STRATEGIC UPDATE

OCTOBER 16TH, 2025

TODAY'S SPEAKERS

GUILLAUME TEXIER
Group CEO

LAURENT DELABARRE
Group CFO
Leading China-India Cluster

ROGER LITTLE
USA CEO
Leading North America cluster

NOUR MEJRI
Group Chief Strategy Officer

THOMAS MOREAU
France CEO
Leading FR, NL, IT, UK & IE Cluster

JULIEN NEUSCHWANDER
Group Digital & Marketing Officer

STRATEGIC UPDATE OBJECTIVES

OUTLINE OUR TRANSFORMATION JOURNEY
& recent track record of outperformance

ILLUSTRATE PROGRESS OF OUR STRATEGY
through concrete case studies across Rexel countries

CONFIRM OUR MID-TERM TRAJECTORY
towards accelerated growth & a >7% adjusted EBITA margin

INTRODUCE REXEL EXPO 2025,
showcasing innovation, excellence, and value-added services

AGENDA

1 A RECENT TRACK RECORD OF OUTPERFORMANCE & RESILIENCE

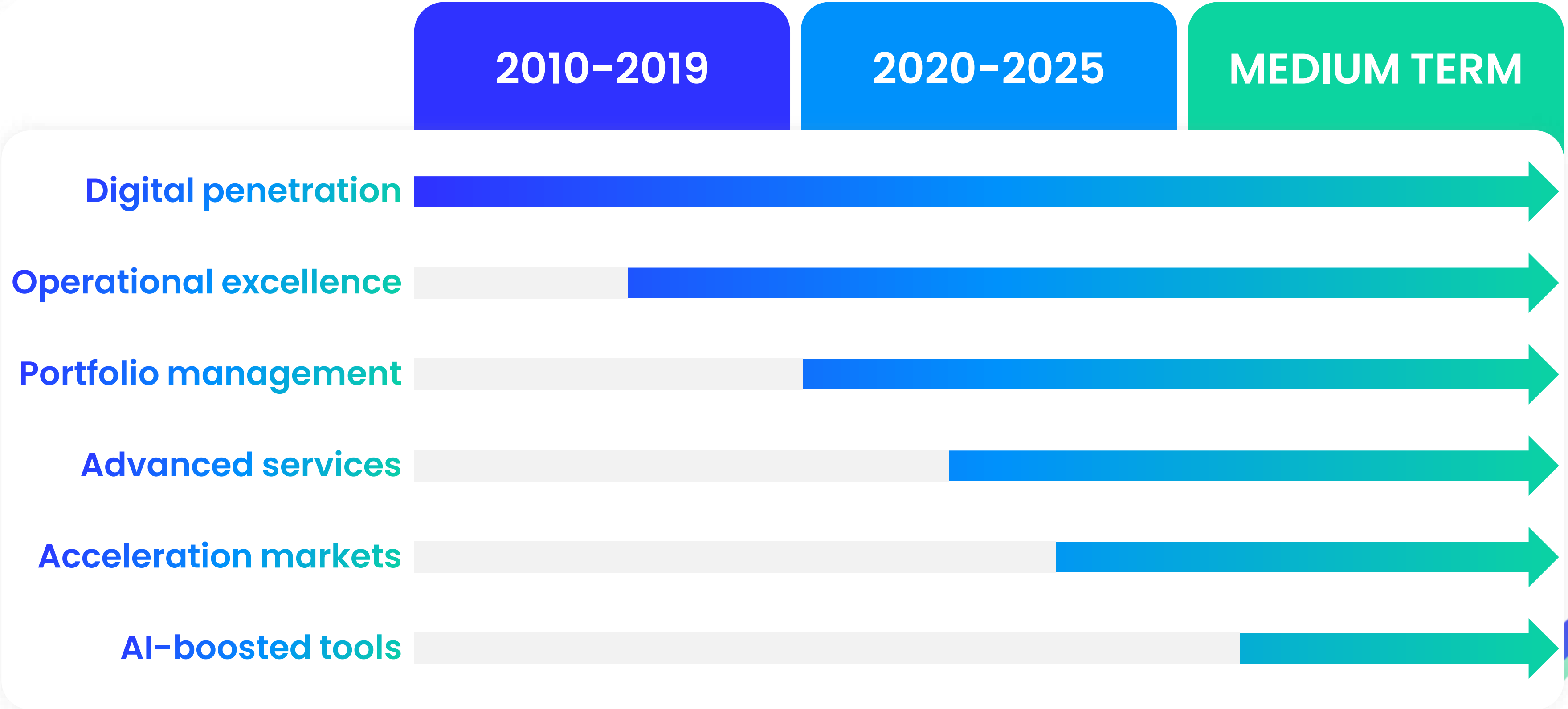
2 PAVING THE WAY TO OUR NEXT LEVEL OF PERFORMANCE

3 CONFIDENCE IN OUR MID-TERM POTENTIAL

1

A RECENT TRACK RECORD OF OUTPERFORMANCE & RESILIENCE

A POWERFUL TRANSFORMATION IN PROGRESS …

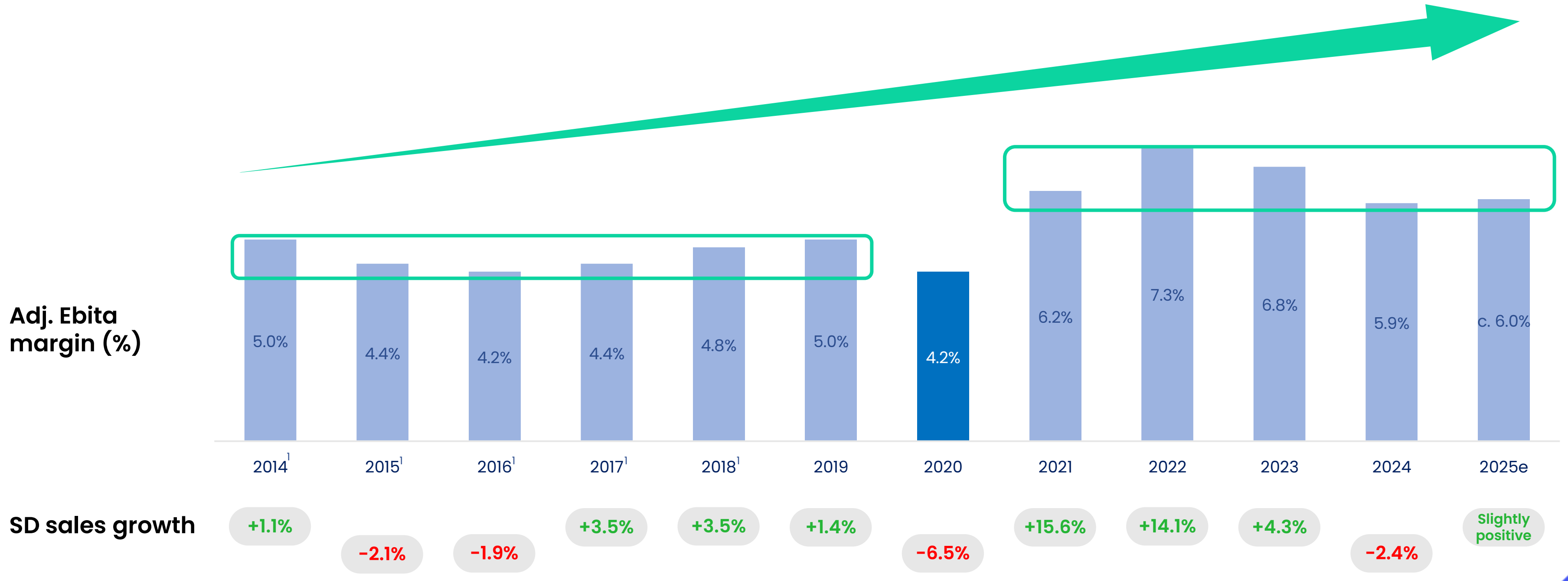


… ENABLING A STEP CHANGE IN PERFORMANCE

	2014-2019		2020-2025
Annual sales growth *(o.w. M&A contr., net of disposal)*	+0.9% –	›	+6.0% +2.1%
Average EBITA margin	4.6%	›	6.1%
Share price[1]	€12	›	€27

[1] *End of period*

A RESILIENT NEW PROFITABILITY LEVEL



[1] *Pre IFRS 16*

FINANCIAL RESULTS DEMONSTRATING STRATEGY IMPACT QUARTER AFTER QUARTER

+3.0%

LFL sales growth in Q3 2025 out of which +7.4% in North-America

Weight of North-America in Rexel grew from 35% to 47% between Q3 2021 and Q3 2025 thanks to acquisitions and market share gains

National US datacenter team set-up in 2023 leading to fast market share gains in this double-digit growth segment

2024 acquisition in the Datacom infrastructure space, since then growing high double digit

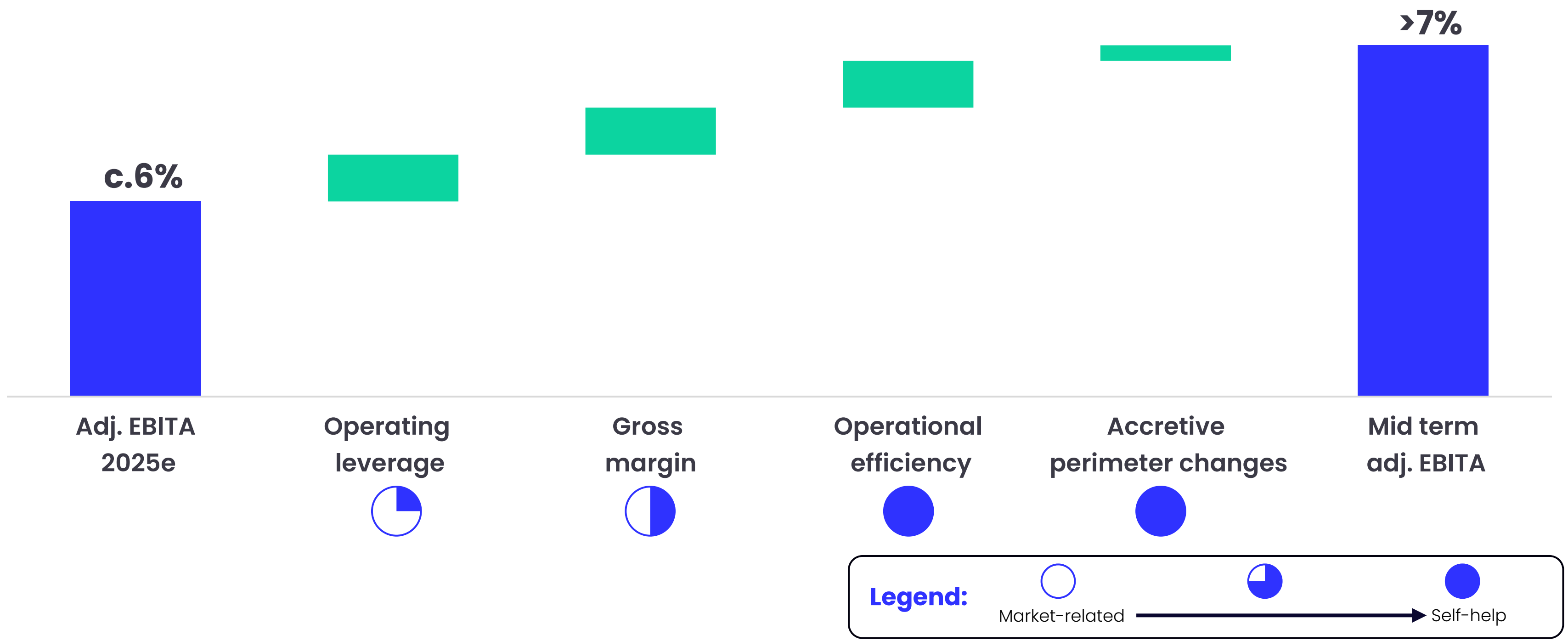
~6% EBITA 2025

profitability in a low cycle environment

To be compared to 4-4.5% in similar low cycle environments between 2010 and 2020 thanks mainly to self help actions

2 PAVING THE WAY TO OUR NEXT LEVEL OF PERFORMANCE

PAVING THE WAY TO ABOVE 7% EBITA MARGIN



ACCELERATE GROWTH & FOSTER DROP-THROUGH MARGIN

ILLUSTRATING OUR SALES GROWTH ACCELERATION DRIVERS

Use Case 1:
The example of **France**

Use Case 2:
Data-based algorithms to boost sales

Use Case 3:
Digital as a differentiator

Use Case 4:
Data centers penetration in the US

Use Case 5:
Broadband infrastructure expansion in NA

REXEL FRANCE OUTPERFORMING THE MARKET

CONVERTING CAPABILITIES INTO MARKET LEADERSHIP

Well-oiled machine: best-in-class supply chain, digital, technical & client expertise, strict KPI driven execution

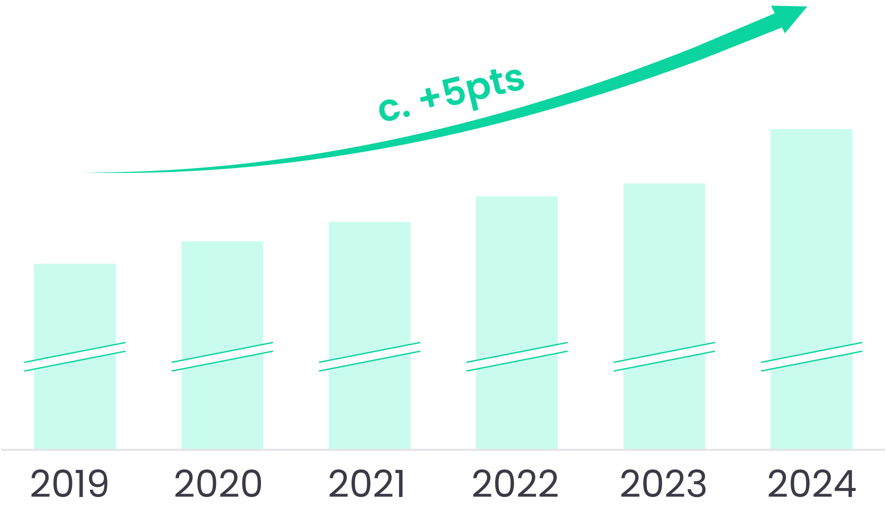
Targeted technical capabilities expert teams on 7 markets allowing customers to be served by specialists

Value added for customers: Rexel's most advanced offering of advanced services

Balanced customer portfolio: addressing all markets inc. proximity, commercial, industry & end-users

CONSISTENLY DELIVERING SUPERIOR PERFORMANCE

ED[1] market share (%)



[1] Electrical distribution

DATA-BASED DECISION-MAKING TOOLS TO OUTPERFORM THE MARKET

SALES ALERTS

Uncover additional sales opportunities based on in-depth analysis of all transaction data by customer type

UP TO
1.2%
additional sales

DEPLOYED IN
10
countries

87%
of Group revenue

BRANCH ASSORTMENT

Optimize assortment available immediately in branches based on big data analysis

UP TO
3%
additional sales in branches

DEPLOYED IN
3
countries

63%
of Group revenue

NEXT BEST OFFER

Suggest tailor made additional products and services based on customer profile and habits

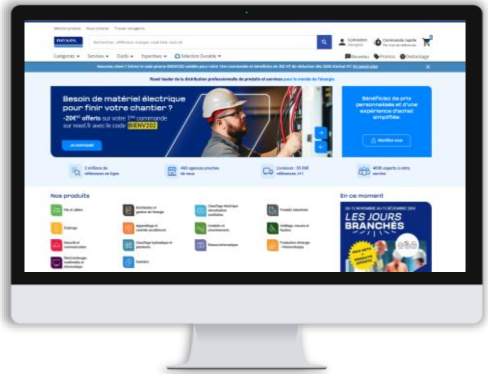
UP TO
2%
share of website revenue

DEPLOYED IN
9
countries

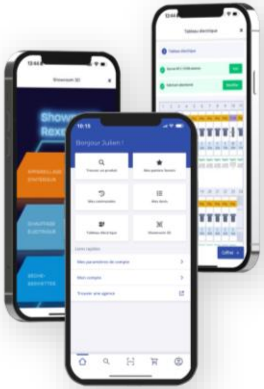
50%
of Group revenue

A PERSONALIZED EXPERIENCE TO DIFFERENTIATE VERSUS COMPETITION

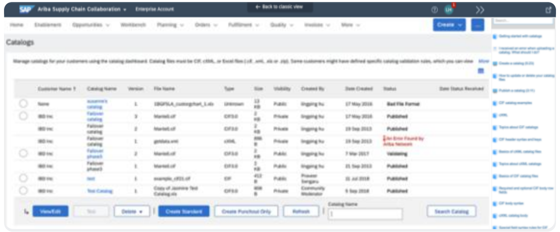
Webshop NEW



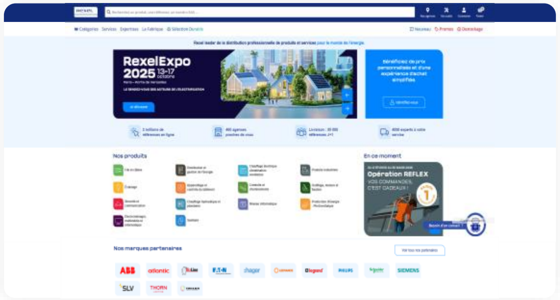
App NEW



EDI & ERP Connectors



Punchout



~60% of our Digital sales

Residential customers

~40% of our Digital sales

Commercial & Industrial customers

LATEST AI-POWERED TECHNOLOGIES AT THE SERVICE OF OUR CUSTOMER EXPERIENCE

Demos you will see during your visit on the expo

ACCELERATING IN THE US MARKET, ACHIEVING C. 50% YTD GROWTH IN 2025

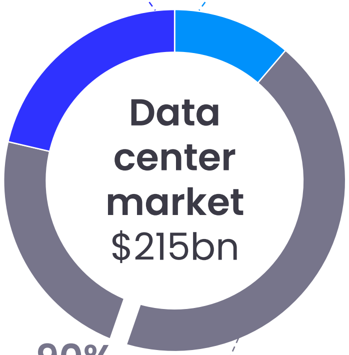
BIGGEST DATA CENTER MARKET WORLDWIDE

40+ GW of **capacity installed**

40%+ **global capacity** share

5% of **national electricity consumption**

OVER 10% OF THE MARKET IS ADDRESSABLE BY DISTRIBUTORS



Legend: *Addressable*

REXEL IS ACCELERATING GROWTH IN THIS MARKET

c. 50%

Rexel US **2025 YTD sales growth**

Illustration of typical projects


Meta in Covington


Google in Colombus

Sources: IEA, EIA, Rexel Analysis

LEVERAGING UNIQUE VALUE PROPOSITION TO SCALE IN THE US MARKET

REXEL UNIQUE VALUE PROPOSITION

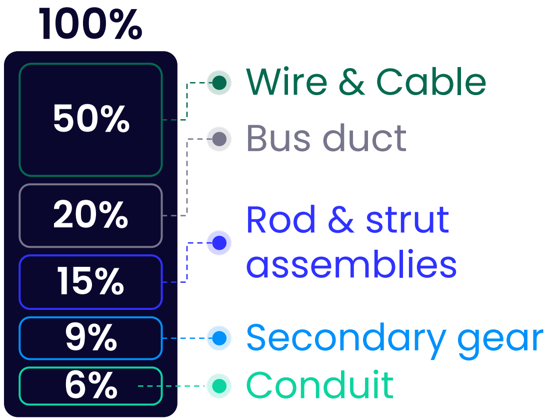
LEVERAGING NATIONAL PRESENCE

- Leveraging branch and DC location **across US**
- Proven capacity to manage **$20m+ project**
- Combining newly created **national accounts** team with **local expertise**
- Adding **150 000 square footage storage capacity** in Reno and Atlanta

+

ENSURING AVAILABILITY ON A WIDE PRODUCT OFFERING

Rexel USA's product mix in DC Electrical Scope (in %)



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BRINGING EXPERTISE & SERVICES

Temporary **near-site warehouses**

Improving **customer efficiency** through Tailored **services**

Prefabrication support incl. panel building

On-site logistics coordination

Sources: Rexel Analysis

BUILDING ON NORTH AMERICA'S STRONG MOMENTUM

SIGNIFICANT MARKET …

Broadband infrastructure, distributor market size[1]

	US	Canada
Total market	$5B	$0,8B
Outside-plant	$4B	$0,6B
Wireless	$1B	$0,2B

… BENEFITING FROM STRONG TAILWINDS

NETWORK[2] UPGRADES

5G mobile subscriptions

316M 2024 → +6% CAGR → 440M 2030E

LARGE PUBLIC FUNDING

$45BN

Federal program for fixed wireless access

TECHNOLOGY INVESTMENTS

2029

$>15Bn in 6G roll-out

[1] 2023 [2] Mobile Networks Operators
Sources: Ericsson, EY-Parthenon Analysis

TALLEY, A UNIQUE VALUE PROPOSITION TO ADDRESS THE MARKET

LEVERAGING FAVORABLE CUSTOMER OUTLOOKS …

MNOs[1] supply chains are shifting towards distribution-led channels

- verizon: MMDD[2] program continues
- AT&T: Network modernization initiative
- uscellular is now part of T Mobile: Shift from OEM-direct to distribution-led model

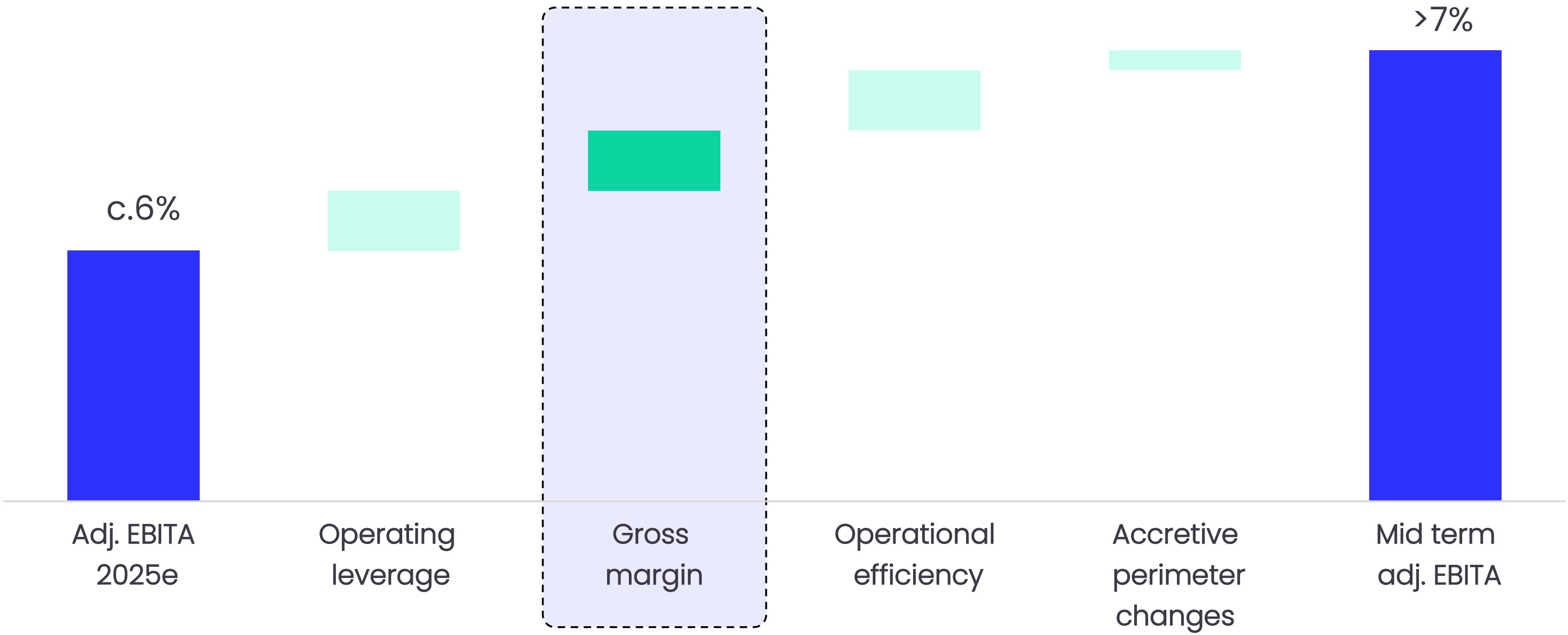
… TO DELIVER GROWTH THROUGH SYNERGIES AND EXPANSION

TALLEY

- Expand electrical solutions to major carriers
- Leverage co-location to boost efficiency & cross-sell opportunities
- Expand on the East Coast of the United States and in Canada
- Accelerate growth with bolt-on acquisitions (e.g., Connectronics)

[1] Mobile Network Operators [2] Minor Material Distributor Direct (MMDD)

ADVANCED SERVICES TO BOOST GROSS MARGIN



SERVICES: TURNING CUSTOMER NEEDS INTO GROWTH AND PROFITABILITY OPPORTUNITIES

POSITIONING SERVICES AS A GROWTH DRIVER

- **Escape price competition** through differentiation
- **Create customer stickiness** with value-added services
- **Unlock new segments** (e.g., software)
- **Generate recurring revenues** to sustain growth

MEETING CUSTOMER NEEDS WITH BEST-IN-CLASS SERVICES

- **Use Case 6:** R+ Managed Inventory Service
- **Use Case 7:** Utilities Services: tailored model
- **Use Case 8:** 360° Customer Portal: all-in-one app
- **Use Case 9:** PANEL BUILDING ENGINEERING SERVICES
- **Use Case 10:** "OPEN" SERVICE: energy efficiency platform

BECOMING THE GO-TO PARTNER FOR PRODUCTIVE INVENTORY CONTROL

OUR CUSTOMERS' CHALLENGE

Productivity by **outsourcing supply chain** management while **ensuring inventory availability**

REXEL'S SOLUTION: Premium logistics solution adapting to every customer

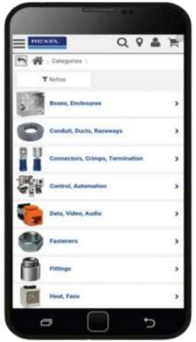
R+MI Essential

real-time stock & pricing, basic reporting, in-house solution

R+MI Enhanced

hardware options, advanced reporting, EDI orders, advanced scanning

R+MI Rexel Managed Inventory



Rexel US Mobile App

DEMONSTRATING EARLY IMPACT[2]

170 accounts onboarded

Synergies with existing digital solutions

[1] Vendor Managed Inventory [2] R+MI launch in 2025

LEVERAGING OUR NETWORK TO UNLOCK VALUE

OUR CUSTOMERS' CHALLENGE

"**Reliable**, on-time **delivery** & **flexibility to manage inventory** & **last-mile execution**"

REXEL'S SOLUTION:

Tailored service model leveraging ...

3 DCs: in Keaton & Kingston

- Kitting & assembly
- Cable cut-to-length
- Cable re-wind & stripping
- Consolidated shipping

Additional Services in DCs and branches

- VMI and CMI[1]
- Cable reel tracking
- Deferred reel program
- Capacity pre-planning

Established supplier partnerships

SADTEM

TE connectivity

PUPI

HORSTMANN GERMANY

[1] *Vendor Managed Inventory and Customer Managed Inventory*

DELIVERING THE RIGHT FEATURES AT THE RIGHT TIME

OUR CUSTOMERS' CHALLENGE

"Simple way to **navigate web portal** for my **online purchases**

REXEL'S SOLUTION: All-in-one app with innovative features

EM.App
+
EM.Buddy

more than AI-Chatbot

- Order history
- EM voice
- Digital entrance control
- Multiple shopping cart
- Order reminder
- End-user mode
- AR multiscanner
- AR-Kombimodul
- AR tape measure
- Scanner

DELIVERING STRONG RESULTS

+800k
app orders in 2024
(~20% of total sales)

+20k
monthly app active users

DELIVERING CERTIFIED TAILOR-MADE PANEL SOLUTIONS

OUR CUSTOMERS' CHALLENGE

Certified, customized, cost-efficient, and **compliant panels** delivered on time

REXEL'S SOLUTION:

In-house automated and integrated panel solutions

- End-to-end panel offer: from design and engineering to implementation
- Comprehensive portfolio: MCC, PLC/DCS, HMI, control panels, etc.
- Proven performance: IP66/NEMA4x, compliant with IEC/NEMA standards
- Integrated management system: safety, quality, and environment standards

Trusted customer relationships

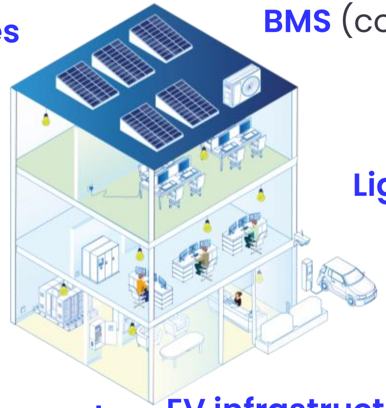
AXALTA, effwa, ZEECO, Aquatech

PIONEERING A NEW GO-TO-MARKET TO DRIVE IMPACT FOR END-USERS

OUR CUSTOMERS' CHALLENGE

Trusted **partner** to reduce **energy consumption** and/or **carbon footprint**

REXEL'S SOLUTION: End-user focused offer combining compliance and efficiency



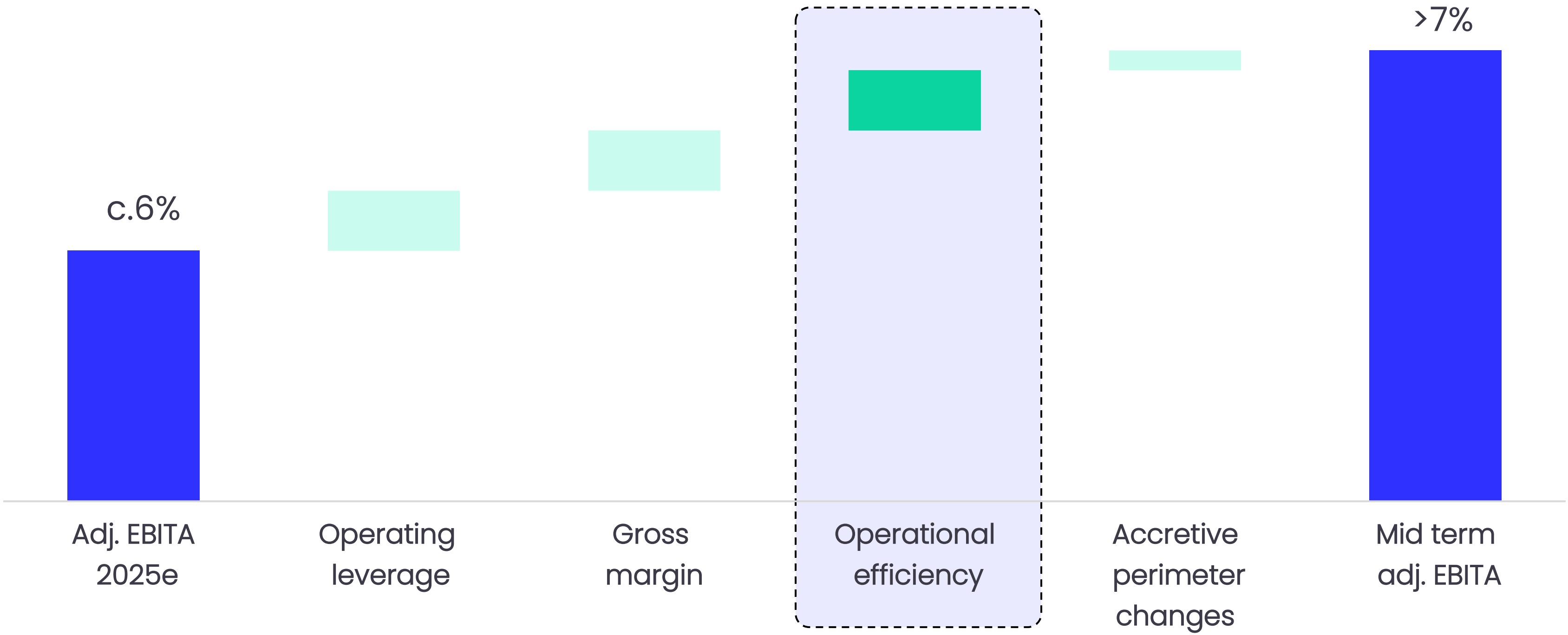
Advanced services : *audits, trainings, financing, energy management*

TRANSLATING INTO VALUE

290.000 buildings addressable market

€48m generated opportunities

STRONG FOCUS ON OPERATIONAL EXCELLENCE



ATTACKING OPERATIONAL EXCELLENCE BY SEVERAL ANGLES

ENHANCING PRODUCTIVITY & BACK-OFFICE EFFICIENCY THROUGH AI

Use Case 11:
AI for inside sales

Use Case 12:
Chatbot expert

ACCELERATING DIGITALIZATION & SUPPLY CHAIN AUTOMATION

Use Case 13:
Supply chain automation

FOCUS ON LOWER PROFITABILITY COUNTRIES

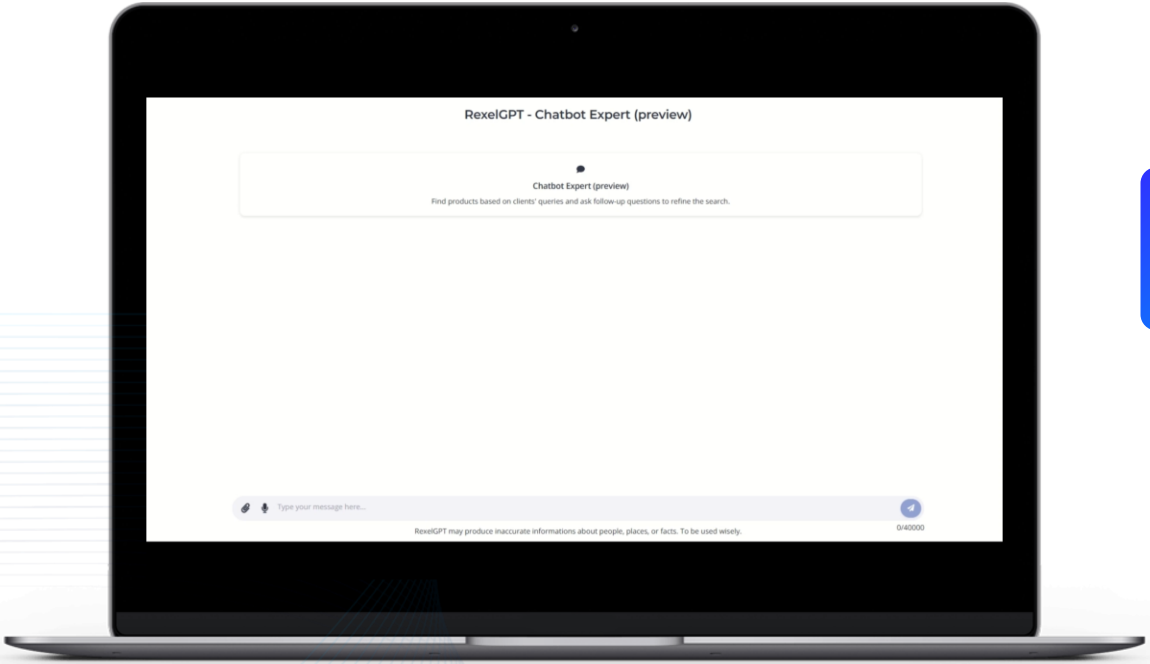
Use Case 14:
Germany and UK focus

10% PRODUCTIVITY POTENTIAL FOR 12 000 REXEL'S EMPLOYEES

Pre sales → Configuration, pricing and quotation → Order management → Customer requests → After sales

Configuration, pricing and quotation	Order management	Customer requests
Quoting & follow-up	Manual order entry & remediation	Email answer and expertise requests
~ 25% OF TIME	**~ 20% OF TIME**	**~ 30% OF TIME**
Product identification & matching quote pre-filling	Automated order integration from various sources	Expert chatbots and Incoming email intent detection

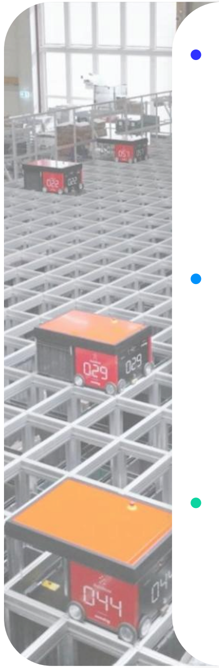
QUOTE AUTOMATION & CHATBOT EXPERT CASE STUDIES: AI AT WORK FOR PRODUCTIVITY



ReXpert Demo

ENHANCING CUSTOMER EXPERIENCE AND OPERATIONAL EFFICIENCY

BUILDING A FLAGSHIP DISTRIBUTION CENTER IN EUROPE …



- **Expanded capacity and storage density**, enabling higher productivity and sustainable growth
- **Enhanced delivery performance**, ensuring reliability and continuity during peak demand with a J+1 promise
- **Strengthened workforce resilience**, mitigating labor dependency and improving safety and working conditions

… WITH TANGIBLE RESULTS

c. +20%
productivity

c. -30%
incidents

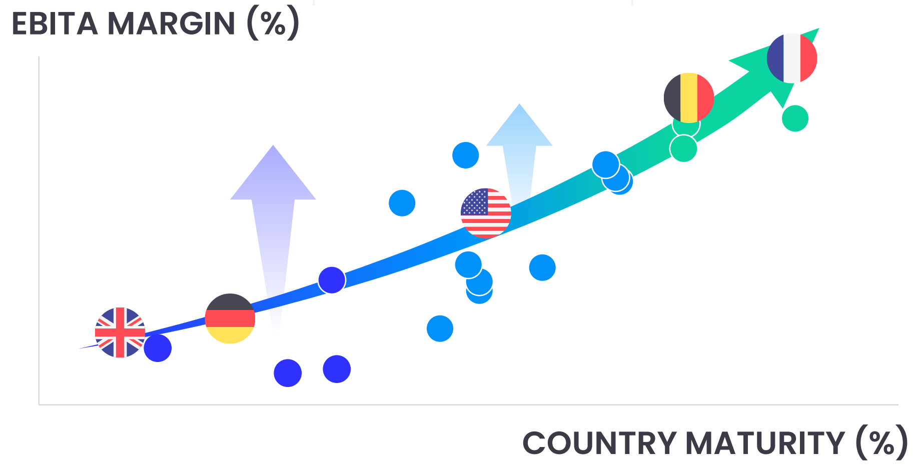
+11pt
DC engagement rate

Unlocking further potential through **supply chain modernization in Europe** (Sweden, Belgium), and **digitization (WMS, TMS) in the US**

LEVERAGING ALL COUNTRIES TO DRIVE PROFITABILITY IMPROVEMENT

UNEVEN COUNTRY PERFORMANCE ...

GOOD	BETTER	BEST-IN-CLASS
4 countries	**10** countries	**3** countries
~10% of Group sales	**~65%** of Group sales	**~25%** of Group sales



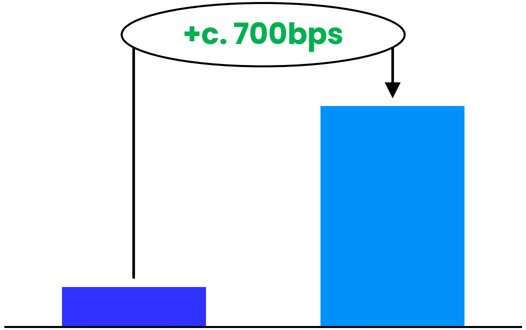
PROFIT IMPROVEMENT PLANS IN GERMANY & UK

	GERMANY	UNITED KINGDOM
Refocus	**Solid platform established 2020-2024** • Strong position in Southern Germany • Sales momentum and market share gains • Good reputation team • Modern logistics set-up including automated DC in Frankfurt in 2024	**Focused sales organization** • **New sales** organization: Streamline **operations** focusing on efficiency • **Aligned customers segment** & pricing rituals fostering Gross Margin improvement
Accelerate	**Strong acceleration of transformation in 2024-2025** • Reset of overheads to adapt to new market level • Margin focus mindset • detailed margin and pricing management • change of sales teams incentives • concentration of suppliers leading to better rebates	• **Product offering revamping:** focusing on growth segments, double down on category expertise • **Logistics reengineered through an automated DC storage opened near London:** Improving delivery servicing, adding capacity, boosting proximity/efficiency
Expand	**German market revovery + stimulus plan** • 1000 b€ stimulus plan over 12 years to benefit Rexel in many ways • Market recovery will generate drop through (-14% in volume since 2023)	• **Rotate branch portfolio:** Closed 40 small & inefficient branches. Refocusing on DC servicing and larger branches

PROFIT IMPROVEMENT: AN EXCELLENT PAST TRACK RECORD OF COUNTRIES TURNAROUNDS

BELGIUM
over 7 years

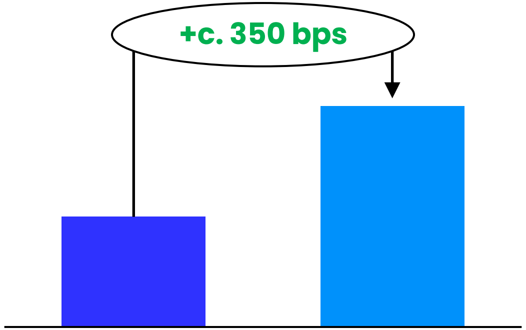
EBITA margin (%)



- Margin and pricing focus
- Digital penetration
- Organizational changes

FRANCE
over 5 years

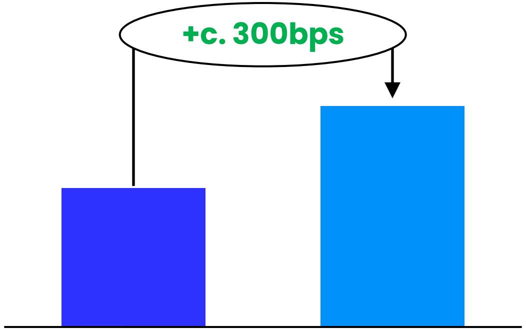
EBITA margin (%)



- Supply chain excellence
- Advanced services
- Constant model optimization

UNITED STATES
over 5 years

EBITA margin (%)



- Organizational and key talent changes
- Customer focus (branches, inventory)
- Supplier relations, pricing and margin focus

M&A TO CONSOLIDATE THE PORTFOLIO

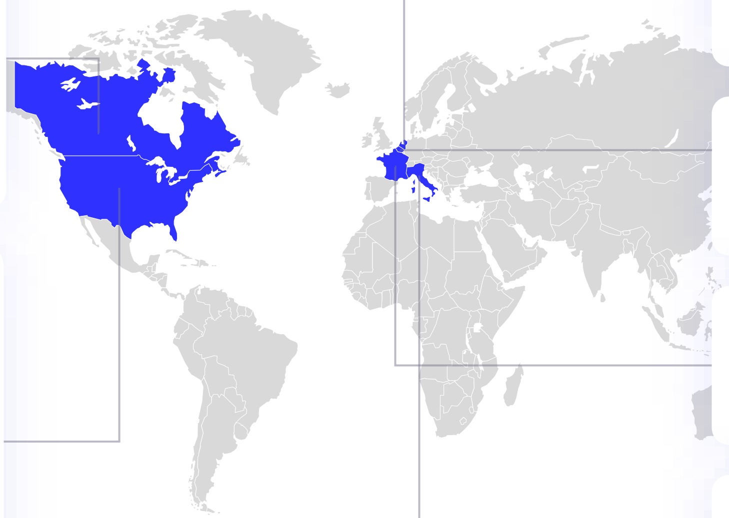
RESHAPING PORTFOLIO WITH M&A: €2.8BN SALES ACQUIRED SINCE 2021

WESCO UTILITY
LTL
Jacmar

APEX AUTOMATION

Winkle
VES VALLEY ELECTRIC SUPPLY
WARSHAUER Electric Supply
TECHE Electric Supply
SCHWING ELECTRICAL SUPPLY CORP.
ESI ELECTRICAL SUPPLIES, INC.
MAYER

HORIZON SOLUTIONS
Buckles-Smith
TALLEY
CONNECTRONICS



WASCO

trilec
PISCAER ELEKTRO-GROOTHANDEL

MAVISUN MON ÉNERGIE PROPRE
iTESA
MobilityWork
freshmile

TECNO BI

Legend: Consolidation | High-growth adjacent segment | Advanced services

TRILEC, A STRATEGIC ACQUISITION TO STRENGTHEN MARKET PRESENCE

trilec ACQUISITION …

YOUR ELECTROTECHNICAL DISTRIBUTOR

€80m | sales acquired

15 | branches integrated (o.w., 13 in Flanders)

1 | DC added in Erpe Mere

… DELIVERED SIGNIFICANT MARKET SHARE GAIN & SYNERGIES

Reinforced footprint

Expanding in Flanders with **rebranded branches and a denser network** (51 branches in total) by integrating the 3rd largest player

Increased logistics capabilities

Upgrading supply chain with a **new DC for cable cuts** and multi-energy solutions, easing congestion at Marquain

Generated synergies

Simplifying processes via purchasing, IT, branch rationalization, and **improved negotiation of transportation costs**

DENSIFYING NORTHEAST FOOTPRINT THROUGH TWO ACQUISITIONS

Rexel Locations

Warshauer Locations

Schwing locations

$200m sales acquired

10 branches added

Improving customer experience

- **A 50 branches** network in the region
- Expanding Schwing customer base to **large contractors**
- Adding **project expertise** to their proximity model

Optimizing logistics and supply chain

- **Consolidating back-offices** functions
- Extracting **the best purchasing conditions**
- **Adding inventory** in key branches (ie Philadelphia)
- Using **Rexel DC** in the region
- **ERP migration in 2026** to further optimize inventory management

WITH WASCO, BUILDING THE ONE-STOP-SHOP IN THE NETHERLANDS

ACHIEVEMENTS TO DATE: EXPANDED FOOTPRINT

Acquiring **€540M sales**

Further increasing **digital penetration (60% of sales)**

Adding **35 branches**

Adding **2 DCs**

AMBITION: TOWARDS ONE STOP SHOP ELECTRICAL & HVAC IN RESIDENTIAL & COMMERCIAL

STEP 1: as-is synergies & assessments

- Implementing **cross-selling**
- Mutualizing **transportation operations**

STEP 2: full integration

- Realizing **full potential** of cross-selling **on the residential market**
- Expanding into **commercial market**
- Optimizing **branches footprint**
- Reinforcing value proposition with **innovative services**
- Mutualizing **IT systems**

MID-TERM AMBITIONS

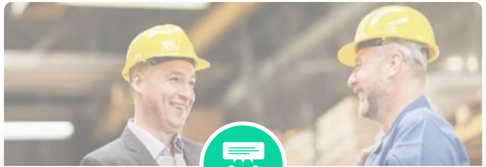
€1bn+ total sales in the Netherlands

40% residential market share

TECNO BI, A PLATFORM TO SCALE IN AUTOMATION

€35m TECNO BI turnover

2nd **Largest European market** for IA and ED



STRENGTHEN OUR PRESENCE IN ITALY

Gaining access to over **10,000 customers** and **exclusive brands of HMI, Industry 4.0, Drive solution & factory automation**

WEINTEK TOSHIBA APLEX Technology

CONSOLIDATE OUR LOCAL EXPERTISE

Building on a network of **local hubs & an agent network of 34 experts** to provide HMI programming, robotics, cyber expertise

COMPLEMENTARITY IN SEGMENTS

Balanced mix in **HMI & VFD segments complementing** Rexel' mix, which is stronger in PLC, Security, Sensors, & complementary offers

Leveraging Tecno BI acquisition to drive **ambitious midterm objectives**, targeting **+50% sales growth in the Industrial market**

3 CONFIDENCE IN OUR MID-TERM POTENTIAL

AXELERATE 28, A NEW STRATEGIC PLAN

A PLAN WITH FOUR PILLARS…

1. PEOPLE & TALENT
2. OPERATIONAL EXCELLENCE
3. GROWTH & EXPANSION
4. ADVANCED SERVICES

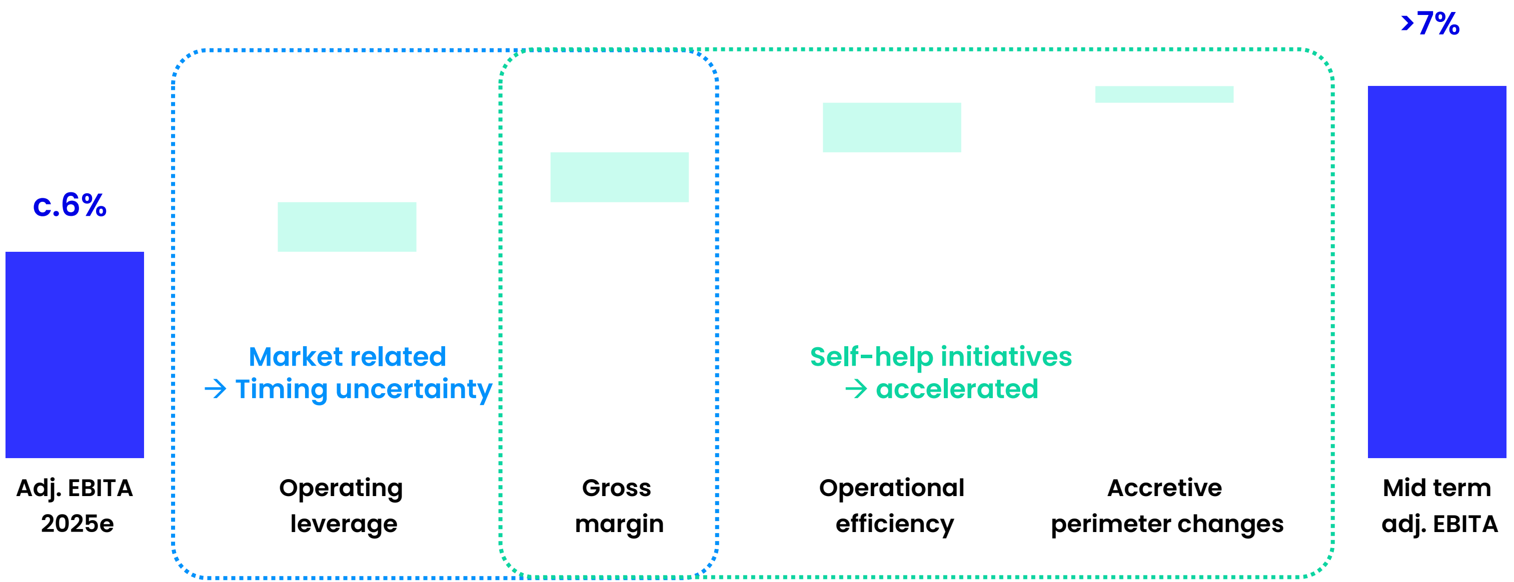
… LAUNCHED TO UNLOCK MORE:

CONTINUITY
A continuation of PowerUp25 with selected initiatives

ENGAGEMENT
re-energizing the organization around the goals

AGILITY
Responding to market changes with confidence to reach mid-term targets

MID-TERM AMBITIONS CONFIRMED



→ Market-related cyclical recovery potential but timing uncertain
→ Offset by accelerated self-help action plans e.g.; Axelerate28

Q&A SESSION

THANK YOU

The Group is exposed to fluctuations in copper prices in connection with its distribution of cable products. Cables accounted for approximately 16% of the Group's sales and copper accounts for approximately 60% of the composition of cables. This exposure is indirect since cable prices also reflect copper suppliers' commercial policies and the competitive environment in the Group's markets. Changes in copper prices have an estimated so-called "recurring" effect and an estimated so called "non-recurring" effect on the Group's performance assessed as part of the monthly internal reporting process of the Rexel Group: i) the recurring effect related to the change in copper-based cable prices corresponds to the change in value of the copper part included in the sales price of cables from one period to another. This effect mainly relates to the Group's sales; ii) the non-recurring effect related to the change in copper-based cable prices corresponds to the effect of copper price variations on the sales price of cables between the time they are purchased and the time they are sold, until all such inventory has been sold (direct effect on gross profit). Practically, the non-recurring effect on gross profit is determined by comparing the historical purchase price for copper-based cable and the supplier price effective at the date of the sale of the cables by the Rexel Group. Additionally, the non-recurring effect on EBITA corresponds to the non-recurring effect on gross profit, which may be offset, when appropriate, by the non-recurring portion of changes in the distribution and administrative expenses. The impact of these two effects is assessed for as much of the Group's total cable sales as possible, over each period. Group procedures require that entities that do not have the information systems capable of such exhaustive calculations to estimate these effects based on a sample representing at least 70% of the sales in the period. The results are then extrapolated to all cables sold during the period for that entity. Considering the sales covered. the Rexel Group considers such estimates of the impact of the two effects to be reasonable. This document may contain statements of future expectations and other forward-looking statements. By their nature, they are subject to numerous risks and uncertainties, including those described in the Universal Registration Document registered with the French Autorité des Marchés Financiers (AMF) on March 10, 2025 under number D.25-0084. These forward-looking statements are not guarantees of Rexel's future performance, Rexel's actual results of operations, financial condition and liquidity as well as development of the industry in which Rexel operates may differ materially from those made in or suggested by the forward-looking statements contained in this release. The forward-looking statements contained in this communication speak only as of the date of this communication and Rexel does not undertake, unless required by law or regulation, to update any of the forward-looking statements after this date to conform such statements to actual results to reflect the occurrence of anticipated results or otherwise.

The market and industry data and forecasts included in this document were obtained from internal surveys, estimates, experts and studies, where appropriate, as well as external market research, publicly available information and industry publications. Rexel, its affiliates, directors, officers, advisors and employees have not independently verified the accuracy of any such market and industry data and forecasts and make no representations or warranties in relation thereto. Such data and forecasts are included herein for information purposes only.

This document includes only summary information and must be read in conjunction with Rexel's Universal Registration Document registered with the AMF on March 10, 2025 under number D.25-0084, as well as the financial statements and consolidated result and activity report for the 2024 fiscal year which may be obtained from Rexel's website (www.rexel.com).