

**2017 full-year
earnings**
Mr.Bricolage

**Continued implementation
of the REBOND strategic plan**

Mr.Bricolage in brief

Market leader for local independent home improvement and gardening stores

- **Brand with strong proximity⁽¹⁾**
Hyper-proximity brand
- **Network services, key to Mr. Bricolage's success**
Organization supporting store development:
Mr.Bricolage, Les Briconautes and affiliates
- **Network of 66 directly-owned stores⁽²⁾ in France**
Currently being resized to sustainably turn around performance
- **Members, majority historical shareholders**
65.6% of Mr.Bricolage SA's capital and 74.4% of voting rights
- **Group bouncing back with the REBOND plan**
3-year strategic plan launched in November 2016 to establish new dynamics and look ahead to 2020

(1) 85% global awareness for the Mr.Bricolage brand – Source: IFOP survey, November 2017

(2) At 31 December 2017

At the heart of
a network of
755 stores
in **8 countries**
€2.04bn volume of business
including taxes in 2017

Mr.Bricolage Group: 755 stores leader for proximity

France: 687 stores, local independent retailers, home improvement specialists, who share strong values

Mr.Bricolage

322 stores

257 member stores
65 directly-owned stores

Les Briconautes

103 stores

102 member stores
1 directly-owned store

**Affiliates
under their own brand**

262 affiliate stores

International: present in 8 countries

Mr.Bricolage

68 stores

Belgium (46), Bulgaria (11), Morocco (5),
Mauritius (2), Andorra (1), Cyprus (1), Macedonia (1), Madagascar (1)
Master Franchise being developed in Sub-Saharan Africa

**Resizing the directly-owned
store network**

**New dynamics for members
and affiliates**

**Selective areas for
international growth**

Mr.Bricolage Group

experienced and dedicated team

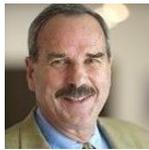
218 members-entrepreneurs (Mr.Bricolage), integrated within the decision-making process

- **Board of Directors: 8 directors**

6 members-entrepreneurs enable Mr.Bricolage SA to benefit from the experience built up on the ground in their stores



Paul Cassagnol
Chairman
Mr.Bricolage member



Michel Tabur
Vice-Chairman



Christine Monier
Independent
director



Christine Bertreux
Mr.Bricolage member



Sylvie Moreau
Mr.Bricolage
member



Jean-Louis Blanchard
Mr.Bricolage member



Thierry Blossé
Mr.Bricolage
member



Bernard Désérable
Mr.Bricolage member

- **Management Committee: 9 members**

Business experts with complementary talents are responsible for Mr.Bricolage SA's operational leadership



Christophe Mistou
Chief Executive
Officer



Chantal Guilmain
Director Digital and
Customer Experience



Eric Bilhaut
CFO and IS



Philippe Cibois
Director Concept
and Development



Christian Couvreur
Director
Briconautes and
Affiliates



Jean-François Lacour
Director Networks



Richard Letourmy
Secretary General



Hervé Onfray
Director Sales



Laurent Proux
Director Human
Resources

Pioneering spirit
built around
operational
experience and
business expertise

Contents

1. **REBOND strategic plan in 2017**
2. **Business in 2017**
3. **Mr.Bricolage SA 2017 consolidated accounts**
4. **Outlook for 2018**
5. **Conclusion**
6. **Stock market**



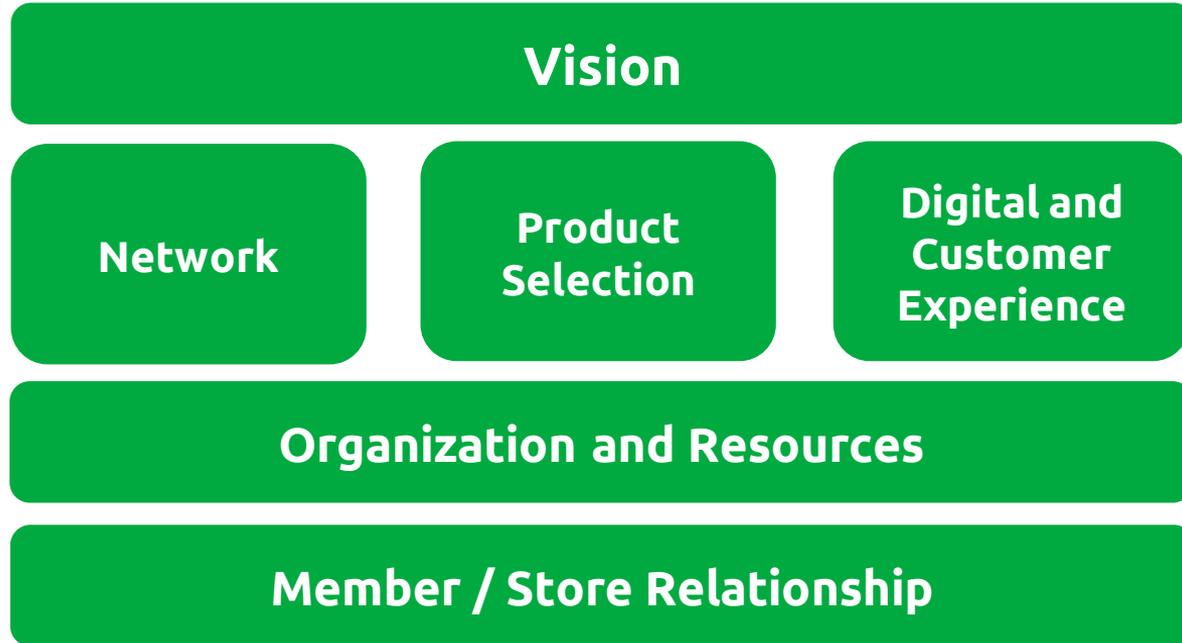


**REBOND
strategic plan**

2017, year 1

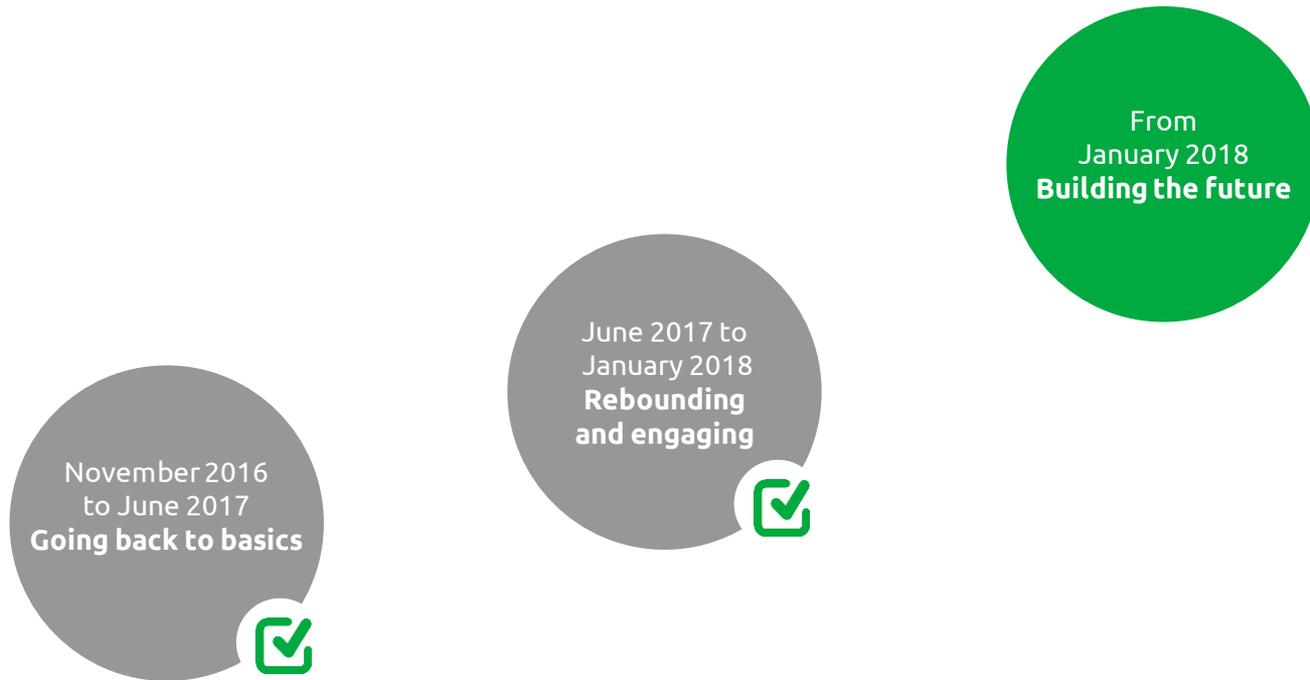
REBOND plan

3-year strategic plan launched at end-2016
to establish new dynamics and look ahead to 2020



REBOND plan

Key dates



Brand platform

starting point for Phase 2 of the REBOND plan



Expression of the brand platform

tagline for a Group focused on proximity and service



New tagline

- Reflecting the great service promise made to:

- ✓ Customers,
- ✓ Members-entrepreneurs,
- ✓ And the Group's employees



Expression of the brand platform: advertising campaign

Objectives

- **Brand image:** promote the new positioning
- **Brand awareness,** share of voice and recall (+1pt to 85%⁽¹⁾)

Approach: 360° national advertising campaign focused on summer 2017



3
store
catalogues

Print

1
customer
magazine

National TV

> 3,700 ads
2 films



Campaign

**National
radio**



Display

(1) 85% global awareness for the Mr.Bricolage brand – Source: IFOP survey, April and November 2017

Retail platform

scalable concept in line with new market trends

Principle:

complete response to our customers' relational and transactional needs

Our 4 retail pillars

Product Selection



Le Fond de Maison

This is the heart of the home.
This is all the products needed
for maintaining, renovating
repairing, fixing...



Les Solutions Inventiv

To find ideas and think up
home and garden projects
with expert sales advisors and
life-changing projects



L'Entraide

For support, a product not seen
on the shelves, some basic or
more technical advice, to share
with a customer, hire tools...

Customers



La Délivrie

To collect an order, get a delivery,
order on-site or to take away.
From the website or store to your
home. This is all the available
Mr.Bricolage products

2017: review of key progress 1/2

VISION

- ✔ Definition and deployment on the Mr. Bricolage brand platform and retail platform
- ✔ Relaunch of brand communications
- ✔ Preparation for the transformation with the pioneer stores
- ✔ Launch of the transformation of network services

STORE RELATIONSHIP

- ✔ Over 100 members engaged in committees and working groups
- ✔ Strengthening of store coordination with 16 new regions
- ✔ Ramping up of in-store immersions
- ✔ Launch of the Group newsletter LA BRIQUE

RESOURCES

- ✔ Continued system optimization and standardization (€9.9M of investments in 2017)
- ✔ Securing of solutions
- ✔ EDI for logistics flows
- ✔ Rollout of SAP for logistics

- ✔ 31% of stores deployed with Group IS

2017: review of key progress 2/2

PRODUCT SELECTION

- ✓ **2017 purchases** / commercial negotiations
- ✓ Preparation of **range changes**⁽¹⁾ for 2018 (23% of selection redefined)
- ✓ Strategy focused on **own-brand Inventiv**
- ✓ Strengthening of **after-sales service**
- ✓ Reduction of **marketing** costs
- ✓ **12% of the product selection renewed in 2017**

DIGITAL & CUSTOMER EXPERIENCE

- ✓ **Full overhaul** of mrbricolage.fr
- ✓ Switch to **local mode** and new sales model to **support footfall** in stores
- ✓ **Customer service** 100% focused on the brand
- ✓ Choice of a **new price solution** to improve the stores' price positioning and image
- ✓ **82% connected stores**

NETWORK

- ✓ **15 closures** of directly-owned stores
- ✓ **6 sales** of directly-owned stores
- ✓ **Reduction of inventory** for directly-owned stores
- ✓ **Work to accelerate** the stores' development
- ✓ **100% of directly-owned stores in critical situations addressed**

(1) In 2017, 30 range changes were rolled out, including 11 priority changes

REBOND plan

key progress in 2017 – overview

Review of priorities set and actions taken



15 closures

6 sales

carried out during the year ⁽¹⁾



12%

of
product selection
renewed in 2017

23%

of product selection redefined
for rollout in 2018



IS

standardization

31%

of stores equipped end-2017



Overhaul

of e-commerce activities

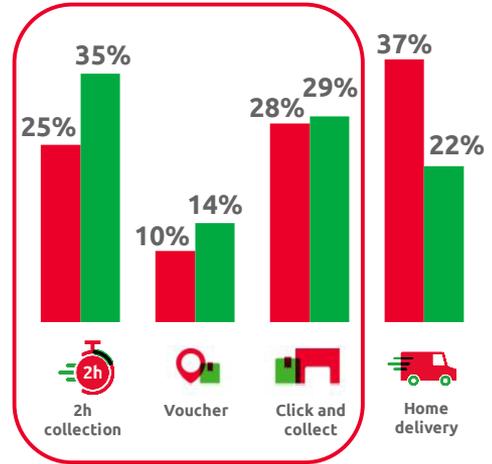
mrbricolage.fr
le-jardin-de-catherine.com

82%

of stores visible on
mrbricolage.fr site
i.e. 249 stores at 31 December

2016

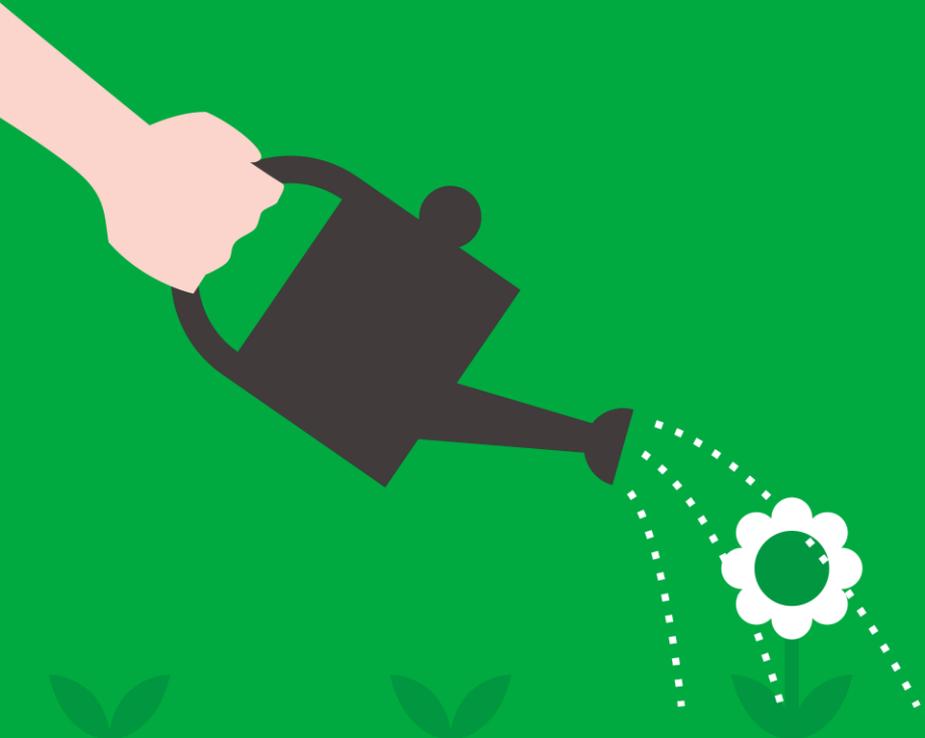
2017



78%

of e-commerce
transactions benefit
the stores

⁽¹⁾ 1 store was bought out by a member-entrepreneur and 1 store has continued operating with a reduced sales area. 1 non-operational real estate asset and 5 stores were also sold, with 4 under the Mr.Bricolage brand and 1 under the Les Briconautes brand. A further 2 divestments were completed at the start of 2018



Business in 2017

2017 networks volume of business incl. taxes

Volume of business incl. taxes (€M)	31 Dec 2017	Change on total store basis	Change on like-for-like store basis ⁽¹⁾
In-store sales	2,029.9	- 4.5%	- 0.9%
<i>France</i>	1,789.5	- 5.3%	- 1.4%
Mr.Bricolage	1,358.0	- 3.1%	- 1.6%
Les Briconautes	220.8	- 5.5%	-0.1%
Affiliates	210.7	- 17.1%	+ 5.5%
<i>International</i>	240.4	+ 2.0%	+ 2.2%
e-Commerce	9.2	- 45.4%	-
TOTAL	2,039.1	- 4.8%	- 1.3%

France

Volume of business affected by the resizing of the directly-owned store network

- Network's development by members-entrepreneurs (5 openings, 7 transfers/remodelings/extensions, 8 acquisitions by members)

International

Realignment around buoyant countries

- Return to growth for the networks in Belgium (+4.3%) and Bulgaria (+1.9%)
- Partnership with Yeshi Group further strengthened 5 new countries (Benin, Burkina Faso, Mali, Niger and Togo)

(1) The changes on a like-for-like store basis are calculated based on 390 Mr.Bricolage stores and a panel of 55 Les Briconautes and 21 affiliate stores.

Network development accelerated by the REBOND plan

France

8
openings

→ 5 **Mr.Bricolage**
→ 3 **Les Briconautes**



Laroque des Albères



Saint Laurent des Arbres

7
transfers /
remodelings/
extensions



Morlaix



Baugé

8
Acquisitions by
members



8
affiliates joined

International

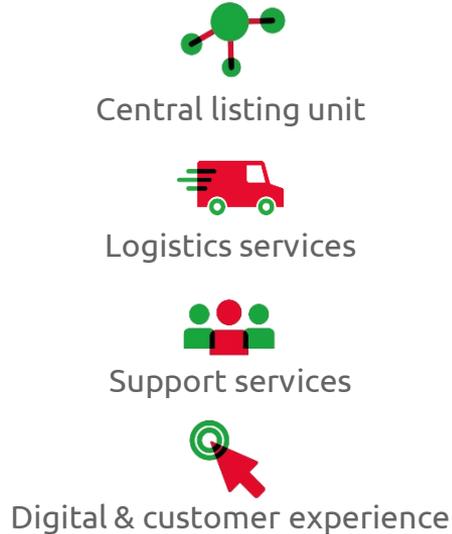
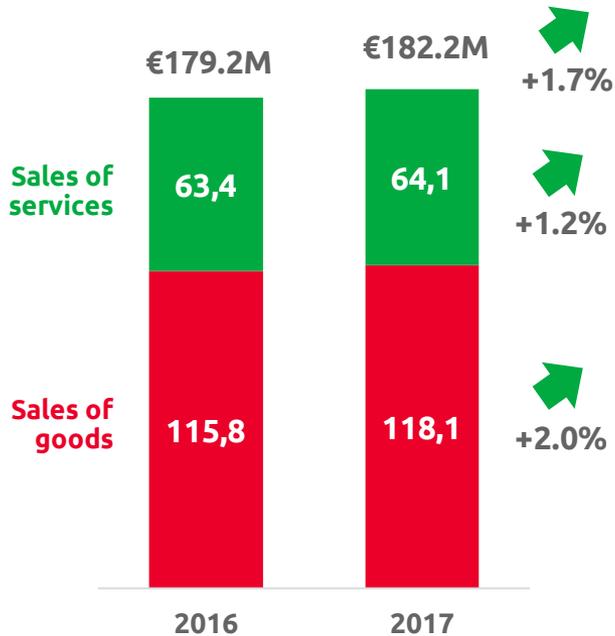
2 openings
• Morocco
• Belgium

1 transfer
• Andorra

Network services

first return to growth

Realignment and acceleration of network services business and return to growth driven by logistics in 2017



Network services,
key to Mr. Bricolage's success

Organization supporting
store development

Virtuous model



**Mr.Bricolage SA
2017
consolidated
accounts**

Consolidated turnover

Turnover excluding tax €M	31 Dec 2017	31 Dec 2016	Year-on-year change
Network Services turnover	182.2	179.2	+ 1.7%
Sales of goods	118.1	115.8	+ 2.0%
Sales of services	64.1	63.4	+ 1.2%
Retail turnover	303.5	344.4	- 11.9%
Total consolidated turnover	485.7	523.6	- 7.2%

Network services

In line with the new realignment and product selection strategy
Sales of goods: growth in volumes passing through the Group's logistics unit

Retail

Directly-owned stores
15 stores closed and 6 sold
Massive stock clearance program for products with low turnover
12% of product selection renewed

E-commerce

Full overhaul of e-commerce activities
New business model supporting the stores

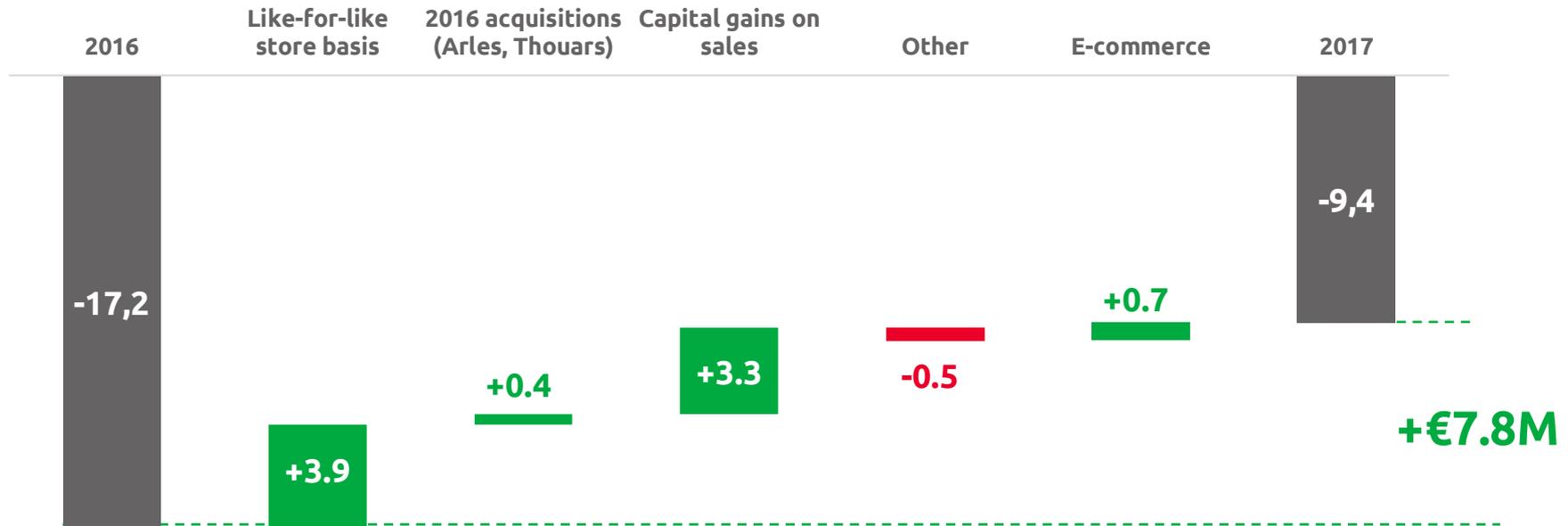
Consolidated income statement 1/2

€M	31 Dec 2017	31 Dec 2016	% change
Consolidated turnover	485.7	523.6	- 7.2%
EBITDA⁽¹⁾	27.3	27.2	+ 0.4%
Current operating profit⁽²⁾	13.8	13.6	+ 0.9%
<i>% of consolidated turnover</i>	<i>2.8%</i>	2.6%	
Network services	23.2	30.8	- 24.8%
Retail	(9.4)	(17.2)	+ 45.2%

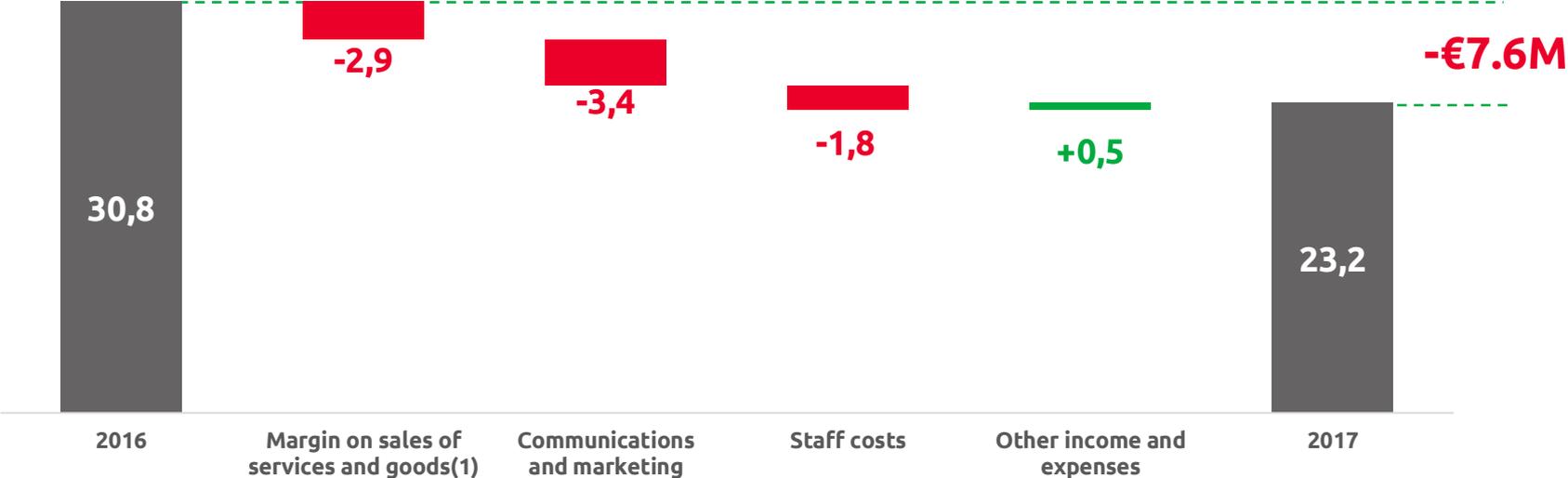
(1) EBITDA: "Current operating profit" + "Depreciation and amortization".

(2) Current operating profit = Operating profit excluding non-current operations.

Change in current operating profit - Retail



Change in current operating profit – Network Services



(1) Impact of the lower volume of business and purchases and the increase in transport costs

Consolidated income statement 2/2

€M	31 Dec 2017	31 Dec 2016
Non-current operations and expenses	(2.9)	(89.4)
REBOND	(0.5)	(87.3) ⁽¹⁾
TASCOM retail space tax	-	(2.1)
Other non-current items	(2.4) ⁽²⁾	-
Operating profit	10.9	(75.8)
Financial income (expense)	(2.5)	(2.7)
Profit before tax	8.4	(78.5)
Share of profit (loss) of associates	2.2	1.0
Tax	(2.8)	12.2
Net income from discontinued operations	-	(0.2)
Net profit	7.8	(65.5)

(1) 2016 provisions linked to the REBOND plan: €87.3M, with €69.2M net of tax

(2) Expenses linked to an external growth project

2017 condensed balance sheet

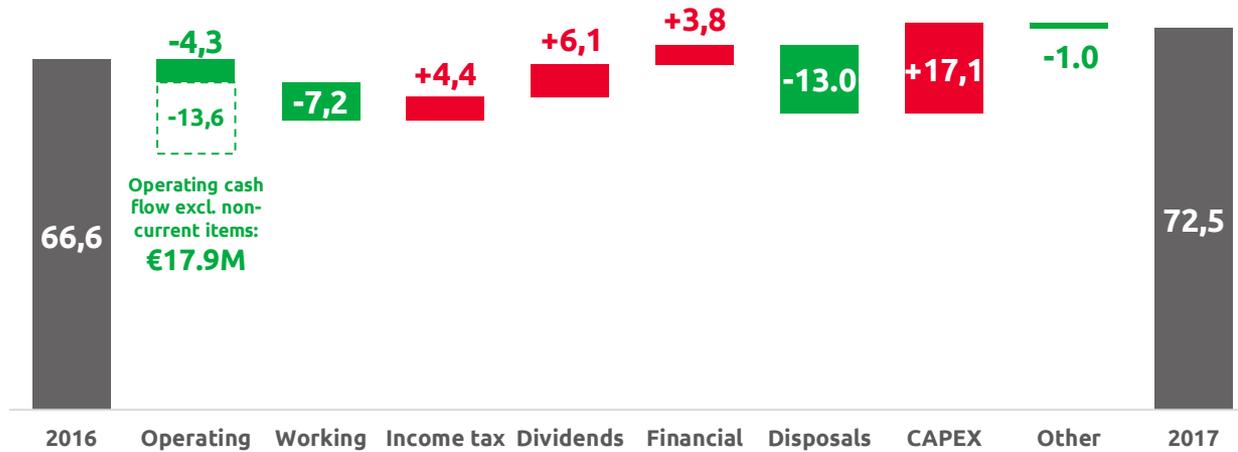
Assets	2017	2016	Liabilities	2017	2016
Non-current assets	282.6	285.5	Equity, Group share	195.9	195.0
Goodwill	178.4	182.5	Minority interests	- 0.3	- 0.4
Real estate	34.7	42.5	Total equity	195.6	194.6
Current assets	207.5	206.8			
Inventories ⁽²⁾	100.1	106.7	Financial liabilities ⁽¹⁾	81.5	79.3
Trade receivables	71.9	69.8			
Bank guarantee deposits ⁽¹⁾	3.7	2.8	Other liabilities	224.7	231.2
Other current financial assets ⁽¹⁾	1.6	3.8	Trade payables	96.2	85.1
Cash and equivalents ⁽¹⁾	3.7	6.2			
Assets held for sale	13.2	7.4	Liabilities held for sale	5.2	0.7
Real estate	5.5	2.4			
TOTAL ASSETS	507.0	505.9	TOTAL LIABILITIES	507.0	505.9

(1) Net financial debt came to €72.5M at end-2017, representing the difference between financial debt under liabilities on the one hand, and on the other hand, cash, cash equivalents, investments, bank guarantee deposits and other current financial assets on the asset side

(2) Continued reduction in Retail inventory (€65.6M end-2017 vs €76.5M end-2016) and increase in Network services inventory (€34.5M end-2017 vs €30.2M end-2016) linked to the ramping up of logistics

Net financial debt

Temporary increase in debt (+€5.9M) linked primarily to the impact of sales completed at the start of 2018



Operating cash flow excl. non-current items: €17.9M

2017

Net financial debt: €72.5M
Reduced by €53.6M
 over 5 years

Gearing: 37.1%
Improved by 15 points
 over 5 years

Financial leverage: x 2.65

O/w, non-current items:
 -€2.3M external growth project
 -€11.3M REBOND plan

Of which:
 Inventory reduction: €6.4M
 Trade payables increase: €10M
 Trade receivables increase: €2.2M
 Other expenses: -€7.0M

Of which, syndicated loan renewal costs: €1.4M

Refinancing finalized end-2017

visibility further strengthened and deleveraging to continue

New syndicated agreement signed at end-2017

- Total amount: €120M
- In 3 tranches



Renewed confidence among our financial partners

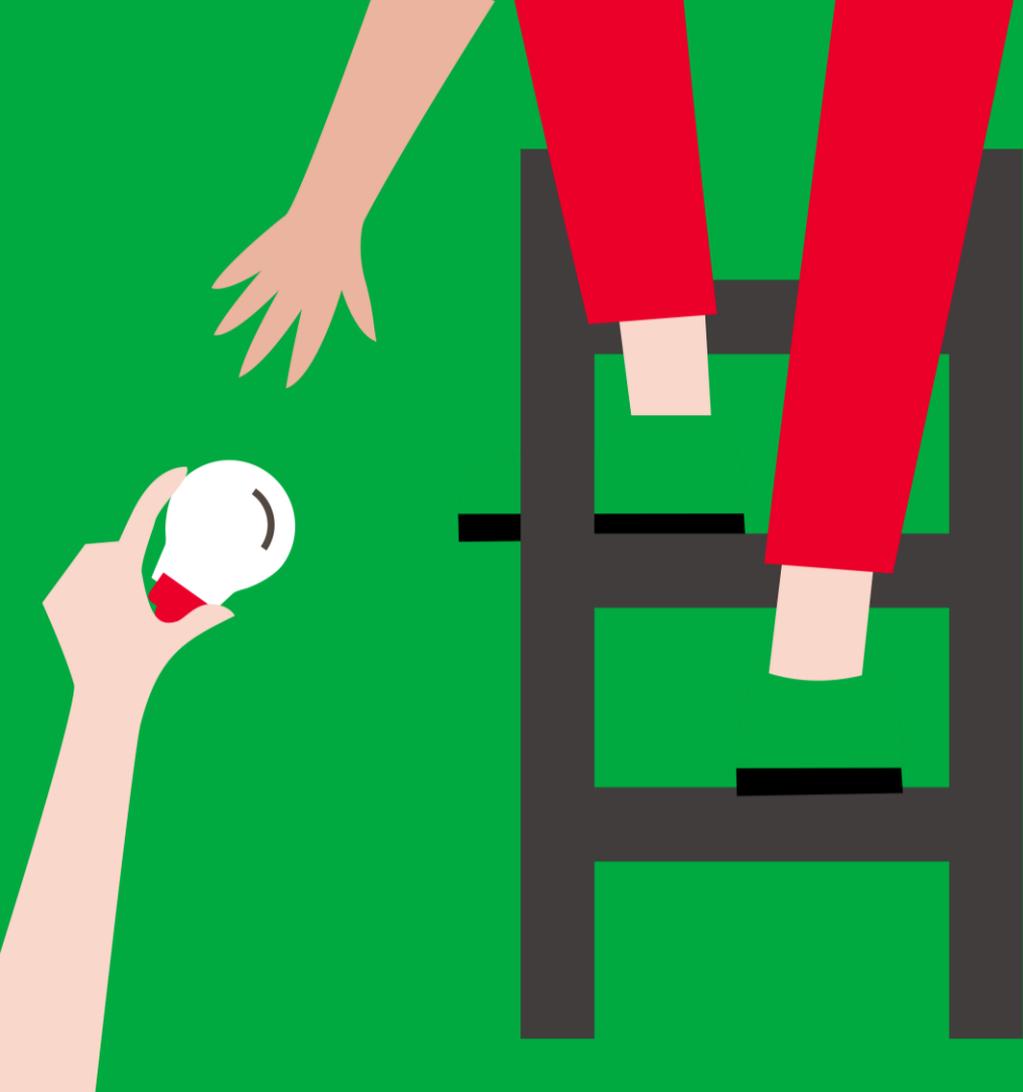


(1) Able to be exercised during 2 years

Objectives

Financing finalized to:

- support
- ensure alignment with the REBOND plan



**Building
the future**

REBOND plan: outlook

2017-2019

Strong cash generation, reallocated focusing in priority on:

- Revitalizing stores to be divested
- Developing network services

+
business
volume for
the networks

Relaunching development for the networks

- Increased store profitability
- New members brought on board

2020-...

New dimension for Mr. Bricolage SA

- Growth in Network Services turnover
- Growth in e-Commerce turnover
- Reduction in turnover for directly-owned stores linked to resizing of the network

Target: Retail operating profit to break even

- + Earnings
- + Operational profitability
- + Return on capital invested

2018: review of key missions 1/2

VISION

- ✔ Make the Vision a reality in the **pilot stores**
- ✔ Associate **footfall communication** with **brand communication**
- ✔ **Change behaviors** to strengthen **efficiency**
- ✔ 4 "100% new concept" pilot stores inaugurated in 2018

STORE RELATIONSHIP

- ✔ Use **100%** of resources from our **new network management**
- ✔ Strengthen our store **merchandising capabilities** to deploy the concept stores
- ✔ Launch the **new intranet** Le Comptoir for better communication

RESOURCES

- ✔ Deploy **the new systems** to strengthen productivity
- ✔ Define the **3-year Logistics roadmap** to integrate the development of e-commerce
- ✔ **65%** of stores deployed with Group IS

2018: review of key missions 2/2

PRODUCT SELECTION

- ✓ Roll out the **range changes**
- ✓ Accelerate the development of the **own-brand Inventiv**
- ✓ Deploy the new solution to **improve the price image**

- ✓ **23% of the product selection renewed in 2018⁽¹⁾**

DIGITAL & CUSTOMER EXPERIENCE

- ✓ Make **100% of the product selection visible online**
- ✓ Accelerate the **selection's accessibility**
- ✓ Continue improving the **customer experience**

- ✓ **100% connected stores**

NETWORK

- ✓ Develop **city center stores**
- ✓ Invest in **revitalizing the network**
- ✓ Joined **new affiliates**

- ✓ **Return to growth for the store network**

(1) 34 range changes, including 13 priority changes

Continued development in France in 2018

..... EXPECTED



2

Mr.Bricolage stores opened

20

affiliates joined



9

transfers / remodelings / extensions⁽¹⁾

..... ALREADY ACHIEVED



2

directly-owned stores sold to members

1

member store acquired by the Group

9

affiliates joined

(1) Of which: 6 Mr.Bricolage stores in France, 2 in Guadeloupe, 1 in Réunion

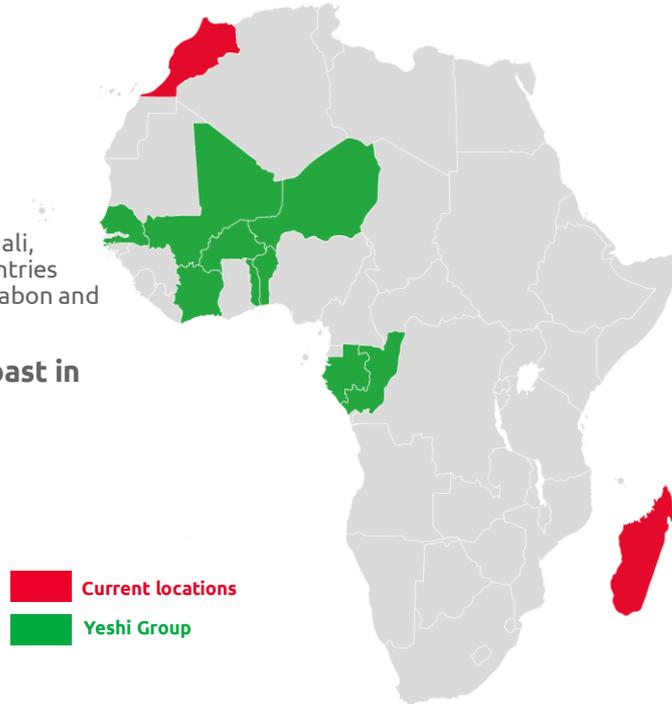
Selective areas for international development

Yeshi Group

- **Strengthening the partnership**

5 new countries (Benin, Burkina Faso, Mali, Niger and Togo) in addition to the 4 countries already signed up (Congo, Ivory Coast, Gabon and Senegal)

- **Opening a first store in Ivory Coast in Abidjan** (1st half of 2018)



Current locations
Yeshi Group

Europe

Realigned around the most buoyant countries



Belgium

3 transfers and extensions planned for 2018

Key indicators for 2018

- Continued **resizing of the directly-owned store network**
- Acceleration of the **realignment around Network Services**
- Deployment of **new ranges**
- **Marketing strategy: ramping up of media campaigns and relaunch of digital activities**
- Standardization of the **information systems for a more efficient organization**
- **Development of the brands and affiliates store network:**
 - Growth in France and internationally
 - Inauguration of the first 4 “100% new concept” stores



**Consolidated
turnover**



Net financial debt

Proximity positioning reaffirmed by the brand platform

Ambition looking ahead to 2020: become the benchmark for customer experience by combining the best of in-store and digital

Proximity

Human-scale stores

- Close to our customers' day-to-day lives
- Led by teams of retailers
- As close to their products as customers' needs

Solidarity

Part of a community

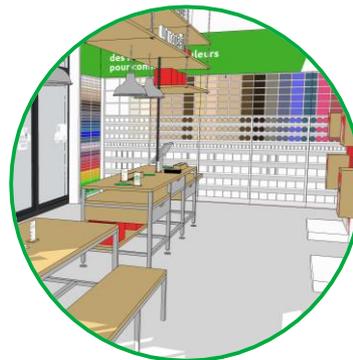
Within which everyone counts on one another and others count on me, whether I am a salesperson, member, trade professional, provider, partner or manufacturer

Service

Focused on the customer relationship before transactions

We anticipate our customers' expectations in order to meet their needs, and if we do not have the answer, we do everything to find a solution for them, capitalizing on our united network.

New store concept best of in-store



L'Entraide

**Heart of
great service**

**Link between
the teams and customers**

**Supporting customers:
advice on products and projects,
tools, etc.**

**"Shop counter" spirit
with welcome desk**

New store concept best of in-store

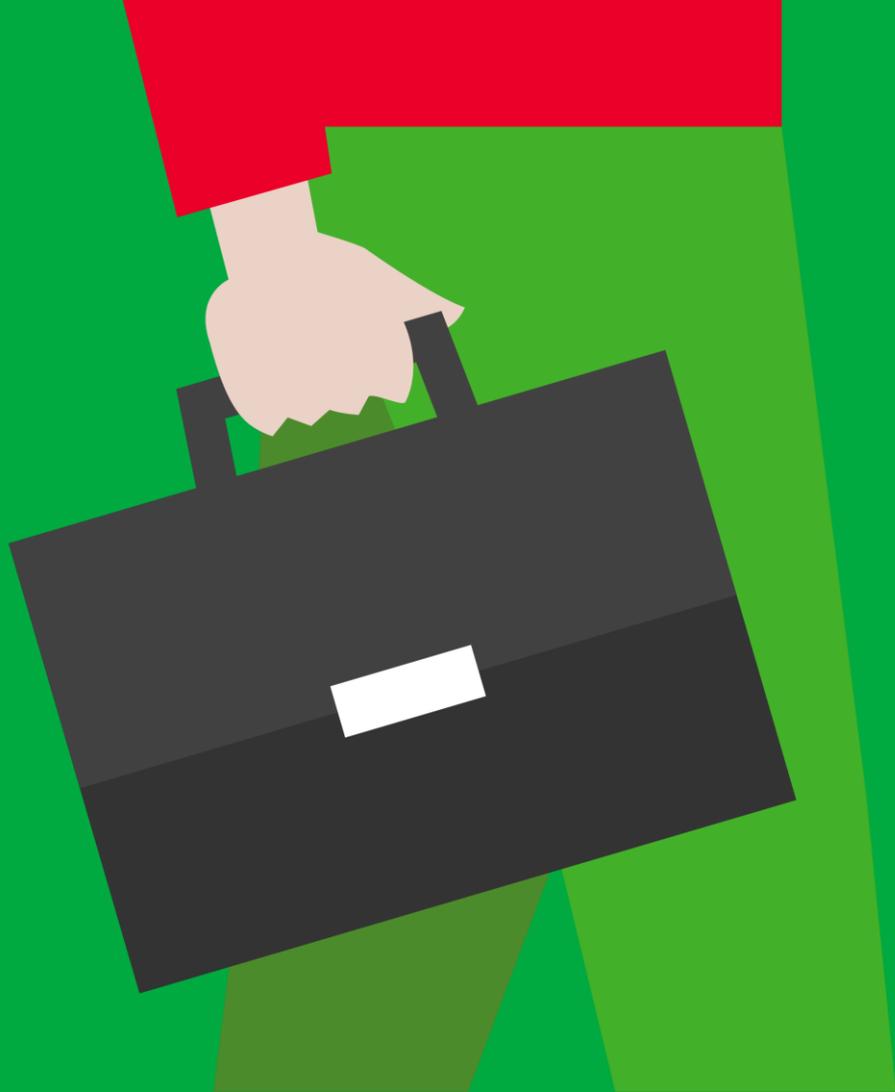


La Déliverie

Where
physical
meets digital

Store to web / web to store
Entire range with extension

e-Commerce site linked to the
store with services that
facilitate exchanges



Stock market

Share on the stock market

Share data

ISIN: FR0004034320

Ticker: MRB

Number of shares: 10,387,755

Share price at 12 March 2018: €14.40

Market capitalization: €150M

Eligible for SME share-based savings schemes (PEA-PME)

Indices

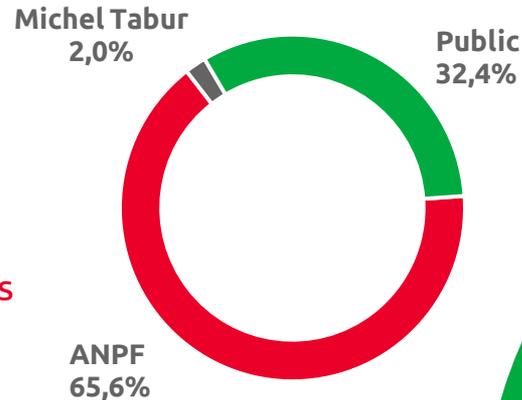
Euronext PEA-PME 150

CAC All Shares



For the Mr Bricolage Group's financial information, visit:
www.mr-bricolage.com

Shareholding structure (at 31 Dec 2017)



Since
26 January 2018

Shares transferred to
Euronext Paris
Compartment B

A stylized illustration of a desk lamp on the left side of the frame. The lamp has a dark grey neck and a black shade. A bright red beam of light emanates from the lamp, pointing towards the right. The background is a solid green color. The text 'Questions / answers' is written in white, bold, sans-serif font, positioned to the right of the lamp's beam.

**Questions
/ answers**