

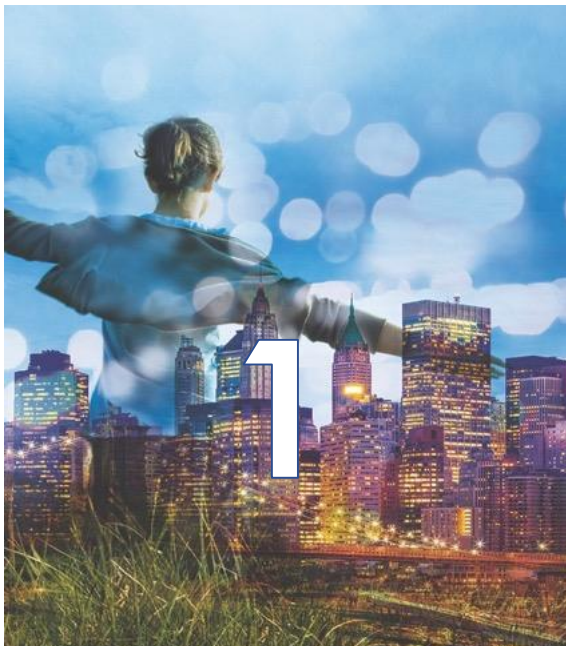
Rexel

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

29/10/2019

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



a world of energy



Rexel

A world of energy



a world of energy

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

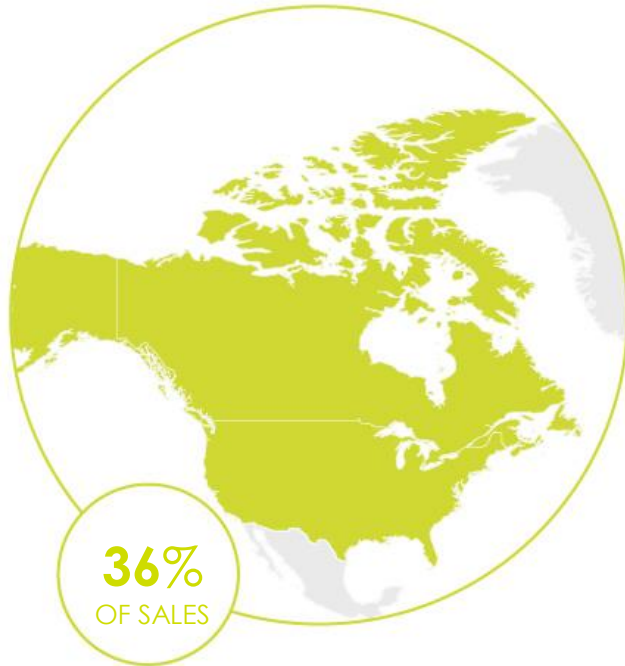
Sales of energy efficiency products and solutions (since 2011)

2.1 € billion
Digital sales
(webshops + EDI)

27,000
Employees



Three main business regions



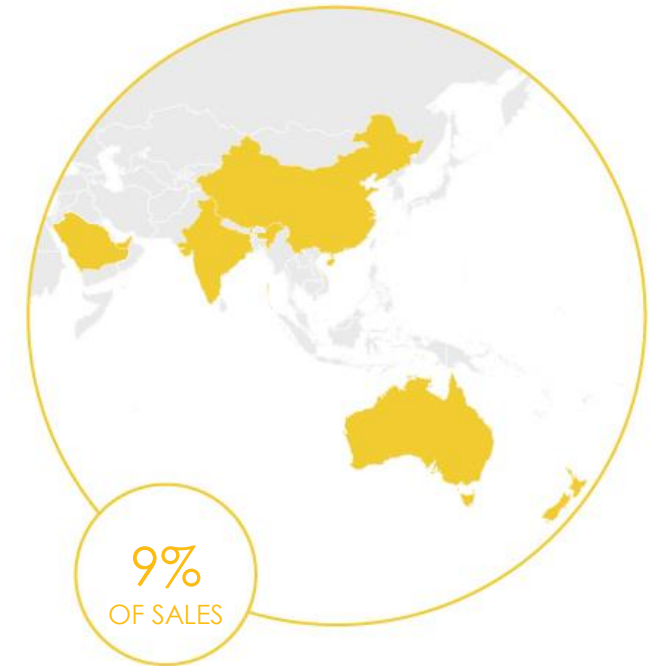
North America

- 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%

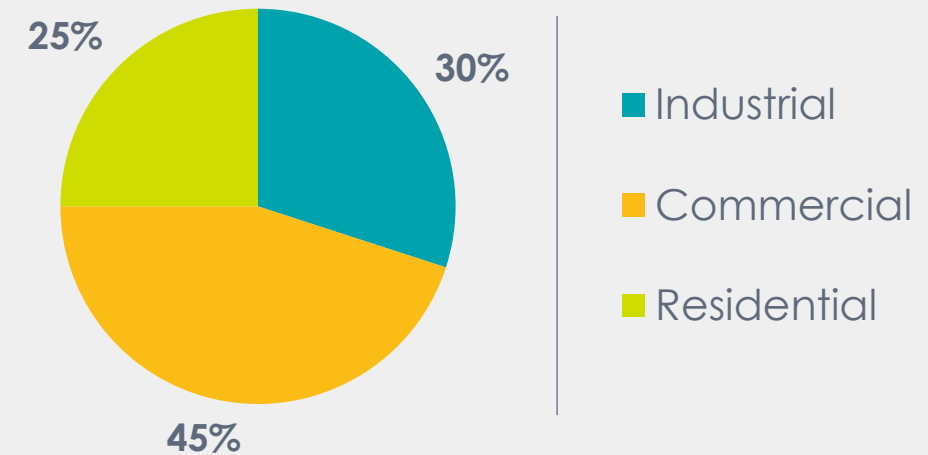
of sales
(€608.3 million)

Gross margin

24.7%

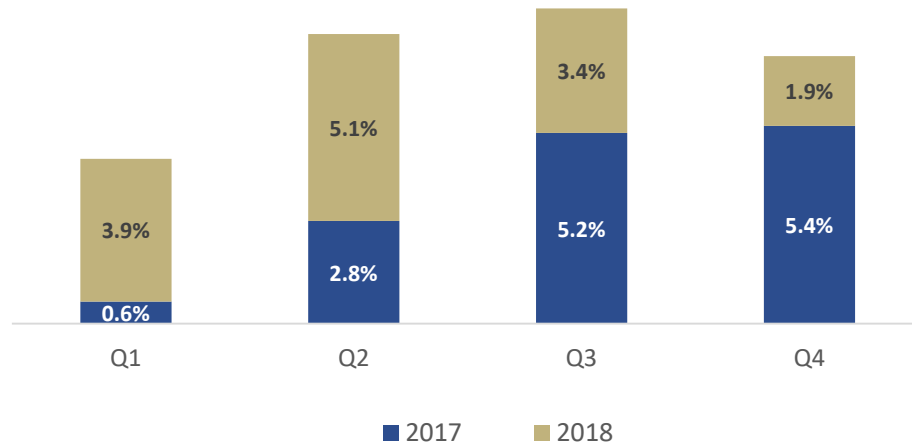
of sales

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

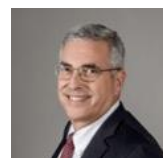


Frank Waldmann
Group Human Resources
Director



Nathalie Wright
Group Digital and IT
Transformation Director

BUSINESS OPERATIONS



Jeff Baker
CEO Rexel USA



Pierre Benoît
CEO Rexel
UK/Ireland – Benelux



Roger Little
CEO Rexel
Canada



Nathalie Wright
CEO Rexel Nordics

BOARD OF DIRECTORS

25/07/2019

Ian Meakins*

Chairman of the Board of Directors

François Henrot*

Deputy Chairman of the Board of Directors
Senior Independent Director

François Auque*

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***

Elen Phillips*

Maria Richter*

45% Directors are women**

78% Independent Directors**

*Independent members

**Excluding Directors representing the employees

***Director representing the employees

REXEL

a world of energy



Our business

A multi-specialist & multi-channel partner



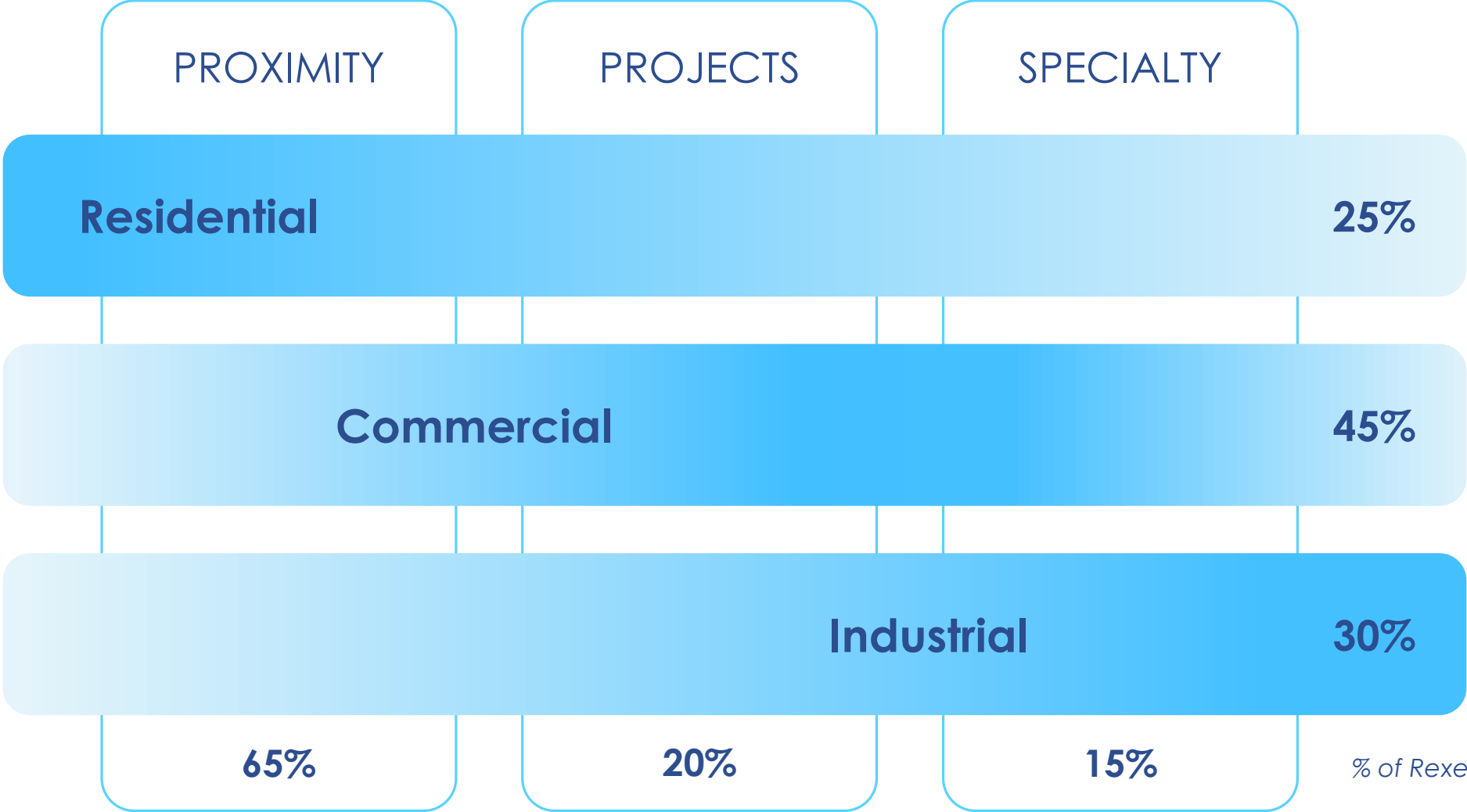
a world of energy

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



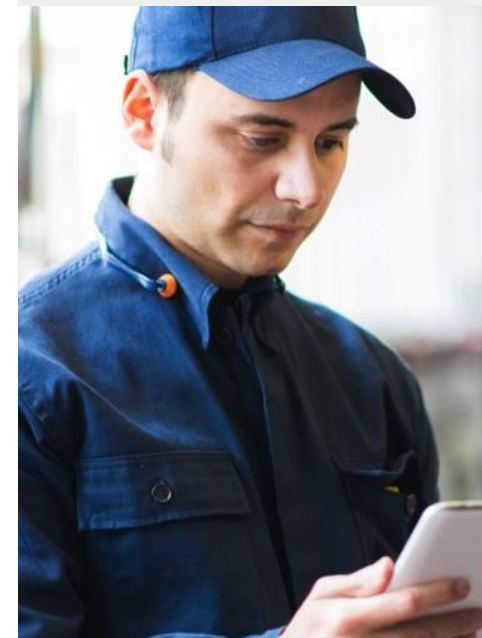
Technical advice



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.



a world of energy

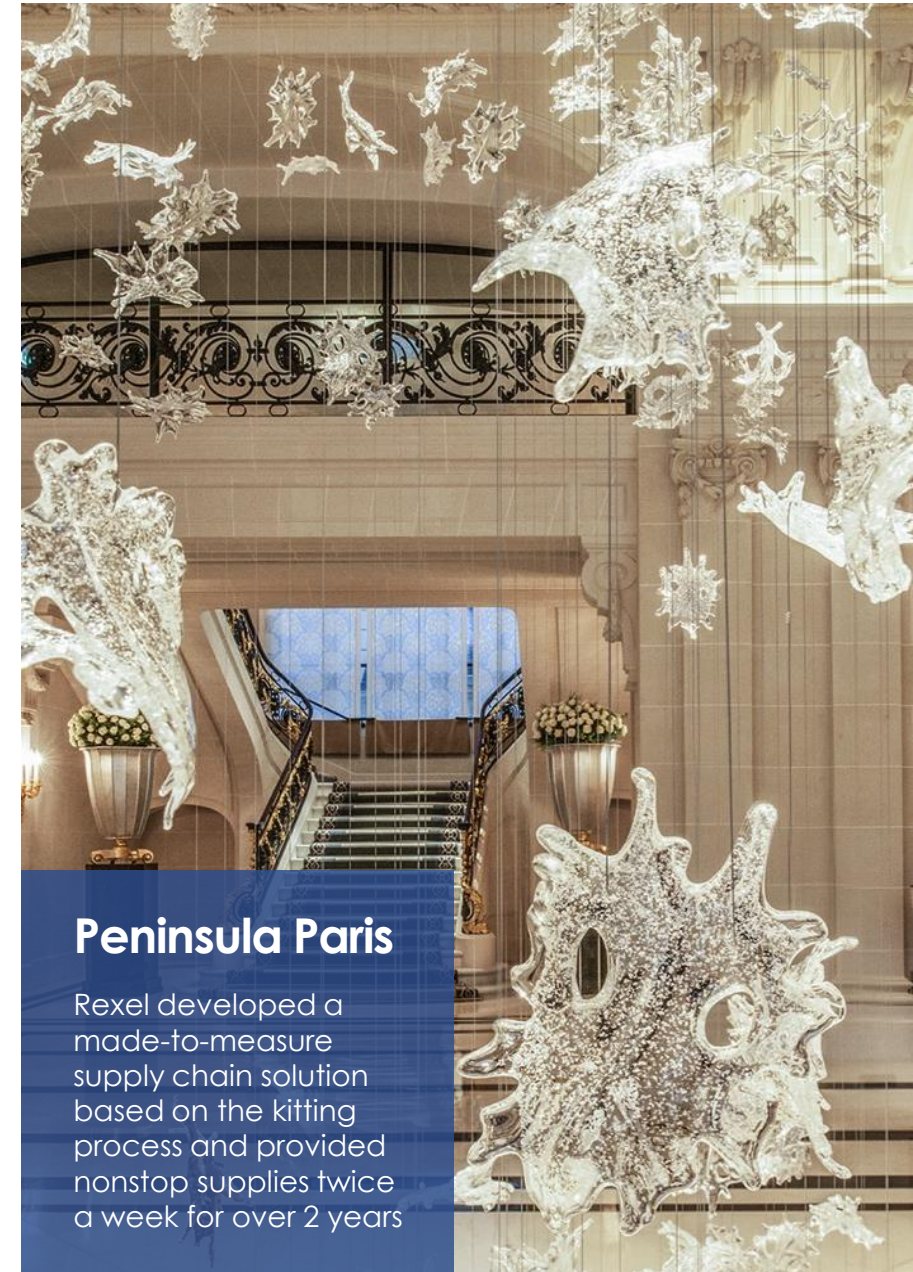
PROJECTS // Managing complexity and optimizing the supply chain

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)

REXEL

a world of energy



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

REXEL

a world of energy

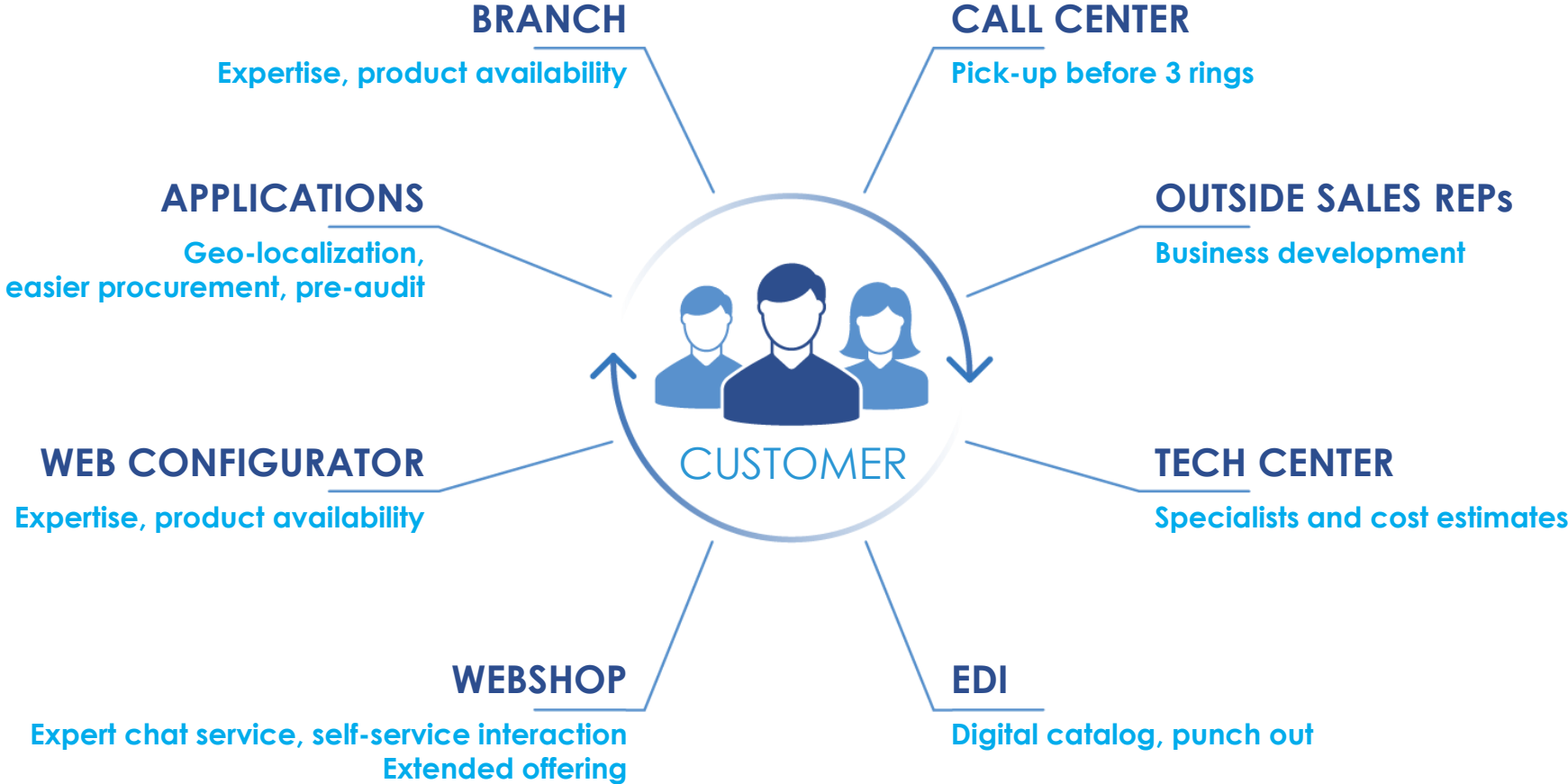


Capitol Light delivers expertise in the optimization of energy for lighting supplied to store chains, hotels, restaurants...



Maximizing customer contacts with a multi-channel approach

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



a world of energy

↓

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)



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



a world of energy

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



a world of energy

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

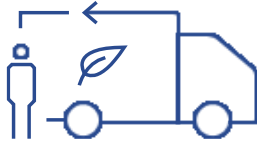


Fostering sustainability in our value chain



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



a world of energy

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



a world of energy

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

REXEL

a world of energy