

# ADEO overview

April 2026 edition,  
data at the end of 2025



# Our purpose



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# Key figures ADEO at the end of 2025

WE ARE  
**HUMAN FIRST**

**115,000**  
employees

**80,000**  
employee  
shareholders

**25%**  
of profits shared  
with employees

**> 1,500**  
employees assisted  
by the ADEO Solidarity Funds  
since 2020



WE ACT  
**FOR A POSITIVE HOME**

**15** own  
brands

**24%**  
reduction  
in CO<sub>2</sub>  
emissions  
on scopes 1 et 2  
since 2021

**54%**  
of products  
sold  
have an A, B or C  
Home Index score



**81%** of our waste  
is sorted

WE ARE  
**ADEO**

More than  
**1300**  
points  
of sale

Google reviews  
**74%**  
of stores  
are rated 4 stars  
or higher

**32.**  
**7**  
**Bn €**  
in business  
volume  
incl. tax

  
of which  
**9%**  
online

**21%**  
of sales  
revenue  
come from our  
Pro retail  
brands

**11**  
countries

**29** store  
openings  
(directly operated)

# ADEO, 1<sup>st</sup> leading international player in home improvement

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** provide products and solutions, both in-stores and online, to support projects of inhabitants or professionals.

Living in a healthy, resource-efficient, and comfortable environment is essential to people's well-being throughout their lives, 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.



# 100 years of history



# Our vision for positive home

**Positive housing is a global societal issue**; it respects both the environment and those who live in it. **Healthy, comfortable, and resource-efficient**, it will even generate its own energy in the years to come.

A positive home is a space that reflects who you are—a place to grow and thrive. It allows you **to live well and age safely in a healthy environment**, all while preserving our natural resources.

IMPROVING

PRESERVING

COMFORT



SAFETY



ENERGY



WATER



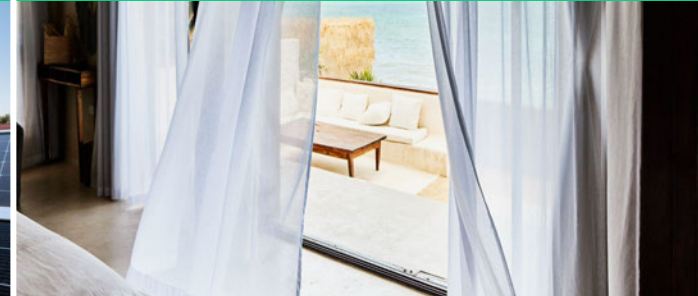
AUTONOMY



WELL-BEING



AIR



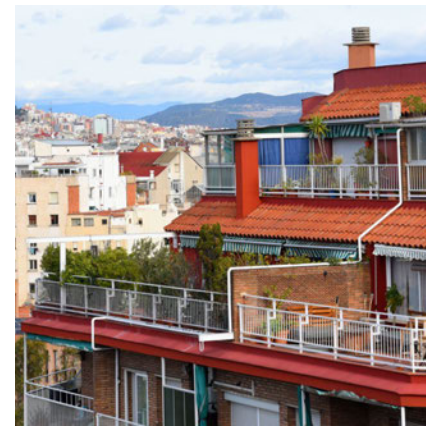
EARTH



# Our organisation



ADEO's organisation starts with **local adaptation**, because the home is a **local matter**. This is why each company is responsible for its own social, economic and environmental decisions in each country, while respecting the **ultra-local** cultures of the areas in which they operate. By leveraging the power of **shared** assets (technology, data, logistics, services, products) and a **global** framework for consistency, ADEO Companies are transforming to better serve both private and professional customers, creating greater **human, economic and environmental value** every day.



# Our presence

## PHYSICAL LOCATION:

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

## LOCAL DISTRIBUTOR PARTNERSHIPS:

Belgium, Bolivia, Cameroon, Colombia, Costa Rica, Côte d'Ivoire, Dominican Republic, Ecuador, El Salvador, Georgia, Guatemala, Hungary, Israel, Japan, Malta, Mexico, Namibia, Netherlands, Norway, Panama, Peru, Senegal, Slovenia, Uruguay.



# 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.

## 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.** This close relationship allows us to prioritize maintenance, repair and improvement, which are fairer and more sustainable solutions than replacement.

## M : THE PRO BRAND



Through BricoMan (Poland), ObraMat (Spain, Portugal), ObraMax (Brazil) TecnoMat (Italia, France) et Megabud (Ukraine), **we provide building materials, equipments, professional tools, brand names, services and advice to help trade professionals carry out home improvement projects for their customers.**

## BRICOCENTER



With Bricocenter Italy, 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.**

# Our retail brands



## KBANE

With Kbane, our company **specializing in energy-efficient home renovations**, we support inhabitant **in improving the comfort and energy efficiency of their homes**. Thanks to a range of turnkey solutions (heating, solar, joinery, etc.) and a network of experts present throughout France, Kbane advises, installs and monitors projects to facilitate the energy transition of homes.



## 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.



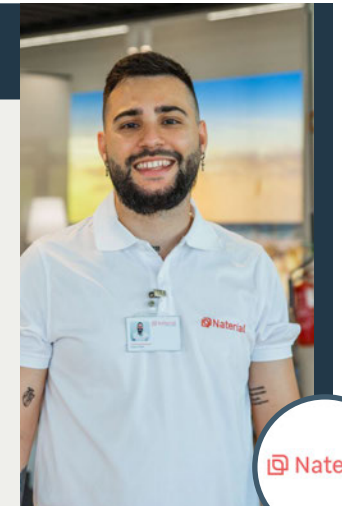
## LEROY MERLIN RENOVATION

With Leroy Merlin R novation, **we simplify large-scale home renovation projects by offering comprehensive and personalized support**. From design to completion, we coordinate all the work - insulation, heating, joinery, ventilation, photovoltaic panels - relying **on our design office, our project management expertise and a network of certified and selected installers**. Thanks to this approach, we guarantee our clients peace of mind, budget control, asset enhancement and a reduced environmental impact of housing.



## NATERIAL

With Naterial, a brand **specializing in outdoor equipment** launched in 2021, we **support inhabitants in designing their patios, gardens, or balconies**. Naterial relies on a network of around thirty stores worldwide to help people fully enjoy their outdoor spaces.



# Our freight Forwarding subsidiaries

To strengthen our last-mile delivery capabilities and provide a seamless, positive experience to inhabitants, GO XL in France and Golilla in Italy support ADEO's banners in providing simple, reliable, and efficient deliveries.

Through our freight forwarding subsidiaries, we are building a **service platform for heavy and bulky goods**, connecting our stores, carriers, drivers, inhabitants, and soon, our marketplace sellers.



## Our mission: "We Make Positive Delivery"

Turning this promise into a daily reality through a simple, reliable, and efficient experience. Our action is built on **2 pillars**:

- A rigorous selection of carriers,
- An seamless, end-to-end industrial organization.

## Our

## ambition

Becoming the **leader in heavy and bulky delivery** in France, Italy, and internationally in the future, while guaranteeing:

- **Excellence:**  
Exemplary execution and full digitalization,
- **Agility:**  
Continuous optimization of our delivery processes.
- **Efficiency:**  
A cost-per-shipment that is in line with the market.





# Our marketplaces

Beyond the range available in-store and on our brands' websites, the ADEO Marketplace enables merchant partners to sell their products directly through the group's e-commerce platforms (Leroy Merlin, Tecnomat).

This platform model is based on three core strengths:

- **An expanded range:**  
Providing access to a catalog of over 6 million products.
- **A rigorous selection process:**  
Nearly 5,000 merchant partners are selected based on rigorous quality, compliance and customer service criteria.
- **A presence across 7 countries** (Brazil, France, South Africa, Italy, Spain, Portugal, Poland):  
By deploying its Marketplace globally, ADEO provides international visibility to its merchants partners while ensuring a seamless, unified experience for inhabitants through an enriched product selection.

# ADEO, a company with positive impacts

We have established a clear mission and purpose: **“We make home a positive place to live”**. This is driven by the conviction that becoming a company with positive impacts is essential for the sustainability of both our business and the planet. We aim to actively engage all citizens in transforming our living environment into positive places to live, keeping in mind that the planet is our shared home.

To achieve this goal, we must integrate human, economic and environmental value creation across every area of our business, while actively involving all our stakeholders.

As a signatory of the United Nations Global Compact, **ADEO reaffirms its commitment to the Global Compact’s principles**, covering human rights, labor standards, environment protection and anti corruption.



Our positive impacts strategy is rooted in **two core historical pillars**:

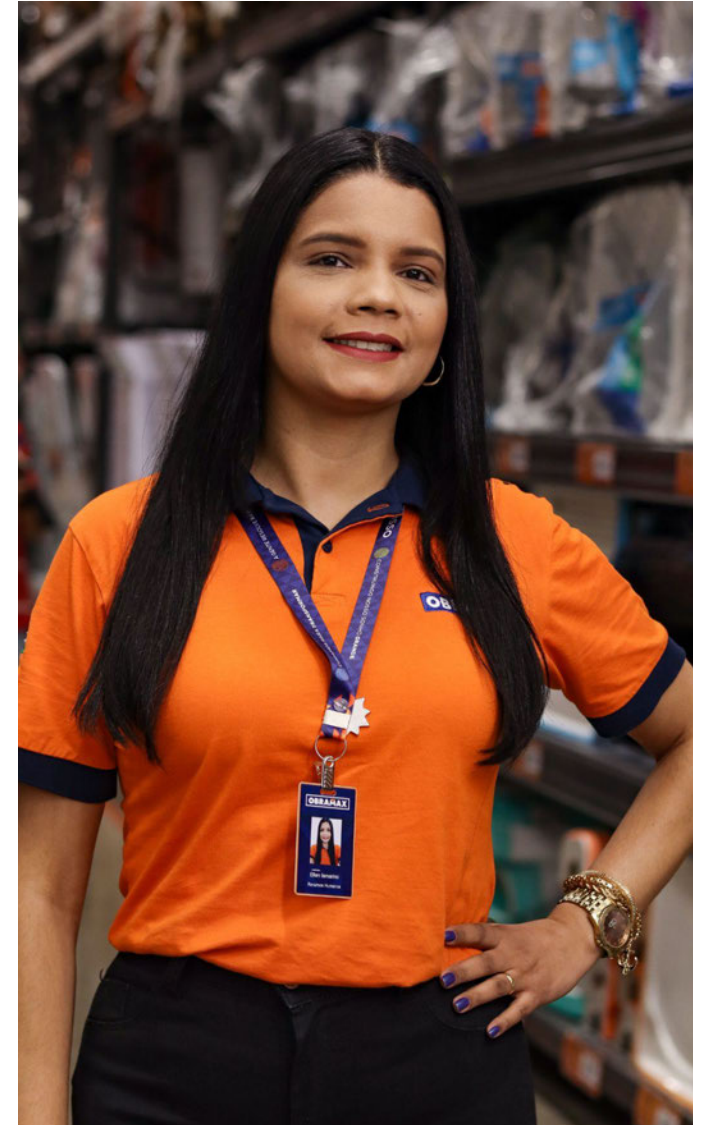
**1. Human development**, which defines ADEO’s uniqueness, embodying its history, success and values.



**2. Home improvement**, driven by a collective goal: ensuring everyone has access to a positive home, that is also positive for the environment.



# 1. Human development to build a sustainable future



# Our culture

**Sharing, customer-centricity, and leadership: these are the 3 proud markers of our culture... and our progress!**

Our company culture puts **PEOPLE at the heart of everything we do**; it is what brings our group to life and presents to life and represents our greatest strength.

This culture is rooted in **our history of SHARING**, our core value. We share an ambitious company vision, the opportunity to grow and the power to make decisions, both locally and globally. We even go as far as sharing company profits with our employees, helping them build their personal wealth.

It establishes sharing as a core value in the experience we offer to all, both our employees and our **CUSTOMERS**. It reflects the close ties, the exceptional relationships that we build with them, driven by listening, attentiveness, expert advice and a sense of service that truly sets us apart.

Finally, **it guides our actions through a unique LEADERSHIP model** that empowers everyone to take initiatives locally and in close proximity to customers, while remaining adaptable and accountable for our impacts.



**80 000**  
employees are  
shareholders

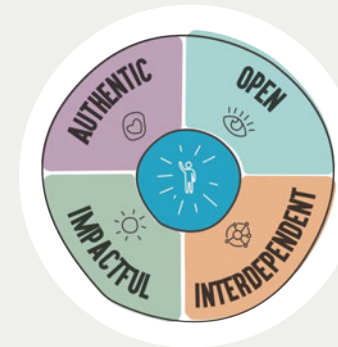
**1500**  
sharing  
relay-ambassadors  
inside our  
companies

**ALL  
SHAREHOLDERS,  
ALL COMMITTED!**



Convinced that our company's performance is built by the people who contribute to it, **we are committed to redistributing the value we create collectively.**

**In 2025, we launched ALL ADEO**, a free share allocation scheme enabling 100% of ADEO employees to become shareholders, regardless of their role, country, or seniority.



**ALL LEADERS,  
A DISTINCTIVE  
LEADERSHIP  
MODEL!**

Structured around 4 essential characteristics, **authenticity, openness, interdependence and impact**, it unlocks the leadership potential within everyone, making our teams more effective.

# Our commitments

## SAFETY FIRST

We put **safety first** for our employees and customers alike. This commitment is central to our reporting, driven by our ultimate goal: **zero workplace accidents.**



## HEALTH AND WELL-BEING

We care for our employees' **health and well-being** at every location, ensuring a **safe and secure workplace** that encourages **long-term commitment** and **respects personal balance**



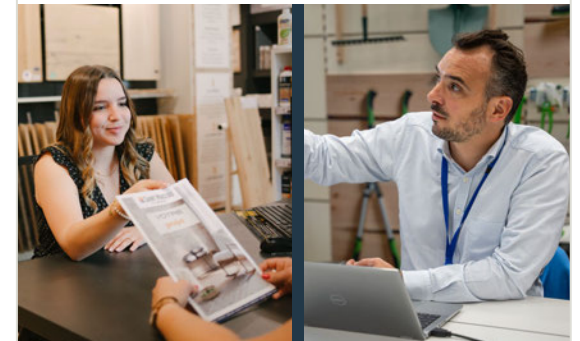
## DIVERSITY & INCLUSION

We act with **kindness**, welcoming everyone who share our values. The diversity of our teams and the authenticity of every employee foster a **strong, inclusive community, that is open to each personality.**



## ETHICS

**ADEO's Ethical Code of Conduct** ensures the **quality of our relationships** with all stakeholders (employees, customers, suppliers, service providers). It empowers each of us to exercise good judgement, demonstrate integrity and adopt ethical behaviour in every situation.



# Developing all our talents

In a fast-changing world, our professions are evolving too. We foster the **development** of every individual through training, knowledge sharing and close managerial support, supported by transparent information. We encourage **internal mobility**, ensure fair **compensation** and prioritize employee feedback to better meet their expectations.

# 34,7

Number of training hours per year per employee

# 56%

Internal promotion rate in 2025

(Department Manager, Area Manager and Store Manager).

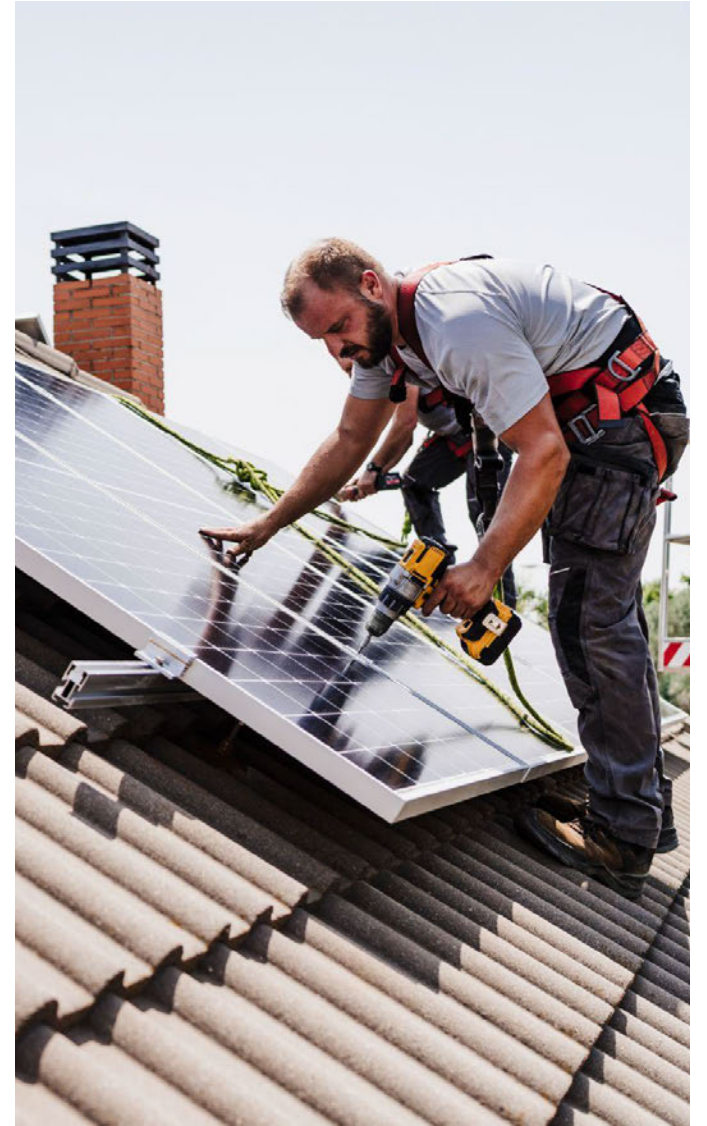




# 2.

**Improving the home,**  
means acting in a  
responsible and  
sustainable way

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# Our product offering

## CO-BUILT

### WITH AND FOR OUR 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 AS MANY PEOPLE AS POSSIBLE**: democratizing **decent and high-quality housing for all**.

We achieve this through **competitive pricing, customer education on product use, and ensuring our ranges are in stock or available within three days**

## POSITIVE

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

**We focus our efforts on product categories with the highest environmental footprint**, both during production and throughout their lifecycle.

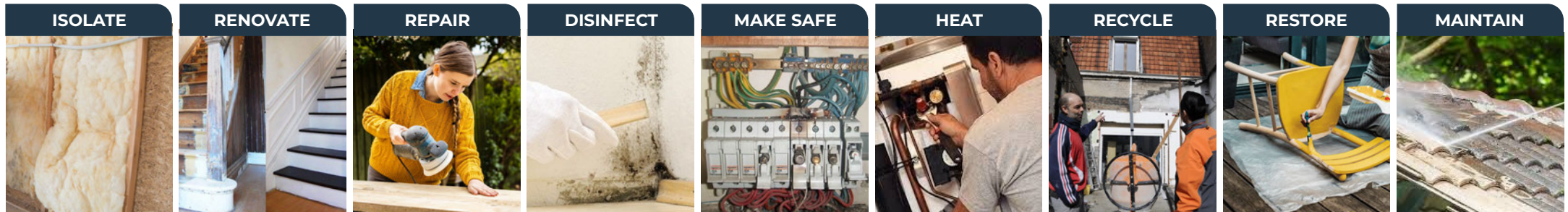
## UNIQUE

**EXCLUSIVES MDH (Inhabitants' Private Labels)**

with their own identities and the best value for money/environmental impact.

**The most comprehensive offer (available in-store or online)** ensuring our customers always find the perfect solution for their project.

for ...



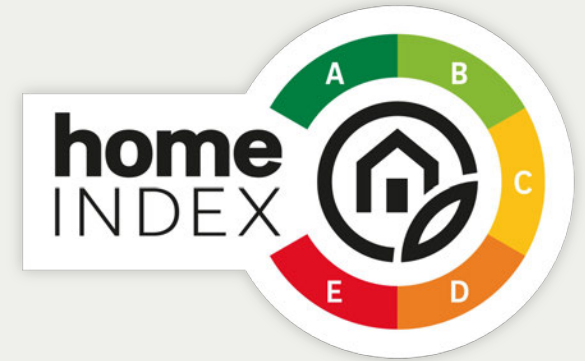
...

# Our “Positive Products” quality initiative

## 8 pillars

to improve the social  
and environmental  
footprint of our products:

1. Manufactured with sustainable raw materials
2. Manufactured in line with environmental standards
3. Delivered with a controlled carbon footprint
4. Integrating features that improve the environmental performance of the home
5. Manufactured to last
6. Manufactured to be recycled
7. Manufactured with respect for the rights and well-being of women and men
8. Designed to be safe and made with health-conscious components



As part of its Positive Products initiative, ADEO has developed **HOME INDEX**, a rating system from A to E, assigned to every product.

This tool provides customers with transparent information regarding the environmental and social impacts of their purchases.

Home Index is available in-store and online at Leroy Merlin France, Weldom, Leroy Merlin Spain, Leroy Merlin Portugal and Leroy Merlin Italy.





# Our sustainable raw material policy

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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 industries (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 private labels

## BUILDING & FLOORING Markets

## PROJECTS Markets

## TECHNICAL Markets

## DECORATION Markets

## GARDEN Market



Artens

### ARTENS

The brand of **floor and wall coverings** that provide a lasting decorative finish.



Sensea

### SENSEA

The brand specialising in **furniture, accessories and bathroom fittings**, for a bathroom that's easy to live with.



DEXTER

### DEXTER

The brand of **tools essential for all household tasks**, designed to help you carry out your work with maximum safety, comfort and ease.



LUXENS

### LUXENS

The brand offering **paints, decorative finishes, stains and varnishes** for maintaining, enhancing and decorating both interiors and exteriors.



Geolia

### GEOLIA

The brand of **gardening tools and equipment** that makes it easy to maintain and enhance your garden, season after season.



AXTON

### AXTON

The brand to **help you succeed with every job, from your first projects to more complex undertakings**, thanks to a range of suitable products: adhesives, plasters, sealants...



Spaceo

### SPACEO

The brand offering **storage solutions** that combine style and practicality to help you tidy, organise and make the most of your home.



EQUATION

### EQUATION

The brand for **heating and air conditioning, air and water treatment systems**, ensuring a comfortable, healthy and safe home whilst saving energy.



INSPIRE

### INSPIRE

The **inspiring home decoration** brand to personalise and bring harmony to your entire home. A source of inspiration for creating a home that's a pleasure to live in and one you can be proud of.



NATERIAL

### NATERIAL

The brand of **outdoor architecture and furnishings** for designing and building outside areas, offering solutions so that you can make the most of your outdoor spaces all year round.



ISOXA

### ISOXA

The specialist brand for **opening and closing external doors and windows**, offering improved thermal and acoustic insulation and a greater sense of security.



DELINIA

### DELINIA

The brand of **kitchen equipment** that adapts to different styles and needs, allowing you to design your space with complete freedom.



LEXMAN

### LEXMAN

The brand specialising in **electrical equipment, power supply and electrical control systems**, offering a safe, reliable and efficient solution.



STANDERS

### STANDERS

The **hardware brand offering tailored solutions for DIY projects**: insulating, fixing, gluing, treating, protecting and cleaning



STERWINS

### STERWINS

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

# Our range of solutions



## A home automation solution

Launched eight years ago, **ENKI is the go-to smart home solution.** From **monitoring consumption to controlling connected devices**, ENKI empowers inhabitants to **manage their energy use** more effectively and reduce costs.

The app focuses on four key areas: lighting, climate control, security, and motorized systems. It is compatible with 500 smart devices from 25 major brands, as well as Leroy Merlin's exclusive own brands.



## Connecting customers with qualified professionals

We connect our customers **with a network of trusted professionals to support them throughout their projects.** By integrating both products and professional installation, we ensure a seamless experience and a final result that meets their highest expectations.



# Our climate strategy

We have aligned our ambitions with the **Paris Agreement** on climate change, which aims to **limit global warming**. Accordingly, we are committed to achieving carbon neutrality across all our operations by 2050, with an interim target of a 50% reduction in our carbon footprint by 2035.

**Our climate strategy is built on a dual commitment: acting responsibly to reduce our own emissions, and driving transformation in the housing sector to prevent emissions on a large scale.**

**Our activities are now structured around 4 key areas:**

## Reducing our operational emissions:

**We are lowering our direct emissions** by improving the energy efficiency of our buildings (through energy-saving measures and insulation) and by accelerating the transition to renewable energy, which now accounts for 73% of our energy mix.

# 1.

## Decarbonising our supply chain:

**We are optimising the environmental impact** of our logistics by increasing truck load factors and accelerating the transition to electric transport, while developing reverse logistics to enable a circular approach to supply chain management.

# 2.

## Developing a range of lower-carbon products:

In partnership with our suppliers, **we are reducing the carbon footprint of our products throughout their entire life cycle**. We are also extending product lifespan by promoting reparability and offering second-hand solutions.

# 3.

## Supporting inhabitants' usage:

**We are working to reduce home carbon emissions** by offering energy-efficient renovation solutions. These help minimize the environmental impact of our living spaces, while enhancing everyday comfort.

# 4.





# Key partnerships



## With the Solar Impulse Foundation

Since 2020, ADEO has partnered with the Solar Impulse Foundation to **integrate sustainable home improvement solutions, identify disruptive innovations and foster a culture of sustainability across its ecosystem.** This partnership is driven by a shared commitment to making efficient and cost-effective solutions accessible, ultimately creating a world that respects the quality of life of every inhabitant.



## With

## Valiuz

ADEO Retail Media joined forces with Valiuz in 2025 to **create a leading European player in retail media. Together, we offer innovative omnichannel advertising solutions,** from in-store activation to value-driven sales optimization via our on-site and off-site placements.



## With

## Google

ADEO is leveraging **Google Cloud to accelerate its transformation into a global technology platform.** Data, cloud and AI (including Gemini) are being deployed at scale to empower teams and enhance the customer experience.



# Supportive and united teams

Solidarity is one of our core values and is reflected in all our companies.

Wherever we operate, our employees take local action to help vulnerable people.

**fondation**  
LEROY MERLIN

**1525**

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

Long-standing partner  
of **Bricos du Cœur** :  
**over 200 projects**  
carried out by  
ADEO employees in



**10**  
countries

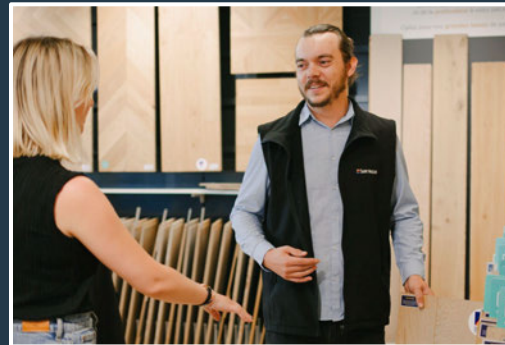
Over  
**1500**

employees and their  
families have received  
support from the  
**ADEO Solidarity  
Fund** since 2020.



The equivalent of  
**35M€**

dedicated to the  
protection, reception,  
accommodation  
and refurbishment of  
buildings for **Ukrainian  
refugees**.



# CONTACT

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