

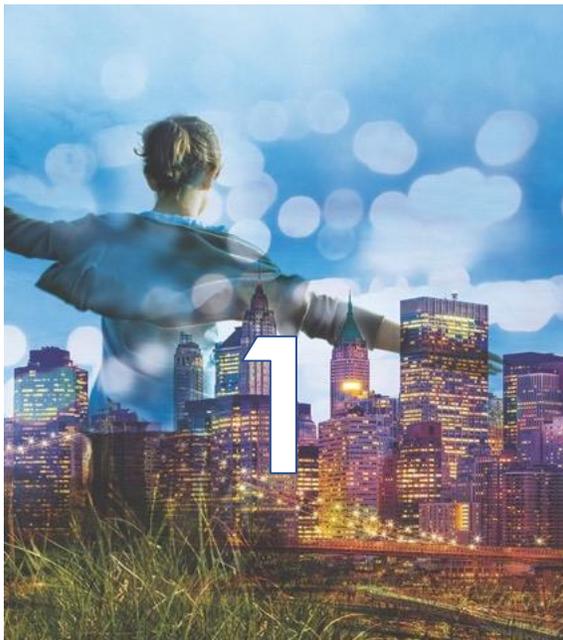
Rexel

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

30/04/2019

REXEL

a world of energy



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Our business

A multi-specialist &
multi-channel partner



Our commitments

For a better energy
future



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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



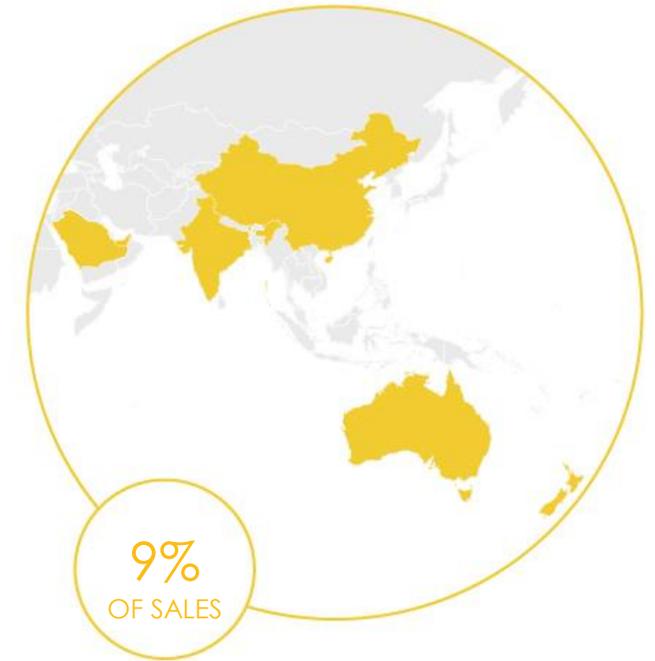
North America

- 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%

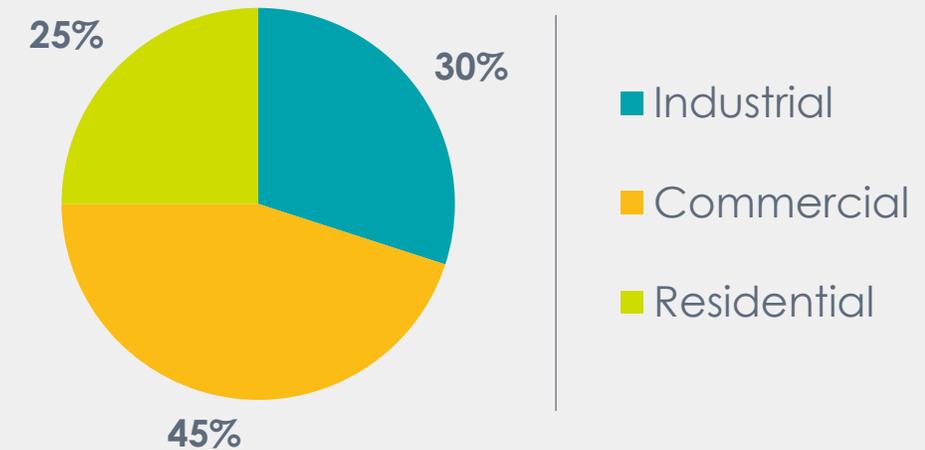
of sales
(€608.3 million)

Gross margin

24.7%

of sales

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



Organic growth

On a constant & same-day basis



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



Jeff Baker
CEO Rexel USA



Eric Gauthier
CEO Rexel
Asia-Pacific



Pierre Benoît
CEO Rexel
UK/Ireland – Benelux



Roger Little
CEO Rexel
Canada



Nathalie Wright
CEO Rexel Nordics

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

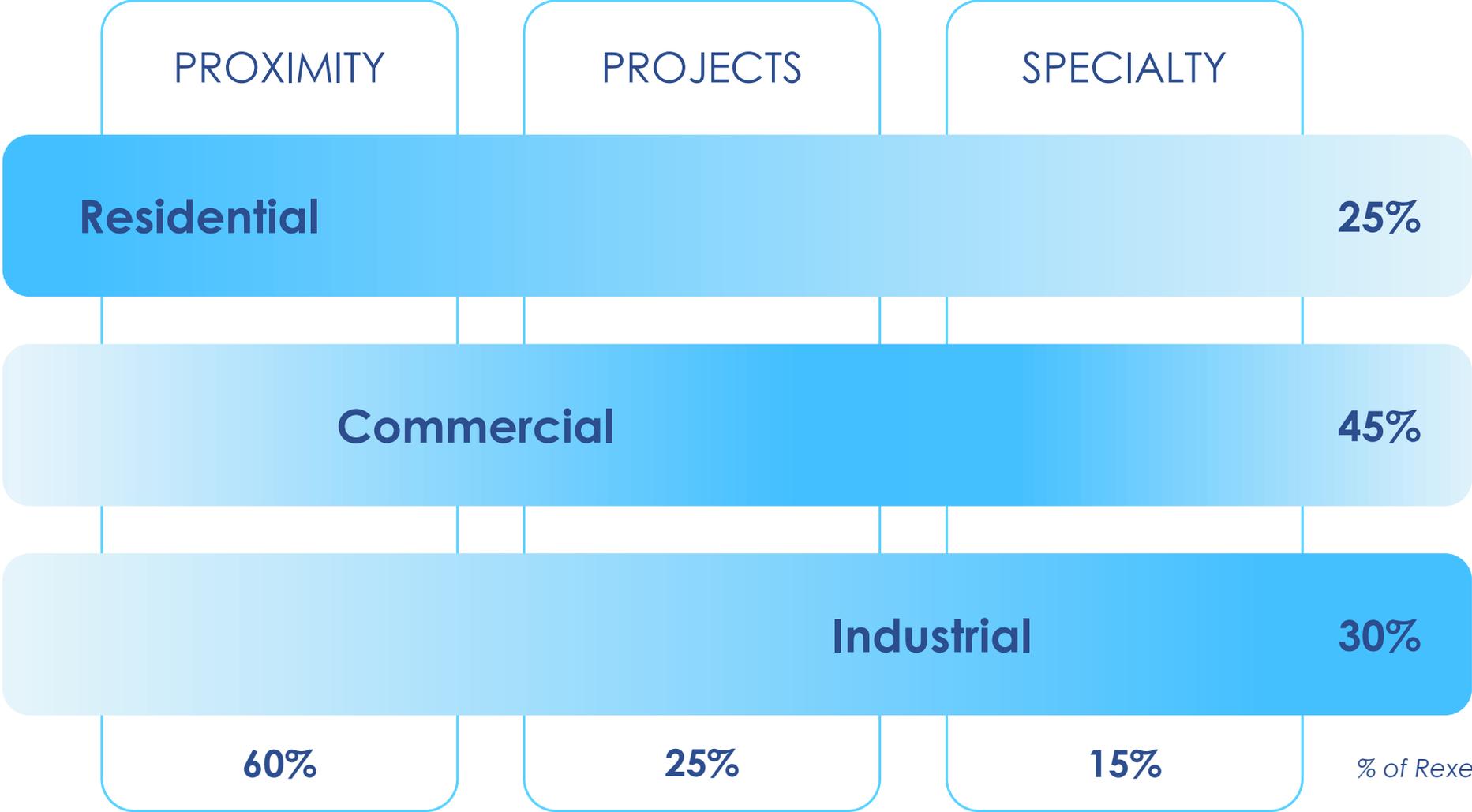
A multi-specialist & multi-channel partner

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



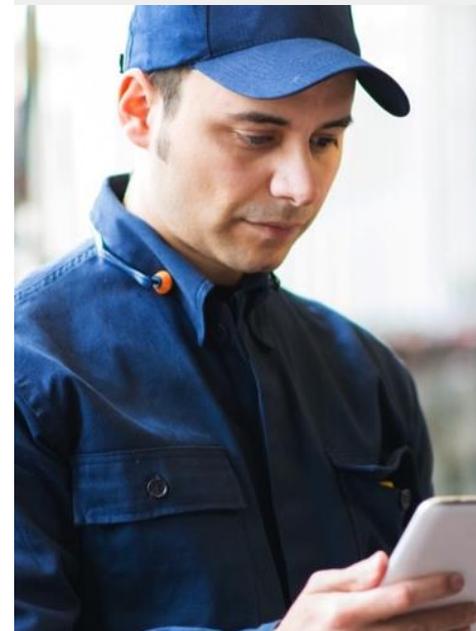
Technical advice



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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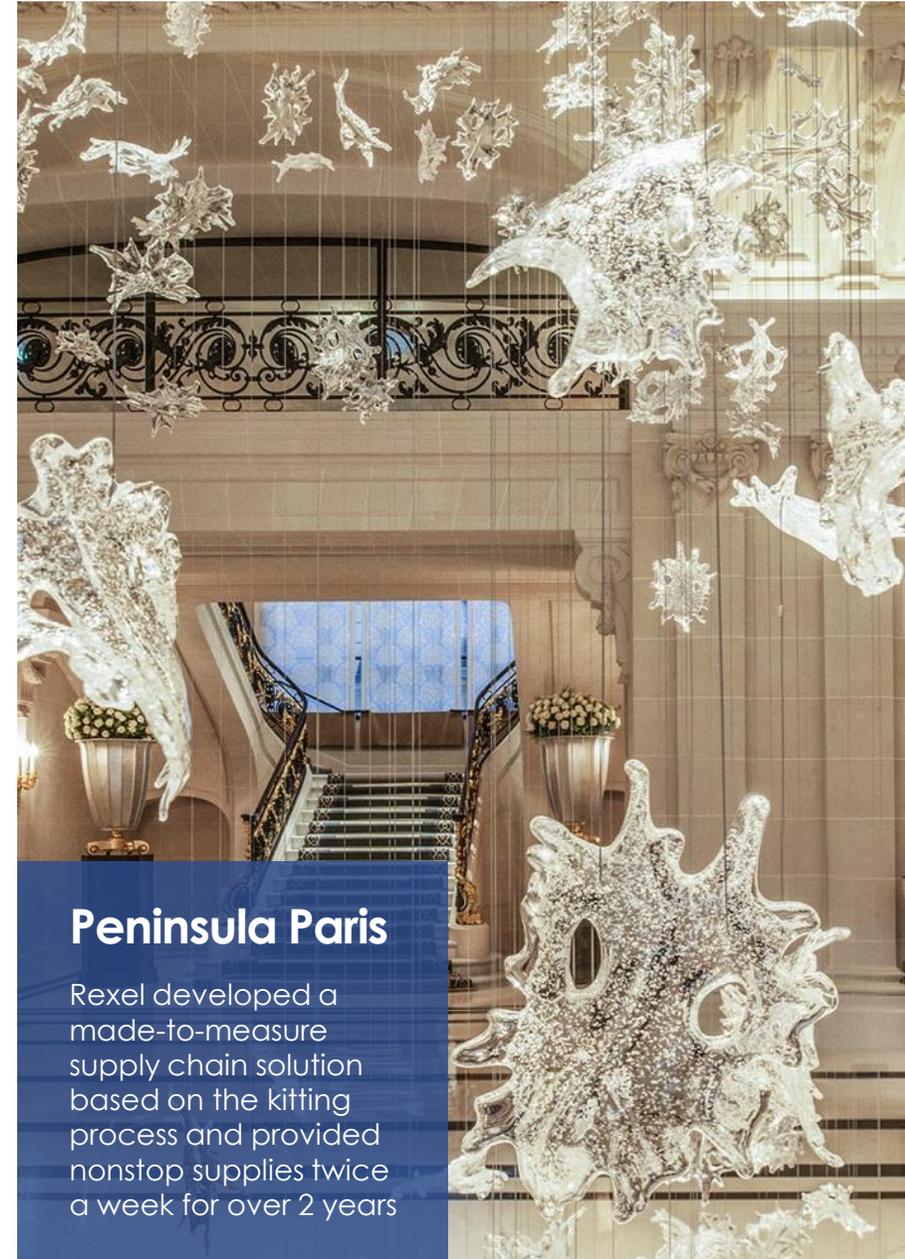
PROJECTS // Managing complexity and optimizing the supply chain

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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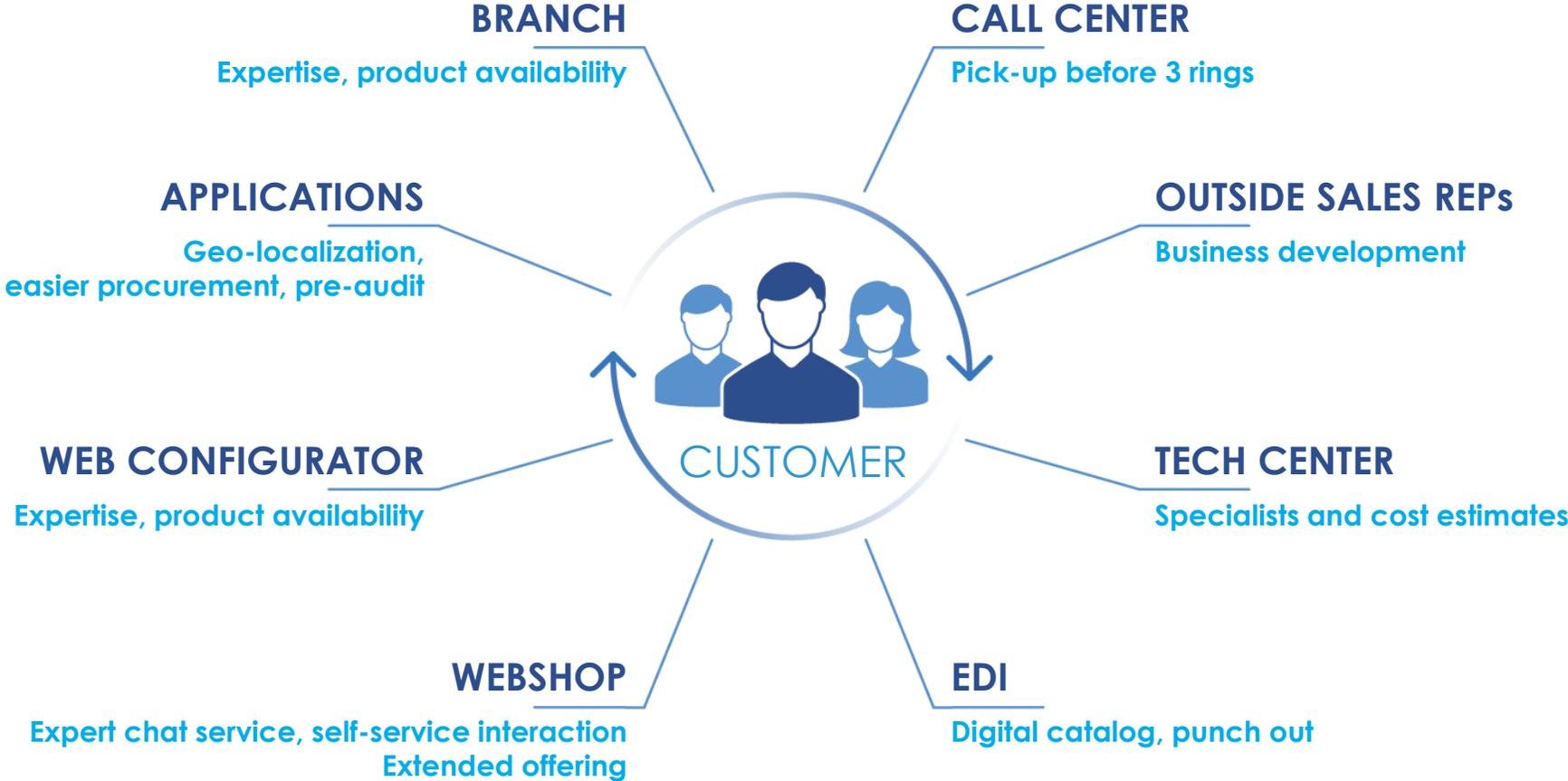


Capitol Light delivers expertise in the optimization of energy for lighting supplied to store chains, hotels, restaurants...



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



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500,000
Orders processed daily

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



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

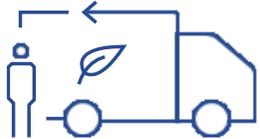


Fostering sustainability in our value chain



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



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
20 countries



Supported projects

70



over **165,000**
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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