

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

Rexel addresses three main markets: residential, commercial, and industrial. The Group 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. Rexel operates through a network of over 1,900 branches in 24 countries, with more than 26,000 employees. The Group's sales were €14.7 billion in 2021.

Rexel is listed on the Eurolist market of Euronext Paris (compartment A, ticker RXL, ISIN code FR0010451203). It is included in the following indices: CAC Next 20, SBF 120, CAC Large 60, CAC 40 ESG, CAC AllTrade, CAC AllShares, FTSE EuroMid, and STOXX600. Rexel is also part of the following SRI indices: FTSE4Good, Dow Jones Sustainability Index Europe, Euronext Vigeo Europe 120 and Eurozone 120, STOXX® Global ESG Environmental Leaders, and S&P Global Sustainability Yearbook 2022, in recognition of its performance in terms of Corporate Social Responsibility (CSR).

€14.7 billion
in sales

26,000
employees
in 24 countries

1,900
branches

€3.5 billion
digital sales
(webshops + EDI)

+1 million
electrical equipment product references

Figures as of 31/12/2021

OUR CUSTOMIZED SERVICES

Omnichannel proximity model

- **Branch:** Expertise and advice
- **Autostore:** Automated order preparation with a wide range of immediately available products
- **Outside sales reps:** Contact person in the field
- **Tech center:** Specialists and cost estimates
- **Call center:** Support service
- **Webshop:** Online storefront of products and solutions
- **EDI solutions:** Digital catalog, computerized transaction systems
- **Web Configurator:** Easier installation
- **Applications:** Geolocation, easier procurement, pre-audit
- **Web services:** Accessible 24 hours a day

Expert commercial services

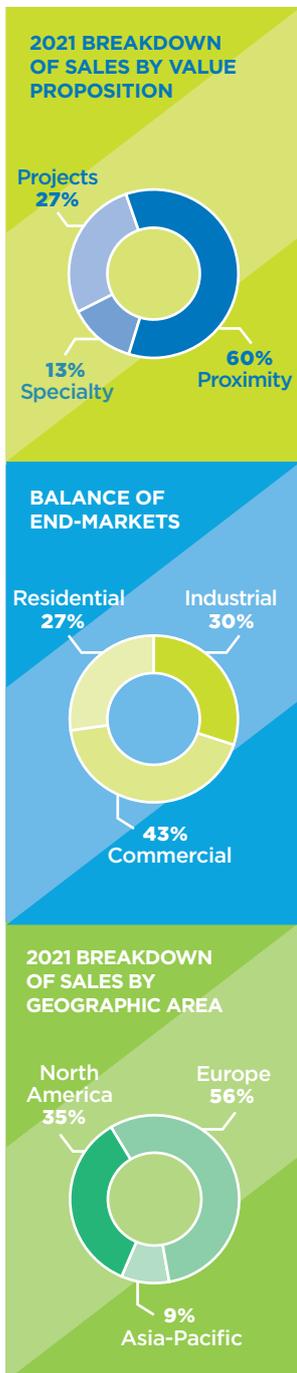
- **Secure and optimize** supply
- **Solutions to reduce the total cost of use** (auditing of installations, management and optimization of energy consumption, ROI management, TCO Tracking Tool designed by Rexel)
- **Technical support** (software suite, training, specialized teams)
- **Project financing services**

Logistics services

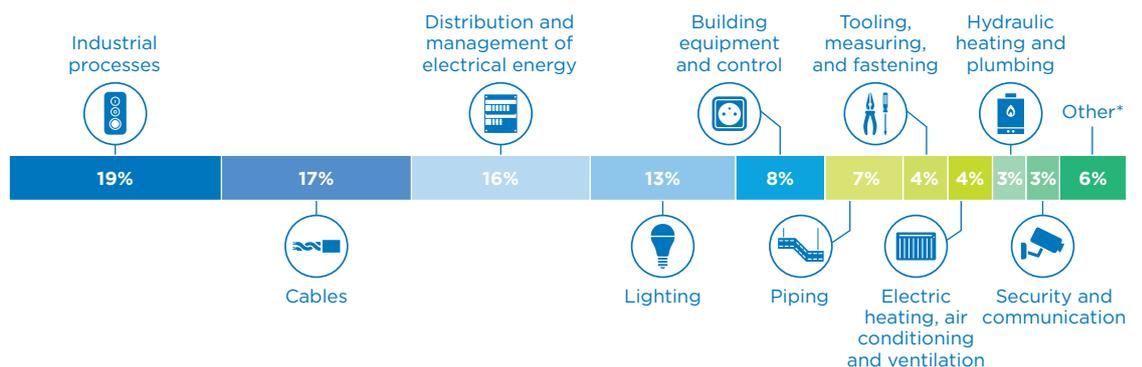
- **Availability of reliable, flexible, and diversified material** (commitment on delivery times, traceability and reporting services)
- **Intelligent packaging**
- **Optimization of inventory management**

E-commerce

- **E-procurement services connected to IT tools** (e-catalogs, various supply e-procurement systems, EDI)



BREAKDOWN OF SALES BY PRODUCT RANGE



*The specific services of certain specialized entities of the Rexel Group such as Rexel Energy Solution or Capital Light in the United States; sanitary equipment; software applications; infrastructure and networks; household appliances (small and large), IT, and multimedia products; and services.

REXEL'S STRATEGIC ROADMAP ▲

At a Capital Markets Day on June 16, 2022, Rexel presented its new medium-term roadmap and unveiled its upgraded 2022 financial targets as well as its 2022-2025 ambitions.

After undergoing a profound transformation over the past five years that has strengthened the Group's fundamentals, and in a context historically favorable to electrification, Rexel is now in a position

to accelerate its growth, relying on two pillars: the continued optimization of its model and the development of a leadership position in areas that are at the heart of the industry's future: ESG, energy transition solutions, and advanced services. This is the essence of the new PowerUP 2025 roadmap, which translates into ambitious medium-term financial and environmental objectives.

TWO MAIN PRIORITIES

OPTIMIZE OUR MODEL

1. Digital

- Accelerated deployment of artificial intelligence (AI) based solutions

For example:

- *AI-assisted inventory management,*
- *An alert system aimed at proposing adapted solutions to customers proactively (the «Next Best Offer» tool).*

- Invest further in our omnichannel model

2. Logistics

- Offer an omnichannel approach for all our customers, in all market segments,
- Ensure an innovative supply chain between environmental constraints and compensation for our customers' labor shortages,
- Consolidate supplier relationships,
- Continue optimizing pricing.

DIFFERENTIATE OURSELVES

1. ESG at the heart of our strategy

- Significantly increase our ESG targets to further reduce greenhouse gas emissions (see "2022 Perspectives" below),
- Promote sustainable products and solutions to our customers.

2. Build our leadership on all innovative topics related to the energy transition

- Become a leader in key segments (renewable energies, in particular photovoltaics; electric vehicles; new electrical uses such as heating or industrial automation).

3. Support new electrical uses

- Meet the needs of our customers by providing them with new services to simplify their daily lives and accompany them in this transition.

2022 PERSPECTIVES

AMBITIOUS FINANCIAL AND ESG OBJECTIVES

2022 guidance update

- Same-day sales growth of between **7%** and **9%** (vs 4% to 6% previously),
- Adjusted EBITA margin of **6.7%** (vs 6% previously),
- Free cash-flow conversion above **60%**.

2022-2025 ambitious medium-term objectives

- Same-day sales growth of **4%** to **7%** on a Compound Annual Growth Rate basis,
- Adjusted EBITA margin of between **6.5%** and **7%** in 2025,
- A well-balanced capital allocation with:
 - Capex to sales of **0.9x** over the period,
 - A yearly payout to shareholders of at least **40%** of recurring net income,
 - Bolt-on acquisitions adding up to **€2 billion** in sales over the period,
 - Share buyback of around **€400 million** over the period,
- An indebtedness ratio of around **2.0x**.

More ambitious ESG targets validated by the SBTi (Science-Based Targets initiative)

- Scopes 1 & 2 targets upgraded to a **-60%** reduction in absolute terms of CO₂ emissions of our operations (vs 2016),
- Scope 3 target raised to a **-45%** reduction in absolute terms of CO₂ emissions from the use of products sold (vs 2016).

TOP MANAGEMENT

- **Guillaume Texier** (CEO)
- **Pierre Benoît** (CEO Belgium-Luxembourg; Leading Benelux-Nordics-Pacific cluster)
- **Grégoire Bertrand** (CFO Europe; Leading UK-Ireland cluster)
- **Luc Dallery** (HR, Communications)
- **Laurent Delabarre** (Group CFO; Leading China-India cluster)
- **Guillaume Dubrule** (Purchasing, Supply Chain, Suppliers)
- **Constance Grisoni** (Strategy)
- **Isabelle Hoepfner-Léger** (General Secretary, BoD)
- **Roger Little** (CEO Rexel Canada)
- **Thomas Moreau** (CEO Rexel France; Leading France-Italy cluster)
- **Brad Paulsen** (CEO Rexel USA)
- **Robert Pfwarrwaller** (CEO Austria; Leading Austria-Germany-Slovenia-Switzerland cluster)
- **Nathalie Wright** (Digital, IT, Sustainability)