

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

Rexel addresses three main markets: residential, commercial, and industrial. The Group 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. Rexel operates through a network of over 1,900 branches in 24 countries, with more than 26,000 employees. The Group's sales were €14.7 billion in 2021.

Rexel is listed on the Euronext market of Euronext Paris (compartment A, ticker RXL, ISIN code FRO010451203). It is included in the following indices: CAC Next 20, SBF 120, CAC Large 60, CAC AllTrade, CAC AllShares, FTSE EuroMid, and STOXX600. Rexel is also part of the following SRI indices: FTSE4Good, Dow Jones Sustainability Index Europe, Euronext Vigeo Europe 120 and Eurozone 120, STOXX® Global ESG Environmental Leaders, and S&P Global Sustainability Yearbook 2022, in recognition of its performance in terms of Corporate Social Responsibility (CSR).

**€14.7 billion**  
in sales

**26,000**  
employees  
in 24 countries

**1,900**  
branches

**€3.5 billion**  
digital sales  
(webshops + EDI)

**+1 million**  
electrical equipment product references

*Figures as of 31/12/2021*

## OUR CUSTOMIZED SERVICES



### Omnichannel proximity model

- **Branch:** Expertise and advice
- **Autostore:** Automated order preparation with a wide range of immediately available products
- **Outside sales reps:** Contact person in the field
- **Tech center:** Specialists and cost estimates
- **Call center:** Support service
- **Webshop:** Online storefront of products and solutions
- **EDI solutions:** Digital catalog, computerized transaction systems
- **Web Configurator:** Easier installation
- **Applications:** Geolocation, easier procurement, pre-audit
- **Web services:** Accessible 24 hours a day



### Expert commercial services

- **Secure and optimize supply**
- **Solutions to reduce the total cost of use** (auditing of installations, management and optimization of energy consumption, ROI management, TCO Tracking Tool designed by Rexel)
- **Technical support** (software suite, training, specialized teams)
- **Project financing services**



### Logistics services

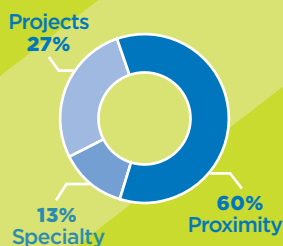
- **Availability of reliable, flexible, and diversified material** (commitment on delivery times, traceability and reporting services)
- **Intelligent packaging**
- **Optimization of inventory management**



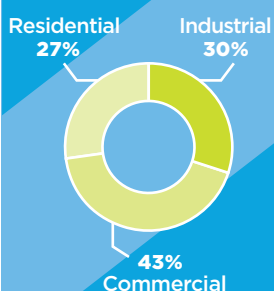
### E-commerce

- **E-procurement services connected to IT tools** (e-catalogs, various supply e-procurement systems, EDI)

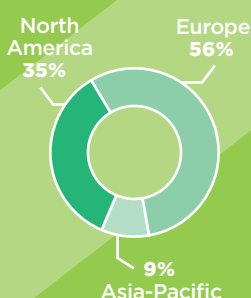
### 2021 BREAKDOWN OF SALES BY VALUE PROPOSITION



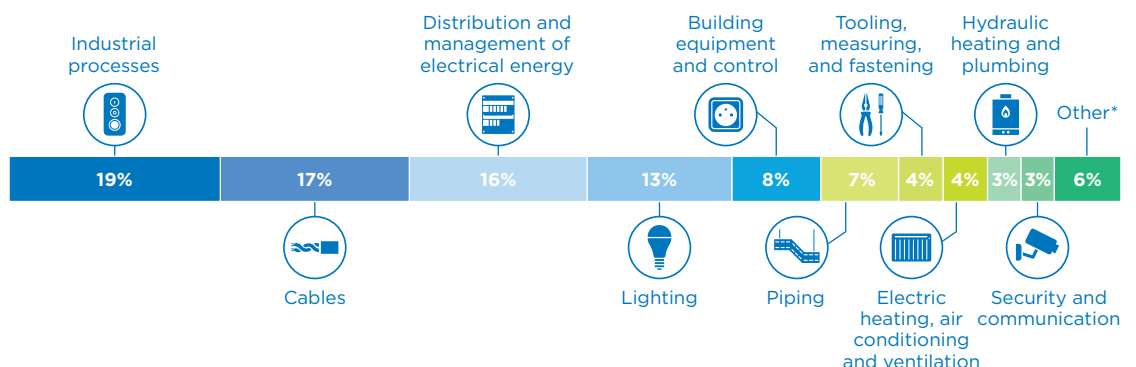
### BALANCE OF END-MARKETS



### 2021 BREAKDOWN OF SALES BY GEOGRAPHIC AREA



## BREAKDOWN OF SALES BY PRODUCT RANGE



\*The specific services of certain specialized entities of the Rexel Group such as Rexel Energy Solution or Capital Light in the United States; sanitary equipment; software applications; infrastructure and networks; household appliances (small and large); IT, and multimedia products; and services.

## REXEL'S STRATEGIC ROADMAP

At a Capital Markets Day on June 16, 2022, Rexel presented its new medium-term roadmap and unveiled its upgraded 2022 financial targets as well as its 2022-2025 ambitions.

After undergoing a profound transformation over the past five years that has strengthened the Group's fundamentals, and in a context historically favorable to electrification, Rexel is now in a position

to accelerate 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: ESG, energy transition solutions, and advanced services. This is the essence of the new PowerUP 2025 roadmap, which translates into ambitious medium-term financial and environmental objectives.

### TWO MAIN PRIORITIES

#### OPTIMIZE OUR MODEL

##### 1. Digital

- Accelerated deployment of artificial intelligence (AI) based solutions

##### *For example:*

- *AI-assisted inventory management,*
- *An alert system aimed at proposing adapted solutions to customers proactively (the «Next Best Offer» tool).*

##### 2. Logistics

- Offer an omnichannel approach for all our customers, in all market segments,
- Ensure an innovative supply chain between environmental constraints and compensation for our customers' labor shortages,
- Consolidate supplier relationships,
- Continue optimizing pricing.

#### DIFFERENTIATE OURSELVES

##### 1. ESG at the heart of our strategy

- Significantly increase our ESG targets to further reduce greenhouse gas emissions (*see "2022 Perspectives" below*),
- Promote sustainable products and solutions to our customers.

##### 2. Build our leadership on all innovative topics related to the energy transition

- Become a leader in key segments (renewable energies, in particular photovoltaics; electric vehicles; new electrical uses such as heating or industrial automation).

##### 3. Support new electrical uses

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

### 2022 PERSPECTIVES

#### AMBITIOUS FINANCIAL AND ESG OBJECTIVES

##### 2022 guidance update

- Same-day sales growth of between **7%** and **9%** (vs 4% to 6% previously),
- Adjusted EBITA margin of **6.7%** (vs 6% previously),
- Free cash-flow conversion above **60%**.

##### 2022-2025 ambitious medium-term objectives

- Same-day sales growth of **4%** to **7%** on a Compound Annual Growth Rate basis,
- Adjusted EBITA margin of between **6.5%** and **7%** in 2025,
- A well-balanced capital allocation with:
  - Capex to sales of **0.9x** over the period,
  - A yearly payout to shareholders of at least **40%** of recurring net income,
  - Bolt-on acquisitions adding up to **€2 billion** in sales over the period,
  - Share buyback of around **€400 million** over the period,
- An indebtedness ratio of around **2.0x**.

##### More ambitious ESG targets

- Scopes 1 & 2 targets upgraded to a **-60%\*** reduction in CO<sub>2</sub> emissions of our operations (vs 2016), compared to -35% previously,
- Scope 3 target raised to a **-60%\*** reduction in CO<sub>2</sub> emissions from the use of products sold (vs 2016,) compared to -45% previously.

#### TOP MANAGEMENT

##### GROUP FUNCTIONS

- **Guillaume Texier** (CEO)
- **Nathalie Wright** (IT, Digital, Sustainability)
- **Laurent Delabarre** (Finance)
- **Constance Grisoni** (Strategy)
- **Guillaume Dubrule** (Purchasing, Suppliers)
- **Isabelle Hoepfner-Léger** (General Secretary, BoD)
- **Luc Dallery** (HR, Communications)

##### BUSINESS OPERATIONS

- **Brad Paulsen** (CEO Rexel USA)
- **Pierre Benoît** (CEO Rexel UK/Ireland-Benelux)
- **Roger Little** (CEO Rexel Canada)
- **Thomas Moreau** (CEO Rexel France)

\* These new targets are under validation by the SBTi.