

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

**Rexel**

a world of energy

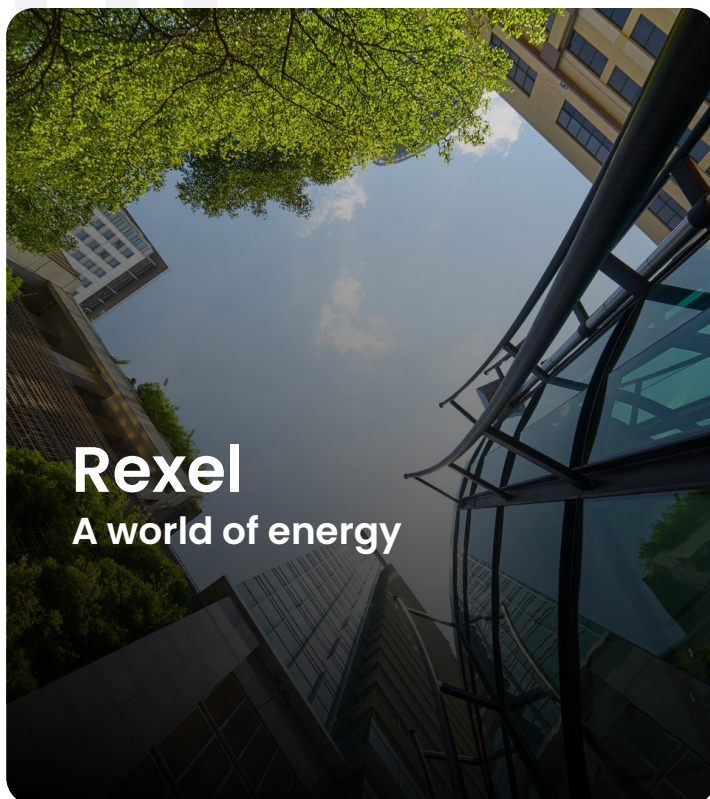
# Worldwide expert in the professional multichannel distribution of electrical products and services for the energy world

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September 2023



01



02



03







Rexel

a world of energy

# Rexel

## A world of energy

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**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,  
Norway, the Netherlands, 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

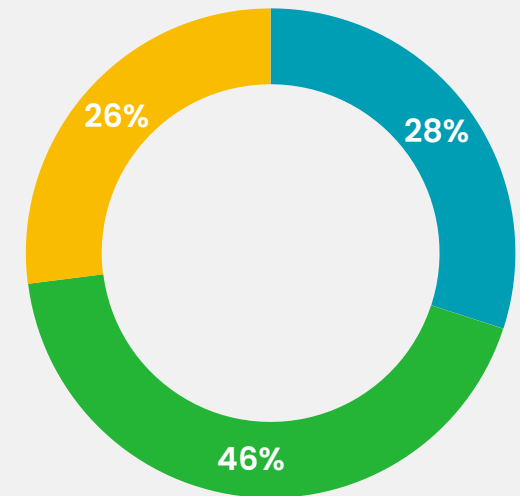
€911.8 M

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 08/31/2023



**Agnès  
TOURAINE**

Chairwoman of the  
Board of Directors  
Independent Director



**François  
AUQUE**

Deputy Chairman of the  
Board of Directors  
Chairman of the Audit and  
Risk Committee  
Independent Director



**Brigitte  
CANTALOUBE**

Chairwoman of the  
Compensation Committee  
Independent Director



**Barbara  
DALIBARD**

Chairwoman of the Nomination,  
Governance and CSR Committee  
Independent Director



**Marcus  
ALEXANDERSON**

Not Independent  
Director



**Steven  
BORGES**

Independent  
Director



**François  
HENROT**

Independent  
Director



**Antoine  
HERMELIN**

Director representing the  
employees



**Toni  
KILLEBREW**

Director representing the  
employees



**Marie-Christine  
LOMBARD**

Independent  
Director



**Maria  
RICHTER**

Independent  
Director



**Guillaume  
TEXIER**

CEO of Rexel  
Not Independent  
Director

**50%**

of Directors are women\*

**80%**

of Independent Directors\*

\*Excluding Directors representing the employees



# Our business

## A multi- specialist & omnichannel partner

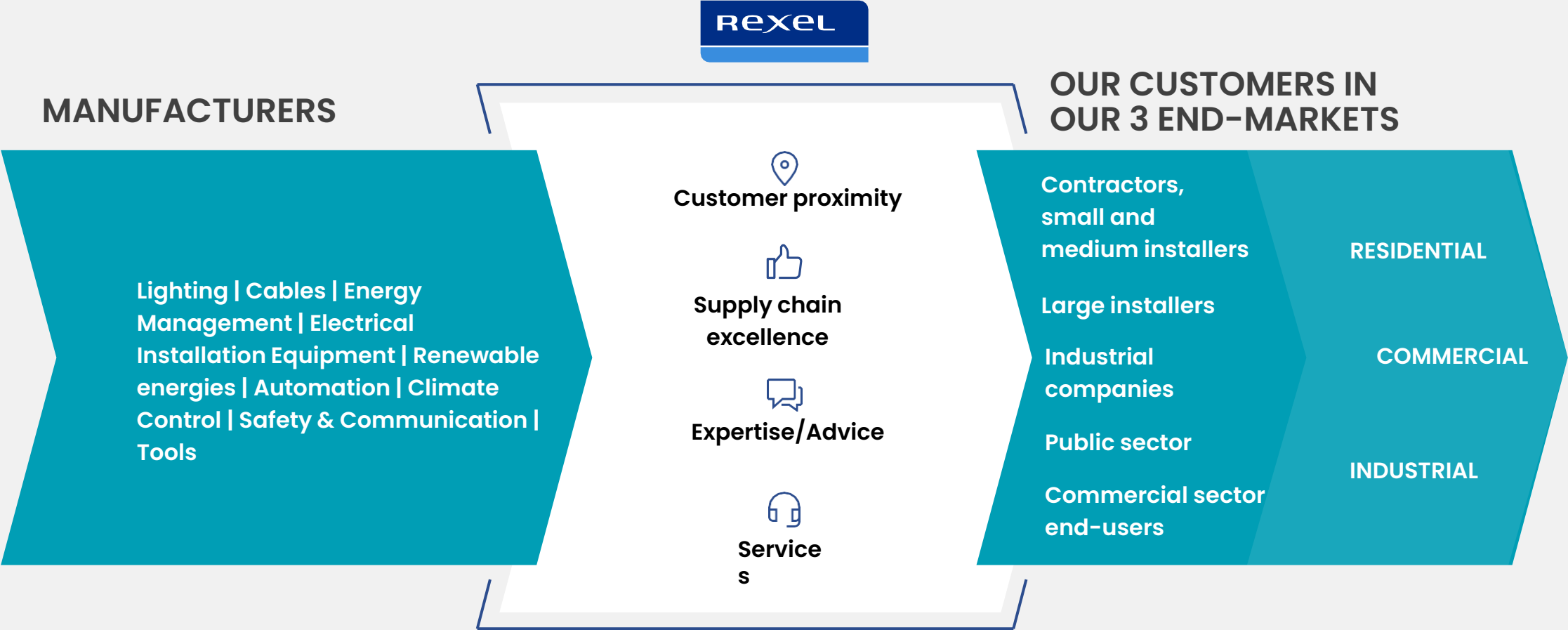
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# Expertise at the heart of the value chain



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



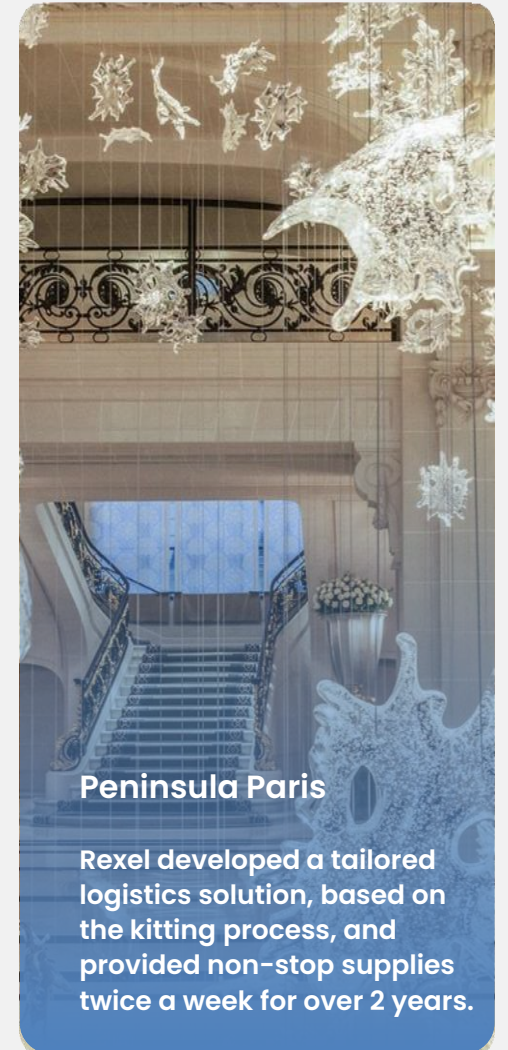
Dynamic management of the product offering to meet the most specific needs



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



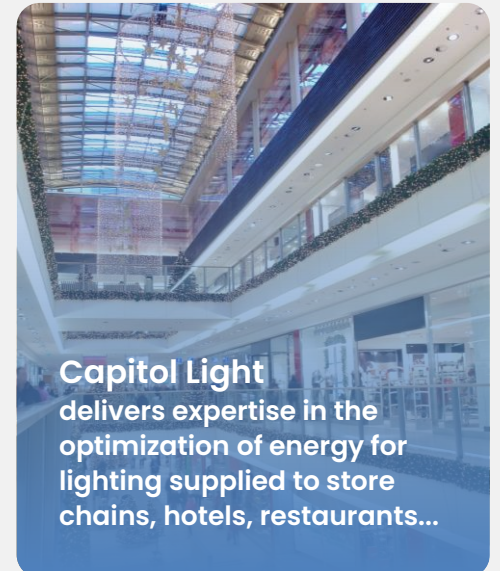
TCO (Total Cost of Ownership) optimization



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...

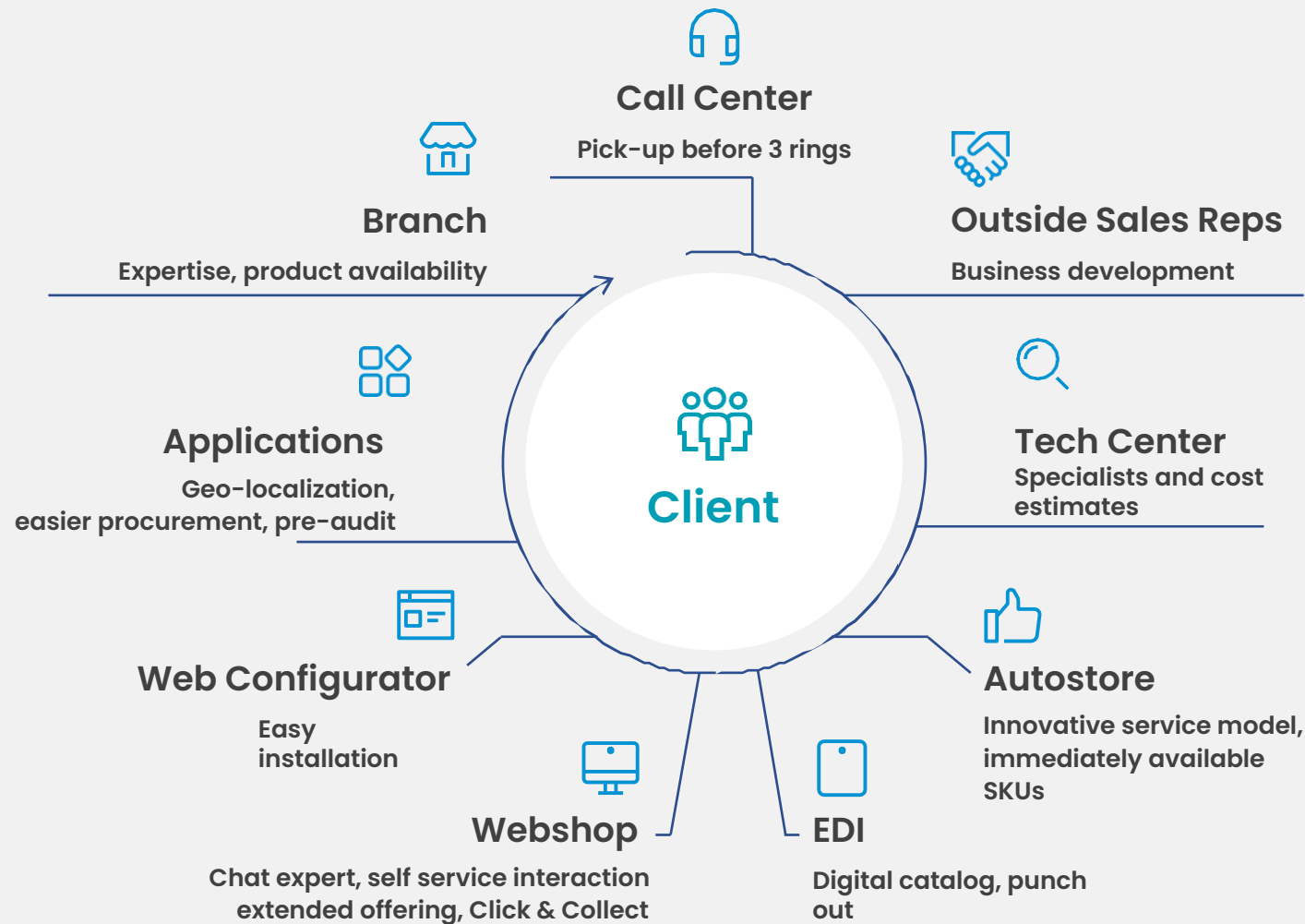




# Maximizing customer contacts through an omnichannel approach

REXEL

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 CO<sub>2</sub> 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**

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# 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	 MEMBER OF <b>Dow Jones Sustainability Indices</b> In collaboration with 	 <b>EURONEXT</b> vigeo eiris INDICES EUROPE 120
 Sustainability Yearbook Member 2022 <b>S&amp;P Global</b>	 <b>STOXX</b> Member 2021/2022 ESG Leaders Indices	 GOLD 2022 <b>ecovadis</b> Sustainability Rating

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



### 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

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