PRESS RELEASE

Lille, September 10, 2026

ADEO RENEWS ITS INTERNATIONAL FREE SHARE ALLOCATION SCHEME "*ALL ADEO*"

After a first plan in 2025 which was highly successful with employees, ADEO is announcing a second free-share allocation as part of its "*ALL ADEO*" scheme, made possible by the Group's economic performance in 2025.

In September 2025, with the support of its family shareholder, the Association Familiale Mulliez (AFM), ADEO launched *ALL ADEO*. This unique scheme allows all its employees worldwide to benefit, when the Group's economic performance permits, from a free allocation of shares, of an equivalent amount for all, regardless of the country, job, or hierarchical level.

Beyond the initiative itself, this first plan fostered pride, trust, and deep emotion among the teams. It went hand-in-hand with a broader momentum within the ADEO Group: putting culture back at the very core of the company's mission.

In September 2026, the Group is renewing this commitment with a new allocation for its **115,000 employees** across **12 countries**. Building on the Group's performance in 2025, this initiative is a tangible reflection of a core ADEO conviction: the value created collectively must be shared with those who build it every day.

The shares are allocated to **all employees with 3 months of seniority** and **can be definitively acquired after three years of presence.** At the end of this vesting period, employees will have the option to invest in the VALADEO employee shareholding fund, with **an ADEO contribution of 20%.**

« Through ALL ADEO, we have chosen to share the value we create with all our employees worldwide. The first plan demonstrated our teams' strong engagement with this initiative. This second allocation anchors our commitment for the long term, helping employees grow their personal wealth. In addition to the profit-sharing schemes already in place, ALL ADEO embodies a powerful belief: performance is collective, and the value we generate must reward the people who build it. »

Thomas Bouret, CEO of ADEO

A sharing model that is part of the ADEO culture

Employee shareholding is at the heart of the ADEO model. Today, **employees hold a 12% stake in the Group**, reflecting the deep commitment to ensuring the teams share in long-term value creation.

This dynamic of sharing is part of ADEO's broader corporate culture. It is embodied daily through **five values that shape how teams work and build together**: respect, team spirit, trust, performance, and simplicity.

With ALL ADEO, the company anchors a business model based on collective action and sharing, where value creation becomes a driver of progress for everyone.

About ADEO:

ADEO brings together an ecosystem of companies (Leroy Merlin, Weldom, Kbane, St Maclou, Bricocenter, and the "M" pro brands) serving home improvement. ADEO is the leader in Europe and the 3rd global player in the home improvement and DIY market, with a business volume of €32.7 billion (including tax) in 2025.

Thanks to its network of 1,300 stores, marketplaces, and partners, ADEO distributes its solutions for a positive home on 4 continents and is the only player in its market to have such an international presence.

Every day, the 115,000 employees of our companies offer products and solutions in-store or online to support the projects of inhabitants and professionals. Living in a healthy, economical, and comfortable environment is essential to the well-being of people around the world, throughout their lives.

Home is above all a local issue, which is why each ADEO Company is responsible for its social, economic, and environmental choices in each country, respecting local cultures, and with the power of our common assets.

WE MAKE HOME A POSITIVE PLACE TO LIVE.
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