

The Rexel logo consists of the word "Rexel" in a bold, sans-serif font, enclosed within a white rectangular box with rounded corners. The background of the entire slide is a low-angle photograph of a modern building with a glass and metal facade, partially obscured by lush green trees in the foreground. The lighting is bright, suggesting a sunny day, with some lens flare effects visible.

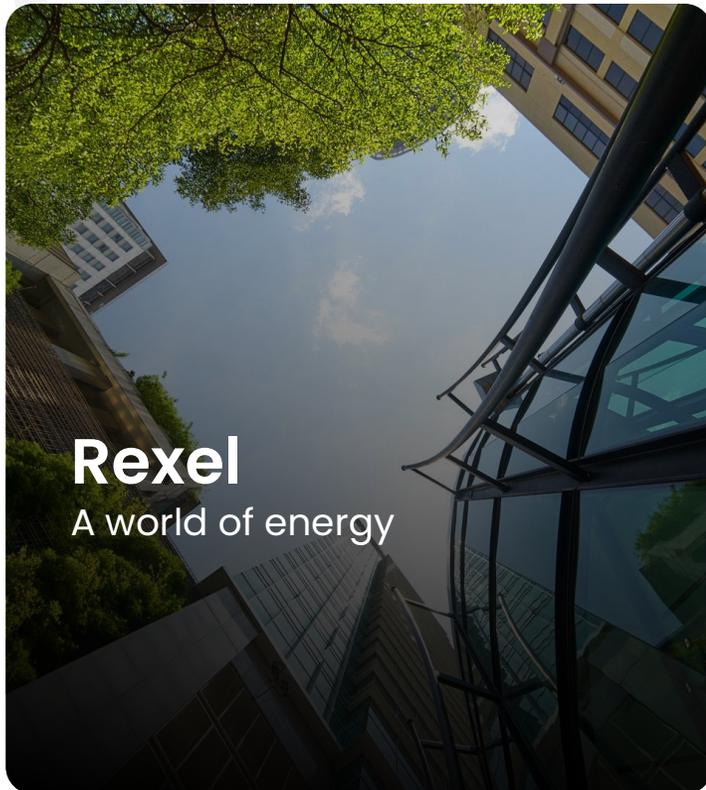
Rexel

a world of energy

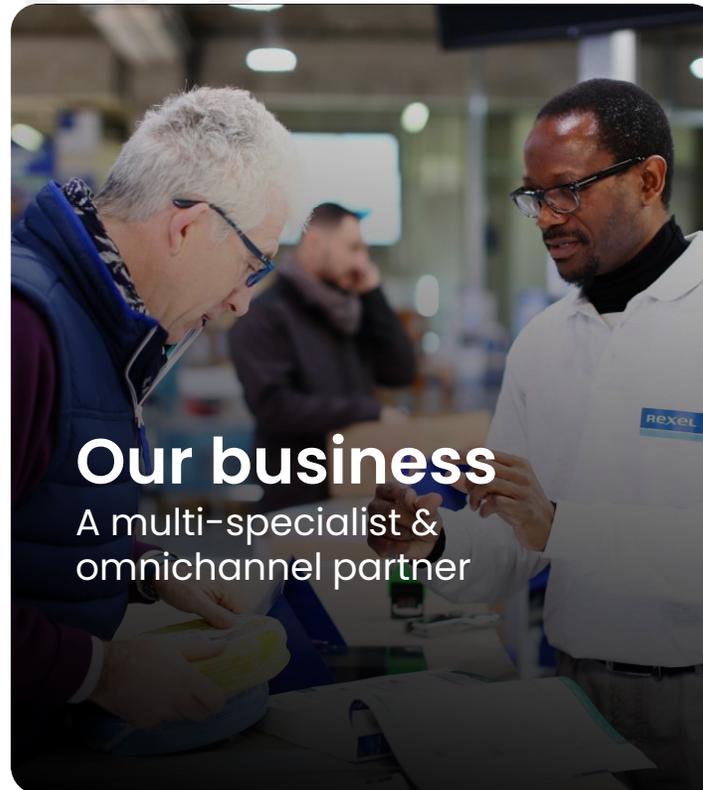
**Worldwide expert in the
professional multichannel
distribution of electrical products
and services for the energy world**

December 2022

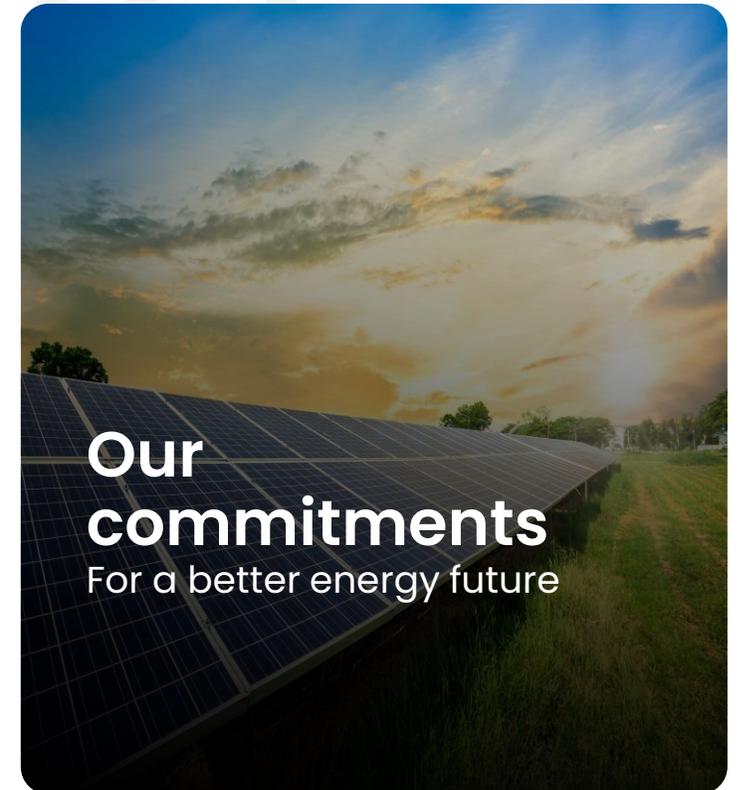
01



02



03





Rexel

A world of energy

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 12/31/2021

Sales

€14.7

Billion

635,000

Active customers

24

Countries

€1.6

Billion

Sales in energy efficiency and renewable energy solutions

3.5

€ Billion

Digital sales (webshops + EDI)

26,000

Employees

Three main business regions



35%

OF SALES

North America

Canada,
United States



56%

OF SALES

Europe

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



9%

OF SALES

Asia-Pacific

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

Solid fundamentals

16%

of market shares in Europe

€681M

Free cash-flow
before interest and tax

Gross margin

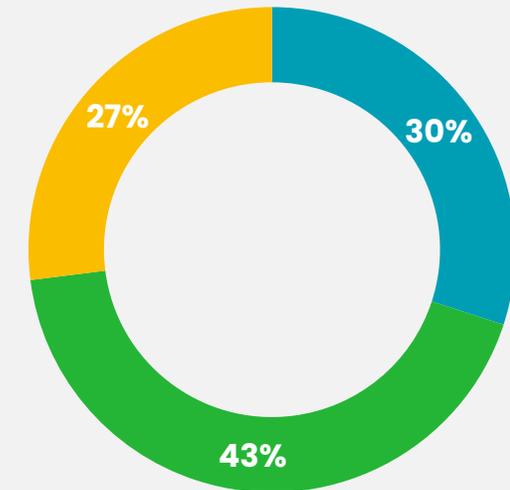
26%

Of sales

€300M

invested in the Group's digital transformation since 2018

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



■ Industrial ■ Commercial ■ Residential

The Executive Committee

as of 12/01/2022



Guillaume
TEXIER

Chief Executive Officer



Pierre
BENOÎT

CEO Belgium – Luxembourg
leading the Benelux –
Nordics – Pacific cluster



Guillaume
DUBRULE

Purchasing, Supply Chain and
Supplier Relationship Director



Isabelle
HOEPFNER-LÉGER

General Secretary and Secretary
of the Board of Directors



Brad
PAULSEN

CEO Rexel USA



Grégoire
BERTRAND

CFO Europe, leading
the UK – Ireland cluster



Constance
GRISONI

Group Strategy Director



Roger
LITTLE

CEO Rexel Canada



Robert
PFARRWALLER

CEO Austria, leading the
Austria – Germany – Slovenia
– Switzerland cluster



Laurent
DELABARRE

Group CFO, leading the
China – India cluster



Sabine
Haman

Chief Human Resources
and Communications
Officer



Thomas
MOREAU

CEO Rexel France,
Leading the France – Italy
cluster



Nathalie
WRIGHT

Chief Digital, IT & Sustainability
Officer

The Board of Directors

as of 04/21/2022



Ian
MEAKINS

Chairman of the Board of Directors
Independent Director



François
HENROT

Deputy Chairman of the Board of Directors
Senior Independent Director



Agnès
TOURAINÉ

Chairman of the Compensation Committee & the Nomination Committee
Independent Director



François
AUQUE

Chairman of the Audit and Risk Committee
Independent Director



Marcus
ALEXANDERSON

Not Independent Director



Julien
BONNEL

Director representing the employees



Brigitte
CANTALOUBE

Independent Director



Barbara
DALIBARD

Independent Director



Toni
KILLEBREW

Director representing the employees



Elen
PHILLIPS

Independent Director



Maria
RICHTER

Independent Director



Guillaume
TEXIER

CEO of Rexel
Not Independent Director

*Excluding Directors representing the employees

50%

of Directors are women*

80%

of Independent Directors*



Rexel

a world of energy

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

Proximity

Projects

Speciality

Residential

27%

Commercial

43%

Industrial

30%

60%

27%

13%

Customer proximity

Remaining 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.

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 non-stop delivery



On-site management of supply and inventories



Compliance with all quality and safety standards



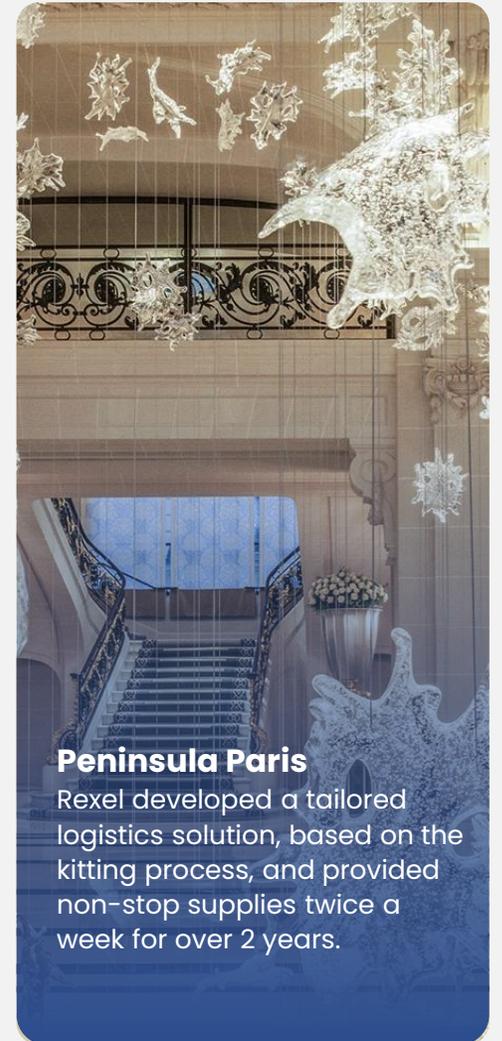
Dynamic management of the product offering to meet the most specific needs



Optimized budget proposals, multi-lot management of tendering



Tailored-made solutions (branches set up on worksite, electrical products kitting)



Peninsula Paris

Rexel developed a tailored logistics solution, based on the kitting process, and provided non-stop 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...



Studies conducted 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



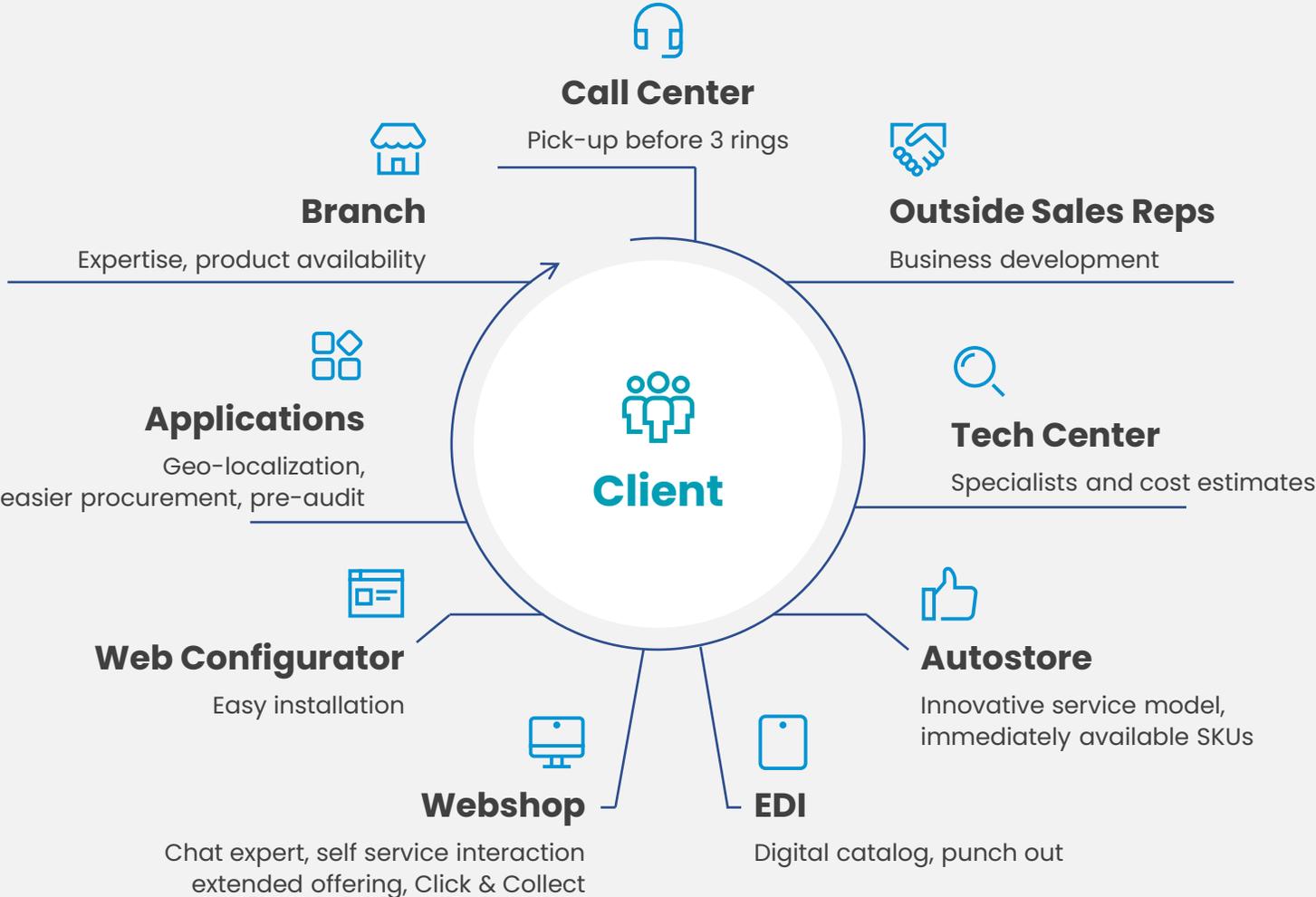
Capitol Light

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.



+27%
digital sales
in 2021

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.



63 logistics centers
worldwide



An **internalized** and **digitized**
supply chain based on **data**
analysis



Performance and reliability
of supply chain solutions and
information systems to serve
our customers



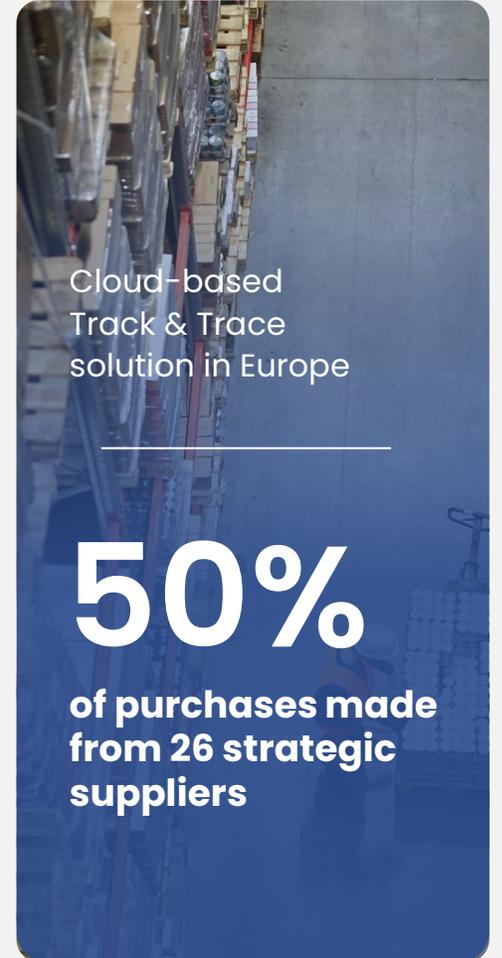
Permanent availability of
4,000 products at branches



50,000 products available
with next-day delivery



Rexel Express, a new urban
model with over **20,000 items**
available immediately



Cloud-based
Track & Trace
solution in Europe

50%
of purchases made
from **26 strategic**
suppliers

Innovating and growing through digital technology

In 2021, Rexel recorded €3.5 billion in digital sales (webshops and EDI)

A strong e-commerce platform



More than 20 webshops



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 catalog

8

countries of the **Group** have generated more than **30% of their revenues online** in 2021

Open a webshop account in

-5 minutes

A strategy based on two pillars

With its new "PowerUP 2025" strategic roadmap, Rexel is accelerating 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.

01 Model optimization

Digital

Accelerated deployment of artificial intelligence (AI) based solutions

Invest further in our omnichannel model

Supply Chain

Offer an omnichannel approach for all our customers, in all market segments

Ensure an innovative supply chain

Consolidate supplier relationships

Continue optimizing pricing

02 Differentiation

ESG at the heart of the strategy

Ambitious CO₂ emission reduction targets

Promote sustainable products and solutions to customers

Build leadership on all innovative topics related to the energy transition

Such as HVAC*, photovoltaics, electric mobility, and industrial automation

Support new electrical uses

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

*Heating, Ventilation, Air Conditioning



Our commitments for a better energy future

Our sustainable development approach



**Acting with ethics
and integrity**



**Engaging and
supporting
employees**



**Improving the
environmental
performance of our
operations**



**Promoting
responsible
practices
throughout the
value chain**

Tangible commitments and acknowledged performance



COMMITMENTS

- Reduce by 60%** in absolute terms GHG emissions related to energy consumption in the Group's operations (Scopes 1 & 2) by 2030, compared to 2016
- Reduce by 45%** in absolute terms GHG emissions related to the use of products sold (Scope 3) by 2030, compared to 2016

5 charters/policies applicable to all the Group's employees



Ethics Guide



Environmental Charter



Community Involvement Charter



Health and Safety policy



Sustainable Supplier Charter

Signatory of the UN Global Compact since 2011



United Nations Global Compact



TRANSPARENCY & PERFORMANCE

Extra-financial ratings



For investors



Customer focus



Transparency for sustainable development issues

The Rexel Foundation for a better energy future

5

Lines of action



Facilitating

access to affordable, efficient, and sustainable energy



Supporting

the fight against fuel poverty

3

Programs

Community projects

are supported by NGOs that encourage the involvement of the most underprivileged communities in managing their energy consumption and improving their living conditions.



Developing

renewable energies and their funding



Encouraging

the acceleration of energy renovation



Informing and educating

the general public about the energy transition

Social innovation projects

are driven by social entrepreneurs who develop new economic models with a strong societal impact.

Knowledge projects

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



The Rexel Foundation for a better energy future



The Rexel Foundation's mission is to improve access to energy efficiency for all

20 Operating countries

Supported projects

+75

over 175,000
people positively impacted

Focus on the Roubaix social innovation project

The Rexel Foundation as a solutions operator

2018

The Rexel Foundation initiated the **Collectif des Possibles** in June 2018, which individually supports Roubaix residents (one of the most disadvantaged cities in France).



The Collectif des Possibles' ambition is to:



Support Roubaix residents in their home energy renovation projects



Work with the help of local associations throughout the process



Integrate people in fuel poverty situations into the process



Facilitate mutual aid to face fuel poverty

The Rexel Foundation's objective is to apply this model in other areas

12 million

French households suffer from fuel poverty



Thank you
