Q2 sales and H1 2020 earnings

July 28th, 2020

Rexel
a world of energy

Consolidated financial statements as of June 30, 2020 were authorized for issue by the Board of Directors held on July 27, 2020

Rexel in the Covid crisis: Agility & "one company" responsiveness

Rexel
a world of energy

Successfully navigating the turmoil

- **Protecting our people:**
  - Sanitary measures applied at every site (logistics, branch, HQ…)
  - "Zero Covid at Rexel" strategy implemented
- **Preserving business continuity for our customers:**
  - All branches open & operating normally as of today
  - Demonstrating the relevance of our multichannel offering
  - Maintaining a high level of customer service (e.g.: delivery time)
- **Demonstrating agility and responsiveness with a strong focus on opex management and free cash flow generation**
- **Leveraging our digital investments:**
  - Monitoring business: Power BI enabling weekly adjustments
  - Digital sales representing 20.7% of sales in H1 2020, up 340bps versus LY, with Europe above 30%
- **"One company" sharing best practices and applying clear and strict rules**

Digital sales penetration in Europe in H1 20

31%, up 572 bps

Active management through Power BI tools covering

80% of sales

Delivering robust KPIs in H1 2020 despite sharp sales drop in Q2 2020

Same-day sales in H1 20

-10.6%

with digital sales up **+7.2%**

Gross Margin resilience

24.6%

down 36bps[1] vs. H1 19
mainly due to country mix and
drop in volume–related rebates

Adjusted EBITA margin in H1 20

3.3%

down 136bps[1] vs. H1 19

Cash flow generation in H1 20

176.8

€ million
vs. H1 19 at -€17.3m

Lowest level of Net debt since 2008

€1,690

€ million

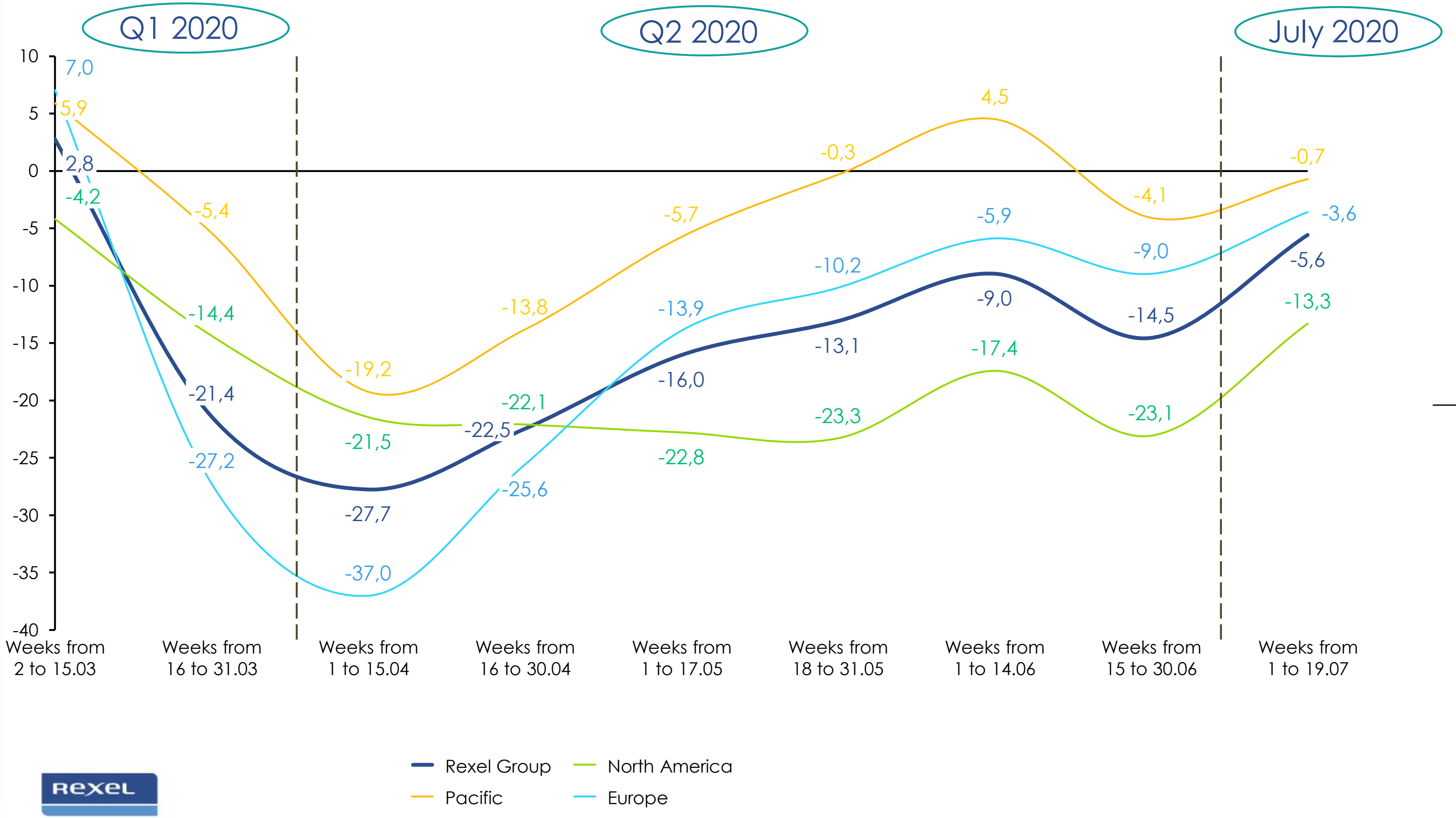
Better indebtedness ratio than last year

2.59x

vs. 2.86x in June 2019

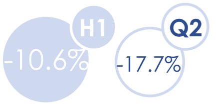
1 on a comparable basis

Gradual recovery since mid-April; North America lagging



Same-day sales growth

Group



rexel
a world of energy

Navigating the crisis without compromising our mid-term ambition

- **No network reduction through branch closures**
  - 1,914 branches in June 2020 vs 1,911 in December 2019
  - As a comparison, 265 branches were closed in Q4 2008 & FY 2009

- **Reinforced supplier relationships**
  - Increased collaboration with our main suppliers (supply chain)
  - Supplier analytics tools to provide marketing accuracy to vendors

- **Investments for growth with maintained ambition in:**
  - Automatized storage solution and innovative Covid-19 adaptation (click & collect)
  - Digital transformation
    - Continued investment in the three digital layers (Data, Transaction & Predictive) with focus on pillars rather than full adoption

- **Social & environmental choices :**
  - No interruption of "apprentice" contracts to protect youth employment in France
  - Transportation routes revisited to target carbon neutrality

Full support from Board to navigate the crisis

- **Intense and fully transparent interaction with the Board during the crisis**
- **Supportive and experienced Board, favoring reactivity and rapid execution in an unprecedented crisis**
  - 80% independent
  - 45% international
  - Female/male parity with the recent nomination of Brigitte Cantaloube as independent director
- **CEO age limit extended from 68 years old to 70 at last AGM**

9

Number of exceptional Board meetings since start of Covid-19 crisis in mid-March

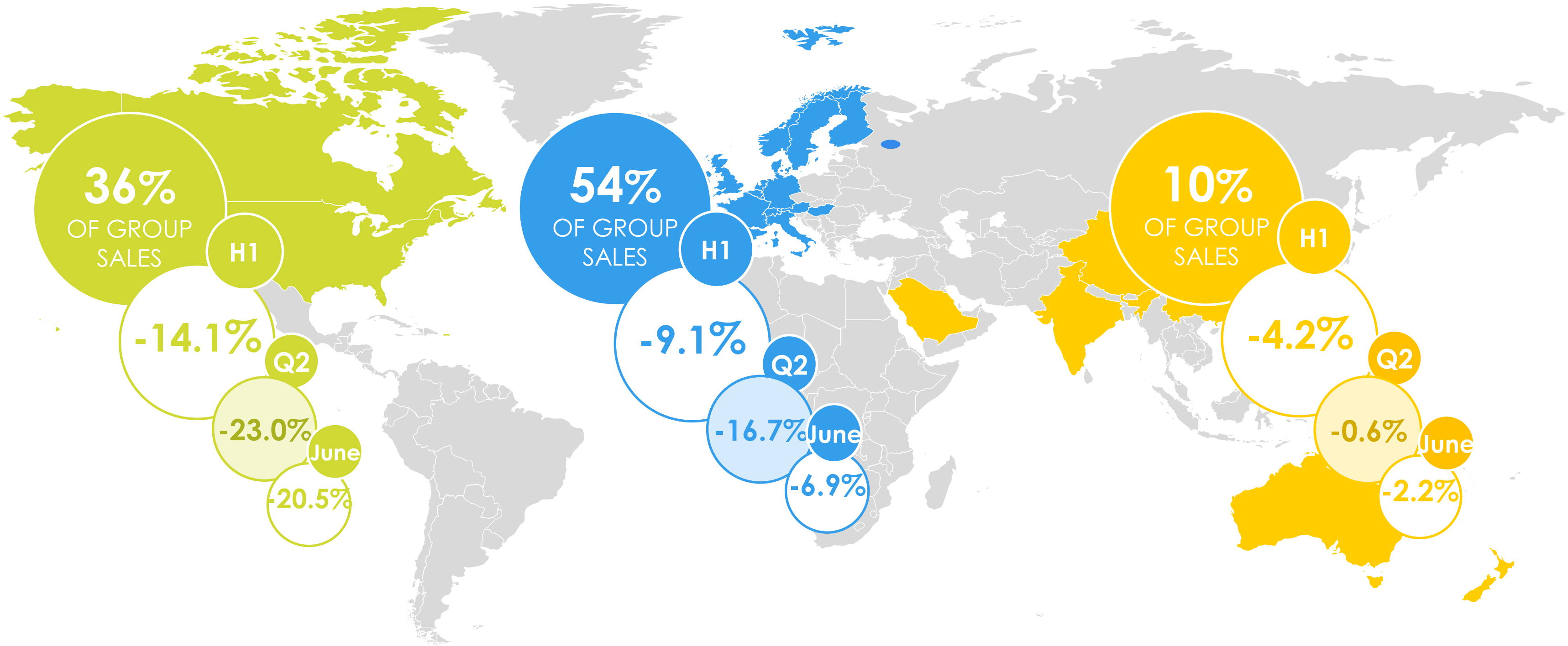
-20%

Cut in Board compensation since beginning of Q2 2020

Rexel
a world of energy

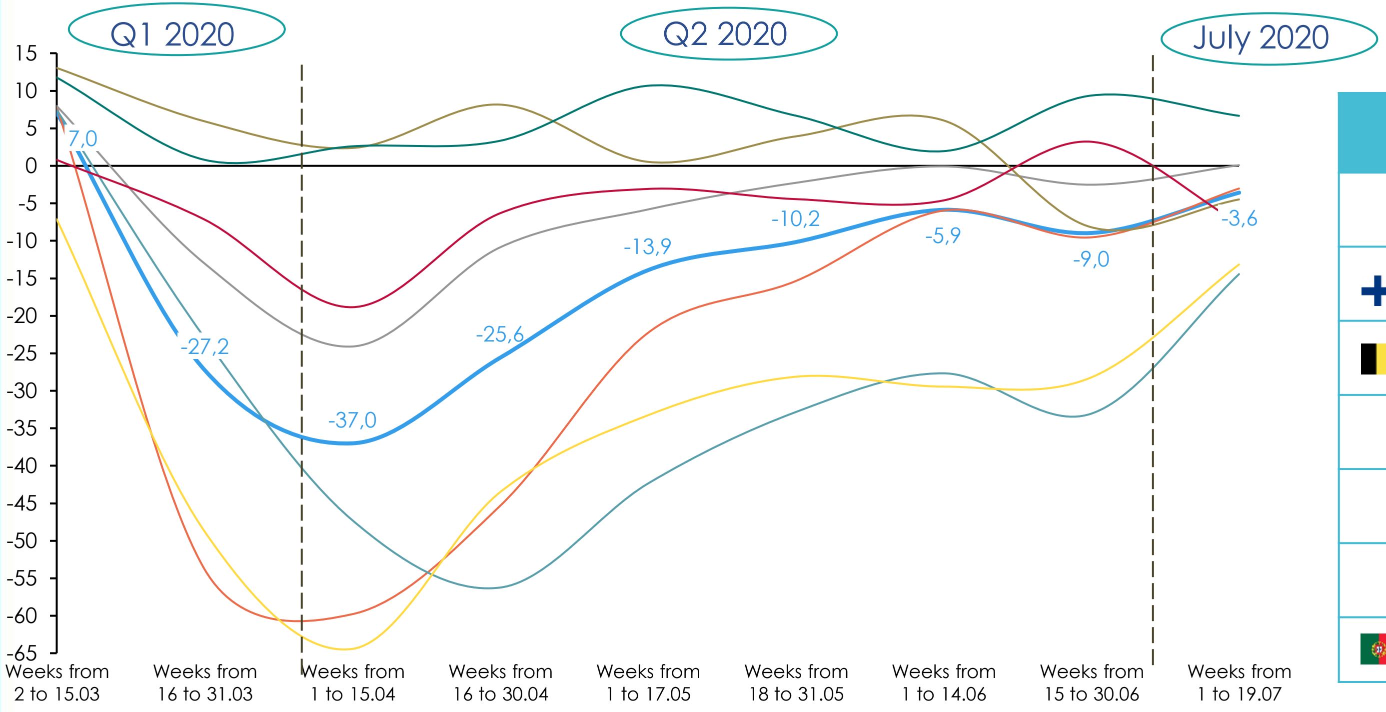
H1 20 group financial review

Same-day sales impacted by lockdown in early Q2; trend progressively improving through June



Rexel
a world of energy

Europe: Gradual recovery in Q2 in all countries with lag in UK and Southern Europe

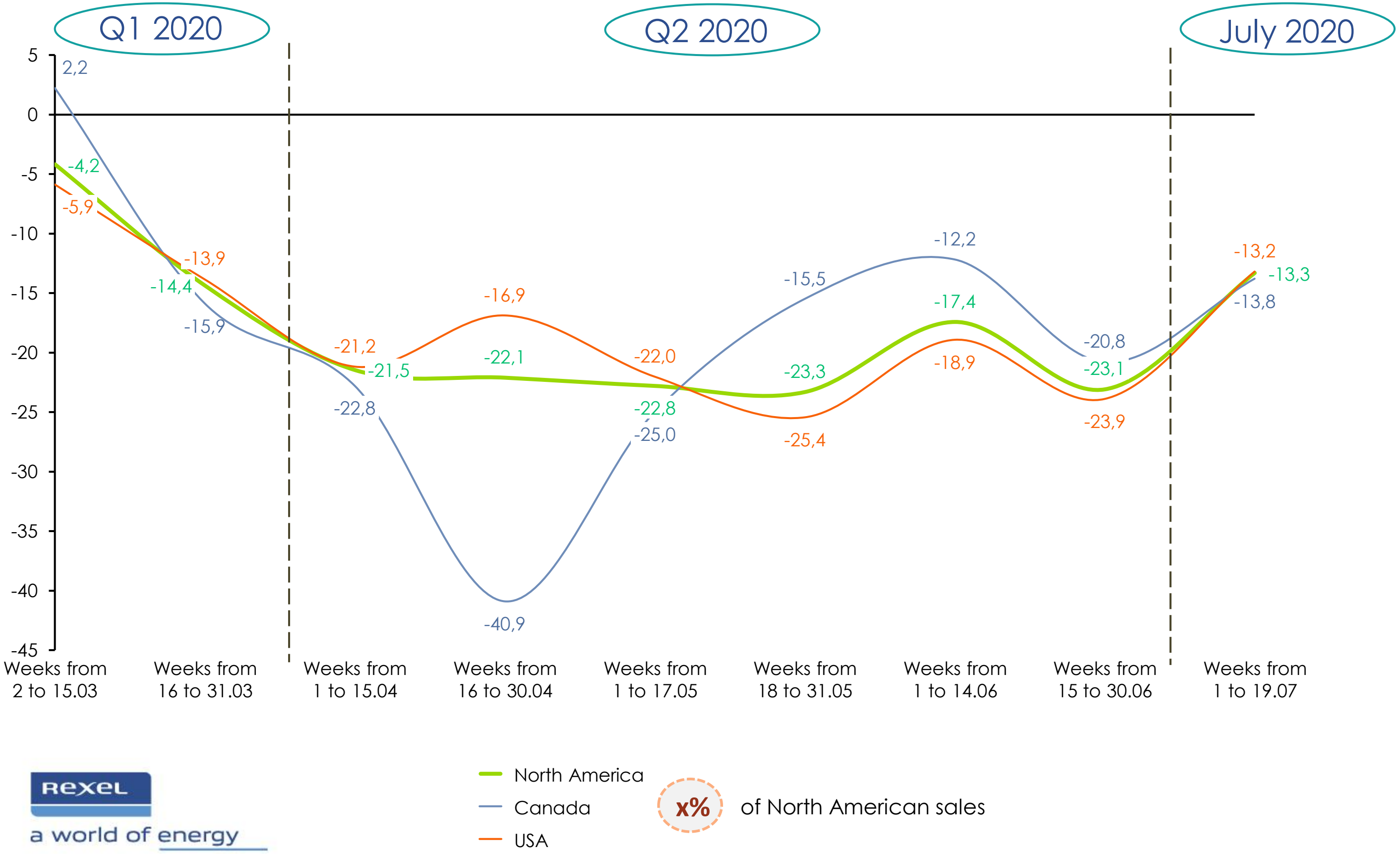


Same-day sales growth

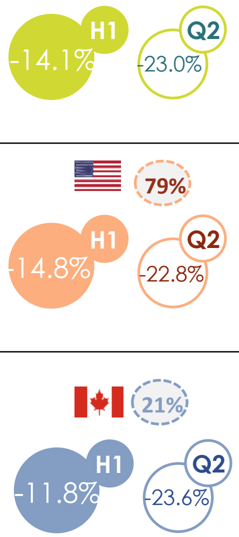
	WEIGHT	H1 20 vs. H1 19	Q2 20 vs. Q2 19
	34%	-15.6%	-25.2%
	16%	+5.4%	+2.3%
	12%	-2.2%	-8.1%
	11%	+3.8%	+3.9%
	8%	-3.2%	-6.2%
	7%	-21.9%	-41.7%
	4%	-22.9%	-34.4%

a world of energy

North America: Continuous strengthening despite lockdown stop-and-go

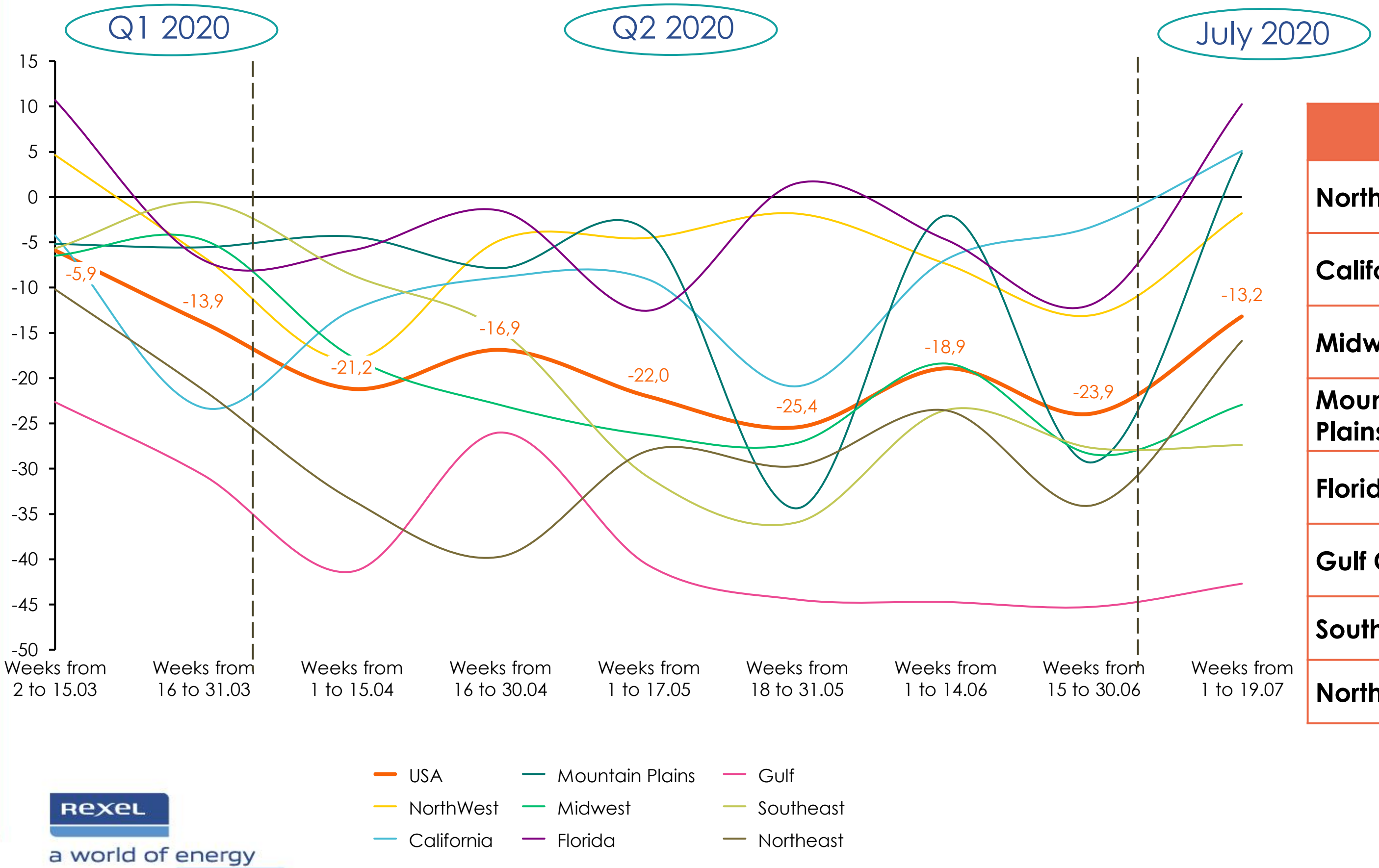


Same-day sales growth



Rexel
a world of energy

US: Uneven recovery path by region

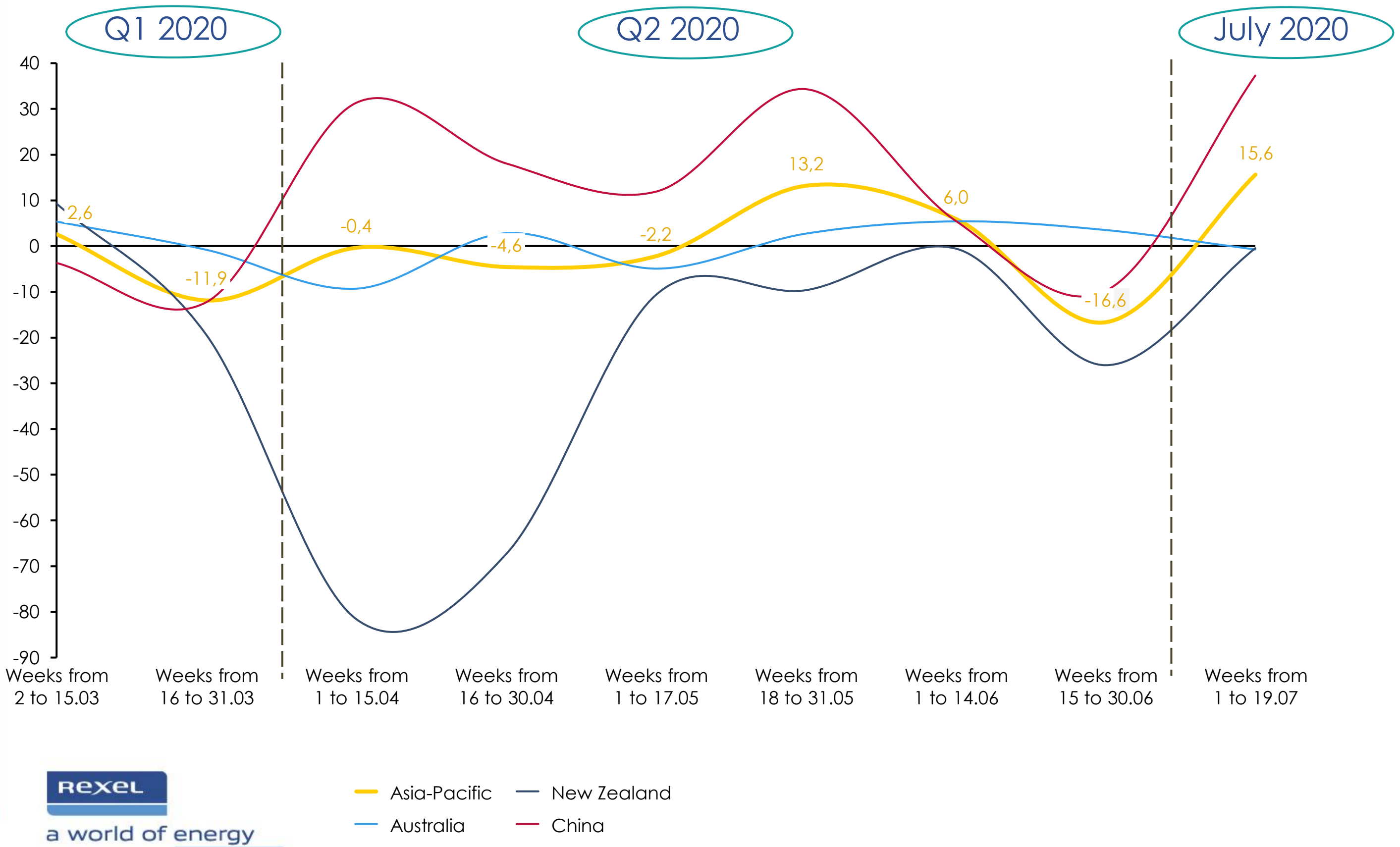


Same-day sales growth

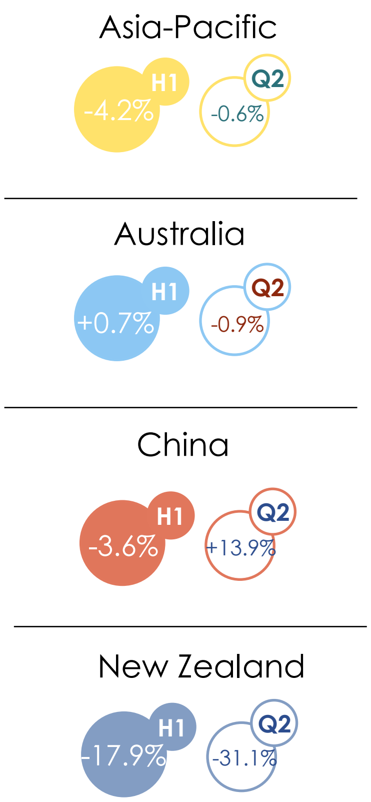
	WEIGHT[1]	H1 20 vs. H1 19	Q2 20 vs. Q2 19
Northwest	28%	-3.6%	-10.0%
California	11%	-6.9%	-10.2%
Midwest	9%	-15.5%	-24.2%
Mountain Plains	8%	-10.9%	-17.3%
Florida	12%	-1.7%	-7.3%
Gulf Central	11%	-30.6%	-41.1%
Southeast	16%	-14.3%	-23.1%
Northeast	5%	-24.9%	-33.2%

[1] x% of US ES Sales

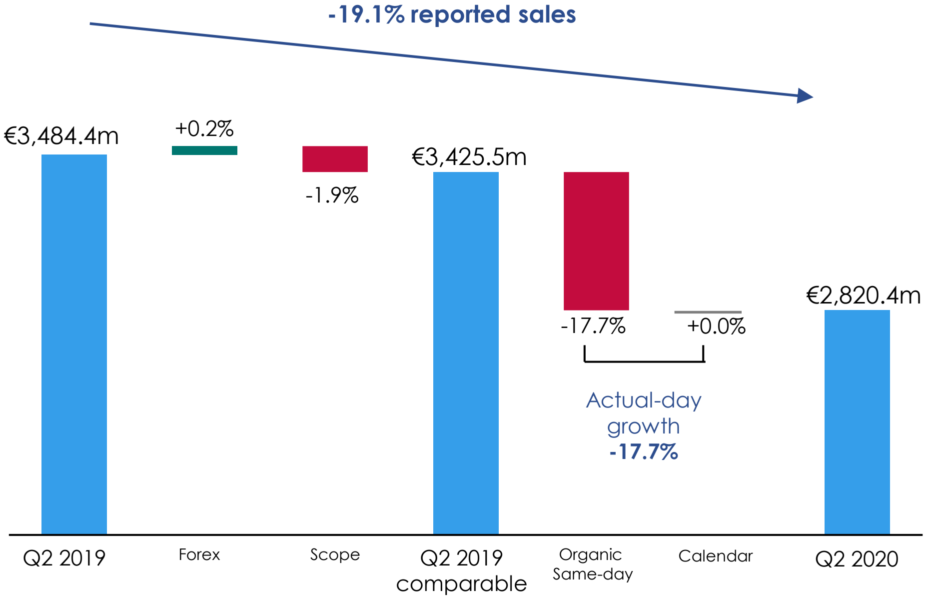
Asia-Pacific: Improving momentum in Australia; robust performance in China



SAME-DAY SALES GROWTH



Q2 20 sales : Down 17.7% on a same-day basis and -19.1% on a reported basis



- Organic same day sales growth impacted by negative copper impact in the quarter (-0.7% contribution)

Copper cable price contribution						
FY 18	Q1 19	Q2 19	Q3 19	Q4 19	Q1 20	Q2 20
+0.4%	-0.5%	-0.2%	-0.5%	-0.4%	-0.4%	-0.7%

FY 2019: -0.4%

a world of energy

Resilient profitability thanks to active opex management

H1 2020 (€m)	EUROPE		NORTH AM.		ASIA-PACIFIC		HOLDING	H1 GROUP	
Sales	**3,331.3**	**-8.5%**	**2,182.8**	**-14.6%**	**531.5**	**-4.1%**		**6,045.6**	**-10.4%**
Constant and same-day		*-9.1%*		*-14.1%*		*-4.2%*			*-10.6%*
Gross margin	**893.2**	**-10.5%**	**500.3**	**-14.5%**	**93.2**	**-7.8%**		**1,486,7**	**-11.7%**
% of sales	*26.8%*	*-60bps*	*22.9%*	*+1bps*	*17.5%*	*-69bps*		*24.6%*	*-36bps*
Opex + depreciation	**(758.8)**	**-2.8%**	**(430.4)**	**-11.2%**	**(88.7)**	**-3.0%**	**(9.5)**	**(1,287.4)**	**-6.0%**
% of sales	*-22.8%*	*-133bps*	*-19.7%*	*-75bps*	*-16.7%*	*-20bps*		*-21.3%*	*-100bps*
Adj. EBITA[1]	**134.4**	**-38.1%**	**69.9**	**-30.5%**	**4.4**	**-53.8%**	**(9.5)**	**199.3**	**-36.6%**
% of sales	*4.0%*	***-193bps***	*3.2%*	***-73bps***	*0.8%*	***-89bps***		*3.3%*	***-136bps***

Group contribution (adj. EBITA[1])		*-113bps*		*-22bps*		*-7bps*	*+6bps*		*-136bps*

EUROPE

Gross margin contraction from negative country mix (mainly France, Germany), customer mix (the Nordics) and lower volume leading to lower rebates

Reactive & agile opex management in Q2, after investments in opex in Q1

NORTH AMERICA

Ebita margin resilience thanks to gross margin preservation (pricing initiatives) and active Salary & Benefits management (S&B reduced by 16%, more than the drop in sales)

ASIA-PACIFIC

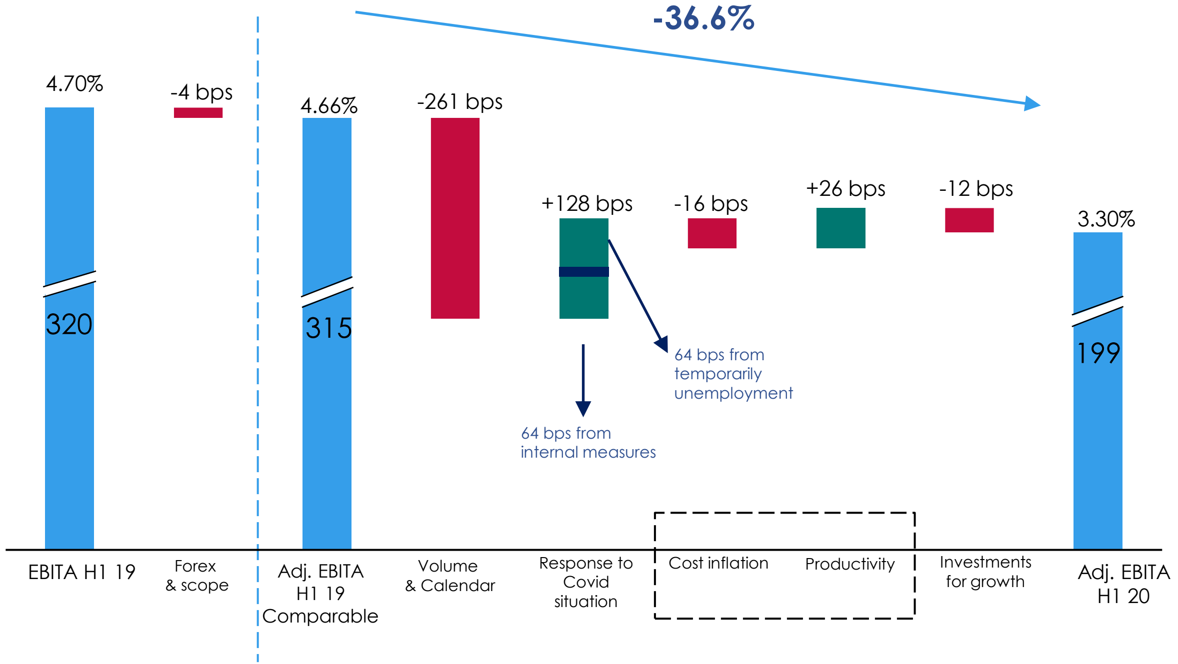
Gross margin contraction mainly from country mix (strong growth in China) and negative product mix (PV, Lighting) in Pacific

Reactive & agile opex management

Rexel a world of energy

1 At comparable scope of consolidation and exchange rates and excluding (i) amortization of PPA and (ii) the non-recurring effect related to changes in copper-based cable prices

H1 20 adjusted Ebita margin of 3.3%; cost discipline partly offset volume drop

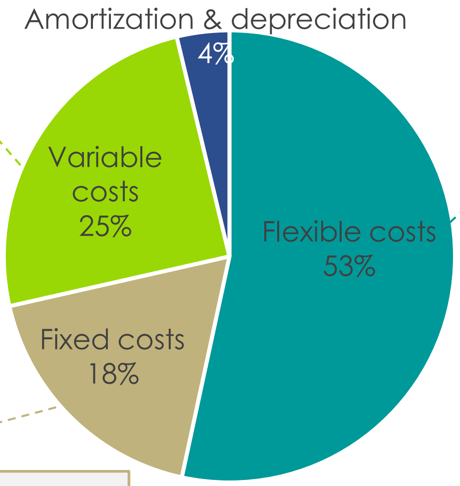


Agile actions to manage operating costs amid a 17.7% drop in sales in Q2 20

NATURE OF OPEX BY CATEGORY
[€2.7b REPRESENTING 20% OF SALES 2019]

- Sales Commission & related tax: (incl Interim)
- Delivery expenses
- Professional fees
- Others (incl bad debt)

-10% in Q2 20 vs Q2 19



- Fixed salaries and tax
- Travel and entertainment costs
- Professional fees

-20% in Q2 20 vs Q2 19

- Building & Occupancy (incl Leases)
- IT and Network & Communication costs
- Other net external expenses

Stable in Q2 20 vs Q2 19

- **Active management of every opex line in Q2 20:**
  - Flexible costs down 20% thanks to active Salary & Benefits management
  - Variable costs down 10%, impacted by bad debt provisioning and delivery costs
  - Fixed costs stable with positive impact from lease renegotiations in US and Pacific offset by inflation (c. 2%)
  - Increase in Depreciation & Amortization, after investments for growth over last 3 years

Q2 20 opex increase limited to 111bps (in % of sales)

Quick workforce adaptation using the full range of temporary measures

- 16% reduction in employees: -4,000 people
  - Average FTE of 22,000 in H1 20 vs 26,300 in H1 2019
- Using all necessary measures in each country/geography
  - Recourse to government measures in Europe :
    - Partial unemployment negotiated until end of August in France
  - Combining government support and internal actions in North America
    - Temporary layoff for logistics / transportation staff
    - Furloughs, "absence no pay" for staff in branches
    - 10-20% salary reduction applied to back-office functions and management
  - "Absence no pay" in Australia, wage freeze in APAC
- First structural measures applied in North America (mainly in the Northeast region), Germany and the UK
- 20% cut in CEO and Board compensation extended for three months

Actual sales decline in Q2 20

-17.7%

Reduction in Salary & Benefits in Q2 20

-19.7%

REXEL a world of energy

Recurring net income down 50.7% in H1 2020

(€m)	H1 2019	H1 2020	Change
Adjusted EBITA [1] (Comparable base)	**314.5**	**199.3**	**-36.6%**
Currency/Scope & other	+4.7		
Adjusted EBITA [1]	**319.2**	**199.3**	
Non-recurring copper effect & other	+0.9	(6.9)	
Reported EBITA [3]	**320.1**	**192.3**	**-39.9%**
Amortization resulting from PPA	(7.1)	(6.6)	
Other income and expenses [3]	(22.8)	(482.5)	
Operating income [3]	**290.2**	**(296.8)**	
Net financial expenses[3]	(94.3)	(63.1)	
Profit before tax [3]	**195.9**	**(360.0)**	
Income tax	(32.6)	(79.9)	
Net income [3]	**163.3**	**(439.8)**	
Recurring net income [2, 3]	167.4	82.5	**-50.7%**

- **Restructuring costs** for €(1.9)m vs. €(13.5)m in H1 2019
- **Goodwill impairment** for €(486.0)m. See next slide for details
- **Gain on disposal** on Gexpro Services and Spanish export business for €6.0m

- **€20.8m one-off cost** from bond refinancing in H1 2019
- **€22.1m of interest on lease liabilities** in H1 2020 (vs €22.5m in H1 2019)
- Reduction in **average effective interest rate** on gross debt from 2.82% in H1 2019 to 2.43% in H1 2020

€29.5m release of a tax exposure reserve in H1 2019

€(33.8)m of deferred tax asset depreciation mainly in Germany and UK in H1 2020

1 *At comparable scope of consolidation and exchange rates and excluding (i) amortization of PPA and (ii) the non-recurring effect related to changes in copper-based cable prices*
2 *Cf. details on appendix 3*
3 *Adjusted for IFRS 16 first time application retrospective changes*

Rexel
a world of energy

Covid-19 impacting historical high level of goodwill

- Historical high level of goodwill from LBO step-up in 2005 and Hagemeyer acquisition in 2008

- €486m of GW impairment mainly in UK (162m), US (€108m), Canada (€75m), Germany (€75m), Australia (€41m), Norway (€18m) mainly reflecting lower volume related to Covid-19 crisis and higher Wacc (increased risk premium in Covid-19 environment)

Maintained medium-term Group roadmap

Lower leverage ratio than last year thanks to strong FCF conversion

(€m)	H1 2019	H1 2020
EBITDA	**458.8**	**333.8**
Lease payment [1]	(109.9)	(106.1)
EBITDA afer lease (EBITDAaL)	**348.9**	**227.7**
Restructuring	(28.7)	(7.3)
Change in trade working capital [1]	(217.5)	(44.2)
Change in non trade working capital [1]	(53.6)	62.0
Net capital expenditure	(53.5)	(53.1)
Other operating revenues & costs	(12.9)	(8.3)
Free cash-flow before I&T	**(17.3)**	**176.8**
Free cash flow conversion	(5%)	77.7%
Net interest paid	(44.4)	(35.3)
Income tax paid	(62.5)	(24.9)
Free cash-flow after I&T	**(124.2)**	**116.6**
Net financial investment	(3.5)	148.1
Effect of currency exchange rates	(8.4)	(4.9)
Other	(21.9)	(4.2)
Net change in cash / (debt)	**(157.9)**	**255.6**
Financial Net Debt (beginning of the period)	2,014.7	1,945.9
Financial Net Debt at the end of the period	**2,172.6**	**1,690.3**
Financial Net Debt / EBITDAaL	**2.86x**	**2.59x**

Cash-out restructuring mainly in Germany, Spain & US

Active management of Working capital requirements (see next slide)

Lower level of activity impacting taxes and rebates from receivables

Gross capex at €53m down €3m. Reduction in capex in Q2 20 (-€9m) following strong start with Q1 20 up +€6m

Lower taxable income in H1 20

Cash received from disposals of Gexpro Services & Spanish export business

Lowest financial net debt since 2008

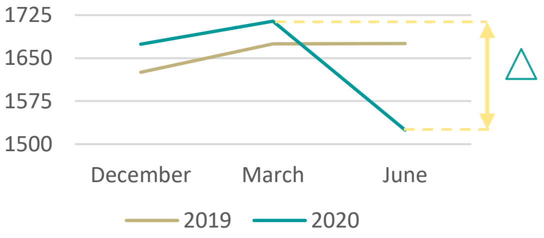
Lower indebtedness ratio than last year; well below covenant

Rexel
a world of energy

1 Adjusted for IFRS 16 first time application retrospective changes

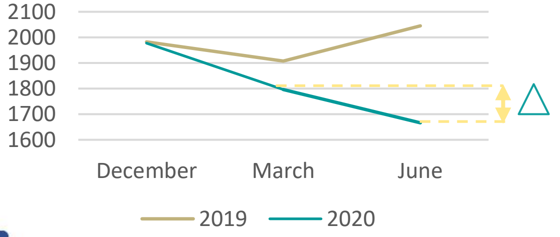
Strong focus on all components of Trade Working Capital

Inventories (€m)



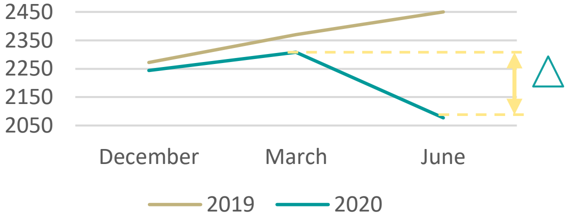
Between March and June 2020: **-190M€**

Trade payables (€m)



Between March and June 2020: **-131M€**

Trade receivables (€m)

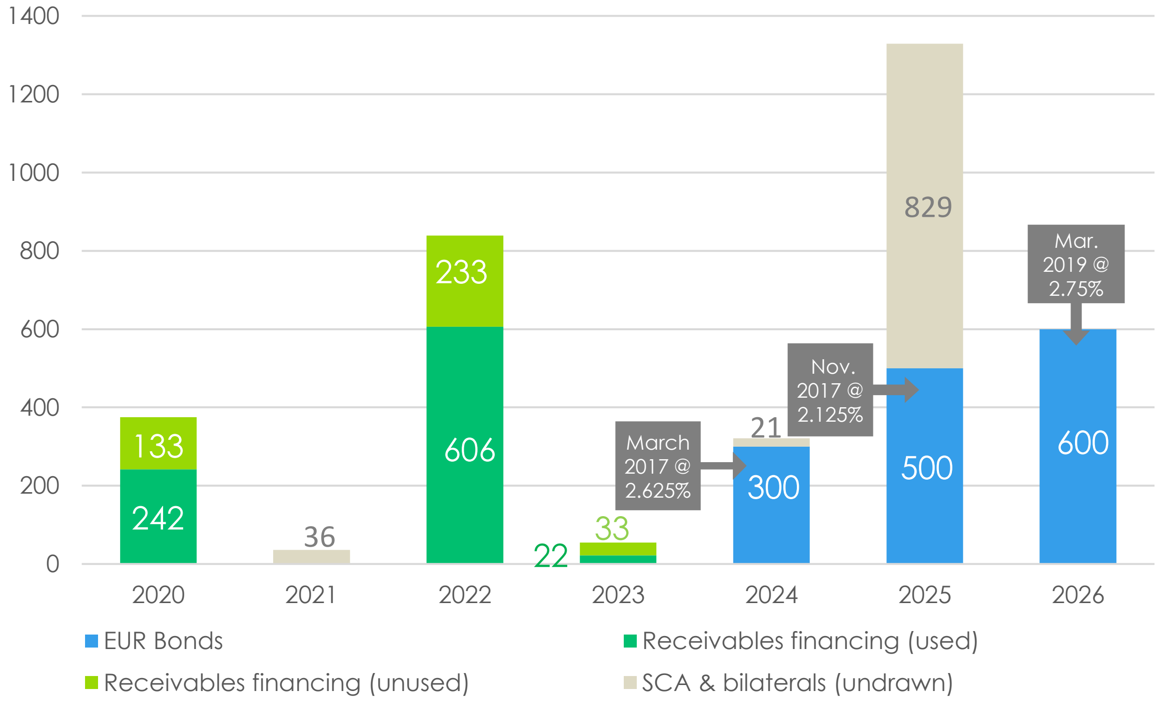


Between March and June 2020: **-231M€**

Rexel
a world of energy

Robust liquidity boosted by active cash management

- **Debt maturity breakdown at June 30th, 2020**



c. €1.27bn
including cash & fully undrawn SCA

€550m
SCA Reimbursement on June 24, 2020

-€213m
Reduction in receivables securitization compared to end of March

€145m
Cash saving in H2 20 from 2019 dividend cancellation

a world of energy

Capital allocation priorities maintained

Focus on organic development	Dividend policy	Further deleveraging w/o M&A	Selective acquisitions
Focus on capex and opex allocated to digital transformation => c. 1% gross capex/sales	Exceptionally canceled in 2020 To be resumed in 2021 with a minimum payout of 40% of adjusted net income Balanced between shareholder return and investment	In line with strategy of last 3 years	Focused on value-added M&A : Digital and systems integrator Strict M&A criteria

Rexel
a world of energy

Looking forward

a world of energy

Reiterating sound priorities for the coming quarters

- **Preserve health and safety of our employees and customers**
- **Ensure business and process continuity**
- **Focus on liquidity as key performance indicator**
- **Protect the company by focusing on gross margin, opex and cash management**
- **Roll out all digital capabilities systematically**

Acting as “one company”

Well positioned to capture first new growth opportunities

- Structural increase of electrical usage reinforced by current crisis
  - Preserving the environment: Focus on energy efficiency and CO^2 emission reduction solutions while increasing electrical usage. E.g. Electric Vehicles, heat pump, Photovoltaic & wind solutions
  - Implementing new Iot applications for buildings and industrial solutions
  - Accelerating robotics as a solution to social distancing and partial lockdown risks

- Our broad value proposition in product and solutions to seize growth opportunities
  - Strong commitment with several suppliers to boost IoT, building automation

- Revamped organization to adapt to customer needs
  - Footprint evolution: Increase number of touchpoints (smaller size shops, local assortments for local demand)
  - Competencies evolution:
    - More prescriptive experts
    - More salespeople in growth areas

Reaccelerating our digital transformation roadmap

Data

POWER BI, CRM

Uniformization of customer segmentation across Europe

Uniformization of product segmentation to better address customer needs and optimize pricing

Transaction

WEB & EDI PLATFORMS, TRACK & TRACE, EMAIL TO EDI, DIGITAL CUSTOMER INVOICING

Personalized home page, live in France, to be deployed in Hybris countries (Germany, NL, Austria)

Rollout of Email to Edi in Italy and Switzerland

REXEL EASY:

- Track and Trace in Europe to cover 80% of orders
- Visibility on delivery of non stocked items

Predictive

(AI Modules)

CUSTOMER CHURN, BRANCH ASSORTMENT, PRICING, NBO…

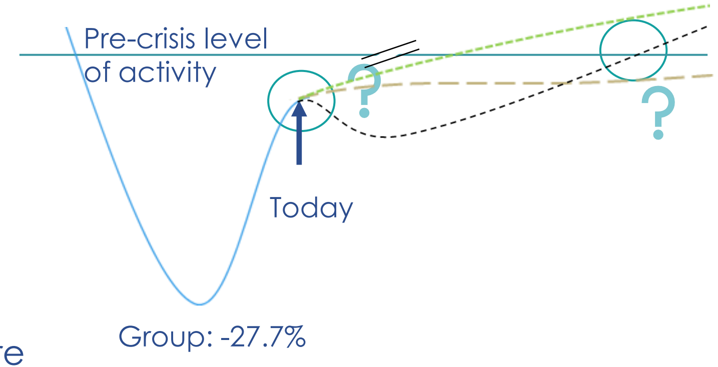
Roll out of branch assortment in France confirmed

Churn: Ready to reactivate after having reset Covid-19 data

Next Best Offer ready to be deployed

Pricing module to be postponed after data consolidation on customer

A proven track record to adjust to all situations



- Visibility remains too low to provide guidance
  - Low visibility into H2 with uncertainties related to potential new lockdown (e.g. Australia, certain regions in the US)
  - Low probability of a return to pre-crisis level of activity for the next 12 months as certain end-markets, such as Heavy industry, Automotive, Aerospace or Oil & Gas are expected to remain under pressure

- Our commitments for the coming quarters:
  - Reaccelerating on our medium-term digital transformation roadmap
  - Making digital/multichannel the backbone of the organization
  - Continuous rigorous management focusing on Gross Margin, Opex, FCF & liquidity
  - Managing our business by KPIs and objectives on a six-month basis

5 APPENDIX

Appendix 1: Q2 and H1 2020 sales and adjusted EBITA bridge

SALES BRIDGE

Q2	Europe	North America	Asia-Pacific	Group
Reported sales 2019	**1,830.9**	**1,350.4**	**303.2**	**3,484.4**
+/- Net currency effect	-0.2%	1.4%	-3.1%	0.2%
+/- Net scope effect	-0.1%	-4.6%	0.0%	-1.9%
= Comparable sales 2019	**1,825.0**	**1,306.7**	**293.9**	**3,425.5**
+/- Actual-day organic growth, of which:	**-16.6%**	**-23.0%**	**-0.4%**	**-17.7%**
Constant-same day excl. copper	*-16.0%*	*-22.0%*	*-1.1%*	-17.0%
Copper effect	*-0.7%*	*-1.0%*	*0.5%*	-0.7%
Constant-same day incl. copper	**-16.7%**	**-23.0%**	**-0.6%**	**-17.7%**
Calendar effect	0.1%	0.0%	0.2%	0.0%
= Reported sales 2020	**1,521.3**	**1,006.3**	**292.8**	**2,820.4**
YoY change	-16.9%	-25.5%	-3.4%	-19.1%

H1	Europe	North America	Asia-Pacific	Group
Reported sales 2019	**3,644.9**	**2,583.7**	**570.9**	**6,799.5**
+/- Net currency effect	0.0%	2.0%	-2.9%	0.5%
+/- Net scope effect	-0.1%	-3.2%	0.0%	-1.3%
= Comparable sales 2019	**3,640.5**	**2,554.7**	**554.5**	**6,749.7**
+/- Actual-day organic growth, of which:	**-8.5%**	**-14.6%**	**-4.1%**	**-10.4%**
Constant-same day excl. copper	*-8.6%*	*-13.3%*	*-4.6%*	-10.1%
Copper effect	*-0.5%*	*-0.8%*	*0.4%*	-0.5%
Constant-same day incl. copper	**-9.1%**	**-14.1%**	**-4.2%**	**-10.6%**
Calendar effect	0.6%	-0.5%	0.1%	0.2%
= Reported sales 2020	**3,331.3**	**2,182.8**	**531.5**	**6,045.6**
YoY change	-8.6%	-15.5%	-6.9%	-11.1%

Appendix 1: Q2 and H1 2020 sales and adjusted EBITA bridge

EBITA BRIDGES:

From H1 19 Adjusted EBITA as reported to H1 19 on a comparable basis

	2019 adjusted EBITA	US restatement	2019 copper effect	2019 reported EBITA	2020 FX impact	2020 scope impact	2019 copper effect @2020 FX	2019 comparable EBITA
Rexel Group	**319.2**	**0.5**	0.4	**320.1**	2.5	-7.8	-0.3	**314.5**

Adjusted EBITA from H1 19 to H1 20

	2019 comparable EBITA	Organic growth	2020 adjusted EBITA	2020 copper effect	2020 reported EBITA
Rexel Group	**314.5**	-115.2	**199.3**	-6.9	**192.3**

a world of energy

Appendix 2 : Segment reporting – Constant and adjusted basis[1]

GROUP

Constant and adjusted basis (€m)	Q2 2019	Q2 2020	Change	H1 2019	H1 2020	Change
Sales	3,425.5	**2,820.4**	**-17.7%**	6,749.7	**6,045.6**	**-10.4%**
on a constant basis and same days			***-17.7%***			***-10.6%***
Gross profit				1,684.2	**1,486.7**	**-11.7%**
as a % of sales				*25.0%*	*24.6%*	*-36 bps*
Distribution & adm. expenses (incl. depreciation)				(1,369.7)	(1,287.4)	-6.0%
EBITA				314.5	**199.3**	**-36.6%**
as a % of sales				*4.7%*	*3.3%*	*-136 bps*
FTE (end of period)				26,235	**22,024**	**-16.0%**

[1] At comparable scope of consolidation and exchange rates and excluding (i) amortization of PPA and (ii) the non-recurring effect related to changes in copper-based cable prices.
The non-recurring effect related to changes in copper-based cable prices was, at EBITA level and in €m:

Constant basis (€m)	H1 2019	H1 2020
Non-recurring copper effect at EBITA level	**0.3**	**(6.9)**

Appendix 2 : Segment reporting – Constant and adjusted basis[1]

EUROPE

Constant and adjusted basis (€m)	Q2 2019	Q2 2020	Change	H1 2019	H1 2020	Change
Sales	1,825.0	**1,521.3**	**-16.6%**	3,640.5	**3,331.3**	**-8.5%**
on a constant basis and same days			***-16.7%***			***-9.1%***
France	697.4	**522.2**	*-25.1%*	1,388.6	**1,181.4**	*-14.9%*
on a constant basis and same days			*-25.2%*			*-15.6%*
United Kingdom	177.6	**103.4**	*-41.8%*	377.2	**297.1**	*-21.2%*
on a constant basis and same days			*-41.7%*			*-21.9%*
Germany	155.9	**162.1**	*+4.0%*	319.3	**332.9**	*+4.3%*
on a constant basis and same days			*+3.9%*			*+3.8%*
Scandinavia	233.7	**242.2**	*+3.7%*	458.1	**486.7**	*+6.2%*
on a constant basis and same days			*+2.3%*			*+5.4%*
Gross profit				998.0	**893.2**	**-10.5%**
as a % of sales				*27.4%*	*26.8%*	*-60 bps*
Distribution & adm. expenses (incl. depreciation)				(780.7)	(758.8)	-2.8%
EBITA				217.2	**134.4**	**-38.1%**
as a % of sales				*6.0%*	*4.0%*	*-193 bps*
FTE (end of period)				15,228	**12,694**	**-16.6%**

Rexel
a world of energy

[1] At comparable scope of consolidation and exchange rates and excluding (i) amortization of PPA and (ii) the non-recurring effect related to changes in copper-based cable prices.

Appendix 2 : Segment reporting – Constant and adjusted basis[1]

NORTH AMERICA

Constant and adjusted basis (€m)	Q2 2019	Q2 2020	Change	H1 2019	H1 2020	Change
Sales	1,306.7	**1,006.3**	**-23.0%**	2,554.7	**2,182.8**	**-14.6%**
on a constant basis and same days			***-23.0%***			***-14.1%***
United States	1,031.6	**796.0**	-22.8%	2,031.3	**1,717.4**	-15.5%
on a constant basis and same days			-22.8%			-14.8%
Canada	275.1	**210.3**	-23.6%	523.4	**465.4**	-11.1%
on a constant basis and same days			-23.6%			-11.8%
Gross profit				585.2	**500.3**	**-14.5%**
as a % of sales				*22.9%*	*22.9%*	*1 bps*
Distribution & adm. expenses (incl. depreciation)				(484.7)	(430.4)	-11.2%
EBITA				100.5	**69.9**	**-30.5%**
as a % of sales				*3.9%*	*3.2%*	*-73 bps*
FTE (end of period)				8,337	**6,734**	**-19.2%**

[1] At comparable scope of consolidation and exchange rates and excluding (i) amortization of PPA and (ii) the non-recurring effect related to changes in copper-based cable prices.

Rexel
a world of energy

Appendix 2 : Segment reporting – Constant and adjusted basis[1]

ASIA-PACIFIC

Constant and adjusted basis (€m)	Q2 2019	Q2 2020	Change	H1 2019	H1 2020	Change
Sales	293.9	**292.8**	**-0.4%**	554.5	**531.5**	**-4.1%**
on a constant basis and same days			**-0.6%**			**-4.2%**
China	125.6	**142.9**	+13.8%	232.6	**222.5**	-4.4%
on a constant basis and same days			+13.9%			-3.6%
Australia	117.9	**118.4**	+0.4%	227.7	**232.7**	+2.2%
on a constant basis and same days			-0.9%			+0.7%
New Zealand	28.3	**19.5**	-31.0%	53.1	**43.9**	-17.3%
on a constant basis and same days			-31.1%			-17.9%
Gross Profit				101.0	**93.2**	**-7.8%**
as a % of sales				*18.2%*	*17.5%*	-69 bps
Distribution & adm. expenses (incl. depreciation)				(91.5)	(88.7)	-3.0%
EBITA				9.6	**4.4**	**-53.8%**
as a % of sales				*1.7%*	*0.8%*	-89 bps
FTE (end of period)				2,512	**2,466**	**-1.8%**

[1] At comparable scope of consolidation and exchange rates and excluding (i) amortization of PPA and (ii) the non-recurring effect related to changes in copper-based cable prices.

Rexel a world of energy

Appendix 3 : Consolidated Income statement

Reported basis (€m)	H1 2019	H1 2020	Change
Sales	**6,799.5**	**6,045.6**	**-11.1%**
Gross profit	**1,699.1**	**1,479.6**	**-12.9%**
as a % of sales	*25.0%*	*24.5%*	
Operating expenses (excl. depreciation)	(1,240.2)	(1,145.8)	-7.6%
Depreciation	(138.7)	(141.5)	
EBITA	**320.1**	**192.3**	**-39.9%**
as a % of sales	*4.7%*	*3.2%*	
Amortization of intangibles resulting from purchase price allocation	(7.1)	(6.6)	
Operating income bef. other inc. and exp.	**313.0**	**185.7**	**-40.7%**
as a % of sales	*4.6%*	*3.1%*	
Other income and expenses	(22.8)	(482.5)	
Operating income	**290.2**	**(296.8)**	**N/A**
Net financial expenses	(94.3)	(63.1)	
Net income (loss) before income tax	**195.9**	**(360.0)**	**N/A**
Income tax	(32.6)	(79.9)	
Net income (loss)	**163.3**	**(439.8)**	**N/A**

Appendix 3 : Adjusted EBITA bridge and Recurring net income

BRIDGE BETWEEN OPERATING INCOME BEFORE OTHER INCOME AND EXPENSES AND ADJUSTED EBITA

in €m	H1 2019	H1 2020
Operating income before other income and other expenses on a reported basis	**313.0**	**185.7**
Change in scope of consolidation	(7.8)	-
Foreign exchange effects	2.5	-
Non-recurring effect related to copper	(0.3)	6.9
Amortization of intangibles assets resulting from PPA	7.1	6.6
Adjusted EBITA on a constant basis	**314.5**	**199.3**

BRIDGE BETWEEN REPORTED NET INCOME AND RECURRING NET INCOME

in €m	H1 2019	H1 2020	Change
Net income (as reported)	163.3	**(439.8)**	**N/A**
Non-recurring copper effect	(0.4)	**6.9**	
Other expense & income	22.8	**482.5**	
Financial expense	20.8	**-**	
Tax expense	(39.1)	**32.9**	
Recurring net income	167.4	**82.5**	**-50.7%**

Rexel
a world of energy

Appendix 3 : Sales and profitability by segment – reported basis

Reported basis (€m)	H1 2019	H1 2020	Change
Sales	**6,799.5**	**6,045.6**	**-11.1%**
Europe	3,644.9	3,331.3	-8.6%
North America	2,583.7	2,182.8	-15.5%
Asia-Pacific	570.9	531.5	-6.9%
Gross profit	**1,699.1**	**1,479.6**	**-12.9%**
Europe	999.9	886.4	-11.3%
North America	594.6	500.0	-15.9%
Asia-Pacific	104.6	93.2	-10.9%
EBITA	**320.1**	**192.3**	**-39.9%**
Europe	218.2	127.8	-41.4%
North America	104.8	69.6	-33.6%
Asia-Pacific	9.9	4.4	-55.5%
Other	(12.9)	(9.5)	+26.3%

Appendix 3 : Consolidated balance sheet[1]

Assets (Reported basis in €m)	December 31, 2019	June 30, 2020
Goodwill	3,785.5	3,265.3
Intangible assets	1,027.5	1,014.0
Property, plant & equipment	273.3	264.1
Right-of-use assets	898.2	880.2
Long-term investments	49.2	47.7
Deferred tax assets	60.1	22.8
Total non-current assets	**6,093.8**	**5,494.1**
Inventories	1,696.9	1,528.3
Trade receivables	2,059.3	1,918.8
Other receivables	541.0	448.9
Assets classified as held for sale	169.4	(0.0)
Cash and cash equivalents	514.3	531.5
Total current assets	**4,980.9**	**4,427.5**
Total assets	**11,074.8**	**9,921.6**

Liabilities (Reported basis in €m)	December 31, 2019	June 30, 2020
Total equity	**4,235.3**	**3,691.8**
Long-term debt	1,733.1	1,832.0
Lease liabilities (non-current part)	846.5	829.8
Deferred tax liabilities	184.6	188.1
Other non-current liabilities	352.9	382.7
Total non-current liabilities	**3,117.1**	**3,232.6**
Interest bearing debt & accrued int.	748.8	409.5
Lease liabilities (current part)	163.5	165.4
Trade payables	2,021.7	1,685.9
Other payables	753.0	736.4
Liabilities rel. to assets held for sale	35.3	-
Total current liabilities	**3,722.3**	**2,997.2**
Total liabilities	**6,839.4**	**6,229.8**
Total equity & liabilities	**11,074.8**	**9,921.6**

[1] *Net debt includes Debt hedge derivatives for €(24.5)m at June 30, 2019 and €(18.7)m at June 30, 2020*
It also includes accrued interest receivables for €(2.5)m at June 30, 2019 and for €(1.0)m at June 30, 2020

Rexel
a world of energy

Appendix 3 : Change in net debt

Reported basis (€m)	H1 2019	H1 2020
EBITDA	**458.8**	**333.8**
Lease payments	(109.9)	(106.1)
EBITDAaL	**348.9**	**227.7**
Other operating revenues & costs (1)	(41.6)	(15.6)
Operating cash-flow	**307.3**	**212.1**
Change in working capital	(271.1)	17.8
Net capital expenditure, of which:	(53.5)	(53.1)
Gross capital expenditure	*(55.9)*	*(53.4)*
Disposal of fixed assets & other	*6.3*	*1.7*
Free cash-flow before int. & tax	**(17.3)**	**176.8**
Free cash flow conversion (% of EBITDAaL)	***-5.0%***	***77.7%***
Net interest paid / received	(44.4)	(35.3)
Income tax paid	(62.5)	(24.9)
Free cash-flow after int. & tax	**(124.2)**	**116.6**
Net financial investment	(3.5)	148.1
Dividends paid	0.0	0.0
Net change in equity	1.6	(1.1)
Other	(23.5)	(3.1)
Currency exchange variation	(8.4)	(4.9)
Decrease (increase) in net debt	**(157.9)**	**255.6**
Net debt at the beginning of the period	**2,014.7**	**1,945.9**
Net debt at the end of the period	**2,172.6**	**1,690.3**

(1) Includes restructuring outflows of:

- *€7.3m in H1 2020 vs. €28.7m in H1 2019.*

Rexel
a world of energy

Appendix 4 : Working capital

Constant basis		June 30, 2019	June 30, 2020
Net inventories			
	as a % of sales 12 rolling months	***12.6%***	***12.0%***
	as a number of days	*57.3*	*62.7*
Net trade receivables			
	as a % of sales 12 rolling months	***16.7%***	***15.0%***
	as a number of days	*52.0*	*50.1*
Net trade payables			
	as a % of sales 12 rolling months	***15.0%***	***13.1%***
	as a number of days	*60.7*	*66.1*
Trade working capital			
	as a % of sales 12 rolling months	***14.2%***	***13.9%***
Total working capital			
	as a % of sales 12 rolling months	***11.8%***	***11.7%***

Appendix 5 : Headcount and branch evolution

FTEs at end of period comparable	June 30, 2019	December 31, 2019	June 30, 2020	Year-on-Year Change
Europe	**15,228**	**15,078**	**12,694**	**-16.6%**
USA	*6,187*	*5,971*	*5,024*	**-18.8%**
Canada	*2,150*	*2,125*	*1,710*	**-20.4%**
North America	**8,337**	**8,096**	**6,734**	**-19.2%**
Asia-Pacific	**2,512**	**2,507**	**2,466**	**-1.8%**
Other	**158**	**172**	**130**	**-17.7%**
Group	**26,235**	**25,853**	**22,024**	**-16.0%**

Branches comparable	June 30, 2019	December 31, 2019	June 30, 2020	Year-on-Year Change
Europe	**1,112**	**1,100**	**1,100**	**-1.1%**
USA	*378*	*382*	*383*	**1.3%**
Canada	*191*	*191*	*191*	**0.0%**
North America	**569**	**573**	**574**	**0.9%**
Asia-Pacific	**241**	**238**	**240**	**-0.4%**
Group	**1,922**	**1,911**	**1,914**	**-0.4%**

Appendix 6 : Calendar, scope and currency effects on sales

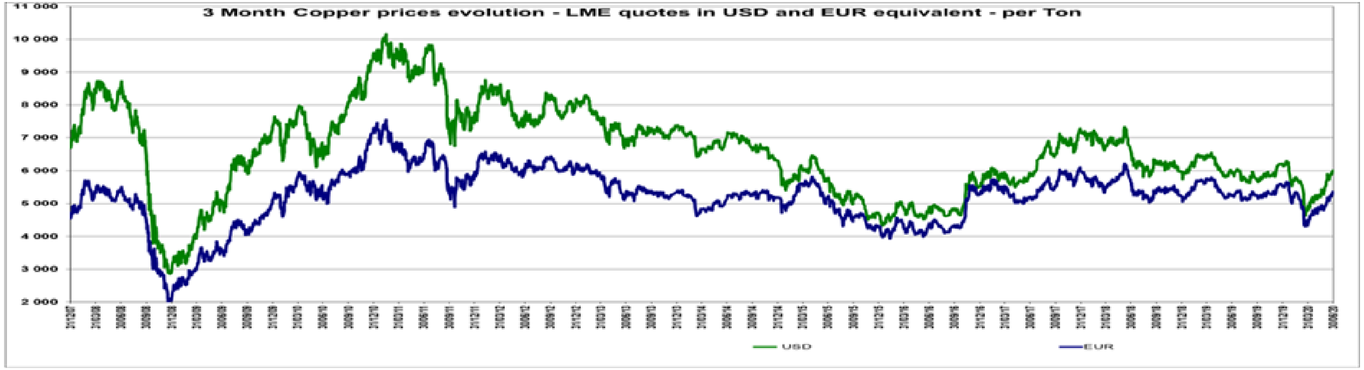
Based on the assumption of the following average exchange rates:

1 €	=	1.12	USD
1 €	=	1.52	CAD
1 €	=	1.66	AUD
1 €	=	0.89	GBP

and based on aquisitions/divestments to date, 2019 sales should take into account the following estimated impacts to be comparable to 2020 :

	Q1 actual	Q2 actual	Q3e	Q4e	FYe
Scope effect at Group level	**(20.5)**	**(65.0)**	**(59.3)**	**(58.6)**	**(203.4)**
as% of 2019 sales	*-0.6%*	*-1.9%*	*-1.7%*	*-1.7%*	*-1.5%*
Currency effect at Group level	**29.8**	**6.0**	**(39.9)**	**(60.5)**	**(64.6)**
as% of 2019 sales	*0.9%*	*0.2%*	*-1.2%*	*-1.7%*	*-0.5%*
Calendar effect at Group level	**0.3%**	**0.0%**	**0.4%**	**1.6%**	**0.6%**
Europe	1.2%	0.1%	0.7%	1.3%	0.8%
USA	*-1.5%*	*0.0%*	*0.0%*	*3.4%*	*0.4%*
Canada	*1.6%*	*0.0%*	*0.0%*	*0.0%*	*0.4%*
North America	-0.9%	0.0%	0.0%	2.6%	0.4%
Asia	*-1.5%*	*-0.7%*	*1.4%*	*-1.2%*	*-0.5%*
Pacific	*1.6%*	*1.0%*	*0.0%*	*-0.2%*	*0.6%*
Asia-Pacific	-0.1%	0.2%	0.7%	-0.7%	0.1%

Appendix 7 : Historical copper price evolution



USD/t	Q1	Q2	Q3	Q4	FY
2018	6,997	6,907	6,139	6,158	6,544
2019	6,219	6,129	5,829	5,916	6,020
2020	**5,651**	**5,389**			
2018 vs. 2017	+20%	+21%	-4%	-10%	+6%
2019 vs. 2018	-11%	-11%	-5%	-4%	-8%
2020 vs. 2019	**-9%**	**-12%**			

€/t	Q1	Q2	Q3	Q4	FY
2018	5,693	5,797	5,279	5,395	5,538
2019	5,476	5,454	5,243	5,343	5,377
2020	**5,124**	**4,889**			
2018 vs. 2017	+4%	+12%	-3%	-7%	+1%
2019 vs. 2018	-4%	-6%	-1%	-1%	-3%
2020 vs. 2019	**-6%**	**-10%**			

Rexel
a world of energy

Financial Calendar

October 29, 2020
3rd quarter sales publication

Contacts

- **INVESTORS & ANALYSTS**

Ludovic DEBAILLEUX- ludovic.debailleux@rexel.com
Tel: +33 1 42 85 76 12

- **PRESS**

Brunswick - Thomas KAMM - tkamm@brunswickgroup.com
Tel: +33 1 53 96 83 92

Disclaimer

The Group is exposed to fluctuations in copper prices in connection with its distribution of cable products. Cables accounted for approximately 15% 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 9, 2020 under number D.20-0111, and its amendment filed with the AMF, on May 11, 2020 under number D. 20-0111-A01. 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 9, 2020 under number D.20-0111, its amendment filed with the AMF, on May 11, 2020 under number D. 20-0111-A01, as well as the consolidated financial statements and activity report for the 2019 fiscal year which may be obtained from Rexel's website (www.rexel.com).