

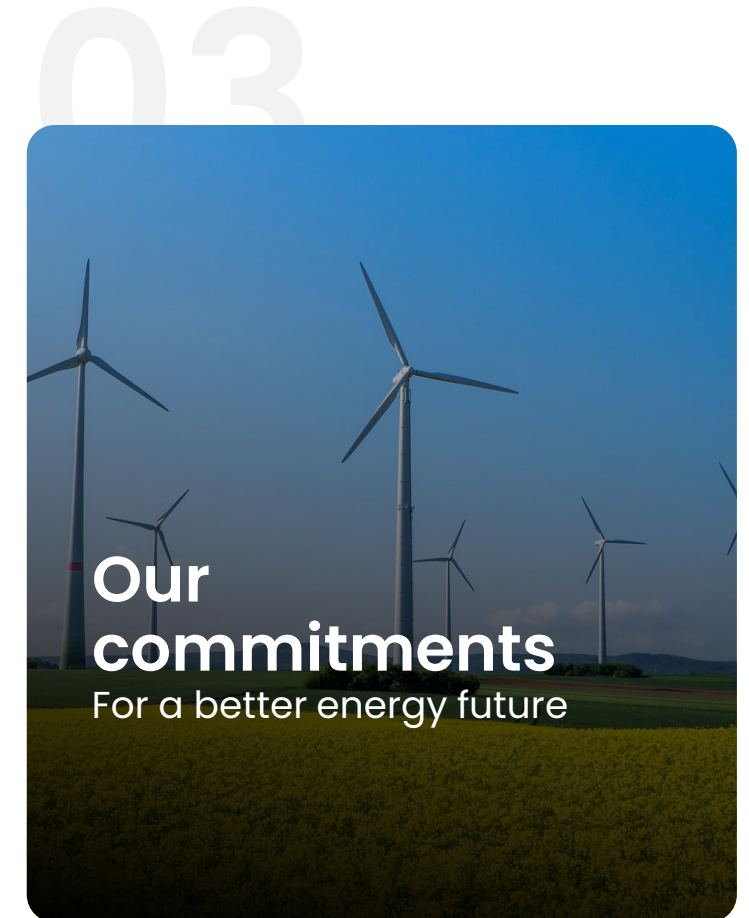
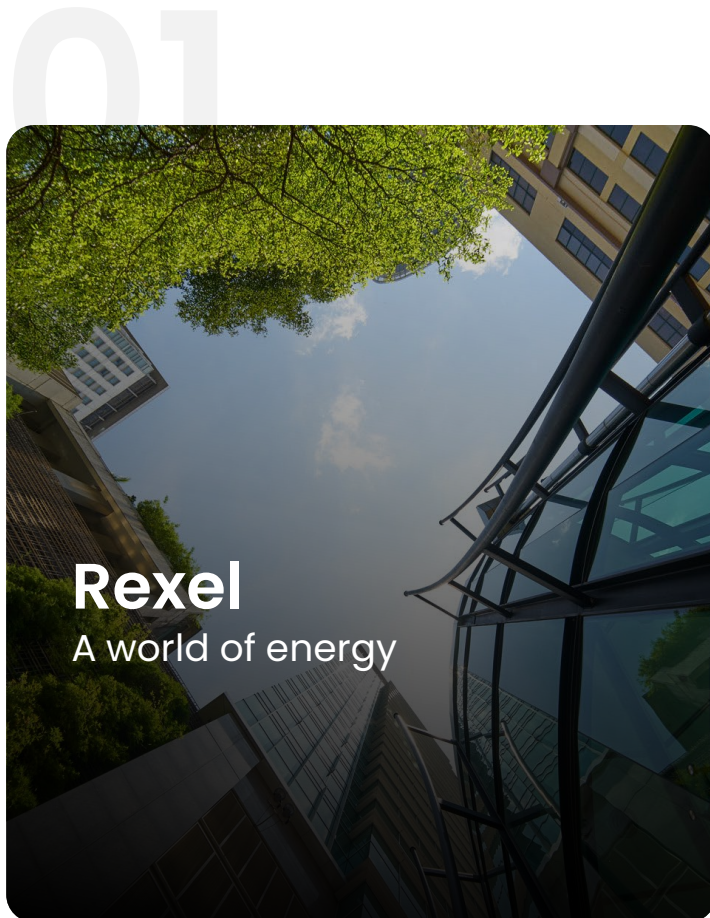
The Rexel logo is a white rectangular box with the word "Rexel" in a bold, black, sans-serif font.

Rexel

a world of energy

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

May 2022





reXel

a world of energy

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 12/31/2021

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

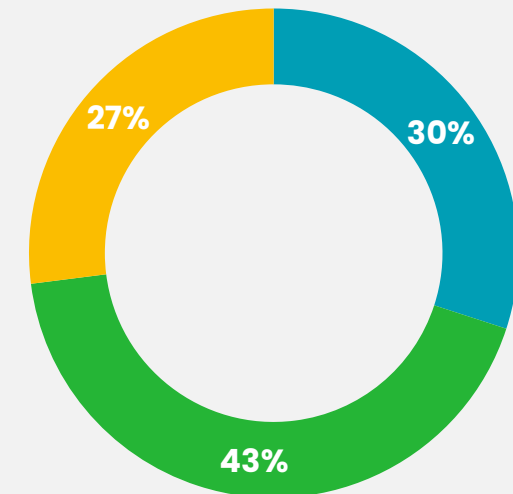
26%

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

REXEL

as of 01/01/2022

GROUP FUNCTIONS



Guillaume
TEXIER

Chief Executive Officer



Guillaume
DUBRULE

Purchasing and Supplier
Relationship Director



Luc
DALLERY

Chief Human Resources
and Communications
Officer



Constance
GRISONI

Strategy Director



Laurent
DELABARRE

Chief Financial Officer



Isabelle
HOEPFNER-LÉGER

General Secretary and Secretary
of the Board of Directors



Nathalie
WRIGHT

Chief Digital & Sustainability Officer

BUSINESS OPERATIONS



Brad
PAULSEN

CEO Rexel USA



Thomas
MOREAU

CEO Rexel France



Pierre
BENOÎT

CEO Rexel
UK/Ireland – Benelux



Nathalie
WRIGHT

CEO Rexel Nordics



Roger
LITTLE

CEO Rexel Canada

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

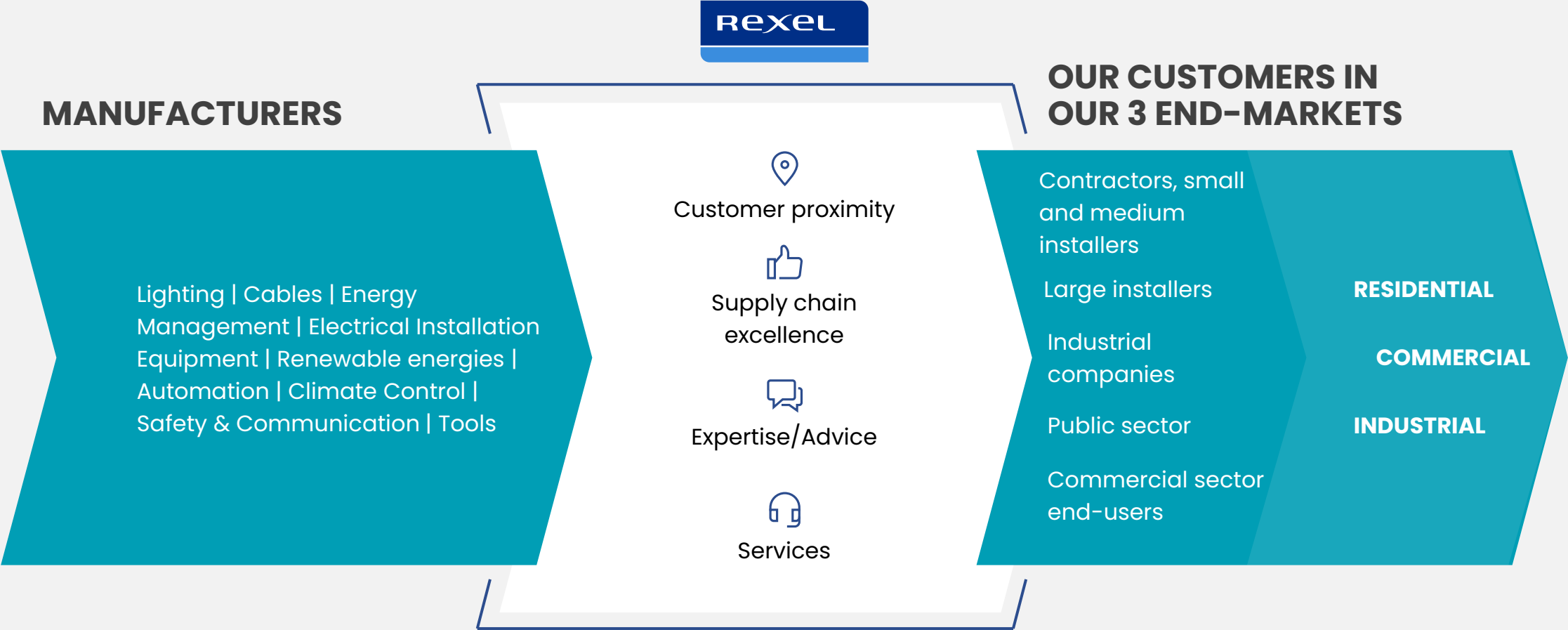
Our business

A multi-specialist & omnichannel partner

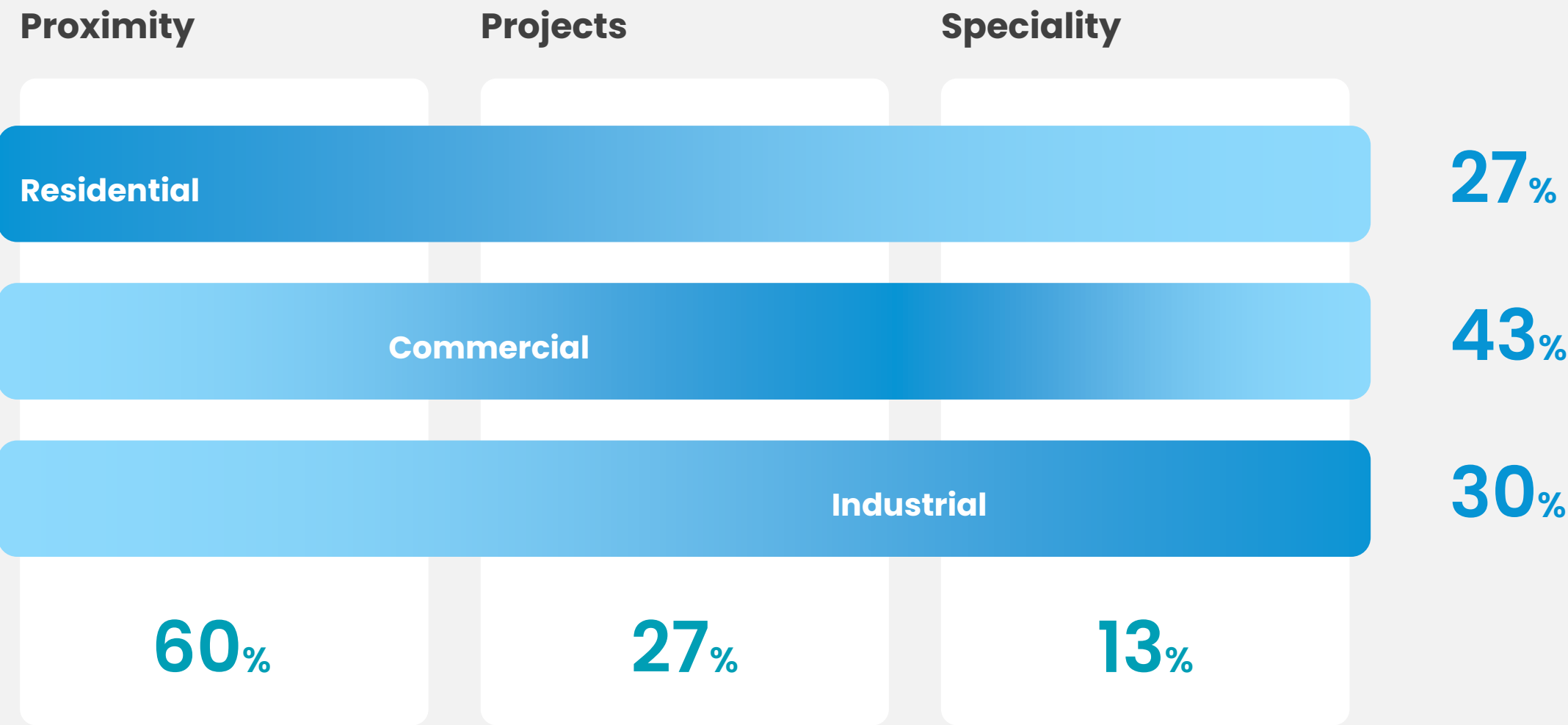
Expertise at the heart of the value chain



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



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

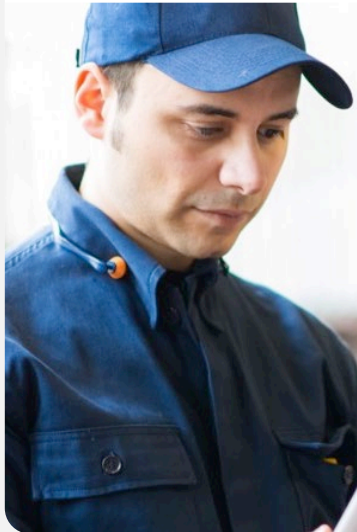


Order picking made simple

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



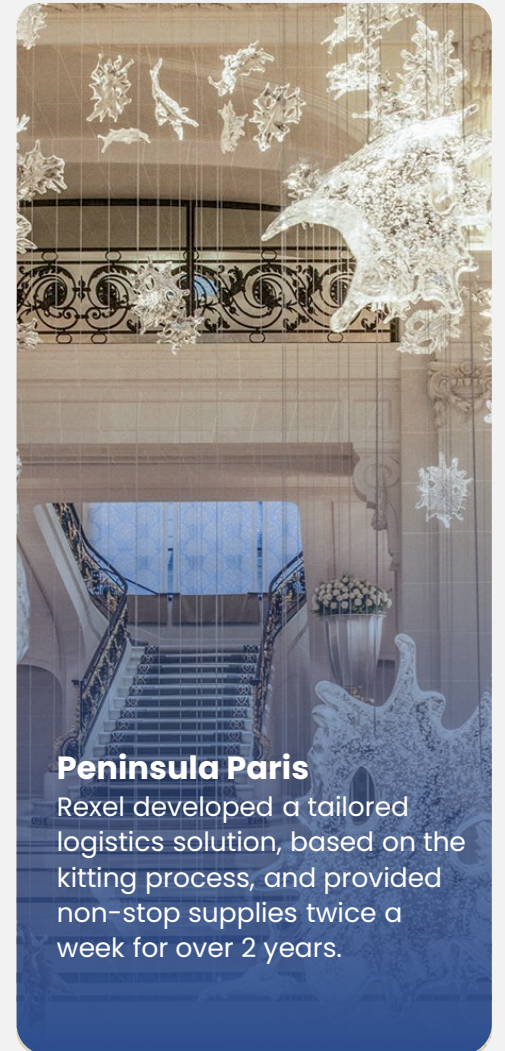
Dynamic management of the product offering to meet the most specific needs



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

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



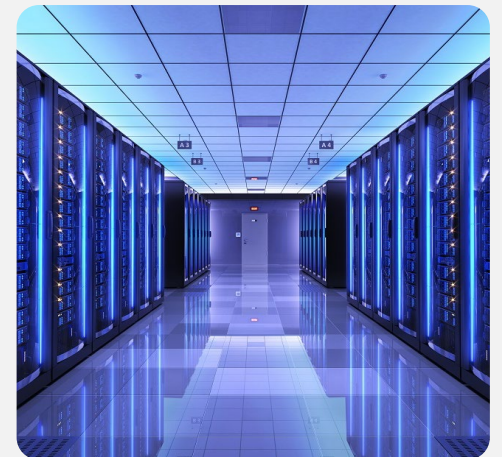
Capacity to offer cross-sale offerings or upgrades

REXEL



Capitol Light

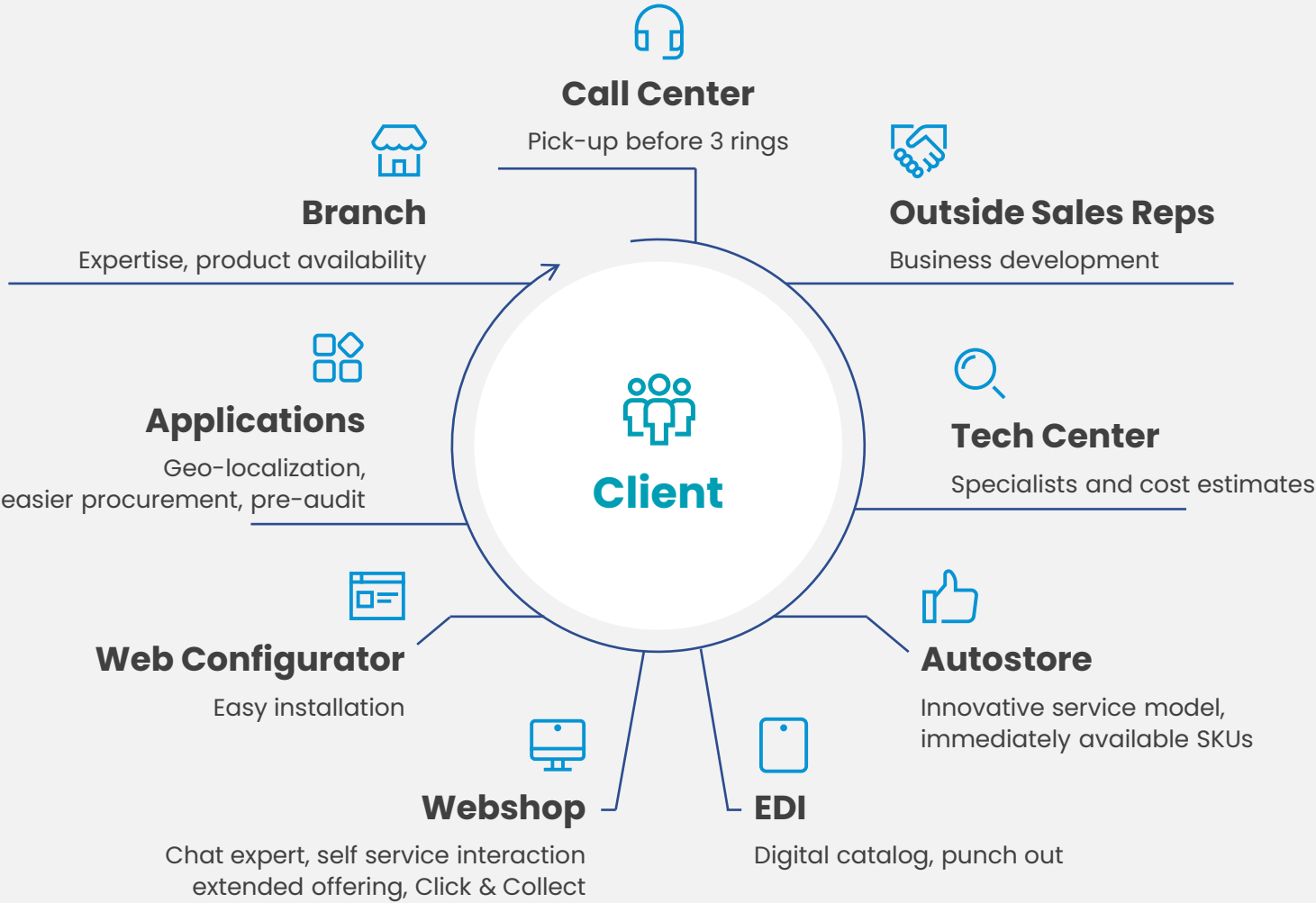
delivers expertise in the optimization of energy for lighting supplied to store chains, hotels, restaurants...



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

REXEL

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

Organic growth and value creation

01 Constant strengthening of the Group to guarantee profitable organic growth



Growth in volume, in line with a “More customers, More SKUs, More Digital” approach



Priorities per business approach:

Proximity

(60% of total sales)

New openings of branches/counters, accelerated multi-channel approach, and constant improvement in service standards.

Projects

(27% of total sales)

Industrialization of the product and solution offering process for customers managing industrial or commercial projects.

Specialty

(13% of total sales)

Improved capacity to meet specific needs for specialized products and solutions.



Continuous improvement of the gross margin and cost structure

02 Migration to a leading data-driven services company



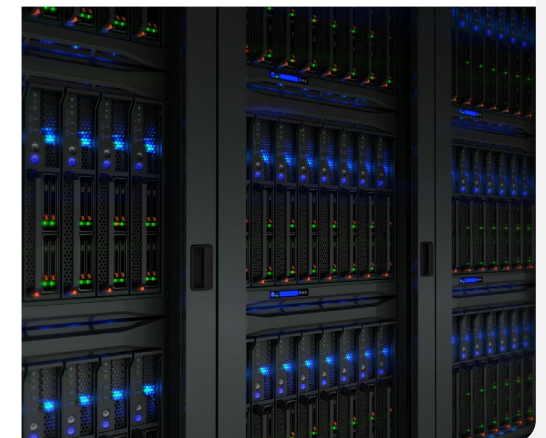
Adoption of a service strategy, segmented around three types of product and service offers



Increase selectivity in capital allocation and strengthen financial structure



Migration to a data-driven company





reXel

a world of energy

Our
commitments
for a better
energy future

Our sustainable development approach



**Promoting
responsible
practices
throughout the
value chain**



**Improving the
environmental
performance of our
operations**



**Engaging and
supporting
employees**



**Acting with ethics
and integrity**

Tangible commitments and acknowledged performance



COMMITMENTS

**Signatory of the UN
Global Compact
since 2011**



**United Nations
Global Compact**

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



Ethics Guide



Environmental
Charter



Community
Involvement Charter



Health and
Safety policy



Sustainable
Supplier Charter



PERFORMANCE

**Extra-financial
ratings**



For investors



Customer
focus



FTSE4Good

MEMBER OF
**Dow Jones
Sustainability Indices**
In collaboration with **S&P Global**

EURONEXT
vigeo
eiris
INDICES EUROPE 120

Sustainability Yearbook
Member 2022
S&P Global

STOXX Member 2021/2022
**ESG Leaders
Indices**



**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



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
