

20 years of



20 years of products,
20 years of commitment
to *Inhabitants.*

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adeo

Foreword

For the past 20 years, ADEO has been designing its private labels - **The Marques Des Habitants (MDH)**, to provide useful and affordable home improvement solutions for everyone.

With more than **61,000 products marketed under 15 brands**, they cover every aspect of home living and helping millions of customers bring their projects to life each year.

Developed in close collaboration with industrial partners, local teams around the world, and inhabitants themselves, **the MDHs embody ADEO's unique model: the ability to adapt its own brands while offering a portfolio that is 80% locally adapted, ensuring solutions that precisely meet the needs of each market.**



Twenty years ago, we launched ADEO's private labels with a clear ambition: to design useful, affordable, and durable products that empower inhabitants and bring their projects to life. Since then, our teams have worked hand in hand with colleagues around the world, customers, and partners to develop solutions that make a tangible difference in people's daily lives, while addressing the major challenges of our time.

At ADEO, we believe that every product must effectively meet the needs and expectations of both inhabitants and housing professionals, without ever compromising on accessibility.

We make home a positive place to live.

This conviction guides our every decision. It drives us to continuously evolve leveraging field expertise, data, and artificial intelligence to better understand user needs, anticipate expectations, and enhance the relevance of our offerings.



MDH at a Glance

15
private labels
dedicated to
inhabitants

61,000
products
marketed

8 billion€
in revenue
generated

35
countries where
products are sold
through our retail
stores or local
distributors

51%
of purchases
made in
Europe

1,000
employees
working
on MDH activities
every day

94%
of products
rated **A, B, or C**
by the Home Index*
*more information on page 8

91%
customer satisfaction
rate for products rated
4 stars and above
★★★★☆



Carlos Malo Cantarino
Chief Offer & Industry Officer ADEO

15 BRANDS SERVING Inhabitants



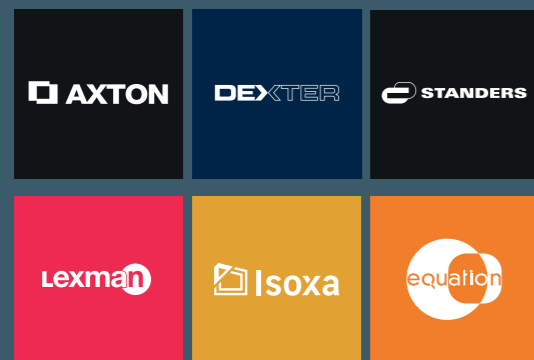
The 15 brands cover all home improvement and living needs and are distributed through Leroy Merlin, Weldom, St Maclou and Bricocenter stores across three continents, including Brazil, Cyprus, Greece, France, Italy, Portugal, Poland, Romania, South Africa, Spain and Ukraine.



To further expand international accessibility, these brands are also available outside the Group's traditional retail network. By partnering with external distributors, they leverage tailored models designed to meet the unique dynamics of each local market.

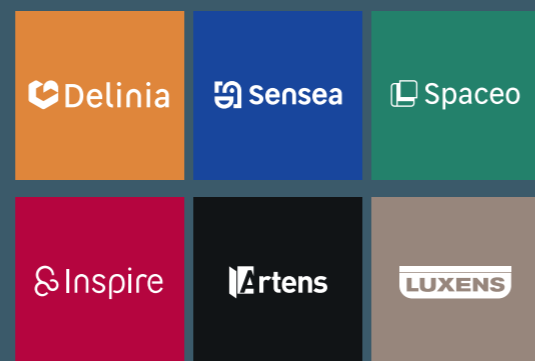
Construction, Renovation and Technical Performance

Products designed to build, renovate, secure, and equip the home: tools, hardware, doors and windows, electrical equipment, heating, and ventilation solutions.



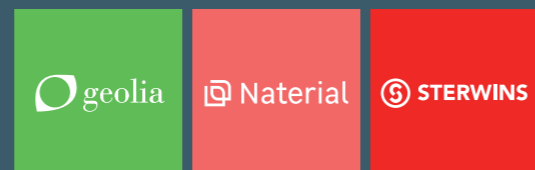
Interior Design, Decoration and Organization

Solutions for kitchens, bathrooms, storage, decoration, and surface coverings.



Outdoor Design, Landscaping, Gardening and Powered Equipment

Products designed to maintain, enhance, and enjoy outdoor spaces.



Key MILESTONES

1988



THE FIRST STEPS

For the first time, Leroy Merlin introduced its very first private-label products: the **STERLING** lawnmower (which became STERWINS in 2004) and the **EQUATION** radiator. This marked the beginning of an offering designed to be useful, affordable, and tailored to everyday



2005 à 2006

LAUNCH OF THE MDH BRANDS

The brands were structured and rolled out on a large scale with the registration of the 12 flagship brands: **STANDERS, DEXTER, LEXMAN, SENSEA, INSPIRE, LUXENS, SPACEO, DELINIA, AXTON, GEOLIA, NATERIAL, AND ARTENS.**

These years marked the creation of a consistent international portfolio driven by a product development model centered on cost optimization, uncompromising quality, and user needs.

2015 à 2020



PRODUCT DESIGN INTEGRATION

The integration of dedicated product design teams at ADEO significantly strengthened the innovation capabilities of the MDH brands, driving the development of more modular, connected, and user-centric solutions. Key innovations include the **SPACEO Hub System**, a tool-free modular storage solution; **LEXMAN connected** bulbs seamlessly integrated into the Enki smart home ecosystem; and the **JAWS power strip**, which received an award at the Observateur du Design competition.



Since 2020

ECO-DESIGN AND HOME INDEX

ADEO has deeply embedded environmental and social considerations into its product design, notably through the launch of the **Home Index*** and the expansion of circular solutions incorporating recycled materials.

*more information on page 8

20 years of MDH video

here

From Idea to Product Design: a *5-step* Process



1

Understanding real-life uses and defining the ambition

Before any product design begins, teams analyze real-life uses, unmet customer needs, and global markets benchmarks to ensure that every new product delivers genuine added value.

2



Designing right from the start

Products are developed according to a dual-standard approach in collaboration with stringently selected industrial partners: by first defining the essential functionalities, then by optimizing the technical specifications (materials, packaging, transportation), we guarantee robust, competitive solutions that comply with the highest standards.



3

Testing in real-world conditions

Before reaching the market, every product undergoes a rigorous validation process: laboratory testing to ensure safety, prototype assessments to verify industrial compliance, and real-life testing by volunteer inhabitants. These three essential checkpoints guarantee that the product delivers on its quality promise.

4



Managing quality in real time

Our commitment continues long after a product goes on sale. Through early detection tools and continuous analysis of customer feedback, teams can respond immediately to any sign of a defect, creating a continuous improvement loop that benefits both current and future product ranges.



5

Extending product lifespan

The responsibility of MDH extends far beyond the point of sale. From the design stage onward, a "repairability and durability score" is calculated for each product. Available spare parts, maintenance guidance, and repair support are all part of a concrete commitment to reducing environmental impact and ensuring long-lasting value for customers.

BEHIND THE SCENES OF THE *Quality* LABORATORIES



These laboratories are genuine product development tools. They enable our engineers to conduct tests independently, without relying on external laboratories, throughout the entire product lifecycle.



Chemical and Hydraulic Testing

Assessment of the durability, watertightness, and performance of technical equipment.



Electronics Laboratories

Supporting the development and validation of connected products.



Design Lab and Proto Lab

Exploration of materials and finishes, as well as rapid prototyping from the earliest stages of product development.



Photo and Packaging Laboratories

Creation of educational content to enhance the customer experience and testing of packaging robustness, while integrating environmental requirements.



Performance Lab

Simulation of intensive usage conditions to identify improvement opportunities and ensure long-term product durability.

These laboratories do not replace external certification bodies. Instead, they serve as a key lever for improving product reliability, optimizing performance, and driving continuous improvement from the earliest stages of design.

Our objective is simple: to ensure that every product is tested under conditions that closely reflect real-world use before it reaches inhabitants. This means anticipating usage patterns, everyday constraints, and performance requirements from the very beginning of the design process.

Gislain Ménard,
ADEO Quality Director



MEASURING AND DRIVING CONTINUOUS *Improvement*

Our product design is rooted in a structured, **holistic approach** built around **eight pillars** that span the entire **product lifecycle**, from raw materials to end-of-use. Combining both regulatory requirements and voluntary commitments, **these pillars encompass material selection, logistics and transportation impact, environmental compliance, repairability, and recyclability.**

This approach engages our entire ecosystem, including suppliers and **partners-to drive measurable improvements in both the environmental and social performance of products.**

In practical terms, **this translates into solutions that help inhabitants improve the efficiency and sustainability of their homes**, particularly in areas such as insulation, windows and doors, heating air conditioning, and energy generation.



Home Index

To evaluate these impacts, **ADEO introduced the Home Index**, a rating system that **assesses each product from A to E across 30 environmental and social criteria covering its entire lifecycle.**

Tailored to each product category, this indicator enables consumers to confidently compare products and make informed, responsible purchasing decisions.



Home Index makes the invisible visible. Through total transparency, we empower inhabitants to choose a product not only for the need it fulfills, but also for the impact it carries. This tool also drives our teams and suppliers to raise their standards and push for constant improvement.

Clara Lorinquer,
Chief Sustainability Officer



ARTENS Malte Laminate Flooring: Continuous Improvement Serving Both Performance and Affordability

The **ARTENS Malte** laminate flooring illustrates ADEO's ability to continuously elevate its products while enhancing accessibility. **Manufactured just 35 km from Lille, France, this local and international bestseller is now distributed across 290 stores worldwide.**

Its evolution is the result of extensive industrial optimization.

Originally designed with a 12 mm thickness, it has been streamlined to a **10 mm version, while maintaining the exact same level of quality, durability, and perceived robustness.**



By reducing the volume of raw materials required without compromising performance, this innovation achieved a **10% reduction in manufacturing-related CO₂ emissions.** It also successfully boosted the product's **Home Index rating from B to A.**



The flooring also features **24-hour water resistance**, making it well suited to everyday household use.



Beyond the product itself, **this approach reflects a broader range development strategy.**



The Malte design **has been deployed across multiple product categories, including laminate flooring, ceramic tiles, and PVC planks**, enabling the Group to scale production volumes and optimize costs.

This cross-category strategy allows ADEO to offer perfectly coordinated design solutions tailored to different applications, while ensuring prices remain highly affordable for inhabitants.



INSPIRE Cadix Ceiling Fan with Integrated Lighting

The Cadix ceiling fan combines aesthetics and technology through its retractable blades and dual integrated lighting system. **Compatible with the ENKI smart home application, it offers intuitive control, personalized scheduling, and real-time energy monitoring.**

The Cadix ceiling fan was honored with the prestigious iF Design Award in the Building Technology category.



LUXENS White Paint Range

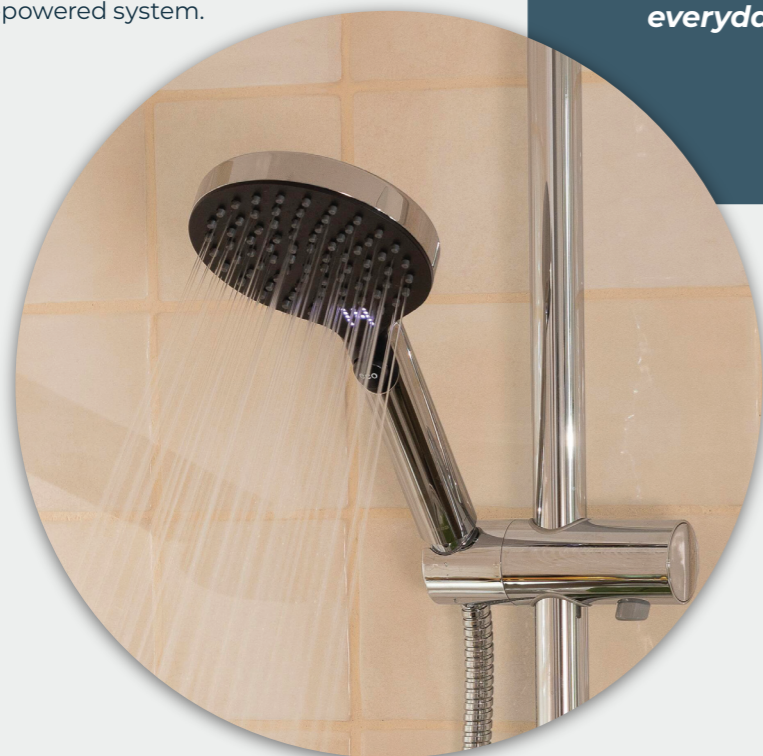
LUXENS has upgraded its white paint range with a more environmentally responsible formulation for its best-selling category. **By replacing part of the petroleum-based components with bio-based alternatives, the brand reduces the carbon footprint of its products by up to 25% while helping to preserve indoor air quality.**

LUXENS was voted Best Paint Brand of the Year 2026, for the third consecutive year.



SENSEA EcoSoft Shower Head with Water Consumption Indicator

Equipped with a display screen that shows real-time water consumption, **the EcoSoft shower head helps users track their water usage and adopt more sustainable daily habits.** Effortless to install, it operates entirely without batteries or electricity, powered by an ingenious hydraulic dynamo-powered system.



With the Sensea EcoSoft shower head, we make a daily action visible: water consumption. Easy to install and requiring no electricity, it helps everyone adopt more water-efficient habits. This project embodies what I enjoy most about my job: demonstrating that innovation does not have to be complex-it can transform everyday actions.

Clément Ollivier,
Category Leader, SENSEA

PRODUCT Innovations

Designing the sodium-battery screwdriver meant meeting the challenge of combining performance with reduced environmental footprint. Today, we offer inhabitants an innovative, reliable, and efficient tool that embeds a new generation of battery technology.

Amandine Dourlou,
Project Manager, DEXTER



DEXTER Sodium-Battery Screwdriver

Its sodium-based battery, made from naturally abundant resources, features **ultra-fast charging capabilities.** Thanks to this more sustainable technology, the innovation **was awarded the prestigious Solar Impulse Efficient Solution Label.**

That Make a Difference



MATERIAL Bioclimatic Pergolas

Equipped with adjustable louvers, MATERIAL bioclimatic pergolas adapt to changing weather conditions to deliver personalized outdoor comfort. **This innovation offers protection from both sun and rain while promoting natural ventilation.** Combining design and functionality, these pergolas enhance outdoor living and well-being.



DELINIA ReAdapt Kitchen Fronts

ReAdapt kitchen fronts allow homeowners to renovate their kitchen easily without replacing existing cabinets. **Compatible with a wide range of existing kitchen configurations, regardless of the original kitchen brand,** they provide a quick and effective solution to modernize a kitchen's appearance while reducing renovation work, costs, and environmental impact.

ÉQUATION EquaSofter Compact+ Water Softener

Featuring a patented hydraulic system, the EquaSofter Compact+ operates without electricity. Its intelligent technology adapts the regeneration cycle to actual household consumption in just 15 minutes. **This highly efficient system enables users to consume up to three times less water and salt than a conventional water softener.**



Inside ADEO's *Circular* Production Model with FINSA



For over 25 years, **ADEO has partnered with FINSA, a century-old Spanish family-owned company specializing in recycled wood panels.**

Building on this long-standing collaboration, ADEO and FINSA have delivered a major industrial milestone with **the establishment of a 37,000 m² production facility in Teruel, Spain,** dedicated to manufacturing components for Delinia and Spaceo kitchen and storage furniture.

The project is based on **a circular industrial model that relies primarily on recycled wood sourced from local supply chains.** By giving existing materials a second life and minimizing the reliance on virgin resources, this initiative advances a more responsible production model rooted in resource optimization.

Furthermore, this project addresses **a critical challenge for ADEO:** securing its supply chain in a market shaped by pressure on raw materials and rising demand for home furniture products.

This project with FINSA reflects our ambition to push the boundaries of product design by embedding circularity into the very earliest stages of development. Rooted in a long-term partnership, it enables us to co-develop sustainable industrial solutions that truly meet the needs of inhabitants.

Jean-François Altet,
Market Senior Director

Accessible DESIGN

Design is a strategic driver in the development of ADEO private labels. Alongside functionality, affordability, and quality, it shapes the distinctive identity of ADEO's retail banners. Our objective extends far beyond aesthetics. **It is about making design easy to understand and accessible, with products created to complement one another and help customers build harmonious living spaces that are within reach of as many people as possible.**

Since 2002, ADEO has cultivated **a design philosophy rooted in the analysis of international trends and customer expectations.** In 2017, this approach expanded globally with the introduction of cross-brand design styles shared across multiple companies within the Group.

A dedicated team of product designers, stylists, and color experts develops strategic tools and guidelines. This ensures seamless consistency across product lines, perfect coordination within every room of the home, and an uncompromised omnichannel experience-both in-store and online.

Each year, design is reinvented to tell a compelling new story, refresh collections, and inspire inhabitants.



A new Chapter

From Data to Usage: Practical Applications of Artificial Intelligence

Artificial intelligence has become a key lever for better understanding how people live in their homes and for anticipating their evolving needs. **In response to the technological disruption brought by AI, ADEO is integrating it in a practical way across every stage of the product lifecycle.**

AI enables the automated analysis of customer reviews to identify both strengths and pain points, while also helping optimize the publication and performance of web and digital content. Furthermore, it streamlines product range reviews based on real-time sales performance and ensures products are correctly positioned on marketplaces, within the right categories, maximizing both visibility and relevance.

Looking ahead, AI will become an essential tool for forecasting shifts in consumer behavior, guiding product development, and enhancing the personalization of the customer experience.

In a context where lifestyles, needs, and expectations are evolving rapidly, ADEO sees AI not only as a driver **of operational efficiency but also as a catalyst for innovation** - helping create products that are more practical, more accessible, and better aligned with the real-world needs of inhabitants.



For the past 20 years, ADEO's own private labels have embodied a simple conviction: **products are a powerful lever for making home improvement and living more accessible.**

Today, this ambition is accelerating. By leveraging its industrial expertise, co-design approach with partners and inhabitants, as well as data and artificial intelligence, **ADEO develops reliable, high-performing, and responsibly designed solutions to support the housing and home improvement projects of today and tomorrow.**

We make home a positive place to live.



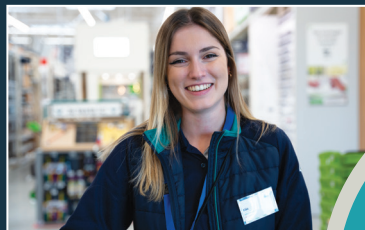
About ADEO

ADEO brings together an ecosystem of companies (Leroy Merlin, Weldom, Kbane, St Maclou, Bricocenter, and “M” retail for professionals) 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 VAT in 2025.**

Thanks to its network of 1,300 point 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 offer 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**

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