



PRESS RELEASE

France, Lille, April 2, 2026

ADEO CELEBRATES 40 YEARS OF EMPLOYEE SHAREHOLDING AND CONFIRMS ITS LARGE-SCALE MODEL

On March 26, 2026, during its General Meeting of employee shareholders, ADEO celebrated 40 years of employee shareholding - a cornerstone of its business model and a symbol of a collective commitment that underpins its success.

Since 1986, the Mulliez Family Association (AFM) has made the strategic choice to share the company's results by enabling ADEO employees to become shareholders. Year after year, this dynamic has continued to grow, and today 80,000 employees are shareholders in the company, representing 70% of the Group's workforce.

This year, the General Meeting of employee shareholders was held simultaneously across 6 countries and 17 companies, bringing together all employee shareholders.

In 2025, ADEO redistributed 25% of its results through profit-sharing mechanisms (incentive schemes and profit-sharing bonuses), including €122 million reinvested by employees into the VALADEO employee shareholding fund, contributing to the development of the ADEO Group. To date, employees collectively hold 12.5% of ADEO's capital.

The launch in September 2025 of the global ALL ADEO program marked a new milestone, by opening access to shareholding to 100% of employees through the allocation of an identical amount of free shares, vested after a three-year period.

A model built on sharing purpose, knowledge, responsibility and value creation

Beyond financial mechanisms, sharing is at the heart of ADEO's model. It is expressed through the sharing of purpose, which brings teams together around a common project; the sharing of knowledge, which enables continuous skills development; the sharing of responsibility, which fosters autonomy and initiative; and ultimately the sharing of value creation, particularly through employee shareholding.

Driven daily by a network of 1,500 ambassadors close to the teams, this culture of sharing is a powerful driver of engagement. It contributes to ADEO's sustainable performance and its ability to adapt in a constantly evolving environment.

“Celebrating 40 years of employee shareholding means celebrating our employees who, since 1986, have chosen to be fully involved in their company and its evolution. This culture of sharing, lived every day, is also a culture of progress: it enables us to grow together, both individually and collectively, and to build a more positive future for all.”

Thomas Bouret, CEO, ADEO

ADEO employees share their perspectives

“Each employee must play their part as best as possible so that we achieve a collective result. Employee shareholding should help bring life projects to life. Thanks to ADEO’s employee shareholding, I was able to buy my home, but my greatest pride is having funded my son’s engineering studies without taking on any loans.”

Stéphane Colpin, Finishing Works Manager, Tecnomat France

“In a constantly changing market, knowing that the company’s success is directly shared with every employee creates an incredible sense of stability and belonging. We don’t just work for a company - we are stakeholders and co-owners of its success.”

Jolanta Czyżewska, HR Project Manager, Bricoman Poland

“Thanks to employee shareholding, you feel truly involved in the life of the company. You really feel that you contribute to the results and, above all, that you benefit from them. On a personal level, it has enabled me to carry out projects, such as expanding my home.”

Stéphane Théry, Department Manager, Leroy Merlin France

About ADEO

ADEO brings together an ecosystem of companies (Leroy Merlin, Weldom, Kbane, St Maclou, Bricocenter, and “M” retail for pros) 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 €32.7 billion including tax in 2025.

Thanks to its network of 1,300 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, economical and comfortable environment is essential to the well-being of people all life long, and all over the world.

Housing is first and foremost a local issue, which is why each ADEO Company is responsible for its social, economic and environmental choices in each country, while respecting local cultures, and with the strength of our shared assets.

WE MAKE HOME A POSITIVE PLACE TO LIVE.

www.adeo.com



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