

Rexel

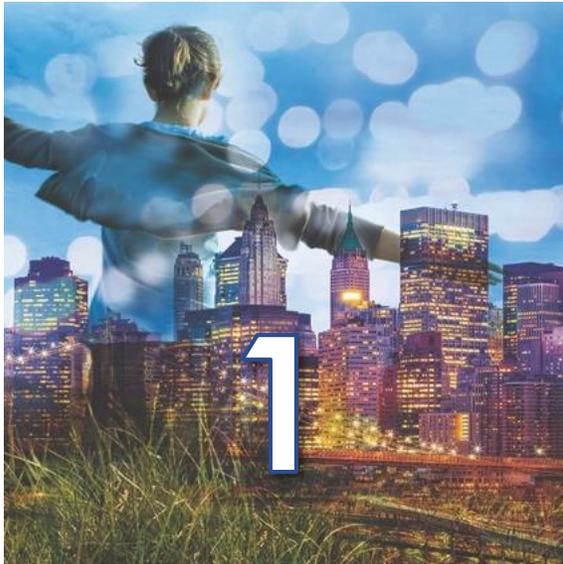
Worldwide expert in the professional multichannel distribution of electrical products and services for the energy world

12/03/2020

REXEL

a world of energy

S U M M A R Y



Rexel
A world of energy



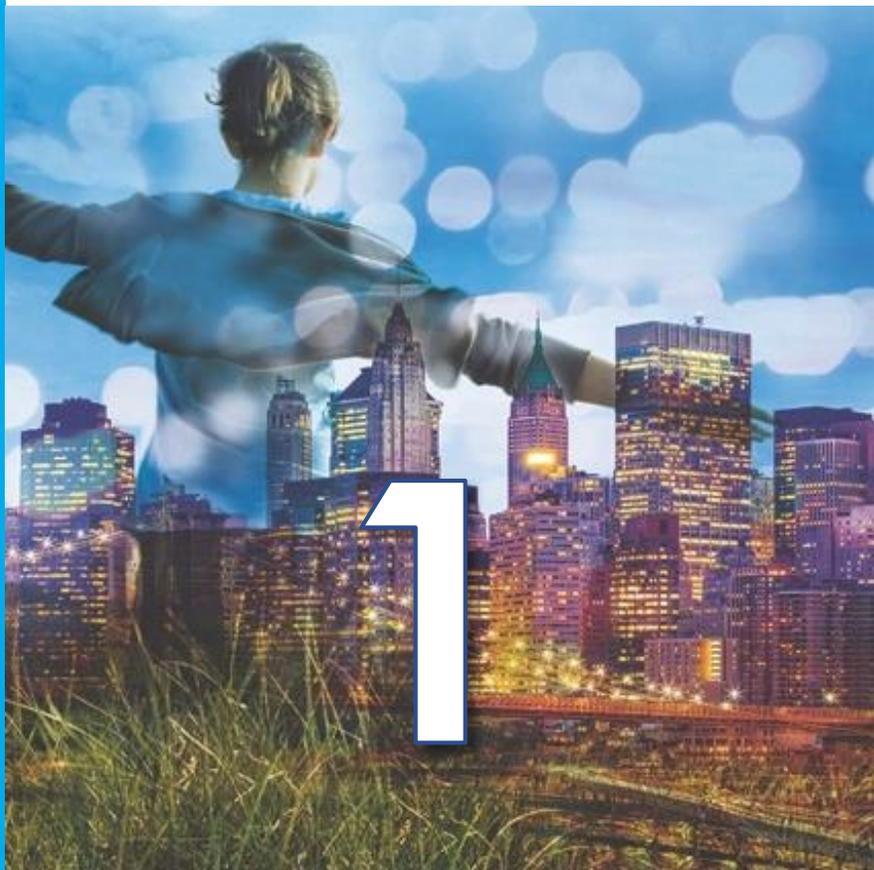
Our business
A multi-specialist &
omnichannel partner



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 key figures

AS OF 12/31/2019

Sales
13.74
€ billion

650,000
Active customers

26
Countries

x2

Sales of energy efficiency products and solutions (since 2011)

2.4 Digital sales (webshops + EDI)
€ billion

26,000+
Employees



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Three main business regions



North America

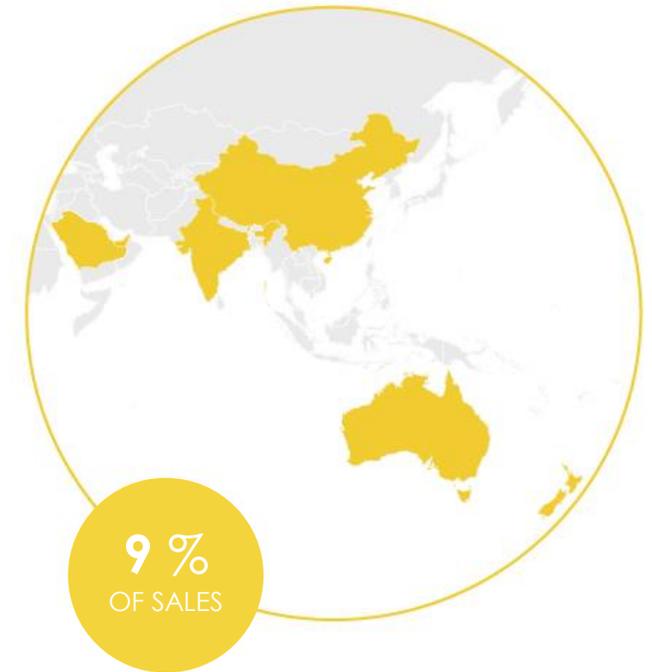
Canada,
United States



Europe

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

*In the financial year 2019, Hungary was one of the Group's countries of operations. However, the Gexpro Services business in Hungary was sold as of December 31, 2019.



Asia-Pacific

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

Solid fundamentals

15%

of market shares in Europe

Adjusted EBITA of

€685.1 m

Up **5.1%**

Gross margin

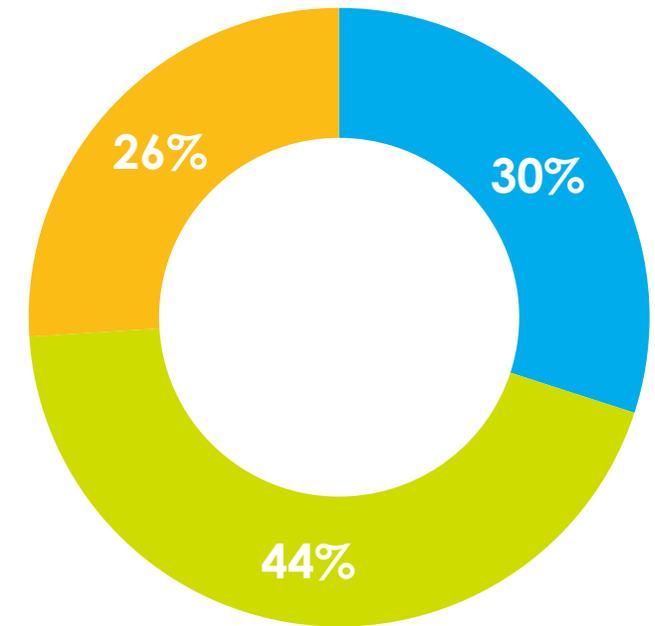
25% of sales

Recurring net income up

50.3%

Vs. 2018

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



■ Industrial ■ Commercial ■ Résidentiel

The Executive Committee and the Board of Directors

EXECUTIVE COMMITTEE

GROUP FUNCTIONS



Patrick Berard
Chief Executive Officer



Luc Dallery
Group Chief Human Resources
and Communications Officer



Laurent Delabarre
Group Chief Financial Officer

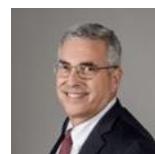


Sébastien Thierry
General Secretary and
Secretary of the Board of
Directors



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

12/03/2020

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

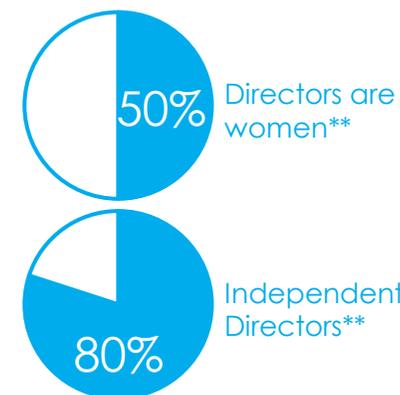
Julien Bonnel***

Brigitte Cantaloube*

Toni Killebrew***

Elen Phillips*

Maria Richter*



*Independent members

**Excluding Directors representing the employees

***Directors representing the employees



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Our business

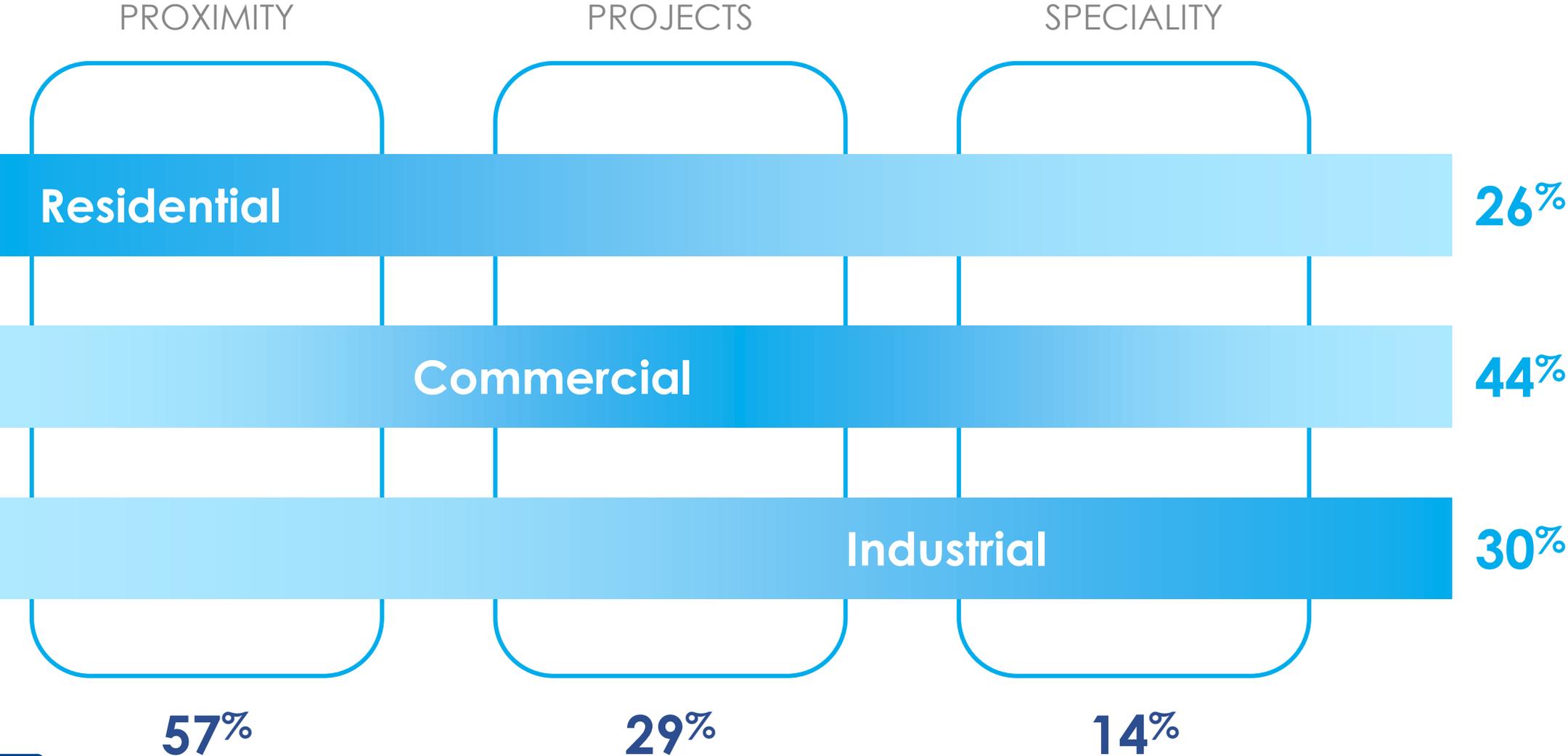
A multi-specialist &
omnichannel partner

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



CUSTOMER PROXIMITY

BEING CLOSE TO INSTALLERS

Rexel simplifies the work of installers by providing an omnichannel offering, assistance for the whole business process, and customized training programs.

1,900+

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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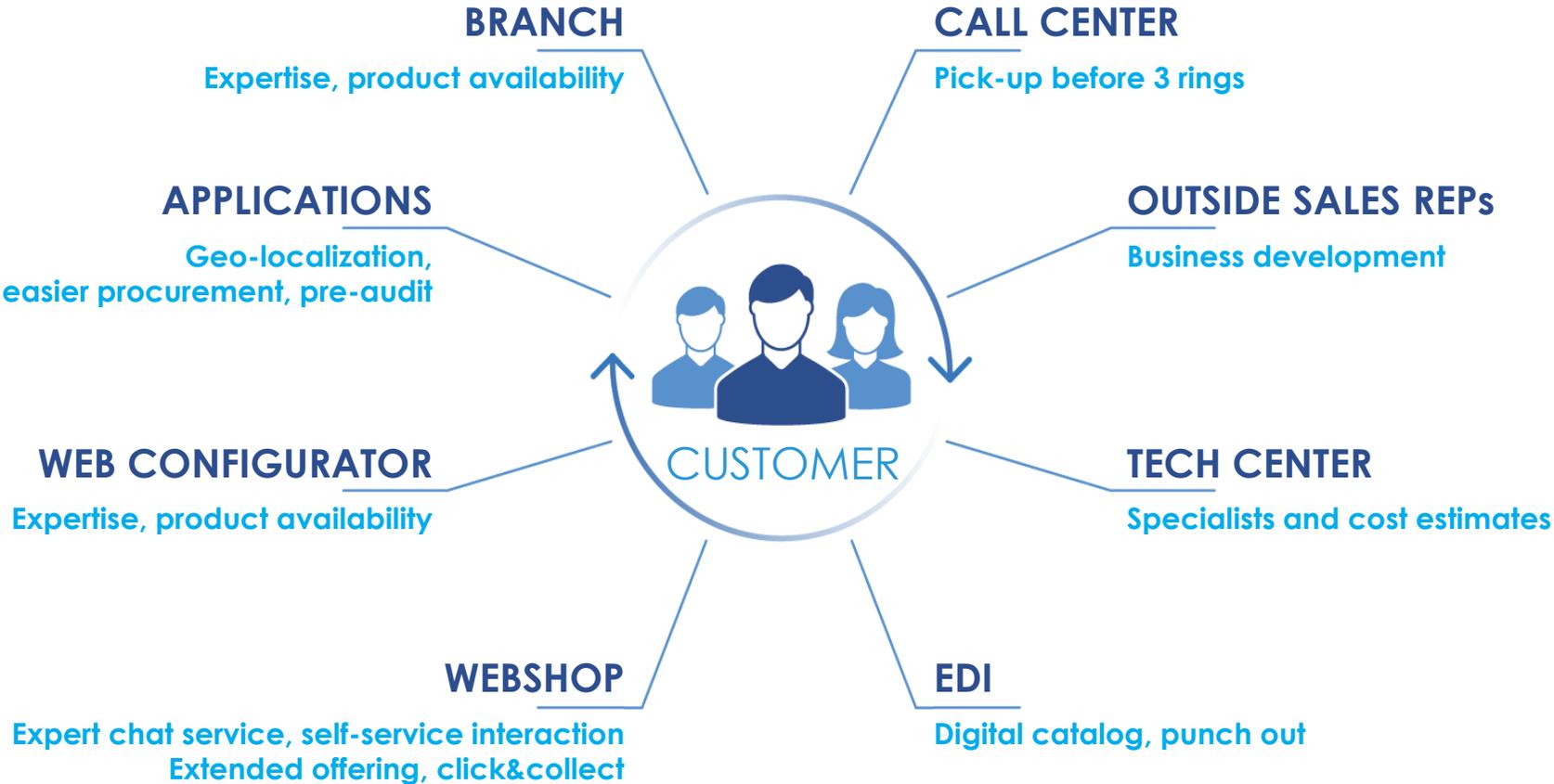


Capitol Light delivers expertise in the optimization of energy for lighting supplied to store chains, hotels, restaurants...



Maximizing customer contacts through an omnichannel approach

THE REXEL PRODUCT OFFERING IS AVAILABLE ANYWHERE, AT ANY TIME, THROUGH MULTIPLE CONTACT POINTS.



↓

2

million
customer contacts
every day

↑



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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.

- 49 logistics centers worldwide
- An internalized supply-chain
- 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

Cloud-based Track&Trace system in Europe



Innovating and growing through digital technology

IN 2019, REXEL RECORDED €2.4 BILLION E-COMMERCE SALES (WEBSHOPS AND EDI)

A STRONG E-COMMERCE PLATFORM

- Common platform (updates and upgrades for 11 countries simultaneously)
- Enhanced content management
- Optimized and simplified payment solutions
- Personalized webshop by user profile

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

POWERFUL CRM TOOLS

- Data-driven and use of artificial intelligence
- Specific knowledge of each customer and related life-cycle
- Detailed analysis of data for loyalty operations

EDI

- Direct access to Rexel services
- Online catalogue



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1

digital order

every second

in Europe

every 30 seconds

in the US

€1.5 bn



2019 Group
Webshop Sales

A strategy based on two pillars

PERFORM AND TRANSFORM

1 “PERFORM” Constant strengthening of the Group to guarantee profitable organic growth

- Growth in volume, in line with a “More customers, More SKUs, More Digital” approach
- Priorities per business approach:

Proximity

(57% of total sales)

Expanded footprint through new branches/counters opening, accelerated multi-channel approach and constant improvement in service standards.

Projects

(29% of total sales)

Industrialization of the product offering designed for customers managing industrial or commercial projects.

Specialty

(14% of total sales)

Improved capacity to meet specific requirements for specialized markets.

- Continuous improvement of the gross margin and cost structure

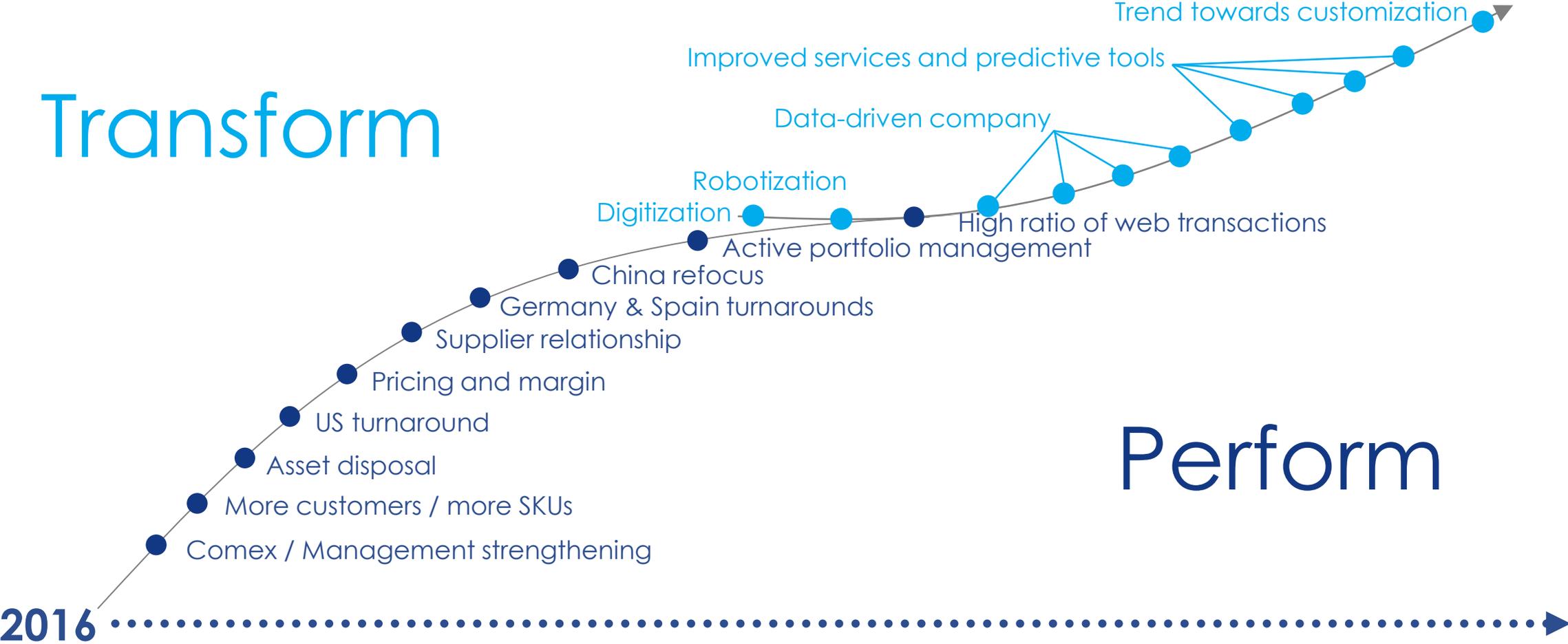
2 “TRANSFORM” Migration to a leading data-driven services company

- Adoption of a service strategy, segmented around three types of product and service offers
- Migration to a data-driven company
- Increase selectivity in capital allocation and strengthen financial structure

Perform & Transform

IMPROVE PERFORMANCE IN OPERATIONS AND ACHIEVE THE GROUP'S TRANSFORMATION

Transform



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Our commitments for a better energy future

Our sustainable development approach



Developing energy management solutions for our customers and for society at large



Fostering sustainability in our value chain



Improving the social and environmental performance of our operations



Acting with ethics and integrity

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

The Rexel Foundation for a better energy future

5

lines
of action

1. FACILITATING

access to affordable, efficient and sustainable energy

2. SUPPORTING

the fight against fuel poverty

3. DEVELOPING

renewable energies and their funding

4. ENCOURAGING

the acceleration of energy retrofitting

5. INFORMING AND EDUCATING

the general public about energy transition

4

types
of project

1. **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.

2. **Social innovation projects** are driven by social entrepreneurs who develop new economic models that have a social impact.

3. **Knowledge and learning projects** include projects co-created by energy efficiency researchers and experts to be shared with the general public.

4. **Employee projects** are initiatives sponsored by the Group's employees.

Focus on the Roubaix social innovation project

THE REXEL FOUNDATION AS A FUEL-POVERTY SOLUTIONS PROVIDER

In 2018, on the occasion of its Innovation Day, the Rexel Foundation brought together a group of residents, elected officials, associations, Foundations, Rexel branches and social entrepreneurs from Roubaix, one of the most disadvantaged cities in France

The will of this collective is to integrate people dealing with fuel poverty issues into the reflections, so that they take part in the research and development of lasting solutions

Collaborative brainstorming workshops bringing the collective together are organized throughout the year with the support of Rexel experts

Given the success of this initiative, the next step is to apply this model in other areas, such as the city of Roanne (France), and then on a larger scale



Thank you

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