GROWTH

Schneider Electric
Full Year 2021 Results – February 17, 2022

Record year setting foundation for ongoing sustainable growth

All-time high Revenues, Adj. EBITA margin and Net Income

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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 2021 Business Highlights

Jean-Pascal Tricoire | Chairman & CEO

Our purpose is to empower all to **make the most of our energy and resources**, bridging **progress and sustainability for all**.

At Schneider, we call this **Life Is On**.

Our mission is to be **your digital partner for Sustainability and Efficiency.**

Full Year 2021: Financial highlights

Sales	Adj. EBITA	Net Income	Adj. EPS	Operating Cash Flow
€29bn	€5bn	€3.2bn	€6.13	€4.5bn
+13%	17.3%	+51%	+30%	+22%
Org. growth	Adj. EBITA margin			

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2021: Setting the path for ongoing sustainable growth

Record year with strong profitable growth

Reaching
all-time high in

- Revenue
- Gross Profit
- Adj. EBITA
- Net Income
- EPS

Bolstering our software portfolio

OSIsoft is now part of AVEVA
RIB
etap
IGE+XAO GROUP
Qmerit
energysage

Raising the bar further on Sustainability

2021-2025
SCHNEIDER SUSTAINABILITY IMPACT

2021 GLOBAL100

world's most sustainable corporation in 2021 by Corporate Knights

Strong shareholder focus

c.+50%
TSR
in 2021

€2.90*
Dividend per share
+12% vs. 2020

* *Proposed dividend subject to Shareholder approval on May 5, 2022*

Digital solutions for sustainability and efficiency leveraging our Unique Operating Model…

Energy Management

Industrial Automation

SOFTWARE

Energy Transition

Industry 4.0

Electrification
SUSTAINABILITY
+
Digitization
EFFICIENCY

Digital
Sales
Marketing
ONE
Supply Chain
Associated Software

IMPACT Company

60% Revenue done through partners	23k+ Suppliers in production / direct procurement	Startups 50+ Investments 100+ Partnerships
4.2k+ EcoXpert program partners	650k+ Service providers & partners	42k+ System integrators & developers
Technological Alliances		
Exchange 100k+ Collaborators	600 Offers listed	

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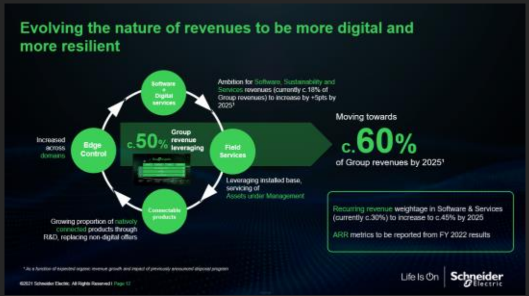
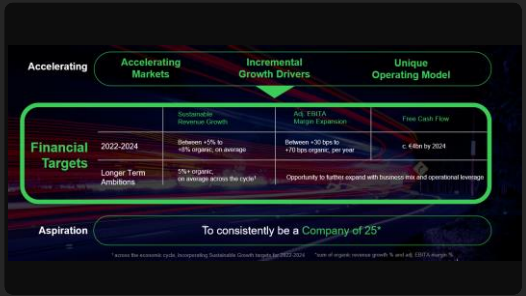
… enabling our new ambition announced in recent Capital Markets Day

Our growth drivers…

More recurring revenues…



Long term ambitions…



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Strong demand and execution in 2021

Group

€29bn

+13%

Group 2021 revenues, org. growth

Energy Management

Energy efficiency

Industrial Automation

Process efficiency

€22.2bn

+13.3%
Org.

€6.7bn

+10.7%
Org.

Adj. EBITA margin
20.3%
c.+140bps
org. improvement

Adj. EBITA margin
18.5%
c.+90bps
org. improvement

Adj. EBITA margin
17.3%
+140bps
org. improvement

Achieved
c.17%
1 year ahead of schedule

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Exceeding pre-pandemic levels vs. 2019

Sales

+7%

Org. growth vs. FY19

Adj. EBITA

+19%

Org. growth vs. FY19

Net Income

+33%

Growth vs. FY19

Accelerating on our strategic pillars

More Products

+11%

Organic growth
in FY21 vs. FY19

More Software

+12%

Organic growth
in FY21 vs. FY19

More Services

+5%

Organic growth
in FY21 vs. FY19

More Sustainable

Strong double-digit

Organic growth
in FY21 vs. FY19

2021 performance:

More Products

- Strong growth in both businesses led by Residential, Data Centers and OEMs
- Supported by price actions through the year
- Impacted by supply chain pressures

More Software

- Energy Management software grew strong double-digit
- AVEVA impacted by high base
- Digital Services grew strong double-digit

More Services

- Field Services impacted in H2'21 by restricted site access and shortages

More Sustainable

- Sustainability consulting acting as catalyst for rest of Group portfolio

2021 innovation highlights

Data Centers

Galaxy VL
50% more compact than industry average

APC™ Smart-UPS™ Ultra 5kW
Up to 1.5x power density. 30% smaller & 55% lighter than a standard lithium-ion UPS

DCS AWARDS

CX INNOVATION AWARDS

CRN TECH IMPACT AWARDS

Buildings

EcoStruxure™ Connected Room Solutions for Hotels
Personalized guest comfort, increased operational and energy efficiency.

Homes

CES INNOVATION AWARDS 2022 HONOREE

NAHB National Association of Home Builders

Square D & Wiser Energy Center
Reduce energy bills & CO_2

CES INNOVATION AWARDS 2022 HONOREE

Elko+ Ocean Plastic & Merten
Innovative and sustainable switches & sockets

Industries

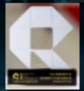
EcoStruxure™ Automation Expert
Advancing the future of industry with our open, asset centric and software defined automation system.

Next generation **Lexium MC12 Multicarrier system**
Unprecedented simplicity and flexibility from installation and integration to operation and maintenance.

Motor Management innovations
Holistic lifecycle solution for advanced asset management and energy efficiency. From “Design & Build” to “Operate & Maintain.

Grids

EcoStruxure™ DERMS
Modular, cloud-based integration of renewables in Advanced Distribution Management Systems



AirSeT
SF6-free switchgear, powered by air & digital

CRN PARTNER PROGRAM GUIDE WINNER 2021

Services and Partnerships
EcoStruxure™ Services Plan enabled with EcoStruxure™ Advisors
Open, digital collaboration for our partners

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Key customer successes in new innovations

KBHOME

U.S.

Grid-to-plug solution of Square D™ Energy Center enables future-proofing connected homes with easy installation, power reliability and real time monitoring & control

Square D™ Energy Center

Aalto University School of Engineering

Finland

More career opportunities unlocked by agnostic automation platform which doesn't limit students' expertise to a single closed system to be ready for Industry 4.0

EcoStruxure™ Automation Expert

ENEDIS

France

Green and digital SF6 Free MV switchgear innovation to build grids of the future: greener and smarter by replacing SF6 greenhouse gas with pure air and vacuum interruption to fight against climate change

AirSeT

>1,000 new patent applications and designs filed in 2021

~20,000 active patents and patent applications worldwide

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Supporting our customers amidst supply chain constraints

Unique Supply Chain Model

Centralized purchasing

Multi-hub supply chain

Digitized Supply Chain through EcoStruxure™

Specific Actions

- ✓ **End-to-end control tower**
- ✓ **Real-time coordination** between supply chain & operations teams
- ✓ **Strategic supplier** engagement with a long-term partnership mindset
- ✓ **Re-designing product lines**
- ✓ **Net Satisfaction Score (NSS)** to be included in short term incentive plan from 2022

Agility

Adapting to dynamic market demand

Expected growth*:

+5% to +8%

Actual growth:

+13%

Specific actions to have long-term benefit even after supply chain disruptions progressively ease

*Expected organic growth at start of FY21

Digital & Software empowers users across the lifecycle

	Design	Build	Operate & Maintain	
Industry & Infrastructure	AVEVA	AVEVA RIB	AVEVA	EcoStruxure
Power	ALPI etap IGE+XAO	RIB	etap	EcoStruxure
Building	Partnerships	RIB	PLANON	EcoStruxure

Connection to IoT

Unified Asset Lifecycle Management

OMEXOM	TechnipFMC	GE
ALPI IGE+XAO etap	ALPI etap AVEVA RIB	IGE+XAO AVEVA

+50% YoY Assets under Management 6.2m

100k+ registered users
>550 digital offerings
>600 Service providers listed

Schneider Electric Exchange

c.+25% Growth of business through e-commerce in 2021

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Supporting our customers in their digitization journey

Leveraging experience from Schneider's Smart Factory deployment

Industry 4.0
Lighthouse facilities

4th Gartner Supply Chain Rankings

WORLD ECONOMIC FORUM

Our expertise, combined with our technologies serve our customer supply chain

Sustainability

Smart Manufacturing

Supply Chain

Lean

Smart Sensors

Asset management

Process Analytics
Secondary sensing

Nexans

Digital transformation program to bring Industrial 4.0 to plant operations

MERATUS

Digitizing brownfield to support a new digital business model

faurecia inspiring mobility

Ramping-up a Digital and Sustainable Greenfield site

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Key customer success in Digital/Software

MARS
U.S.

AVEVA & Schneider joint offer providing on-premise and future cloud-based solutions to drive productivity and performance improvement in Food and Beverage factories

EcoStruxure Innovation At Every Level
AVEVA

modülpan
Turkey

IGE+XAO & Schneider empowered project rendering with eCAD 3D technology for hospital and residential sector

EcoStruxure Innovation At Every Level
IGE+XAO GROUP

JKcement
India

One integrated digital EcoStruxure™ solution with L&T and AVEVA collaboration to support customer's sustainability initiatives - green power utilization and CO_2 emission reduction

EcoStruxure Innovation At Every Level
AVEVA
L&T Electrical & Automation

BNMC 白银有色集团股份有限公司 BAIYIN NONFERROUS GROUP CO,LTD
China

EcoStruxure™ solution to drive digital transformation with IT / OT convergence coupled with AVEVA Advanced Process Control

EcoStruxure Innovation At Every Level
AVEVA

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Supporting our customers in services

Consult → **Modernize** → **Commission** → **Train**

Safety | Efficiency | Sustainability | Resilience

Maintain → **Repair** → **Recycle for Circularity**

End-to-end Digital Experience and Cybersecurity with EcoStruxure

Three pillars for Services transformation:

- Seamless Capex to Opex
- Unified customer approach
- Scale through partners

2021 highlights:

Field Services

- Strong increase in headcount to support growth ambition
- More than 110,000 hours of training for FS engineers
- High customer satisfaction particularly for Expertise and Safety

Digital Services

- Strong growth across geographies
- 800+ additional customer sites under remote monitoring
- Leveraging Connected Services Hubs with global coverage

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Supporting our customers in decarbonization, from strategy to execution

EQT

Accelerating its journey to address climate change

Schneider Electric partnered with EQT to develop SBT strategy and roadmap for implementation

~350M

metric tons CO_2

saved & avoided on our customers' end since 2018

PLASTIC OMNIUM

Carbon neutrality roadmap co-designed & implemented with Schneider Electric

Ability to track & monitor energy usage & set targets for energy efficiency, GHG reduction & renewable energy procurement

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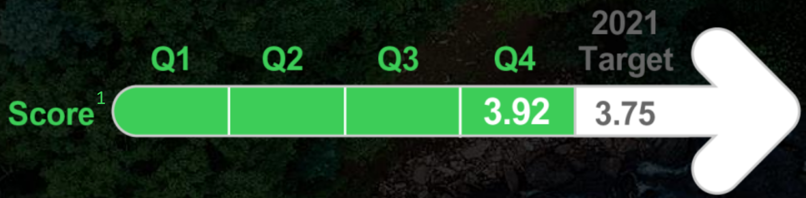
Accelerated sustainability journey continues

2021-2025
SCHNEIDER
SUSTAINABILITY
IMPACT

Score reached 3.92/10 in Q4 2021



CLIMATE

SSI #3 - Reduce CO_2 emissions from top 1000 suppliers' operations by 50%

1000+ Suppliers joined The Zero Carbon Project and now ready to drastically reduce their carbon emissions

RESOURCES

SSI #4 - Increase green material content in our products to 50%

11% First company in the industry to offer Home Energy solutions made from upcycled ocean plastic, and with 100% recycled packaging

EQUAL

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

+4.2M Schneider Electric solutions helped 4 million people to get access to safe, clean and reliable electricity in 2021

1. 2021 baseline 3/10, 2025 target 10/10

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With ambitious targets and continuous benchmarking

Recognition

CDP DISCLOSURE INSIGHT ACTION A LIST 2021 CLIMATE

CDP SUPPLIER ENGAGEMENT LEADER 2021

A List
(Climate) 11 years in a row

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

86/100
industry average of 28/100

PLATINUM Top 1% 2022 ecovadis Sustainability Rating

Top 1%
among 85,000 companies

vigeo eiris

#1
Electronic Components & Equipment sector

Our Pledges

- **2025** Carbon neutrality in our operations
- **2030** Net-zero CO_2 in our operations
- **2040** End-to-end carbon neutral value chain
- **2050** Net-zero CO_2 supply chain

No net biodiversity loss
in our direct operations by 2030

act4nature

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Thanks to the engagement of our people

MEANINGFUL

#1 the world's most sustainable corporation

2021 GLOBAL 100

CRS

CLEAN200

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

FORTUNE CHANGE THE WORLD 2021

ENERGY STAR AWARD 2021 PARTNER OF THE YEAR Sustained Excellence

Winner Microsoft Partner of the Year

2021 WORLD'S MOST ETHICAL COMPANIES WWW.ETHISPHERE.COM

GSSC

INCLUSIVE

TOP CEOs 2021 EMPLOYEES' CHOICE

BEST PRACTICE WINNER

Great Place To Work. Certified 2021

FORTUNE BEST

LinkedIn TOP COMPANIES 2021 France

glassdoor 2021 BEST PLACES TO WORK

TRANSPARENCE 2021

FT LEADER IN DIVERSITY 2022

Bloomberg Gender-Equality Index 2021

SERAMOUNT BEST COMPANY FOR DADS

EWOB

EMPOWERED

VISA DE SÉCURITÉ

Innovation for Cool Earth Forum

CONTROL ENGINEERING 2021 ENGINEERS' CHOICE AWARDS

CES INNOVATION AWARDS 2022 HONOREE

THE CHANNEL CO. CRN PARTNER PROGRAM GUIDE 2021

The Gartner Supply Chain Top 25 for 2021

Europe Supply Chain Top 15 for 2021

2021 Gartner Communications Awards

The Drum Search Awards

THE SABRE AWARDS ASIA PACIFIC

iF DESIGN AWARD 2021

reddot winner 2021

RoSPA Health & Safety Awards

CORPORATE STARTUP STAR

Institutional Investor

TROPHÉES RI

Employee Engagement **+7pts** vs. 2019 (Engagement Index)

Progressing toward our 2025 target

Flexibility at Work Policy
Well-being in our DNA

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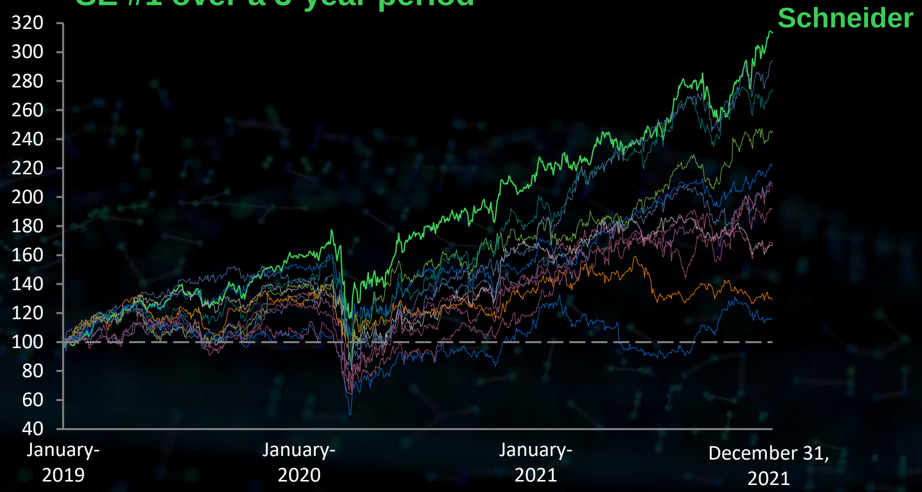
Our strategy and execution translates in shareholder value

Total Shareholder Return
SE #1 over a 3-year period*

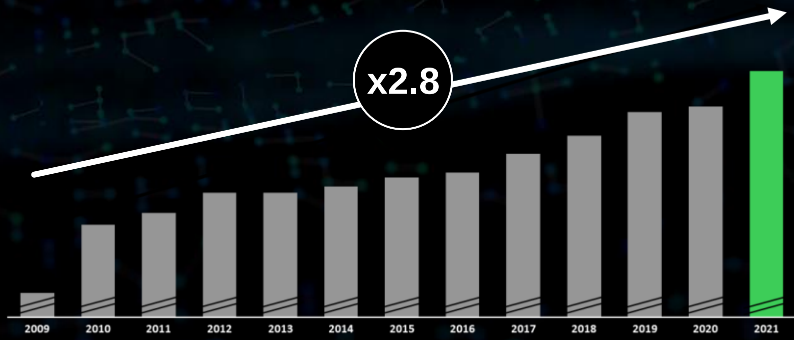


1-YEAR TSR
c. +50%

3-YEAR TSR
c. +210%

€2.90**
Dividend per share
+12% vs. 2020

Progressive Dividend for 12th year in a row**



Payout ratio of c.50% of Adj. Net Income

** SE performance among 11 peers as considered for long-term incentive plan (base 100: Jan 1st, 2019)*
*** Proposed dividend subject to Shareholder approval on May 5, 2022*

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FY 2021 Financial Performance Highlights

Hilary Maxson | CFO

FY21 Financial highlights - Record performance in Revenues and Profitability

Setting the path for ongoing sustainable growth

Revenues

€28.9bn, +12.7% org.

Strong demand across end-markets and geographies

Gross Margin

41.0%, -10bps org.

Maintaining strong GM in the face of inflationary pressures

Adj. EBITA Margin

17.3%, +140bps org.

Record margin, reaching the 'c.17%' ambition one year ahead of schedule

Net Income

€3.2bn, +51%

Rebounding to levels above 2019

Free Cash Flow

€2.8bn, 87% conversion[1]

Record operating cash flow.
FCF impacted by working capital needs

ROCE[2]

13.5%

Resuming an upward trajectory

1. Conversion of FCF / Net Income (Group share)
2. Adjusted for recent large M&A

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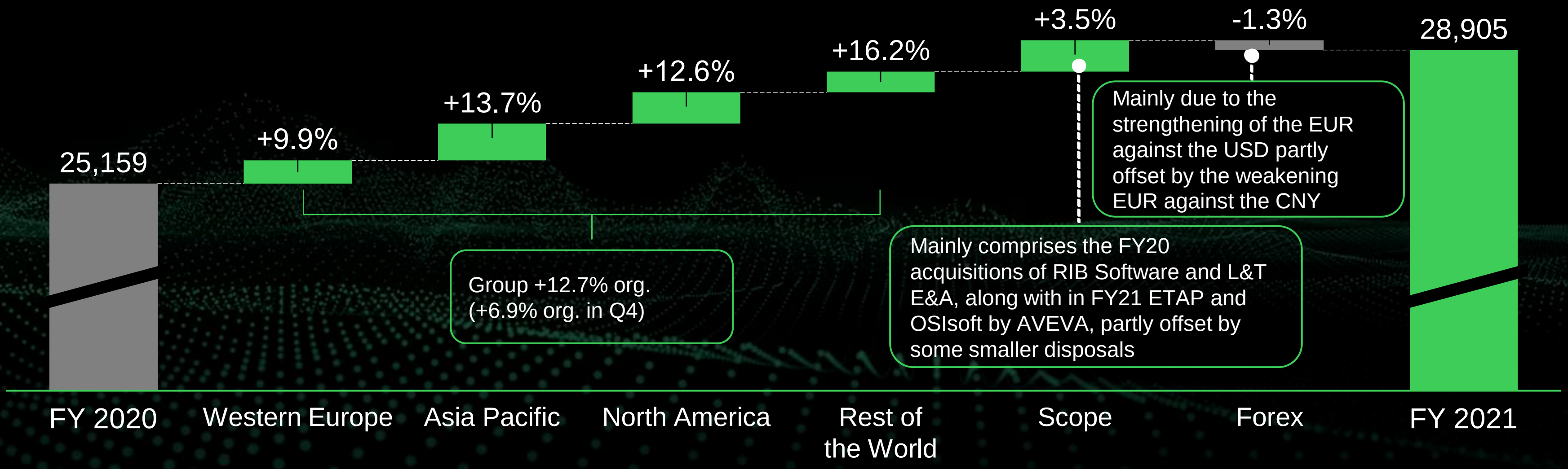
Strong growth in 2021 up +12.7% organic, c.+7% vs. 2019

Analysis of Change in Group Revenues (in €m)



Based on current rates, the FX impact on FY 2022 revenues is estimated to be between +€500 million to +€600 million

The FX impact at current rates on adjusted EBITA margin for FY 2022 could be around +10bps.

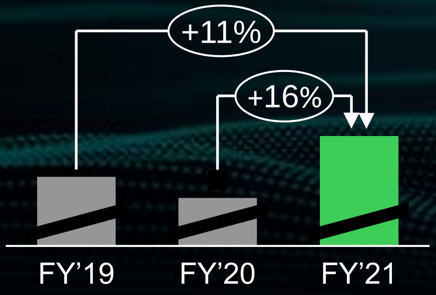
Strong 2021 revenues – maintaining good growth vs. 2019

Group +13% org. FY21 vs. FY20
Group +7% org. FY21 vs. FY19

Products

59%

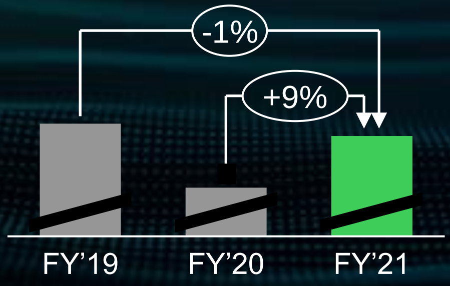
of FY21 revenues



Systems

23%

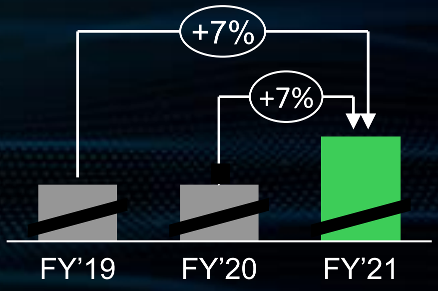
of FY21 revenues



Software & Services

18%

of FY21 revenues



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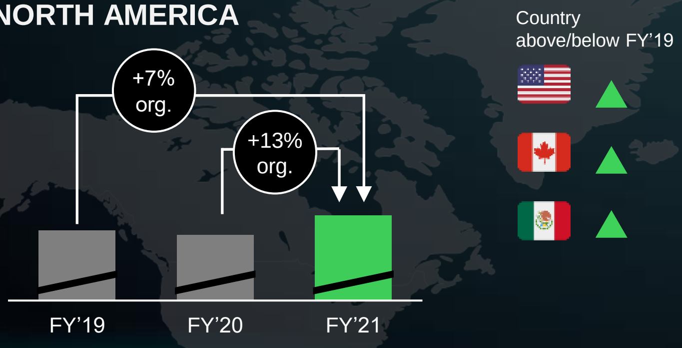
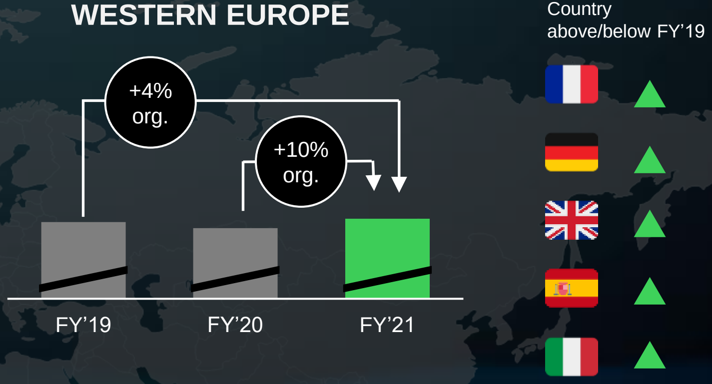
2021 Group revenues – exceeding 2019 levels across regions

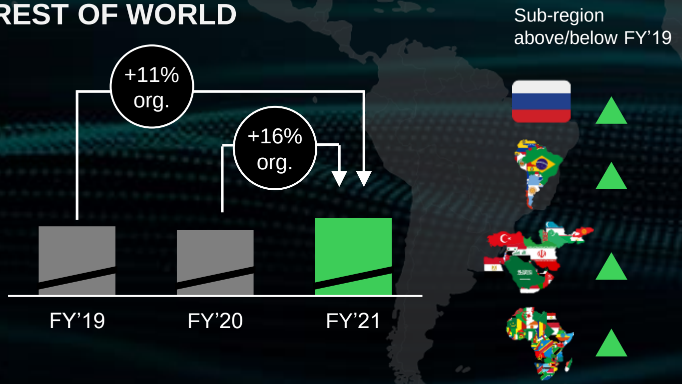
NORTH AMERICA



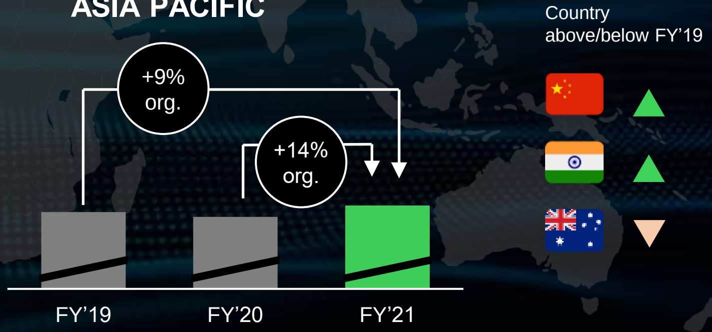
WESTERN EUROPE



REST OF WORLD



ASIA PACIFIC

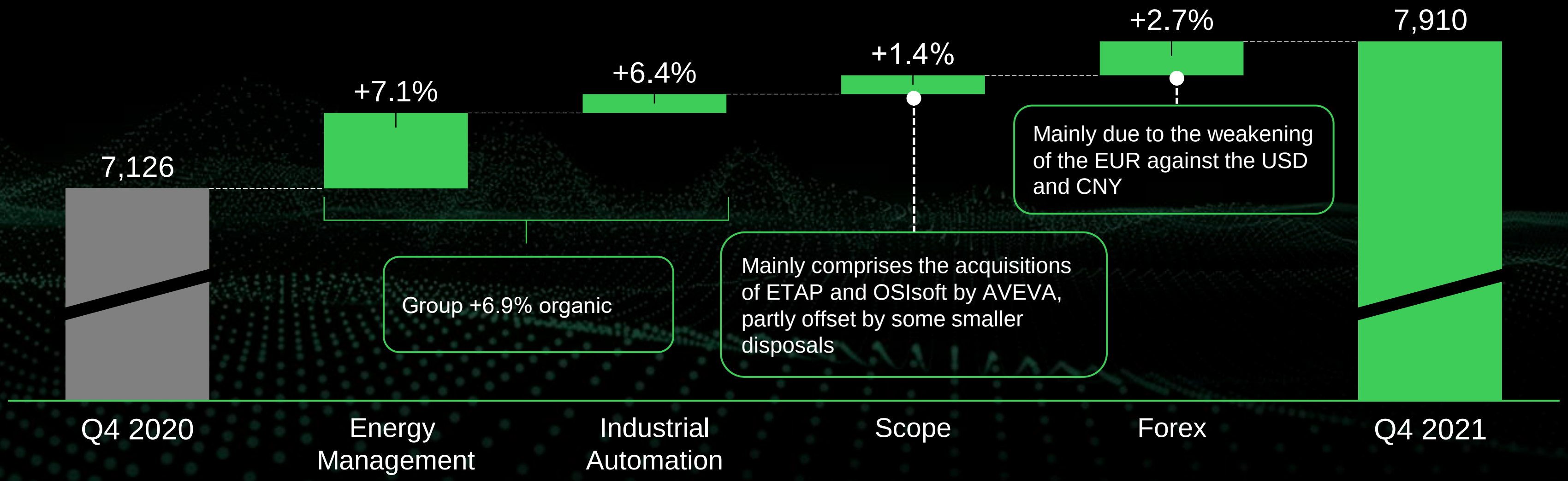


Strong 2021 revenues – delivering growth on strategic pillars

More Products	More Software	More Services	More Sustainability
+16%	+8%	+6%	Strong double-digit
organic Up +11% org. vs. 2019	organic Up +12% org. vs. 2019	organic Up +5% org. vs. 2019	organic vs. 2020 and vs. 2019

Q4 2021 up +6.9% organic

Analysis of Change in Group Revenues (in €m)



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Energy Management – Q4 org. growth performance by geography

Split of Q4 2021 revenue by geography:

W. Europe	N. America	Asia Pac.	Rest of the World
25%	29%	30%	16%

North America +6%

- Mid-single-digit growth in U.S. and Mexico up strongly while Canada grew slightly
- Sales in quarter impacted by supply chain constraints
- Strong residential and Data Center markets
- Sustainability offers in the U.S. continued to see strong growth up double-digit
- Canada sales driven by Residential and Data Center markets
- Mexico benefitted from good project execution

Western Europe +5%

- Double-digit growth in Germany and Spain driven by Group's residential offers
- U.K. up high-single digit supported by Data center markets and non-residential technical buildings
- Italy grew mid-single digit with continuation of good growth in Residential
- France saw solid growth in Residential market
- Growth in Nordic countries more subdued, up low-single digit

Rest of the World +13%

- Double-digit growth in Middle East, South America, Africa and Central & Eastern Europe
- Middle East saw strong product sales in Turkey and a partial rebound in Saudi Arabia due to project execution
- South America strong in Brazil and Chile, supported by price
- Africa strong in Egypt which continued to deliver on a large infrastructure project
- CIS grew mid-single digit against a high base, with continued good demand in Residential markets

Asia Pacific +7%

- China was up mid-single digit, against a high base with good demand across end-markets and despite supply chain pressures and some localized lockdowns
- India up high-single digit as post-lockdown rebound continued, including positive trends in commercial buildings
- Australia saw solid growth, with strength in residential and transportation markets, though Services was impacted by a combination of shortages and lockdowns
- Broad-based growth across the rest of the region, led by New Zealand and Singapore both up strong double-digit
- Some countries still impacted by COVID-19

Industrial Automation – Q4 org. growth performance by geography

Split of Q4 2021 revenue by geography:

W. Europe	N. America	Asia Pac.	Rest of the World
26%	26%	32%	16%

North America +19%

- Strong double-digit growth in the U.S. and Mexico while Canada contracted
- U.S. Discrete automation markets & demand for Industrial Software led strong growth
- Process & Hybrid end-market demand recovering, yet to translate to growth
- Canada sales grew in Discrete automation markets but were weaker in Process & Hybrid
- Mexico sales were strong in process automation supported by project execution

Western Europe -7%

- Up mid-single digit adjusting for high base of comparison in Software, mainly in the U.K. & Switzerland
- Good growth in Discrete automation markets, while Process & Hybrid markets remained weaker
- Good growth in France, Italy and Spain, led by Discrete automation markets
- Germany around flat, with good growth in Discrete markets offset by Process & hybrid
- Strong growth in discrete automation in the U.K.

Rest of the World +12%

- Strong growth in Discrete markets, and a return to sales growth in Process & Hybrid
- South America, CIS and Central & Eastern Europe all up double-digit, led by OEM & with Process & Hybrid recovery in South America
- Middle East up high-single digit with growth in Discrete automation in Turkey offsetting weakness in Process & Hybrid in the Gulf
- Africa saw solid growth including in Process & Hybrid

Asia Pacific +10%

- Contrasted performance between strong sales growth into Discrete markets, and continued softness in Process & Hybrid
- Electronic component shortages continue to impact across the region
- China up double-digit against a double-digit base, with strength in multiple OEM segments, despite supply chain constraints
- India up strong double-digit, led by packaging and hoisting segments, and customers operating in export markets
- Australia and South Korea down against a high base in software, otherwise flat
- Japan up mid-single digit

Adj. EBITA: Record margin at 17.3%, growing +140bps org.

In €m	2020	2021	*Reported change*	*Organic change*
Revenues	25,159	28,905	*+14.9%*	*+12.7%*
Gross Profit	10,156	11,843	*+16.6%*	*+12.5%*
Gross Margin (%)	40.4%	41.0%	*+60bps*	*-10bps*
SFC[1]	(6,230)	(6,856)	*+10.0%*	*+5.8%*
SFC[1] Ratio (% Revenues)	24.8%	23.7%	*-110bps*	*-150bps*
Adjusted EBITA	3,926	4,987	*+27.0%*	*+23.2%*
Margin %	15.6%	17.3%	*+170bps*	*+140bps*
R&D/Sales ratio	5.3%	5.1%	*-20bps*	*-50bps*

Energy Management

c.+140bps
Org. Adj. EBITA

Industrial Automation

c.+90bps
Org. Adj. EBITA

- SFC/Sales ratio improves from 24.8% to 23.7% due to volume recovery in FY21 and continued cost control discipline
- SFC up +5.8% organic in value, with the reversal of temporary savings from FY20 and to support topline growth
- Operational efficiency plans continued to deliver structural savings, while investment in strategic priorities continued

R&D (partly in COGS, partly in SFC) increased by +4% org., while R&D/Sales ratio was ~5%, in-line with the long-term average, although slightly down on FY20, due to the lower revenue last year while R&D spend was protected

1. Support Function Cost

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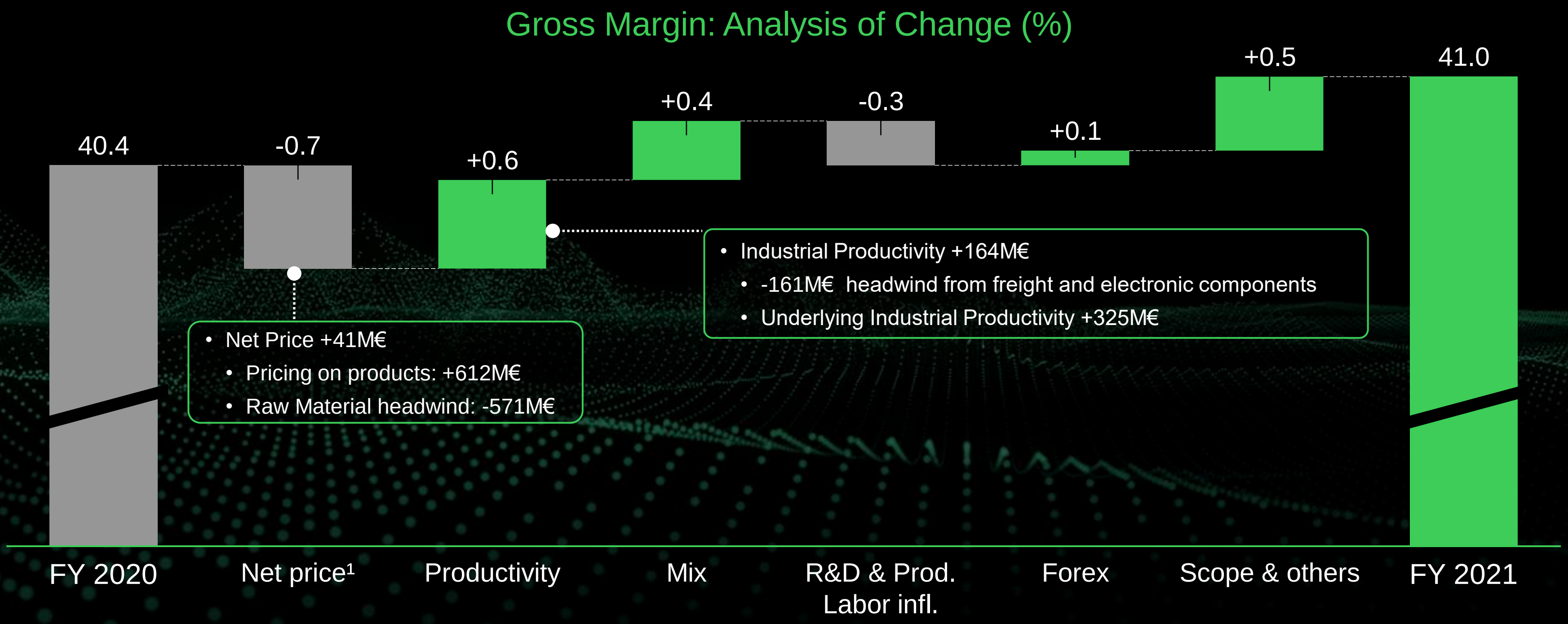
Gross Margin: Strong performance despite inflationary headwinds



1. Price on products and raw material impact

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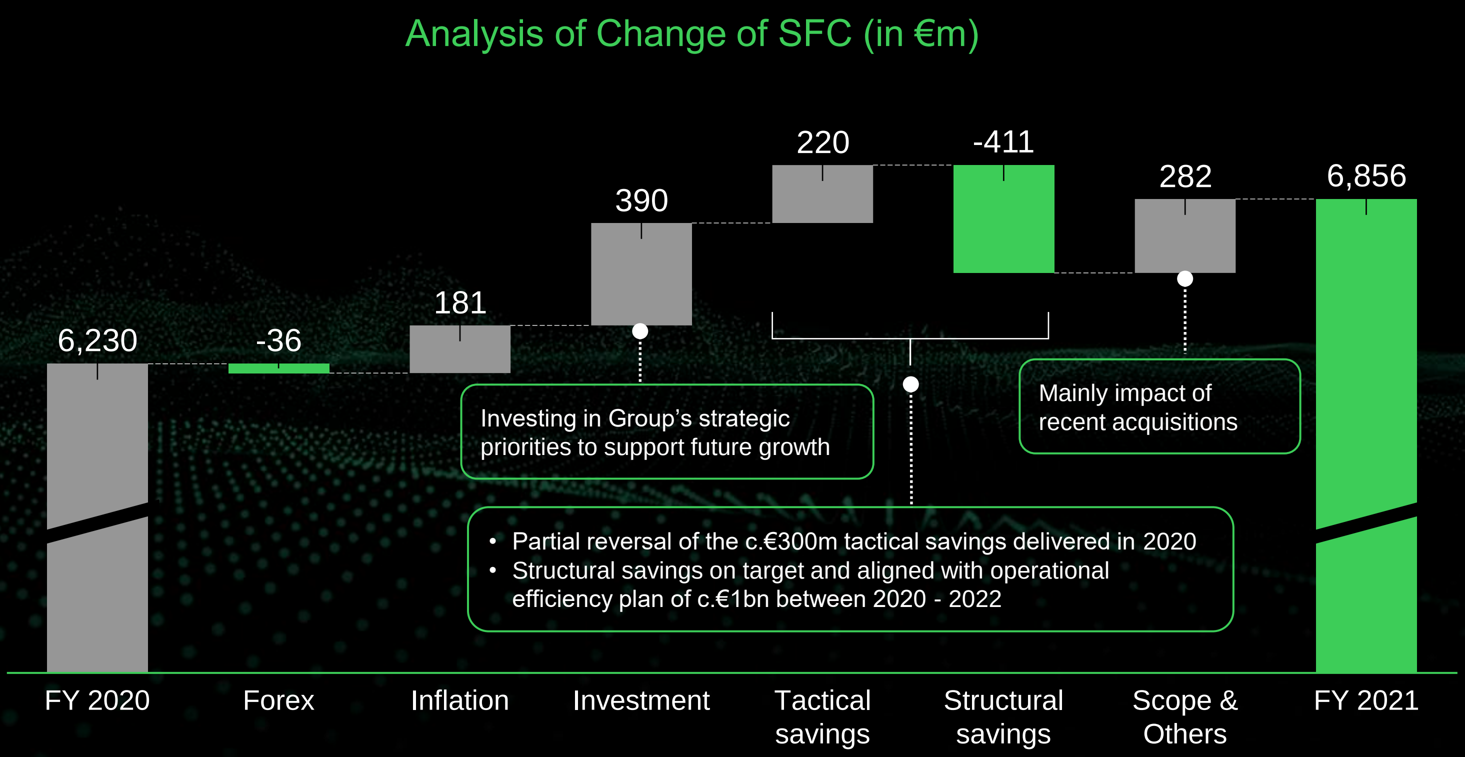
SFC: 2021 continues to deliver on structural savings



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Net Income of €3.2bn

In €m	2020	2021	% change
Adjusted EBITA	3,926	4,987	+27%
Other income and expenses	(210)	(21)	
Restructuring	(421)	(225)	
Amortization & imp. of purchase accounting intangibles	(207)	(410)	
EBIT	3,088	4,331	+40%
Financial costs	(278)	(176)	
Income tax	(638)	(966)	
Equity investment & Minorities	(46)	15	
Net income (Group share)	2,126	3,204	+51%
Adjusted Net income[1]	2,614	3,409	+30%
Adjusted Earning per share[1]	4.72	6.13	+30%

M&A / integration costs, offset by gains on disposal for Cable Support, US Motion and IMServ. 2020 was mainly M&A / integration costs

Restructuring costs due to Group's ongoing cost efficiency plan to deliver c.€1bn in savings. The Group now expects restructuring costs of between €850 million to €950 million over three years (2020-2022), c. €300 million lower than previously anticipated

Increase mainly due to acquisitions completed in H2'20 and H1'21: including RIB Software, L&T E&A division and OSIsoft

1: Adjusted net income and EPS calculation in appendix

Free Cash Flow at €2.8 billion – record operating cash flow impacted by working capital requirements

Analysis of debt change in €m	2020	2021
Net debt at opening Dec 31	(3,792)	(3,561)
Operating cash flow	3,651	4,469
Capital expenditure – net	(762)	(817)
Operating Cash Flow net of capex	2,889	3,652
Change in trade working capital	517	(1,114)
Change in non-trade working capital	267	261
Free cash flow	3,673	2,799
Dividends	(1,525)	(1,585)
Acquisitions – net	(2,393)	(4,231)
Net capital increase	(7)	(46)
FX & other	483	(503)
(Increase) / Decrease in net debt	231	(3,566)
Net debt December 31	(3,561)	(7,127)

All-time high operating cash flow, up +22% as a consequence of the strong performance in 2021

FY21: Build-up in inventory due to demand and component shortages. Receivables up on higher demand (DSO stable). FY20: reflective of lower demand environment

Mainly consists of €3.5bn cash consideration for OSIsoft, along with other acquisitions of the period

Share buyback on hold for much of 2021

FY21 includes payment for additional stakes in RIB Software and IGE+XAO. FY20 benefitted from €1.1bn third-party cash held in relation to AVEVA rights issue

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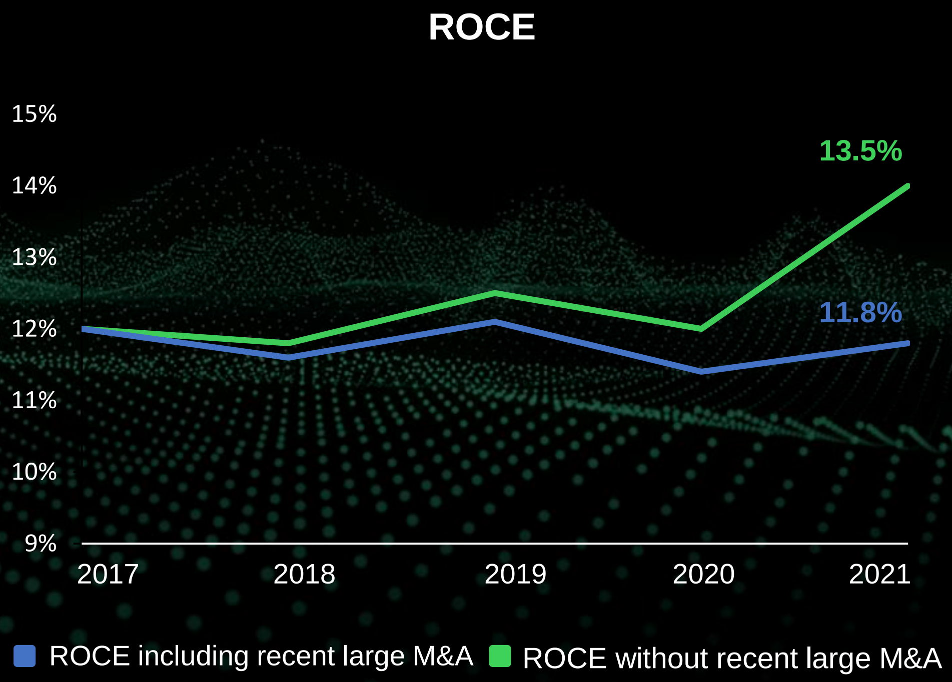
Return on capital: Driving ROCE towards 15%



Group ROCE: 13.5%
(vs. 12.0% in 2020)

+1.5pt increase on improved profitability & capital discipline despite inventory build needed for supply chain challenges

Recent software deals are catalysts for future sales growth and long-term value creation

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Capital allocation: priorities unchanged

1 Strong Investment Grade Credit Ratings

2 Continued focus on Dividends

3 Portfolio Optimization

4 Share Buyback

Near-term Focus:

- Successful integration of recent acquisitions and deliver associated synergies
- \+ Further progress on disposal program: on track to meet 2022 timeline
- \+ Small bolt-ons or partnerships linked to long-term strategy
- \+ AGM proposal to raise buyback purchase cap to €250

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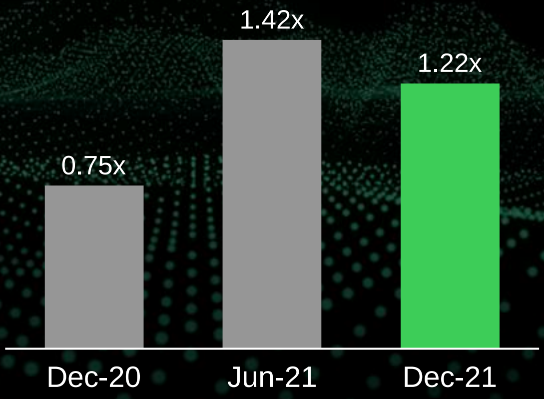
Balance sheet remains strong
Leverage returning towards a more typical level

Net Debt / Adj. EBITDA*



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

Main impacts

- Net cash payment for OSIsoft of €3.5bn in H1
- Payment of FY20 dividend for €1.5bn in H1
- FCF benefit of -€2.8bn

- Dec 2020 impacted by holding of 3rd party cash from AVEVA rights issue

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Expected Trends & Financial Target

Jean-Pascal Tricoire | Chairman & CEO

Expected trends in 2022

The Group expects to grow both its revenues and profitability in 2022, in line with the framework for sustainable growth for the medium and long-term announced in its recent Capital Markets Day.

In 2022, the Group expects:

- A continuation of strong and dynamic market demand, including further recovery in late-cycle segments
- All regions and all four end-markets expected to contribute to growth
- Sales to benefit from higher level of backlog exiting 2021
- Ongoing uncertainty linked to health crisis
- Ongoing global supply chain pressures continue to impact in coming months
- Increased pressure on input costs, including raw materials, labor, freight and the sourcing of electronic components
- Despite the overall inflationary environment, and current supply chain pressures, the Group aspires to be net price positive for the full year (including impacts of freight and electronics)

2022 Target

The Group sets its 2022 financial target as follows:

2022 Adjusted EBITA growth of between +9% and +13% organic

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

- Revenue growth of **+7% to +9% organic**
- Adjusted EBITA margin up **+30bps to +60bps organic**

This implies Adjusted EBITA margin of **around 17.6%** to **17.9%** (including scope based on transactions completed in 2021 and FX based on current estimation).

The Group expects progress on these levers to be weighted towards H2.

Further notes on 2022 FX & Scope available in slide 50

Our medium and long term targets as announced during November 30, 2021 Capital Markets Day

Accelerating

Accelerating Markets | **Incremental Growth Drivers** | **Unique Operating Model**

Financial Targets

	Sustainable Revenue Growth	Adj. EBITA Margin Expansion	Free Cash Flow
2022-2024	Between +5% to +8% organic, on average	Between +30 bps to +70 bps organic, per year	c. €4bn by 2024
Longer Term Ambitions	5%+ organic, on average across the cycle[1]	Opportunity to further expand with business mix and operational leverage	

Aspiration

To consistently be a Company of 25*

[1] across the economic cycle, incorporating Sustainable Growth targets for 2022-2024

*sum of organic revenue growth % and adj. EBITA margin %

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Q&A

Investor Relations ready to engage

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

17 February	**FY Results**
17 March	Bank of America Merrill Lynch Global Industrial Conference
23 & 24 March	J.P. Morgan Global ESG Conference
27 April	Q1 2022 Revenues
5 May	Shareholders' Meeting
11 May	Société Générale ESG/SRI Conference
10 June	J.P. Morgan European Capital Goods CEO Conference
16 June	Exane BNP Paribas 24th European CEO Conference
22 June	Berenberg SDG Conference
29 & 30 June	UBS ESG Conference
28 July	2022 Half Year Results
27 October	Q3 2022 Revenues

Information on www.se.com/finance
Consensus available on http://www.se.com/en/about-us/investor-relations/share-information/share-price.jsp

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

Appendix

2022 additional notes

- **Foreign Exchange impact:** Based on current rates, the FX impact on FY 2022 revenues is estimated to be between +€500 million to +€600 million. The FX impact at current rates on adjusted EBITA margin for FY 2022 could be around +10bps

- **Scope:** Around +€150 million on 2022 revenues and around -10bps on 2022 adjusted EBITA margin, based on transactions completed in 2021

- **Tax rate:** The ETR is expected to be in the 23-25% range in 2022

- **Restructuring:** The Group expects restructuring costs of between €850 million to €950 million over three years (2020-2022), c. €300 million lower than previously anticipated

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Positive evolution of demand trends in Q4 vs. pre-pandemic levels

	Q4'21 vs Q4'19
Data Center	+ +
Machine Solutions / OEM	+ +
Residential Buildings	+ +
CPG	+ +
MMM	+
Utilities	+ +
Oil & Gas	+
Transportation	++
WWW	-

Based on non-GAAP orders in selected segments

Q4 Business performance highlights by end-markets

Energy Management

Industrial Automation

End Markets

Buildings	Data Center	Infrastructure	Industry
Residential remains a strong growth area supported by hybrid working, underlying urbanization & renovation trends Non-Residential healthcare, retail, life science, warehouse/distribution remains strong. Hotels & commercial offices continued to gain momentum	Data Center & Network saw good sales growth across hyperscale and smaller customers despite shortages Combined hardware, software, digital services and field services enabled customers to expand quickly at both local and regional levels Distributed IT experienced another quarter of strong demand & sales	Broad portfolio of offers well oriented as Grid operators invest for resilience and decarbonisation Project execution supported sales growth Double-digit growth in Smart Grid Benefitting from expansion of certain utilities & good traction with Microgrid operators Transportation demand was good in the quarter in both businesses WWW saw solid demand	Discrete automation grew across several segments despite component shortages Sustained growth in Hybrid industries continued, including in CPG Demand improved in MMM Strong demand in O&G towards end of year including EcoStruxure™ decarbonization & efficiency offers

Q4 Group revenue: Up in all regions, though impacted by supply chain pressure

NORTH AMERICA

% Group Sales	Org. Growth
28%	+7%

- *United States* ▲
- *Canada* ▼
- *Mexico* ▲

REST OF WORLD

% Group Sales	Org. Growth
16%	+13%

- *Russia* ▲
- *South America* ▲
- *Middle East* ▲
- *Africa* ▲

WESTERN EUROPE

% Group Sales	Org. Growth
25%	+2%

- *France* ▲
- *Germany* ▲
- *United Kingdom* ▼
- *Spain* ▲
- *Italy* ▲
- *Nordics* ▲

ASIA PACIFIC

% Group Sales	Org. Growth
31%	+8%

- *China* ▲
- *India* ▲
- *Australia* ▼
- *Singapore* ▲
- *Japan* ▲

% GROUP SALES ORG. GROWTH

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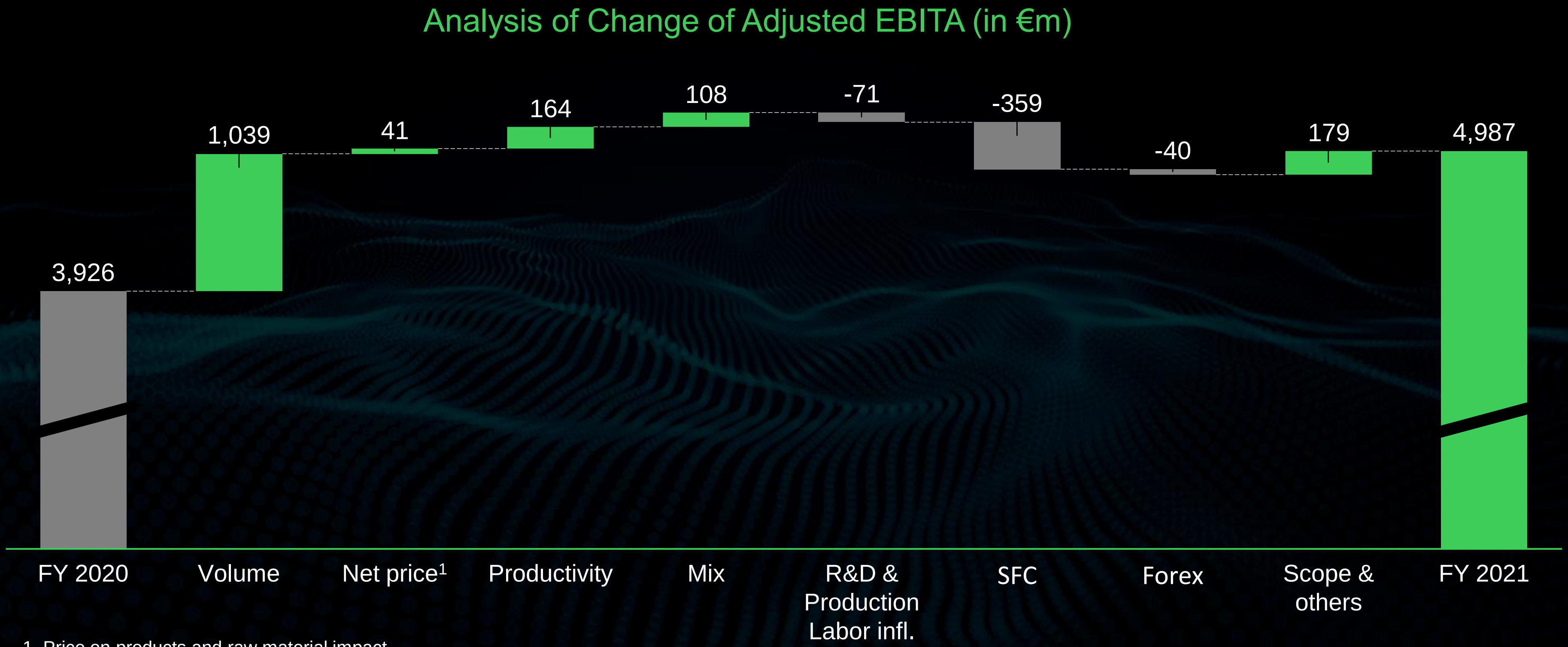
Adj. EBITA + 23% org. due to higher volumes, productivity and mix



1. Price on products and raw material impact

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2021 – 2025
SCHNEIDER
SUSTAINABILITY
IMPACT

	Q1	Q2	Q3	Q4	2021 Target
Score[1]				3.92	3.75

Q4 2021 results

		Baseline	Q4 2021	2025 Target
CLIMATE	*1* Grow Schneider Impact revenues*[2]	70%	71%	80%
	2 Help our customers save and avoid millions of tonnes of CO_2 emissions[3]	263M	347M	800M
	3 Reduce CO_2 emissions from top 1,000 suppliers' operations	0%	1%	50%
RESOURCES	*4* Increase green material content in our products	7%	11%	50%
	5 Primary and secondary packaging free from single-use plastic and using recycled cardboard	13%	21%	100%
TRUST	*6* Strategic suppliers who provide decent work to their employees[4]	—	In progress	100%
	7 Level of confidence of our employees to report unethical conduct[5]	81%	+0pts	+10pts
EQUAL	*8* Increase gender diversity in hiring (50%), front-line management (40%), and leadership teams (30%)	41/25/24	41/27/26	50/40/30
	9 Provide access to green electricity to 50M people[6]	30M	+4.2M	50M
GENERATIONS	*10* Double hiring opportunities for interns, apprentices, and fresh graduates	4,939	x1.25	x2.00
	11 Train people in energy management[7]	281,737	328,359	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] Baseline 2019 [3] Cumulated since 2018 [4] Program in development [5] Baseline 2021 [6] Cumulated since 2008 [7] Cumulated since 2009

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Adjusted Net Income calculation

In €m	FY2020	FY2021
Adjusted EBITA	3,926	4,987
Amortization of purchase accounting intangibles	(207)	(389)
Financial Costs	(278)	(176)
Income tax with impact from adjusted items	(781)	(1,028)
Equity investment & Minority Interests	(46)	15
Adjusted Net Income (Group share)	2,614	3,409
Adjusted EPS (€)	4.72	6.13

ROCE calculation

ROCE Calculation

P&L items				**2021 Reported**
EBITA[1]			(1)	4,627
Restructuring costs			(2)	-225
Other operating income & expenses			(3)	-21
= Adjusted EBITA			(4) = (1) - (2) - (3)	4,873
x Effective tax rate of the period[2]			(5)	23.2%
= After - tax Adjusted EBITA			(A) = (4) x (1-(5))	3,742
Balance Sheet items	**2020 Reported**	**2021 Reported**		**2021 Avg of 4 quarters**
Shareholders' equity	23,727	28,109	(B)	26,498
Net financial debt	3,561	7,127	(C)	7,363
Adjustment for Associates and Financial assets (fair value)	-1,065	-1,687	(D)	-6,137
= Capital Employed	26,223	33,549	(E) = (B)+(C)+(D)	27,724
= ROCE			(A) / (E)	**13.5%**

1. Without recent large M&A 2. Effective tax rate

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