



2025 FULL-YEAR RESULTS

Transition year and continued investments

Orléans, 18 March 2026, 6pm CET - **Mr.Bricolage SA, which groups together local independent home improvement and gardening stores, is reporting its consolidated full-year earnings for 2025. The Group remained firmly focused on the future, with sustained investments, despite a still challenging economic environment. Further key milestones were reached as part of the finalization of the 1Pacte plan, including the creation of a single logistics platform and the deployment of new IT solutions, equipping the Group with next-generation technologies. The year was also marked by the launch of the Mr.Bricolage Relais banner and the reorganization of the Group's shareholding structure.**

"In a constrained economic environment, Mr.Bricolage chose to maintain its investments supporting its competitiveness and the services provided to members and affiliates. During this period of uncertainty linked to the general economic climate, combined with unfavorable weather conditions for our sector at key times of the year, we have continued to prepare for the future. The launch of the Mr.Bricolage Relais banner and the refocusing of logistics activities within the Voivres-lès-le-Mans platform also illustrate the Group's commitment to developing its attractive positioning and performance.

For 2026, the teams are now mobilized around the Puissance 1000 plan's implementation. Ambitious, it follows on from the 1Pacte plan and will enable us to further strengthen our positions on an increasingly competitive market", confirmed Fabio Rinaldi, Mr.Bricolage Group CEO.

Business volume and network development

At 31 January 2026, the Mr.Bricolage Group's member and affiliate network comprised 1,068 points of sale: 454 Mr.Bricolage brand stores, including 45 Mr.Bricolage Relais, and 614 affiliate stores. The slight decrease in the number of points of sale (-2%) is largely attributable to the economic environment, marked by a continued slowdown in household spending on home improvement following the exceptionally high levels seen during the COVID-19 period. For reference, the new affiliates are taken into account in January due to calendar and contractual management reasons. At 31 December 2025, the Group had 1,059 points of sale.

In this economic context, the 2025 business volume came to €2.1bn, with a limited contraction of -3.8% on a like-for-like store basis. 83.0% of the business volume was generated in France (mainland and DROM-COM), with the remainder from international markets, representing €349.3m (+1.9%).

2025 was a transition year with a number of key initiatives that will gradually deliver their benefits:

- The continued modernization of the network, with a total of 130 stores aligned with the concept in mainland France, up from 118 at end-December 2024. They outperform the stores that have not been modernized.
- The new city center locations, adapted to the home improvement needs of people living in cities, will help build closer links with end customers throughout France, with stores opened for instance in Bois-Colombes, Enghien-les-Bains, Rouen and Nîmes.
- The rollout of the Mr.Bricolage Relais banner with 40 stores at end-December 2025 and five more in January 2026.
- The modernization of the logistics organization through a total investment of €17.2m¹, with the doubling of capacity at the Voivres-lès-le-Mans logistics hub (72) and the deployment of a next-generation robotization solution. In line with a centralization approach, the L'Hospitalet warehouse (46) was closed.
- The deployment of high-performance retail management solutions across the network to optimize store management. This market-leading solution has now been adopted by nearly all the Mr.Bricolage banner stores in France.
- The governance changes, with the appointment of Didier Julien as Chairman of the Board of Directors in July, followed by the arrival, announced in November, of Fabio Rinaldi as Chief Executive Officer. Fabio Rinaldi took up his position at the beginning of 2026.
- The simplification of the Mr.Bricolage Group's shareholding structure, after which ANPF, the company that brings together the Mr.Bricolage Group's shareholder members, has direct control of the company Mr.Bricolage, which it previously held through the companies SIMB, SIFI and SIFA².

Volume of business incl. taxes	Number of stores	2025	Change on total store basis	Change on like-for-like store basis
€m				
In-store sales	1,059	2,099.7	-3.2%	-3.8%
- France ⁽¹⁾	981	1,750.4	-4.1%	-5.2%
- International ⁽²⁾	78	349.3	+1.9%	+2.0%
Online sales ⁽³⁾ (excl. click-and-collect)	-	8.9	-23.5%	na
Total	1,059	2,108.6	-3.3%	-3.8%

(1) With 331 Mr.Bricolage brand stores, 40 Mr.Bricolage Relais brand stores and 610 affiliate stores under independent brands.

(2) 78 Mr.Bricolage brand stores operating in 12 countries: Andorra (1), Belgium (43), Bulgaria (13), Congo (1), Cyprus (1), Gabon (2), Ivory Coast (1), Kosovo (1), Macedonia (1), Madagascar (1), Mauritius (3), Morocco (10).

(3) The "online sales" item includes home delivery sales and sales collected from Mr.Bricolage stores (excluding click and collect).

¹ The €17.2m joint investment is based on the following breakdown: (i) €11m invested by Groupe Mazureau to extend the building (the cost of this investment will be covered by the increase in rents paid by MBLOG) and (ii) €6.2m invested by MBLOG for the site's facilities and robotization.

² See press release from 17 December 2025: "Completion of the simplification of the Mr.Bricolage Group's shareholding structure".

Mr.Bricolage Group revenues

In 2025, the Mr.Bricolage Group recorded consolidated revenues of €287.6m, compared with €280.3m in 2024, with a slight increase of 2.6%. Sales of goods (+3.9%) reflect the increase in logistics activities (+5.1%) in line with the work completed in June to expand and modernize the logistics warehouse in Voivres-lès-le-Mans, partly offset by the decrease in e-commerce transactions (-23.5% excluding click-and-collect). Sales of services (-0.5%) notably reflect the lower level of purchases, partially offset by the services provided by Mr.Bricolage's training institute (IFOGECO).

Consolidated revenues - IFRS (€m)⁽¹⁾	2025	2024	Change
Sales of goods	204.9	197.3	+3.9%
Sales of services	82.6	83.0	-0.5%
Total consolidated revenues	287.6	280.3	+2.6%

(1) The full-year results for 2025 were approved by the Board of Directors during its meeting on 18 March 2026. The audit procedures have been completed and the certification audit report is currently being issued.

Mr.Bricolage Group earnings & cash

The Group recorded €24.9m of EBITDA, with a margin rate of 8.7%, versus 9.9% in 2024. Ongoing efforts to reduce head office costs made it possible to partly offset the contraction in the volume of business. The non-recurring operating expenses of €(5.0)m reflect the costs incurred to finalize the 1Pacte plan. They primarily concerned information systems and the transition to the new expanded and automated logistics warehouse. The operating profit therefore totaled €10.8m, with an operating margin of 3.8%.

Financial income and expenses came to €(3.6)m for 2025, compared with €(1.6)m in 2024, reflecting the reduced level of investment income in a context of lower rates, as well as the retroactive impact of financial interest (at 1 January 2025) relating to the integration of SIMB in connection with the shareholding reorganization. The tax expense for 2025, incorporating the allocations of loss carryforwards, came to €(0.9)m. The €1.0m of profit after tax from discontinued operations reflects reversals of provisions or liabilities that are no longer applicable following the discontinuation of the "Retail" business (2019-2020). After the €1.1m of income from associates, the net profit for 2025 came to €8.4m, giving a net margin of 2.9%, compared with 5.0% in 2024.

At 31 December 2025, net financial debt, including SIMB's historical debt for €18.1m, totaled €29.7m, compared with €2.7m at end-2024 and €14.9m at end-2023. The Group had €24.5m of cash, compared with €47.2m at end-2024.

The new €110.2m syndicated loan agreement³ signed on 5 March 2026 further strengthened the Group's financial capacity, in line with the priorities of the Puissance 1000 plan (2026-2028).

³ See press release from 12 February 2026: "New credit agreement set up".

Condensed consolidated accounts - IFRS (€m)⁽¹⁾	2025	2024	Change
Consolidated revenues	287.6	280.3	+2.6%
EBITDA⁽²⁾	24.9	27.6	-9.9%
<i>% of revenues</i>	<i>8.7%</i>	<i>9.9%</i>	
Current operating profit	15.8	17.7	-10.5%
<i>% of revenues</i>	<i>5.5%</i>	<i>6.3%</i>	
Other non-current operating income & expenses	(5.0)	(2.9)	+72.9%
Operating profit	10.8	14.8	-26.8%
<i>% of revenues</i>	<i>3.8%</i>	<i>5.3%</i>	
Financial income (expense)	(3.6)	(1.6)	+126.5%
Contribution from associates	1.1	1.6	-34.1%
Corporate income tax	(0.9)	(1.8)	-51.2%
Profit after tax from continuing operations	7.4	13.0	-43.1%
Profit after tax from discontinued operations	1.0	0.8	+16.7%
Profit (loss) for the period	8.4	13.9	-39.5%
<i>% of revenues</i>	<i>2.9%</i>	<i>5.0%</i>	-
- Group share	8.4	13.9	-39.5%
- Minority interests	NS	NS	-

(1) The full-year results for 2025 were approved by the Board of Directors during its meeting on 18 March 2026. The audit procedures have been completed and the certification audit report is currently being issued.

(2) EBITDA = "Current operating profit" + "Depreciation and amortization".

Outlook for 2026

In 2026, the Group will start rolling out the Puissance 1000 plan (2026-2028), structured around four core pillars: growth, customer and member relations, engagement and green transition. It aims to further strengthen the Group's competitiveness, its performance and the attractiveness of its model for local independent retailers, across all store formats (City, S, M, L and XL). With the same objective, the Group will also continue moving forward with various initiatives and tests to support its performance. Lastly, it will ensure the effective management of costs in a still challenging economic context.

To help ensure the success of the Puissance 1000 plan, the Group further strengthened its Management Committee in March 2026 with the appointment of Tom Koomans as Concept, Marketing & Communication Director and Guillaume Mautin as Development Director France and Store projects.

FINANCIAL CALENDAR

- Publication of the 2025 annual report: 2 April 2026
- Mr.Bricolage General Shareholders' Meeting: 29 April 2026 from 10am at its head office, 1 rue Montaigne, La Chapelle-Saint-Mesmin (45), France. Shareholders are invited to consult the "General Meeting" section on the company's site (<https://mrbricolage.com/actualites/infos-reglementees/>).
- 2026 first-half results: 29 July 2026, after market close.

ABOUT THE MR.BRICOLAGE GROUP

The Mr.Bricolage Group, which develops the well-known banners Mr.Bricolage and Mr.Bricolage Relais, is the specialist for local independent home improvement retail in France. As of January 31, 2026, the Group has 1068 stores operating under the banners or through affiliates, including 77 international stores across eleven countries. Mr.Bricolage SA is listed on Euronext Growth Paris (ISIN: FR0004034320 - ALMRB).

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