

Our business model

We believe access to energy and digital is a basic human right

Our generation is facing a tectonic shift in energy transition and industrial revolution catalyzed by accelerated digitization in a more electric world. For the first time in history, we can all participate in a step-change in efficiency and the rare opportunity to reconcile the paradox between progress for all, and a sustainable future for our planet.

Our key resources and relationships

People

We are the most local of global companies with **+135,000** colleagues, in **+100** countries representing our diverse talents. **32%** of our 2019 workforce were women.

Industrial

Our **+80** smart factories and distribution centers deliver efficiency and productivity across our unique end-to-end supply chain to better serve customers. In 2019 EcoStruxure™ solutions reduced production downtime and quality issues by up to **15%**.

Innovation

Our community of **+1,100** certified R&D engineers are nurtured to fuel our innovation strategy. Schneider Electric holds more than **18,000** active patents and patent applications worldwide. **+850** new patent applications on both our core and digital technologies filed in 2019.

Environment

We optimize our energy and resources across **230** ISO14001-compliant facilities and **193** sites committed to zero landfill waste. **50%** of electricity from renewables in 2019. **+97,000** tons of primary resource consumption saved with circular models.

Partners and Suppliers

We empower our **+650,000**-strong partner ecosystem to expand our coverage and we arm our **+3,800** ecoXpert program partners to drive new digital business opportunities. We extend our sustainability excellence requirements to our suppliers representing **EUR 12 billion** in procurement volume.

Financial strength

Our organic growth, consistent margin improvement and disciplined capital allocation drives sustainable, positive free cash flows of **EUR 3.5 billion**.

Our unique way

Delivering strong growth (4.2%) from our portfolio of energy and automation solutions for efficiency and sustainability.

All-electric

Energy Management

Adj EBITA margin

18.4%

We lead in delivering sustainability and efficiency in:

Homes and buildings

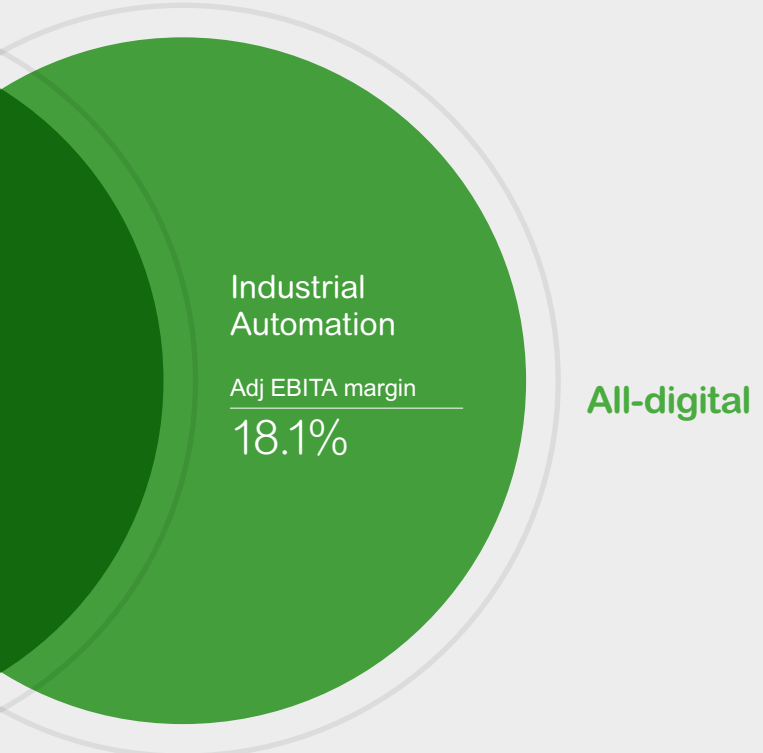


Data centers





- We champion open, connected and interoperable solutions.
- We supply best-in-class products to partners to integrate in their solutions.
- We are obsessed with safety, and are renowned for reliability and cybersecurity solutions.



Our sustainable value for all stakeholders

Focusing on the welfare of people

- We are committed to gender equality through equal opportunities for everyone, everywhere.

99% of our global workforce covered by our Gender Pay Equity Framework.

- We strive to guarantee the highest safety standards and eliminate workplace accidents.

Medical incidents per million hours worked reduced to **0.79**.

Achieving sustainability goals with customers

- We help customers reduce their CO₂ footprint with EcoStruxure™ solutions and Energy & Sustainability Services.

On average, businesses achieve **20%** reduction in carbon emissions.

- We enable sustainable performance providing comprehensive environmental information for all eco-designed Green Premium™ offers.

55% of sales from Green Premium™ products in 2019.

Empowering underserved communities

- Our Access to Energy program supports training, entrepreneurship, startups and technologies for the world's most energy-deprived populations.

246,268 underprivileged people received vocational training.

Prioritizing ethical partnership with suppliers

- As responsible corporate citizens, we uphold the highest standards of ethical business conduct to strengthen collective trust, cultivate long-term viability and comply with local regulation.

279 suppliers under Human Rights & Environment vigilance received specific on-site audits.

Delivering return and profits to shareholders

- Our business model delivers consistent, sustainable and strong financial performance and attractive returns.

+54% share price growth
EUR 53.2 billion market capitalization (December 31, 2019)
 Proposed dividend per share **EUR 2.55, +8.5%** vs 2018