

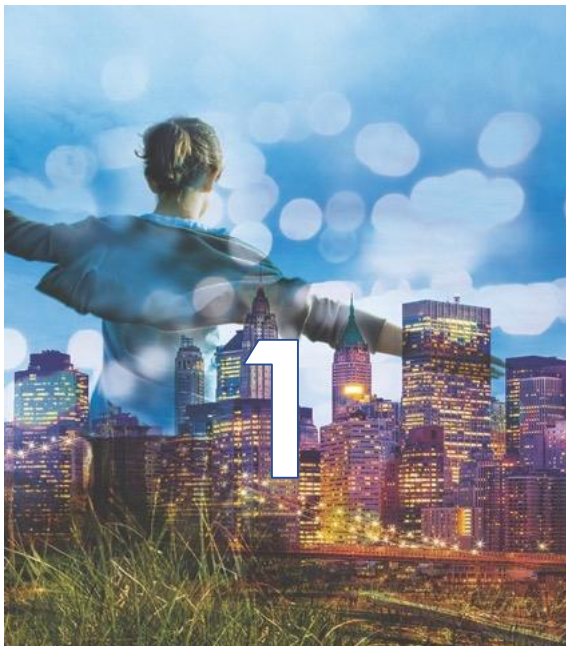
# Rexel

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

13/02/2019

**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



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# 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

13.37  
Sales  
€ billion

650,000  
Active customers

26  
Countries

x2

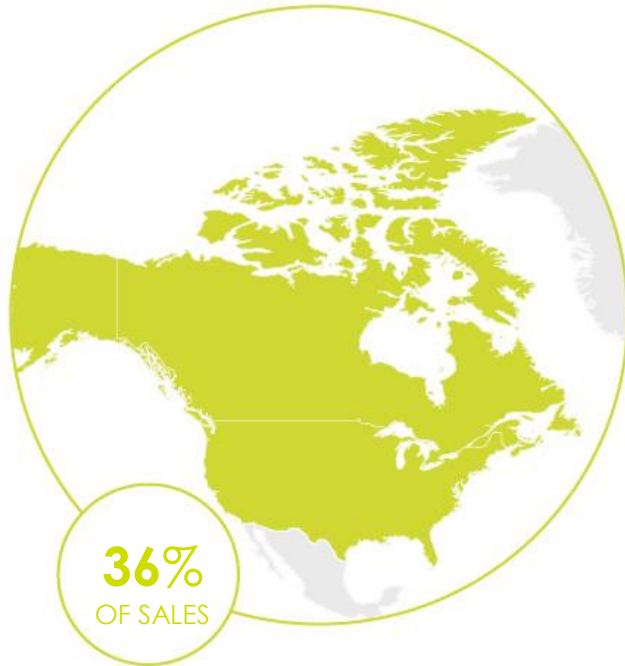
Sales of energy efficiency products and solutions (since 2011)

2.1 € billion  
Digital sales  
(webshops + EDI)

27,000  
Employees



# Three main business regions



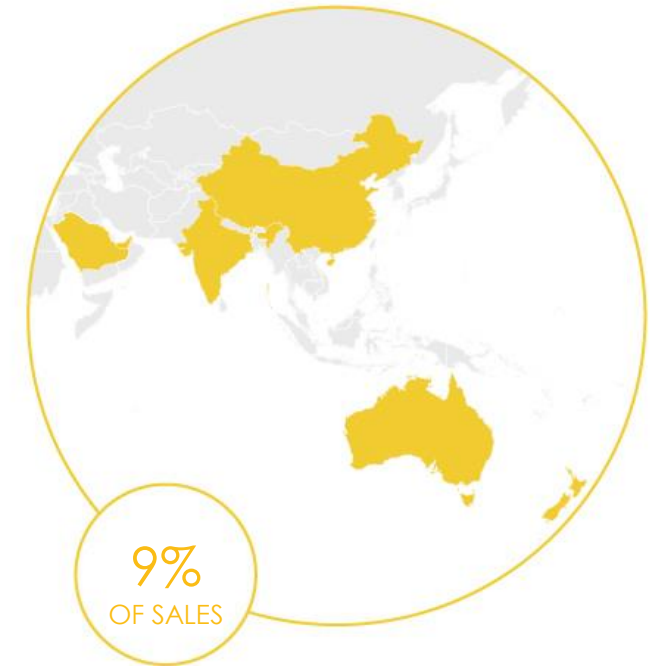
## North America

- Canada, United States



## Europe

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



## Asia-Pacific

- Australia, China (incl. Hong Kong), India, New Zealand, Saudi Arabia, United Arab Emirates

# Solid fundamentals

# 60%

Group sales achieved in countries where Rexel has a market share over 15%

Adjusted EBITA

# 4.6%

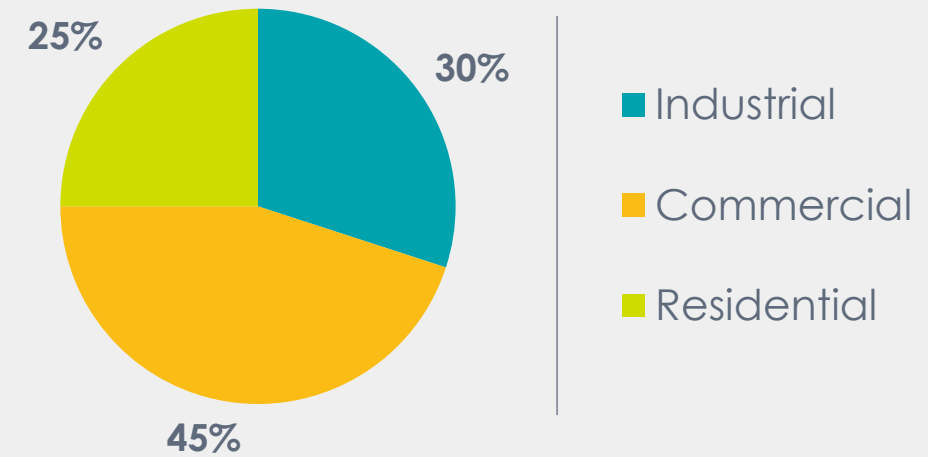
of sales  
(€608.3 million)

Gross margin

# 24.7%

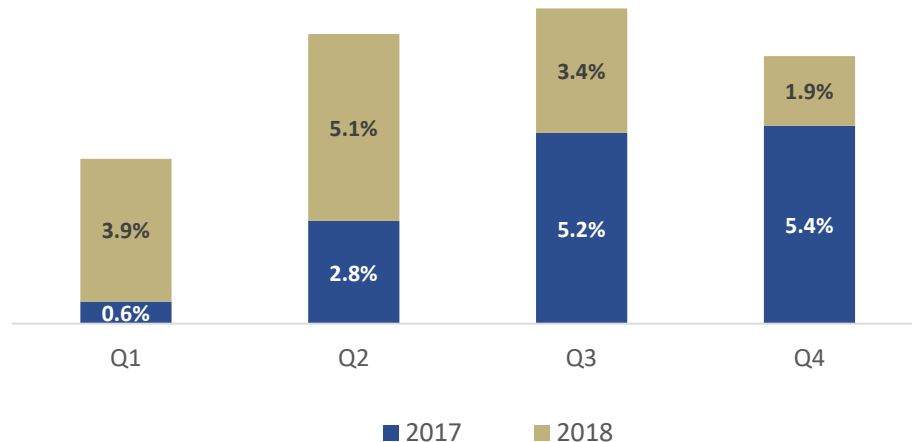
of sales

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



## Organic growth

On a constant & same-day basis

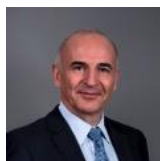


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# The Executive Committee and the Board of Directors

## EXECUTIVE COMMITTEE

### GROUP FUNCTIONS



**Patrick Berard**  
Chief Executive Officer



**Laurent Delabarre**  
Group Chief Financial Officer



**Sébastien Thierry**  
General Secretary and  
Secretary of the Board of  
Directors



**Frank Waldmann**  
Group Human Resources  
Director



**Nathalie Wright**  
Group Digital and IT  
Transformation Director

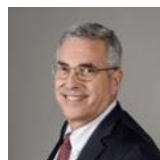
### BUSINESS OPERATIONS



**Patrick Berard**  
Europe  
General Manager



**John Hogan**  
United Kingdom  
General Manager



**Jeff Baker**  
CEO Rexel USA



**Eric Gauthier**  
CEO Rexel  
Asia-Pacific

## BOARD OF DIRECTORS

17/02/2017

**Ian Meakins\***

Chairman of the Board of Directors

**François Henrot\***

Deputy Chairman of the Board of Directors  
Senior Independent Director

**Fritz Fröhlich\***

Chairman of the Audit and Risk Committee

**Agnès Touraine\***

Chairman of the Compensation Committee

**Hendrika Verhagen\***

Chairman of the Nomination Committee

**Marcus Alexanderson**

**Patrick Berard**

**Julien Bonnel\*\*\***

**Thomas Farrell\***

**Elen Phillips\***

**Maria Richter\***

**François Auque**

Observer of the Board of Directors

**40%** Directors are women\*\*

**80%** Independent Directors\*\*

\*Independent members

\*\*Excluding Directors representing the employees

\*\*\*Director representing the employees — 8

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# Our business

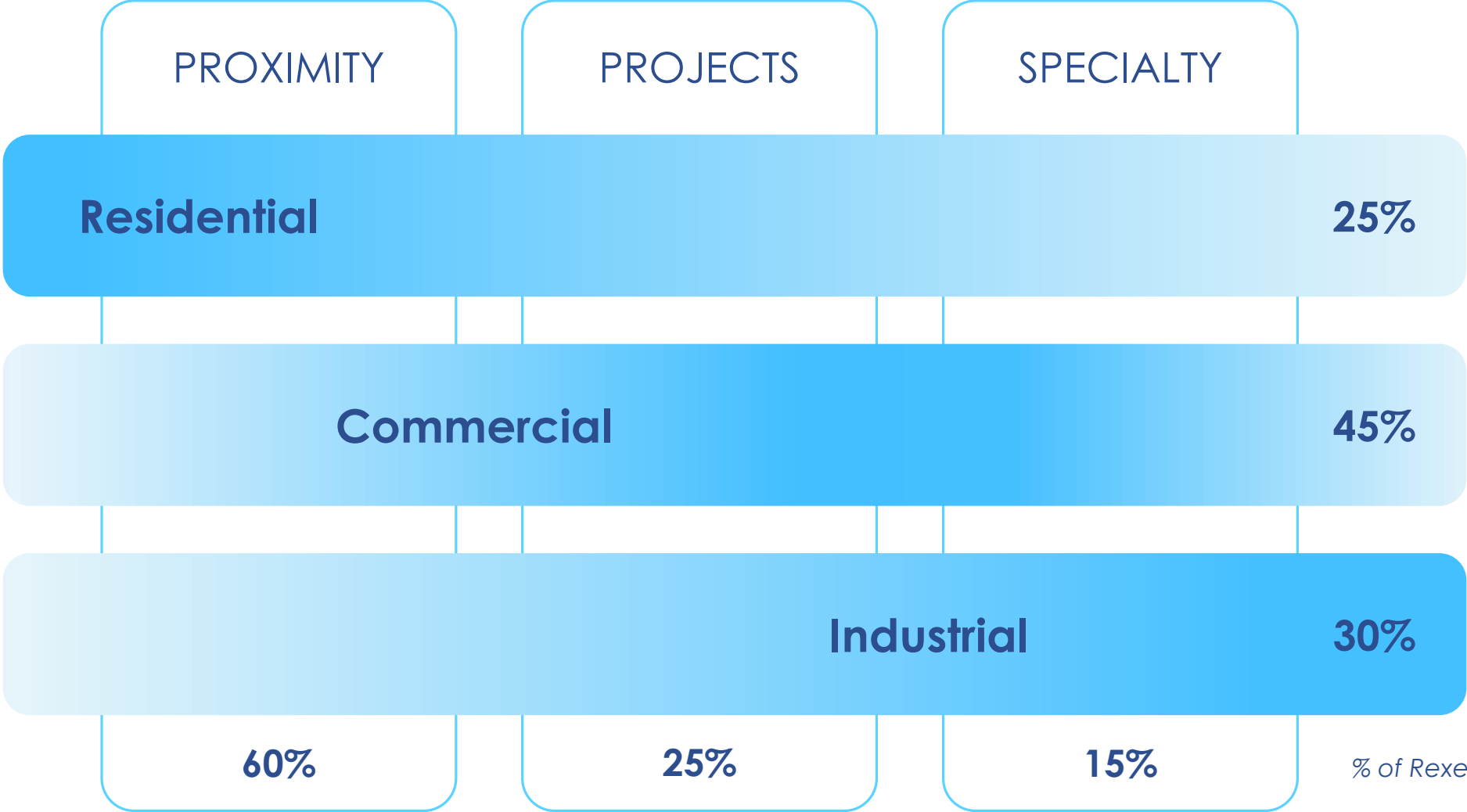
A multi-specialist & multi-channel partner

# 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 2017*



# 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.

**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



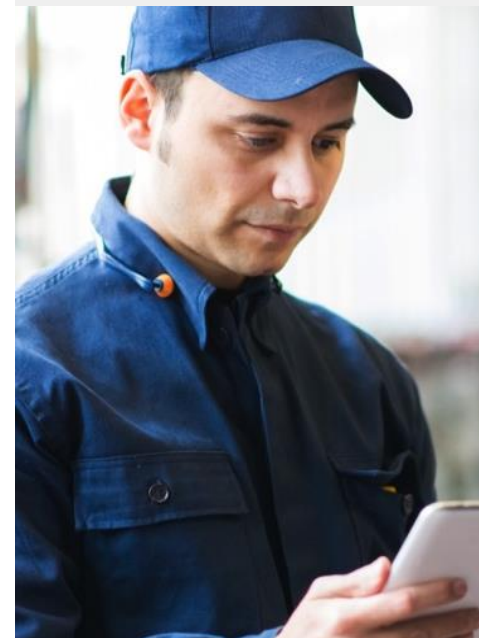
Technical advice



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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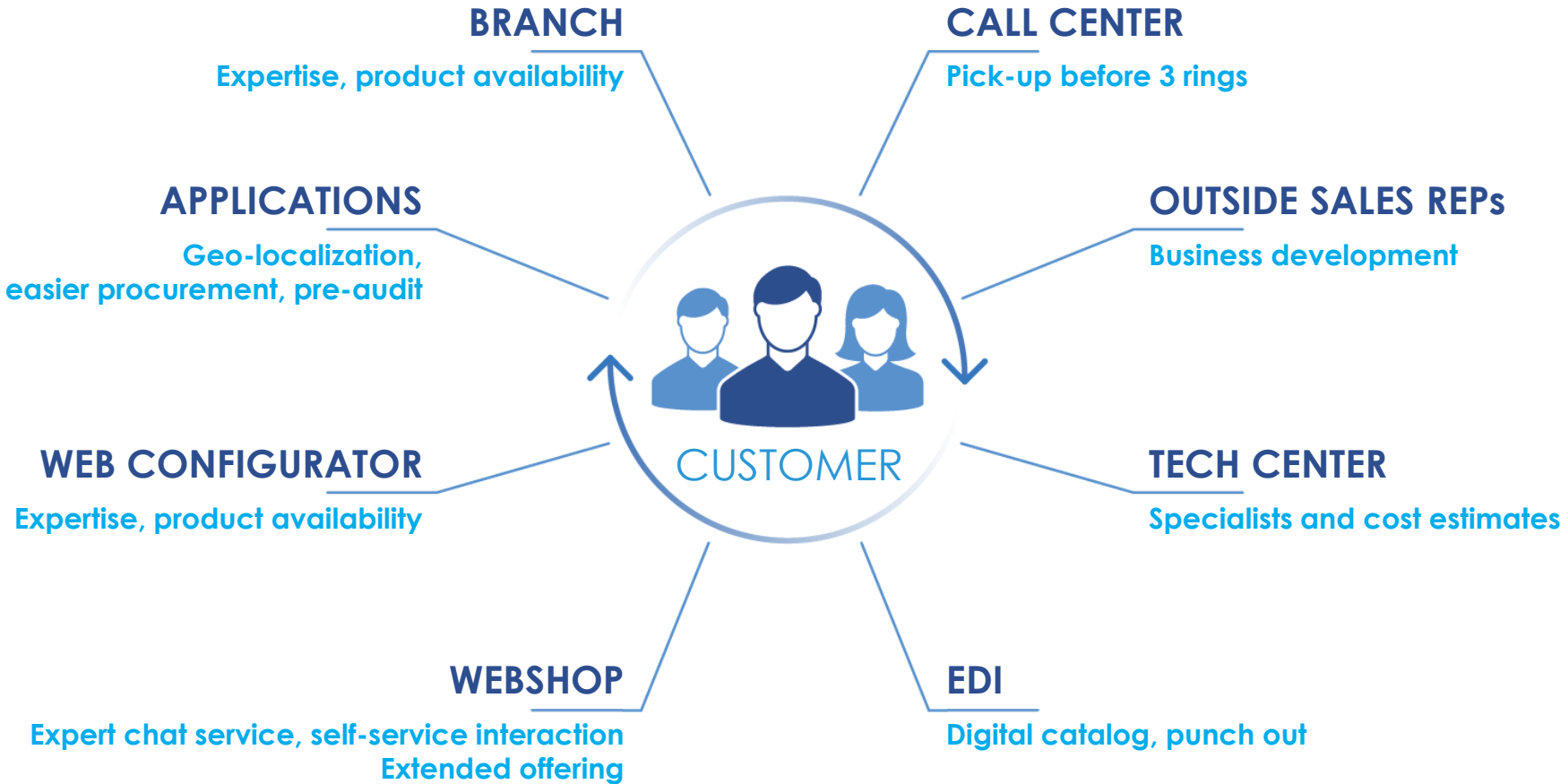


**Capitol Light** delivers expertise in the optimization of energy for lighting supplied to store chains, hotels, restaurants...



# 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.

- 104 logistic structures (distribution centers and hub branches) 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 2018, Rexel recorded €2.1 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)

2018 Group  
Webshop Sales

**€1.3bn**



# 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

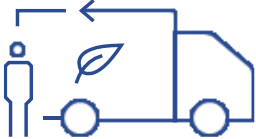


Fostering sustainability in our value chain



**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



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## PERFORMANCE

### Extra-financial ratings

- For investors
- Customer focus



FTSE4Good



Dow Jones  
Sustainability Indexes



### Transparency for Sustainable Development issues



The Rexel Foundation  
for a better energy future



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



Operating in  
**21** countries



Supported projects

**70**



over **150,000**  
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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