

Maxeda DIY Group Highlights & Facts 2016

Invest in growth



Introduction

Foreword

Welcome to the 2016 key figures and highlights of our Group. In 2016 we continued our strategic growth and again outperformed the DIY market as a whole, gaining market share in both the Dutch and Belgian markets.



Firstly, on 1 May 2016 we welcomed Guy Colleau as our new CEO. Under his leadership, together with my colleagues from our Executive Leadership Team, we rolled out our strategy investing in growth. Our three-year plan focuses on the growth engines of our business to ensure sustainable growth.

In total, our group continues to operate with 389 stores (205 own stores and 184 franchise stores), over 1 million square meters of retail space, serving over 1,5 million visitors per week in our stores and online.

- We opened 7 new stores and refurbished 5 stores;
- We invested further in a more centralized Benelux organization;
- We strengthened our DIY retail business through a better product offer, created synergies by operating in a more integrated manner and used our scale to further drive capital efficiency;
- We invested further in our digital journey;
- We focused even more on customer needs through our value propositions improving our customer experience.

This all resulted in increased annual sales to EUR 1.355 billion.

We will continue our journey thanks to the hard work, drive and commitment of our colleagues and suppliers, to whom I would like to express my sincere appreciation. The market we operate in is very challenging and we need to adapt ourselves constantly to ensure sustainable growth. Changing our business means that people have to adapt swiftly to new situations. I'm proud that together with my colleagues from the Executive Leadership Team, some of whom joined this year as well, we aim to provide a seamless customer journey, serving customers with products and services wherever they are.

Luc Leunis
CFO Maxeda DIY Group

Stores

Brico

Brico, which is the DIY market leader in Belgium, offers a wide range of DIY, home decoration and gardening products, combining known brands with own brands. Brico delivers inspirational products and services for all makers, experienced or not. As a result of ongoing expansion, Brico today has a network of 148 stores. Brico operates Brico, Brico City and Brico Dépôt stores.



Plan-it

Plan-it is a chain of 11 mega stores in Belgium. Plan-it offers as multi specialist the widest possible range of products for home improvement projects, from building materials to home decoration and garden products.



Praxis

Praxis is a leading DIY brand in the Netherlands. Praxis meets the needs of all makers, both experienced and new DIY enthusiasts, offering the best choice of products and prices. Praxis operates a total of 146 stores as Praxis, Praxis Megastore, Praxis Megastore & Tuin, Praxis Tuincentrum and Praxis 'Om de Hoek' city store.



Formido

Formido is a chain of smaller DIY stores that supply the local needs of DIY enthusiasts in the Netherlands. The 84 Formido stores are mainly franchised (64 stores) and are located in the suburbs of larger cities and towns.



Key figures 2016

Market share

+1.2% +1.8% +2.4% +1.5%



Key figures

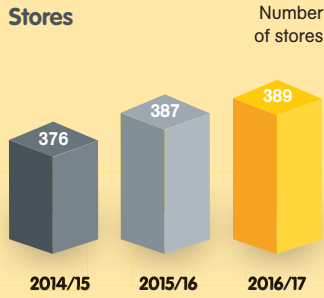
Net sales in million Euros **1,355**

Number of stores **389**

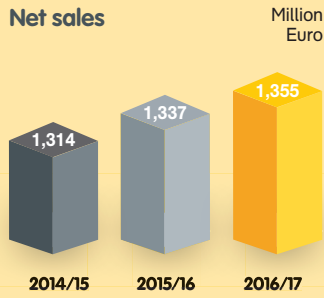


Praxis and Formido = NL, Brico and Brico Plan-It = Belgium & Luxembourg

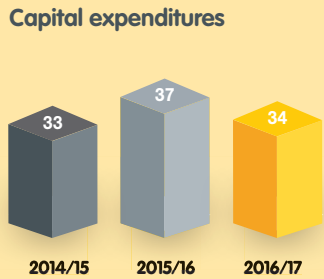
Stores



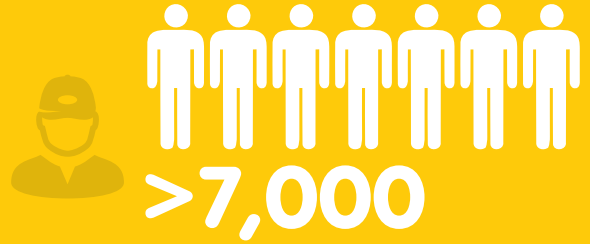
Net sales



Capital expenditures



Facts



Average number of visitors per week



Own or exclusive brands



New stores



Refurbished stores



Formats

	Total stores	Own stores	Franchise stores	Average floor space m ²
Brico	148	56	92	2,423
Brico Plan-It	11	11	0	8,702
Praxis	146	118	28	4,058
Formido	84	20	64	2,243
Total	389	205	184	3,176



Praxis Tuincentrum: 2 new stores

Two megastores of Praxis reopened in March with brand new garden centers according to the Praxis Tuincentrum concept: **Praxis Nieuwegein en Praxis Amsterdam Westpoort**. In both stores a nice mix of houseplants and deco rooms can be found while in store more openness is created. Both stores offer a wide and varied range in garden products.



Store openings in Belgium

At Brico 4 new stores were opened the past year. In Aalst a **1,700 m² franchise store** was opened on 23 March. In Neerpelt Brico opened a new franchise store on 13 May. This store has 2,300 m² and is the third store belonging to franchisees Mr. and Mrs. Curinckx-Wijns. Shortly thereafter, on Thursday 19 May, a new Brico store was opened in Boussu. This new store has 2,500 m² and is owned by franchisees Mr. and Mrs. Sulon collaborating with the married couple Snoeck who also operate the Brico store in Jemappes. Brico Tournai was opened on Saturday 25 June in the regional well known shopping mall Bastions. The store is 1,750 m² and employs 9 people.



Plan-it Anderlecht renovated paint department

In spring customers of Plan-it Anderlecht were surprised with a fully renovated paint-deco department. The department has inspirational zones especially focused on **inspiring and helping customers** in making the right choices in for instance paint or curtains.



First self-scan cashiers in DIY

Praxis started a pilot in its store in Amsterdam Zuidoost enabling customers to checkout themselves by paying through self-scan cashiers. In the Netherlands, Praxis is **the first DIY retailer with such a checkout system**. Brico and Plan-it had the same scoop for Belgium as self-scan cashiers were installed at Brico Zemst and Plan-it Antwerp in early 2017. After a pilot phase other stores will be using this system as well.



Renovated Brico stores

Brico Bonnelles (Liège) was reopened in March after an impressive refresh. Among other novelties this store has a brand new 'makers workplace' which can be used for several purposes such as workshops. Also Brico Waremmé reopened after a big renovation including a **25 m² floor surface enlargement** making room for technical and decorative departments, light and paint.



Brico and Plan-it sponsor 'TV make shows'

On Flemish television makers could often see the Brico logo in 'Baksteen in de maag' and in Wallonia in 'Une brique dans le ventre'. Recently Plan-it became the main sponsor of the Flemish version of 'Help, mijn man is een klusser' which has an average of **250.000 potential makers** watching the show.



Services for the makers

Praxis rolled out an extra wide offer in services in order to serve customers well and make making even more fun. For example services such as 'makers workshops', personal shopping appointments and assembly services. The 'makers workshops' started in **15 megastores** and were later extended to **60 stores** throughout the whole country. Also thematic workshops, such as Kitting, Painting and Electricity are developed which can be organized in all stores. In addition personal shopping appointments are offered. Customers can plan the appointment choosing their own time for visiting the store and having a personal store employee available for 25 minutes for advising and helping preparing the DIY project. Customers appreciate the attention. Also an assembly service was started. A professional assembles Praxis products at the customers' homes for a fixed fee and therefore no payment surprises afterwards.



Guy Colleau new CEO Maxeda DIY Group

Guy Colleau was appointed CEO of Maxeda DIY Group in May 2016. Bringing more than 28 years of senior leadership experience in the retail business and more specifically in DIY, he has a strong operational background in retail and has held various senior management positions in large French DIY companies such as Matériaux Service, Leroy Merlin and Castorama France. At Castorama France he was CEO from 2003 until 2013 and thereafter various executive positions covering international operations at Kingfisher Group.



Praxis om de Hoek opens third store

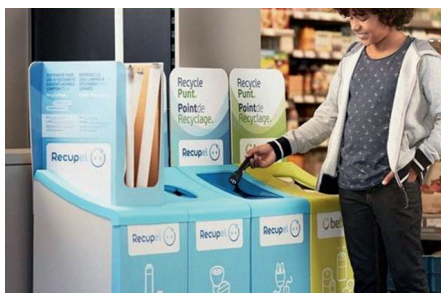
A store right in the middle of the city, close to home, with a modern assortment focused on every basic DIY project. After Praxis opened its first two stores according to the 'Om de Hoek' city store concept in the Kinkerstraat in Amsterdam and the Mariniersweg in Rotterdam in 2015, the concept existed for a year in 2016. The third **Praxis om de Hoek** store opened in March 2016 in the city center of The Hague at Fahrenheitstraat 494,

centrally located in a busy shopping street, in between many residential areas.



Wecycle and Recupel collection boxes show strong increase

Through Wecycle collection boxes in Praxis stores significantly more household appliances and energy-saving bulbs were collected. 653 boxes containing small electrical equipment were collected (+21% versus 2015), 561 boxes with TL lamps (+16% versus 2015) and 270 boxes with light and energy saving bulbs (+181% versus 2015). The collection boxes of Wecycle can be found in **all 146 Praxis stores**. Since 2014 in all Brico stores



recycle points of Recupel were put into service. In 2015 this resulted in 74 electrical equipment pick-ups from 43 stores. In 2016 this number has grown to 345 pick-ups from 95 stores. An increase in pick-ups of 466%.

20th Anniversary Brico Dépôt

Brico Dépôt, our specialist for professional projects in Fontaine-L'Évêque (BE), celebrated its **20th anniversary** in 2016. The store has no less than 15,000 square meters floors space and offers customers a choice of **40,000 different products**.



Corine Duchenne Group HR Director

Corine Duchenne was appointed as Group HR Director within the Executive Leadership Team (ELT) in June. After graduating for her Master in Business Economics, she achieved an international track record in retail at Mexx in Sweden and the Netherlands. She started her career within our company in 2008 at Maxeda. In 2011 she became Head of Business Control of Maxeda and in 2015 became member of the ELT in the role of Group Director Business Control.



Praxis renovates The Hague and Bergen op Zoom

Praxis invested in renovating and refreshing several stores. For instance, the megastore of Praxis in The Hague was festively reopened in April. The store has a **floor surface of 9,423 m²**. Obviously fully equipped with an attractive 'makers workplace', room for workshops and a completely new look and feel. In October Praxis Bergen op Zoom was reopened on a new location. In the clear, spacious new store with 4,000 m² floor surface and plenty of parking space in front, local makers are served optimally.



Takeover Formido Bommel and Elst

The DIY stores of Formido in Elst and Bommel were reopened last year. Both stores, formerly of the same franchise owner, were taken over by Formido Bouwmarkten in order to continue the business.



Praxis wins 'Grand Prix Content Marketing Award'

Praxis won a 'Grand Prix Content Marketing Award' in the category Best Explanation Video. These awards are rewarded to the best content marketing cases and best content productions in both the Netherlands and Belgium. A nice recognition that Praxis also brings 'For the makers' closer to customers through marketing, trading and services.

The explanation videos can be found on Praxis' website.



Make-it-Work Community: 350 makers think with us!

Involving consumers in every decision we make, that's one of our ambitions. In April 2016 we started the Make-it-Work Community through which we put even **more focus on consumers** in everything we do. It's a closed community powered by Maxeda consisting of 150 Dutch, 100 Flemish and 100 Wallonian active and engaged makers. Makers who love to join the conversation about all sorts of topics related to realizing improvements in and around their homes. The makers in our community are a representative reflection of the Netherlands and Belgium. Therefore the community has both men and women in it, youngsters and elderly, handy and not so experiences makers. In this way we get a clear picture of all the different makers and their perceptions in order to provide the best services and products for all our retail chains.

Woman (Wallonia, BE)

"Before starting, I am never motivated really. I need a kick. While making, I start feeling better, I am aware I make something useful. Once it's done, I really feel better and I am proud of myself."

Woman (NL)

"My husband and I complement each other fine, he grinds the walls and I tile, he makes the windows and posts and I paint them. Almost every DIY project we do together, also in the garden: he does the trenching and I prune the hedge. We also poured concrete and placed flagstones. The only downside is he works a bit harder than I do and sometimes wants to do things too perfectly which is not always convenient."

Certified wood

Maxeda DIY Group strives to buy as much of its wood **FSC certified**. At Brico and Plan-it this percentage was above 70% in 2016, at Praxis this percentage was over 90%. FSC is committed to the use of sustainable wood from sustainable forest management. By the end of 2016, 194 million hectares of forest were FSC certified, an increase of 7 million hectares since the start of the year.



New in Assortment

We invested intensively in new assortments, such as laminate, wood, power tools, decorative lighting and paint. The new assortment decorative lighting has **600 new products** according to the latest techniques and trends including many LED products. The extended range change paint was rolled out throughout the entire Benelux and mainly focuses on own brands Perfection, Decomode and Baseline.



Jacques Hayaux du Tilly Group Assortment Director



Jacques Hayaux du Tilly was appointed as Group Assortment Director in October 2016. Jacques has a wealth of experience in the DIY business in several strategic and commercial roles at DIY retailers such as Kingfisher and Castorama. He is known with working in an international working environment, recently having worked in Shanghai as CEO for B&Q China.

New logistic partner

As from 1 October 2016 Maxeda DIY Group cooperates with a new logistic party from its distribution center ASL in Willebroek. All 389 stores within the Benelux are now served by ID-Logistics, one of the largest logistic service providers worldwide controlling **275 distribution centers** with a total number of **18,500 employees**.



Praxis store of the Year 2016

Praxis every year awards the best stores of the past year. This year Praxis Huissen was nominated **Praxis store of the Year 2016**. Praxis Ede may call itself best franchise store of 2016.



DIY advice through platforms 'For the makers'

The past year Praxis and Brico shared **almost 300 DIY projects** through their platforms. In this way we created a very rich makers database containing over 1,000 DIY instructions and answers to thousands of DIY questions and issues. Since 2 years the platforms of Brico and Praxis voordemakers.nl, voordemakers.be en pourlesmakers.be are online sharing annually more and more DIY projects. The platforms can be visited not only for inspiration, services, DIY issues, but also to get in contact directly with 'making experts' in the stores.



Summery successes at Plan-it

Annually Plan-it organizes big summer sales in all of its stores. In order to attract customers to the stores Ternat and Rocourt used large recourses during the associated fairs. Plan-it Rocourt offered **30,000 m²** of tiles, **10,000 m²** of laminate floor, paint and garden furniture and on the parking of Plan-it Ternat a live concert by Laura Tesoro was organized.



Webshop Awards for Formido and Brico

With its web shop Brico won a **Webshop award** in the 'Living & Interior' category. Belgian consumers could vote their favorite web shop during the summer. According to the European Home Improvement Monitor Brico's website is also the best known DIY retail website in Belgium. In the Netherlands Formido won the award for best web shop within the DIY category.

