

# Celebrating 50 years of shared adventures

DECATHLON 50 years

1980

1990

**1976** DECATHLON's first store opens in Englos, France

**1981** DECATHLON integrates its own logistics and opens a warehouse in Villeneuve-d'Ascq, France

**1986** DECATHLON production is born. The first international store opens in Dortmund, Germany

**1987** Share ownership opens to teammates

**1989** The first international production office opens in Thailand

**1996** Seven iconic brands take shape and progressively relocate closer to their sporting communities

**1997** Launch of the Research & Development department dedicated to studying the movements of the human body

2000

2010

2020

2026

**2005**

The DECATHLON Foundation is created to develop projects with social impact

**2016**

Launch of the Adapted Sports Offer to make sport accessible to people with disabilities

**2024**

DECATHLON unveils its new brand identity and streamlines its portfolio to 13 brands

Launch of DECATHLON PULSE, a fully-owned subsidiary dedicated to building new long-term growth engines

Official partner of the Paris 2024 Olympic & Paralympic Games

**2026**

DECATHLON becomes the sole owner of the DECATHLON CMA CGM cycling team

Official Uniform Supplier of the International Paralympic Committee at the Milano Cortina 2026 Paralympic Winter Games

DECATHLON celebrates 50 years of shared adventures

# A shared adventure that began in 1976




**DECATHLON's story began in 1976 in Englos, near Lille, in the north of France. What started as a bold idea quickly became the foundation of a shared adventure that would extend far beyond borders.**

## A company built by sportspeople, for sportspeople

In 1976, Michel Leclercq, joined by six teammates, imagined a new kind of sports store: a space bringing together equipment for multiple sports under one roof, designed to be **accessible, practical and affordable to all.**

They were, enthusiastic, deeply passionate about sport and, for most of them, new in large-scale retail. What they lacked in experience, they made up for with energy, curiosity and a strong belief that sport should be accessible to everyone.

Sport was their common language. Each had their own discipline: from equestrian sports and field hockey to football, windsurfing, tennis, sailing and skiing, but all shared the same mindset: learning by doing, moving together and staying close to real-life practice. **Sport was not just something they talked about; it was something they lived.** So much so that, in the very early days, the store opened only in the afternoons, while mornings were spent practising sport together. These shared moments shaped the DECATHLON spirit: a team bonded by practice, trust and enjoyment, a passion which would become the foundation of a unique corporate culture.

DECATHLON 50 years

## From retailer to integrated sports brand

In its early years, DECATHLON faced a challenge. When major manufacturers refused to supply certain products, the brand chose to have bicycles manufactured with local partners under DECATHLON's brand. This choice laid the foundations of a model that would define DECATHLON's identity: **becoming both a retailer and a designer of sports equipment.**

**In 1986, this ambition took concrete form with the launch of DECATHLON Production**

Over time, DECATHLON became the core brand, designed for all sportspeople, bringing together 70 sports. Around this core, specialist sport-universe brands support everyday practice across key categories (Tribord, Quechua, Domyos, Btwin, Kuikma, Inesis, Kipsta, Rockrider and Caperlan) while expert brands such as Simond, Van Rysel, Kiprun and Solognac focus on high-level performance and technical excellence. Together, they form a coherent ecosystem, supporting every sporting journey, from first try to committed practice.

## Extending the impact of sport into everyday life

As sedentary lifestyles increase worldwide, with 1 in 3 adults and 81% of adolescents not meeting recommended physical activity levels (source : WHO), DECATHLON's role has evolved to **promote movement beyond sport practice, in everyday life.**

Movement includes walking more, cycling to work, stretching at home, playing with children, discovering a new activity, or simply building healthier daily habits. By designing accessible products, services and experiences, DECATHLON aims to remove financial, practical and cultural barriers that prevent people from being active. Through free initiation sessions organised by DECATHLON stores, local community events and accessible digital coaching, people are encouraged to take the first step.

Beyond its own ecosystem, DECATHLON actively contributes to the international dialogue on sport and active lifestyles. Through engagement within the WFSGI and commitment to the European Mobility Transition Pathway Pledge, the company supports institutional frameworks that promote active mobility and healthier environments at scale.

More than a shift in offer, this evolution reflects a broader ambition: moving from enabling sport to enabling movement and more active lives for all.active lives, for all.




***In focus:*** *In its early days, the store was named "DECATHLON, the sports place", but as many customers mistook it for a gym, the name was changed to "DECATHLON, the superstore for all sportspeople".*



# 50 years of innovations that change the way people move

DECATHLON 50 years

# Innovation is in DECATHLON's DNA since day one. Born from a passion for sports practice, our approach has always been guided by one objective: making movement easier, more intuitive and more enjoyable for everyone, in every context. For DECATHLON, innovation is about removing barriers, so that more people can discover, experience and sustain an active lifestyle.




## Innovation rooted in real practice

Since its creation, DECATHLON has filed **743 patent families**, a testament to a continuous effort driven by observation, rigorous testing, and close collaboration with users in real-life conditions.

Behind the scenes, some **1,700 teammates** are dedicated to product and services development, working every day to help people play, progress, and simplify their daily sporting lives. Within **18 design hubs** in the world, our engineers, scientists, designers and athletes collaborate across 80 sports. Supported by 35 industrial processes, from textiles and metals to electronics and optics, they transform sporting needs into accessible solutions.

## Innovations that became everyday companions

Some innovations go beyond technical progress. They become part of everyday life, shaping how people experience sport and movement.

- The **2 Seconds Tent**, which celebrated its 20th anniversary in 2025, transformed outdoor adventure by removing complexity. Since its launch, more than 500 different models have been developed, reflecting constant innovation while making nature more accessible and spontaneous, opening the door to shared moments, freedom and simplicity.
- The **Easybreath mask** redefined the underwater experience over 10 years ago. Today, it allows millions of people to enhance their exploration, bringing more freedom, safety, and discovery to aquatic sports.

DECATHLON 50 years



At DECATHLON, innovation aims to include, empower and make movement possible for everyone. It is about making the improbable accessible, regardless of age or ability. Ten years ago, following a customer's experience in Italy, DECATHLON launched the **Adapted Sports** offer. More than a product range, it represents an inclusive approach, from adapted apparel to handisport wheelchairs, enabling people with disabilities to discover, practice and enjoy sport on their own terms.

Together, these innovations connect people to nature, intensify memories of shared adventures and make sport a source of joy. By **combining usefulness, inclusivity and affordability**, DECATHLON innovations naturally integrate into everyday life.

## Looking ahead: Advanced Innovation

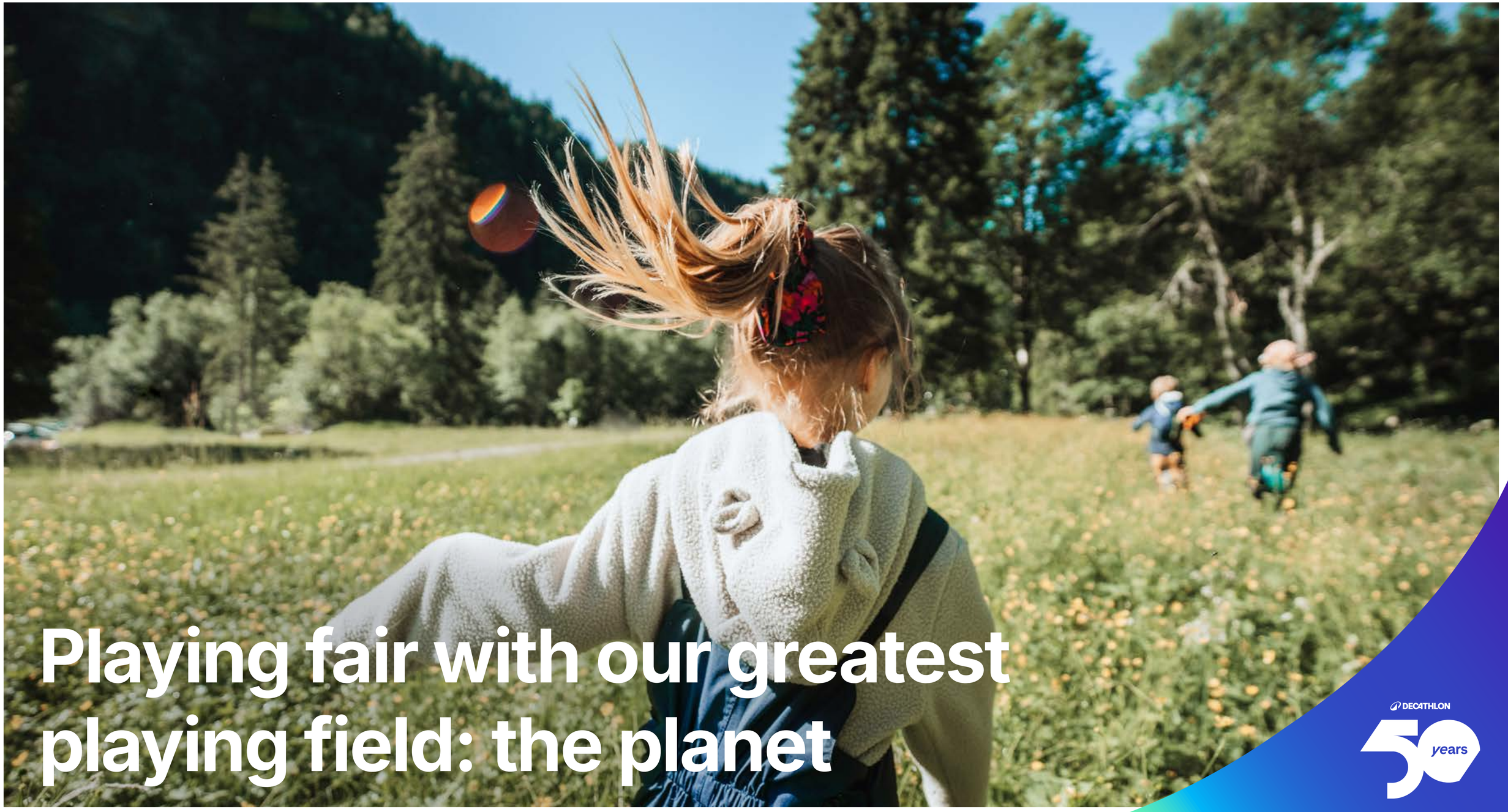
To keep exploring what sport can become, DECATHLON also looks further ahead through its **Advanced Innovation** team. This multidisciplinary group combines foresight, science and design to imagine **how movement and human performance may evolve over the next 10 to 20 years**.

Some of this work extends far beyond traditional sports contexts.

**EuroSuit**, a next-generation space suit prototype developed with CNES, SPARTAN SPACE and MEDES, will be tested aboard the International Space Station in May 2026. Through this project, DECATHLON demonstrates that the same expertise used to make sport more accessible on Earth can also support human performance in the most demanding environments.

***In focus:*** *The finalised "Easybreath" mask was the result of seven years of studying and designing ideas, and 30 prototypes. In 2020, DECATHLON withdrew approximately 30,000 masks from sale in France to donate them to healthcare workers who adapted them as oxygen masks for use in the fight against Covid-19*

DECATHLON 50 years



# Playing fair with our greatest playing field: the planet

**For 50 years, DECATHLON has grown alongside the places where sport is practiced. Mountains, oceans, parks, courts and streets are not just settings for activity, they are the playgrounds where shared adventures come to life. This awareness has shaped the way DECATHLON designs, innovates and operates, with the ambition to transform our model and reduce our environmental footprint.**



## A long-term commitment, lived from the start

From the beginning, DECATHLON's relationship with sport has been grounded in reality;  practicing outdoors, sharing spaces, and spending time in the environments that make movement possible. This close connection to the playgrounds of sport naturally carried a sense of responsibility.

This responsibility is expressed through measurable commitments: In 2025,

**54%**

**of our revenue comes from products developed through an eco-design approach**

This reflects a determination to progressively transform the offer. Over time, what began as common-sense decisions has evolved into a structured, science-based approach. Today, the Product Environmental Footprint (PEF) methodology is used to measure and reduce the environmental impact of DECATHLON products across their lifecycle. This means acting at the very source of impact, making more responsible choices in materials and production processes.

DECATHLON 50 years







# Keeping equipment in motion

As DECATHLON's products are designed to be used by as many people as possible, their life is not meant stop after first use. This belief has translated into concrete solutions:

- **Repair**: Across the world, **1,746 in-store workshops** and **3,841 trained technicians** help maintain and repair equipment every day, extending product lifespan and keeping sport in motion.
- **Buy-back**: Since 2018, customers can sell their used sporting goods back to DECATHLON. By 2025, the program covered more than 150 product types, allowing equipment to be collected, checked and brought back into circulation.
- **Rental** : To adapt to real-life needs, DECATHLON offers rental solutions in seven markets, including subscription-based bike rentals for children aged 2 to 12, with an average price of around €13 per month and no long-term commitment. A simple, flexible alternative designed to adapt to real life.

Gradually, second life products, repairs and rentals have become part of everyday practice. Today, circular activities represent **2.64% of global sales**. In 2024 alone, online Second Life services were available in **12 markets**,

giving more than ***39,000 products*** a new life

***In focus:*** *To reduce its footprint, DECATHLON designed KIPX, the world's first running shoe assembled without glue. This innovation reduces the $CO_2$ impact of the manufacturing process by 26% compared to traditional assembly methods. At the same time, laboratory tests have demonstrated a 50% increase in overall durability compared to reference KIPRUN models, with improved sole abrasion resistance and longer-lasting cushioning.*



# People at the heart of the adventure

DECATHLON 50 years

**More than a sports brand, DECATHLON is a collective adventure shaped by people. Across roles, countries and cultures, teammates share a passion for sport. Today, this human energy brings together 102,913 teammates, working across 1,902 stores, warehouses and services worldwide, all contributing to the same shared journey.**




## One Team, One shared culture

Because every teammate's contribution helps shape our future, they are encouraged to take initiative, learn by doing and grow through responsibility.

This shared culture allows DECATHLON to remain deeply local while having a global reach. Teams act close to their communities, responding to local sports cultures and social realities, while being connected by **common values and a shared purpose**. This approach shapes how sport is designed and brought to life around the world.

Cricket, for example, is more than a sport in India, it is a cultural reference. That is why cricket bats sold by DECATHLON globally are designed and manufactured in India, close to the communities where the sport is played every day.

This human model is also reflected in **ownership**. Since 1987, teammates have been shareholders of the company, a rare approach that reinforces long-term commitment and shared responsibility. Today, 52,491 of them hold shares in the Group, illustrating a belief that growth should be built, and shared, together.

Investing in people also means creating pathways. With the launch of **DECATHLON University** in 2022, the company is developping work-study programs designed to respond to real market needs and open access to professional opportunities, including within DECATHLON. A concrete way to turn passion for sport into a career.




# Growing through partnerships

At DECATHLON, partnerships are built around a simple belief: sport progresses when it is designed with those who practice it and shared with as many people as possible.

For nearly 50 years, DECATHLON has worked alongside sportspeople at every level. Today, **more than 300 active partnerships with elite athletes, federations and sport organisations** contribute to product co-creation across disciplines, helping translate top-level expertise into solutions accessible to everyday players. In football, collaborations with athletes such as Antoine Griezmann, universally recognized as one of the most precise and technical players of his generation, illustrate this approach. Through its specialist label KIPSTA, DECATHLON designs equipment shaped by the demands of the highest level and made available to all who play the game.

The same philosophy guides DECATHLON's commitment to cycling. For almost five decades, the brand has supported cyclists from a child's first ride to elite competition. In 2026, this engagement enters a new phase with the **DECATHLON CMA CGM Cycling Team.** Now as team owner, DECATHLON accelerates its ambition: building a sustainable, high-performance project designed to compete at the very highest level of the sport, with the clear objective of ranking among the world's top teams.

Beyond everyday practice and elite sport, DECATHLON also puts its expertise at the service of major global moments. As Official Partner of the **Paris 2024 Olympic and Paralympic Games,** Decathlon contributed to the world's largest sporting event by equipping 45,000 volunteers. This commitment continues in 2026 as DECATHLON is the Official Uniform Supplier of the International Paralympic Committee for the **Milano Cortina 2026 Paralympic Winter Games**.

From local fields to global stages, these partnerships reflect the same ambition: supporting sport wherever it is lived, practiced and celebrated.

***In focus:*** *Convinced that passion for sport is best expressed on the field rather than on a résumé, DECATHLON teams in Montréal launched in 2025: the "Marathon of Interviews." : Recruiters met candidates while they were running, seeking not perfect CVs, but genuine sports enthusiasts able to share their passion.*

DECATHLON 50 years




# A global brand, rooted locally

DECATHLON 50 years

**DECATHLON's journey has grown beyond borders while remaining grounded in local realities. From its first steps outside France in the mid-1980s, the brand has expanded across continents and is now active in more than 80 markets across retail, production, logistics activities and franchise models.**




## Designing close to where sport is lived

DECATHLON's global scale is built on proximity. Products are designed, developed and sourced as close as possible to where sport is practiced, ensuring relevance and user centricity.

Today, DECATHLON **operates production and procurement centers in 27 territories** and regions worldwide. In China, 94.2% of the products sold are made locally while in India, around 68% of sales already come from locally-manufactured products. Our goal is to increase this localization strategy, bringing production closer to our consumers and deepening our regional engagement across some strategic markets.

This proximity-driven model supports diverse sports cultures from football in Europe to outdoor practices shaped by natural environments. From 1996 onwards, the same logic guided the development of iconic brands which progressively relocated closer to their sporting communities. Quechua led the way by establishing its design center in the Alps, close to the mountains where its products are used every day.

## Local presence, long-term commitment

Across markets and regions, global presence is deployed locally shaped by sports practices, social realities and sustained engagement on the ground.

DECATHLON 50 years







For more than 20 years, the **DECATHLON Foundation** has been a key expression of this territorial commitment. Working alongside non-profit organizations around the world, it supports programs that make the benefits of sport accessible to people in vulnerable situations. In each project, sport is the starting point : creating joy, strengthening wellbeing, developing skills and supporting social and professional integration. A long-term approach, rooted in local needs, with sport at its core.

Alongside this foundation-led action, DECATHLON also develops sport-specific initiatives embedded in local territories.

One example can be found in Iten, Kenya, internationally recognized as a cradle of distance running. There, the **42 House**, developed by KIPRUN, reflects a long-term commitment to elite sport rooted in place. More than a training center, it is a structured environment where young athletes combine sport, education and personal development. After completing their schooling, some follow a two-year transition pathway toward professional athletics, while others pursue training or professional opportunities with KIPRUN or DECATHLON.

Together, these approaches illustrate how DECATHLON’s global presence takes shape in practice: anchored in territories, built over time, and focused on creating opportunities through sport.

# KEY FIGURES*

**December 31st, 2025**

## ECONOMIC

**Gross Merchandise Volume (GMV) =** 20.7 billion euros.
**Net sales =** 16.8 billion euros.
**EBITDA =** 1.8 billion euros
**Net result =** 910 million euros.
**Digital sales share** (ecommerce, connected orders in stores, external marketplace) = 20.2%.
**Global presence =** 82 countries/regions.
**Number of stores =** 1,902
**Number of products sold =** 1.23 billion.

## PLANET

**Absolute carbon emissions =** -16% since 2021.
**% of electricity from renewable sources consumed =** 89.6%
**Number of second-hand products sold =** 1.58 million.
**Countries with a second-hand offering =** 43
**Number of repair workshops =** 1,746
**% of sales generated by products benefitting from an ecodesign approach =** 53.9%

## PEOPLE

**Number of Teammates =** 102,913
**Ratio women/men teammates =** 46.9% women - 53.1% men.
**% of employees happy to work at the service of Decathlon's project & purpose =** 90.2%
**Number of teammates having shares in the Group =** 52,491
**% of teammates having shares in the Group =** 51%.
**Number of new projects supported by the Decathlon Foundation =** 168
**Number of people benefiting from the projects supported by the Decathlon Foundation =** 112,102
Number of countries with new projects supported by the **Decathlon Foundation =** 26

*Non-financial figures are being audited and will be presented in DECATHLON's Non-Financial Reporting Declaration.
Management accounts audited as of December 31st, 2025

## About DECATHLON

A global multi-specialist sports brand catering for everyone from beginners to top athletes, Decathlon is an innovative manufacturer of sporting goods for all skill levels. With over 102,900 teammates and 1,902 stores worldwide, Decathlon and its teams have been working ever since 1976 to make the joys and benefits of sport truly accessible to all.

More information: decathlon-united.media

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DECATHLON

50 years

of shared adventures