

# Rexel Today



REXEL

a world of energy

# Rexel Today



Digital transformation, at the heart of Rexel's strategy, is an

asset that proved to be precious in weathering the crisis of 2020. The Group was thus able to rely on solid fundamentals, committed teams, and effective digital tools to adapt to the pandemic's effects swiftly and in real time, while continuing to provide seamless customer service and protecting its employees. A factor of resilience, performance, and growth, Rexel's digitization is the primary means of accelerating its transition to a data-driven company. Simultaneously, the convergence of the Group's economic and societal ambitions is materializing: Rexel is strengthening its sustainable development commitments and placing corporate responsibility at the heart of its value creation strategy.

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Credits

# A balanced global footprint

as of 12/31/2020

Rexel provides its customers with solutions and services that are innovative, efficient, and sustainable. The expertise of its teams, the density of its distribution network and the richness of its offering make the Group the partner of reference for the electrical industry, on industrial, residential, and commercial markets.

Group

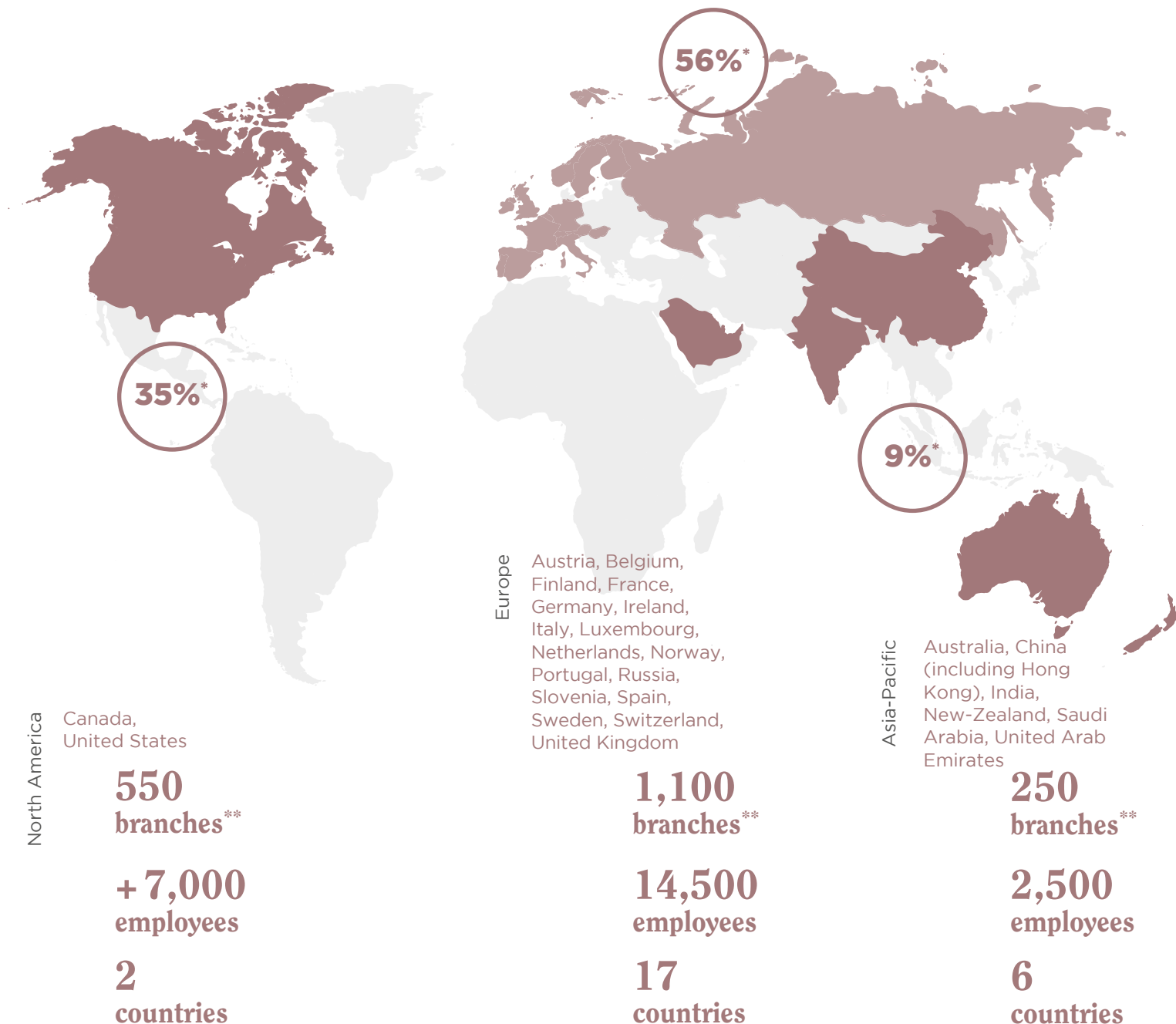
**+1,900**  
branches\*\*

**€12.6bn**  
in sales

**+24,000**  
employees

**25**  
countries

\*: Percentage of 2020 sales.  
\*\*: Rounded figures as of 12/31/2020.





# Message from Patrick Berard

Chief Executive Officer of Rexel

Who could have imagined at the start of 2020 that we would experience one of the most difficult peacetime moments in over a century? For Rexel, this year was expected to mark a new step forward in the implementation of its transformation plan but was instead suddenly transformed into a full-scale stress test – a challenge that Rexel met with agility and resilience, thereby demonstrating the solidity of its business model.

## Nearly 60%

of sales generated in countries in which Rexel estimates it has a market share greater than 15%.

### Responsive management and mobilized teams in response to the health crisis.

Agility, because France had barely declared a health emergency due to the Covid-19 pandemic when Rexel swiftly moved to maintain the continuity of its operations while ensuring that the health and safety of its employees and customers remained the chief priority. Almost overnight, the entire work organization was rearranged. Faced with this unprecedented turnaround, affecting supply as much as demand, our entire community mobilized, whether on-site or at home, in order to continue to serve our customers. In two days, all of our branches switched to “drive” mode, enabling our customers to pick up their orders contact-free. In three days, our customer relations and expertise centers changed to 100% remote working, in complete transparency with customers. And while a handful of branches had no choice but to close temporarily, Rexel's activity was never interrupted. This continuity was crucial to maintaining the functions of essential services and structures such as hospitals, certain public buildings, vital industries, and local shops selling essential items.

And I would like to take this opportunity to express my deep gratitude to all Rexel employees for the extraordinary dedication they showed to serving our customers and the greater community.

### A solid financial performance

Next, resilience, because this remarkable mobilization had, and continues to have, a major impact on the quality of our results. While the first weeks after the start of the pandemic witnessed a sharp drop in activity, our teams' efforts swiftly enabled us to rectify the situation and deliver a financial performance for the year that surpassed expectations. Our annual sales, at around €12.6 billion, are only down 6.5% on a constant basis. Our Adjusted EBITA margin comes to 4.2% with a limited margin decline of 78 bps thanks to our proven ability to control our costs. We considerably increased our free cash flow, which reached €613 million, an improvement of €151 million in one year. This enabled us to lower our debt to €1.3 billion, a decrease of €611 million for the year, and our net debt-to-EBITDA ratio reached 2.14 times. Thus, our debt and our debt ratio alike reached their lowest point since Rexel's initial public offering in 2007.

### A resilient business model

Finally, solidity, because this level of performance in the context of a global health crisis proves the strength of Rexel's economic model and the validity

**“The level of Group performance in the context of a global health crisis proves the strength of Rexel's economic model and the validity of the strategic choices made over the past four years, particularly the investments in digital technology and the sales force in order to enable Rexel to evolve from a pure retailer logistics coordinator to a data-driven services and solutions company.”**

# 615,000

active customers.

# 50%

of purchases are made from  
26 strategic suppliers.

of the strategic choices made over the past four years, particularly the investments in digital technology and the sales force in order to enable Rexel to evolve from a pure retailer logistics coordinator to a data-driven services and solutions company.

From 2018 to 2020, the Group invested €300 million in digital and information technologies. Digital sales in 2020 reached €2.6 billion, i.e. 21% of total sales, making Rexel one of today's leading digital players at the forefront of its sector. Digitization constitutes a paradigm shift affecting every level of the organization, all of its work methods, and everyone's general mindset. Data and digital tools are now Rexel's main assets, with a critical role in differentiating us from our competitors, creating value for our customers, and preserving our profitability.

Among these innovations is Rexel Easy, a program launched in 2019 with the goal of improving the customer experience. A customer can now create an account in less than five minutes, learn about delivery times, track an order, or find a product online. As

another example, with Email to EDI\*, a solution that automatically processes customer orders by email, we process 165,000 orders per year in eight European countries and can use the saved time to redirect our teams toward sales-related activities.

We have also developed a predictive analytical customer attrition model using artificial intelligence: deployed in eight countries, it allows our sales representatives to provide customers with tailored or even personalized solutions.

Finally, in 2020 we launched a new distribution model in the Paris area and in Zurich: Rexel Express. Based on the automation of order preparation via the Autostore technology, this concept improves customer service quality by providing more than 20,000 SKUs available in less than 10 minutes.

\*Electronic Data Interchange.

Offering the flexibility of 24/7 order pick-up and same-day delivery to Rexel branches or worksites by zero-emission vehicles, this solution improves efficiency and productivity while eliminating the risk of human error and improving employee working conditions.

At the forefront of innovation in its industry, the Group wants to set a global example for the use of artificial intelligence and data analysis for the supply of energy-efficient equipment by being at the heart of tomorrow's innovation development. It was only natural, then, for Rexel to join forces with four other major French groups

an underlying trend that will support our development, and the Group is ideally positioned to capture these growth opportunities.

Rexel offers a wide range of eco-efficient products designed for the construction, the renovation and the maintenance of buildings, as well as tools for controlling energy consumption. The Group also helps installers to promote energy savings by supplying them with energy audit tools and digital applications that facilitate the implementation of energy-efficient solutions. Rexel is present as well on the electric vehicle market and offers full packages, scaled to suit the number of

## Innovation - Energy

and two prestigious academic institutions, *l'Institut Polytechnique* and *HEC*, to announce in September the launch of Hi! Paris, an interdisciplinary center for research excellence in the fields of artificial intelligence and data analysis.

**The energy transition:  
a challenge, an opportunity  
and a responsibility**

Rexel's other new horizon is the energy transition. The issues and challenges pertaining to clean energy production, and especially to accelerating innovation in the area of energy-efficient solutions, constitute

# Over €2.6bn

of digital sales in 2020,  
representing 21% of total sales.



1st

According to Corporate Knights, the Group is the most sustainable company of its sector and the 11th most sustainable worldwide.

vehicles to charge. Related services for users further enhance these offerings, including geolocation, charging station reservation, and online payment. Rexel's strong ESG\* commitment has been recognized by Corporate Knights, which recently ranked the Group as the most sustainable company in its sector and 11th worldwide, all sectors combined.

Strengthened by its transformation, bolstered by a proven ability to adapt, positioned in promising markets, and supported by the engagement of its teams, Rexel looks to the future with optimism. It is this confidence that both underpins the medium-term goals that we set for ourselves – the market's outperformance, our profit growth and strong cash flow generation – and enables us to resume offering a dividend. I want to express my warmest thanks to our shareholders for their loyalty and for their trust in Rexel during this complex period, which compels us - and all of Rexel remains mobilized to this end - to create value for all of our stakeholders.

“At the forefront of innovation in its industry, the Group wants to set a global example for the use of artificial intelligence and data analysis for the supply of energy efficient equipment by being at the heart of tomorrow's innovation development.”

## —Becoming a benchmark company— in the use of data

Rexel's strategy is based on an approach of growth, value creation and ESG\* ambition through several strategic initiatives.

### “More customers, more SKUs & more digital”

- A digital offering that strengthens its omnichannel value proposition, with the goal of achieving more than one-third of sales via the digital channel by 2023.
- The deployment of its urban model with automated Autostore-type solutions.
- A “responsible” offer that includes energy audits and CO<sub>2</sub> emissions measurement, in addition to the promotion of its e-mobility, smart building and industry 4.0 offerings.
- Expansion of its addressable market through new service offerings and customer support.

### Adoption of a service-oriented approach, segmented into 3 types of products and services

Proximity



**59%**  
of Group sales

A stronger presence thanks to dense branch/counter coverage, a systematic omnichannel approach and continuous improvement of the service level.

Projects



**30%**  
of Group sales

A process of offering specific products and solutions supported by a catalog of services for industrial or commercial projects.

Specialty



**11%**  
of Group sales

The ability to advise and satisfy customers with very specific needs through specific products and solutions.

### Transition to a data-driven company

This second part of Rexel's transformation consists in leveraging relevant available data to make decisions based on facts and analysis, not just beliefs or experiences. It comprises three priority areas:

Internal



Improve performance through the implementation of use cases based on the use of algorithms and artificial intelligence.

Customer



Enrich the customer experience: deepen the reflection on the customer journey and use the available data to ensure an ever simpler and more fluid experience.

Supplier



Generalize a dedicated data analysis offering for each supplier, who will receive factual information about their market positioning, omnichannel offering, and digital conversion rate by product category.

\*Environment, Social, Governance.

# Responsive management of the Covid-19 crisis

## Agile and responsive management

In the context of the pandemic, Rexel's business activities suffered an unprecedented blow in certain regions and the customer and product mix was upended: the demand from electrical installers slowed, contrary to essential services like hospitals and critical industrial sites that Rexel supplied on demand.

Thanks to the effort made to structure data, organize teams, and develop new digital tools, Rexel had access each night during the pandemic to daily performance data for every country, including sales variations and profitability. This agile monitoring made it possible to quickly enforce any needed adjustment measures – a crucial responsiveness that was key to adapting to highly contrasting conditions, depending on the health situation and lockdown measures in effect in each region of Rexel's operations. Thus, on a country-by-country basis, the Group successfully managed business resumption as appropriately as possible while preserving profitability, which illustrates the Group's ability to manage costs and focus on the creation of cash flow during a crisis situation. Within a few days, the entire work set-up was reorganized and, thanks to the support of the IT teams, one third

of employees moved to remote working, exemplified by Customer Relations and Expertise Centers, whose customer service representatives successfully handled all of their work from home.

# x20

the number of electronic signature uses in the Group, from late February to late May 2020.

# x8

the number of messages per day on collaborative tools within the Group, from late February to April 2020.

## Service continuity

Rexel's activity never ceased, despite experiencing a sharp decrease in volume. This continuity was crucial to maintaining the functions of essential services and structures such as hospitals, certain public buildings, vital industries or local shops selling essential items.

The maturity of the omnichannel model, along with the adaptation of workplace



Patrick Berard,  
CEO of Rexel

**“The health and safety of our employees and customers has been and will remain our first priority. Every protective measure was quickly taken and the Group widely disseminated its plan to follow and encouraged the sharing of best practices. Local teams led the implementation of protective measures to provide an appropriate response to highly contrasting situations, whether in terms of the pandemic's evolution, the availability of equipment, or local regulatory provisions. The Group and all of its entities remain extremely vigilant and continue to provide employees and customers with the best conditions possible in terms of health and safety.”**

organization at every level of the company, enabled Rexel to continue to serve all of its customers. Throughout the countries in which the Group operates, only a handful of branches were forced to temporarily close. In this unusual context, many customers opened their first online account to place their orders – another of Rexel's major strengths, highlighted by Xavier Derycke, VP Supply-Chain Transformation, Rexel Europe: *“The supply chain remained intact, thanks in particular to the internalization of distribution centers whose operations we entirely control.”* Over the course of the past several years, the Supply Chain function was also reorganized in order to constantly better serve our customers. Furthermore, close connections with local transporters allowed us to quickly modify transportation plans and control costs without sacrificing service quality.

# Less than 5min.

**Time needed to open  
a webshop account.**



Xavier Derycke's point of view as  
VP Supply-Chain Transformation, Rexel Europe

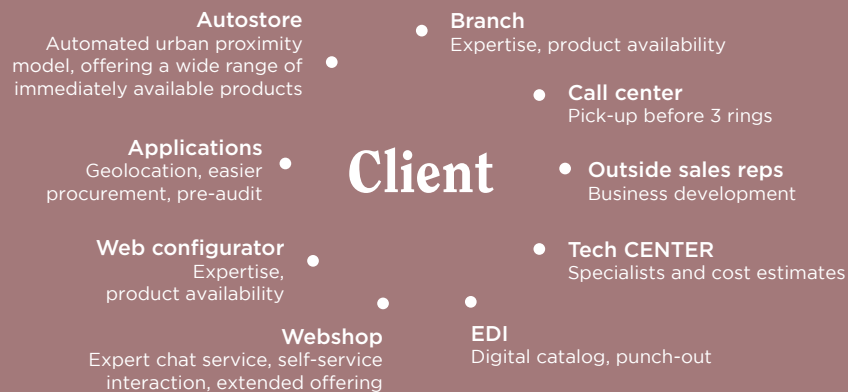
“

Despite the violent nature of the crisis, the Supply Chain resisted. Service continuity was ensured thanks to the measures taken to protect employees and customers and to adapt to a totally unprecedented context. All the distribution centers remained open. We owe this resistance to our teams, which were amazing. An entire community joined forces and took action, whether on-site or at home, in order to continue to serve our customers.

Local management within each market enabled us to adapt the workforce to the sales volume and thus control costs. Global inventory review became weekly rather than monthly, with frequent check-ins with our suppliers. Thanks to our close ties with traditional local transportation companies, we were able to adapt our transportation plans and control costs without sacrificing quality. We also spoke more frequently with our customers to adapt and relax delivery conditions. This crisis highlighted the fundamental importance of internalizing our Supply Chain: it was the key to managing our business and controlling the effects of the crisis. The Lean approach, which has been adopted by all of our distribution centers, also demonstrated its relevance. Thanks to a bottom-up model, employees are now more involved, heard, and empowered. The opportunities for dialogue and work within the Lean approach make it possible to handle an exceptional situation like the Covid-19 pandemic and to adapt. Ultimately, I would say that the crisis confirmed the relevance of Rexel's positioning at the heart of the value chain, with respect to its suppliers, its transporters, and its customers.

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## Rexel is strengthening — its omnichannel approach —



### An ultra-responsive network at Rexel France

*"In two days, all of our branches switched to 'drive' mode, with all customer orders provided outside the branch," said Pierre Faury, Sales Director, Proximity and Network, Rexel France. "Our customers appreciated this service very much, especially independent contractors who continued to work on their projects during lockdown, and customers who performed maintenance works."*

Within three days, the 37 Customer Relations and Expertise Centers moved to 100% remote working. *"The customer service representatives were available from home, with the same tools, telephone number and email address, in total transparency with customers," said Pierre Faury.* The sales representatives quickly re-established contact with their customers by telephone, especially since lockdown allowed them the time to review their files and to systematically call all of their customers.

At the national level, the network swung into action with the creation of an expert hotline by profession and a national email address in order to help branches respond to their customers' technical questions. Customer support at Rexel.fr, especially for independent contractors, was strengthened, with the sharing of information about health measures, state-guaranteed loans, payment deferral for social security contributions, etc. Rexel also took advantage of the lockdown period to make more e-learning modules available to its employees.

**"Our customers were very satisfied with the availability of our products during lockdown. Being able to continue to work without dealing with inventory problems was very reassuring for them. Some got into the habit of using rexel.fr and became autonomous with this channel, even though they were glad to return to the branch at the end of lockdown."**

Jeanne-Marie Pantanella,  
Branch Manager in Gramont  
(Haute-Garonne, France)

**"During this period, we continued to get supply at the Rexel branch in Roubaix without difficulty. In this human-sized branch, we know the staff well and they remained very available. Our share of online orders increased during the lockdown, but our relationship with our sales contact continued, providing essential service continuity for us during the crisis."**

Antoine Danulezzi,  
Manager of ADNRI,  
Roubaix (North, France)

# Digital transformation progress

## Data-driven management

In 2017, Rexel began a comprehensive transformation process designed to shift its business model from that of a pure logistics coordinator to that of a data-driven service company—a change that is in line with the new demands of the market, the competition, and the digitization of the economy. The Group has invested massively in this transformation in order to optimize the productivity of its operations and increase the added value of its services. Today, Rexel is a major digital leader at the forefront of its sector. Digitization represents a paradigm shift affecting every level of the organization, as well as all of its work methods and everyone's mindset. Digital tools and data are now the company's main assets, with a critical role to play in differentiating Rexel from its competitors and preserving its profitability.

## Close to 2/3

of the Group's investments were made in information systems and digitization from 2017 to 2019.

## Data richness

615,000 active customers, 500,000 online order lines per day, 50,000 client visits on the Group webshops, 15,000 quotes per hour: the analysis of the data to which the Group has access represents a source of information that the Group's subsidiaries can adapt to suit the local context. The gathering and structuring of these data forms the foundation of a relevant, objective analysis of consumer buying behavior, in particular sensitivity to products, channels, means of interaction, price, and special offers. *"Most digital solutions developed by Rexel rely on increasingly sophisticated customer segmentation resulting from these data, completed by external data, and supported by validation algorithms,"* explains Constance Grisoni, Data Solutions Manager. *"This approach is intended to ensure objective segmentation."* In 2019 and 2020, the Group helped its various markets to improve data gathering and quality, harmonize products, and share best practices, with the intention to continue the effort.

**"The web platform, which now supports 20 webshops in 11 countries, has entered a more advanced phase of industrialization. This new step has contributed to a significant increase in traffic and sales, in parallel with an optimization of investments."**

Anne-Brisce Grasset,  
Digital & Data Factory Director



# Improvement - New features - Optimization - Digital

## Easy, with Rexel

Rexel Easy is a program launched in 2019 whose goal is to improve the customer experience by optimizing back-office processes.



### CREATE AN ACCOUNT IN FIVE MINUTES, ONLINE AND OFFLINE

The quick account creation mechanism led to a strong increase in new accounts.



### LOOK UP DELIVERY TIMES

Now available for all products, including those not in stock. In France, the various logistics systems have been integrated to enable the website to display a reliable delivery time for products not in stock.



### TRACK ORDERS

65% of customer orders in Europe are now covered by Track & Trace to monitor the status of online orders.



### RETURN A PRODUCT ONLINE

All the customer has to do is declare the reason for returning an order for it to be accepted by the sales teams. This streamlines and safeguards the process, while allowing the customer to do it independently.

### In the customer's shoes

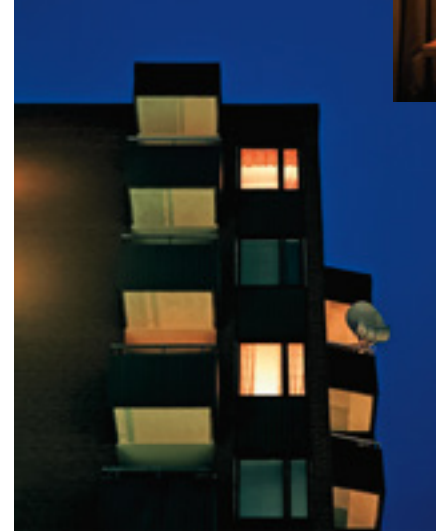
*"With a platform of 20 webshops and constantly rising digital penetration rates, the websites' key advances today are in customer experience improvement,"* says Nicolas Baltzer, Digital Factory Director - Product & User Experience.

Ergonomic tests, the first aspect of this improvement, have entered a phase of industrialization, at a rate of three to four times per quarter. The prototypes presented to customers before the launch of the new features and improvements ensure that their expectations and uses are fully taken into account in order to optimize the final customer experience. Launched in 2019, they focus on customers' priority projects: Track & Trace, product design pages (France), mobile payment at the branches (Sweden), etc. In order to simplify and streamline

digital uses from a customer experience rather than a functionality perspective, the premiumization trend is intensifying. It involves prioritizing technological choices that enable customers to work better and faster and is based on an observation of their behavior instead of on suppositions. This approach is used in priority areas set forth in Rexel's Easy plan.

The Design System project aims for both visual consistency between different digital products within the same country and the provision of code components and reusable templates for local teams when they want to develop their own tools. Launched in late 2019, Design System is currently being used for various projects, including the customized landing page implemented in France.





## AI boosts sales

*“Over the past two years, we developed several artificial intelligence solutions aimed at accelerating the Group’s digital transformation,” says Constance Grisoni, Data Solutions Manager.*

*“These predictive models are based on algorithms fed with high-quality data with the aim of optimizing sales. And they are a success.”*

Next Best Offer (NBO) recommends the right product, to the right customer, at the right time and on the right channel (physical, phone, mail). For example, within the limit of one request per month and per customer, the NBO suggests by email products related

to the latest orders. The solution has been running successfully in France since 2019.

In order to reduce the customer attrition rate, or ‘churn,’ a system of alert identifies at-risk customers so that sales people can react. Other tools were also created during the pandemic, such as rebound alerts, which identify customers whose business is recovering faster than average for their sector or who, on the contrary, are under-performing.

*“These alerts, which were implemented in many European countries and Canada during the first wave of the pandemic, have been preserved in order to give sales people a forecast of the evolving life-cycle of their customers,”* notes Laurent Nizard, Data Science Manager.

In the branches, the mix optimization model aims to provide the right products at the right time in terms of product line breadth and depth. This solution was developed in a multi-disciplinary way between sales, procurement, marketing, and purchasing, with a considerable amount of training for inventory managers in the branches. Already in place in around 100 French branches, it is being extended to the entire country.

## Rexel supports the creation of a French AI research champion

On September 15, 2020, Rexel and four other major French companies announced Hi! Paris, an interdisciplinary center for research excellence in the fields of artificial intelligence and data analysis.

Led by two prestigious *grandes écoles*, Institut Polytechnique and HEC, Hi! Paris aims to become a French and European champion of science, technology, and business, capable of rivalling the world's finest institutions. Its research on avant-garde projects will be the guarantee of improved competitiveness for the companies that can implement it.

The center is the result of a close partnership between the academic world and innovative companies

involved in the digital revolution. Rexel thus joined forces with Total, L'Oréal, Capgemini, and Kering to create the project.

In so doing, the Group intends to maintain its technological lead and be recognized as a global reference in the use of AI for the energy industry.

*"The alliance between today's industrial leaders and the top thinkers and researchers of the world of tomorrow is the key to our success in the coming years,"* says Patrick Berard, CEO of Rexel.

Éric Laterrade's point of view,  
as Group CIO, on cyber security

“

With close to 21% of our sales happening online, we must be extremely vigilant and exacting. Our cyber security program in place since 2019 aims to protect our users' identity, our data, and our services. It takes three forms: training and raising employee awareness, risk management and assessment procedures in each market, and the implementation of tools for the detection of cyber-attacks and correction. We have a permanent team, which is in charge of running the network of security managers in the various markets. The program is almost entirely in effect in all of our markets. With strong support from Group leadership and investors equal to the task, it provides Rexel with the tools necessary to continue to fight against the significant increase in cyber-attacks observed around the world. We are also rolling out a Security Management Information system as part of a certification process (ISO 27001), with awareness raising among all of our entities and our heads of security.

”





# Digital - Webshops - Design - Ergonomics - Experience



## The Digital Factory

*"The Digital Factory was created in 2018 to pool and provide markets and teams with methods and products designed to accelerate the Group's digital development,"* explains Anne-Brisce Grasset, Digital & Data Factory Director. The Group thus has a solid digital foundation to back up its business strategies in its various markets.

*"The Digital Factory works in close collaboration with Rexel's countries of operation to facilitate the adaptation of user interfaces and features to suit their markets and local specificities. The markets customize the solutions provided by the Digital Factory according to the regional strategic business directions and data that they have,"* specifies Anne-Brisce Grasset. This unit relies on global teams that provide the markets with common tools (webshops, apps, digital tools

in the branches, etc.). They are high-quality solutions, personalized or personalizable, as well as tools and methods that facilitate their implementation and optimize costs.

# +10,000

**automated tests were conducted for webshops updates.**

# The ecological transition, a part of Rexel's DNA

## The deployment of an energy efficiency offer

The ecological transition is a real driver for Rexel, and it will be fueled by the recovery plans announced around the world. Energy efficiency is at the core of the solutions that Rexel offers. In 2020, its sales of energy-efficient and renewable energy products reached 1.54bn euros. Rexel encourages its customers, as well as its suppliers, to choose these products and solutions. The Group helps contractors promote energy savings by offering them energy auditing tools and digital apps designed to streamline the deployment of energy-efficient solutions. For example, the Esabora app allows them to model buildings and position electrical installations without needing CAD expertise.

Rexel helps its customers manage their construction works efficiently and responsibly by reducing and monitoring their GHG emissions with on-site deliveries, reducing nuisances by managing deliveries from all their suppliers, streamlining different flows to and from a work site (via kitting, on-site branches), etc.

Rexel also contributes to the circular economy at work sites, recycling all

types of electrical equipment, at its branch or at its customers' sites, recycling and reusing other equipment and materials or eliminating over-packaging.

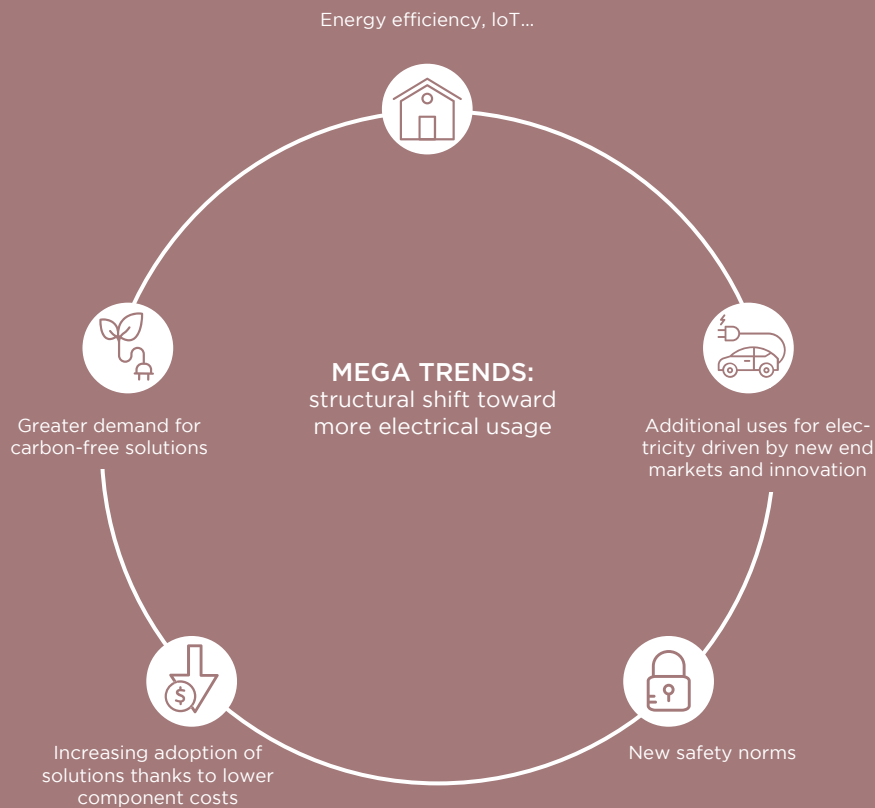
The Group offers a broad range of eco-efficient products for the construction, renovation and maintenance of buildings, as well as energy consumption management tools.

Rexel encourages its suppliers to adopt energy-efficient solutions and evaluates their ethical, social and environmental performance on a regular basis. 350 suppliers, representing 77% of the Group's direct purchases, have received an evaluation questionnaire via the EcoVadis platform. Rexel is ranked "Gold" on the same platform.



# The energy transition

Rexel operates in a market driven by positive structural trends.



**Christian Roche's point of view,  
as Director of the IoT Business Unit for Rexel France,  
on the smart home market**

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Even though this market has not yet reached full maturity, we are experiencing strong growth across our connected products and services offering. Energeasy Connect is our solution designed for the smart home market and it has greatly benefitted from this momentum thanks to the evolution of the new home market: today, real estate developers and single-family home builders systematically want to include a 'smart home' solution in their constructions. For them, it isn't just a matter of meeting a clearly expressed customer need – to have access to a range of complementary services in addition to controlling the home's features. The retrofitting market also benefits from opportunities linked to the evolution of smart objects. These offers can be interoperable natively or via gateways enabling them to use the existing equipment. We can now turn an existing installation into a connected one without renovation works and at a relatively low cost. Energeasy Connect is a universal smart home management solution. It is an interoperable home controller connecting the home to the 18 uses included in our offering: basic uses like controlling openings and closures, heating and

lighting, but also alarms, CCTV, automated gates, etc. Concretely, Energeasy Connect regularly integrates new products whose technical evolution represents a fundamental underlying trend. Today, 35 manufacturing partners and more than 1,500 products are involved in equipping smart homes. Our installer customers' professions are undergoing considerable change. In response, we are strengthening our technical and commercial support and are organizing informative meetings. More specifically, we have created a training program dedicated to Energeasy Connect. We also offer a new tool dedicated to connected installation professionals. The new EConnect PRO application will allow them to create, enrich, manage and maintain their installations set up with Energeasy Connect. Most of all, it will allow them to stay in touch with their installed hubs and therefore to offer added value and services involving remote surveillance and maintenance.

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## Electric vehicles and charging stations

The share of rechargeable electric vehicles (including hybrids) within the overall global sales of new passenger cars should grow from 8% in 2019 to 52% in 2030 (Source: *Who will drive Electric Cars to the Tipping Point?*, BCG, January 2020).

City, transportation and building planning are among the main challenges to the large-scale deployment of electric vehicles. With an average autonomy of 140 km, the charging station issue is crucial for



the users of this type of vehicle. Moreover, needs vary depending on use: while highway infrastructures require high power, capable of charging a vehicle in under an hour, commercial buildings only need average power and residential buildings need normal power. Rexel has positioned itself on this market in order to assist the installers of these new types of equipment.

The Group thus offers full packages, sized according to the number of

vehicles that need to recharge, using traditional or solar energy. Additional services for users enrich these offerings, such as localization, charging station reservation, or online payment.

To complete its offer, in 2021, Rexel acquired Freshmile, an electrical vehicle charging station operator that manages more than 8,000 charging points and provides services to more than 50,000 EV drivers, with access to 100,000 charging points throughout Europe.

## Building Information Modeling

BIM (Building Information Modeling) is a new building design technology, which covers all of its various aspects and stages. It takes the form of a digital model that provides a virtual preview of the real building, complete with all the data linked to it, and enabling flow optimization. The BIM market is now growing by 10 to 15% per year in France and shows an adoption rate of 50 to 60% with the major building constructors.

To support its customers' skill improvement in this market, Rexel accompanies them throughout their projects, offering them numerous tools at each step of the process: digital design support, work site organization and management assistance, connected solutions for energy consumption management, etc.



**Grégoire Morineaux's point of view,  
as Industrial Market Director, Rexel France,  
on the industrial market**

“

Our strengths are specialization, an omnichannel approach, and technical expertise. With a dedicated structure for our industrial clients staffed with around 125 specialized salespeople, our customers have daily contact with their counterparts who understand their sectors' and businesses' challenges. Along with these specialized advisers, our webshop has become a market reference, offering specific contents by customer and business segment, such as maintenance or safety. Finally, our technical expertise has deepened. We have a team of 80 technicians, experts in industrial processes, whose skills go beyond automatic control systems, toward industrial networks, cybersecurity, robotics, and the entire industrial digitization chain, from intelligent sensors to Edge or Cloud computing software solutions. All this complementary expertise is aligned with the digital industry trend.

We won several great projects in 2020 in the energy efficiency optimization of production facilities, mostly involving the transformation of lighting with LEDs, as well as accompanying our customers abroad with specific logistics services, modernizing production automation with secure solutions, and offering repair services or customized kit preparation. 4.0 projects have progressed mainly in the fields of mobile cobotics, network security (including cybersecurity) and the monitoring of industrial processes via Edge computing solutions or smart sensors.

We can also mention an interesting partnership, launched in 2019, with the French startup

Usitab. It enabled us to offer an application that digitalizes all the maintenance and production processes on industrial sites. An on-site operator performs the production monitoring surveys, and all the collected data instantly feeds into the quality management system, ensuring real-time and remote production and maintenance surveillance for one or several sites.

About the industrial market, the shock of the lockdown was less consequential than in the building sector, but there are many uncertainties about the future. Most of all, they are linked to the evolution of state support and to business recovery, which will fill the order books for 2021 and beyond. But there are also reasons to be optimistic, based on the industrial offering's capacity for ecological and digital transformation. This change would be an excellent opportunity for Rexel, just like energy renovation in residential buildings. And we see that the directions of the France recovery plan, namely industry decarbonization and digitization, will stimulate this change.

As our industrial customers' productivity and competitiveness challenges are increasingly related to reliability and responsiveness, Rexel has solid strengths. Therefore, our priorities remain the same, while accelerating the development of our offering of digitization and energy-efficient solutions for the industry.

”

# Building a sustainable future

The electrical industry is undergoing a massive transformation. Energy management is a major challenge and a development opportunity for Rexel. Fostering energy innovation and progress in the communities in which the Group operates is both an ambition and a responsibility for the building of a sustainable future.

As a clean and safe energy, electricity is an essential lever for the sustainable transformation of local communities. Rexel is at the heart of the electrical industry, committed to limiting the rise in global temperatures to +2°C by the end of the century. Energy management alone can absorb 40%<sup>(1)</sup> of the emissions reductions needed to meet the targets of the Paris Agreement on climate change. Rexel distributes and develops products and solutions that help to accelerate the energy transition while reducing its own environmental footprint.

## Creating sustainable value for the world of energy

Rexel's sustainable development strategy is one of the major tools the Group uses to meet its profitable growth and value creation objectives. Despite the crisis, Rexel has no intention of lowering its ambitions in terms of energy transition, the latter representing a major lever of sustainable growth. In May 2020, Rexel joined forces with around 100 French companies in the French Business Climate Pledge to collectively announce industrial and R&D investments of at least €73 billion over the 2020-2023 period, to reduce greenhouse gas emissions. This move toward a low-carbon economy can already create jobs and value, notably through energy retrofits, the development of green mobility and the storage of renewable energy. In the long term, structural trends and trends favorable to more electricity use should further accelerate this value creation.

(1) IEA 2018 Report, Energy Efficiency 2018.

**“The health crisis reinforces our belief that the evolution toward an increasingly sustainable and therefore resilient business model will be essential to any long-term value-creation ambition. Energy management alone can absorb 40% of the reduction in greenhouse gas emissions required to comply with the Paris Agreement on climate change. And given Rexel’s privileged position at the heart of the electricity value chain, it is our responsibility to act and mobilize our stakeholders to build a sustainable future together.”**

Patrick Berard,  
CEO of Rexel







Rexel's 2030 objectives,  
compared to 2016

35%

reduction of its energy-related greenhouse gas emissions in its operations (scopes 1 & 2).

45%

reduction in greenhouse gas emissions related to the consumption of products sold, per euro of revenue (scope 3).

## Objectives: a strong environmental ambition

*"Our goal of cutting the emissions linked to the use of products sold by Rexel is particularly ambitious as it aims for a 93% reduction of the GHG emissions of our value chain and these are not under Rexel's direct control,"* explains Bertrand de Clermont Tonnerre, Group Sustainable Development Director at Rexel.

In 2019, the Rexel Group set two new ambitious targets for reducing greenhouse gas emissions, the 2020 targets having been achieved by 2017. In line with the Paris Agreement on climate change and validated by the Science Based Targets (SBTi) initiative, these new targets aim to contribute to limiting global warming far below +2°C by 2100.

Moreover, in 2020, the Group ranked 1st in its sector and 11th worldwide all sectors combined in the "Global 100" ranking of Corporate Knights, a media and research center specialized in CSR, which each year rewards the most successful companies in terms of sustainable development. In addition, Rexel is included in the S&P Global "Sustainability Yearbook 2021" thanks to its performance in terms of responsibility and evolution toward a sustainable economic model. The Group's good results in these indices illustrate the relevance of its long-term commitments as well as the steady progress of its CSR policy, serving a strong environmental ambition.

# The extra-financial performance of the Group

Rexel's CSR performance is widely recognized, as shown by its presence in multiple CSR indices and its voluntary commitments.

## CSR INDICES

	DOW JONES SUSTAINABILITY INDEX
	FTSE4GOOD
	EURONEXT VIGEO EUROZONE 120
	EURONEXT VIGEO EUROPE 120
	STOXX® GLOBAL ESG ENVIRONMENTAL LEADERS
	2021 GLOBAL 100 INDEX

## OTHER INTERNATIONAL INITIATIVES

	SCIENCE BASED TARGETS INITIATIVE (SBTi)
	2020 CDP SUPPLIER ENGAGEMENT LEADERBOARD
	ECOVADIS GOLD LEVEL
	S&P GLOBAL SUSTAINABILITY YEARBOOK 2021

## Rexel is linking its financing conditions to the achievement of its direct and indirect GHG emissions-reduction targets.

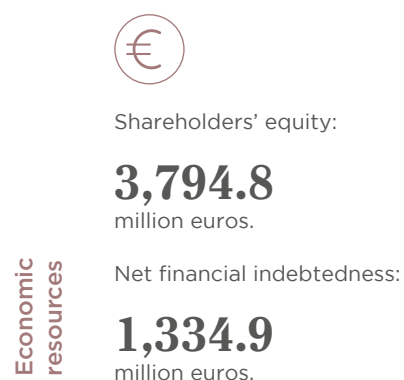
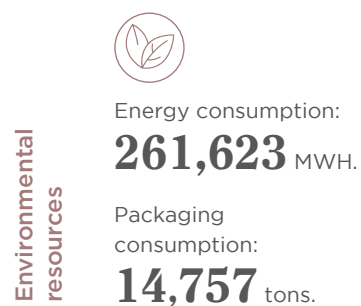
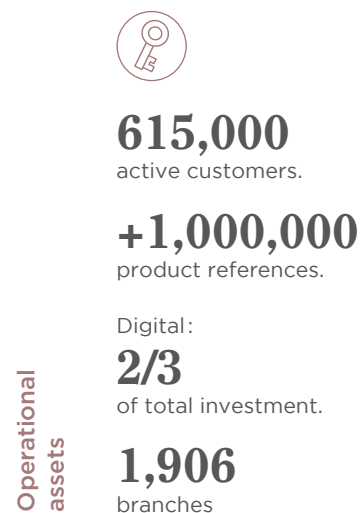
In order to strengthen its commitment to reducing its greenhouse gas (GHG) emissions, Rexel successfully completed on April 27, 2021, an offering of €300 million of Sustainability-Linked Notes, linked to the reach of its greenhouse gas emission reduction targets. Rexel obtained the best interest rate in its history, at 2.125%, which will be increased by 25 basis points as of June 2024 if the Group has not met the intermediate targets by the end of 2023, the relevance and ambition of which have been assessed as "advanced" by the independent CSR expert Vigeo Eiris:

- 23% reduction in GHG emissions related to the consumption of products sold, per euro of turnover (scope 3) by 2023 compared to 2016.
  - 23.7% reduction in GHG emissions related to energy consumption in its operations (scope 1 and 2) by 2023 compared to 2016.
- The success of this Sustainability-Linked Bond offering confirms investors' confidence in Rexel's commitments and determination to continuously improve its environmental performance, and led the Group to complete a €100 million tap issue on Additional Notes on May 7, 2021.

# A virtuous business model

Figures as of 12/31/2020

## Group resources



## Rexel's markets



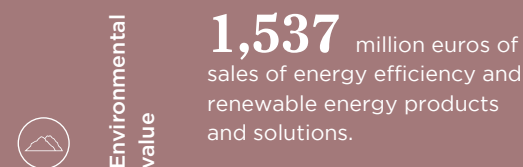
## Group value creation



**85%** of employees are proud to work for Rexel\*.

**93.6%** of employees trained (254,406 training hours).

\* Respondents to the Satisfaxion 2018 engagement survey.



**25.4%** drop in greenhouse gas emissions (scopes 1 & 2, vs. 2016).



**€2.6bn** online sales.



**175,000** people positively impacted by the Rexel Foundation's projects.

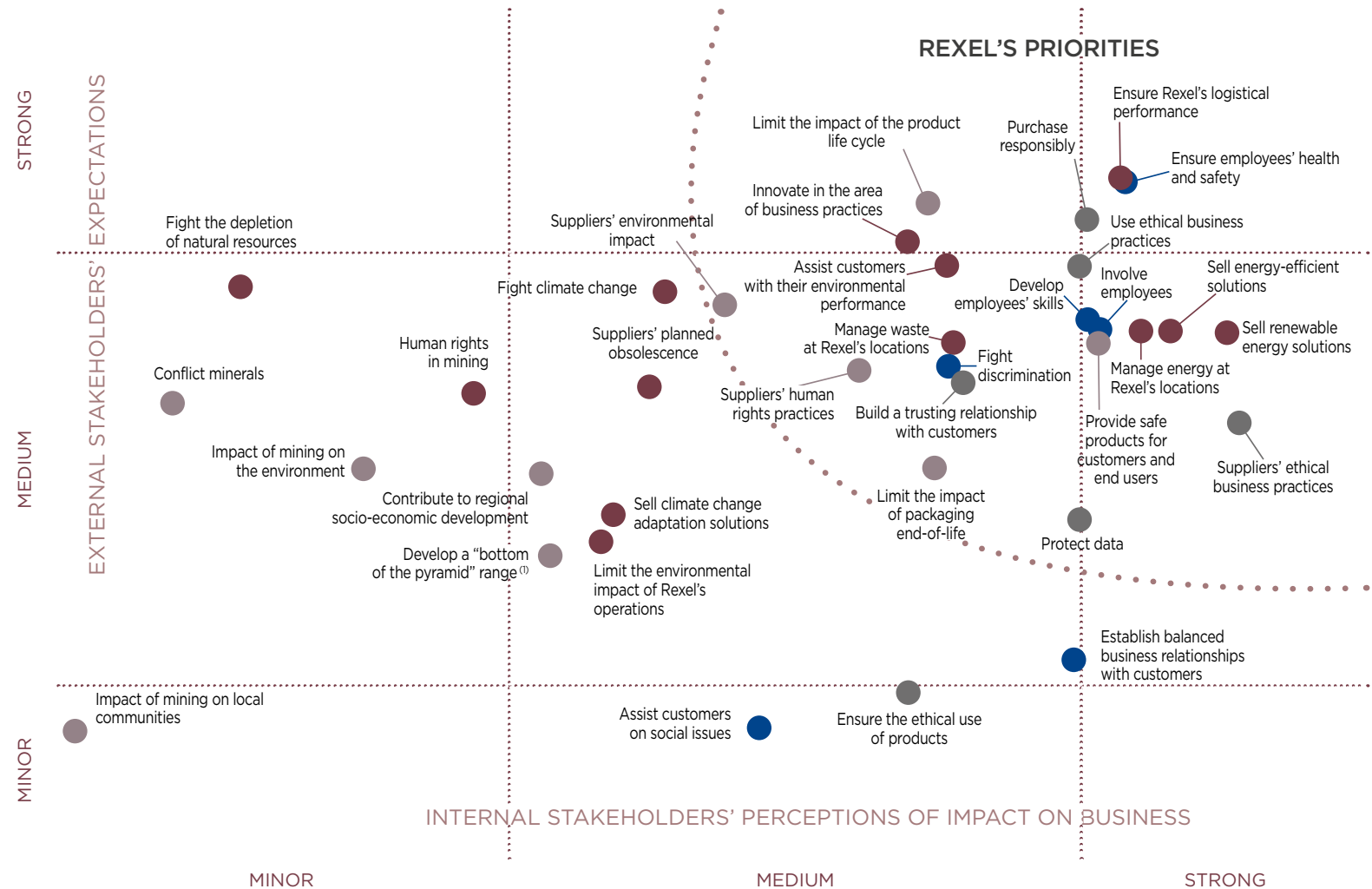
# Sustainable development in action

## Approach: taking action for a responsible value chain

Rexel's position at the heart of the world's energy value chain gives it a central role and responsibility in promoting sustainable environmental and social practices toward all stakeholders involved. Thus, the Group encourages all players in the value chain to implement the responsible and ethical practices that it applies to its operations and to its employees. A new materiality analysis carried out in 2019 made it possible to identify priorities for action and redefine the sustainable development strategy, both aligned with its strategic priorities and anchored in the day-to-day operations of its activities.

This roadmap is based on four pillars:

- acting with ethics and integrity
- involving and supporting employees,
- improving environmental performance,
- promoting responsible practices in the value chain.



● Acting with ethics and integrity  
● Involving and supporting employees

● Improving environmental performance  
● Promoting responsible practices in the value chain

(1) Range of services appropriate for low income populations.

# Ethics - Commitments - Employees - Talents - Diversity

## Acting with ethics and integrity

### Making business ethics the foundation of the Group's business activity

In a rapidly changing world of energy, new risks are emerging. The Group's ambition is therefore to ensure that its employees and partners behave responsibly in the conduct and practice of their daily activities.

### Deploying the personal data protection program

In a context of digitization of activities and following the entry into force of the GDPR\*, Rexel has undertaken a strict compliance process, in order to become a reference in terms of personal data protection.

\*General Data Protection Regulation.

# 90%

of employees trained in business ethics by the end of 2020.



## Involving and supporting employees

### Attracting and retaining talent

Rexel's ability to identify profiles in line with its strategic priorities is essential and requires active talent management. The Group is constantly reviewing and improving its organization and processes to anticipate tomorrow's needs.

### Deepening engagement, improving skills

Rexel commits to offer quality continuing education to all teams. The Rexel Academy platform, accessible in 24 countries, offers different types of programs to develop professional skills and products, promote personal development, and ultimately strengthen the employability of the Group teams.

### Supporting diversity, inclusion, and equal opportunity

Because diversity is a societal issue but also a tool for improving performance, Rexel is committed, in particular through the dissemination of its Ethics Guide, to ensuring equal treatment between women and men, in a comparable situation and in all

areas: recruitment, compensation, career, training, etc.

The Group has defined four priority objectives to promote diversity at all levels of the company:

- hiring and promoting talented women to positions of greater responsibility,
- ensuring access to training for women,
- ensuring equal compensation treatment for men and women,
- ensuring access to professional mobility for women.

# 93.6%

of employees trained in 2020.

# Environment - Value chain - Responsibility - Climate

## Improving environmental performance

### Committing to climate

The Rexel Group is aware that the fight against climate change represents the major challenge of the 21st century and therefore makes the control of energy and the reduction of GHG emissions a real priority. To meet the commitments made under the Paris Agreement on climate change, Rexel offers its customers products that accelerate the energy transition, reduce its own environmental footprint, and encourage all its stakeholders to commit to the low-energy transition.

**16.1%**

decrease in GHG emissions  
(scopes 1&2, compared to 2019).

including a **12.1%**  
decrease in emissions  
from buildings.

including a **21.5%**  
decrease in emissions  
from vehicles.

## Setting an example

In a continuous improvement approach, Rexel measures and precisely controls the energy performance of its sites. This includes, for example, the generalization of LED lighting, the modernization of heating, air conditioning and ventilation systems.

## Managing resources in a sustainable manner

The sustainable management of resources ensures the competitiveness and continuity of the Group's business in a context of rapid changes in legislation and depletion of natural resources. Rexel therefore seeks to reduce the amount of waste it generates while at the same time recycling the waste it produces. The Group's Environmental Charter brings together a set of guidelines for branches, logistics centers and local teams to help them better manage resources.

## Promoting responsible practices in the value chain

### Developing relationships of trust from suppliers to customers

As a distributor, Rexel must firstly participate in the performance of its suppliers by assisting them in their development and by supporting their business through its omnichannel presence, the recognized expertise of its sales teams and its ability to innovate in sales and logistics. Secondly, the Group has the responsibility to direct customers toward the best products and the most suitable solutions, as well as to support them in an industry undergoing constant transformation.

### Creating value for customers

Rexel is especially well placed to promote eco-responsible energy and electrical solutions to its professional customers and encourages them to adopt these solutions. The Group has selected a range of solutions that respond to the structural trends of its market to offer greater comfort, safety, ergonomics and energy efficiency to end users. By supporting the evolution of usage and consumption patterns, Rexel allows

**60%**

of direct purchase volume assessed on  
CSR criteria in 2020.

**1%**

Rexel ranks in the top 1% of its sector  
and in the top 5% of companies evaluated  
by EcoVadis.

installers to develop in new markets  
such as electric mobility or smart  
objects.





# The Rexel Foundation for a better energy future

Since 2013, Rexel has been committed through its Foundation for a better energy future to work alongside associations, NGOs and partners to support community projects and improve access of the most disadvantaged populations to energy efficiency and thus provide solutions that meet today's societal challenges:

- from an economic perspective, energy efficiency allows a reduction of energy dependence regarding fossil fuels;
- from an environmental perspective,

# 20

**The Rexel Foundation operates in 20 countries.**

it meets the need to reduce greenhouse gas emissions; and

- from a social perspective, it facilitates access to energy for all and fights fuel poverty.

**“The emergence of a zero carbon economy depends on transforming the way we consume electricity. Rexel and its Foundation take action on a daily basis to support communities on the path to energy progress.”**

Bertrand de Clermont Tonnerre,  
Sustainable Development Director of the Rexel Group  
and General Secretary of the Rexel Foundation

## Sharing energy progress

Since its creation, the mission of the Rexel Foundation focuses on three pillars:

- supporting community projects carried out by NGOs, associations and partners to improve access for disadvantaged populations to energy efficiency;
- promoting innovative solutions and models through an innovation and social entrepreneurship platform that focuses on energy efficiency; and
- developing knowledge and awareness about energy efficiency by constituting a basis of shared knowledge through studies, conferences, workshops and applied research programs.

## Promoting the inclusion of the people living in fuel poverty in Roubaix, France

More recently, in 2018, the Rexel Foundation added a fourth pillar by deciding to act as a solutions operator to fight fuel poverty in Roubaix, through an unprecedented collaborative approach which puts forward the voices of vulnerable people. Since then, associations and local communities, partners and collaborators meet regularly with inhabitants of the city living in fuel poverty. Collaborative workshops associating inhabitants, local actors and experts make it possible to reflect collectively to find solutions to get out of this situation. This initiative



was presented to fuel poverty experts on November 28, 2019 during the 5th Innovation Day of the Rexel Foundation, bringing together more than 100 people. This approach has been summarized in a booklet and the methodology has been documented. These documents are available on the Rexel Foundation's website, in open source, to strengthen the social impact of the project and allow it to be applied elsewhere. Solutions have emerged from different collaborative workshops and are currently being implemented by the collective. The inhabitants are still at the heart of the system; they largely contribute to the definition of solutions and are involved in their achievement.

# 75

projects supported by  
over 70 partners since 2013.



## Supporting social entrepreneurship in France

The Rexel Foundation supports the project *"Un toit vers l'emploi"* initiated by *Entrepreneurs du Monde*. This project aims to develop a mobile home offering ("Tiny Houses") accompanied by job search assistance for anyone who is homeless or living in precarious housing and wants to improve their situation, starting in the city of Rouen and then expanding to other towns in the region. The aim for around 40 of these eco-friendly homes is to be produced locally by those living in precarious situations. Four pilot houses were made available throughout the year. Rexel France employees contributed their expertise to the implementation of

a photovoltaic solution including energy storage. This kit powered by CO<sub>2</sub> emission-free solar energy and designed with recyclable panels provides clean and autonomous energy while respecting the environment and improving the comfort of occupants.

## Supporting the professional integration of young people in India

In 2020 and for the second year in a row, the Rexel Foundation supported the LP4Y association via the "Green Village" project in India, which accompanies the professional and social integration of youth facing difficulties. The initiative aims to develop the entrepreneurial spirit of young people living in disadvantaged, rural locations far from employment areas. Twenty people aged 17 to 24 have joined this project in Raipur to follow a program that revolves around the creation, construction and management of a micro-power photovoltaic plant. They thus have access to training in communication or team work before being connected to the world of work thanks to a network of partners and local actors. Still in India, in 2020, the Rexel Foundation supported the *Un enfant par la main* association to contribute to the reopening of four children's social service centers destroyed during floods in 2018 in Tamil Nadu. The electrification of these

schools using solar panels was completed during the year despite the difficulties linked to the Covid-19 pandemic.

## Involving employees and partners

The Foundation encourages Rexel employees to get involved in its projects by being ambassadors in their countries or by sponsoring a community project, in line with the positioning of the Foundation. For example, in collaboration with the Rexel Foundation, the Rexel France teams decided in 2019 to support the "Café joyeux" project that consists in the creation of a new place employing disabled people in Versailles. Its opening, initially planned for 2020, will not take place until 2021 because

of the Covid-19 pandemic. Many of the Group's entities also gave their support to collective and solidarity initiatives by providing products, equipment, or skill sponsorship free of charge.

# 175,000

people have benefited from the actions  
of the Rexel Foundation for a better  
energy future since its creation  
in 2013.



# The Executive Committee

As of January 21, 2021

The Executive Committee helps manage the Group's operations. It is a special body that deliberates on strategic planning, coordinates initiatives, monitors performance and follows the implementation of cross-disciplinary projects. Chaired by the Chief Executive Officer, it is equally composed of functional leaders and General Managers representing the main countries and geographical areas in order to guarantee optimal implementation of the strategic roadmap.

In the context of Patrick Berard's succession, the Board of Directors meeting, held on March 25, 2021, appointed Guillaume Texier as Chief Executive Officer, effective September 1, 2021, for a four-year term.

Guillaume Texier was selected following an extensive search process conducted by the Nomination Committee and was considered the best candidate to succeed Patrick Berard. As Chief Executive Officer, Guillaume Texier will head Rexel's Executive Committee. After graduating from *Polytechnique* and the *École des Mines*, Guillaume Texier spent a large part of his career at Saint-Gobain, which he joined in 2005. He has successively held various

management and executive positions, particularly in international operations. He was also Chief Financial Officer from 2016 to 2018, then Deputy Chief Executive Officer since 2019 in charge of the France, Southern Europe, Middle East and Africa region. The General Shareholders' Meeting of April 22, 2021 has approved the appointment of Guillaume Texier as Director effective September 1, 2021 and for a four-year term.\* Patrick Berard will stay on until March 1, 2022 to work alongside Guillaume Texier and ensure a smooth handover in the implementation of Rexel's strategic roadmap presented in February 2021.

\* as a replacement for Patrick Berard

## Group functions



Patrick Berard,  
Chief Executive Officer



Luc Dallery,  
Group Chief Human Resources  
and Communications Officer



Laurent Delabarre,  
Group Chief Financial Officer



Guillaume Dubrule,  
Group Purchasing and  
Supplier Relationship Director



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



Nathalie Wright,  
Group Digital and  
IT Transformation Director

## Business operations



Jeff Baker,  
CEO and SVP Rexel USA



Pierre Benoit,  
CEO United Kingdom/  
Ireland - Benelux



Roger Little,  
CEO Canada



Thomas Moreau,  
CEO France



Nathalie Wright,  
CEO Nordics

# The Board of Directors

As of April 22, 2021

Rexel is a French Société Anonyme with a Board of Directors. The Board of Directors works in coordination with the Executive Committee to set the Group strategic priorities and supervise their deployment and implementation. The Board of Directors comprises 12 members. To help it fulfill its duties and facilitate its decisions, the Board of Directors relies on the opinions, proposals and recommendations of three specialized Committees whose members and attributions are set by the Board: the Audit and Risk Committee, the Nomination Committee and the Compensation Committee.

## Specialized Committees and their main responsibilities

### The Audit and Risk Committee

- Review and audit of the accounting and financial information.
- Oversight of the way the statutory auditors conduct their assignment.
- Oversight of the independence of the statutory auditors.
- Oversight of the effectiveness of internal control, risk management and internal audit procedures.

### The Nomination Committee

- To make proposals for the nominations, revocations, dismissals and renewals of the Directors and the Chairman/Chairwoman of the Board of Directors, the members and Chairman/

Chairwoman of the Committees, the Chief Executive Officer and Deputy Chief Executive Officer.

- To ensure that the independence criteria applicable to independent members of the Board of Directors are complied with effectively.

### The Compensation Committee

- To make recommendations regarding the compensation of the Chairman of the Board of the Directors, the Chief Executive Officer and Deputy Chief Executive Officer(s).
- Render an opinion on the stock option and free shares award policy.

In order to ensure its proper functioning and to promote exemplary governance, the Board is assisted in its functions by Sébastien Thierry, General Secretary of Rexel, in his capacity as Secretary of the Board of Directors.

**50%**  
of Directors are women.\*\*

**80%**  
independent Directors.\*\*

## Composition



Ian Meakins\*,  
Chairman of the Board of Directors



François Henrot\*,  
Deputy Chairman of the Board of Directors  
and Senior Independent Director



François Augue\*,  
Chairman of the Audit and  
Risk Committee



Agnès Touraine\*,  
Chairwoman of the Compensation  
Committee



Herna Verhagen\*,  
Chairwoman of the Nomination Com-  
mittee



Marcus Alexanderson



Patrick Berard



Julien Bonnel\*\*\*



Brigitte Cantaloube\*



Toni Killebrew\*\*\*



Elen Phillips\*



Maria Richter\*

\*Independent members

\*\*Excluding Directors representing employees

\*\*\*Directors representing employees

# Share and shareholders

To continually earn the trust of its shareholders, Rexel is committed to regular and transparent financial communication.

## Share price

base 100 on 01/01/2020



## Indices

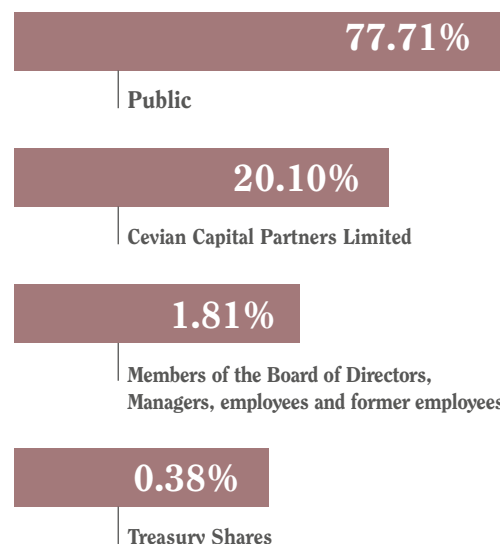
Rexel is listed on the Eurolist market of Euronext Paris (compartment A, ticker RXL, ISIN code FR0010451203).

It is included in the following indices: SBF 120, CAC Mid 100, CAC AllTrade, CAC AllShares, FTSE EuroMid, STOXX600. Rexel is also part of the following SRI indices: FTSE4Good, Dow Jones Sustainability Index Europe,

Euronext Vigeo Europe 120, STOXX® Global ESG Environmental Leaders, 2021 Global 100 Index, S&P Global Sustainability Yearbook 2021, in recognition of its performance in terms of corporate social responsibility (CSR). Rexel is rated A- in the 2020 CDP Climate Change assessment and ranked in the 2020 CDP Supplier Engagement Leaderboard.

## Shareholding structure

as at 12/31/2020



## Share profile

ISIN: FR0010451203  
Mnemonic code: RXL  
Market: NYSE Eurolist

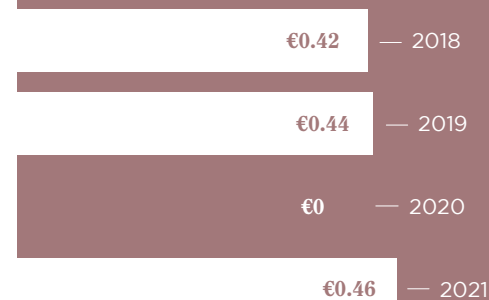
# 304,425,106

Number of shares as of December 31, 2020.

Market Capitalization  
as of December 31, 2020

# €3.925 bn

## Distribution per share



## Shareholder events

Second-Quarter Sales and Half-Year

2021 results:

**July 28, 2021**

Third-Quarter Results:

**October 21, 2021**

## Contacts

ir@rexel.com

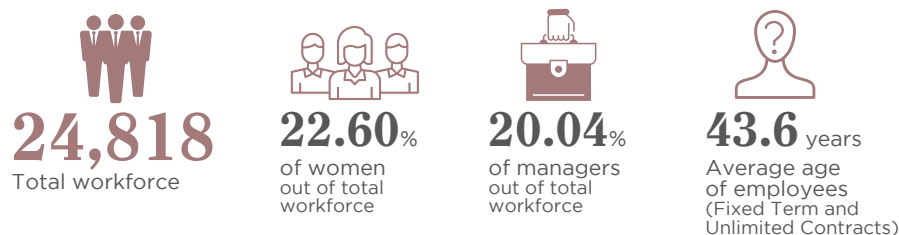


# Summary of non-financial indicators

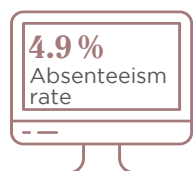
Each year, Rexel carries out an environmental and social assessment, verified and certified by an independent third-party organization. This assessment is conducted at Group level and covers its total revenue. The objective is to have reliable data in order to steer the sustainable development policy as best as possible, so that year after year, Rexel becomes a more responsible but also more attractive company.

## Social indicators\*

### Headcount 2020



### Work organization



### Training

**21,232**  
Number of employees trained during the year (excluding security training)

### Health and safety



### Diversity

**2%**  
of employees reporting handicap (out of total workforce)



### Employee shareholding

**0.53%**  
of the share capital held by employees or former employees in the context of the employee shareholding plans



## Ethics indicators\*

### Business ethics training penetration rate



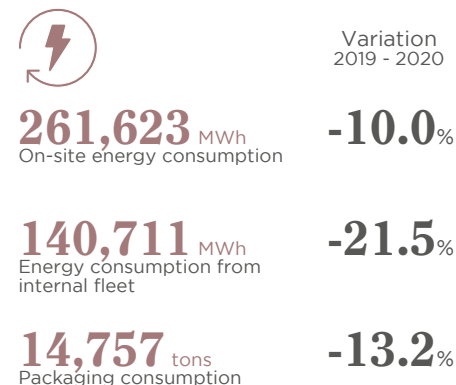
**80%**  
Competition law training



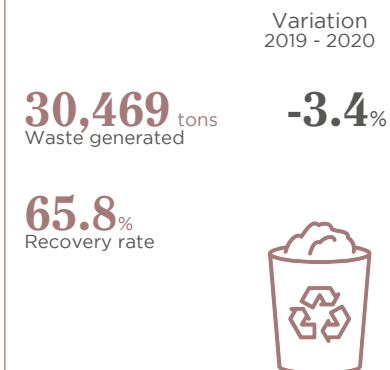
**86%**  
Anti-corruption training

## Environmental indicators\*

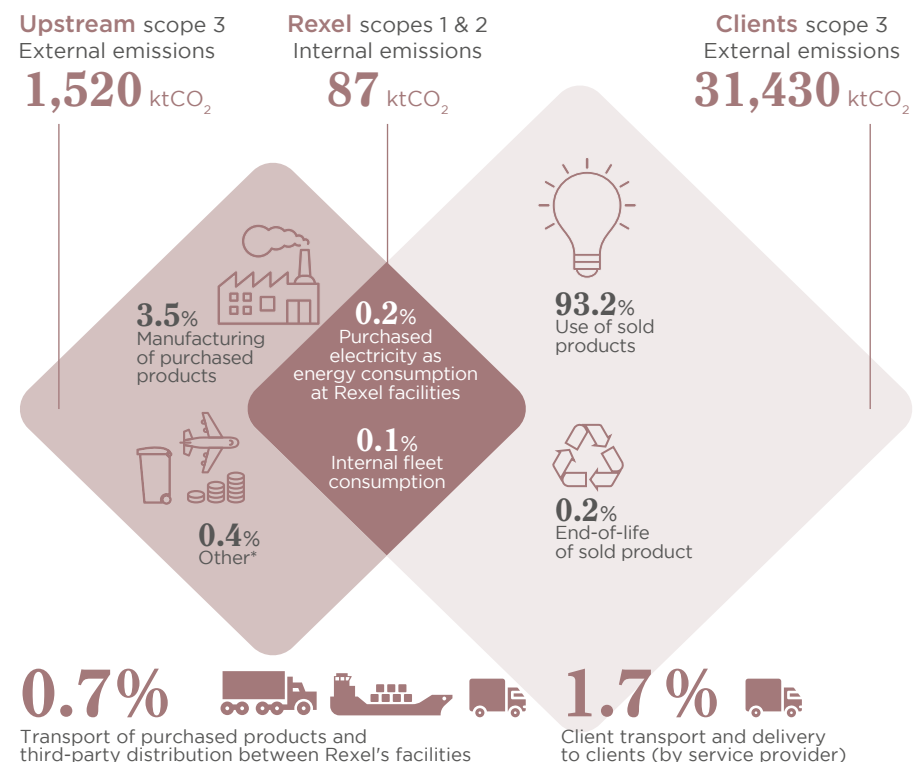
### Consumption of resources



### Waste



### Greenhouse gas emissions



\*Extract from Rexel's 2020 Universal Registration Document, paragraph 4.6 "Summary of indicators."

**This document was produced by the Rexel Group's Communications Department.**

Rexel would like to thank its employees and partners who contributed to its preparation. The information contained in this document is further developed on the Group's website [www.rexel.com](http://www.rexel.com) and on the dedicated website [today.rexel.com](http://today.rexel.com)

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Editorial secretary: Mireille Jauffret / Publication: May 2021

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