- Field Service teams supporting 4 big hospitals
...and in other critical sectors

Ensuring 100% uptime
Preventive maintenance for Data Center in Europe

"Work from home"
UPS solutions to enable for several global IT giants meet increase demand in India

Quick deployment
For industrial customer ramping up mask productions in U.S

Maintenance of critical infrastructure
Round-the-clock maintenance support during downtime at leading airport

Enabling remote testing
Performing Factory acceptance remote testing for Biogas project in France

Virtual factory acceptance test
To enable vaccine testing by Pharmaceutical customer in U.S
Our core value propositions are even more relevant... enabled by our unique business model

Energy Management

Industrial Automation

Industry 4.0

EFFICIENCY

SUSTAINABILITY

RESILIENCE

EcoStruxure
Innovation At Every Level

Integrated
Open
Multi-local
Empowered

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Past transformations strengthened solid fundamentals

Geographical Exposure
- 2008: 72% Mature Economies, 28% New/Emerging Economies
  - Western Europe (~44%)
- 2019: 59% Mature Economies, 41% New/Emerging Economies
  - Western Europe (26%)

People Footprint
- 2008: 26% Western Europe, 58% Rest of the World
- 2019: 26% Western Europe, 74% Rest of the World

Less Cyclical
- 2008: >50% Short Cycle, <50% Flexible Cost Base
- 2019: ~40% Short Cycle, 60% Flexible Cost Base

Software & Services
- 2008: 8% Software & Services as % group
- 2019: 16% Software & Services as % group

Free cash flow conversion
- 2008: €1.7 bn
- 2019: €3.2 bn

Strong Cash Profile
Capex Light
Low Net Debt
Strong Balance Sheet
We have built strong **DIGITAL** capabilities...

**OFFERS**
- EcoStruxure across entire portfolio (1st version launched in 2008)
- More Digital and connected offers
- Strong Software portfolio
- Digital Services (Advisors, Cybersecurity and Sustainability services)
- Apps & Analytics to enhance Connected Products/Control systems

**EXPERIENCE**
- More Digital in Customer Experience together with our partner network
- Best-in-class digital tools for efficiency, collaboration and productivity

**COMMUNITY**
- “Schneider Electric Exchange” to enable collaboration across our ecosystem
Customer adoption of Digital is accelerating

Commercial actions to enable digital adoption in mission critical applications

Strong traction for Digital Services

Asset Management Services
Remote monitoring
Predictive maintenance

>40% growth in Assets under Management Q1 YoY
Increased interaction with customers through Digital tools…

Based on targeted end-markets & channels: webinars, blogs, whitepapers, application guides

End Markets
- Healthcare
- Services
- Edge-Telecom-DC
- Commercial Buildings
- OEM, CPG (Food, Pharma)

Channels
- IT Solution Providers
- Contractor, Wholesaler
- Specifier

SE Exchange
59k+ Registered Users
>150 Service Providers Listed
Seamless transition for business continuity…

One Schneider For 12 years
One IT
One Supply Chain
Globalized functions

Multi-hub management For 9 years
Empowered by country

Digitizing Internal processes

Remote/video management
Country empowerment for fast and coordinated reaction

Digital Communication: usage x3 in 3 months

c. 80% Customer Care teams operating remotely without impact on service level

C. 90,000 of our connected staff working from home concurrently without Digital disruption

All management process ready for managing in Covid-19 conditions
Supply chain fully reactive…
Globally coordinated and regionally managed

~ 95% factories and DC Operating (on April 22, 2020)
China back to fully available manpower capacity

Other regions at differing levels of manpower capacity
primarily compatible with demand

Factory & Distribution Centre Headcount Split

as of 2018
Our specific priorities through this crisis

1. Health
2. Business Continuity
3. Cash & Costs
4. Ready for Rebound
5. Communities

Be ready for post-crisis
# Structured crisis management teams

<table>
<thead>
<tr>
<th>Feature</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>A federated crisis management task force</td>
<td>Mostly local, tightly coordinated globally</td>
</tr>
<tr>
<td>Rapid interval management</td>
<td>Leveraging digital and Multi hub experience</td>
</tr>
<tr>
<td>Dedicated teams</td>
<td>Transparency and trust</td>
</tr>
<tr>
<td>Empowered execution</td>
<td>Leveraging Multi Hub</td>
</tr>
<tr>
<td>Global Control Tower</td>
<td>Leveraging Global Supply Chain</td>
</tr>
</tbody>
</table>
We remain focused on our fundamentals for the future…
Q1 2020 Revenues

Emmanuel Babeau
Deputy CEO and CFO

Hilary Maxson
Incoming CFO – as of 24 April 2020
Q1 2020 impacted largely by China on expected lines

€5.8bn, -6.4%
Group Q1 2020 revenues org.

Energy Management
-6.1%
Q1 org. sales

Industrial Automation
-7.3%
Q1 org. sales

€4.4 billion
€1.4 billion

Sales evolution through the quarter was contrasted
China - progressively improved towards end of quarter
Other regions - progressively declined towards end of quarter
We continue to make traction on projects with a focus on digital and sustainability...

- **Danske Bank**, Denmark
  - EcoStruxure platform to operate as an independent facility

- **Next Generation Data LTD**, UK
  - Consistent maintenance

- **SMIC**, China
  - Improving design & manufacturing services

- **Grifols Therapeutics**, North Carolina, U.S.
  - EcoStruxure platform to operate as an independent facility

- **Circular Quay Tower**, Australia
  - Smart Building including agile workspaces

- **Country Immigration services**, South-East Asia
  - Remote monitoring & control EcoStruxure

- **Photronics Mask Corp.**, China
  - EcoStruxure Advisor to improve continuity of power quality
Group Q1 Revenues, -6% organic

Analysis of Change in Group Revenues (in €m)

Q1 2019
-6.4% org.
-6.2% org.
-13.1% org.
+3.4% org.

Mainly due to the disposal of Pelco, Converse, the US Panels and the Electroshield Samara deconsolidation

Scope -1.9%

Transactionals

Q1 2020
5,830

+0.7%

Mainly due to the appreciation of the USD vs EUR

Foreign Exchange impact: Based on current rates, the FX impact on FY 2020 revenues is estimated to be neutral or slightly negative. The FX impact at current rates on FY 2020 Adj. EBITA margin could be between -30bps to -40bps.
Q1 Group revenue by geography

NORTH AMERICA
- United States: 32% (+1%)
- Canada: 15%
- Mexico: 19% (-2%)

WESTERN EUROPE
- France: 28% (-3%)
- Germany: 25% (-19%)

REST OF WORLD
- Russia: 28% (+3%)
- South America: 25% (+1%)
- Middle East: 15%
- Africa: 15% (-2%)

ASIA PACIFIC
- China: 32% (+1%)
- India: 28% (-3%)
- Australia: 25% (-19%)
- Indonesia: 15%
- Japan: 15% (-2%)

% Group Sales
Org. growth

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Energy Management: down -6.1% organic

€4.4bn
75% of Group Q1 2020 revenues

Energy Management

Q1 performance highlights

- China sales impact and recovery at the end of the quarter were as expected
- Focus on critical segments like Hospitals, food chain and life science projects
- Data Centers down on high comparable but with increasing pipeline
- EcoStruxure offers are relevant as customers adopt remote monitoring capability
- Building end-market weakened as consequence of Covid-19
- Services performed well in specific segments including CPG, & Transportation
Split of Q1 2020 revenue by geography:

**North America**  **+1.4%**
- U.S – weakening CIB & Residential towards end of quarter due to Covid-19
- Distributor stocking in U.S (anticipating Covid-19 disruption)
- Data center activity remained dynamic though impacted by a high basis of comparison
- Canada reported varied performance by technology
- Mexico experienced a rebound on weak comparable

**Rest of the World**  **-4.0%**
- **Strong growth** in S. America notably in Brazil, Chile & Peru
- Africa and Middle East down due to economic situation impacting construction and utility markets in Gulf
- Good demand in residential market in Turkey
- Central Europe and CIS also down

**Western Europe**  **-1.5%**
- Growth in Jan/Feb; however impacted by crisis in March
- France slightly negative performance
- Germany strong growth driven by specific projects
- Spain & Italy were down
- UK was down overall but flat for residential

**Asia Pacific**  **-20.4%**
- China reported the largest fall as expected with sign of recovery at quarter-end
- Several markets in the region suffered complete or partial lockdowns impacting Australia, India, Indonesia, Malaysia, Philippines, Japan, Korea and Singapore

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Industrial Automation: down -7.3% in Q1

€1.4bn
25% of Group Q1 2020 revenues

Industrial Automation

Q1 performance highlights
- The results reflected the evolution of the economic cycle coupled with the impact of the Covid-19 crisis
- Discrete and Process & Hybrid both down
- Process & Hybrid faring relatively better given its mid-late cycle nature
- Certain segments proved more resilient including Transportation, Utilities, CPG & WWW
- Software & Digital services continuing to grow

Industrial Automation: down -7.3% in Q1

<table>
<thead>
<tr>
<th></th>
<th>Q1 2019</th>
<th>Q1 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organic</td>
<td>1,569</td>
<td>1,447</td>
</tr>
<tr>
<td>Scope</td>
<td>-7.3%</td>
<td>-7.7%</td>
</tr>
<tr>
<td>FX</td>
<td>-0.8%</td>
<td>+0.4%</td>
</tr>
</tbody>
</table>

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Industrial Automation by geography

Org. growth

Split of Q1 2020 revenue by geography:

<table>
<thead>
<tr>
<th>Region</th>
<th>Growth</th>
</tr>
</thead>
<tbody>
<tr>
<td>North America</td>
<td>-3.2%</td>
</tr>
<tr>
<td>Western Europe</td>
<td>-5.9%</td>
</tr>
<tr>
<td>Rest of the World</td>
<td>+3.1%</td>
</tr>
<tr>
<td>Asia Pacific</td>
<td>-16.4%</td>
</tr>
</tbody>
</table>

**North America -3.2%**
- U.S. Process was impacted by weak O&G and MMM markets while WWW, Transport & Lifesciences grew
- Mexico fell slightly
- Canada recorded good growth

**Western Europe -5.9%**
- Decline across Discrete and Process & Hybrid
- France recorded poor performance in OEM markets
- Italy, the UK & Spain were also weak in industrial markets

**Rest of the World +3.1%**
- CIS saw good demand across OEM markets in Russia
- Good growth in Brazil; South America up
- Middle East grew strongly on projects in Gulf countries & the OEM market in Turkey.
- Central Europe was flat
- Africa was down

**Asia Pacific -16.4%**
- China down across Discrete and Process & Hybrid
- Other countries were down due to economic conditions & impact of Covid-19
Strong liquidity position

€6.3 bn  
Dec 31, 2019

Cash and cash equivalents

Available credit lines

+  

€9 bn  
Apr 23, 2020

Cash and cash equivalents

2 successful Bonds

Available credit lines

No financial covenant

Credit rating upgraded by Moody’s in November 2019
Focus on strict cost management measures

Acceleration of efficiency plans announced in Capital Markets Day 2019

Further tactical cost actions under review based on multiple scenarios

Focus on agility in implementing cost measures (as demonstrated in 2009)

Multi-local set-up enabling targeted actions worldwide

Group remains focused on long-term effectiveness post-crisis and SFC/sales ratio
Our capital allocation priorities remain unchanged

M&A in the core

- Closing of acquisition of Larsen & Toubro E&A division delayed as a consequence of nationwide lockdown in India
- Offer process ongoing. Deal completion expected in Q2 2020
- Targeted bolt-on acquisition for Industrial Automation Process Control focused on F&B

Recent core M&A continues to deliver

Disposal of non-core activities

- No significant disposals in Q1 2020
- Committed to €1.5bn - €2 bn disposal plan

- €0.6 billion completed in FY’19

Buyback and dividend

- Suspended buyback of shares aligned with the withdrawal of 2020 guidance
- 2019 dividend as proposed to be voted in AGM on April 23, 2020
Looking Ahead…

Enter the crisis with strong fundamentals (strategy, organization, balance sheet, cash generation)

Growth engines reinforced (Sustainability, digital, automation, services, regionalization)

China on path to recovery

Prepare for a very difficult Q2/H1

Committed to journey towards c. 17% Adj. EBITA and return to shareholders

Guidance suspended (and will be updated as situation evolves)
We are ready for the post-crisis world …

<table>
<thead>
<tr>
<th>EFFICIENCY</th>
<th>DIGITAL</th>
<th>RESILIENCE</th>
<th>SUSTAINABILITY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Core business</td>
<td>Software</td>
<td>Critical infrastructure</td>
<td>Climate change</td>
</tr>
<tr>
<td>Key segments:</td>
<td>Digital services &amp; tools</td>
<td>Micro grids</td>
<td>Circularity</td>
</tr>
<tr>
<td>Hospitals &amp; Health</td>
<td>Automated operations</td>
<td>Remote control</td>
<td>Life cycle services</td>
</tr>
<tr>
<td>Homes</td>
<td>E-commerce</td>
<td>Short supply chain</td>
<td></td>
</tr>
<tr>
<td>Grids</td>
<td>Data Centers &amp; networks</td>
<td>Regionalization</td>
<td>Recovery plans</td>
</tr>
<tr>
<td>City infrastructure</td>
<td>Working from home</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Water Networks</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Food &amp; Pharmaceutical</td>
<td></td>
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</tbody>
</table>

All Sustainable, Digital and Electric
**Tomorrow Rising Fund**

<table>
<thead>
<tr>
<th>Respond</th>
<th>Recovery</th>
<th>Resilience</th>
</tr>
</thead>
<tbody>
<tr>
<td>Today the fund allocate to the first needs of low-income people</td>
<td>The fund prepare allocation for tomorrow relaunch urgently education</td>
<td>Each employee is asked to become, volunteer with time and share skills to provide lessons</td>
</tr>
</tbody>
</table>

- **Lebanon**: distribution of food kits to low-income families across the country
- **India**: Distribution of food to 1,000 families around Luminous manufacturing sites (Gagret & Baddi)
- **China**: financial support of low-income students in ten schools, partners schools of the professional training program supported by the Schneider Electric Foundation
- **France**: educational support for disadvantaged students
- **Brazil**: digital mentoring for kids
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- **France**: educational support for disadvantaged students
- **Brazil**: digital mentoring for kids

**Skills, time / volunteering and financial contributions**

Voluntary and open to all stakeholders (shareholders, clients, suppliers and employees)

Upfront donation from SE foundation & Part of compensation of the CEO & Excom members
Donation from employees will be matched by the foundation

Click here for more info
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>
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<tbody>
<tr>
<td>23 Apr</td>
<td>Annual General Meeting</td>
</tr>
<tr>
<td>10 June</td>
<td>Exane BNP Paribas European CEO Conference (virtual)</td>
</tr>
<tr>
<td>11 June</td>
<td>JP Morgan CEO conference (virtual)</td>
</tr>
<tr>
<td>23 July</td>
<td>H1 Results</td>
</tr>
<tr>
<td>September</td>
<td>Investor event Asia (Singapore/Indonesia)</td>
</tr>
<tr>
<td>22 October</td>
<td>Q3 Revenues</td>
</tr>
<tr>
<td>2 December</td>
<td>Societe Generale Premium Review Conference, Paris</td>
</tr>
</tbody>
</table>

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

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

Alban de Beaulaincourt – Investor Relations Director, alban.de-beaulaincourt@se.com
Appendix
Strong sustainability commitments

Carbon neutrality in 2025 with Livelihoods fund carbon offsets and more customers’ CO2 savings than our own emissions

No gas & end of SF6 in 2025

Net-zero operational emissions by 2030 as part of validated Science-Based target

Net-zero supply chain by 2050
### Objective 12/2020

<table>
<thead>
<tr>
<th>Objective</th>
<th>Beginning 01/2018</th>
<th>Results Q4 2019</th>
<th>Results Q1 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall Score out of 10</td>
<td>9/10</td>
<td>7.77</td>
<td>7.15</td>
</tr>
</tbody>
</table>

### CLIMATE
- **80%** renewable electricity
- **10%** CO₂ efficiency in transportation
- **120 million metric tons** CO₂ saved on our customers’ end thanks to our EcoStruxure offers
- **25%** increase in turnover for our Energy & Sustainability Services

### CIRCULAR ECONOMY
- **75%** of sales under our new Green Premium™ program
- **200 sites** labeled towards zero waste to landfill
- **100%** cardboard and pallets for transport packing from recycled or certified sources
- **120,000 metric tons** of avoided primary resource consumption through ECOFIT™, recycling and take-back programs

### HEALTH & EQUITY
- **70%** scored in our Employee Engagement Index
- **0.88** medical incident per million hours worked
- **90%** of employees have access to a comprehensive well-being at work program
- **100%** of employees are working in countries that have fully deployed our Family Leave policy
- **100%** of workers received at least 15 hours of learning, and 30% of workers’ learning hours are done digitally
- **95%** of white collars have individual development plans
- **99%** of employees are working in a country with commitment and process in place to achieve gender pay equity

### ETHICS
- **5.5 pts /100** increase in average score of ISO26000 assessment for our strategic suppliers
- **350 suppliers** under Human Rights & Environment vigilance received specific on-site assessment
- **100%** of sales, procurement, and finance employees trained every year on anti-corruption

### DEVELOPMENT
- **x4 turnover** of our Access to Energy program
- **400,000** underprivileged people trained in energy management
- **15,000** volunteering days thanks to our VolunteerIn global platform

Indicators amplified in Q1 2019 to upgrade Schneider Electric’s sustainability ambitions are marked with a ★
Developing a differentiated DNA
Measuring our progress in sustainability, social responsibility, innovation & performance

MEANINGFUL

INCLUSIVE

EMPOWERED

GLOBAL 100
7 yrs

FTSE4Good
Top 40

3 yrs

Bloomberg
Gender Equality
Index

IHS Markit
5th
ESG Leaders Index

9 yrs

CDP

4th
FORTUNE
World's Most
Admired
Companies

1st
NAVIGANT
Research

WIN

WIN

WIN

WIN

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