

A photograph of a supermarket aisle. On the left, shelves are stocked with fresh produce, including apples in green crates and oranges. On the right, a shopping cart is visible, containing two blue plastic crates with the 'Collect&Go' logo, a brown paper bag, and some fresh produce like a pineapple. The background shows more aisles of the store.

Our policy on food loss and food waste

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1 CONTEXT AND PURPOSE OF THIS POLICY

At Colruyt Group, we want to limit the environmental impact of our products. This policy describes how we prevent and limit food loss and food waste at Colruyt Group.

Each year, 1.3 billion tonnes of food are lost worldwide, accounting for one third of total food production. All land, time, energy, raw materials and costs required to produce, transport, cool and/or prepare food are thus lost. This has a negative impact on climate, biodiversity and poverty.

We mainly want to sell food and look for the optimum between sales and food loss. In order to be able to sell (fresh) food, waste and food losses are inevitable. It is therefore unavoidable in our retail activities that products are not (timely) sold. We have every interest – also economically – in limiting this share.



We look for the optimum between sales and food loss

We want to valorise the unavoidable residual flow with the highest possible value according to the 'Moerman ladder', from most to least desirable destination: human consumption, animal consumption, processing into new products, production of (bio)energy and finally incineration as residual waste.

Avoiding food loss fits within our objective to use natural resources sparingly. By prioritising donations to Food Banks, we also create a positive social impact by making food more accessible to vulnerable target groups.

2 WHAT CHOICES DO WE MAKE?

1 We limit economic food loss in our own activities to a minimum.

Definition of economic (food) loss at Colruyt Group:

any food product that we purchased but cannot sell as intended, regardless of the destination of the food product.

In our retail activities, food is not only food but also a commercial product. Every sales item that, for any reason, is not sold represents an economic loss for the company, regardless of whether it is still consumed by humans or animals.

First and foremost, we aim to ensure that as little food as possible remains on our shelves. For example, through thoughtful stock management and optimal storage. We align the fresh assortment in our stores – and therefore our stock – with expected demand. This way, we do not provide too little, because we want to serve everyone, but also not too much, as products would otherwise approach their expiry date and become unsellable.



► Charcuterie products at Colruyt Lowest Prices: through thoughtful stock management, we ensure that as little as possible remains on the shelves.

2 We avoid that food on which we incur an economic loss is lost for human (or animal) consumption.

Definition of food loss:

any reduction in food available for human (and animal) consumption as a result of inefficiencies in the supply chain, from harvest up to and including consumption (e.g. due to poor logistics, lack of technology, insufficient craftsmanship, limited access to markets, etc.).

Food products that have become unsellable are often still perfectly consumable. They have already been produced, processed, transported and packaged using valuable raw materials and energy.

That is why we choose to reallocate these still consumable food losses to human (or animal) consumption. In doing so, we prevent food waste and reduce the associated negative impacts on the environment and society. The reduction of food waste is considered by scientists as one of the most meaningful contributions to combating climate change and biodiversity loss.

3 By prioritising donations to Food Banks, we also create a positive social impact by making food more accessible to vulnerable groups.

Reducing food loss and food waste is an application of circular economy principles and contributes to reducing the environmental impact of the products we sell. In addition, at Colruyt Group we commit to using our leverage for target groups in vulnerable situations.

We have therefore validated an objective regarding making balanced and sustainable food accessible. By donating unsellable but still perfectly consumable food products to Food Banks, we achieve both an environmental and a social objective. A win-win that aligns with our holistic view on making our product value chains more sustainable.



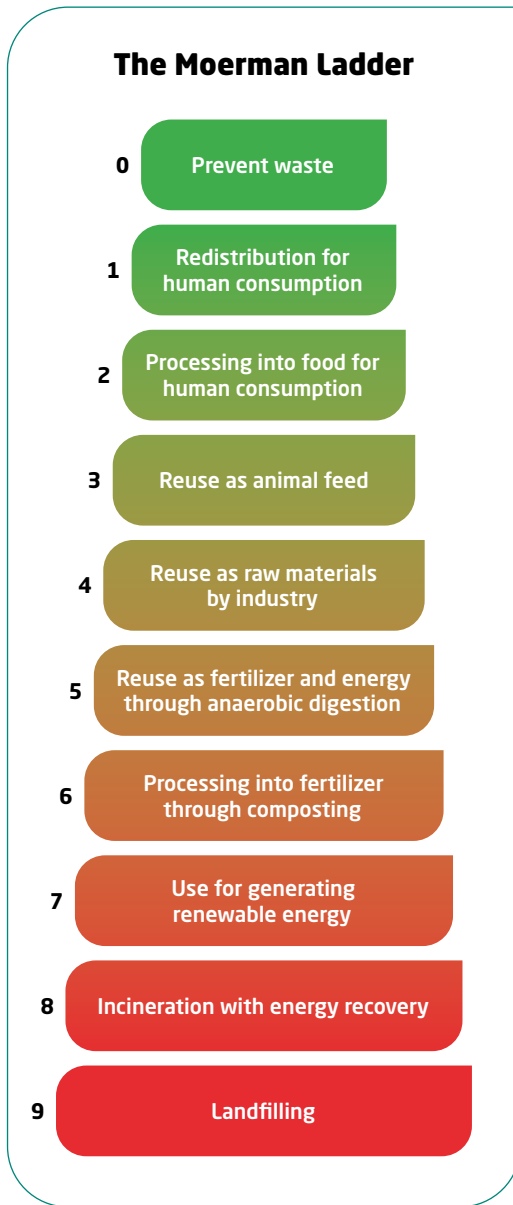
Colruyt Group donates more than 10,000 tonnes of food per year via local food organisations. This makes us the strongest and most structural partner in Belgium for the Belgian Federation of Food Banks, Foodsavers and the Red Cross. [Click here to read the press release.](#)



4 If food loss is no longer suitable for human or animal consumption, we want to valorise these residual flows as highly as possible according to the Moerman Ladder.

Definition of food waste: any food loss that ends up as waste (including composting, digestion, bio-energy production, incineration, landfill, etc.).

The Moerman Ladder is a model of a value retention cascade that shows how food/raw materials can be used in the highest possible value way. Preventing waste is the most desirable situation and, if that is not possible, processing into new raw materials for animal feed or high-quality materials. Recycling, composting or incineration of food are the least desirable options.



5 We also want to collaborate with suppliers, producers, consumers and governments to further reduce food loss across the entire chain.

Since the bulk of food loss occurs before and after our position in the chain, it is highly relevant to take action there as well. We want to help our customers waste less food through information on storage techniques, workshops, recipes, awareness around 'cooking with leftovers', etc.



➤ We inspire our customers to waste less food, for example by providing meal-prepping tips in our Colruyt leaflet.

3 WHAT ARE OUR CONCRETE OBJECTIVES?

We sell at least **97,4 %** of our fresh products annually.
Compared to base year 2023: 97.2%

By 2030, we allocate at least **50 %** of our unsold but still consumable products to human or animal consumption.
Compared to base year 2023: 44.7%

Both objectives apply to all sales points and distribution centres of Colruyt Lowest Prices, Okay and Bio-Planet in Belgium.

4 WHAT ARE WE GOING TO CHANGE?

The changes Colruyt Group focuses on to avoid, reduce and valorise food loss concern:

- optimising assortments and stock management;
- replenishment, logistics and transport that take shelf life into account;
- packaging in function of shelf life;
- actively searching for the best destination for food loss;
- adapted production processes;
- innovation and business development.



► The packaging of Boni chicory has micro-perforations, allowing the vegetable to remain fresh twice as long. Click on the image above to read our policy on smart packaging.

5 HOW DO WE IMPLEMENT THIS POLICY?

We have a long history of actions and projects. We will continue and expand these in future iterations of plan–do–check–act cycles. These focus on expansion, adjustments and optimisation of:

- **assortment tailored to each store and its customers;**
- **variables in forecasts for automated replenishment;**
- **optimal cold chain from supplier through distribution centres to stores;**
- **innovative storage technologies and packaging that extend shelf life;**
- **monitoring, management and destination of food products a few days before expiry date;**
- **collaboration with Food Banks;**
- **pilot projects to explore the potential of upgrading food residual flows into new products.**

6 HOW DO WE MONITOR THIS POLICY?

The policy was drawn up under the leadership of the **Business Lead** for food loss and food waste within Colruyt Group, **Jo Willemys, COO Food Retail**.

A steering group periodically monitors the objectives formulated in this policy and the associated indicators and targets. The Service Center Sustainability prepares the necessary reporting for this purpose. The involved project managers also report on the progress and effectiveness of the relevant changes and actions.

Each year, we go through the following process:

- We closely monitor our **material IROs** and perform at least a light annual update of the double materiality analysis, including for food loss and food waste. Any changes are integrated into our sustainability strategy.
- We evaluate **progress on our objectives** regarding food loss and food waste via the associated indicators and targets.
- Based on this, we determine what needs to be adjusted or added to the existing policy. If necessary, strategic choices are revised and additional **objectives and indicators** are formulated. These new objectives are validated by the Executive Committee. Finally, the related **roadmaps** are also adjusted.

7 WHAT IS THE SCOPE OF THIS POLICY?

Organisational scope

All Food activities (retail and production) of Colruyt Group and its own distribution centres are within the scope of this policy. Potentially, the upstream value chain, own operations and downstream value chain are all in scope.

Initially, we focus on all sales points and distribution centres of Colruyt Lowest Prices, Okay and Bio-Planet in Belgium.

Product scope

All food products are in scope, both short shelf-life and long shelf-life. We focus more on short shelf-life products because the greatest leverage to reduce food loss and waste lies there.

Colruyt Group means Colruyt Group NV, including all entities in which a majority stake is held. Moreover, the directors who represent Colruyt Group in participations also propagate the values of this policy, and strive to apply this Colruyt Group Policy there as well as possible.

8 WHO IS RESPONSIBLE FOR THE VALIDATION AND IMPLEMENTATION OF THIS POLICY?

Responsibility for the implementation of the food loss policy has been assigned to the **Business Lead** for food loss within Colruyt Group, **Jo Willemyns, COO Food Retail**.

The Business Lead takes ownership of the implementation of the policy, as well as the corresponding objectives, and determines the necessary changes and actions. It is the responsibility of the Service Center Sustainability, under the leadership of the **Corporate Sustainability Officer**, to provide the necessary reporting and thereby help safeguard the effectiveness of the policy implementation.

Ultimate responsibility for the implementation of the overarching sustainability policy of Colruyt Group lies with the **Executive Committee** of Colruyt Group under the leadership of the CEO.



Jo Willemyns
Business Lead Food Loss

9 HOW ARE STAKEHOLDERS INVOLVED AND INFORMED?

All stakeholders can consult the [website](#) for further information on our approach and concrete achievements. The Colruyt Group [annual report](#) also contains information on the policy, objectives and actions we take to make packaging more sustainable.

As a retailer, we take many initiatives to ensure that food products are not lost during production, transport or sale. And even once a product has been sold, we do not want it to end up unnecessarily in waste. By **raising awareness among customers**, we also contribute in that phase of the food chain. For example, with Too Good To Go labels and targeted communication campaigns. The 'look, smell and taste' label on our private label products is a reminder not to throw away food simply when the expiry date has passed.

We maintain a long-term relationship with **Food Banks** (and similar organisations) based on equality.

We also proactively collaborate with suppliers, knowledge institutions, sector federations, solution providers and interest groups to further shape and implement our policy.

As an important Belgian player, we aim to contribute constructively to the development, preparation and implementation of new legislation and are happy to act as a sounding board at every stage of the legislative process.



With this Too Good To Go label, we encourage our customers to use their senses before throwing away a product.

Annex

Materiële impacten, risico's en opportuniteiten (IRO's) waarop het beleid betrekking heeft

Our **material impacts, risks and opportunities** were determined based on a double materiality analysis carried out in spring 2024.

This exercise focuses on two dimensions: financial materiality and impact materiality. **Financial materiality** focuses on themes that directly affect the economic value and performance of Colruyt Group, such as risks and opportunities that may influence financial results. **Impact materiality**, on the other hand, looks at how the activities of Colruyt Group affect society, the environment and the economy.

By integrating both perspectives, we gain a **broader and deeper understanding of the relevant sustainability themes** that affect both the financial performance of Colruyt Group and the company's impact on society and the environment.

This helps us to:

- further integrate sustainability into **strategy and decision-making processes** and underpin sustainability objectives;
- mitigate **sustainability risks** and seize **opportunities** that may have financial consequences;
- provide a more complete picture to investors and other stakeholders by **reporting and communicating** on relevant sustainability themes. The materiality analysis forms the basis of sustainability reporting, as defined in the Corporate Sustainability Reporting Directive (CSRD).

For **food loss and food waste**, these are our material impacts, risks and opportunities:

- Impact of agricultural production on food loss in the value chain (overproduction, 'ugly fruits and vegetables', etc.).
- Impact of sourcing distance on transport, packaging and ultimately food loss.
- Impact of logistics and transport activities of food on food loss.
- Impact of portion sizes of food sold by Colruyt Group on food loss at consumer level.
- Impact of the breadth of our assortment (to meet consumer expectations) on food loss in stores.
- Impact of our promotions on food loss at producer level.
- Impact of reusing food residual flows on the amount of food loss (e.g. using bread leftovers to grow mushrooms or processing bruised apples into apple juice).
- Impact of consumer food use on food waste.
- Opportunities of reducing food loss on sales volumes and stock (e.g. adapting supply to availability (half loaves, frozen bread), quick sales, etc.).