

**2018**  
**first-half 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<sup>(1)</sup>**  
Hyper-proximity brand
- **Network services, key to Mr.Bricolage's success**  
Organization supporting store development:  
Mr.Bricolage, Les Briconautes and affiliates
- **Network of 65 directly-owned stores<sup>(2)</sup> in France**  
Currently being resized to sustainably turn around performance
- **Members, majority historical shareholders**  
60.15% of Mr.Bricolage SA's capital and 69.96% of gross voting rights (at 30 June 2018)
- **Group bouncing back with the REBOND plan**  
3-year strategic plan launched in November 2016 to establish new dynamics and look ahead to 2020

At the heart of a network of **761 stores** in **9 countries**, with a volume of business including taxes of **€1.01bn** for the first half of 2018

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

(2) At 30 June 2018

# Mr.Bricolage Group: 761 stores leader for proximity

**France:** 694 stores, local independent retailers, home improvement specialists, who share strong values

**Mr.Bricolage**

**320 stores**

256 member stores  
64 directly-owned stores

**Les Briconautes**

**105 stores**

104 member stores  
1 directly-owned store

**Affiliates  
under their own brand**

**269 affiliate stores**

**International:** present in 8 countries

**Mr.Bricolage**

**67 stores**

Belgium (45), 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**

# Contents

1. 2018 first-half key developments
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A stylized illustration of a desk lamp. The lamp has a dark grey base and a matching adjustable arm. The lamp head is dark grey and is tilted downwards, emitting a bright red beam of light that illuminates the area below it. The background is a solid green color.

# 2018 first-half key developments

# Continued progress with the REBOND plan in H1 2018

against a backdrop of store footfall affected by the bad weather conditions

Higher than average rainfall levels in France:

1



**+40%**

for winter 2017-2018

**+20%**

for spring 2018

## Organization

Continued resizing of the directly-owned store network



**2** store sales  
Ambérieu en Bugey  
and Brignoles

**1** acquisition  
Achères



**IS**  
standardization

**44%**  
of stores equipped  
at 30 June 2018  
(vs. 31% at end-2017)

## Product selection

New ranges rolled out



**13**  
priority ranges made  
available to  
the network in the  
1st half of 2018

## Digital-customer experience

Web-to-store strategy and  
improved customer experience



**70,000**  
listings and related services

**89%**  
of stores visible on  
mr-bricolage.fr site  
i.e. 261 stores at 30 June 2018

**80%**  
of e-commerce transactions  
benefit the  
stores



New accessible services for  
people with **hearing, visual**  
or **physical disabilities**



FACIL'iti



Specific tutorials, sign  
language hotline, adaptive  
website for improved visual  
comfort, etc.

# Three “100% new concept” pilot stores

Brand’s dynamic development accelerated by the inauguration of 3 pilot stores

“City”

Orléans



836 sq.m

“M”

Avranches



4,550 sq.m

“L”

Parthenay



7,055 sq.m

➔ Expected to gradually contribute towards improving the Group’s overall performance

Further strengthening the customer strategy

Simplicity

Proximity

Service

Optimizing processes

Sales

Logistics

Systems

Mr.Bricolage 7

# 2018 first-half business and earnings





# Networks volume of business including taxes at 30 June 2018

Volume of business incl. taxes (€m)	30 Jun 2018	Change on total store basis	Change on like-for-like store basis <sup>(1)</sup>
<b>In-store sales</b>	<b>1,007.3</b>	<b>- 4.1%</b>	<b>- 0.4%</b>
<i>France</i>	<b>887.7</b>	- 4.9%	- 1.3%
Mr.Bricolage	655.2	- 5.2%	- 1.5%
Les Briconautes	92.7	- 14.1%	- 0.3%
Affiliates <sup>(2)</sup>	139.7	+ 3.6%	+ 4.4%
<i>International</i>	<b>119.6</b>	+ 1.6%	+ 5.3%

## France

Contraction in business for directly-owned stores as expected

- 65 stores at 30 June 2018, versus 66 at 31 December 2017

Impact of spring's bad weather conditions

Revitalizing the network: store network expanded by +7 stores

## International

+5.32% (like-for-like store basis)

- Belgium and Bulgaria are continuing to deliver strong performances

Yeshi Group partnership: new growth driver

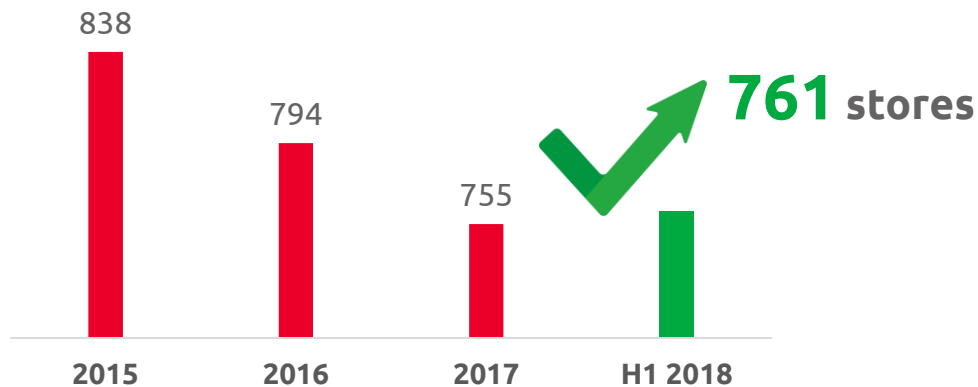
- 1st store opened in Abidjan in Ivory Coast (13 July 2018)

(1) The changes on a like-for-like store basis are calculated based on 387 Mr.Bricolage stores, a panel of 60 Les Briconautes stores and 17 affiliates.

(2) Sales from the le-jardin-de-catherine.com site have been added to the estimated sales for affiliates, with the overall change in these sales representing +4.43% (+3.58% exclusively for affiliates on a total store basis).

# Networks' continued development accelerated by the REBOND plan in H1 2018

## Change in store network



## Details for France

**Mr.Bricolage**

**3**

net closures

**2**

transfers /  
remodelings /  
extensions

**Les Briconautes**

**2**

net openings

**Affiliates**

**7**

net new affiliates  
rallied around  
the brand

## International

**1**

closure

- Belgium

**2**

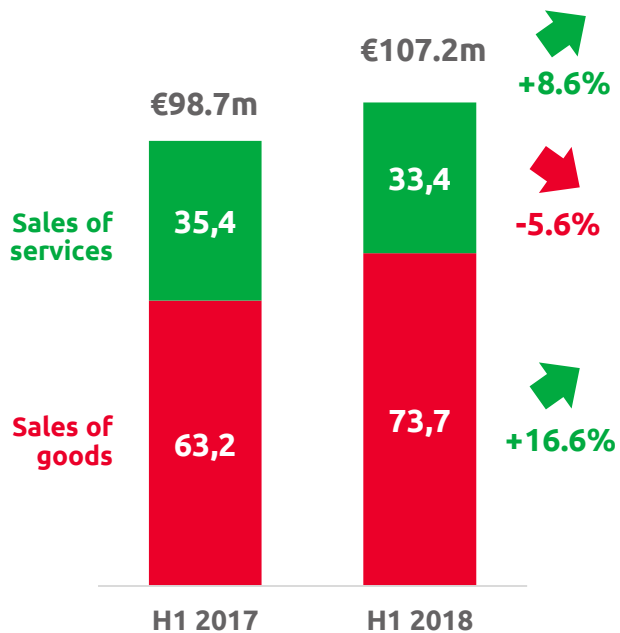
transfers / expansions

- Belgium

# Network services

Growth confirming the Group's realignment

Network services business driven by the increase in sales of goods



Organization supporting store development

Network services, key to Mr. Bricolage's success

Virtuous model



**Mr.Bricolage SA**  
**H1 2018**  
**consolidated**  
**accounts**

# Consolidated turnover

Turnover excluding tax €m	30 Jun 2018	30 Jun 2017	Year-on-year change
<b>Network Services turnover</b>	<b>107.2</b>	<b>98.7</b>	<b>+ 8.6%</b>
Sales of goods	73.7	63.2	+ 16.6%
Sales of services	33.4	35.4	- 5.6%
<b>Retail turnover</b>	<b>135.4</b>	<b>171.0</b>	<b>- 20.8%</b>
<b>Total consolidated turnover</b>	<b>242.6</b>	<b>269.7</b>	<b>- 10.0%</b>

## Network Services: +8.6%

In line with the Group's realignment

**Sales of goods (+16.6%):** growth in volumes passing through the Group's logistics unit

**Sales of services (-5.6%):** in line with the volumes of business and purchases for the period

## Retail: -20.8%

Resizing the directly-owned store network

- 15 stores closed and 8 sold over the last 12 months (-16.8 pts)
- Bad weather conditions at the start of the year

# Consolidated income statement

€m	30 Jun 2018	30 Jun 2017	Change (%)
<b>Consolidated turnover</b>	<b>242.6</b>	269.7	-10.0%
<b>EBITDA<sup>(1)</sup></b>	<b>8.4</b>	20.8	-59.4%
<b>Current operating profit</b>	<b>2.6</b>	12.4	-79.3%
Non-current operations and expenses	-	(1.4)	-
<b>Operating profit</b>	<b>2.6</b>	11.0	-76.7%
<i>Network Services</i>	<i>10.7</i>	16.2	-34.2%
<i>Retail</i>	<i>(8.1)</i>	(5.2)	-56.3%
<b>Financial income (expense)</b>	<b>(1.4)</b>	<b>(0.8)</b>	<b>-79.6%</b>
<b>Profit before tax</b>	<b>1.1</b>	10.2	-89.0%
Share of profit (loss) of associates and assets held for sale	(0.5)	0.8	-160.6%
Tax	(0.4)	(3.4)	-87.0%
<b>Net profit</b>	<b>0.2</b>	7.6	-97.8%

## Contraction in operating profit:

- Non-recurring income from sales recorded in 2017 (€1.6m)
- Low level of sales at the start of the year
- Additional promotional operations carried out in line with this
- Resources allocated for the REBOND plan maintained (€2.6m)

## Increase in the cost of debt

Lower contribution from associates and assets held for sale, linked in particular to the sale of the subsidiary in Bulgaria

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

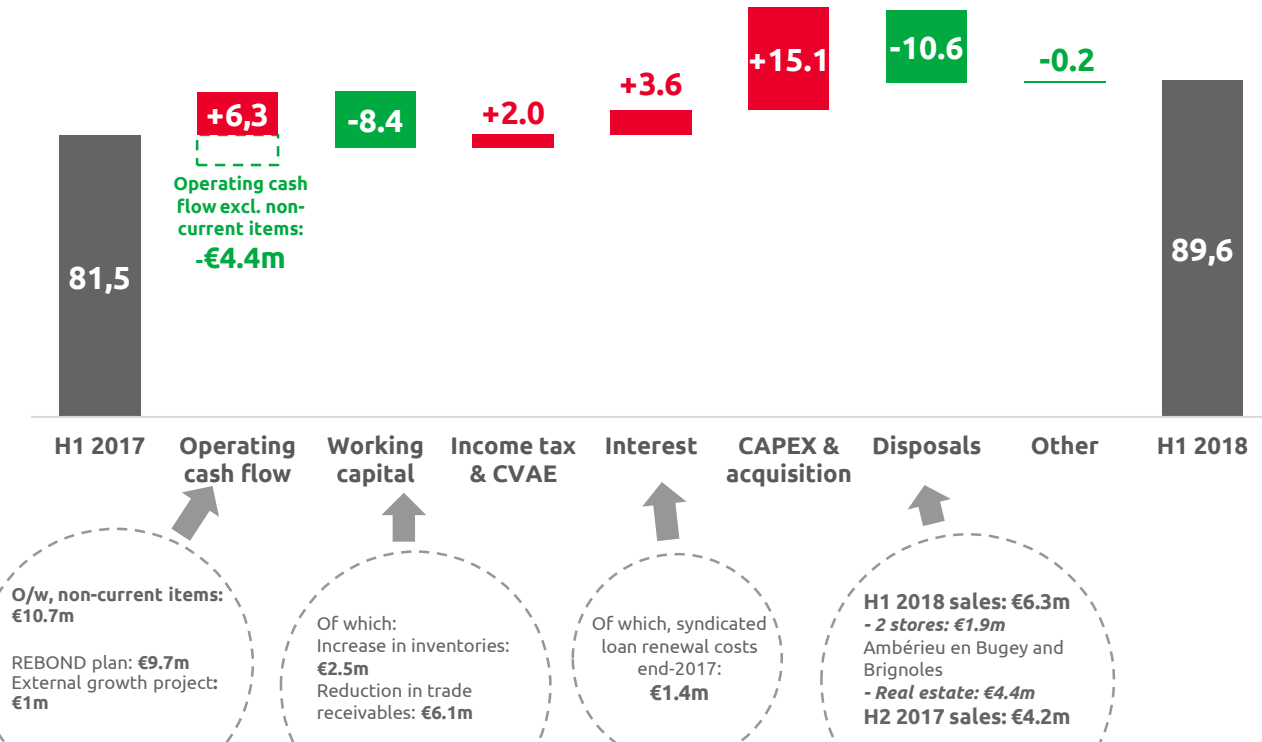
# Condensed balance sheet at 30 June 2018

Assets	30 Jun 2018	31 Dec 2017	Liabilities	30 Jun 2018	31 Dec 2017
<b>Non-current assets</b>	<b>282.4</b>	<b>282.6</b>	Equity, Group share	<b>189.8</b>	195.9
Goodwill	180.7	178.4	Minority interests	(0.3)	(0.3)
Real estate	35.1	34.7	<b>Total equity</b>	<b>189.5</b>	<b>195.6</b>
<b>Current assets</b>	<b>229.9</b>	<b>207.5</b>	<b>Financial liabilities <sup>(1)</sup></b>	<b>99.5</b>	<b>81.5</b>
Inventories	114.1	100.1	<b>Other liabilities</b>	<b>234.1</b>	<b>224.7</b>
Trade receivables	75.4	71.9	Trade payables	109.4	96.2
Bank guarantee deposits <sup>(1)</sup>	3.9	3.7	<b>Liabilities held for sale</b>	<b>0.9</b>	<b>5.2</b>
Other current financial assets <sup>(1)</sup>	1.6	1.6			
<b>Cash and equivalents <sup>(1)</sup></b>	<b>4.4</b>	<b>3.7</b>			
<b>Assets held for sale</b>	<b>7.4</b>	<b>13.2</b>			
Real estate	1.0	5.5			
Bulgaria (securities to be sold)	6.0				
<b>TOTAL ASSETS</b>	<b>524.1</b>	<b>507.0</b>	<b>TOTAL LIABILITIES</b>	<b>524.1</b>	<b>507.0</b>

<sup>(1)</sup> Net financial debt came to €89.6m at 30 June 2018, 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

# Net financial debt

Measures to reduce spending and manage working capital components



## H1 2018

As the financial leverage ratio was not complied with at 30 June 2018, the Group has already opened talks with its financial partners and will be submitting a waiver request in September 2018

Net financial debt: -€89.6m

Investments: €8m



# Share on the stock market

## Share data

ISIN: FR0004034320

Ticker: MRB

Number of shares: 10,387,755

Share price at 24 July 2018: €14.00

Market capitalization: €145m

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

## Indices

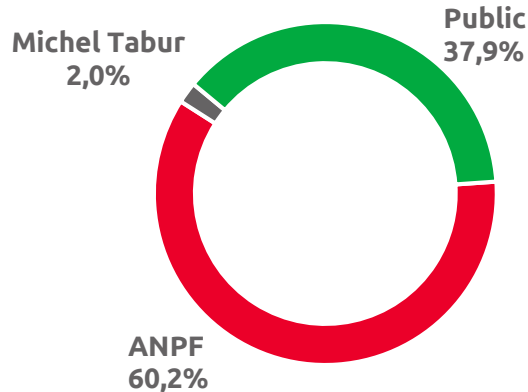
Enternext PEA-PME 150

CAC All Shares



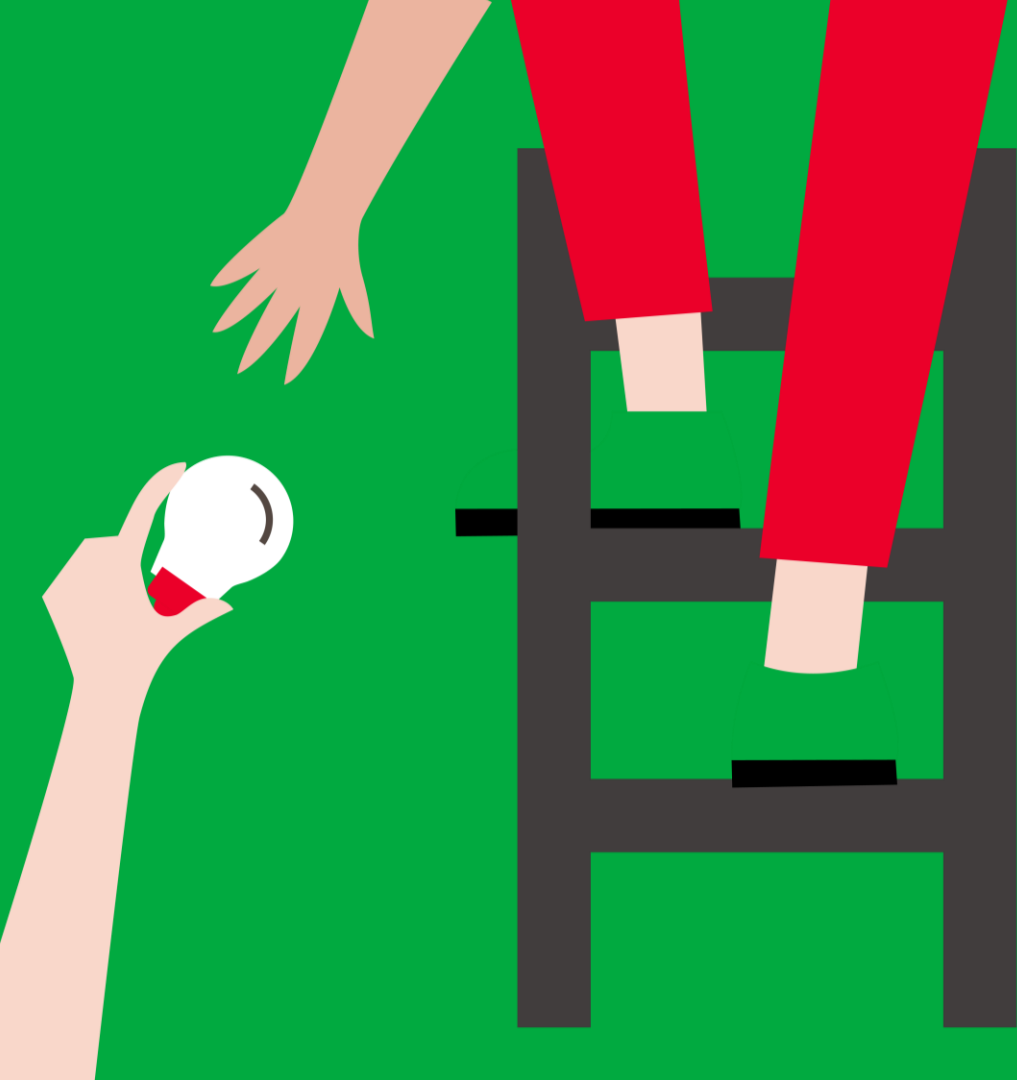
For the Mr.Bricolage Group's financial information, visit:  
[www.mr-bricolage.com](http://www.mr-bricolage.com)

## Shareholding structure (at 30 Jun 2018)



## Float increased

Sale of a block of 500,000 shares held by ANPF on 24 May 2018



**Building  
the future**

# 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 brand and affiliate store network:**
  - Growth in France and internationally
  - Inauguration of the first 4 “100% new concept” stores



**Consolidated turnover**



**Store network growth**

# Strategic partnership with Cdiscount

Capitalizing on complementary distribution channels

## Partnership in 2 phases

- **1st agreement (5 July 2018) pooling purchases for the 2 brands**  
for part of the home improvement and gardening sector
- **2nd agreement (talks at an advanced stage)**  
Sale of Mr.Bricolage products on Cdiscount's marketplace

Partnership  
objectives

**Cdiscount**

Purchasing alliance

Capitalizing on  
the site's 20 million monthly  
unique visitors