



# Panorama 2025

# Marie-Christine Coisne-Roquette

Sonepar Board Chairman

2024 was marked by the European downturn and the solar panel crisis, making business even more demanding for our teams, faced with double-digit sales declines. However, the Group's resilience enabled us to maintain our 2021 profitability level.

Despite this down cycle, we continue to enjoy the confidence of all our stakeholders: associates, management, suppliers and customers. Together, we form the great Sonepar family, guided by a single Purpose: "Powering Progress for Future Generations."

The Colam Family Sharing initiative, which extends value sharing to all Sonepar associates, is part of a long-term commitment by the family shareholder and complements Sonepar's five other operational commitments under the Purpose. We have pursued our investment projects, our sustainability initiatives, and the survey conducted in 2024 revealed a strong commitment rate among our associates, at 82%.

We remain convinced that our business will play a major role in the global economy in the years ahead, and that the loyalty of our family shareholders will continue to strengthen the bonds of mutual trust that unite us.

I would like to extend my warmest thanks to all our associates for their hard work and exceptional commitment. Their dedication and agility have been essential in overcoming this year's challenges and continuing to drive our Group forward.



# €32.5Bn

## Group Sales 2024

---

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 46,000 associates are committed to accelerating the world's electrification and driven by a shared Purpose: Powering Progress for Future Generations. In 2024, Sonepar achieved sales of €32.5 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.

---

**€11Bn**

online sales

---

**190**

distribution centers

---

**46,000**

associates

---

**2,400**

branches

---

**35**

automated distribution centers

---

**82%**

associate engagement rate

---

**90**

brands

---

**40**

countries



# 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 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

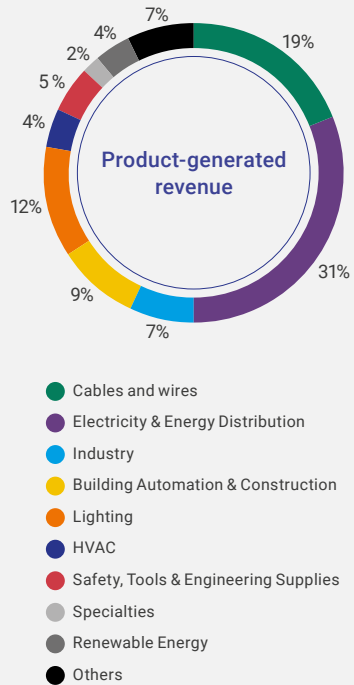
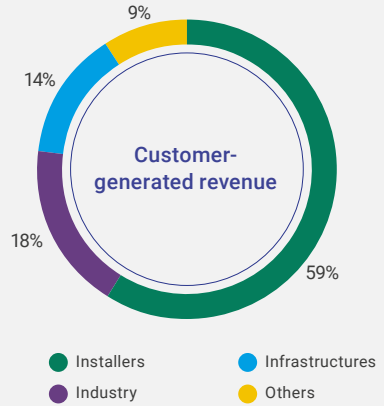
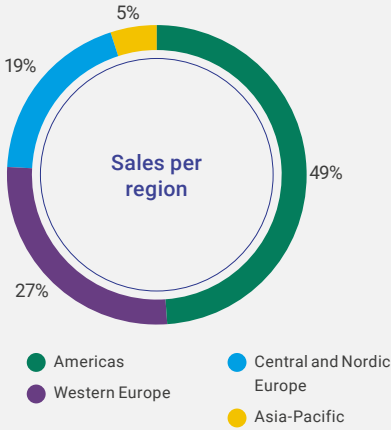
Automatic sensor technology improves visual comfort and helps you save on power costs. By choosing a connected design, you can also tailor lighting to suit your needs.



#### 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.

# World Leader



# Purpose

---

Humankind is facing significant collective challenges and we need to put all our energy to meet them. The Group is determined to act for the planet and its inhabitants for decades to come. Our Purpose affirms why we exist, what unifies us as a Group and what needs we fulfill in society.

## 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.



---

### Colam Family Sharing

As of 2024, Sonepar's main shareholder, Colam Entrepreneurs, expanded share value creation by granting annual free shares to all Sonepar associates with three years of seniority.



# Values

---

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

President & CEO



Sonepar delivered solid results in 2024 despite challenging economic conditions in Europe and Asia-Pacific.

We continued to modernize our global supply chain, automating a further ten distribution centres to provide best-in-class service while reducing environmental impact.

Digital sales exceeded 35% of the total, helped by our omnichannel platform, Spark, of which the roll-out extends, particularly in the United States and Europe.

We acquired 17 companies in 2024, representing a record €2.2Bn sales, of which 90% in North America. The Group is today, in its core business, the leader on the American continent.

We made progress on embedding our Purpose "Powering Progress for Future Generations", and our robust commitment to CSR was recognized with a Silver Ecovadis rating, placing Sonepar in the top 15% of rated companies.

I look forward to 2025 with cautious confidence, underpinned by Sonepar's ability to adapt and the industry's long-term growth potential, driven by electrification and renewable energy.

I would like to conclude by thanking the incredible performance of the management teams around the world in 2024.

After three years of rapid growth, they have managed to stay aligned with the strategy and focus on short-term financial results, guiding Sonepar's 46,000 associates, whom I also thank for their exceptional dedication and commitment.



# Performance

---

## **Investing in the Future**

Sonepar is investing more than €2.5Bn in modernizing its supply chain and a further €1Bn 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 seven 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.



SCIENCE  
BASED  
TARGETS

DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

WE SUPPORT



PEP  
eco  
PASS  
PORT®



# 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, including artificial intelligence, to efficiently process customer data, deliver added value, tailored pricing and communications.

---

**35%**  
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 over 6,000 associates worldwide and the associate engagement rate is 82%.

## 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.

