

# ADEO overview

April 2025 edition,  
data as at the end of 2024



adeo





# Our mission



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# Key figures ADEO

## At the end of 2024

WE ARE HUMAN FIRST			WE ACT FOR A POSITIVE HOME		WE ARE ADEO	
115,000 employees	360 million customers served  Google reviews 77% of stores have a rating of ≥ 4 stars		15 own brands		> 1,200 points of sale	31.5 billion euros in business volume incl. taxes
62% of employees would recommend working for the company			13% reduction in CO <sub>2</sub> emissions on scopes 1 and 2 since 2021		17 store openings	7 marketplaces
635 employees assisted by the ADEO Solidarity Fund			38.5% of products sold have an A, B or C Home Index score		19.7% of sales revenues come from our Pro retail brands	
80,000 employee shareholders		25% of profits shared with employees	79% of our waste is sorted		11 countries	



# ADEO, Leading international player in home improvement

ADEO brings together an ecosystem of companies offering a range of goods and services for home improvement. We help private consumers and trade professionals to carry out their home-improvement projects by providing useful and positive solutions to repair, renovate, sanitise, decorate, layout and improve the safety of their living spaces.

Our 6 interconnected retail brands are a unique worldwide grouping, present over 4 continents. With our network of more than 1,200 regional points of sale serving the needs of local communities, our retail websites, our marketplaces and our partners, we act with a shared purpose: **to make the positive home accessible to all.**

## WE MAKE HOME A POSITIVE PLACE TO LIVE



# Our model

**OUR MISSION:**  
WE MAKE HOME  
A POSITIVE PLACE TO LIVE

**OUR BUSINESS MODEL:**  
Multi-local ecosystem  
for home improvement

## OUR RESOURCES

### Human

- 115,000 employees in 11 countries
- 44% women
- 56% men

### Digital Data

- 7 marketplaces

### Industrial

- 581 suppliers for our MDH (Private-inhabitant brands)

### Logistics network

- 92 storage and distribution centres

### Points of sale

- 861 wholly-owned points of sale
- 427 franchised sales outlets

## VALUE CREATION

### Leaders

- 29.hrs of training / leader / per year<sup>(1)</sup>
- EXI: 44<sup>(1)</sup>
- 25% of profits paid into incentive schemes and 80,000 employee-shareholders

### Positive solutions

- Made responsibly with sustainable raw materials
- Safe for inhabitants and the planet
- Equipped to improve the environmental performance of the home
- Products made to last
- 94% of wood from sustainable sources<sup>(1)</sup>
- 95% of employees trained in the ethical code of conduct<sup>(1)</sup>
- 95% of suppliers have signed the responsible purchasing code<sup>(1)</sup>

### Value creation

- Delivered to the point of sale, the home, the work site
- Second-hand rental and sale of new products
- Repair services and increased reparability of products

### Ecosystem

Based on the locality, useful links to selected marketplaces and home improvement professionals, supported in their need for expertise

## OUR STAKEHOLDER

**Inhabitants**  
"I have access to robust solutions for my home-improvement projects."

**Home Improvement Professionals**  
"I have access to equipment and high-quality materials that allow me to focus on delivering my projects and become a positive-home expert."



**Suppliers**  
"I build genuine partnerships to develop and facilitate my business by improving my ethical, social and environmental standards."

**Installers, fitters, deliverers**  
"I have access to a whole network of customers, which enables me to develop my business while improving my working methods and thus the social and environmental impact of my activities."

**Shareholders**  
"I develop and encourage the creation of economic, human and environmental value."

**State regulators**  
"I have upstream discussions about the legislation and its application with an open and respectful partner."

**People**  
"I am contributing to a better world by committing to companies that source, produce and interact sustainably".

**Civil society**  
"I am forging lasting ties with a locally committed player who can contribute to meeting local needs".

<sup>(1)</sup>Consolidated data at then end of December 2024 over the scope of 13 ADEO companies (Leroy Merlin Brazil, Spain, France, Italy, Poland, Portugal, Romania; Tecnomat Italy, Bricoman France, Obramat Spain, Weldom France, Bricocenter Italy, ADEO Services)



# 100 years of history



**1924**

Beginning of the story of Leroy Merlin



**1945**

Reconstruction and repair for the manies confirm positioning



**1968**

Transformation of the sales model towards self-service



**1981**

Purchase by the Association Famille Mulliez



**1986**

Employee shareholding launch



**1989**

International expansion



**2004**

Development of proximity formats and activity for professionals



**2007**

ADEO creation with shared service centers



**2017**

Omni-channel evolution towards a platform model



**2020**

Sharing our purpose  
"We make home  
a positive place to live"



**2024**

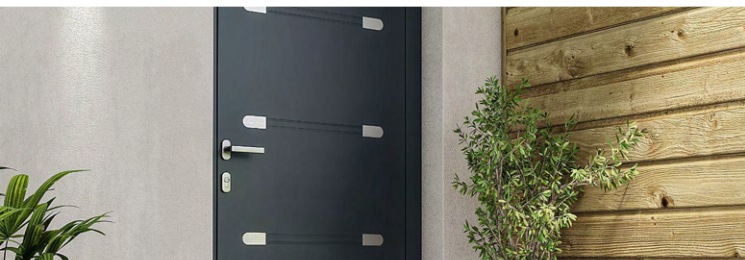
Leroy Merlin's  
100th Anniversary  
in France

## IMPROVING

### COMFORT



### SAFETY



### AUTONOMY



### WELL-BEING



## PRESERVING

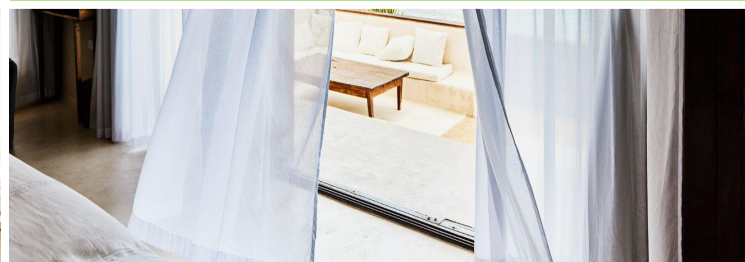
### ENERGY



### WATER



### AIR



### EARTH



# Our vision of the positive home

Creating positive homes is a societal issue; positive homes care for the planet and people; they are **healthy, scalable, comfortable, connected places that are energy and resource-efficient**. And in the future, they will even produce energy. A positive place to live is a home that reflects this image, where people can grow and fulfil their dreams, where people **live can well over the long term** in safety and in health, while preserving natural resources and protecting the environment.



# Our organisation



ADEO's organisation starts with local adaptation, because the home is **local**. This is why each Company is responsible for its social, economic and environmental choices in each country, while respecting the **ultra-local** cultures of the areas in which they operate. Drawing on the power of **shared** assets (technology, data, logistics, services, products) and a **global** reference base for consistency, ADEO Companies are evolving in order to better serve their private and professional customers by creating more **human, economic and environmental value** every day.



# Our Locations

## PHYSICAL LOCATION:

Brazil, Cyprus, Spain, France, Greece, Italy, Poland, Portugal, Romania, South Africa, Ukraine.

## LOCAL DISTRIBUTOR PARTNERSHIPS:

Belgium, Bolivia, Cameroon, Colombia, Ivory Coast, Ecuador, El Salvador, Georgia, Guatemala, Israel, Japan, Malta, Mexico, Netherlands, Norway, Panama, Peru, Senegal, Slovenia, Switzerland, Uruguay.



*Physical locations excluding purchasing offices located in China and Vietnam.*



# Our retail brands



## LEROY MERLIN

At Leroy Merlin, we help people all over the world with all their home improvement projects, whether they involve renovating, home extensions, decorating, repairing, and so on. We offer a wide range of solutions covering plumbing, lighting, heating, electrical, sanitation, security, cooking, gardening and much more.



## 'M' – THE PRO BRAND

Through BricoMan (France), ObraMat (Spain), ObraMax (Brazil), TecnoMat (Italy) and Magabud (Ukraine), we provide building materials, equipment, professional tools, brand names, services and advice to help trade professionals carry out home improvement projects for their customers.



## KBANE

With Kbane, we offer sustainable, high-performance solutions to optimise comfort while saving energy. Humanity is undergoing major ecological disruption, with a growing scarcity of resources. The home is a major energy consumer. Heating is becoming increasingly expensive. This has a significant impact on people's purchasing power. So improving the energy-efficiency of our homes is a real challenge of our time.

## WELDOM

Weldom, the French DIY, decoration and gardening chain, aims to turn its local presence and proximity with consumers into a key asset. Weldom provides tailor-made products, services and advice to help private consumers maintain, renovate and improve their homes. With its 5,000 staff, the company also draws on the support of a local network of independent entrepreneurs who are locally committed.



## BRICOCENTER

With Bricocenter, we make DIY easier for everyone by offering all the essential products in our local outlets, run by teams with local knowledge and extensive technical expertise.



## SAINT MACLOU

With Saint Maclou, our brand specialising in the distribution and installation of floor coverings in France, we help private consumers to design and implement their projects thanks to a specific range of products and a network of artisan-fitters.



# Our strategy for positive impacts

We have established our mission and our purpose: **“We make home a positive place to live”**, with the conviction that becoming a company with positive impacts is a necessity for the sustainability of our business and that of the planet. We want to actively involve all citizens in helping to turn our living spaces and homes into positive places to live, bearing in mind that the planet is our shared home.

To achieve this goal, we need to combine human, economic and environmental value-creation across all our business-lines and actively involve all our stakeholders.

Signatory of the United Nations Global Compact, ADEO reaffirms its full support of the Global Compact's principles with respect to human rights, international labour standards, protection of the environment and the fight against corruption.

**Our positive impact strategy is based on 2 historical pillars:**

- 1. Human development,** which epitomises ADEO's uniqueness, its history, its success and its values.
- 2. Home improvement,** with the collective goal of ensuring everyone has access to a positive home, which is also positive for the environment.







# 1.

## Human development to build a sustainable future

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# Our culture

Sharing - a sense of the customer - leadership, these are the 3 proud markers of our culture... and of our progress!



Our company culture puts **the HUMAN at the heart of all our actions**, it's what brings our group to life and represents our greatest strength.

It is the **fruit of our history, that of SHARING**, our key value. We share an ambitious company project, the ability to evolve in our professions and to make decisions, each and every one of us, locally and globally. We go as far as sharing our company profits with employees to grow their assets.

It positions Sharing as a key value in the experience we offer to all, our employees and our **CUSTOMERS**. It represents the close ties, the exceptional relationships that we develop with them, through listening, being attentive, providing advice and our sense of service.

And lastly, **it guides our actions thanks to a unique LEADERSHIP model** which offers everyone the ability to take initiatives locally and in close proximity to customers, to adapt and be responsible for our impacts.

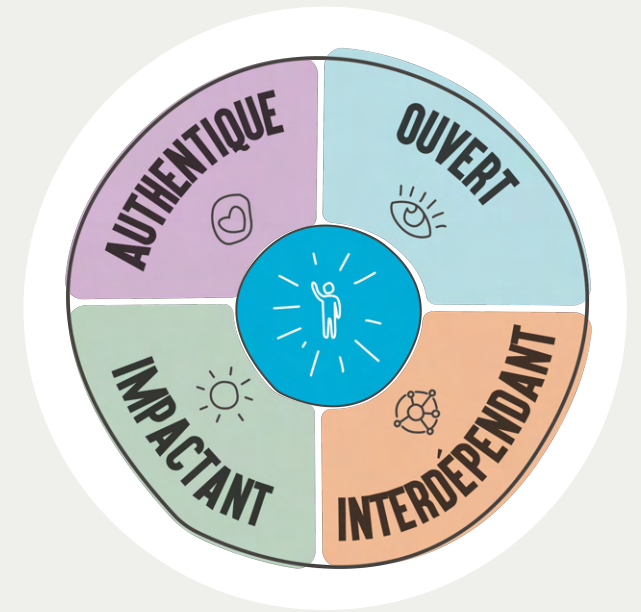


**80,000**

employees are shareholders

**1,500**

sharing relay-ambassadors  
inside our companies



## ALL LEADERS, A UNIQUE LEADERSHIP MODEL!

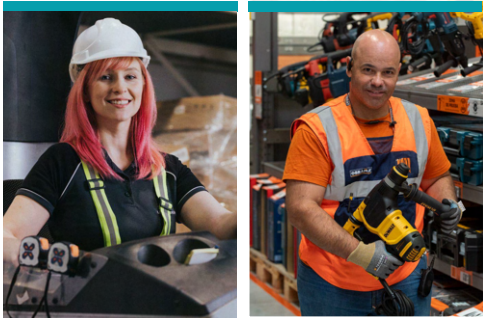
Structured around 4 essential characteristics, authenticity, openness, interdependence and impact, it makes it possible to bring out the leader in everyone, and to make teams more efficient.



# Our commitments

## SAFETY FIRST

**WE PUT THE SAFETY** of our employees and customers alike at the forefront of our actions, thus at the forefront of our reporting, to achieve **zero accidents in the workplace.**



## HEALTH & WELL-BEING

**WE LOOK AFTER THE HEALTH AND WELL-BEING** of our employees at all our sites, guaranteeing a **safe and calm working environment**, conducive to **long-term commitment** and **respectful of a good life balance.**



## DIVERSITY & INCLUSION

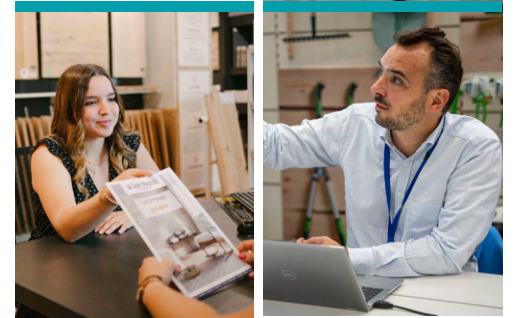
**WE ACT WITH BENEVOLENCE**, by integrating all those who share our values.

The diversity of our teams, the authenticity of each employee, develops **a strong, inclusive community open to each personality.**



## ETHICS

**ADEO'S ETHICAL CODE OF CONDUCT** guarantees the **quality of the relationship with our stakeholders** (employees, customers, suppliers, service providers and so on). It enables each of us to exercise good judgement, show integrity and to adopt the appropriate ethical behaviour.





# Developing all our talents

In a world that's changing fast, our professions are changing too, we ensure the **development** of all through training, transmission and managerial proximity, through the transparency of information. We encourage **internal mobility**, ensure fair **remuneration** and promote **listening to our employees** to better meet their expectations.

**55%**

**Internal promotion rate in 2024**  
(Group concerned: Department Managers, Sector Managers, Store Managers)





# An attractive Employee Value Proposition

We have summarised up what makes us different in a value proposition that brings people together and attracts new employees. This is a way of helping each Company to improve the employee experience of its teams throughout their career with the Group.

This value proposition is based on 4 pillars:

## WE TAKE CARE

of each and every person  
and our relations with all staff



## WE SHARE our Human First culture

→ Being yourself while  
**being part of a genuine team.**  
**The diversity** of our teams  
encourages creativity  
and expertise.

## WE ENCOURAGE learning for everyone



**WE SHARE** knowledge  
and experiences.  
→ Having numerous **career  
development opportunities.**

## WE INCITE each and every person to be entrepreneurial



**WE SHARE** the power  
to take decisions.  
→ **Trusting each one**  
to take on responsibilities and  
create meaningful impacts.

## WE ACT to create positive impacts, together



**WE SHARE** a powerful corporate  
purpose and mission and  
**we consider the planet  
as our shared home.**  
→ Being part of ADEO's project and  
**contributing** to building  
a more sustainable world.



## 2.

# Home improvement

means acting in a responsible and sustainable manner

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# Our product offering

## CO-BUILT

**WITH AND FOR INHABITANTS** via **product reviews** and **analysis**, **consumer tests**, **workshops** and **customer surveys**.

**WITH OUR TEAMS** all over the world to meet local **needs** (offer 80% local)

**WITH OUR PARTNERS** to **benefit** from their **strong industrial skills**.

## ACCESSIBLE

**TO THE GREATEST NUMBER** to democratise a decent and worthy home for all.

Thank to the **price**, **education** around the usage of products and the **availability** of our ranges in stock or in less than 3 days.

Thanks to a range of **reconditioned products**.

## POSITIVE

**THE POSITIVE PRODUCTS INITIATIVE** allows us to continuously improve the **social and environmental impact** of our products.

We focus our actions on **product families with a high ecological impact** during their production or usage phases.

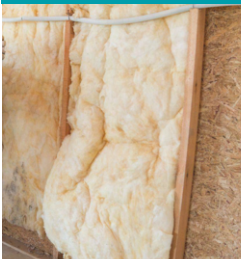
## UNIQUE

**EXCLUSIVE MDH** (Inhabitants' Private Brands) with their own identities and **the best balance in terms of value for money relative to the environmental footprint**.

**The most comprehensive offer (in-store or online)** so customers can find the solution best suited to their project.

for...

INSULATE



RENOVATE



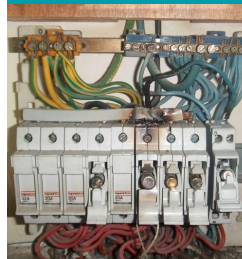
REPAIR



DISINFECT



MAKE SAFE



HEAT



RECYCLE



RESTORE



MAINTAIN



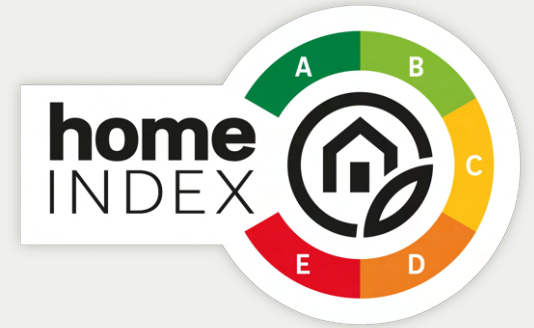
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# Our "Positive Products" quality initiative

## 8 pillars

to improve the social and environmental footprint of our products:

- 1 | Made from more sustainable raw materials
- 2 | Manufactured in compliance with environmental standards
- 3 | Transported with a controlled carbon impact
- 4 | Incorporating features that improve the environmental performance of the home
- 5 | Built to last
- 6 | Made to be recycled
- 7 | Manufactured with respect for the rights and well-being of women and men
- 8 | Designed to be safe and manufactured with health-friendly components.



The Positive Products initiative has led ADEO to create the HOME INDEX, with a score from A to E attributed to each product. This rating system, which is unique in the DIY sector, provides consumers with information about the environmental and social impacts of the products. The Home Index is displayed in shops and on the e-commerce sites of Leroy Merlin France, Weldom, Leroy Merlin Spain, Leroy Merlin Portugal and Leroy Merlin Italy.







# Our policy sustainable raw materials

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Our sustainable raw-materials policy covers all the materials used in the composition of our products and packaging, with a focus on the most critical sectors (wood, textile, plastics). It includes regulatory requirements as well as the challenges of reducing our carbon footprint and protecting biodiversity.

- **Optimising the weight of raw materials**
- **Selection of raw materials with a low carbon content**
- **Use of traceable or certified materials**
- **Choice of materials with end-of-life solutions in mind**

# Our 15 own brands



## DEXTER

The brand of essential tools for all types of work in the home, providing the utmost comfort, ease of use and safety.



## ISOXA

The specialist brand for external doors and windows, enjoy greater comfort by improving thermal and acoustic protection while feeling secure in your home.



## SENSEA

The brand for bathrooms in which you can prepare for your day or unwind, and which simply lets you make the most of your bathroom every day.



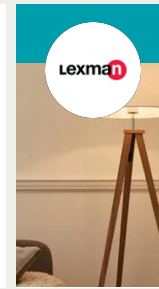
## ARTENS

The brand for decorating walls and floors. It also offers solutions for all apertures, doors and windows. For both decorative and lasting results.



## EQUATION

The trusted brand for heating and air-conditioning equipment and water and air treatment, for a home that's comfortable, healthy and safe, and which consumes less resources.



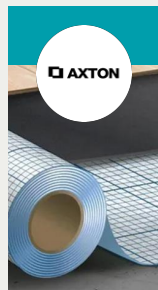
## LEXMAN

The brand of electrical supply and control equipment, to make the most of a secure, reliable and efficient installation.



## SPACEO

The brand for storage solutions, which provides products and ideas that are practical, smart and aesthetic, to keep your home tidy and organised.



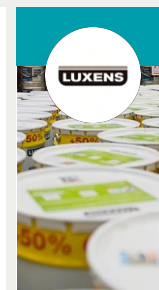
## AXTON

The brand for products that insulate, waterproof, fasten, glue, treat, protect and clean.



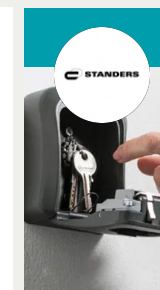
## GEOLIA

The brand of gardening equipment to maintain, care for and safely cultivate your garden, season after season while safeguarding nature.



## LUXENS

The brand of products for painting, decorating, staining and varnishing, to maintain, embellish and decorate, both indoors and outdoors.



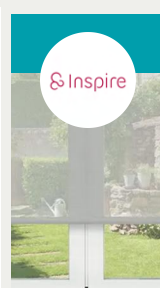
## STANDERS

The brand of hardware items with a thousand and one solutions for the home.



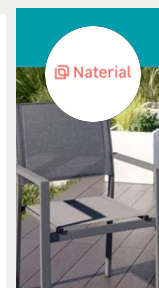
## DELINIA

The brand of modular kitchen equipment that caters for every taste and need.



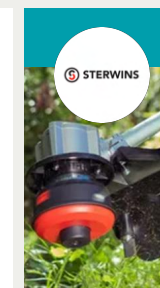
## INSPIRE

The brand for inspirational decorating, to personalise and harmonise your home. Be inspired and create an interior where you feel good, a home you are proud of.



## NATERIAL

The brand for outdoor landscaping and furnishing that provides solutions for designing and building outdoor spaces that you can enjoy all year round.



## STERWINS

The brand of handy and reliable electrical tools, to look after your garden with simplicity and efficiency.



# Our range of services that make **DIY** easier

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- ➔ **Rental for certain product categories**  
In-house or via external partners (e.g. Loxam)
- ➔ **Repair**  
in-store or in specialist centres  
Dedicated events: repair cafés, educational workshops, etc.
- ➔ **Connection with craftspeople**  
via the ADEO Home Services platform
- ➔ **Support for energy renovation projects**  
via a dedicated customer pathway and partnerships (expertise, financing assistance, etc.)
- ➔ **Training for professionals customers**  
to develop their expertise

# Our climate strategy

ADEO has aligned its ambitions with the Paris Climate Agreement, which aims to limit global warming. The company is committed to achieving carbon neutrality across all its activities by 2050, with an interim target of a 50% reduction in its carbon footprint by 2035.

This target covers greenhouse gas emissions across all scopes and geographical regions.

## Our climate strategy is based on 3 pillars:

### → Reducing our operational emissions (scopes 1 and 2)

We limit our own emissions, starting with those of our **buildings**, by encouraging the use of LED lighting, improving insulation and prioritising the use of electricity from renewable sources on our sites.

### → Making a range of low-carbon products available (scope 3)

Working with our suppliers, we act to reduce the carbon footprint of our **products** throughout their life cycle, from the design phase through to their end of life.

### → Making homes less emissive (scope 4)

We offer **solutions and materials** that make it possible to limit the impact of our living spaces while procuring greater comfort.







# Our partnership with the Solar Impulse Foundation

We integrate sustainable solutions suggested by the Solar Impulse Foundation and work with their innovations ecosystem to address new issues.

With the “Positive Home Challenge” we can detect and help with the marketing of innovative and profitable solutions from start-ups or businesses.

**2020**

**Launch of the partnership  
ADEO x Solar Impulse Foundation**



Since the first event in 2021, nearly **300 solutions** have been **"presented"** as part of the Positive Home Challenge and some fifty or so ideas have been tested and marketed in stores.





# Teams working together

Solidarity is one of our values and is expressed in all our Companies.

Wherever we operate, our employees act locally to help people in need.



## 635

employees and their families helped by the **ADEO Solidarity Fund** in 2024.



## 1,390

supported by the **Leroy Merlin France Foundation** since 2006.



Historic partner of the **Bricos du Cœur** present in

## 10 countries



The equivalent of

## 35 MILLION EUROS

devoted to providing protection, shelter and accommodation for Ukrainian refugees and to rehabilitating buildings



# CONTACT

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