

The Rexel logo, consisting of the word "Rexel" in a bold, sans-serif font, enclosed within a white rectangular border.

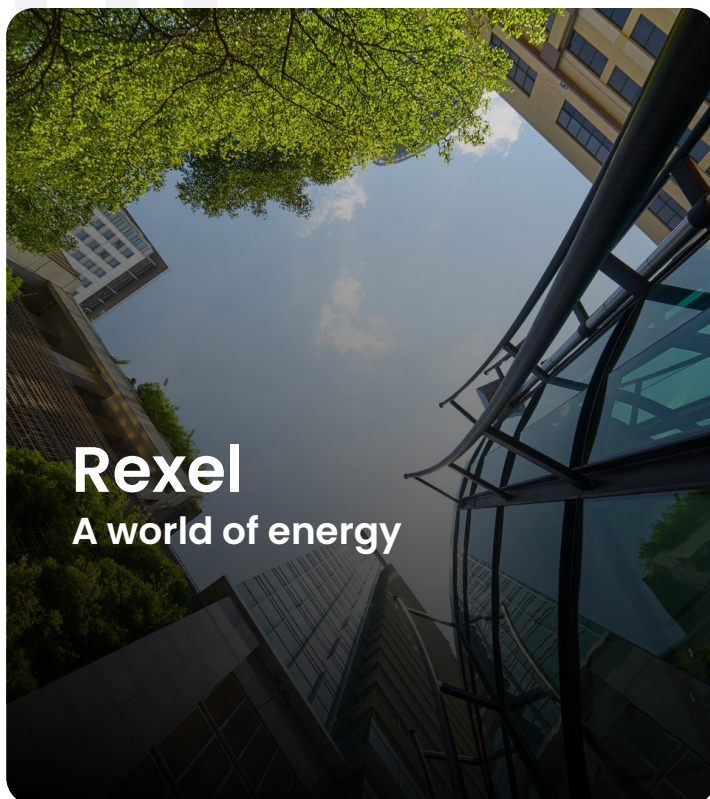
Rexel

a world of energy

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

March 2023

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

REXEL

As of 12/ 31/ 2022

Sales

€18.7

Billion

50.1%

Percentage of
2022 sales
represented by
positive impact
activities

21

Countries

€4.7

Billion

Digital sales
(webshops + EDI)

19%

Of sales related to electrification*.

* Photovoltaics, HVAC, charging infrastructure
for EV and industrial automation

26,000+

Employees

Three main business regions



42%

OF SALES

North America

Canada,
United States



50%

OF SALES

Europe

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



8%

OF SALES

Asia-Pacific

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

Solid fundamentals

15 %

of market share in Europe

€ 1,368.5M

Adjusted EBITA, up 35.7 % vs 2021

Recurring net Income

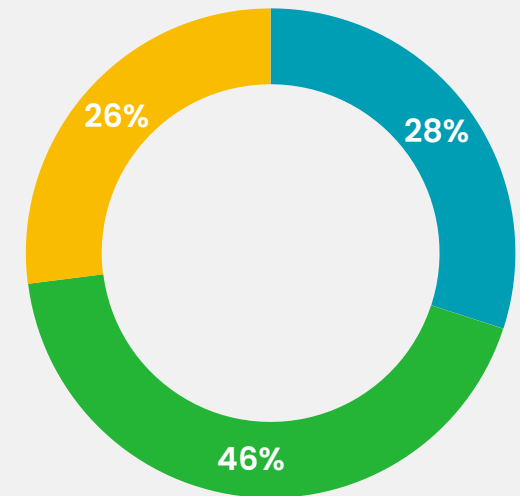
€911.8 M

up 58.6% vs 2021

50%

of purchases made from 28 strategic suppliers

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



■ Industrial ■ Commercial ■ Residential

The Executive Committee

REXEL

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
TOURAINE**

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*



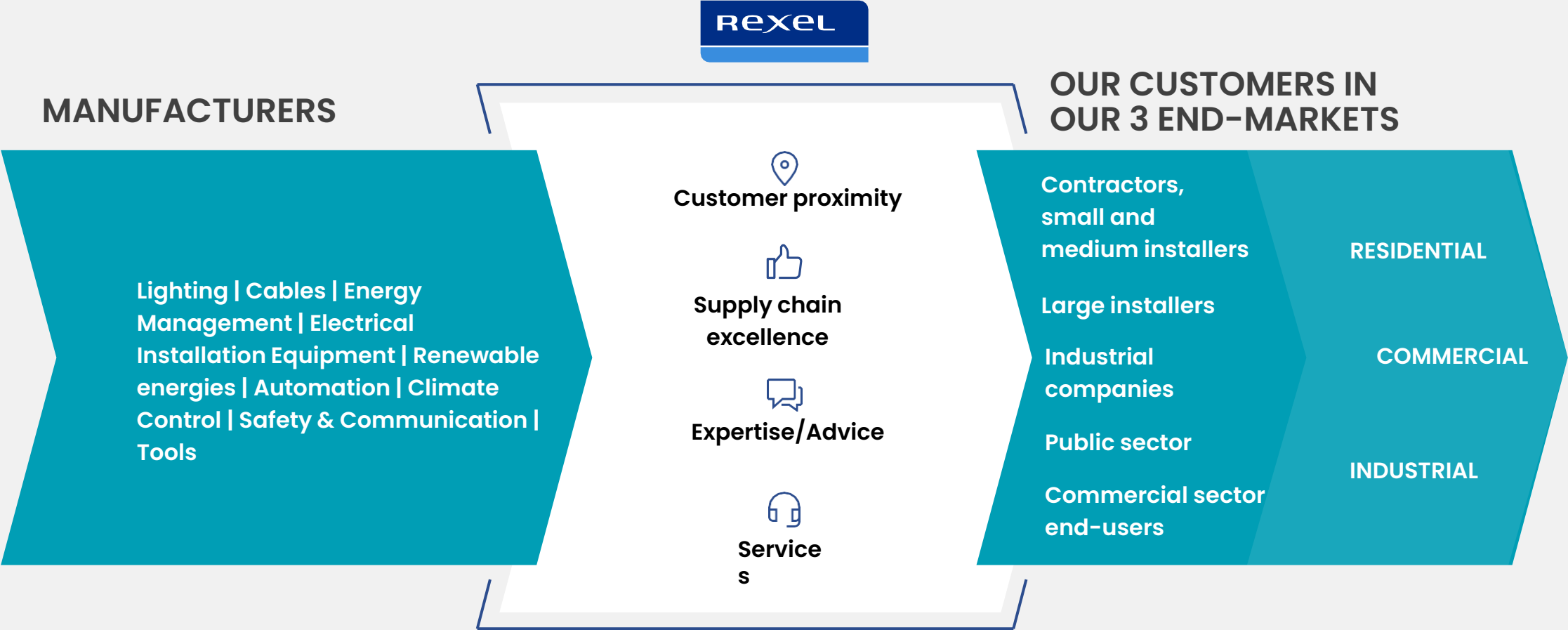
Our business

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.



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

REXEL

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



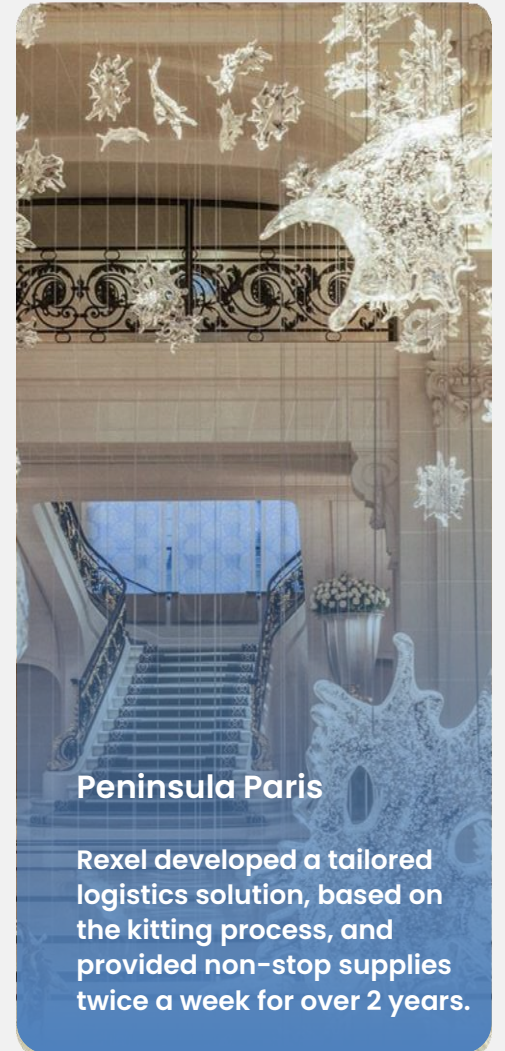
Dynamic management of the product offering to meet the most specific needs



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

REXEL

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



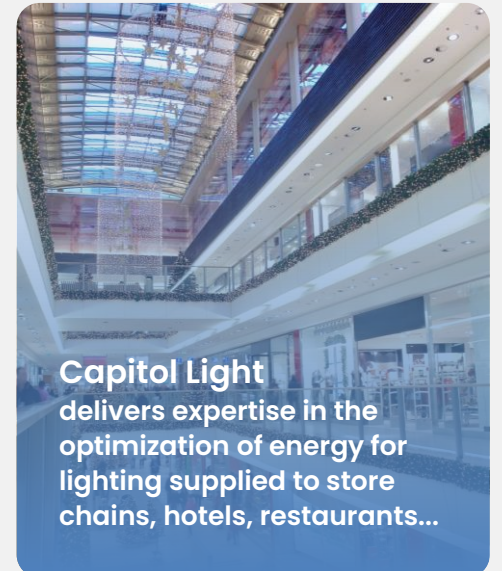
TCO (Total Cost of Ownership) optimization



Specific digital monitoring solutions for the supply chain



Capacity to offer cross-sale offerings or upgrades

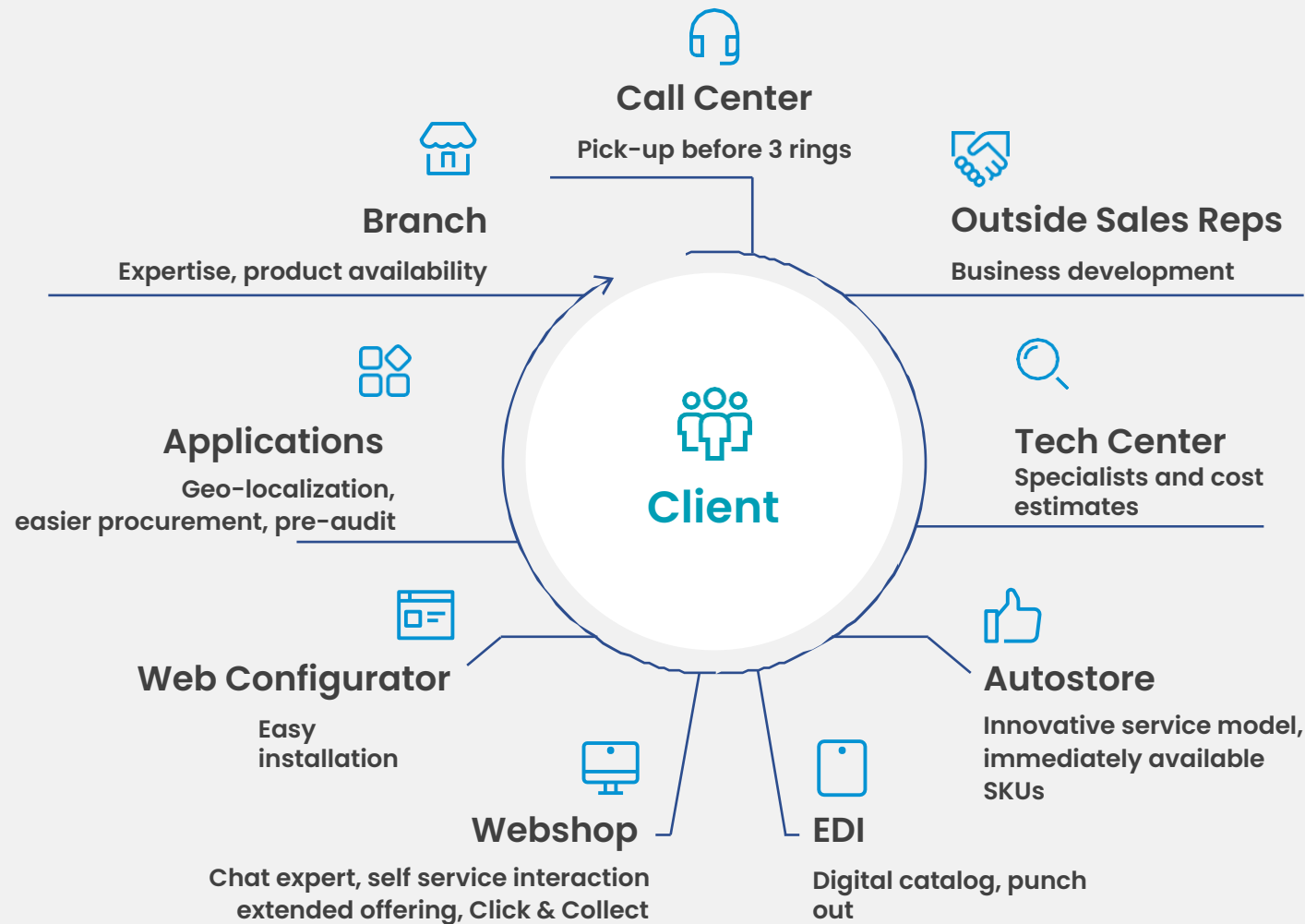


Capitol Light delivers expertise in the optimization of energy for lighting supplied to store chains, hotels, restaurants...



Maximizing customer contacts through an omnichannel approach

The Rexel product offering is available anywhere, at any time, through multiple contact points.



€ 4.7 bn

digital sales
in 2022

400,000

customers have a Rexel
online account

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.



66 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 28 strategic
suppliers



Innovating and growing through digital technology

In 2022, Rexel recorded €4.7 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

3
minutes

to open a webshop account

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 Purpose:



ELECTRIFYING SOLUTIONS THAT MAKE A SUSTAINABLE FUTURE POSSIBLE

Every day, in more than 20 countries around the world, we guide customers through the challenges of their work to improve the comfort, security and energy performance of installations, infrastructure and buildings.

Through the products, solutions, expertise and services we provide, we strive to make the activity of our customers easier, more efficient and more sustainable.

Passionate, dedicated and highly knowledgeable, our people are instrumental in bringing innovative electrification solutions to the field and making energy transition happen.

We believe in bringing positive energy to everything we do.

Rexel. Electrifying solutions that make a sustainable future possible.

REXEL

a world of energy



reXel

a world of energy

**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

| | | |
|--|--|--|
|  FTSE4Good |  In collaboration with  |  INDICES EUROPE 120 |
|  Member 2022 S&P Global |  Member 2021/2022 ESG Leaders Indices |  GOLD 2022 ecovadis Sustainability Rating |

Transparency for sustainable development issues

The Rexel Foundation for a better energy future

REXEL

5

Lines of action



Facilitating

access to affordable, efficient, and sustainable energy



Supporting

the fight against fuel poverty



Developing

renewable energies and their funding



Encouraging

the acceleration of energy renovation



Informing and educating

the general public about the energy transition

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.

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

rexel



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

REXEL

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
