

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

26,000 +
employees in 21 countries

€18.7 billion
in sales

1,900 +
branches

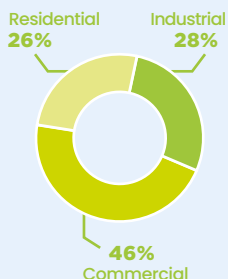
1 million +
electrical equipment
product references

*As of 12/31/2022

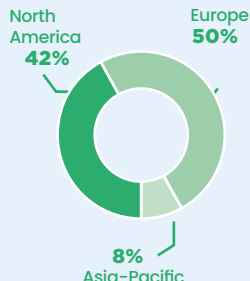
Rexel addresses three main markets: residential, commercial, and industrial. The Group supports its customers by providing a tailored and scalable range of products and services in energy management for construction, renovation, production, and maintenance. Rexel operates in 21 countries, through a network of over 1,900 branches, with more than 26,000 employees. The Group's sales were €18.7 billion in 2022.

More information [here](#).

**2022 BREAKDOWN
OF SALES BY END-
MARKETS**



**2022 BREAKDOWN
OF SALES BY
GEOGRAPHIC AREA**



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:** Place for advice and specific solutions-building
- **Call center:** Support service
- **Webshop:** Online storefront of a wide range of products and solutions
- **EDI solutions:** Digital catalog, computerized transaction systems
- **Web Configurator:** Easier installation
- **Applications:** Geolocation, easier procurement, pre-audit
- **Webservices:** Accessible 24 hours a day



Logistics services

- **Reliable, flexible, and diversified equipment supply** ("on-time delivery", commitment, traceability and reporting services)
- **Adapted packaging**
- **Optimization of inventory management**



Expert services

- **Solutions to reduce the total cost of ownership** (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**



E-commerce

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

DIGITAL SALES

100 million annual visits
to our websites

400,000
customers with a web account

€4.7 billion
digital sales in 2022

25 million order lines
on our web platforms

**ELECTRIFYING SOLUTIONS
THAT MAKE A SUSTAINABLE
FUTURE POSSIBLE**



At a Capital Markets Day on June 16, 2022, Rexel presented its new medium-term roadmap and 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 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

✓ Optimizing

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).
- Offer an **omnichannel approach to all our customers**, in all market segments.

Supply chain

- Ensure the performance of our **innovative supply chain**, which meets environmental constraints and responds to our customers' labor shortages.
- **Consolidate supplier relationships.**
- Continue **pricing optimization.**

✓ Differentiating

ESG at the heart of our strategy

- Significantly increase our ESG targets **to further reduce greenhouse gas emissions.**
- Promote sustainable **products and solutions** to our customers.

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).

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.

PERSPECTIVES

Ambitious financial and ESG objectives

2023 guidance update

- Same-day sales growth between 2% and 6%.
- An adjusted EBITA margin between 6.3% and 6.7%.
- Free cash flow conversion above 60%.

Power Up 2025

- Same-day sales growth of 4% to 7% over four years.
- Adjusted EBITA margin between 6.5% and 7% in 2025.
- > 60% FCF conversion each year.
- Share buyback of around €400 million over 4 years.
- M&A contribution to sales up to €2bn in 4 years.
- Divestments of up to €500m of sales.
- 40% of digital sales in 2025.
- Become an ESG leader.

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