

DECATHLON GROUP'S 2025 PERFORMANCE

DECATHLON DELIVERS SOLID GROWTH AND ACCELERATES ITS TRANSFORMATION

- **Strong performance delivered in a complex economic and geopolitical environment, demonstrating the resilience of DECATHLON's operating model.**
- **Gross Merchandise Volume (GMV) growth at +7.1% (local currency), reaching €20.7 billion.**
- **Sharp increase of EBITDA at €1.8 billion and net result reaching €910 million.**
- **Integrated design, production and distribution confirmed as a key competitive advantage, enabling best value for money at scale.**
- **A strong engagement from DECATHLON's teammates.**

Commenting on the Group's 2025 performance, **Javier López, CEO of DECATHLON** said: *"I am incredibly proud of our 103,000 teammates, whose dedication made 2025 a year of both strong growth and greater impact. As Decathlon celebrates its 50th anniversary in 2026 we are fully focused on our 2030 goal: to positively impact one billion people while acting to respect the planet, our shared playground."*

ECONOMIC

Decathlon Group delivered a robust performance in 2025, with Gross Merchandise Volume (GMV) rising +7.1% and net sales increasing +5.6% in local currencies. Adjusted for exchange rate fluctuations, global GMV reached €20.7 billion, while net sales grew +4.0% to €16.8 billion.

Profitability saw sharp gains: EBITDA surged +21% to €1.8 billion, and net income climbed +16% to reach €910 million.

This performance reflects the strength of DECATHLON's integrated model, combining design, production and distribution, and its ability to deliver high-quality products with the best value for money for customers worldwide.

The Group continued its international development, now with a footprint spanning over 80 countries and regions, and with a network of 1,902 stores worldwide. Across all channels, DECATHLON sold 1.23 billion products throughout the year, reflecting strong demand for accessible and innovative sports equipment.

2025 also marked a year of strategic momentum. DECATHLON strengthened its ecosystem through partnerships with internationally renowned athletes, reinforcing its connection with sports communities worldwide. The Group also accelerated its ambitions in key categories such as cycling, becoming the owner of the DECATHLON CMA CGM cycling team. Through DECATHLON PULSE, the Group reinforced its footprint in the circular economy and sustainable mobility sectors through its partnership with Munich-based e-bike refurbishment specialist Rebike Mobility, and its acquisition of a 65% share in Bikeleasing Group, one of the leading providers of sustainable bicycle mobility in German-speaking countries.

PLANET

Sustainability remains central to DECATHLON's strategy, with continued progress toward reducing its environmental impact while expanding access to sport.

In 2025, for the fourth consecutive year, DECATHLON decoupled business growth from its carbon footprint. Since 2021, absolute carbon emissions have decreased by 16%, confirming the trajectory of its long-term decarbonisation roadmap.

Decathlon has reached a defining milestone in its ecodesign approach: as of 2025, ecodesigned products accounted for 53.9% of total sales. This shift proves that sustainable innovation is no longer a niche initiative, but the primary engine driving Decathlon's global product strategy.

Circular business models also continued to expand. DECATHLON sold 1.6 million second-hand products during the year, with an offer now available in 43 markets. Extending product lifespan remains a key priority. The company now operates repair workshops in almost every single store worldwide (1,746), helping customers maintain and repair their equipment and contributing to a more circular sports economy.

At the same time, DECATHLON continued its transition toward renewable energy, with 89.4% of the electricity consumed coming from renewable sources. In addition, a major milestone was reached in 2025 through the cessation of on-site coal use among Tier 1 and Tier 2 suppliers.

PEOPLE

In 2025, DECATHLON's governance evolved to support the company's continued transformation. Julien Leclercq was appointed Chairman of the Board, while Javier López became Chief Executive Officer, leading the Group's strategic and operational development.

Looking ahead, DECATHLON aims to broaden access to physical activity and strengthen its positive impact on society. The company's ambition is to positively impact one billion people by 2030, reinforcing the role of physical activity and movement as a key contributor to wellbeing and adapting to evolving lifestyles and practices around the world.

Behind this ambition, a team of over 102,900 teammates contributes every day to bringing sport and physical activity closer to people around the world. Their engagement remains a key strength of the company: more than 90% say they are proud to work at DECATHLON, reflecting a strong culture of responsibility, collaboration and shared purpose.

Beyond its own teams, DECATHLON continues to expand its social impact through the Decathlon Foundation. In 2025, the Foundation supported 168 new projects across 26 countries, using sport as a powerful tool for inclusion, education and empowerment.

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 news: decathlon-united.media