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Compensation for Corporate officers

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The Board of Directors of Rexel, during its meeting of February 12, 2025, approved the decisions mentioned below concerning the compensation of corporate officers.

I. « Say on pay Ex post » (Chief Executive Officer, Guillaume Texier)

2024 Fixed and variable compensation

On the recommendation of the Compensation Committee, the Board of Directors meeting of February 14, 2024, set the 2024 variable portion of the Chief Executive Officer, Guillaume Texier, taking into account:

- Fixed compensation set at €800 000;
- Variable part for 2024 set at 120% of the annual fixed compensation if 100% of the financial and individual objectives were achieved.

The quantitative objectives set for 2024 were: gross margin adjusted in volume (40%), EBITA adjusted in volume (40%) and average operating working capital as a percentage of sales (20%). These objectives were capped at a maximum of 150% if they exceeded 100% of the objectives set.

The qualitative objectives set for 2024 were the CSR policy (25%), operational excellence (25%), strategy and digital (25%) and talents (25%). These objectives were capped at a maximum of 100% achievement.

The Board, after evaluating the performance of the Chief Executive Officer, set an overall performance of 37.50%, i.e. an amount of €359,712 to be paid for 2024, the results of which are detailed below.

| 2024 Fixed part | 2024 target variable part as percentage of fixed | 2024 variable part in € | Financial portion of the target | Individual portion of the target | 2024 Financial results | 2024 Individual results | Achievement of the Financial part | Achievement of the Individual part | 2024 Overall achievement as percentage of target | Amount due in € for the 2024 variable part |
|-----------------|--|-------------------------|---------------------------------|----------------------------------|------------------------|-------------------------|-----------------------------------|------------------------------------|--|--|
| A | B | (AxB)=C | D | E | F | G | (DxF)=H | (ExG)=I | (H+I)=J | (CxJ) |
| 800,000 | 120% | 960,000 | 70% | 30% | 18.60% | 81.50% | 13.00% | 24.50% | 37.50% | 359 712 |

| Financial results | Weight | Achievement (before weighting) | Achievement (after weighting) | Individual results | Weight | Achievement (before weighting) | Achievement (after weighting) |
|-------------------------------------|--------|--------------------------------|-------------------------------|--------------------------------------|--------|--------------------------------|-------------------------------|
| Adjusted gross margin in volume | 40.00% | 0.00% | 0.00% | CSR policy | 25.00% | 100.00% | 25.00% |
| Adjusted EBITA in volume | 40.00% | 0.00% | 0.00% | Operational excellence | 25.00% | 60.00% | 15.00% |
| Average operating working capital | 20.00% | 93.00% | 18.60% | Digital transformation | 25.00% | 83.00% | 20.75% |
| | | | | Talent management | 25.00% | 83.00% | 20.75% |
| 2024 Results – Financial (F) | | | 18.60% | 2024 Results – Individual (G) | | | 81.50% |

The factual and objective criteria on which the performance assessment of the Chief Executive Officer is determined will be detailed in Rexel's Universal Registration Document for 2024.

In accordance with the provisions of Article L. 22-10-34, II of the French Commercial Code, the payment of this 2024 variable part is subject to the approval of the Ordinary and Extraordinary General Meeting of April 29, 2025.

Pension Plan – Group medium term savings plan

The annual contribution is calculated on the basis of the reference compensation, which is composed of the fixed and variable compensation actually paid during the financial year in relation with.

It should be noted that the amount of variable compensation is capped at 80% of the fixed compensation effectively paid for the previous financial year.

For the 2024 financial year, the amount of the annual contribution paid amounts to €199,642.

Others compensation items

The various benefits in kind were as follows:

- health coverage/providence – health check-up;
- GSC insurance (€35,039.64 for 2024);
- basic and supplementary pension scheme;
- tax and pension assistance; and
- provision of a company car (€9,744 for 2024).

II. « Say on pay Ex Ante » 2025 Compensation policy

On the recommendation of the Compensation Committee, the Board of Directors meeting of February 12, 2025 approved the compensation policy for corporate officers. This compensation policy will be detailed in the report on corporate governance, which will be included in Rexel's Universal Registration Document for 2025.

A. Chairwoman of the Board of Directors (Agnès Touraine)

The compensation for the Chairwoman of the Board of Directors is fixed at €400,000 within the limits set by the compensation policy.

Agnès Touraine was appointed as Chairwoman of the Board of Directors on September 1, 2023.

| Agnès Touraine | 2025 | Evolution | 2024 |
|-----------------------|-------------|------------------|-------------|
| Fixed part | 400,000 | 0.00% | 400,000 |
| Variable part | N/A | N/A | N/A |

B. Directors

In accordance with the compensation policy, compensation for Directors is unchanged for the 2025 financial year.

C. Chief Executive Officer (Guillaume Texier)

Due to the renewal of mandate of the Chief Executive Officer, effective on April 29th of 2025, the Compensation Committee conducted an in-depth review of the compensation policy.

The review highlighted that the CEO annual fixed compensation is positioned below the median of the market practices for SBF120 companies. Additionally, Guillaume Texier did not benefit from an annual fixed compensation increase since he started his office. Inflation levels, depending on index retained, are all above 10% during this timeframe.

Accordingly, for fiscal year 2025, in view of the renewal of the Chief Executive Officer's term of office, the remuneration policy for executive corporate officers will be broken down as follows:

- Guillaume Texier's compensation policy applicable from January 1st to April 28th;
- Guillaume Texier's compensation policy applicable from April 29th – date of the mandate renewal – to December 31st, 2025.

Compensation policy from January 1st to April 28th, 2025

The fixed annual compensation of the Chief Executive Officer is maintained at €800,000 and his target annual variable portion at 120% of his fixed portion if 100% of the financial and individual objectives are achieved.

The 2025 variable part is set as 70% financial objectives and 30% individual objectives.

Financial objectives can reach a maximum result of 150%, the individual part of the variable compensation is capped at 100% achievement. Thus, the maximum variable compensation cannot exceed 162% of the fixed compensation.

Financial objectives are gross margin adjusted in volume (40%), EBITA adjusted in volume (40%) and average operating working capital as a percentage of sales (20%).

Individual objectives are CSR policy (25%), operational excellence (25%), strategy and digital (25%) and talents (25%).

These objectives will be the subject of a detailed communication in Rexel's Universal Registration Document for 2025.

| Guillaume Texier | 2025 | Evolution | 2024 |
|----------------------|------------------|--------------|------------------|
| Fixed part | 800 000 | 0.00% | 800 000 |
| Target variable part | 960 000 | | 960 000 |
| Total target | 1 760 000 | 0.00% | 1 760 000 |

| 2025 Fixed part | 2025 target variable part as percentage of the fixed part | 2025 variable part in € | Financial part | Individual part | Maximum achievement of the Financial part | Maximum achievement of the individual part | Maximum achievement of the target part in % | Maximum achievement of the target part as % of fixed part |
|-----------------|---|-------------------------|----------------|-----------------|---|--|---|---|
| | | | | | 150% | 100% | | |
| A | B | (AxB)=C | 70% | 30% | (150%x70%) | (30%x100%) | 135.00% | 162.00% |
| 800 000 | 120% | 960 000 | 672 000 | 288 000 | 105% | 30% | 1 296 000 | 1 296 000 |

Other benefits are renewed (health/provident cover, basic and supplementary pension plan, health check-up, tax assistance/retirement, provision of a company car).

In accordance with article L.22-10-8 of the French Commercial Code, the compensation policy applicable to corporate officers for fiscal year 2025 will be submitted to a vote at the Rexel General Meeting of April 29, 2025.

Compensation policy from April 29th to December 31st, 2025

At its meeting on February 12th, 2025, and based on the recommendation of the Compensation Committee, the Board of Directors considered that it was appropriate to review the compensation policy for the Chief Executive Officer, as of the renewal of his mandate on April 29th, 2025, by making the following adjustments:

- Increase of the annual fixed compensation from 800 000 € to 830 000 €;
- Increase of the target annual variation compensation from 120% to 130% of the annual fixed compensation;
- Replacement of the financial criteria EBITA in volume terms by an EBITA expressed in % of sales.

Thus, the fixed annual compensation of the Chief Executive Officer is set at €830,000 and his target annual variable portion at 130% of his fixed portion if 100% of the financial and individual objectives are achieved.

The 2025 variable part is set as 70% financial objectives and 30% individual objectives.

Financial objectives can reach a maximum result of 150%, the individual part of the variable compensation is capped at 100% achievement. Thus, the maximum variable compensation cannot exceed 176% of the fixed compensation.

Financial objectives are gross margin adjusted in volume (40%), EBITA adjusted in % of sales (40%) and average operating working capital as a percentage of sales (20%).

Individual objectives are CSR policy (25%), operational excellence (25%), strategy and digital (25%) and talents (25%).

These objectives will be the subject of a detailed communication in Rexel's Universal Registration Document for 2025.

| Guillaume Texier | 2025 | Evolution | 2024 |
|----------------------|------------------|--------------|------------------|
| Fixed part | 830 000 | 3.75% | 800 000 |
| Target variable part | 1 079 000 | | 960 000 |
| Total target | 1 909 000 | 8.50% | 1 760 000 |

| 2025 Fixed part | 2025 target variable part as percentage of the fixed part | 2025 variable part in € | Financial part | Individual part | Maximum achievement of the Financial part | Maximum achievement of the individual part | Maximum achievement of the target part in % | Maximum achievement of the target part as % of fixed part |
|-----------------|---|-------------------------|----------------|-----------------|---|--|---|---|
| | | | | | 150% | 100% | | |
| A | B | (AxB)=C | 70% | 30% | (150%x70%) | (30%x100%) | 135.00% | 176.00% |
| 830 000 | 130% | 1 079 000 | 755 300 | 323 700 | 105% | 30% | 1 456 650 | 1 456 650 |

Other benefits are renewed (health/provident cover, basic and supplementary pension plan, health check-up, tax assistance/retirement, provision of a company car).

In accordance with article L.22-10-8 of the French Commercial Code, the compensation policy applicable to corporate officers for fiscal year 2025 will be submitted to a vote at the Rexel General Meeting of April 29, 2025.

Pension Plan – Group medium term savings plan

This scheme provides for the payment of an annual contribution. It is calculated on the basis of the reference compensation effectively received during the financial year by the beneficiary and capped at 40 annual social security limits ("PASS").

For the calculation of the contribution for the 2025 financial year, the base of the reference compensation used to determine the annual contribution will be composed of the following elements:

- Fixed compensation paid during the 2025 fiscal year; and
- Variable compensation paid in financial year 2025 (granted in respect of financial year 2024) up to a maximum of 80% of the fixed annual compensation paid in 2024.

This reference compensation is therefore variable and correlated to the Group's performance. The variable compensation will have been voted on in advance by the 2025 Shareholders' Meeting.

The main characteristics of this scheme are as follows:

| OBJECTIVE AND LINK WITH THE STRATEGY | APPLICATION | MAXIMUM POTENTIAL VALUE | PERFORMANCE METRICS |
|--|--|---|--|
| Medium-term collective savings scheme To allow the setting up of a medium-term savings scheme for senior executives. No long-term undertakings for Rexel. | To offer an appropriate scheme for senior executives in mobility/international profiles. | The annual contribution is equal to: • 20% on the portion of compensation paid ranging between 4 and 20 PASS (1 PASS = €47,100 in 2025), • plus 10% on the portion of compensation paid ranging between 20 and 40 PASS. | The contribution is based on the effective fixed and variable compensation actually paid during the financial year (capped). |

The variable compensation taken into consideration will be limited to 80% of the fixed annual compensation.

The amount of the annual contribution is subject to Social Security contributions and personal income tax.

Severance and/or non-compete clause

The compensation policy of executive corporate officers determined by the Board of Directors allows, under certain conditions, the payment of severance and/or non-compete clause.

Pursuant to the recommendations referred to in article 26.5 of the AFEP-MEDEF Code (which provides for a maximum amount of 24 months of reference compensation), the severance and/or non-compete compensation would be capped at an amount not exceeding 18 months of the monthly reference compensation of the relevant executive (defined as the sum of (i) the last gross annual fixed compensation received, divided by 12 and (ii) the average of the last two gross variable annual compensation payments received, excluding any exceptional bonus, divided by 12).

Severance payments may only be paid in the event of dismissal, other than for gross negligence or gross misconduct, of the duties of the Chief Executive Officer, it being specified that the non-renewal of the term of office of the Chief Executive Officer does not qualify as a forced departure and does not result in the payment of the indemnities referred to above.

Benefits in kind

| OBJECTIVE AND LINK WITH THE STRATEGY | APPLICATION | MAXIMUM POTENTIAL VALUE |
|---|---|--|
| Company car To apply the policy applicable to the executives of Rexel. | Eligibility of executive officers in respect of the general policy of Rexel relating to vehicles. | Value of the policy applicable to the executives of Rexel. |
| Healthcare insurance/death and disability To protect the executive corporate officers by applying the same coverage as to other employees. | Eligibility of the executive officers to the coverage offered to employees. | Contribution to a collective insurance policy (the rules are identical for all employees). |
| Unemployment "GSC" coverage To protect executive corporate officers against unemployment. | Subscription of unemployment coverage for executive officers. | Contributions applicable based on the GSC set of criteria. |