

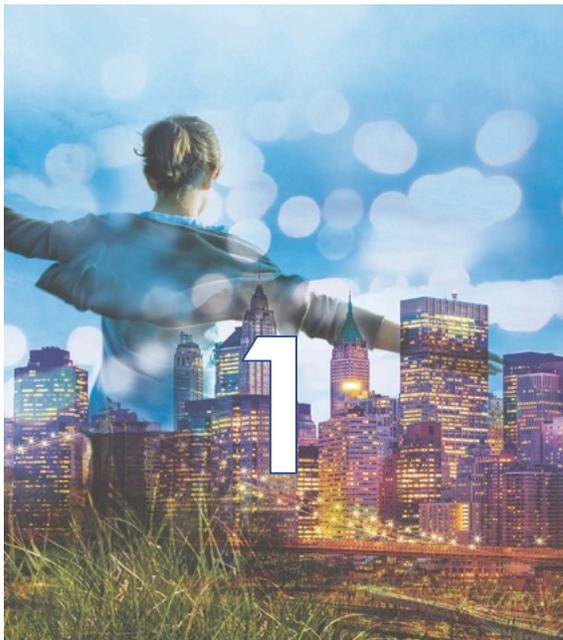
Rexel

Worldwide expert in the professional multichannel distribution of electrical products and services for the energy world

06/07/2017

REXEL

a world of energy



Rexel
A world of energy



Our business
A multi-specialist &
multi-channel partner



Our commitments
For a better energy
future





Rexel

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Rexel **supports** its residential, commercial and industrial customers by providing **a tailored and scalable range of products and services in energy management** for construction, renovation, production and maintenance.

Group profile

€ billion
13.2
Sales

over
650,000
Active customers in 2016

x 2
Sales of energy efficiency products
and solutions (since 2011)

€ 1 billion Webshop
sales

32
Countries

27,000
Employees

Three main business regions

36%
OF SALES

North America

Canada,
United States

54%
OF SALES

Europe

— Austria, Belgium, Finland,
France, Germany, Hungary,
Ireland, Italy, Luxembourg,
Netherlands, Norway,
Portugal, Russia, Slovenia,
Spain, Sweden, Switzerland,
United Kingdom

10%
OF SALES

Asia-Pacific

Australia, China (incl.
Macau & Hong Kong),
India, Indonesia,
Malaysia, New Zealand,
Philippines, Saudi Arabia,
Singapore, Thailand,
United Arab Emirates,
Vietnam



Solid fundamentals

60%

Group sales achieved in markets where Rexel is N°1 or N°2

Adjusted EBITA

4.2%

of sales
(€549.8 million)

Gross margin

24%

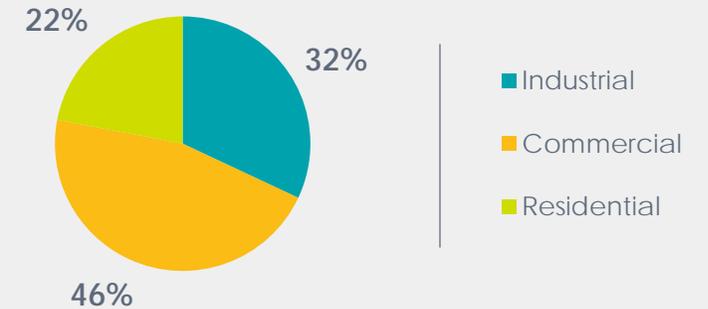
of sales

Net income from ongoing operations (compared to 2015)

+58%

at €134.3 million

Well-balanced end-markets (in % of sales)



Shareholding structure



The Executive Committee and the Board of Directors

EXECUTIVE COMMITTEE

GROUP FUNCTIONS



Patrick Berard
CEO



Laurent Delabarre
Group Chief Financial Officer



Mathieu Larroumet
Group Business Transformation
Director



Sébastien Thierry
General Secretary and
Secretary of the Board of
Directors



Frank Waldmann
Group Human Resources
Director

BUSINESS OPERATIONS



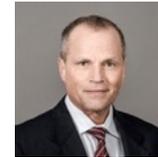
Patrick Berard
Europe
General Manager



Joakim Forsmark
Nordics
General Manager



John Hogan
United Kingdom
General Manager



Brian McNally
CEO Rexel
North America



Jeff Baker
President and CEO of
Platt Electric Supply &
Rexel C&I



Eric Gauthier
CEO Rexel
Asia-Pacific

BOARD OF DIRECTORS

02/13/2017

Ian Meakins

Chairman of the Board of Directors

François Henrot

Chairman of the Nomination and
Compensation Committee and
Senior Independent Director

Fritz Fröhlich

Chairman of the Audit and Risk Committee

Marcus Alexanderson

Patrick Berard

Thomas Farrell

Elen Phillips

Maria Richter

Agnès Touraine

Hendrika Verhagen

40% Directors
are women

80% Independent
Directors



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Our business

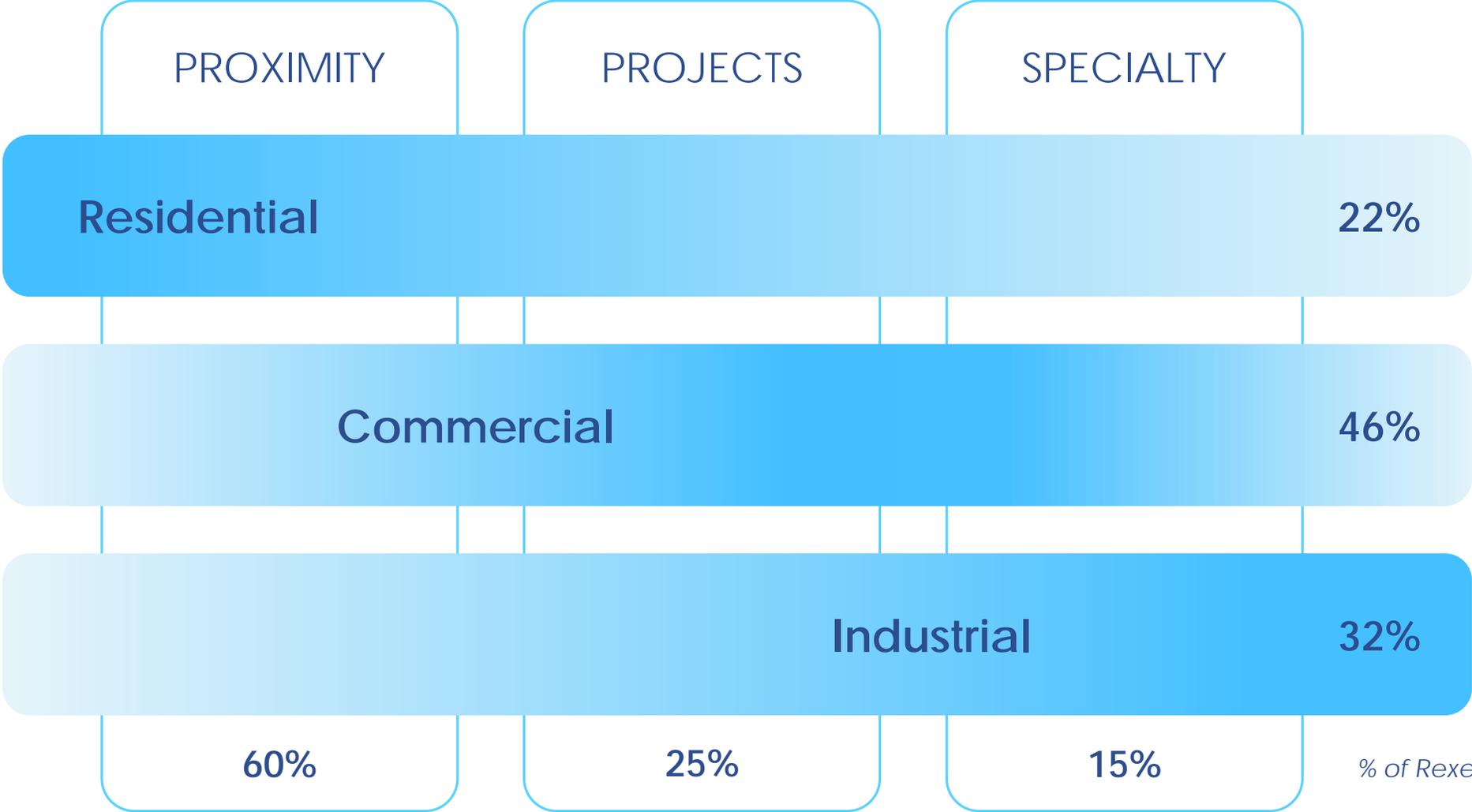
A multi-specialist & multi-channel partner

Expertise at the heart of the value chain

Rexel supports its residential, commercial and industrial customers by providing a tailored and scalable range of products and services in energy management for construction, renovation, production and maintenance.



Creating value through 3 business approaches in 3 end-markets



% of Rexel sales in 2016



CUSTOMER PROXIMITY // Being close to installers

Rexel simplifies the work of installers by providing a multi-channel offering, assistance for the whole business process, and customized training programs.

over **2,000**

branches offering a comprehensive service (recommendation, advice and training)

over **16,000**

sales representatives including **8,000** outside sales reps



4,000 products permanently available at each branch



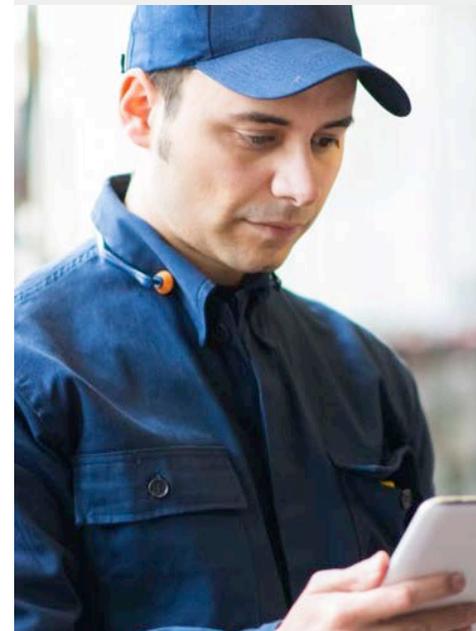
Technical advice



Order picking made simple

Order picking suited to each type of customer

In Finland, 100% of branches operate 24/7



The Esabora software suite enables installers to conduct energy pre-audits on site followed by the best recommendations and business proposals for customers.



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PROJECTS // Managing complexity and optimizing the supply chain

Efficiently supplied, our customers also have access to innovative supply chain solutions, reducing costs by improving productivity.

Supply chain services ensuring quick nonstop delivery

On-site management of supply and inventories

Compliance with all quality and safety standards

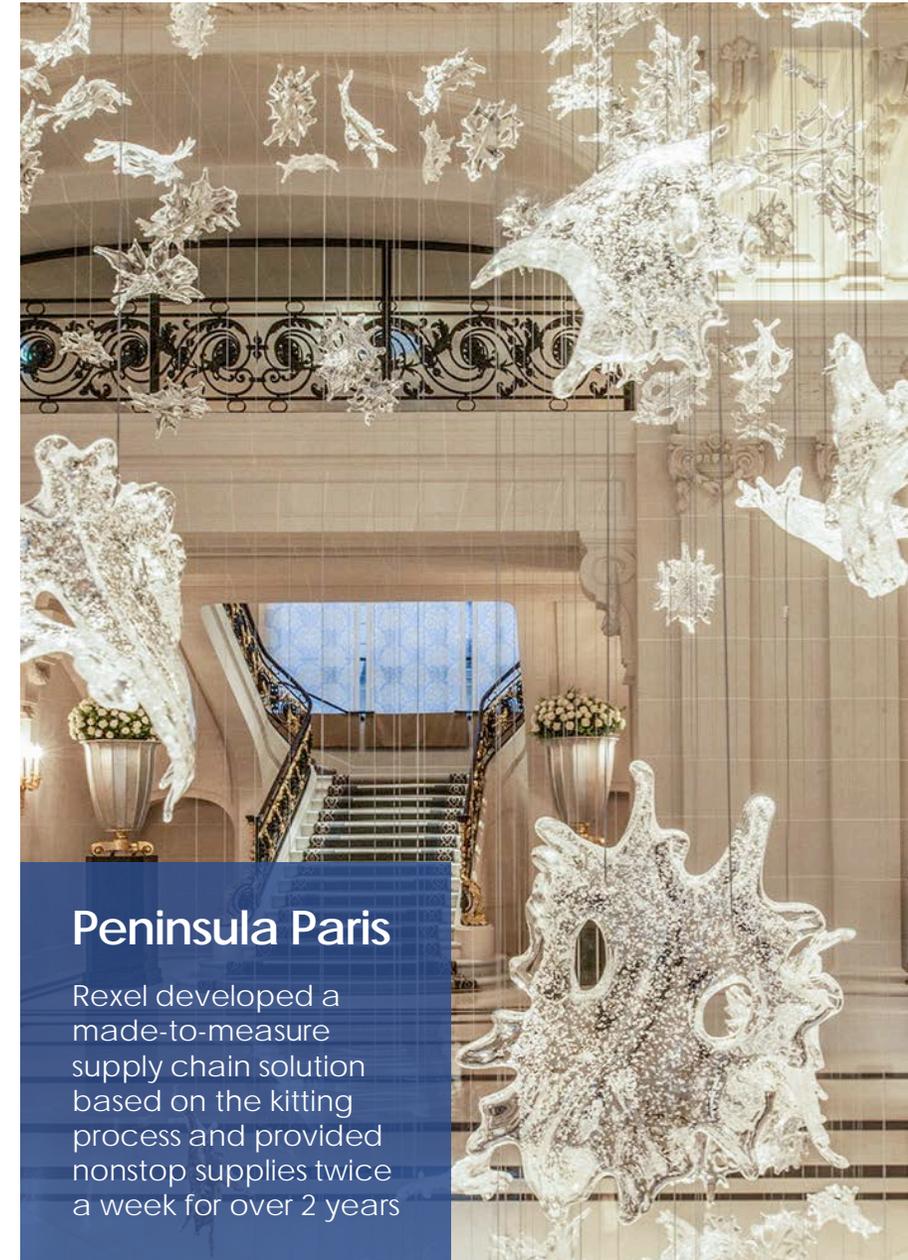
Dynamic management of the product offering to meet the most specific needs

Optimized budget proposals, multi-lot management of tendering

Tailored made solutions (branches set-up on worksite, electrical products kitting)



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Peninsula Paris

Rexel developed a made-to-measure supply chain solution based on the kitting process and provided nonstop supplies twice a week for over 2 years

SPECIALTY // Developing expert know-how in specialized markets

Specialized resources, expert skills and innovative solutions adapted to the specific needs of each industry:

/OEMs (Original Equipment Manufacturers)

/Data Centers

/Agri-food, automotive, petrochemicals and mining industries

/Retail, hospitality, hospitals...

Conducting of studies ahead of each project by our specialized teams

Extended product/brand offering

Site MTO (Material Take-Off) management

Setting up of testing centers

TCO (Total Cost of Ownership) optimization

Specific digital monitoring solutions for the supply chain

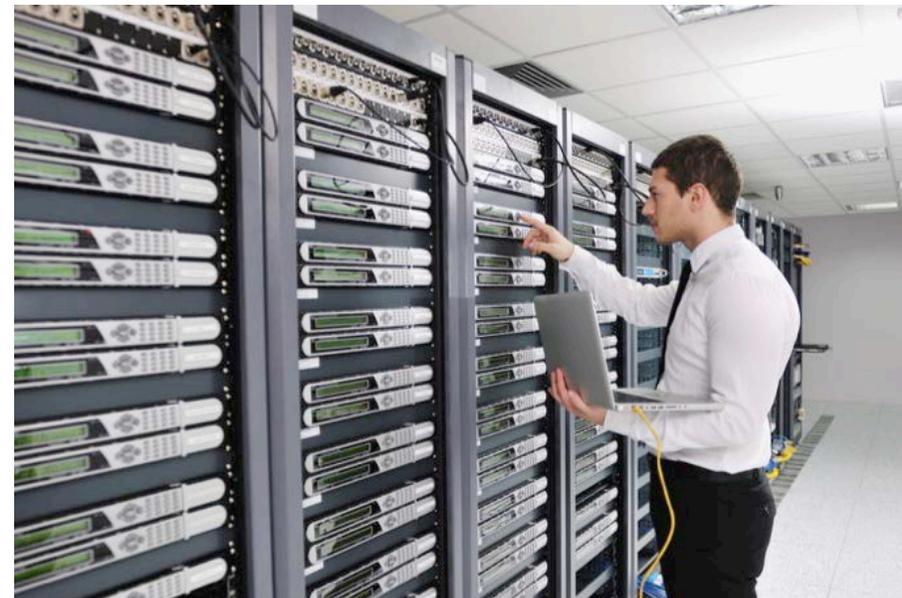
Capacity to offer cross-sale offerings or upgrades



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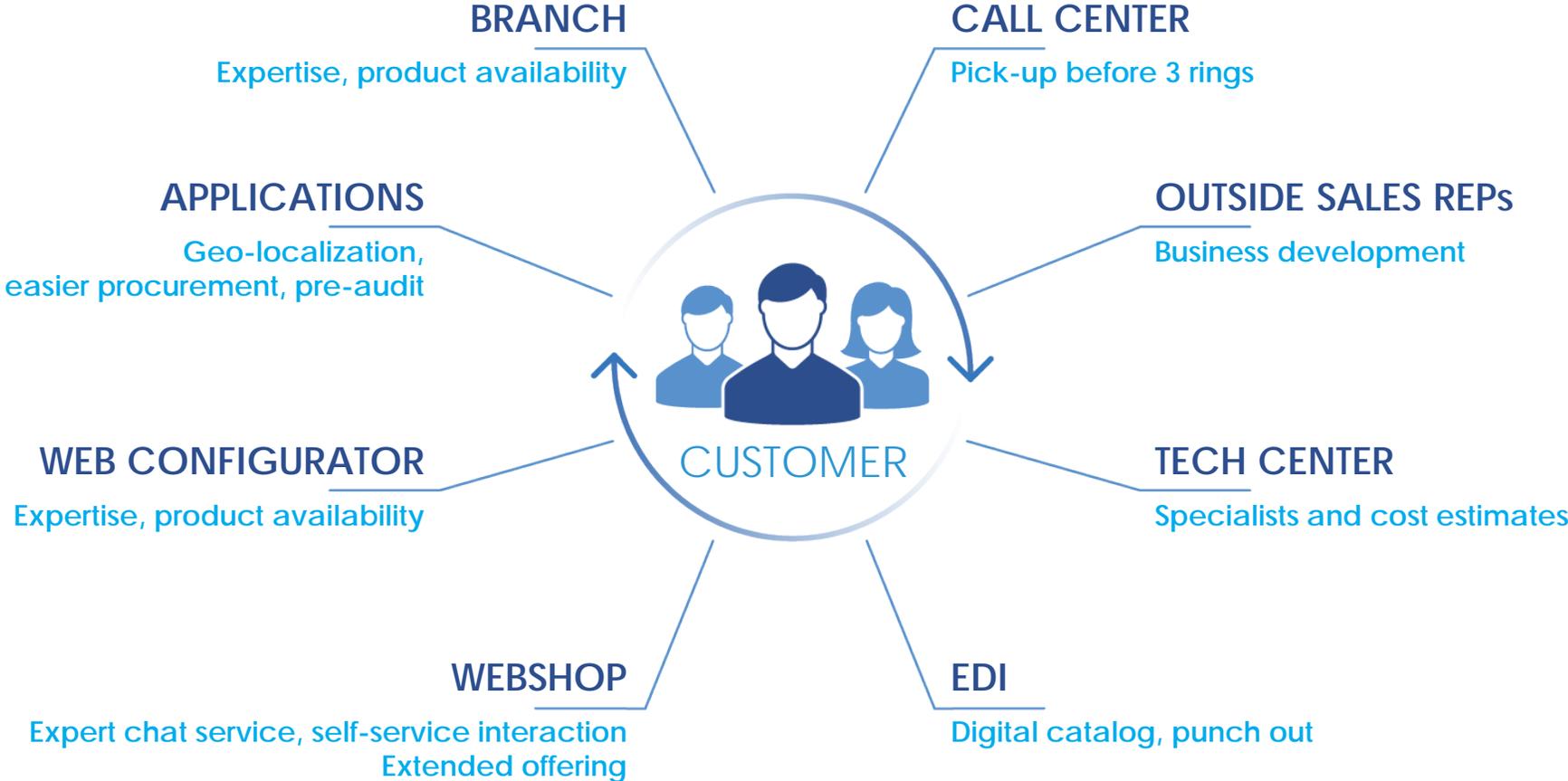


Capitol Light delivers expertise in the optimization of energy for lighting supplied to store chains, hotels, restaurants...



Maximizing customer contacts with a multi-channel approach

The Rexel product offering is available anywhere, at any time, through multiple contact points.



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↓

2

million
customer contacts
every day

↑

Optimal service quality thanks to a powerful supply chain

Rexel provides large-scale inventory management, product supply from the leading manufacturers of electrical equipment, customized tools and a reliable supply chain.

108 logistic centers worldwide

Performance and reliability of supply chain solutions and information systems to serve our customers

Permanent availability of 4,000 products at branches

50,000 products available with next-day delivery

500,000
Orders processed daily

99.8% Rate of next-day order processing in Norway (2016)



Innovating and growing through digital technology

In 2016, Rexel recorded €2 billion e-commerce sales (webshops and EDI)

A STRONGER E-COMMERCE PLATFORM

- Common platform (updates and upgrades for 11 countries simultaneously)
- Enhanced content management
- Optimized payment solutions

INNOVATIVE APPLICATIONS

- Developed to meet customer needs
- Tailored to each market
 - In the United States, Rexel offers an application to make orders without delay: in a few seconds, using a photo taken at the worksite, an installer can access a product's full details and check its price and availability in a database containing over 100,000 products
 - Quickpix helps installers to automate orders from their working sites

POWERFUL CRM TOOLS

- Specific knowledge of each customer and related life-cycle
- Detailed analysis of data for loyalty operations

EDI

- Direct access to Rexel services



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over **1 million**
unique visitors per month
(on the single platform)

Group Webshop
Sales



Three strategic priorities

1 Accelerate organic growth: *More customers X More SKUs*

Priorities per business approach:

Proximity

(60% of total sales)

Expanded footprint through new branches/counters opening, accelerated multi-channel approach and constant improvement in service standards.

Projects

(25% of total sales)

Industrialization of the product offering designed for customers managing industrial or commercial projects.

Specialty

(15% of total sales)

Improved capacity to meet specific requirements for specialized markets.

2 Increase selectivity in capital allocation and strengthen financial structure

3 Improve operational and financial performance



Our commitments

for a better energy future



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Our sustainable development approach



Developing energy management solutions for our customers and for society at large



2020
commitments

2x

increase, at least, of energy solutions sales (compared to 2011)

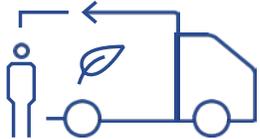


Fostering sustainability in our value chain



80%

minimum volume of direct purchases using CSR criteria



Improving the social and environmental performance of our operations



30%

reduction, at least, of our operations' carbon footprints (compared to 2010)

→ **100%** of our employees made aware of Rexel's sustainable development commitments



Tangible commitments and acknowledged performance

COMMITMENTS

UN Global Compact (since 2011)



United Nations
Global Compact

4 charters/policies applicable to all the Group's employees

Ethics Guide

Environmental Charter

Community Involvement Charter

Safety policy



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PERFORMANCE

Extra-financial ratings

For investors

Customer focus



Transparency for Sustainable Development issues



International ratings for top Sustainable Development companies

Corporate Knights

Ranked 79th in the world's top 100 Sustainable Development companies

The Rexel Foundation
for a better energy future



The Rexel Foundation's mission is to improve access
to energy efficiency for all.



Operating in
20 countries



Supported projects

60



over **110,000**
people positively impacted

The Rexel Foundation for a better energy future

5

lines
of action

FACILITATING

access to affordable, efficient
and sustainable energy

SUPPORTING

the fight against fuel poverty

DEVELOPING

renewable energies and their funding

ENCOURAGING

the acceleration of energy retrofiting

INFORMING AND EDUCATING

the general public about energy transition

4

types
of project

Community projects are promoted by associations and NGOs that encourage the involvement of the most underprivileged communities in managing their energy consumption and improving their living conditions.

Social innovation projects are driven by social entrepreneurs who develop new economic models that have a social impact.

Knowledge and learning projects include projects co-created by energy efficiency researchers and experts to be shared with the general public.

Employee projects are initiatives sponsored by the Group's employees.

Thank you

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