

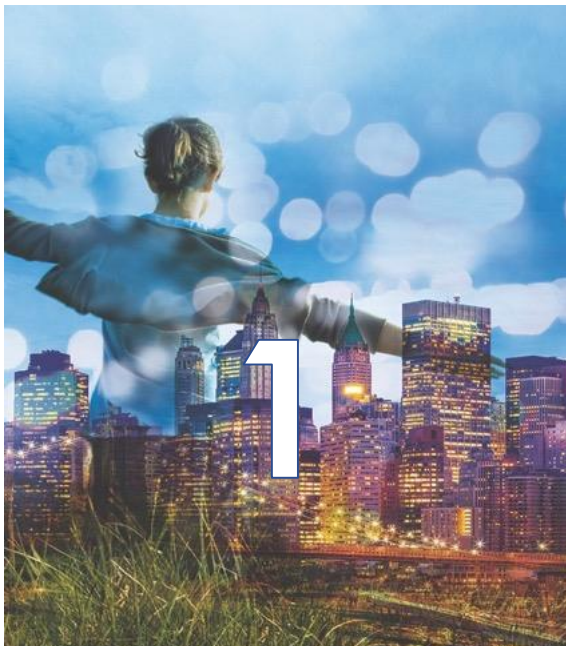
# Rexel

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

29/09/2017

**REXEL**

a world of energy



## Rexel

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## Our business

A multi-specialist &  
multi-channel partner



## Our commitments

For a better energy  
future





# Rexel

A world of energy



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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

13.2  
Sales  
€ billion

over  
650,000  
Active customers in 2016

x2  
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%

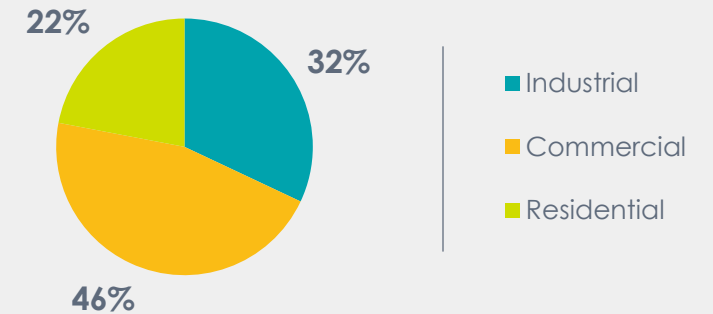
of sales  
(€549.8 million)

Gross margin

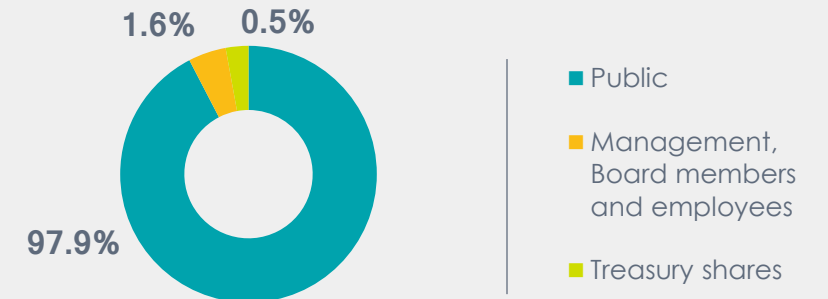
# 24%

of sales

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



Shareholding structure



Net income from ongoing operations  
(compared to 2015)

# +58%

at €134.3 million





# 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

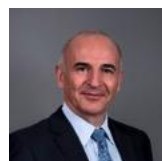


Sébastien Thierry  
General Secretary and  
Secretary of the Board of  
Directors



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

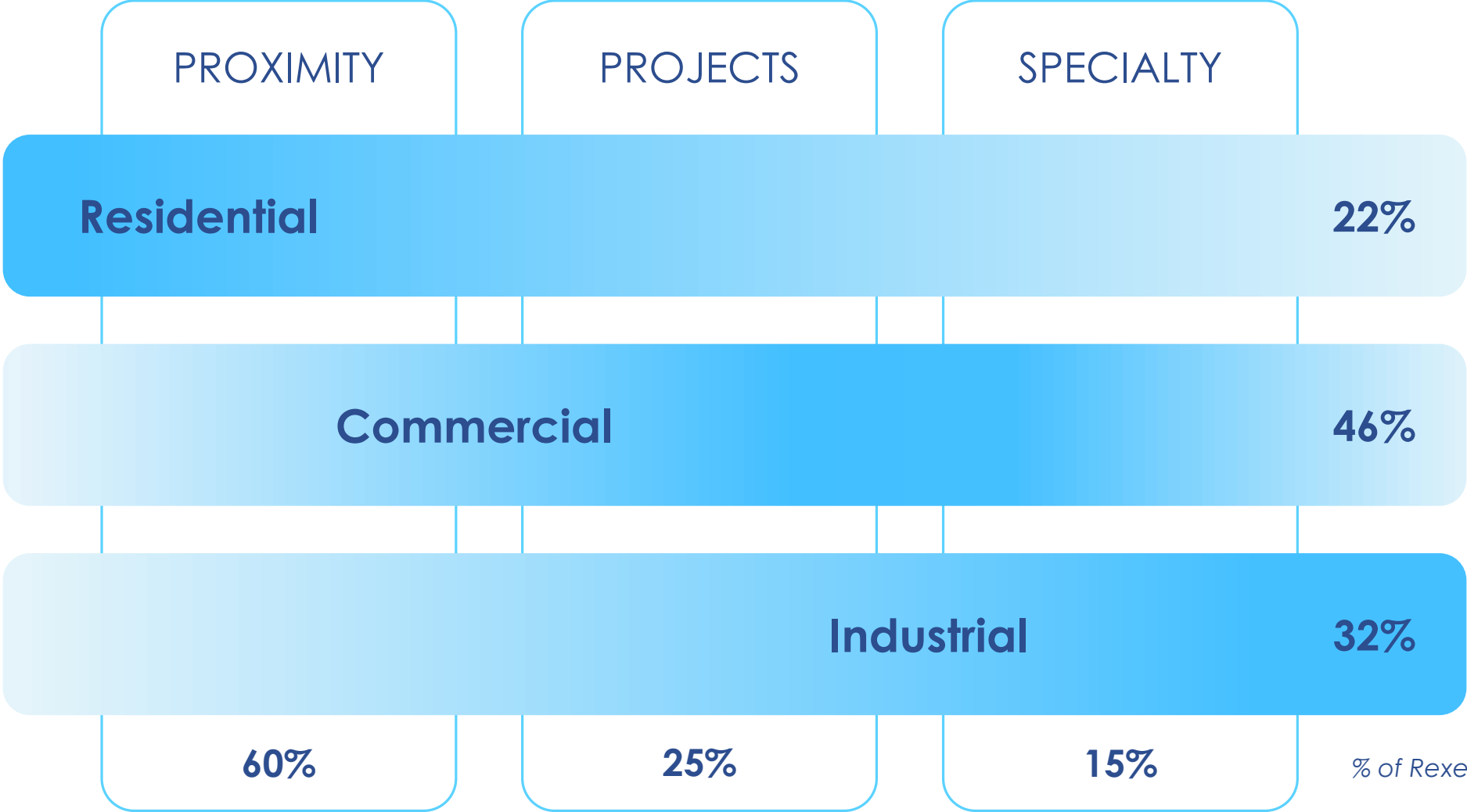
A multi-specialist & multi-channel partner

# 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



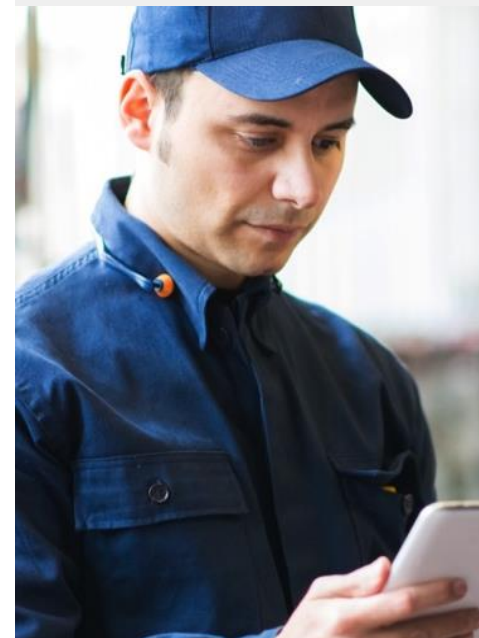
Technical advice



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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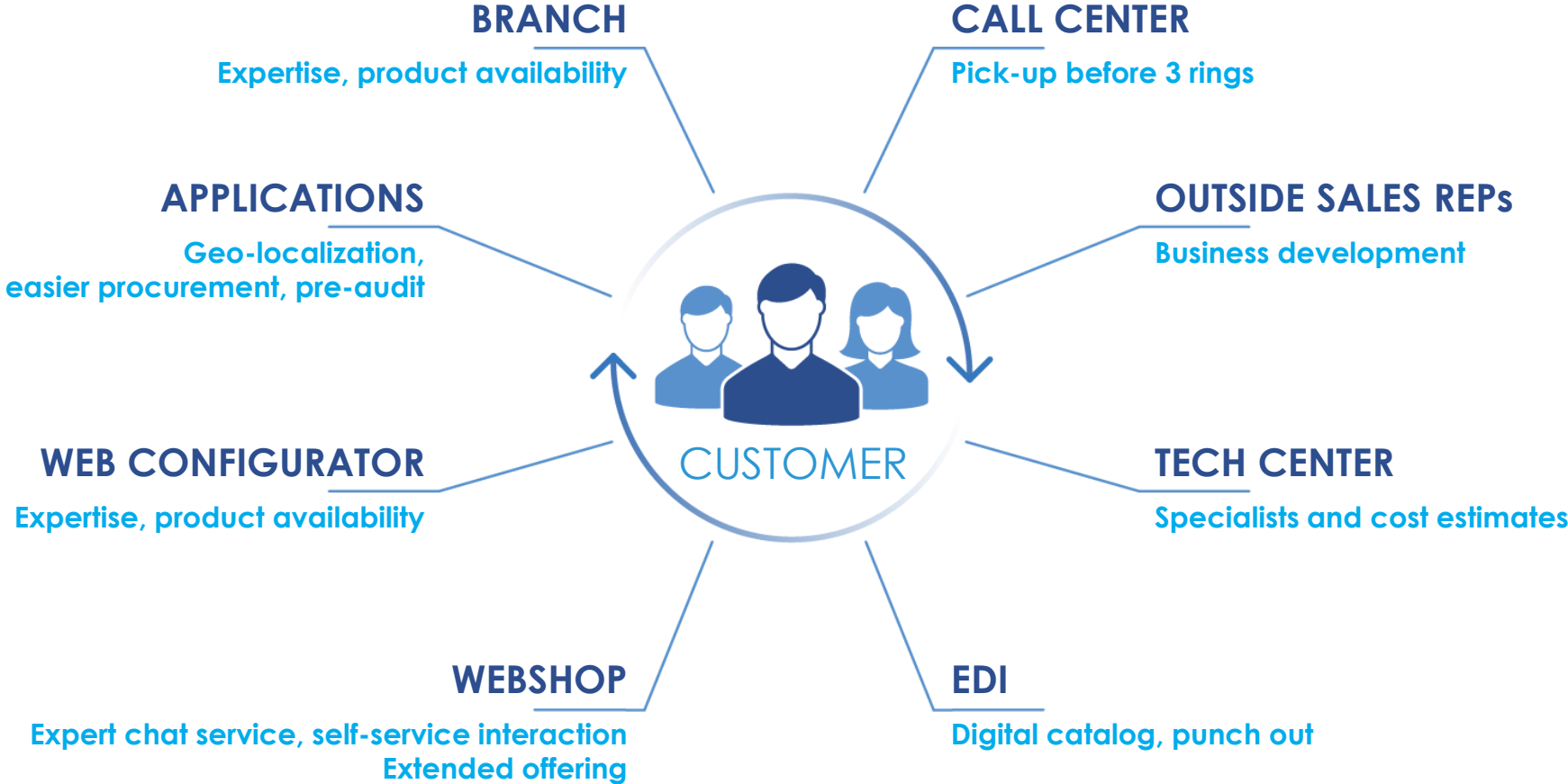


**Capitol Light** delivers expertise in the optimization of energy for lighting supplied to store chains, hotels, restaurants...



# 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)

**over 50%**  
Group procurement with the 25 top suppliers



# 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)

→ **100%**

of our employees made aware of Rexel's sustainable development commitments

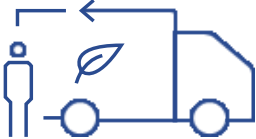


Fostering sustainability in our value chain



**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)

# 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

## PERFORMANCE

### Extra-financial ratings

For investors  
Customer focus



### Transparency for Sustainable Development issues



### International ratings for top Sustainable Development companies

**Corporate Knights**

Ranked 79<sup>th</sup> 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



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# 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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