



Company presentation
September 2025



Non-exhaustive overview of Colruyt Group's activities.

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Colruyt Group at a glance

As per 31/03/2025



- ° 1928
- Colruyt Group is a family business that has grown over four generations into a retail group with over 33.000 employees
- The biggest activity is and remains our supermarket Colruyt, which has delivered on its brand promise of 'Lowest Prices' day after day for 50 years.
- Doing business based on passion and belief in people.
- At Colruyt Group we seek to make a positive difference with everything we do. We aim for maximum complementarity between our different brands. Each in their own specific way, our brands express the 'simplicity in retail' that we represent as Colruyt Group.
- In stormy times, our roots determine how firmly our tree stands. The fruits on our tree are our results. But results are merely a consequence. They merely tell us something about how we performed in a given context. That's why, at Colruyt Group, we don't focus on results but on goals.



782

own stores



872.000 m²

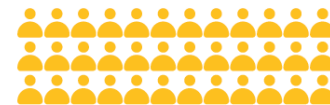
retail area
of own stores



770.877 m²

47 production and
distribution centres

33.852
employees





**Together, we create sustainable
added value through value-driven
craftsmanship in retail**



**We are a retailer with focus
on food and health**



**Our achievements are key to
invest in sustainable growth**



We are a retailer
with focus on
food and health



Our achievements
are key to invest in
sustainable growth

We work agile, efficient and
we are resilient

We differentiate with our accessible,
sustainable and healthier offering

By working smarter together,
we achieve more

We retail in the most phygital
and sustainable way

We innovate to keep our business
future-proof


Growth

Food

- Like for like growth
- B2B
- City

Health



The background of the slide is a vibrant red surface covered with numerous chili peppers. Most of the peppers are bright red and elongated, with some showing green stems. One pepper, located in the lower-middle right area, is a distinct green color. The peppers are scattered across the frame, creating a textured, organic pattern.

Differentiate

- Sustainability
- Phygital assistance
- Simplification within Colruyt Group
- Development of leadership potential

Our specialist fields

Food

Food retailing is our profession, which we pursue via strong physical and online store formats and efficient logistics. We continue to renew and enrich our range, for example with OTC pharmacy, meal boxes or flowers. About a third of our sales revenues from private-label products is produced by us.

Health and well-being

We want to positively impact the health of employees, customers and society. For this, we are building an ecosystem that takes a preventive approach to well-being and health. This includes the Jims fitness clubs, online pharmacy Newpharma and health platform Yoboo.

Non-food

Non-food remains an essential component of our total offering. We are well represented on the Belgian non-food market with strong brands like Zeb, Bike Republic and our stake in Dreamland.

Energy

As a dedicated partner of Virya Energy, we continue to believe strongly in the sustainable added value of renewable energy production from wind, sun and water.

A close-up photograph of a person's hand holding a single, vibrant green basil leaf. The hand is positioned in the upper right quadrant of the frame. The background is a dense field of similar basil plants, slightly out of focus, creating a sense of depth. The overall color palette is dominated by various shades of green, with the skin tone of the hand providing a warm contrast.

Activities of Colruyt Group

Food

Approx.
95%
of group revenue

Approx.
EUR 10,5 billion per year

colruyt laagste prijzen
meilleurs prix

CoMarkt

CoMarché



colruyt prix • qualité



**RETAIL
PARTNERS**
COLRUYTGROUP



solucious
Making food service easy

valfrais
part of Solucious



Délidis
vers op maat

**COLRUYT
GROUP**
Fine Food

Health & Well-being and Non-Food

Approx.
5%
of group revenue

Approx.
EUR 0,5 billion per year

newpharma

Jims



**the
fashion
store**

PointCarré

**Bike
REPUBLIC**

Group activities, Real Estate and Energy

**Symeta
Hybrid**

Shareholdings:

virya
energy

DreamLand



yoboo
feeding good, driven by you

ROBI
PROFESSIONAL

Scallog
FINANCIAL CONSULTING



Food Retail

colruyt

laagste prijzen
meilleurs prix

CoMarkt

CoMarché

colruyt

prix • qualité



> 265
1.700 m²



> 30



> 100
750-1.000 m²

Colruyt Lowest Prices

- Brand promise of lowest prices for national brands as well as own brands: Boni Selection and Everyday.
- Prioritises simplicity, efficiency and readiness to serve.

Comarkt

- Acquired Match- and Smatch-stores converted to Comarkt (temporary banner).

Colruyt Prix Qualité

- Clearly laid-out neighbourhood supermarket for daily and weekly shopping.
- On 16 June 2025 Colruyt Group entered into a put option agreement with Groupement Mousquetaires (from the banners Intermarché and Netto) for a contemplated sale of 81 stores of its French integrated retail activities.



Food Retail



> 165
400-650 m²



> 35
650 m²



4
650 m²

Okay

- Neighbourhood discounter committed to provide a quick, cheap and easy shopping experience.

Bio-Planet

- Pioneer in sustainability with a large range of organic and eco-friendly products. Wants to make conscious consumption more accessible and continues to focus on Belgian and local products.

Cru

- Multi-experience market for people who are passionate about food.
- Artisan products and customer experience combined with craftsmanship.



Food Wholesale



- Close and long-term collaboration with independent entrepreneurs.
- Intention to further expand the efficient independent store network in Belgium and France.



- Retail Partners Colruyt Group is the wholesaler for various retail formats in Belgium. Fresh products and groceries are delivered daily to independent retailers of Spar, Alvo and other formats.
- Spar Colruyt Group is the friendly neighbourhood supermarket for daily grocery shopping, offering a good range of fresh products, personal service and competitive prices. Most stores are also open on Sunday (mornings).
- Acquisition of Delitrateur in Belgium as of June 2025.



- Codifrance supplies dry goods, fresh products and frozen food to almost 800 mini-markets (80-400 m²) affiliated to its own Panier Sympa format and to licensees Coccinelle, Coccimarket, Épi Service and Vivéco.
- Also supplies approximately 2.200 independent traders and wholesalers across threequarters of France



Foodservice & Foodproduction



valfrais
part of Solucious



Foodservice

- Supplies food and near-food products to professionals throughout Belgium, with a focus on catering companies, hospitals, caterers, schools, companies and government services.
- Stands out by its convenience, its wide product range its smooth and reliable deliveries and its fair and consistent pricing.
- Acquisition of Délidis at the end of September 2024.
- Still a lot of opportunities and growth potential.



Food production

- Colruyt Group's industrial production departments grouped under Fine Food.
- This involves meat processing, making salad spreads, cutting and packaging cheese, bottling wine, roasting coffee and baking bread.
- Fine Food primarily generates revenue within the group with products sold under private labels in the Colruyt Group stores. To a lesser extent, external revenue is also generated, specifically through Fine Food Bread (the industrial bakery Roelandt Group).



Health & Well-being

newpharma



jims



Online
HQ in Liège
(Belgium)



> 80

Newpharma

- Largest online Belgian pharmacy.
- Also delivers in ten other countries, five of which are served with specific ranges.

Jims

- Jims' mission is to encourage people to adopt a fit, healthy lifestyle.
- Jims is strong on individual guidance, with an eye for health in the broad sense. In every club, members can count on quality service from skilled and enthusiastic employees.
- Acquisition of NRG in Belgium mid December 2024.



Non-Food



> 130
1.000 m²



>25
800-1.200 m²

The Fashion Society

- The Fashion Society groups together three retail chains.
- The store concepts target broad but distinct groups, covering a large proportion of the fashion market.

Bike Republic

- As a constant 'compagnon de route', Bike Republic wants to bring pure biking fun to as many people as possible, from commuters to leisure cyclists and sportspeople.
- Stands out through first-class service.

E-commerce

Collect&Go 

BOIR.



newpharma 

Bike
REPUBLIC



PointCarré 

Collect&Go 

Over 340 collection points:

Belgium: >240

Luxembourg: 4

France: > 100

- Online revenue accounts for almost 8% of retail revenue.
- Online revenue mainly realised by Collect&Go and Newpharma.
- Collect&Go is market leader in the Belgian online food market. Next to its collection points, it also has a home delivery service either by its own employees (launched in June 2022) or by private delivery drivers (launched in May 2020) which continues to expand.
- Participation of 41,36% in Foodbag increased to 100% as of April 2025. This acquisition enables Colruyt Group to further expand and strengthen its position in the online food market.





Sustainability

 COLRUYT GROUP

Sustainability as a compass



For more than 50 years now,
sustainability has been **at the heart of how we do business** at Colruyt Group.
We always think and act with respect for people, the environment and society,
drawing guidance from the **five Ps of sustainable business**:
people, planet, prosperity, peace and partnership.

Our approach – Focus on 3 pillars

Product



Accessible, sustainable and healthy products

Infrastructure



Sustainability in all aspects of our operations and infrastructure

People



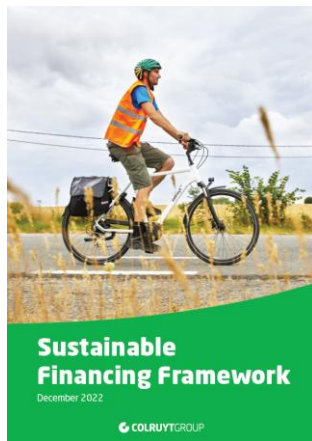
Together with our customers, our employees and society as a whole

We embed **transparency** in everything we do – from how we do business to our offerings and supply chain – so that our customers can confidently count on us for conscious consumption.

Sustainability Objectives of Colruyt Group

Product			Infrastructure	People		
1 Circular products By 2030, all our products will comply with the principles of the circular economy.	2 Reducing environmental impact of our products By 2035 we will halve the environmental impact of the products we sell.	3 Buying socially responsibly By 2035 we will purchase all our products and services in a socially responsible manner.	4 Reducing environmental impact of our own operations We are working towards the lowest possible environmental impact of our business operations and infrastructure.	5 Promoting sustainable consumption By 2030, 50% of our recognised customers will display more sustainable consumption patterns.	6 No one left behind We are using our leverage to support target groups in a vulnerable context.	7 Workable and meaningful jobs We provide and promote workable and meaningful work for every employee.
Food loss and food waste Every year we sell at least 97.4% of our fresh produce. By 2025, at least 40% of unsold products that are still consumable will serve for human or animal consumption.	Protection and restoration of ecosystems By 2030, we will eliminate deforestation and land use conversion for products from high-risk chains.	Human rights We promote human rights by actively identifying and remedying human right violations.	Reducing and recycling waste We strive for an annual decrease of the waste tonnage/million euros of revenue and a minimum recycling rate of 85%.	Protein shift By 2028, 60% of the proteins in our sold products will come from plant sources and 40% from animal sources.	Access to balanced, sustainable diet We make balanced, sustainable diet accessible by focusing on, among other things, an affordable, high-quality product offering, information and awareness-raising, and appropriate infrastructure.	Healthier employees Every year, 25% of our employees participate in a health-related learning initiative. We also continue to monitor workplace safety.
Packaging By 2030, all packaging in our stores will be recyclable or reusable.	Climate change By 2027, 77% of our suppliers (by purchase figures) will have science-based climate plans.	Inclusive business practices By 2030, we will integrate inclusive business practices in our key private-label chains.	Circular water consumption By 2030, 50% of our total water consumption (excl. bottled water for sale) will come from rain- and wastewater.	Eco-score By 2026, we will generate 34,5% of our revenue from Eco-score A and B products.	Increasing opportunities We promote the integration of target groups in a vulnerable context, both in society and the labour market.	Committed and satisfied employees Employees feel seen, heard and involved. This is also reflected in constructive social dialogue.
Circular business models We are introducing circular business models into our (non-food) retail activities.	Water footprint By 2025, 70% of our products from high-water-risk regions will meet a water standard.	Living standards By 2030, we will close the living wage and living income gap for our top five high-risk commodities.	Circular building By 2050, we will take a 100% circular approach to construction and furnishing materials under our own management.	Nutri-Score By 2026, we will generate 46% of our revenue from Nutri-Score A and B products.	Every customer feels welcome and respected Our digital and physical touchpoints are accessible, and our communication is inclusive.	Equal opportunities By 2030, all employee-related processes will be inclusive. We are also increasing diversity within our workforce and management.
Due diligence By 2025, we will know the country and region of origin (and where possible also links in the chain) for our private-label products. By 2030, this will also apply to national brands and indirect purchases. By 2027, we will have fully integrated due diligence into our business processes.			Direct greenhouse gas emissions By 2030, we will reduce our greenhouse gas emissions for scopes 1 and 2 by 42% compared to 2021. By 2030, we will also have net-zero emissions in scopes 1 and 2.	Sustainable savings programme By 2025, 15% of our recognised customers will be actively using our sustainable savings programme.		
Sustainable sourcing By 2030, our environmental, social and animal welfare objectives will be fully integrated into our commercial chains.			Energy consumption By 2030, we will reduce our energy consumption by 20% (per million euros of revenue) compared to 2009.	Employees as ambassadors All our employees actively contribute to sustainable business practices and conscious consumption.		

Sustainability information available on our website



- Colruyt Group aims to lead the way in many areas of sustainability and wants to continue to make a meaningful difference in the world in numerous ways, for current and future generations. Via [our corporate website](#), we share more information on sustainable entrepreneurship at Colruyt Group.
- We kindly refer more specifically to the following documentation:
 - Our first [Sustainability statement aligned with the Corporate Sustainability Reporting Directive \(CSRD\)](#) was published in July 2025.
 - Our [Sustainable Financing Framework](#) was issued in December 2022 with a second party opinion by Sustainalytics.
 - Several [sustainability policies](#) are publicly available on our website.

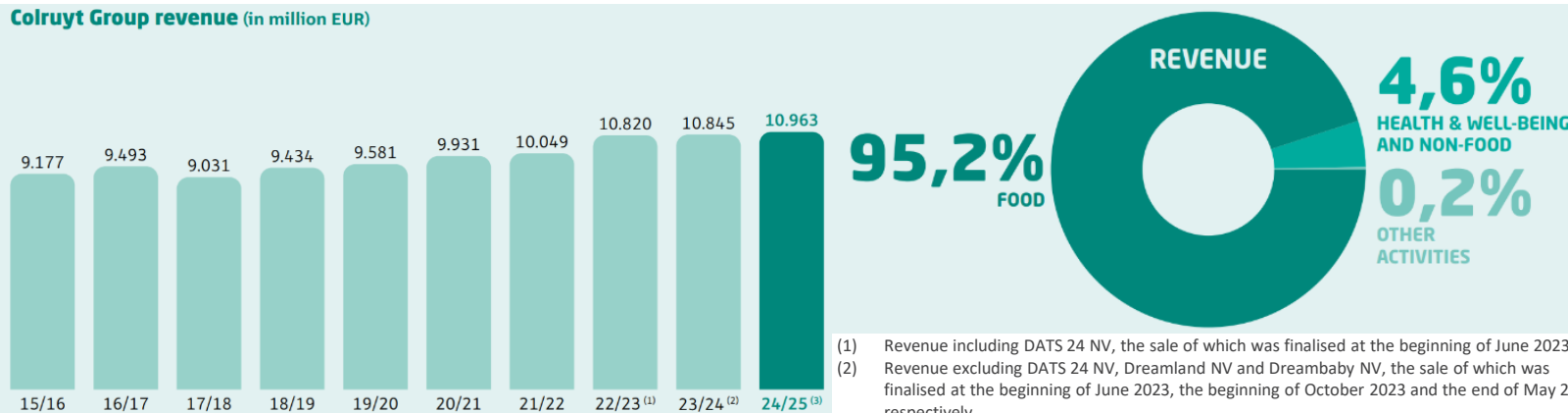


Financial information

 COLRUYTGROUP

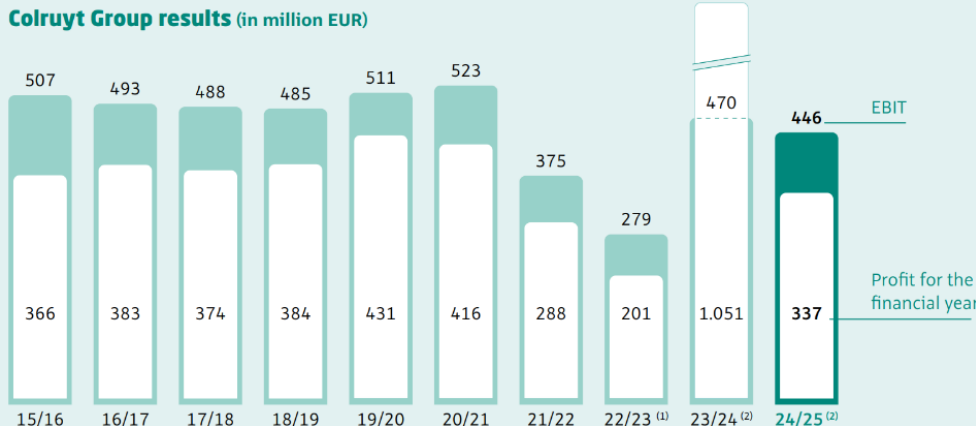
Colruyt Group revenue and results up until 2024/25

Colruyt Group revenue (in million EUR)



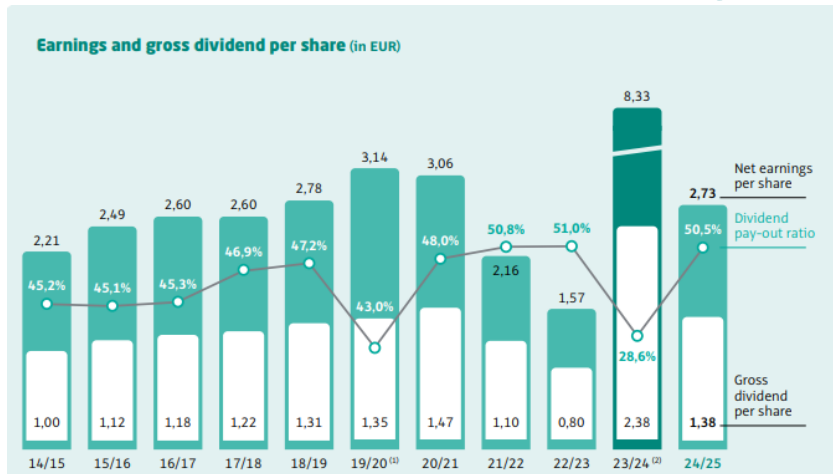
- (1) Revenue including DATS 24 NV, the sale of which was finalised at the beginning of June 2023.
 (2) Revenue excluding DATS 24 NV, Dreamland NV and Dreambaby NV, the sale of which was finalised at the beginning of June 2023, the beginning of October 2023 and the end of May 2024, respectively.
 (3) Revenue excluding Dreambaby NV, the sale of which was finalised at the end of May 2024.

Colruyt Group results (in million EUR)



- (1) EBIT and profit for the financial year including DATS 24 NV, the sale of which was finalised at the beginning of June 2023.
 (2) EBIT excluding DATS 24, Dreamland NV and Dreambaby NV, of which the sale was finalised at the beginning of June 2023, the beginning of October 2023 and the end of May 2024 respectively. Profit for the financial year includes the total result of continuing as well as discontinued operations and includes one-off effects.

Dividend and share buy-back



(1) Excluding the one-off positive effect related to the contribution of Parkwind into Virya Energy, which had no material impact on the 2019/20 cash flow statement, the net earnings per share amounted to EUR 2,81 and the pay-out ratio was **48,0%**.

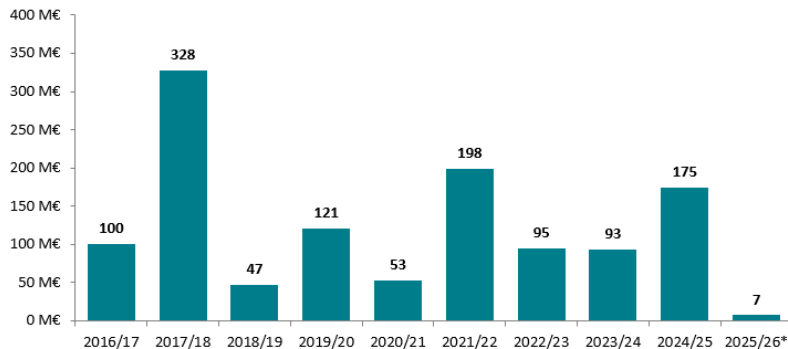
(2) The proposed total gross dividend for the financial year 2023/24 consists of a gross interim dividend of EUR 1,00 related to the one-off capital gain realised on the sale of Parkwind by Virya Energy (interim dividend distributed in December 2023) and an ordinary gross dividend of EUR 1,38. Excluding the one-off positive effect of EUR 704 million related to Virya Energy and excluding the interim dividend, net earnings per share amount to EUR 2,75 and pay-out ratio is **50,2%**.

Status as per 13/06/2025^(*)

- 3.804.237 treasury shares held by Colruyt Group.
- 3,06% of the total number of shares issued (124.497.858).

Treasury shares cancelled: 3.000.000 in December 2024

Share buy-back (in M€)



Capital expenditures, net of capital grants (M€)

Continuation of the CAPEX programme:

- > M€ 400 on an annual basis
- Expectation FY 2025/26: above 4,5% of revenue

Investments in:

- New stores and store modernisation (including transformation costs for the acquired Match and Smatch stores); expansion in food and non-food.
- Expansion of logistics capacity in Belgium.
- Expansion of production capacity with a focus on vertical integration in Belgium.
- Automation and innovation (such as automated machinery and installations in the distribution centres and innovations in the stores).
- Innovative transformation programmes and digital transition.
- Renewable energy and energy efficiency.



Net financial debt (M€)

	Mar 2025	Mar 2024	Mar 2023	Mar 2022
Interest bearing liabilities	955	1.018	1.359	969
Non-current (>1 year)	748	806	878	619
Of which IFRS 16	311	272	253	221
Current (<1 year)	207	212	480	350
Long-term financing due within 1 year	174	164	172	144
Of which IFRS 16	64	52	54	48
Short-term financing	33	48	308	206
Less: Cash and cash equivalents^(*)	658	925	361	176
Net financial debt excl. IFRS 16	-78	-231	691	523
Net financial debt incl. IFRS 16	297	93	997	793
Leverage ratio excl. IFRS 16	-	-	1,1x	0,8x
Leverage ratio incl. IFRS 16	0,3x	0,1x	1,5x	1,1x

(*) Including readily redeemable funds for a total of EUR 31 million at the end of March 2025 and EUR 151 million at the end of March 2024.

Balance sheet (M€)

	Mar 2025		Mar 2024		Mar 2023		Mar 2022	
Tangible and intangible assets	3.996	62%	3.763	57%	3.535	58%	3.232	58%
Other non-current assets	352	5%	351	5%	610	10%	542	10%
Inventories	776	12%	758	12%	826	13%	816	15%
Trade receivables	540	8%	567	9%	535	9%	602	11%
Other current receivables	174	3%	346	5%	152	2%	245	4%
Cash and cash equivalents	627	10%	775	12%	359	6%	176	3%
Assets from discontinued operations	0	0%	13	0%	131	2%	0	0%
Total assets	6.465	100%	6.571	100%	6.148	100%	5.614	100%
Equity	3.172	49%	3.173	48%	2.510	41%	2.462	44%
Non-current interest-bearing liabilities	748	12%	806	12%	875	14%	619	11%
Other non-current liabilities	186	3%	211	3%	188	3%	246	4%
Current trade payables	1.386	21%	1.406	21%	1.296	21%	1.283	23%
Current interest-bearing liabilities	207	3%	212	3%	471	8%	350	6%
Other current liabilities	766	12%	753	11%	717	12%	653	12%
Liabilities from discontinued operations	0	0%	9	0%	89	1%	0	0%
Total equity and liabilities	6.465	100%	6.571	100%	6.148	100%	5.614	100%

Key figures full year results 2024/25(*)

In M€	Consolidated income statement FY 2024/25	Consolidated income statement FY 2024/25 excl. one-off effects	Consolidated income statement FY 2023/24	Consolidated income statement FY 2023/24 excl. one-off effects	Δ %	Δ % excl. one-off effects
Revenue	10.963	10.963	10.845	10.845	1,1%	1,1%
Gross profit	3.287	3.287	3.230	3.230	1,8%	1,8%
% of revenue	30,0%	30,0%	29,8%	29,8%		
EBITDA	859	859	893	893	-3,9%	-3,9%
% of revenue	7,8%	7,8%	8,2%	8,2%		
EBIT	446	446	470	470	-5,0%	-5,0%
% of revenue	4,1%	4,1%	4,3%	4,3%		
Result before tax	447	447	1.176	472	-62,0%	-5,3%
% of revenue	4,1%	4,1%	10,8%	4,4%		
Net result from continuing operations	334	334	1.072	368	-68,8%	-9,0%
% of revenue	3,1%	3,1%	9,9%	3,4%		
Net result from discontinued operations	3	0	-21	-11		
	M€ -3		M€ +10			
Net result	337	334	1.051	357	-67,9%	-6,4%
% of revenue	3,1%	3,0%	9,7%	3,3%		
	M€ -3		M€ -694			
Earnings per share (in €)	2,73	2,71	8,33	2,83	-67,2%	-4,3%
From continuing operations	2,71	2,71	8,50	2,91	-68,1%	-7,0%
From discontinued operations	0,02	0,00	-0,17	-0,08	-112,6%	-98,9%

(*) For more information on the key figures and the one-off effects, we refer to the financial press release "Consolidated annual information on the financial year 2024/25".



Contact information

Contact information

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