



# Panorama 2024

# Marie-Christine Coisne-Roquette

Chairman

2023 was a year marked by climate challenges, global economic and geopolitical tensions and inflation; but the Group was able to react, as it has always done since its creation 55 years ago. This ability to adapt is to the credit of our teams, who demonstrate exceptional responsibility and agility. We have also been able to revisit areas of risk. In this environment of constant change, we have delivered solid performance.

Throughout our history, the Group has constantly adapted to the major changes in the world around us. Today, this is truer than ever, as the distribution of electrical equipment lies at the heart of the energy transition. I am confident in the strength of our business, which will play a major role in the global economy in the coming years.

I am also convinced that the loyalty of our family shareholders is an incredible asset for the Group, and the past year has continued to strengthen the bonds of mutual trust that unite us.

This trust is seen each day in our associates' commitment. I applaud their performance and thank them sincerely. Together, we form the great Sonepar family, driven by a single Purpose: Powering Progress for Future Generations!



# €33.3Bn

Group Sales 2023

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Sonepar is an independent family-owned company standing as the world leader in B-to-B distribution of electrical equipment, solutions, and services. Present in 40 countries with a dense network of brands, the Group is leading an ambitious transformation to make its customers' lives easier providing them with an omnichannel experience and sustainable solutions in the building, industry, and energy markets.

Sonepar's 45,000 associates are committed to accelerating the world's electrification and driven by a shared Purpose: Powering Progress for Future Generations. In 2023, Sonepar achieved sales of €33.3 billion.

Sonepar is uniquely positioned at the heart of the electrical ecosystem. As the world leader, we champion a more responsible future, nurture best environmental practices, and encourage the transition to low waste, clean energy solutions. Together with our family of shareholders, we stand up and play our part decisively and with confidence.

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## €11Bn

online sales

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## 45,000

associates

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## 2,400

branches

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## 80

brands

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## 40

countries

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## 180

distribution centers

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## 25

automated distribution centers

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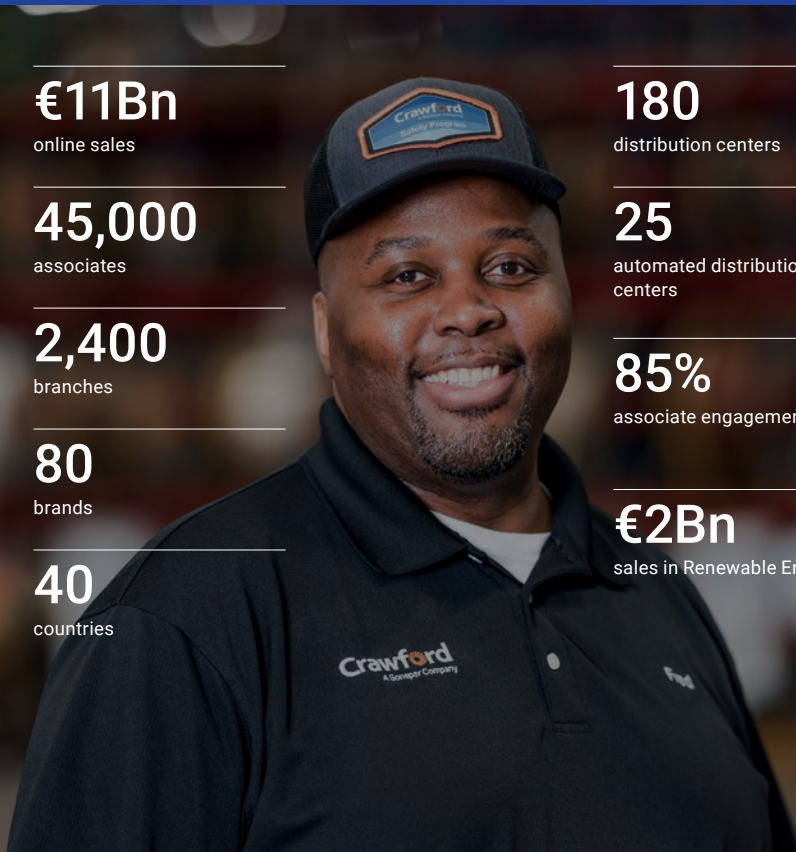
## 85%

associate engagement rate

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## €2Bn

sales in Renewable Energy



# Activities

## Electrical Products & Services Distribution Leader

Sonepar is a leader in a vast and expanding global market. As the digital revolution gathers pace and product technologies continue to advance, there's an ever-broader range of applications for electrical equipment and a growing need for new services.

Our offer covers a wide range of specialties in the B-to-B distribution of cutting-edge electrical products, services, and solutions. From the vast range offered by manufacturers, we carefully select the products and solutions best suited to our customer's needs. Depending on the country, we can deliver up to 100,000 products in the right place, at the right time.

Sonepar has built an undisputed leadership position in business-to-business electrical product distribution, systems, and services thanks to a unique combination of being family-owned, with a long-term horizon, best-in-class leadership, an engaged workforce and demanding corporate governance. Together, we touch the lives of millions of people across our diverse planet, making it better and more sustainable.



Sonepar-owned exclusive brands TradeForce and LIT by Cardi are available in more than 20 countries around the globe. TradeForce's portfolio offers over 1,000 hand tools, safety equipment, batteries and installation accessories while LIT by Cardi's product range includes near 400 products including luminaires, lamps and lighting accessories.

### From product to solution

Sonepar strives to offer the very best solutions to its customers, who operate in major markets such as industry, construction, and energy-utilities.



#### Connected Home

We offer cutting-edge home automation products and systems. They enable you to control your equipment either locally or remotely from your smartphone or tablet.



#### Smart Lighting

Automatic sensor technology improves visual comfort and helps you save on power costs. By choosing a connected design, you can also tailor lighting to suit your needs.

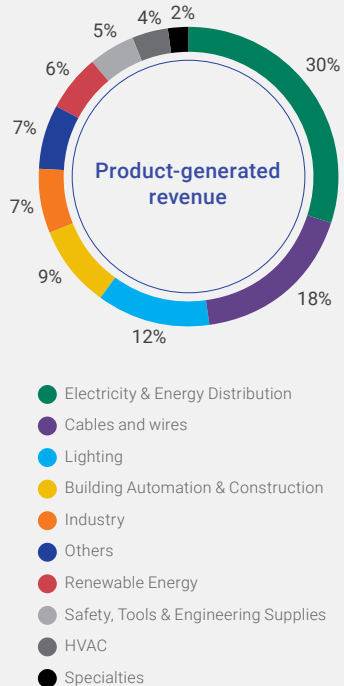
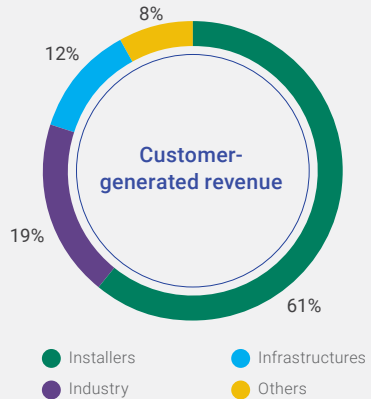
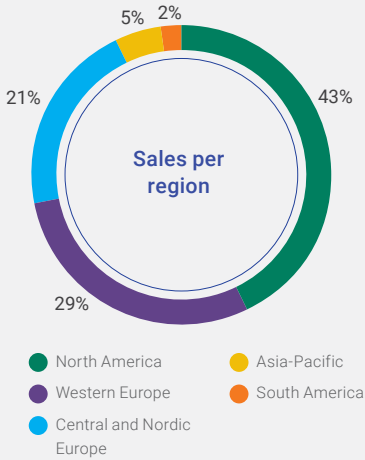


#### Building Management

We help you optimize energy use in buildings through eco-efficient equipment, automatic motion and heat sensors, and tools for measuring and analyzing consumption.

# Number 1

World Leader



# Our Purpose

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Humankind is facing giant collective challenges. Our purpose is a way to channel all our energy towards these challenges. This is how we will serve the planet and its people for decades to come. In 2022, we started our journey to articulate Sonepar's Purpose. This means defining a bold affirmation of why we exist, what unifies us and what needs we fulfill in society. In April 2023, Philippe Delpech unveiled Sonepar's Purpose to all associates worldwide.

## Powering Progress for Future Generations

Sonepar's Purpose is rooted into its core activities through six impactful, group-wide bold commitments, engaging associates and stakeholders around common initiatives and goals.



### Continuous Education

By 2028, Sonepar intends to provide annual sustainability training for all associates. Our salesforce will be the best trained in the electrical distribution industry to promote sustainable solutions.



### Customer Sustainable Journey

By 2028, Sonepar intends to provide each customer with the lowest CO<sub>2</sub> alternative for every quotation.



### Product Circularity

By 2028, Sonepar intends to use 100% of packaging coming from recycled materials and to recycle 100% of products returned to Sonepar by customers.



### Gender Balance

By 2028, Sonepar intends to recruit annually at least 40% of women into its workforce.



### Communities

By 2028, Sonepar intends to create the Sonepar Powering Community Program in every country in which it operates. It will create and support dedicated education projects in its ecosystem, give opportunities to vulnerable people and provide aid after natural disasters.



### Sharing

Recognize the contribution of Sonepar's associates to the success of the transformation.

# Our values

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Our beliefs and behavior are founded on strong values. They drive our mission as a business. Every day, we make our customers' lives easier by providing products, logistics, and solutions to construction companies, other industries, and utility organizations across the world.

Although we often have to adopt a different approach from one country to another, our way of being is always the same.



**Customer  
centric**



**Committed  
to people and  
the planet**



**Lead by  
example**



**The will  
to dare**



# Philippe Delpesch

Chief Executive Officer



2023 could be summarized in two words: stability and agility. We continued the deployment of our strategy and, against a backdrop of economic slowdown, our teams have demonstrated exceptional adaptability to deliver remarkable performance. We actually delivered our best ever year in terms of sales and the second-best in terms of profitability.

Our progress in terms of digital transformation was also remarkable. One of the year's standout achievements was the ramp up of Spark, our omnichannel platform, which gives us an unbeatable advantage in the sector. We also continued our supply chain automation. One of the milestones of the year was undoubtedly the declaration of our purpose "Powering Progress for Future Generations". This reflects the Group's CSR commitments.

In 2023, we acquired 13 companies representing sales of 1 billion euros and welcomed 1,140 new associates, mainly in the United States. Sonepar is unquestionably the largest consolidator in the sector.

We begin 2024 with confidence, aware of the challenges that lie ahead. This year, our priority will be to accelerate productivity and synergies by leveraging the Group's size and investments. We will also pursue our transformation plan and implement our Purpose.



# Performance

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## **Investing in the Future**

Sonepar is investing more than 2 billion euros in modernizing its supply chain and a further 1 billion euros in its digital platform. We are committed to delivering the best omnichannel experience with our customer satisfaction driven investments in high tech, synchronized, and sustainable operations.

## **Promoting Clean Energy Solutions**

Sonepar is uniquely positioned at the heart of the electrical ecosystem. We champion a more responsible future,

nurture best environmental practices, and encourage the transition to low waste, clean energy solutions.

## **Delivering the Perfect Order**

Offering our customers the broadest assortment of products and services with the highest levels of agility and customization for delivering the perfect order. All over the world, Sonepar equips its logistics centers with the best automation technologies to increase productivity whilst becoming more sustainable.





# Planet

## Green Offer

We were the first electrical distributor to launch a Green Offer, now deployed in six countries, to help customers identify the most sustainable solutions, enabling them to lower their carbon footprint and that of the end user.

## Carbon Footprint

Sonepar is committed to reduce its environmental footprint to limit the global warming to 1.5°C, in line with the Science Based Targets initiative (SBTi).

## Energy Transition Academy

Sonepar runs in-house e-learning sessions to raise awareness about sustainability but also promotes circularity and energy-efficient products to customers.



DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

WE SUPPORT



# Clients

## Seamless Experience

Serving our customers through an omnichannel experience: over the counter, visiting customers, by phone or online, working side-by-side with you – however we're needed.

## A Service Mindset

We're constantly expanding the range of services we offer to keep our engineering and training service and tailored logistics solutions at the leading edge.

## Data-Driven Journey

Sonepar is leveraging digital technology to efficiently process customer data, deliver added value, tailored pricing and communications.

**33%**

online sales





# Associates

## The Associate Experience

We promote fair career development, ensure the right people are assigned to the right role and empower our leadership model: adapt, dare and learn.

## Talent

Every year our Group recruits +8,000 associates worldwide and the associate engagement rate is 85%.

## Diversity and Inclusion

Sonepar aims to ensure all associates a diverse and inclusive working environment, leveraging all our differences as strengths to power sustainable performance.

