



PRESS RELEASE

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ADEO LAUNCHES ALL ADEO, A NEW VALUE-SHARING SCHEME FOR ALL ADEO EMPLOYEES WORLDWIDE

ADEO, the global leader in home improvement, is taking a new step forward in its collective project by launching ALL ADEO, a unique value creation sharing scheme designed for all its employees.

Aiming to enable its 115,000 employees to become shareholders of the Company, ADEO will allocate the same amount of free shares to each employee starting this year, wherever the company operates worldwide.

Driven by a strong corporate project - making home improvement accessible to all inhabitants - ADEO has been built on a distinctive culture of sharing, which unites and engages all its employees worldwide. This culture is embodied daily through concrete actions in every country where the group is established.

With the aim of strengthening this dynamic, and with the support of its family shareholder, the Mulliez Family Association (AFM), ADEO is launching ALL ADEO, a new annual value-sharing scheme.

Starting in September 2025, each employee will receive a free allocation of ADEO shares, equal in amount for everyone, calculated according to the group's value growth. These shares will be fully vested after three years with the company and may be invested in the employee shareholding fund, VALADEO, with a 20% company contribution.

ADEO has the ambition of granting free shares each year to all its employees based on the value created. Thus, ADEO is strengthening its culture of sharing and affirming its goal of making 100% of its employees shareholders.

A universal scheme that rewards a collective mission

Launched simultaneously in Europe, Brazil, China, Vietnam, and South Africa, ALL ADEO benefits all employees¹, with no distinction of role, function, or hierarchical level.

The ALL ADEO project is a major milestone in enabling the company to further its mission. At a time when home improvement is facing unprecedented challenges, ALL ADEO aims to be a powerful tool to engage all our employees, fully aligned with our ambition: "We Make Home a Positive Place to Live."

"I sincerely believe that progress truly matters when it is shared and benefits everyone fairly. Allowing each employee to become a shareholder gives concrete form to our culture of sharing, a legacy of our history that is lived every day across all our companies."

ALL ADEO reflects this conviction: recognizing everyone's contribution equally, worldwide, and giving all employees the opportunity to engage sustainably in a common project. Together, we act to make our homes - and our planet - a better place to live."

Thomas Bouret, ADEO CEO

ALL ADEO complements the mechanisms already in place (profit-sharing, bonus schemes) and embodies ADEO's ambition to go further in recognizing collective engagement and building sustainable performance - economic, social, and environmental.

Key figures for ALL ADEO

- 115,000 employees impacted across 13 countries
- 80,000 current employee-shareholders (i.e., 88% of employees are shareholders in ADEO companies where employee shareholding is already in place)
- 13% of the company's capital is owned by employees
- Shares fully vested after three years of service
Option to invest in the VALADEO employee shareholding fund with a 20% company contribution.

¹ The list of beneficiaries is approved by the Board of Directors of Groupe ADEO.

About ADEO :

ADEO brings together an ecosystem of companies (Leroy Merlin, Weldom, Kbane, St Maclou, Bricocenter, BricoMan, ObraMat, TecnoMat, ObraMax, Megabud) dedicated to home improvement. ADEO is the leader in Europe and the 3rd largest player worldwide in the home improvement and DIY market, with a turnover of €31.5 billion including tax in 2024.

Thanks to its network of 1,200 points of sales, marketplaces and partners, ADEO distributes its solutions for positive housing across 4 continents and is the only player in its market with such an international presence.

Every day, our 115,000 employees propose products and solutions in-stores and online, to support projects of inhabitants or professionals. Living in a healthy, safe, responsible, sustainable, economical and comfortable environment is essential to the well-being of people all over the world.

Locations: Brazil, China, Cyprus, France, Greece, Italy, Poland, Portugal, Romania, South Africa, Spain, Ukraine, Vietnam.

WE MAKE HOME A POSITIVE PLACE TO LIVE.

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