

# Annual Report

with sustainability reporting

2020/21

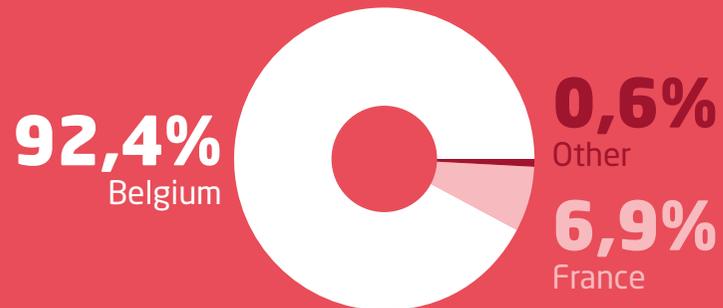
See the complete [annual report](#)

# Activities



# Activities

## Geographic segmentation of revenue



The operational activities of Colruyt Group are subdivided into retail, wholesale, foodservice, other activities and group support activities. The retail store formats and deliveries to independent storekeepers (wholesale) and to professional customers in foodservice represent the lion's share of our commercial activities. We include DATS 24, Symeta Hybrid and our interest in Virya Energy under 'other activities'.

Retail  
**83,7%**  
 of group revenue  
 EUR 8.308 million

Wholesale  
 and foodservice  
**10,8%**  
 of group revenue  
 EUR 1.075 million

Other activities  
**5,5%**  
 of group revenue  
 EUR 547 million



° 1976



**EUR 6.258 million** revenue (+ 3,0%)



**248 stores** in Belgium and  
**4** in the Grand Duchy of Luxembourg



**1.700 m<sup>2</sup>** average store area



**10.500 food** and **7.500 non-food** items



**More than 15.900** employees in FTE



**Lowest Prices**



[colruyt.be](http://colruyt.be) / [colruyt.lu](http://colruyt.lu)

## colruyt lowest prices

Colruyt is primarily aimed at families who do their weekly shopping in a price-conscious way. It is also the ideal format for associations, businesses and households doing big shops for various events in an efficient way.

Colruyt has a wide range, as well as a considerably expanded butcher's section and fresh food department. Day after day, the store chain offers its customers the lowest prices for national brands as well as own brands Boni Selection and Everyday. Is a product cheaper elsewhere nearby? Colruyt immediately lowers its price. The store format prioritises simplicity, efficiency and readiness to serve.



## Good increase in revenue

- Colruyt recorded a good increase in revenue, as a result of higher consumer spending during the coronavirus pandemic and also thanks to new stores and renovation of existing stores. Sales mainly peaked in April 2020, but remained at a high level throughout the year, partly due to compulsory closures of hospitality and increased at-home consumption.
- The revenue increase was slightly below that of the wider Belgian food retail market. This is because, during the pandemic, the proximity factor benefited smaller neighbourhood stores more.
- Thanks to operational excellence, sound basic processes and fall-back procedures, Colruyt managed to supply all stores daily, even in the busiest periods.
- Under the influence of the coronavirus pandemic, average shopping frequency fell, but was amply offset by higher takings. Customers bought larger volumes and adjusted their product mix. As a result, and partly due to the extra day off given on 2 January, the traditionally busy end of year period was somewhat quieter than normal.
- Colruyt continues to fulfil its 'Lowest prices' promise consistently, thanks to strong cost awareness, operational efficiency, sustainable partnerships with suppliers and international cooperation in the area of procurement, among other factors.



- 4 new stores: Merchtem, Bilzen, Meiser and Colruyt for Professionals Meiser
- 9 renovations and 2 relocations
- 2 new stores next financial year



## Parapharmaceuticals on the shelves

Colruyt is tapping into the growing interest in prevention and health, and has introduced a new parapharmacy section, with dietary supplements and first aid, skincare, cough and cold products, for example. Really **convenient** as customers can stock up with them when they do their food shopping.

By the end of 2021, the section will be present in eighty stores.

In addition, as of February 2021, customers can also collect their purchases in our online pharmacy Newpharma at Colruyt stores. This gives them convenient access to 40.000 items.



## Digital innovations

Colruyt continues to develop digital solutions so that customers can do their shopping more easily, efficiently and safely.

- The digital **footfall counter** estimates how busy the coming week will be for each store per hour.
- Successful first test of **product location** in the MyColruyt app: eventually customers will be able to see instantly in which aisle their products are located.
- The Colruyt **voice assistant** now helps customers find recipes and guides them through them step by step. It was already possible to dictate shopping lists.

## Award for 'De Pottenlikkers'

At the beginning of 2020, Colruyt and Studio 100 launched the cookery programme 'De Pottenlikkers', to make balanced eating more accessible to children. This co-creation could be viewed on colruyt.be and various Studio 100 channels, and was followed by a free holiday book and a cookery book. The 52 shows reached nearly a third of Belgian children aged between 6 and 12, many of whom had a go at cooking at home. The initiative won the sustainability award '**Ik ben meer dan mijn kassaticket**' (I am more than my receipt) from NGO Rikolto, Test Aankoop and Fairtrade Belgium. Colruyt already won the award in 2020, with the project 'Dinner is served at 1-2-3 euros' for people experiencing financial difficulties.



## New: Colruyt for Professionals

In June 2020, Colruyt opened a new store format in Schaerbeek (Meiser) aimed at professional customers in the city, such as corner shops and late-night convenience stores. Access to the shop and car park is reserved for customers with a Colruyt Professional Plus card. They can **shop more efficiently** there, and as a result nearby Colruyt stores are less busy. In the autumn of 2021, a second branch is planned in the Brussels-Capital Region.

- Guaranteed lowest prices in the neighbourhood, plus regular exclusive discounts
- Special range of approximately 2.500 items over 2.500 m<sup>2</sup>, with wider aisles and higher shelves
- Flat shopping carts for buying large volumes, practical loading platform to load the goods into the vehicle
- Longer opening hours: 7 am to 8 pm

# Among the prizes

- 'Salesforce Beste Winkelketen van België 2020-21' (Best Retail Chain) in the Supermarket category
- First place in the general ranking of the GfK winter report 2020
- 'Best Retail Food Brand' and 'Best Sustainable Brand' 2021, awarded by GfK

While Colruyt is delighted with these and other awards, we do not see them as an end in themselves, but the result of focussing consistently on our own strengths. To sum up: offering customers quality products at the lowest prices, within an efficient store concept with competent and attentive staff.



**10 op 10 voor slim omgaan met je budget.**

**Je kan op ons rekenen.**

[colruyt.be/rekenopons](https://colruyt.be/rekenopons)

**colruyt** laagste prijzen

## Lowest prices

- Lowest Prices: for many years, that promise has adorned the front of Colruyt stores. Colruyt offers the lowest price in the area, for each product at every moment. To this end, it monitors all prices and promotions of competitors, amounting to more than 60.000 price recordings per day in stores, flyers and online.
- During the ban on promotions in March and April 2020, market prices rose. Even then, customers invariably found the lowest price for each product at Colruyt.
- After the ban on promotions ended, Colruyt matched all discounts and campaigns of competitors just like before. In fact, in February 2021, Colruyt's average price level was lower than before the start of the pandemic at the end of 2019.
- Colruyt continued to present itself as the **defender of its customers' purchasing power**, with the branding campaign 'You can count on us'.
- In 2021, Colruyt was confirmed as cheapest supermarket in Belgium in the annual supermarket survey of the Belgian consumer organisation.



## Wine tasting goes online

The annual tasting event of the First-class Wines webshop was replaced by a home tasting with online guidance from buyers and consultants with a passion for wine. Around 225 customers registered and collected a trial pack from their Colruyt store. The four 90-minute online tastings were a lively affair, with live chapter and verse by the wine consultants.



## 19.000 hygiene packs for youth camps

By tradition, Colruyt gives youth associations who do their shopping for camp there plenty of extras. On top of this, in the summer of 2020, they were also offered 19.000 free hygiene packs, containing facemasks, disinfecting gel and all-purpose cleaner.

In partnership with the Flemish government, 15.600 packs were distributed to Flemish youth associations. A first lot of 10.000 packs was reserved after just two hours online; our foodservice partner Solucious took care of the distribution. In Wallonia, Colruyt donated 3.400 packs directly to the five largest youth associations.

## Ambassador for Belgian sheltered workshops

Colruyt was chosen as the first 'Ambassador of the Year' by Belgian sheltered workshops. This means that Colruyt regularly highlights sheltered workshops in 2021, with the focus on close collaboration and their specialities.

Colruyt has worked with sheltered workshops for more than thirty years. There are currently twenty partners employing around 300 people, including thirty on our sites. They put together beer baskets, pack products, maintain electronic price labels, etc.

Sheltered workshops are an important link in our supply chain since a quarter of all products in a shopping cart pass through the hands of one of their workers. For our part, we are glad to support the social economy and create sustainable, valuable employment.



## Greater autonomy for employees

Since mid-2020, store employees have a greater say in their roster, which changes on a weekly basis. Via 'self-rostering', they can specify times at which they would prefer not to be rostered. This leads to a better work-life balance, as well as a better atmosphere at work, which ultimately benefits customers.

### 6 million sets of reusable grips

From June 2020, all customers received an exclusive set of removable and reusable grips. Customers simply click the grips onto their shopping trolley, so they do not need to touch it themselves. When they are done shopping, they can simply remove the grips from the shopping trolley.



## More efficient communication

Features are gradually being added to the personal smartphones issued to every store employee in 2020, with a view to more efficient communication between them and better provision of information to customers. For instance, there is a chat function for sharing practical info such as rosters or article numbers and photos quickly and efficiently with colleagues. This does away with a lot of walking back and forth and separate notes on memo boards. Employees are also more available for customers and can help them more quickly with questions about reservations for example or show them product info such as the Eco-Score.

## Retail alliance AgeCore

After seven years of close collaboration, German retailer Edeka and French Intermarché have decided to leave the international retail alliance AgeCore SA at the end of 2021. Together with Colruyt Group, Conad from Italy, Coop from Switzerland and Eroski from Spain will continue their successful collaboration. The remaining members of AgeCore and Edeka and Intermarché will continue to respect all existing agreements with suppliers as long as they remain in force. Most agreements run until the end of 2021, some until the end of 2022.

◦ More than **1 million** app downloads

👤 Approximately **600.000** frequent app users



**Xtra is the joint loyalty card and app for more than ten Colruyt Group stores and webshops. Through it, customers can automatically take advantage of all current discounts and promotions for the various brands. Launched at the beginning of 2017, Xtra intends to grow into one of the best and most used personal assistants in Belgium.**

Xtra is much more than just a loyalty card. Customers can easily find local stores, pay in-store and online, or fill up with contactless payment. They can also manage their data and newsletter preferences, track bills and spending, make and share lists and much more besides. Xtra is making the app popular with more and more customers, with new tools and services that make life easier:

- **Simple gift giving.** Customers upload a physical gift voucher and send it digitally to the lucky recipient, who simply cashes the voucher in the store or webshop. The app also sends a notification when the voucher is about to expire.
- **Keep in touch,** with the varied flow of news items. This channel avoids a mass of emails and letters, and easily reaches a large audience. That has been worth its weight in gold for informing customers rapidly about new measures for shopping safely during the coronavirus pandemic.
- **Conscious choices and eating,** with the new Product info tool. The user simply scans the barcode of a food product and can instantly see the ingredients, nutritional values, allergens, Nutri-Score and Eco-Score. Ideal for anyone wanting to keep track of food allergies and intolerances or vegan or halal lifestyles, for example.

## Personal service

At Colruyt Group, we collect many customer insights via Xtra. These help us match our information, assortments and services as closely as possible to the personal needs and interests of our customers. We treat all customer data as strictly confidential information and act with the utmost respect for privacy. That means, for example, that we never sell customer data to third parties.

## Towards one app for everything

From the end of 2021, Xtra will run on a brand-new platform with much more possibilities. Besides the Product info tool, Xtra will gradually integrate more features from the SmartWithFood app. The Collect&Go and MyColruyt apps will follow during 2022.



° 2000



**221 collection points** in Belgium and Luxembourg



**More than 450** employees in FTE



**We do the shopping for you**



**[collectandgo.be](https://collectandgo.be)**

## Collect&Go



Collect&Go has been the market leader in the Belgian online food market for over 20 years. Customers reserve their shopping via the website or app, choosing from the Colruyt and Bio-Planet ranges. Staff in the stores and the Zaventem and Erpe-Mere distribution centres carefully select the best products and prepare the order. Customers reserving before midnight can collect their groceries the next day from over 200 collection points at Colruyt, OKay, Bio-Planet or standalone. The online shopping service stands for quality, reliability, expertise and personal service.



## On track for spectacular growth



Collect&Go saw its revenue increase by more than 50% during the past financial year. Since the outbreak of the coronavirus crisis, the service has gained enormously in popularity. Existing customers ordered more frequently and in bigger volumes. They were joined by **140.000 new customers**, one fifth of whom were not yet known to Colruyt Group. Net customer gains remained constantly at a high level.

Customer satisfaction fluctuated depending on the availability of collection slots, but was far higher than before the coronavirus crisis by the end of the financial year.



Due to the sudden influx of orders in March 2020, Collect&Go decided to cut activities to one third for a few weeks, in order to be able to guarantee the necessary quality. After this, **capacity** was gradually scaled up, so that it almost **doubled** (to 90.000 orders per week) by the end of the financial year. This succeeded thanks to better use of infrastructure, expansion of collection slots, deployment of extra people and resources and more efficient cooperation between central services, stores and distribution centres.



Around three quarters of orders are prepared in-store, the remainder in the Zaventem and Erpe-Mere distribution centres. Collect&Go will retain this **hybrid model**, in order to balance the workload between employees in stores and distribution centres.



Collect&Go is currently mainly meeting the needs of customers who do big weekly shops online. Eventually it wants to offer more solutions, for smaller, **more frequent shops** too. The service is investigating all possible options for this, in terms of assortment and pricing and in terms of preparation, collection and (home) delivery of orders.



## Londerzeel distribution centre

As planned, Collect&Go will move to a new 18.000 m<sup>2</sup> distribution centre in Londerzeel in the autumn of 2021. In the first phase, the service will use half of the area and the other half will become a test space for innovative supply chain solutions. After three years, the whole site will serve as a distribution centre for food delivery to Collect&Go collection points. Most of the employees in the current Zaventem distribution centre are moving to Londerzeel too, where it is planned to take on new staff as well.





## Home delivery by neighbourhood couriers catches on

In May 2020, Collect&Go began a small-scale test of home delivery of shopping by neighbourhood couriers. Customers order online, Collect&Go.be prepares the order, a volunteer picks it up and delivers it to their home. The volunteer receives a payment of 7 euros from the customer for this, in line with the principles of the sharing economy.

Collect&Go connects couriers and customers and takes care of the practical organisation, including a courier platform on which people choose which orders they want to deliver. The service is now available at nine collection points in Halle, Bruges and Ghent.



## First mobile collection point tested

At the end of 2020, an innovative, sustainable concept was tested, specially designed for ecologically conscious city people in search of time saving, nearness and inspiration. Via **Collect&Go City**, customers could order online and choose from 500 fresh products and ready meals from Colruyt and our startup Rose Mary. The order was prepared in the Colruyt store in Etterbeek and taken by cargo bike to another pop-up cargo bike next to the Flagey building in Elsene. Customers ordering before 5 pm could pick up their shopping just three hours later, on foot or by bike on the way home.

The test provided interesting insights into the typical requirements of urban customers.



## More convenient ordering

From mid-2021, the **new website and app** make online shopping even easier and better value. Both have not only been given a thorough facelift, but now also offer customers handy new features. New filters and assortment names make it even easier to find products. Relevant campaigns and discounts are more clearly displayed. And sent reservations can still be changed later.



## New promotions platform

**DEALS!**

A quality Belgian response to the growing demand for large quantities at a substantial discount. That is the idea behind the online promotion concept Deals!, launched at the end of March 2021 and offered by Collect&Go. Deals! has a separate platform and ordering process, separate from other online shopping. The launch met with a huge response in the press and on social media, with a reach of around three million people.

- Every week 10 to 20 strong promotions on large volumes of well-known branded products including pet food, care and maintenance products, paper products and baby items.
- The products are not available from other Colruyt Group formats because they vary (slightly) in terms of fragrance, taste or packaging. When it's gone, it's gone.
- Discounts of 50 to more than 60%.
- Offer for individuals, limited number of deals per person.
- Home delivery in Belgium within 2 to 14 days. The delivery charge of 3,99 euros does not apply to orders over 60 euros.



° 1985



**Around 200** active customers



**5.000** items



**More than 40** employees in FTE



**Bringing quality products to the world**



**[colex-export.com](http://colex-export.com)**



Colex (Colruyt Export) supplies retail and foodservice products to distributors, wholesalers and supermarkets all over the world, with a focus on the continent of Africa. The export department does especially well in Central and Western Africa and is also successful in French Overseas Territories. Colex offers a wide range of groceries, fresh produce and frozen food under Colruyt Group's private labels, supplemented by a peripheral range of A-brands. Colex also stands out due to its unique all-in export service and support for the customer in marketing the products.



# Relocation to Willebroek

In order to facilitate further growth, Colrex is relocating its logistics from Bornem to a new distribution centre in Willebroek in the autumn of 2021. An added bonus is that sea containers can be transported from there to the port of Antwerp by barge, eliminating the need for road transport. Based on around one thousand containers per year, this mode of transport prevents 80 tonnes of CO<sub>2</sub> emissions each year.

## Easy to do business with



Colrex wants to grow further with a focus on those countries in which it is already very active. With this in mind, the organisation continues to strive for reliability of service, combining its in-house expertise with the local partners' market knowledge.



Colrex has begun product group management: tailoring a wide basic range to the requirements of each market, with fair pricing of each product.

## Continued growth in Africa

- Colrex achieved further **growth** during the past financial year, mainly in the Democratic Republic of Congo and Senegal, but also in Rwanda, Cameroon, Guinea-Conakry and Gambia. Growth also consolidated in the French Overseas Territories of French Polynesia, New Caledonia and Guadeloupe.
- In the Democratic Republic of Congo, Colruyt Group's discount brand **Everyday** is gradually taking on the allure of a national brand. Colrex helps its customers there increase the visibility of the brand in their stores, via a combination of local campaigns and national media campaigns. In Senegal, together with a preferred partner, Colrex ensures the presence of a sufficiently large stock, for permanent availability of goods.
- The export department constantly strives to strengthen **long-term relationships** with a small number of major customers in the focus regions. This enables Colrex to integrate better into the local ecosystem and tap into the needs of each market more effectively.





° 1998

 **EUR 1.136 million** combined revenue for OKay, Bio-Planet and Cru (+ 12,5%)

 **150 stores**, including 139 OKay and 11 OKay Compact

 **400 - 650 m<sup>2</sup>** average store area

 **4.500 items**, up to **3.500** in OKay Compact

 **More than 2.300** employees in FTE

 **Fast, inexpensive and convenient**

 [okay.be](http://okay.be)



For more than 20 years, **OKay** has been the handy neighbourhood store where customers can do their daily shopping quickly, inexpensively and conveniently. The easy-to-reach stores are conveniently laid out, with a balanced range in a compact area. OKay is strong in fresh products, including convenience foods, a range of ready-made dishes and bread baked on site. The store format stands for a warm welcome, guarantees the lowest prices in the neighbourhood and inspires its customers with simplicity and convenience.

**OKay Compact** has been the metro store concept since 2012. Fast, inexpensive and convenient shopping in the city centre.

## Excellent financial year

- OKay had an excellent financial year. The revenue increase was driven by the opening of five new stores, strong promotional campaigns and behavioural changes as a result of the coronavirus crisis.
- Lockdowns, limited shopping times and compulsory working from home encouraged noticeably more consumers to opt for the **convenience** of shopping locally. Combined with lower visit frequency, this translated into an increase in shopping baskets by more than one third.
- OKay accelerated the renovation of its store estate. This not only creates a fresh, modern look and feel, but simplifies the layout for customers and leads to a smoother shopping experience. To foster local connections, a sensory garden has been created at three stores, available by appointment for organisations such as schools and youth associations.
- OKay also managed to keep its costs under control last year. The format intends to open four new branches each year for the next few years and sees potential for some 200 stores in Belgium.



- 3 new OKay stores in Courcelles, Oudenburg and Dessel
- 2 new OKay Compact stores in Saint-Gilles and Ghent
- 4 expansions and 3 refurbishments

## Electronic price labels

In March 2021, OKay began installing electronic price labels in three stores, followed by a dozen stores in the autumn. National rollout is scheduled for early 2022.

Above all, the electronic labels lead to **efficiency gains**. Price adjustments are carried out rapidly centrally, store employees can focus more on their core tasks and serving customers.

To enable them to work and communicate more efficiently, all store employees will eventually be issued with a **smartphone** as a communication device.

## Satisfied customers

Since OKay has many fans among its loyal customers, it has consistently scored well in various satisfaction surveys in recent years.

- Voted 'Best Neighbourhood Supermarket' in the 'Salesforce Beste Winkelketen van België 2020-2021' (Best Belgian Retail Chain) awards.
- Winner of 'Proximity stores' subcategory in the GfK winter report. Second place after Colruyt in the general ranking, and once again first place for the criterion of 'customer-friendliness'.





Nationale Loterij

newpharma 

## Extra services

OKay is offering more and more services that people would like in their neighbourhood, on top of the existing offer, including the Bringme parcel box, stamps, bus passes and top-up cards, newspapers and magazines. Customers will now find a range of **National Lottery** products in all stores and can collect orders from the **Newpharma** webshop there (see p. 79). Through this service, OKay makes a wide range of parapharmaceutical OTC products more accessible. In addition, from mid-2021, stores will have a separate section for dietary supplements, first aid, skincare, coughs and colds.

## Expanded assortment

In its assortment choices, OKay remains focused on convenience, speed, quality and flavour.

- New fresh packs, with all of the necessary (whole) ingredients for soup, Tandoori, vegetable risotto, etc.
- More choice in ready to heat, to eat or to cook, headed by the exclusive One Meal Box for two or four persons and the end-of-year festive menus, 8% more of which were sold at the end of 2020 than in 2019.
- Exclusive, high-quality range of 'Tapero' tapas, more exclusive wines, ...
- More regional touches depending on whether the stores are located in Flanders or Wallonia.



## OKay Compact

- By the end of the financial year, the metro chain had eleven stores in the centre of four cities (Brussels, Antwerp, Liège and Ghent). OKay Compact is popular with local residents, commuters, students and passers-by for its lowest price guarantee, wide assortment in a compact space, tidiness and customer-friendliness. The extensive 'on the go' offer continues to perform well, particularly sushi and poke bowls.
- The chain intends to open three new stores each year, including in smaller town centres. The stores will have a modular design, depending on the layout, space available and the existing retail offer in the immediate vicinity.



° 2014



**EUR 1.136 million** combined revenue for OKay, Bio-Planet and Cru (+ 12,5%)



**3 markets:** Overijse, Ghent Kouter and Antwerp Groenplaats



**650 m<sup>2</sup>** average store area



**850** items



**More than 100** employees in FTE



**Market every day**



**[cru.be](http://cru.be)**



Cru is a multi-experience market, for people who are passionate about food. Cru brings together ten artisan specialities under one roof, and offers a unique selection of fruit and vegetables, meat and charcuterie, fish and poultry, as well as cheeses, drinks, chocolate, sourdough bread and flowers.

Cru follows the rhythm of the seasons and offers authentic, 'ordinary' pure-tasting products that are extraordinarily good. Expert staff present the products in their purest form, ready to cook or pre-prepared.

Customers can taste the products at their leisure in the market, and enjoy breakfast, drinks, lunch and coffee in the adjacent **Cuit** eating facilities (Ghent and Overijse). Cru Groenplaats has an eating area for breakfast and snacks.

Webshop orders can be delivered to home or collected from the market.





## Substantial revenue increase

- Cru achieved a substantial increase in revenue during the financial year. Shopping frequency declined slightly, but baskets grew spectacularly. Due to the closures of hospitality, more cooking took place at home and consumers tended to treat themselves to fine food from Cru as an alternative to dining out in a restaurant.
- This was certainly the case in the record month of December 2020, when Cru inspired its customers with a sophisticated end-of-year range, ready-made or for them to prepare themselves. Customers received expert guidance from Cru's own festive coaches and could collect their reservations from the market themselves or have them delivered by (bicycle) couriers.
- Cru is particularly pleased with the results achieved, in view of the difficult circumstances. The Cuit eating facilities remained closed for long periods and numbers of day trippers and passers-by fell sharply in city centres.
- The three markets generated the extra revenue with the same workforce and managed to keep their costs under control.

## Growing brand awareness

The Cru markets are seeing their customer base growing, and the brand rings a bell with more and more people. A study on this awareness showed that Cru is recognised by around 15% of respondents in provinces with a branch. In view of this, the format wants to expand and is planning a fourth market in Dilbeek at the start of 2022.

## Comprehensive webshop

Shortly before the end of 2020, Cru launched a comprehensive webshop, with the full range, clearly divided per speciality. Customers who reserve online by 12 noon can collect their order from the market the next day at no additional cost. Those within an approximate 30 km radius of the market can also opt for home delivery, for a fixed delivery charge of 15 euros. Deliveries in the city centre take place by cargo bike.

## Celebrating with Cru

Cru makes the most of celebrations such as Christmas, New Year, Easter and Valentine's Day. Customers put together their menus themselves, from a choice of starters, mains and sides, desserts and drinks. In addition, Cru generally offers five **gift boxes** and a breakfast box on Sundays, an ideal treat at any time of year.





° 2001



**EUR 1.136 million** combined revenue for OKay, Bio-Planet and Cru (+ 12,5%)



**31 stores**



**650 m<sup>2</sup>** average store area



**6.000 items**



**More than 500** employees in FTE



**Truly good**



**[bioplanet.be](http://bioplanet.be)**



Bio-Planet is a 20-year-old supermarket offering organic and eco-friendly products, now with more than 6.000 items. Highlights include the fresh food market and the self-service counter offering a quality range of meat, cheese, vegetarian products and ready-made dishes.

Under the slogan 'Truly good', Bio-Planet inspires its customers to eat, enjoy and live consciously. Highly trained staff are there to advise and assist customers in stores. Bio-Planet plays a leading role in making products more sustainable, working closely with growers and producers. It makes maximum use of sustainable materials and technologies in its stores as well.





- 31 stores
- Opening Sint-Denijs-Westrem in March 2022. Then 1 to 3 new stores every year
- Potential for fifty stores in Belgium
- 134 collection points for online orders (7 in-store and 127 at Colruyt)

## Online on the rise

- Online sales generated via the Collect&Go platform grew strongly. To support this activity, towards the end of the financial year, Bio-Planet started a test with seven **Collect&Go collection points** in its stores (before this, orders could only be collected from 127 Colruyt stores). The goal is for all stores to have a collection point by autumn 2021.
- As of mid-2021, customers can simply forward their shopping list compiled on bioplanet.be to the new Collect&Go website.
- The redesigned bioplanet.be website has been given a new look, highlighting the assortment, promotions and recipes. The site is attracting more visitors than before.

# 20 years young

In 2001, Bio-Planet opened its first store, in Kortrijk. To celebrate its twentieth birthday, the chain is planning plenty of events and campaigns in 2021.

## Trusted name

- Bio-Planet recorded strong sales growth last financial year, thanks partly to the influx of new customers, and more generally a bigger and broader basket per customer. This illustrates that the format is increasingly perceived as a **supermarket** for all daily or weekly shopping, including quality fresh bread.
- This perception was heightened partially by the coronavirus crisis, when more and more consumers came to see Bio-Planet as a **trusted** name. Even at peak times, the supermarket could guarantee a pleasant shopping experience and sufficient product availability.
- Bio-Planet has also benefited from the **sustained pricing policy** in recent years, to make organic widely accessible. A competitively priced basic assortment encourages customers to come and shop more regularly on a weekly basis. In addition, Bio-Planet is increasingly engaging in bold promotions, announced in both the ordinary leaflet and the special Boost leaflet.

# Innovative store concept raises the bar

The totally new store concept excels in sustainability and customer-friendliness. It was premiered at Eigenbrakel at the start of 2021, where many innovations are being thoroughly tested. After possible refinement, it will be rolled out further from 2023.

- Separate **greenhouse** for fruit and vegetables, with the best storage conditions without using extra energy.
- Own **bakery**, with ten types of bread baked daily.
- New assortment of artisan **pastries and cakes**, handy to take away in compostable boxes.
- Fitted out with **circular panels** made of recycled wood and plant-based waste.
- **Recycling hub** for used batteries, Brita filters and plastic film.
- Introduction of **shopping baskets** in addition to carts. Made from recycled ocean plastics such as used fishing nets.
- Bigger service counter with fifty kinds of **pre-packed** meat and cheese. Ideal for anyone who wants to shop quickly or keep their products longer.

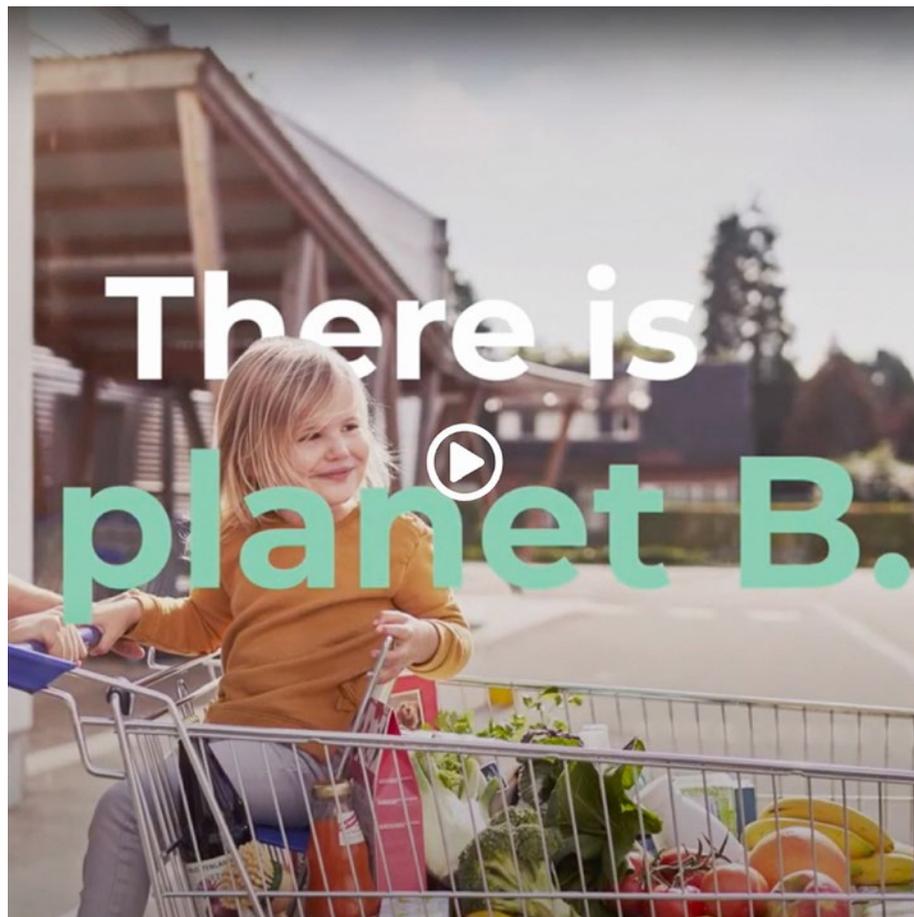


## More bulk products

Bio-Planet continues the path of shopping with less packaging, where customers fill their own containers or bags with bulk products. The store at Eigenbrakel is pioneering three varieties of loose coffee beans and a filling station with three cleaning products. As in Corbais, customers can also find 25 kinds of nuts, cereals and dried fruit in bulk there.

## Branding campaign goes down well

Bio-Planet continued the 'There is a Planet B' campaign launched at the end of 2019. Inspiring videos on themes such as health, ecology and pure flavour were released in three waves online, on social media and on TV. The campaign was positively received and increased brand awareness among the general public.



## New to the assortment

- Organic **flowers** and **plants**, headed by Belgian strawberries and Dutch tulips.
- Organic **wheat flour** from Belgium, a more sustainable alternative to foreign products.
- As well as plenty of '**truly good**' products, from vegan cheese to top Romanian wines and fresh North Sea shrimps peeled in the Netherlands, free of preservatives.



## Partner of drought study

Bio-Planet is the proud partner of the large-scale Flemish study 'CurieuzeNeuzen in de Tuin' by the University of Antwerp and De Standaard newspaper. 5.000 citizens place a sensor in their garden to track drought and heat. In return for taking part, they receive a 20-euro voucher for Bio-Planet, which is itself installing several sensors at its stores.



° 1996



**EUR 566 million** revenue (+1,6%)



**91** stores, **90** Collect&Go collection points



**750 to 1.000 m<sup>2</sup>** average store area



**9.000** food, **2.500** non-food items



**More than 1.950** employees in FTE



**42** DATS 24 filling stations



**Tout simplement l'essentiel**



**[colruyt.fr](http://colruyt.fr)**

**colruyt**  
prix · qualité

Colruyt Prix-Qualité is a clearly laid out neighbourhood supermarket where customers can find everything they need for their daily and weekly shopping. The stores offer the best value in the neighbourhood for a similar shopping cart, and are strong on fresh produce, meat, charcuterie and bread. Other strengths include the wine section and the growing range of organic, regional and local products.

Almost all stores have a Collect&Go collection point and around half of them a DATS 24 filling station as well.

The contribution of the DATS 24 filling stations is included in Colruyt Prix-Qualité's revenue.



## Revenue and brand awareness on the rise

- Colruyt-Prix Qualité's revenue has risen steadily, thanks partly to a larger influx of customers and higher spending in existing stores, partly to the opening of four new stores. This trend was also noticeable in regions where the format was less well-known.
- The combination of proximity, a full range and low prices was more popular than ever, driven by long periods of restrictions on movement, closed hospitality and working from home en masse due to the coronavirus pandemic. In the regions in which Colruyt operates, it outperformed the market, and made strong gains in market share and awareness.
- The online shopping service **Collect&Go** managed to more than double its volumes, without disrupting normal shopping activity. The service is investing further in processes and systems to optimise both the ordering process and order processing.
- Due to the travel restrictions, **DATS 24** experienced a sharp drop in revenue. However, profitability held up. In general, our French retail activity managed to keep its costs constantly under control and improve its profitability.



- 4 new stores: Belleville-en-Beaujolais, Saint-André-les-Vergers, Saint-Étienne and Uxegney
- 1 relocation (with hot bakery) and 2 renovations (with bake-off point)
- By mid-2021 all three stores in the Paris region will be sold
- Ongoing focus on **expansion in North-East** France, with the first stores in Alsace in 2021 and then 5 to 8 new stores each year

## Proximité et Prix bas

Under the motto 'Proximité et Prix bas', Colruyt continues to highlight its low prices, lower than French consumers are used to from a neighbourhood supermarket. Customers get the lowest price in the area for comparable products of national brands. Colruyt also offers the **best value for money** for the total shopping basket of own brands, fresh produce and meat.

- Each week, one million prices are compared.
- Colruyt compares with all retailers in the perimeter, including large hypermarkets or hard discounters.
- There is no difference between the prices in the physical store and the online prices for Collect&Go.

## A well-balanced assortment

Colruyt has the right assortment for shopping every few days, and for bigger weekly shops. The neighbourhood supermarkets also foster local connections and short supply chains, including via a growing range of regional products. At the same time, attention is paid to logistical efficiency and simplicity of the assortment.

Colruyt actively works to make the assortment more **sustainable**, with respect for the environment, animal welfare, etc.

All stores have a **butcher's department**, nearly all with service. The service counter has become smaller and self-service with fresh pre-packed products larger.

Every year, five stores are given a 'point chaud' to bake off bread. When larger stores are refurbished, a hot **bakery** is usually added.

## Gondreville distribution centre operational

- At the end of the financial year, Colruyt brought a brand new 12.000 m<sup>2</sup> distribution centre into service at Gondreville (near Nancy), mainly intended for fresh produce and fast-moving dry goods. Around a third of all Colruyt stores, mostly in the Grand Est region, are supplied from Gondreville. The first deliveries took place in mid-April and the site was 100% operational from mid-May.
- The new site reduces transport times and makes supplying stores more efficient and eco-friendly.
- Planning permission has also been applied for the construction of a new headquarters and 25.000 m<sup>2</sup> distribution centre near Dôle. Colruyt plans to bring this site into service in mid-2023.
- Overall, logistical capacity will double by 2023, enabling the further expansion of the store estate.





° **1994**, acquisition of Droomland, renamed Dreamland in 2002

 **EUR 348 million** combined revenue for Dreamland, Dreambaby, Bike Republic and The Fashion Society (+ 37,6%) <sup>(1)</sup>

 **47 stores**

 **1.600 m<sup>2</sup>** average store area

 **60.000** items offline and online

 **More than 850** employees in FTE

 **[dreamland.be](https://www.dreamland.be)**

*(1) Including The Fashion Society from August 2020*



Family and seasonal store Dreamland has an extensive range of toys, outdoor toys, garden furniture, school supplies, multimedia and gaming, children's bedrooms, books, comic books, etc. Dreamland wants to inspire children and their parents to have fun connecting. The format consists of physical stores and an online shop.

Customers can collect their online reservations from a Dreamland, Colruyt or OKay store or from a Collect&Go collection point. Home delivery is also an option. Dreamland is the market leader in toy sales in Belgium, both offline and in the webshop.

Dreamland's online revenue is included in the store format from where the goods are collected.

# Strong online growth

- Dreamland performed better than forecast last financial year, partly due to the opening of two new stores and strong online growth. When the stores were completely closed for two months from mid-March 2020, sales moved en masse to the webshop. Online sales (with home delivery) largely offset the loss of revenue from the closed stores. The Click&Collect service was ready to be rolled out in all stores in good time for the second closure period in November 2020. This remained available during the third wave of coronavirus from March 2021, when it was also possible to shop by appointment.
- Customers bought larger quantities on average and the number of items per online order doubled.
- In a slightly increased toy market, Dreamland managed to considerably **strengthen** its **position** as an omnichannel player, partly due to a further thinning out of the competition. This resulted in a further increase in market share for toys.
- Dreamland aims to continue to open one or two new stores each year.



- 2 new stores: Sambreville and Hasselt
- 1 total renovation: Waterloo

# On- and offline, a perfect match

- DreamLand continues to focus on an **omnichannel** strategy, a combination of 'clicks & bricks', which complement and reinforce one another. The webshop offset the store closures and customers quickly found their way back to the stores afterwards.
- Ten years after its launch, dreamland.be has grown into the **largest toy webshop** in Belgium. In 2020, the site was visited 38 million times, or 150% more than in 2019. Various review scores show that customers are highly satisfied with the online purchasing and delivery process.
- The **Click & Collect** service launched at the end of 2019 uses the webshop as a digital store window for the physical stores. Customers reserve items online from stock and can collect them in-store three hours later. After a huge peak during the second closure (due to COVID-19), around 10% of customers continue to opt for this service.



## Vast network of collection points

One of the main assets of Dreamland.be is the combined network of collection points at more than **400** Dreamland, Colruyt and OKay **stores**. Customers can pick up their purchases while doing their shopping.

This network allows Dreamland to operate **more sustainably** than the average webshop. As orders travel with the daily store deliveries, this requires less transportation and packaging.

On average, around two thirds of online customers opt for **collection**. That number rose during the first lockdown, when all parcel services experienced long delays, while the smooth flow to the collection points was still guaranteed.



## 24.000 children videocall with St Nicholas

At the end of 2020, Dreamland came up with a safe, digital alternative to the annual visit of St Nicholas to stores: a personal online video call with the holy man himself. 14.250 calls were arranged, so that more than 24.000 children could talk to St Nicholas. This technological feat met with an enthusiastic reception from children and parents.

The striking, inclusive St Nicholas campaign 'Pak je dromen uit' (Unpack your dreams) won a bronze Effie Award, a prestigious award for marketing communication. Dreamland also won two prizes at the Creative Belgium Awards for the most innovative creations.

## New store concept under preparation

Dreamland constantly tests a range of innovations in the layout of new stores. For instance, in Sambreville, there was central routing with the assortments arranged in 'worlds' on either side. The collection point is at the front of the store, with a separate checkout for customers who are not doing any other shopping. Initial sales results are positive and demonstrate the potential of the store.

The best elements of all recent stores will be incorporated in the development of a totally new store concept to be trialed in 2022. That promises even more inspiration and experience, with profitability in mind.



## Innovative services

Dreamland wants to be more than just a product retailer and is gradually offering more and more additional services.

**DreamBuddy.** An online tool that helps customers pick the perfect gift. With an online wish list, they can share gift tips with friends and family.

**Birthday parties.** Trial concept 'My Dream Party @Home', a box containing all you need for a birthday party, in various themes, including an entertainer if desired. Following a trial with a hundred boxes on sale from May 2021, the possible rollout is planned for the end of September.

## Kangourou goes green

Dreamland wants to become a benchmark for sustainability with its Kangourou own brand. By the start of the new school year in 2021, the range of satchels for primary school will be made from 100% recycled PET. By September 2023, ranges for toddlers and teenagers will be added.

**NEWSTORY**  
eersteklas tweedehands

## 85% actually sold

Dreamland and Dreambaby have their own platform in the second-hand market, where individuals can buy and sell baby and children's items. Potential sellers bring items meeting certain requirements to a collection point (three stand-alone and 11 in Dreamland stores). NewStory puts the items on the online platform. The seller receives 75% of the selling price in the form of a Colruyt Group voucher. 85% of items offered are actually sold.



° 2001



**EUR 348 million** combined revenue for Dreamland, Dreambaby, Bike Republic and The Fashion (+ 37,6%) <sup>(1)</sup>



**30 stores** and **6 shops** in Dreamland stores



**600 m<sup>2</sup>** average store area



**8.000** items instore and online



**More than 300** employees in FTE



**The best start for you and your baby**



**[dreambaby.be](https://www.dreambaby.be)**

*(1) Including The Fashion Society as from August 2020*



Dreambaby is the largest national player in the Belgian baby market, with a quality, wide and competitively priced offer for babies and toddlers up to 30 months. The physical stores and the online shop offer a choice of most major brands and the own brand Dreambee. Baby gift lists, which customers can put together and manage online and instore, are very popular. Online reservations can be collected from more than 400 collection points at Colruyt and OKay, or delivered to the customer's home. Dreambaby stands out through its personal guidance and advice from experienced staff.

Dreambaby's online revenue is included in the store format from where the goods are collected.



## Satisfactory result

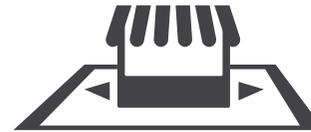
Last financial year, Dreambaby recorded a satisfactory result, despite a slight fall in the birth rate and the negative impact of the coronavirus pandemic. The physical stores experienced a lower frequency combined with a higher basket. In-store sales fell slightly, while online sales grew strongly.

During the two months of compulsory closure from mid-March 2020, sales shifted to the webshop. Dreambaby offered free delivery of all reserved and paid-for goods from active baby gift lists. During the second closure period at the end of 2020, many customers made use of the online reservation and collection service Click&Collect. From March 2021, the stores were officially classed as 'essential' and remained open as usual.

Throughout the year, Dreambaby more than ever managed to play its role as a committed, **reliable** and **solution-oriented partner**, for example during video calls with customers. Besides the contact with employees, customers also appreciated the nearness and security of the network of 30 stores and more than 400 collection points.

The new store in Ben-Ahin was the first to showcase the partially redesigned store concept, with more warmth and colour and a clearer layout. Its instant success reinforces the baby specialist's belief in physical stores.

In an altered competitive landscape, Dreambaby managed to strengthen its position.



- 1 new store in Ben-Ahin (Huy)
- Future openings planned in La Louvière, Hasselt and Zaventem



## Constantly changing assortment

- In the last few years, Dreambaby has introduced innovation in the assortment several times a year, instead of the previous bigger wave of innovation in November or December.
- The assortment for mums (to be) was expanded to include more trendy items and was given a more prominent place in the stores.

# Marriage between physical and digital

Dreambaby strengthened its expertise and communication in e-commerce, and notices a closer interplay between physical stores and digital channels. During the compulsory closures, customers quickly found their way to the webshop. Afterwards, they headed back to the physical stores just as quickly, but the webshop and the Click&Collect service still performed well.



# ColliShop

## Webshop stops, network of collection points continues

In November 2020 we completely stopped the sale of around 24.000 non-food articles via the Collishop webshop. The reason for this is that, in the highly competitive non-food market, further **specialisation** is necessary for sustainable growth. Colruyt Group continues to believe in a **multichannel approach** and continues to invest in both physical stores and webshops as well as digital applications. We continue to capitalise on a number of strengths of Collishop:

- Sale of the bed & bath range via our online textile specialist MyUnderwear24. The cooking & dining range found a place in Colruyt's non-food aisles.
- Our network of more than 400 in-person **Collishop collection points** in Colruyt and OKay stores for the collection of online orders from Dreamland, Dreambaby, First-class Wines and since February 2021 Newpharma too.
- B2B service from **Collishop Professional** to businesses (mainly gift vouchers) and nurseries.

Following the closure of Collishop.be, the distribution centre in Pommeroeul shut in the autumn of 2021. All non-food logistics are centralised at the distribution centre in Lot, which will increase **logistical efficiency**.

All Collishop employees are redeployed within the group.

Collishop's revenue up to and including November 2020 was allocated to the store format from which the orders were collected.



° **2019:** acquisition of Fiets! by Colruyt Group, renamed Bike Republic in 2021

 **EUR 348 million** combined revenue for Dreamland, Dreambaby, Bike Republic and The Fashion Society (+ 37,6%) <sup>(1)</sup>

 **15 stores** with showroom and workshop, including 5 with a large sports range

 **800 to 1.200 m<sup>2</sup>** average store area

 **More than 5.000 bikes permanently** in central stock. Choice of more than 1.600 bikes, accessories and items of clothing

 **More than 90** employees in FTE

 **Cycling along with you**

 **[bikerepublic.be](https://www.bikerepublic.be)**

*(1) Including The Fashion Society as from August 2020*

## **Bike** **REPUBLIC**

Bike Republic is a leading player in the sale of branded bikes, cycling clothing and accessories and makes around three quarters of its sales from e-bikes. The wide range covers twenty top brands, including own brand Hiron. 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. The cycling specialist excels in accessibility, through its attractive stores, user-friendly website and easy contactability via live chat, phone and social media. Bike Republic also stands out through first-class service: experts offer both individuals and companies sound advice, an excellent after-sales service, maintenance in its own workshops, bicycle insurance and so on.

## Strong performance

- Bike Republic has had a strong financial year. While the stores were closed for two months from mid-March 2020, online sales enjoyed a substantial boost. The company accelerated the development of services such as remote selling, live chat, home delivery of new and refurbished bikes and home repair service. As a result, it still managed to achieve a substantial amount of the planned revenue during the first lockdown. During the subsequent lockdowns, customers could use the Click&Collect service: reserve online and collect from the store or have it delivered to their home.
- Bike Republic benefitted from the rediscovery of cycling by the general public, for both recreation and commuting. By the summer of 2020, all lost store revenue was made up and sales remained at a high level throughout the year. Sufficient stock meant that the right bike could be supplied to almost every customer.
- The organisation is gradually integrating further into Colruyt Group and has already entered into cooperation agreements with technical and recruitment departments, for example.
- Bike Republic intends to open five new stores each year for the next few years, including in Brussels and Wallonia. Eventually it wants to double its store estate.



- 3 new stores: Diksmuide, Dilbeek and Ghent Dampoort
- 2 relocations: Kuurne and Ghent Rooigem
- Opening Oudenaarde in April and Grimbergen mid-2021



## New name, concept and story

- At the beginning of March 2021, the Fiets! chain was renamed Bike Republic, identifiable to both Dutch and French speakers. Bike refers to the product, which remains central. Republic stands for togetherness, the community around cycling experience and fun.
- The new store concept has been rolled out in three new stores and the others are gradually being converted. The design is influenced more strongly by **pure cycling fun** and guides customers more clearly through the range.
- Communication is now geared to customers' needs and speaks directly to them.
- The uniform rebranding helps Bike Republic evolve from a historically grown network of stores with their own offer into a bike retailer that guarantees customers the same experience and service everywhere. This ambition is also central to the further development of partnerships with suppliers, leasing companies, insurers and so on.



## Compagnon de route

Bike Republic wants to constantly ride alongside its customers as a trusty companion. Hence its ongoing focus on accessibility, with a larger store network, a wide assortment of bikes and accessories and a broader range of services, during and after sales. The brand adopts an omnichannel approach here. Customers can ask for advice or book an appointment online and easily find and order the right model of bike in the right size. In the actual stores, there are digital and touchscreens to browse the assortment.

### Service at work

Bike Republic wants to inspire companies and their employees to opt for a company bicycle, via various tailor-made leasing and purchasing packages. Companies can count on a total service, including advice on procurement, tax advice, cycling proficiency courses, maintenance and repair in the workshop or on site.

## An expert team

The new 'Bike Academy' brings together all education and training to increase the expertise of staff, with the focus on product, service and customer centricity. The training centre develops face-to-face and online packages for onboarding and coaching of new and existing colleagues, from both sales and the service centre. Since there is a shortage of technicians, two workshops are provided for technical training in the new store in Grimbergen.





° **2020:** Colruyt Group increases its stake from 68% to over 96%



**EUR 348 million** combined revenue for Dreamland, Dreambaby, Bike Republic and The Fashion Society (+ 37,6)<sup>(1)</sup>



**116 stores** of ZEB, PointCarré, The Fashion Store and ZEB For Stars



**1.000 m<sup>2</sup>** average store area



**Average 7.500** items annually



**More than 700** employees in FTE



**zeb.be**  
**zebforstars.be**

**pointcarre.be**  
**thefashionstore.be**

*(1) Including The Fashion Society as from August 2020*



- The Fashion Society groups together four retail chains for women's, men's and children's fashion, mainly active in Belgium but also in Luxembourg and France. This involves out-of-town destination stores, with a focus on customer satisfaction.
- The four store concepts are aimed at distinct target groups, covering a large proportion of the fashion market.
- ZEB is designed for confident, fashion-conscious customers seeking inspiration. Family stores PointCarré and The Fashion Store target trend followers and are strong on personal advice while ZEB For Stars focuses on hip kids aged from 0 to 16.





- 71 stores
- New stores in Waremmes and Couvin
- Potential for more than 100 stores in Belgium

ZEB continues to focus on an on-trend range, including co-creations with well-known names. These include TV phenomenon Olga Leyers (first collection), French-speaking influencer Aurélie Van Daelen (second) and cycling star Remco Evenepoel (third).



- 5 stores

Due to the cancellation of first communions and festivals in the spring, sales of occasion wear dropped. ZEB For Stars responded agilely and shifted the focus from luxurious outfits for special events to clothing for every occasion. That partially offset the loss of revenue.

The chain offers the second collection by CEMI, well-known influencers Céline Dept and Michiel Callebaut, as an exclusive.

## ZEB For Everyone

In February 2021, together with Hart voor Handicap, ZEB launched an initiative to offer people with disabilities a better shopping experience. After surveys and panel discussions with experts with practical experience, ZEB drew up an action plan for making stores more accessible, with extra parking spaces, wheelchair-friendly toilets, online apps for the visually impaired and training to help employees understand the situation of people with disabilities. The action plan received a great deal of attention in the media.



## THE FASHION STORE

- 13 stores
- New stores in Dendermonde, Rijkevorsel and Couvin

The Fashion Store found that it was mostly the older customer group that stayed away. This was mainly apparent from lower sales in brands popular with the over 75s.

## PointCarré

- 12 own stores and 15 franchise stores
- 1 new franchise store in Briey in France, half an hour from Kortrijk.

In April 2020, PointCarré launched a new webshop that is doing well. The chain is focusing on further growth in Wallonia and France, where the new store concept is especially popular. PointCarré intends to achieve this growth via franchising in the first instance.



MyComfort24 is the new name of MyUnderwear24, which has been the largest Belgian webshop for underwear, nightwear, hosiery and swimwear from leading brands for more than 10 years. MyComfort24 is more representative, since the webshop took over the bed linen and bathroom textiles assortment of the closed Collishop at the end of 2020. MyComfort24 then launched its new webshop in a fresh house style with the baseline 'Bed. Bath. Underwear. Always good.' The expansion of the assortment and the sharp increase in online shopping led to strong revenue growth last financial year.

## An eventful year



The fashion group suffered severely from the coronavirus pandemic, especially the 3,5 month store closure and outside this the quasi-permanent restrictions on shopping, which hampered shopping for fun. During the closure in March/April 2020, the majority of employees were furloughed, while others continued to work in the stores preparing online orders.



After the first lockdown in the spring of 2020, customer visits slowly picked up. A telephone survey revealed that the main fear was of busy places, after which stores began trialling **private shopping** (by reservation) or personal shopping (with personal advice, by appointment). Following positive feedback, this system was rolled out nationally.



When shopping in person revived in the summer months, the four formats significantly outperformed the market, thanks partly to strong promotions and increased, mainly digital communication. After a difficult month in December, the fashion group managed to limit losses somewhat during the sales at the beginning of 2021.



A small part of the revenue loss was recouped via **online sales**. These peaked during the lockdowns and grew by more than 150% year on year, requiring extra logistical effort. The group expects that a large proportion of the extra online volumes will shift back to the stores after the coronavirus pandemic, but that online sales will also remain at a higher level than before.



The group remains committed to a multichannel approach and continues to focus on relevance to customers and sustainable growth.



In August 2020, Colruyt Group increased its stake in the fashion group from 68% to meanwhile 98% and, as a result, the group is fully consolidated since August 2020. At the end of January 2021 the group name was changed from Fraluc to The Fashion Society, with a new logo as well.

# Participating interests



Since December 2017  
Stake: 26,0%

Newpharma is the **largest Belgian online pharmacy**, with more than 1.700 brands and 40.000 OTC products at reasonable prices. A team of ten pharmacists screens orders and sends customers advice about products ordered, for instance in conjunction with previous purchases.

During the 2020 financial and calendar year, Newpharma managed to win **many new customers** and achieve even stronger revenue growth. Sales peaked in the spring of 2020, due mainly to massive demand for hygiene and health products, in response to the coronavirus pandemic.

To facilitate future growth, the company will bring a new 20.000 m<sup>2</sup> distribution centre in Liège, owned by Colruyt Group, into service in July 2021.

Newpharma focuses on international growth in neighbouring countries the Netherlands and France, as well as in Switzerland. Accordingly, it adapts its assortments, price and promotion policy more closely to local markets.

## Synergy with Colruyt Group

Newpharma is developing synergies with various Colruyt Group store formats in 2021.

- Since February customers can also collect their Newpharma pack from around four hundred **Collishop collection points** in Colruyt and OKay stores.
- Since May, a care range for babies and mums is on the shelves of the thirty **Dreambaby** stores.
- From the end of 2021, Newpharma also wants to introduce a range in **Colruyt** stores.



Since August 2019  
Stake: 23,7%

French company Scallog specialises in robotisation of order-picking in logistics centres. Although business declined temporarily in 2020 as a result of the coronavirus pandemic, order books have since filled up again. Scallog continues to invest in R&D to optimise its offering and works closely with Colruyt Group.

- Pilot project at Newpharma's new distribution centre, for automatic picking of 3.000 items, with a view to more accurate picking and a substantial productivity gain.
- Test project at the new distribution centre of our online shopping service Collect&Go.
- Scallog prospects in the French and international markets, while sales experts from Colruyt Group approach the Dutch-speaking market.



° **2003** Spar Retail, in **2014** renamed Retail Partners Colruyt Group

**211** Spar stores

**64** Alvo stores



**89** unaffiliated clients, including **24** Mini Markets



**More than 800** employees in FTE



**Doing business together is growing**



[retailpartnerscolruytgroup.be](http://retailpartnerscolruytgroup.be)

## RETAIL PARTNERS COLRUYTGROUP

Retail Partners Colruyt Group is the licensee of the Spar formula in Belgium and works closely with the independent Spar storekeepers. Besides supply and assortment management, the organisation also takes care of the commercial policy, from pricing and promotion policy to marketing and sales support. RPCG has a unique consultation model, in partnership with the elected delegation of entrepreneurs. Together they shape the look of the stores, range, commercial focus and the future of Spar Colruyt Group.

RPCG also supplies fresh products and groceries to independent storekeepers from Alvo and unaffiliated clients.



## Excellent financial year, supply secured

- Retail Partners Colruyt Group had an excellent financial year. The revenue increase was largely driven by changing purchasing behaviour as a result of the coronavirus pandemic, where Belgian consumers tended to shop close to home, including for big shops.
- The newest Spar Colruyt Group stores led the way, with individual revenue increases of easily a quarter over the whole financial year. At the same time, RPCG saw deliveries to Alvo stores and unaffiliated clients increase substantially.
- Despite the sudden and significant volume increases, RPCG managed to maintain its deliveries and service to the independent storekeepers at a high level throughout the year. To this end, the distribution centre in Mechelen took on many extra temporary staff from March 2020, as well as a night shift until past the end of the financial year.
- RPCG is convinced that the new customers will continue to find their way to Spar stores, in view of the greater awareness and increased homeworking.

## Profitable business model

- RPCG saw interest in becoming an independent storekeeper grow last year and continues to look out for **new storekeepers**, including for the 2 stores it temporarily operates itself. Last year, four stores in the portfolio were taken over by independent storekeepers. In essence, candidates can count on a profitable business model with a broad range of support services and advice.
- The Spar franchise model offers the store operator the best of both worlds: far more scope for **entrepreneurship** than a hard franchise and considerably more **support** than a pure logistical partnership.
- RPCG works more closely with partners within Colruyt Group, due to higher quality, efficiency and effectiveness throughout the chain and **better service** to storekeepers. For example, there is close cooperation in operational procurement and optimisation of underlying processes and systems. In addition, RPCG now uses the same IT platform for the grocery supply chain as other Colruyt Group food brands.



**211** stores, including 169 in the Spar Colruyt Group format



**350 - 1.800 m<sup>2</sup>** average store area



[mijnspar.be](https://mijnspar.be)



Spar Colruyt Group is the friendly neighbourhood supermarket for daily grocery shopping and offers a strong range of fresh products, personal service and competitive prices. The independent storekeepers add their own touches with their expertise and local specialities. Spar inspires with the free magazine KOOK and is famous for the weekly Top Deals with 50% off. Most stores open on Sunday (morning).

Spar was founded in the Netherlands in 1932 as the first cooperative of independent retailers. With more than 13.300 member stores in 48 countries, Spar International is now the food distributor with the largest number of stores in the world.

## Recipe for success

- Last financial year, 5 Spar stores underwent a total **remodelling**, often combined with expansion. That requires considerable investment, but the storekeeper can count on technical advice, sales and marketing support and a partial loan. Stores meeting a number of criteria (such as automatic stock management) also receive the Colruyt Group signature on the front.
- The profitability of the Spar storekeepers remains among the best in the market. The new and remodelled Spar Colruyt Group stores in particular are recording **above-average results**, which inspires RPCG and the storekeepers to accelerate the renovation process. By the end of the financial year, 45 stores had been given a new look, with the goal of 65 stores by the end of March 2022.
- The new stores generally have a professional kitchen, for preparing home-made specialities, according to centrally provided and own recipes. Close to the entrance, there is often also a bakery department with its own proving cabinets for ultra-fresh bread products.
- To generate enthusiasm among storekeepers for the format, a virtual Spar Colruyt Group store was developed, that offers visitors an authentic shopping experience.
- In mid-2021, RPCG will open a physical mock-up store at the headquarters in Mechelen. Both employees and (prospective) storekeepers can discover innovations, find inspiration or take training there.



- 9 new stores
- 5 renovations
- 6 closures
- 6 new stores and 14 reopenings in 2021/22



## Dynamic relationship with storekeepers

RPCG is developing various levers to strengthen the partnership with the independent Spar storekeepers.

- Further expansion of the vertical sales organisation, with regional business consultants to provide financial and economic support and specialist consultants for butcher, fruit and vegetables, bakery, etc. Together, they provide more coordinated and **targeted support** for the storekeepers.
- Accelerated development of alternative **digital** communication channels with storekeepers.
- Wider service, with more support for the relationship between storekeeper and end customer (**B2B2C**).
- More **engagement** with representatives of RPCG and storekeepers via the modernised Future board. The strategy targets added value for the storekeepers, through the development of new services and (digital) tools, for example.

## Innovative assortment

- For the second time, Spar stores could sign up for complete **festive menus** for the end-of-year period, including communication materials. 109 participating stores sold a total of more than 6.000 menus, an increase of more than 200%.
- Together with storekeepers and suppliers, Spar Colruyt Group developed an alternative to the traditional end-of-year tasting in-store. In December 2020, 83.000 customers received a hugely popular 6-item **tasting pack** on presentation of Xtra.
- In **fresh** the cold meat and sushi ranges in particular were optimised. The **deli section** stands out with new, healthier recipes and redesigned packaging.
- Updated offer of **flowers & plants**, generating 40% revenue growth.
- More **organic** in all food categories.
- In 2021, all Spar products will display the **Nutri-Score** on the packaging.

## Appreciation for healthcare workers

To mark 'Healthcare Day', Spar gave out 2.200 packs containing thank-you cards and bakery products to all staff of AZ Sint-Maarten hospital in Mechelen. The nice gesture was greatly appreciated.



## 62 stores install defibrillator

Following a successful crowdfunding campaign in the spring, during 2021, more than 60 Spar stores have installed a brand new automated external defibrillator (AED) on their front, permanently available to all local residents. The purchase of the life-saving devices was funded by the stores and customer donations.

## Digital end-of-year trade fair

The end-of-year trade fair in September is the ideal annual meeting point for RPCG, storekeepers and suppliers. In 2020, a fully-fledged alternative was devised to help storekeepers engage with the end-of-year range, including an inspiration brochure, a tasting box, 10 online inspirational videos co-created with suppliers, and personal explanations by business consultants. All of this led to good advance sales of new items.

## More intensive customer communication

Spar supported the new stores in their communication with customers, including six eye-catching campaigns and promotions. The common theme: making life easier and more financially bearable during the coronavirus pandemic.



° **2004:** acquisition of Panier Sympa and start of Coccinelle and Coccimarket licence

 **301** affiliated stores: **181** Panier Sympa, **95** Coccimarket and **25** Coccinelle

 **More than 1.500** independent storekeepers

 **100 - 400 m<sup>2</sup>** average store area

 **More than 8.000** items

 **Represented on three quarters of French territory**

 **More than 200** employees in FTE

 [codifrance.fr](http://codifrance.fr)



Codifrance supplies around three hundred affiliated neighbourhood stores of Coccinelle, Coccimarket and Panier Sympa in France with dry goods, fresh produce and frozen food. These are mini-markets located in town or village centres that focus on customers doing their daily shopping.

Codifrance offers the independent operators a wide assortment of national brands, private labels (Belle-France) and discount brands. They can also count on assistance with deciding on their range, pricing, marketing and communication.

In addition, the organisation simply supplies over 1.500 independent retailers in more than 70 departments.

# Record year

- Codifrance achieved record sales last financial year. In the face of strict coronavirus measures (6pm curfew, temporary 1km travel perimeter, etc.), consumers tended to visit small(er) neighbourhood stores. Many consumers appreciated the local store (once again) for meeting their basic needs, and the contact with the local shopkeeper.
- The wholesale arm managed to adapt rapidly to this sudden influx of customers, and to maintain its service and supply to the independent neighbourhood stores. It will support stores to consolidate on the increased loyalty.
- A pleasing increase in profitability was recorded once more, partly by keeping costs under control. Transport costs in particular fell thanks to optimisation of the transportation schedule. Secondly, operational excellence continued to grow and the organisation reaped the rewards of strict credit management in recent years.
- Besides supplying stores directly, Codifrance also delivers to a number of wholesalers, who in turn supply small stores.



## More efficient logistics

- At the beginning of 2020, a new **warehouse management system** was brought in, with a view to efficiency gains and better tools in the distribution centre. Since then, the quality of the service provided has improved significantly.
- Codifrance will implement a new, high-end ERP tool tailored to B2B activity by 2022. The organisation expects this to lead to major progress in operational excellence, cost control and work simplification.



° 2013



**EUR 109 million** revenue (- 13,4%)



**25.000** customers



**13.000** items in food, fresh and frozen



**Around 450** employees in FTE



**[solucious.be](https://solucious.be)**



Foodservice business Solucious supplies food products to professional customers throughout Belgium, primarily social catering (schools, hospitals, care homes, etc.), hospitality and corporate catering. The assortment covers groceries, fresh and frozen, in small and large packs. Customers can choose from national brands, own retail brands Boni Selection and Everyday, and its own foodservice brands Culino and Econom, especially for professional chefs. Solucious stands out by its convenience, fair and consistent pricing with bulk discount and constant reliability, about which it communicates transparently.



## Stronger position in difficult circumstances

Solucious ended the financial year with a significant volume and revenue loss, mainly due to coronavirus measures such as the (partial) closures of the education, hospitality, theme parks and cultural and events sectors, for example. Compulsory working from home also led to a heavy decline in volume in corporate catering. On the other hand, supply to the healthcare sector remained at around the same level as last financial year.

Thanks partly to its strong customer mix, Solucious outperformed the market average. Furthermore, even in this difficult period, it managed to **consolidate its position**, partly by attracting major new customers in healthcare and hospitality. Overall, therefore, Solucious looks back on the financial year with satisfaction.

Solucious continued to guarantee its customers a **reliable service**: deliveries respecting the coronavirus measures, sufficient stock availability and an adapted offer, including takeaway packs for caterers and hygiene products such as facemasks and hand gel.

All managers and staff members were trained to replace the order pickers in the event of large-scale self-isolation. For around one and a half months, several senior staff members worked in the Bornem distribution centre.



## Support for youth

Over the summer, Solucious scaled up its capacity, to supply as many youth camps as possible safely. The company also delivered 15.600 free hygiene packs donated by Colruyt Lowest Prices to youth associations (see p. 45).



## Festive food box for associations and companies

With the Dinner Box, Solucious created an original solution in November to raise funds for associations and clubs. Companies also used the Dinner Box as an alternative festive gift. Michelin-starred chef Marcelo Ballardín composed the festive menu for two, Solucious put together the ingredients and delivered the food boxes. The 2.500 festive boxes were sent out in no time at all, as was the special spring edition in March 2021.

# Delivery process digitised

In January 2020, Solucious began to roll out its courier app. This digital assistant optimises the management of the truck fleet, transport planning, customer contact and delivery itself. Result: greater **convenience**, **efficiency** and **reliability** for both courier and customer.

It is even easier for couriers to deliver the order and logistics services to every customer. The entire delivery process is easier, more accurate and paperless: the courier registers the delivery, returns and empties on his/her PDA and sends everything to the customer simply in one digital receipt.

The tool also offers a track & trace solution. Customers can track their delivery online to within one hour. This helps them organise their working day.

Solucious is the first Belgian foodservice player to digitise the administration and reporting of the delivery process. This enables the company to continue to grow while guaranteeing reliability. The app was developed in partnership with Belgian company Urbantz, which specialises in last-mile delivery technology.

## “You provide care, we provide groceries”

- From March to May 2020, Solucious delivered online orders of healthcare workers at the car parks of 13 major hospitals at no extra cost.
- At the beginning of November, home delivery of orders became available via Solucious.be to all healthcare workers in Belgium. The range was supplemented with products of relevance to private customers.
- For Healthcare Day on 21 March 2021, Solucious distributed 3.000 surprise boxes to Flemish hospitals, nurseries, care homes and daycare centres. Solucious covered the delivery cost, while Spar, Collect&Go and Colruyt Group Academy contributed products and vouchers.

## A heart for hospitality

- During the lockdowns, Solucious informed all hospitality customers of Colruyt Group's call for people on furlough to lend a hand with sales, logistics and production.



- Solucious was a premium partner of the #HorecaComeback (hospitality comeback) initiative. Consumers could buy vouchers for their favourite business to be used after reopening. The amounts paid went directly to the participating hospitality businesses.



° 2020 Merger of Symeta and Joos Hybrid

👤 Around 270 employees in FTE

🖥️ [symeta-hybrid.com](https://symeta-hybrid.com)

## Symeta Hybrid

Symeta Hybrid is one of the largest Belgian specialists in personalised marketing communication and administrative document flows. The company processes data and sends communications physically or via digital channels. Symeta Hybrid has state-of-the-art printing technology and a powerful information management platform for electronic billing, payment and archiving. It guarantees the highest possible security for confidential data such as personal data. Flexible all-in-one solutions result in efficiency for companies and user-friendliness and freedom of choice for the end customer. Symeta Hybrid serves both internal and external clients <sup>(1)</sup> in sectors such as HR, finance, healthcare, utilities, government, industry and services.

(1) External revenue is recorded under 'Other activities'.

# Merger of Symeta and Joos Hybrid

- In August 2020, Colruyt Group acquired 100% of the shares of Joos Hybrid, a subsidiary of Belgian family business Group Joos. All activities of Joos Hybrid were combined with those of our company Symeta in the newly founded company Symeta Hybrid.
- Via this acquisition, we want to **optimise** our own processes **sustainably** and support external clients in their **digital transformation**. The transaction had no material impact on the net result for financial year 2020/21.



## Complementary activities

- The activities of the former Symeta and Joos Hybrid complement one another well. The combined expertise in personalised marketing communication and administrative document flows is unique in Belgium. The same applies to the combination of two separate production sites, which function perfectly as one another's back-up.
- The acquisition soon delivered synergy benefits and was well-received in the market, partly due to the confidence Colruyt Group enjoys. Accordingly, Symeta Hybrid has already managed to win new clients in the telecom and public sectors, as well as service voucher company Easy Life, coffee roaster Ray & Jules and fashion chain The Fashion Store.



° 1972



**EUR 532 million** revenue (-25,7%)



**137 filling stations** including **84** with CNG



**116 stores with charging stations**



**More than 70** employees in FTE



**Smart refuelling**



**[dats24.be](https://www.dats24.be)**

## DATS 24

DATS 24 offers all common and alternative energy sources in Belgium, increasingly offering natural gas (CNG), electricity and hydrogen as well as petrol and diesel. Colruyt Group's energy specialist works towards greener mobility and continues to invest in the expansion of its network of CNG stations, electric charging infrastructure and public hydrogen stations in Belgium. DATS 24 informs and inspires individuals and companies about how to achieve more sustainable mobility via workshops, talks and webinars. It holds ISO 14001 certification for the ecological management of its stations.



## Reduced mobility leads to substantial fall in volume

- DATS 24 had an extremely tough financial year. In the first few weeks, sales volumes dropped to 75%, as a result of heavily reduced mobility at the time of the outbreak of the coronavirus pandemic. Sales of CNG held up best, because this tends to be purchased by B2B customers.
- Over the financial year as a whole, the volume shrinkage stood at around 20% and revenue loss at over 25%. However, DATS 24 managed to maintain its profitability at a decent level.
- DATS 24 responded agilely to the coronavirus pandemic, was the first in Belgium to make disinfecting hand gel available at filling stations and took extra trouble to disinfect all contact surfaces. It also ran a campaign to promote refuelling and (contactless) payment with the Xtra app.
- The rollout of more pumps with AdBlue was accelerated. By the end of the financial year, the additive which heavily reduces NOx emissions of diesel engines was available at 37 stations, a number that will double by mid-2021.
- DATS 24 still sees potential for sales of conventional fossil fuels for some time to come. At the same time, the company is fully committed to greener mobility and renewable energy, both on the road and at home and work.



4 new filling stations  
8 extra CNG refuelling points  
16 more stores with electric charging stations



## First steps in the private energy market

After thorough preparations, DATS 24 started supplying natural gas and 100% green, Belgian electricity to private customers in Flanders and Wallonia in April 2021. Around 1.500 Colruyt Group employees had already signed up from October 2020, allowing scope to refine the processes and systems before scaling up. DATS 24 is prospecting step by step, firstly among familiar customers within the group.

- **100% local, green electricity**, for instance from the wind farm on the Colruyt Group site in Halle and the North Sea wind farms in which the group has a stake. Customers choose their favourite energy source themselves.
- **Simplicity and transparency**, with three products: electricity (with or without an injection fee), natural gas or both, in a single tariff plan with attractive, variable pricing. In surveys, variable tariffs have usually turned out to be the best option in recent years. In this way, DATS 24 aims to give customers peace of mind in the long term.
- **Convenience and autonomy**. Via their Xtra profile, customers can easily register online, perform a cost simulation, manage their energy sources and bills and so on.



## Hydrogen becomes accessible

DATS 24 sees great potential in hydrogen as a **sustainable fuel** for vehicles. Since 2018, the public filling station in Halle has offered 100% green hydrogen, produced with power from local wind turbines. Colruyt Group has 25 hydrogen-powered vehicles.

- In the second half of 2021, four new **hydrogen stations** will open in Haasrode, Wilrijk, Erpe-Mere and Herve. At the beginning of 2022, the first hydrogen station for heavy-duty logistics will open next to the distribution centre in Ollignies.
- DATS 24 is working with various partners on a number of test projects involving hydrogen-powered vehicles. For instance, since the end of 2020, a 44-tonne hydrogen-powered truck has been in use in logistics, a European first.

The aim is to gain expertise and eventually make hydrogen accessible for passenger and goods transport.



## More electricity and natural gas for vehicles

- The network of **electric charging points** on store sites is gradually expanding, as stores are built and renovated. Including office sites, the network had 294 charging points at the end of the financial year.
- Last financial year, DATS 24 sold more than 200 MWh of electricity, or the equivalent of 1.250.000 electric kilometres travelled (at a consumption of 16KWh per 100 km).
- The DATS 24 **charging card** gives access to almost 300 own charging points and 7.600 points throughout Belgium. During the financial year as a whole, more than 29.000 charging sessions took place using the card.
- DATS 24 continues to steadily expand its **CNG network** and had 84 stations with a natural gas pump by the end of the financial year. The company looks forward to a regulatory framework for injecting biogas into the natural gas grid. This more sustainable mixture does not require the adaptation of CNG pumps or vehicles.
- DATS 24 plays a pioneering role in the market, with mobile refuelling and payment via the **Xtra app**. By the end of the financial year there were 28.000 unique users of the refuelling function.

## Best Brand Award 2021

Market research agency GfK presented DATS 24 with the Best Brand Award 2021 in the Fuel category, based on market share and a consumer brand perception survey. DATS 24 scored highest on the criteria of value for money and innovation. The respondents particularly appreciated the hand gel at the stations and the more frequent, more intensive cleaning. DATS 24 is proud to have succeeded in standing out in a commodity market.



° **2019:** establishment by Colruyt Group and Korys

● Stake: **60,87%**

## virya energy

Energy holding company Virya Energy is active in the development, financing, construction and operation of renewable energy sources, with a particular focus on offshore and onshore wind energy.

Virya Energy was established at the end of 2019 by Colruyt Group and its majority shareholder Korys. The holding company owns 100% stakes in Parkwind, Eurowatt, Eoly Energy and Sanchore, and aims for international expansion. Combining all of these activities allows Virya Energy to promote the sharing of technology and knowledge between the various teams and create economies of scale, so as to remain a key player in the rapidly changing renewable energy sector.



Belgian company Parkwind is active in the production of offshore wind energy, in the North Sea and further afield.

## Offshore wind farms in Belgium

The four wind farms off the Belgian coast in which Parkwind has a stake produced a total of 2.708 GWh of green electricity in 2020, or the equivalent of the annual consumption of over 770.000 households. That makes Parkwind one of the largest producers of green electricity in Belgium.

	Parkwind stake	Capacity	Production 2020
Belwind (2010)	78,5%	165 MW	588 GWh
Northwind (2014)	30%	216 MW	850 GWh
Nobelwind (2017)	41%	165 MW	686 GWh
Northwester 2 (2020)	70%	219 MW	584 GWh
<b>TOTAL</b>		<b>765 MW</b>	<b>2.708 GWh</b>

2020 was an above-average year for wind, with an above-average wind yield in the first and last quarters in particular. General availability remained at the same high level as the previous year. Despite the restrictions due to COVID-19 (such as the requirement to work from home and the social distancing rules for offshore activities), operational continuity was assured throughout the year and yields and costs remained in line with the budgets set.

**1.865 GWh of green electricity**

In 2020, Virya Energy produced more than 1.865 GWh of green electricity. Via its interest in Virya Energy, Colruyt Group has a stake of around sixty percent. This stake represents around five times Colruyt Group's annual consumption in Belgium and Luxembourg for 2020.



The **Northwester 2** wind farm has been fully operational since May 2020, while full closure with the banks was achieved by the end of 2020 as planned. The 23 turbines are among the largest in the world and represent a total installed capacity of some 219 MW.

## International activities

- Preparations for the future German wind farm **Arcadis Ost I** in the Baltic Sea are going according to plan. Contracts for supply, placement and installation of the turbines have already been signed, while the financial close is scheduled for mid-2021. The wind farm is scheduled to be constructed in 2022, and to be fully operational at the start of 2023. With a capacity of 247 MW, it will be able to supply up to 300.000 German households with green electricity.
- In **Scotland**, Parkwind has a stake of around 32,5% in a project company to be established in future to bid for concessions in Scottish waters.
- In **Japan**, Parkwind is working on a consortium led by trusted partner Sumitomo Corporation. In May 2021, a bid was made for the first Japanese tender for offshore wind.
- Parkwind and Irish electricity company ESB are busy preparing for the auction, expected in 2022, for the future Oriel wind farm in the **Irish** Sea.

# EOLY

**Eoly Energy is active in Belgium in the production of renewable energy via 15 onshore wind turbines with an installed capacity of 38 MW, producing 94 GWh in the year 2020. The producer sells its green electricity to DATS 24, which in turn supplies it to various Colruyt Group organisations, external companies and individuals.**

**Eoly Energy was 100% owned by Colruyt Group and was transferred to Virya Energy in May 2020.**

Eoly Energy has an ambitious **expansion plan** and intends to invest around EUR 160 million in new onshore wind farms in the period of 2020-2029. That would eventually increase capacity more than fivefold.

- The Rebaix wind farm was completed in 2020 and commissioned at the beginning of 2021. One of the three turbines was transferred to Eoly Cooperative.
- Meanwhile, preparations have begun for the construction of a wind farm at Lessines/Silly.
- Permit applications are in hand for the wind farms at Bassilly, Ciney-Sovet, Frasnes-Lez-Anvaing, Fernelmont and Zele.



# Investing in hydrogen production

Virya Energy is joining forces with gas network operator Fluxys to develop a power-to-gas plant in Zeebrugge, called Hyoffwind. The plant will convert electricity from offshore windfarms into **green hydrogen** on an industrial scale. The project is fully authorised. The consortium hopes to obtain the final investment decision in 2021 and the first production of green hydrogen is scheduled for 2023. This Belgian first will make a great contribution to making the Belgian energy landscape more sustainable and is a perfect fit for the Flemish hydrogen strategy and the European Green Deal.

Virya Energy sees great potential in marketing hydrogen as a **sustainable energy source** for heavy duty transport and buses, since 100% electrification is not necessarily an option for these applications. Hydrogen is also a good buffer for temporary storage of surplus energy, to help achieve the necessary balance between energy production and consumption.



## Investment opportunities for individuals

Where possible, Eoly Energy works with **Eoly Cooperative**, which offers local residents and other individuals the opportunity to invest directly in onshore wind energy.

- Last financial year, the necessary steps were taken to assume operational responsibility for the cooperative as far as possible.
- The raising of EUR 4,4 million in capital for the wind turbine in Rebaix was completed in just six weeks. This means that the cooperative now has two wind turbines in its portfolio, while the number of member-owners has doubled.
- The general meeting held in June 2020 approved a pleasing gross dividend of 5,5% based on the results for 2019, almost as high as the legal maximum of 6%.

The **North Sea Wind** cooperative was established in 2018 by Parkwind, Colruyt Group and Korys Investments. It offered the general public the opportunity to invest directly in offshore wind energy projects and so be part of sustainable change.

In the second half of 2019, the cooperative raised EUR 13.195.660, a record amount for public participation in green energy. With that amount, at the end of 2019, North Sea Wind granted a loan with an in-principal term of seven years to Parkwind, which is investing the funds raised in the maintenance of existing wind farms and the construction of new ones.

The gross actuarial return per share is estimated at roughly 4% over the period of the investment.



**Eurowatt SA is a European independent electricity producer based in Luxembourg, mainly active in onshore wind activities in France since 1994. The company also has onshore wind assets in Poland and Portugal and small-scale hydroelectric plants in Portugal and Spain. Eurowatt operates a total capacity of 470 MW, installed and under construction, across thirty sites, besides 300 MW in various stages of development.**



Korys acquired 51% of Eurowatt's shares in 2014 and transferred this majority stake to Virya Energy at the beginning of 2019. At the end of February 2021, Virya Energy acquired the remaining 49% from the minority shareholders and the management, becoming the 100% owner of Eurowatt.

In 2020, the wind farms managed by Eurowatt produced a total of more than 900 GWh, partly thanks to exceptionally favourable wind conditions in the first and last quarters of the year.

## France

During the financial year, four new sites were brought into service in Northern France, with a combined capacity of 57,5 MW. Construction of Parc Eolien de l'Extension des Rossignols (14 MW) has begun and this wind farm is expected to be operational by the end of 2021.

Eurowatt continues to develop new onshore wind projects in France and has strengthened its development team in order to attract new projects for future growth.

## Poland

Eurowatt holds a 15,6% stake in C&C Wind, which operates a wind farm with 15 turbines (37,5 MW) in Eastern Poland.

Eurowatt owns 100% of Baltic Sea Polska II, which has the necessary permits for the construction of nine turbines. Negotiations for the supply of the turbines have begun and a downpayment to reserve them will be paid in the coming months.

## Sanchore

**The Sanchore wind farm in Karnataka (India) has 20 turbines with a total installed capacity of 40 MW and has been fully operational since March 2018.**

The total output of the wind farm in 2020 was 93 GWh. The high availability was unable to offset the exceptionally low winds in the region.

# Group support activities



- Colruyt Group Academy provides all education and training programmes for employees, for both professional and personal development. Last financial year, the activity accounted for an investment of around EUR 32 million, or 2,4% of the payroll.
- The Academy also has a broad training offer for individuals and companies, with face-to-face and online workshops packed with inspiration and experience. It has 10 meeting centres spread across Belgium and offers affordable prices thanks to sustainable partnerships.
- The Academy has grown into a major actor in the Belgian training sector, with a pool of some 500 lecturers and trainers delivering 4.500 training sessions for employees and 6.000 workshops for private individuals.

## Offer for employees

### Accelerated digitalisation

- Last financial year, Colruyt Group Academy made a virtue of necessity and accelerated the shift to remote training and education. The offer of e-learnings was substantially expanded, with online group sessions, for example. As a result, a **digital alternative** is now available for around **70%** of the training offer.
- Several business-critical training programmes still took place (partly) face to face, for fewer participants or in larger spaces, and respecting the coronavirus measures. These ranged from practical first aid or fire safety training to sessions on leadership or group values. In 'culture

bubbles' senior management reflected on the impact of the pandemic at the heart of our organisation.

- Digital learning gives greater flexibility: employees follow individual e-learnings when it suits them best, while online workshops require less travel and are easier to schedule.
- Meanwhile, our trainers have acquired plenty of expertise in remote training, in terms of both methodology and technology. The Academy will remain creative in matching the training offer to employees' needs, with a focus on connection.

## Finding alternatives

- The coronavirus pandemic had an unprecedented impact on activities. All workshops planned from mid-March 2020 were cancelled (whereas more than 4.000 took place during the 2019/20 financial year).
- As early as April, the Academy set up an innovation unit, which quickly developed alternative formats, including 14 online cooking workshops and tastings. There were also online versions of previously planned Tips & Talks sessions about nutrition, health, media and so on.
- In the autumn, several face-to-face workshops and talks were able to take place for a month and a half, in small bubbles or with a limited audience.
- To keep in touch with consumers, the Academy launched 'Stay inspired', a combination of a printed magazine and 150 online videos.
- The Academy is working further on a mixed face-to-face and online offer and continues to realise its mission in a creative way: to make it possible to meet, discover and undertake, in an inspiring and uniting way.

## Little use of furlough scheme

- As a result of the cancellation of workshops, around 40% of the Academy's employees found themselves out of a job in spring 2020. Some of them joined various innovation tracks, while others were redeployed elsewhere in the group. All in all, very few were furloughed.
- Digital workshops were recorded at the meeting centres in Melle and Namur, as well as the cooking programme De Pottenlikkers by Colruyt and Studio 100. Five sites served temporarily as regional offices, while our start-up Rose Mary used the kitchen in Uccle. Previously planned openings of new centres are on hold.



## New: Workshop@home

In the run-up to the festive period at the end of 2020, the Academy launched the successful 'Workshop@home' concept: experience boxes containing all the ingredients, accessories and a guide to use at home. Three themes were available: creating coffee blends, making toiletries and cooking/craft for Christmas. All accessible and sociable activities, developed in conjunction with our store formats. Following the success of the first series, three new themes were added in March 2021, including chocolate creations. By the end of the financial year, a total of 1.465 were sold.



## Corporate Marketing

Corporate Marketing sets the strategy for marketing communication for Colruyt Group and corporate sub-brands such as Collibri Foundation. This includes brand management for private labels such as Boni Selection, Everyday and Kangourou, including design and production of all packaging. In addition, the department provides services in the areas of press and PR, market research, digital communication and customer data. Most services not only operate at group level but also support individual operating units.

## Stake in We Connect Data

In August 2020, Colruyt Group took a minority stake in Ghent start-up We Connect Data. They have developed a digital platform via which our corporate marketers rapidly and efficiently form a complete picture of relevant actors, relationships and trends on various markets. In a rapidly evolving world, reliable data and insights are becoming more and more important for good decision-making and strategic strength.

## Focus on sustainable entrepreneurship and consumption

Last financial year, Corporate Marketing initiated several major communication programmes in national media and on online channels, with the focus on sustainability.



**Boni Selection.** Following Belgian milk in the spring of 2020, we presented the story behind our Magic Star apples in the autumn. With this more sustainable variety, we create greater income security for Belgian growers and prevent a large amount of food waste. Apples that are not fit for sale are processed into apple juice, apple cake and apple sorbet under our private label Boni Selection. This completes the circle.



**step by step**

**Step by step.** Continued rollout of our four icons for products, services or initiatives with a positive impact on health, society, animal welfare and environment. Alongside a national communication campaign, we developed and distributed a free card game for the whole family. Specific situations involve young and old in our sustainability story and inspire them to make more sustainable choices every day, step by step.



**Eco-Score.** A Belgian first, this indicator that makes it easier to buy in a more environmentally conscious way and consume more sustainably. The campaign familiarised consumers with the Eco-Score and encouraged them to look it up in the Xtra app. Corporate marketing will eventually roll out the Eco-Score on all Boni Selection packaging.



## Customer Communication & eXperiences

Communication agency CCX translates the marketing objectives of Colruyt Group and all the various brands into targeted offline and online marketing communication. The department has around 450 permanent employees, from designers, copywriters, photographers and video specialists to media and digital experts.

For (print) production and sending of communications, CCX works closely with our print and document specialist Symeta Hybrid.

### Continuity assured

- Partly thanks to the new partnership with Symeta Hybrid, CCX managed to ensure the necessary continuity, even in the difficult year of coronavirus. Despite the frequently urgent assignments and short turnaround times, all corporate communication to the general public and advertising of our store formats proceeded as planned, both in printed media and online and at the point of sale.
- The video and event services specialised in digital alternatives to live events, from pre-recorded webinars to livestreams of information sessions. The knowhow acquired in technology, presentation and interaction with participants will also prove useful post-Covid.



## Fine Food

Colruyt Group is the only food retailer in Belgium with industrial-scale production departments, grouped under Colruyt Group Fine Food. Thanks to in-house production and years of expertise, we can operate in a cost-effective manner, guarantee constant quality and create added value for our private labels and ultimately for customers.

Meat processing is Fine Food's biggest activity, alongside a salad department, a coffee roasting house, a wine-bottling plant, cheese-processing departments, a bakery and a 'vertical farm' for fresh herbs. Fine Food has more than a thousand employees on nine production sites.

## Strong increases in production

- The production departments delivered higher volumes throughout the financial year, partly due to increased retail sales and product diversification and partly as a result of higher demand due to the coronavirus pandemic. From mid-March to past the summer of 2020, the meat and cheese departments in particular turned out higher volumes than normal. Unprocessed fresh meat did particularly well, partly because consumers cooked more often at home when it was impossible to visit a restaurant. The coffee roasting house and wine-bottling plant experienced smaller production increases, while bread production declined slightly, as a result of reduced shopping frequency in our supermarkets.
- Fine Food managed to cope with the volume increases thanks to the exceptional efforts of its own employees and temporary support from Colruyt Group colleagues. For months, it also relied on 200 temporary staff, 39 of whom were taken on permanently in the end.
- Except for a few minor incidents, production was barely disrupted by the coronavirus. Facemasks, hairnets and hand hygiene are part of the daily routine in any case. However, with adapted shifts and routes, the number of people in changing rooms and canteens for example was limited. All the familiar 'golden rules of hygiene' were communicated in many ways and stewards ensured that they were correctly respected.

-  **47.000** tonnes of meat processed
-  **27.325.000** litres of wine bottled
-  **49.587.000** pieces of cheese packaged
-  **7.200** tonnes of coffee roasted
-  **25.150.000** loaves baked

## Salad production site operational

- As planned, Fine Food Meat occupied a brand-new building in April 2021, intended exclusively for the production and packaging of salad spreads. With an area of 4.200 m<sup>2</sup>, the site is large enough to allow for current and future **growth**.
- The EUR 26 million investment illustrates our **belief** in in-house production to make a difference as a retailer. With products for our own brands Everyday and Boni Selection, and for Colruyt and OKay's butcher labels.
- The site functions totally **autonomously**, with its own reception, stores, technical services, etc.
- Two fully automatic lines can produce up to **120 pots per minute**. There is also a semi-automatic line for smaller runs and new products, and a new line for cold and hot sauces.
- The building and the state-of-the-art machines offer potential for further **improvements in sustainability** and **innovations** in the assortment, as consumer preferences evolve. For example, meat and vegetarian production can operate with perfect segregation there.



## Maximum sustainable technologies

- The **solar energy system** can cover an estimated one quarter of energy consumption in fine weather.
- **Ventilation** with cold recovery from production zones and heat recovery from offices and social areas, automatically adapted to the CO<sub>2</sub> content and the number of people present.
- The heat released by the refrigeration systems during the day is used to **heat water** and stored in a buffer tank to be used for cleaning the workshops overnight.
- **Automatic atomisation** for disinfection of spaces and plant. This water-saving system uses less, more eco-friendly chemicals, thoroughly disinfects difficult to reach surfaces and requires far fewer manhours. Its application on an industrial scale is a first for Belgium.
- Natural refrigerants, water purification, rainwater recovery, automatic blinds, ...



## Business Processes & Systems

BP&S supports the whole of Colruyt Group in the area of IT and process optimisation. As a reliable partner, BP&S tracks technological developments and innovations and applies them to the specific needs of the various departments and businesses of the group. The organisation does not just supply tools, but offers its partners all-in services: a total package ranging from building and implementing IT solutions to managing, maintaining and updating them. The organisation has over a thousand permanent employees in Belgium and around 450 in India.

## Transition to service-oriented working

In the last two years, BP&S has transformed into a service-oriented organisation that responds efficiently and agilely to the needs of its partners and shields them from the underlying complexity. Thirty former departments have turned into service centres, with clearly defined services, roles, responsibilities and arrangements with the partners. This new way of working requires effort and flexibility on the part of employees, but also gives them **greater responsibility and autonomy**. This results in more service-mindedness throughout the organisation, a greater sense of initiative and a higher level of service.

## Traineeships pay off

BP&S constantly strives to attract and retain (young) talent, partly via traineeships for school leavers and candidates with little experience. In September 2020, eleven trainees began a one-year programme that immerses them in the world of analysis via trainings, work placements and project work. An ideal formula for familiarising themselves with all facets of the job and the company. It is also a **sustainable model**, as 90% of the trainees from the six previous intakes still work for the company. In addition, BP&S recruits many employees each year following internships for recent Bachelors and Masters graduates.



## Convenient teleworking

To enable teleworking, in a short time, BP&S installed VPN connections for more than 6.000 employees in Belgium, France and India. In the interests of reliability and convenience, network capacity was gradually increased. And thanks to the accelerated rollout of communication and meeting tools, online information sessions or trainings can take place without a hitch.



## Innovation galore

BP&S is pioneering the use of new technology and pressing ahead with the digitalisation of the group, including the totally redesigned Xtra app and new websites for Cru and Collect&Go. Our French wholesale business has introduced a new warehouse management system, extra apps have been added to store employees' smartphones and electronic price labels have been rolled out further. Plenty of future-oriented applications are also being tested:

- 5G internet.
- Drone delivery of small IT equipment at our headquarters.
- First steps in building our own Internet-of-Things platform.
- Prototype for an augmented reality app that guides customers to the right aisle in-store.



## Corporate services

Colruyt Group has dedicated professional services for strategical and tactical support. These corporate services assist the management bodies and consultation platforms in outlining the framework for our commercial activities, in carrying them out and in the expansion and development of our organisation. The group can rely on their broad expertise of diverse areas such as:

- Business development and investment management
- Business analysis, data capture and analysis
- Public affairs, market research, corporate branding and marketing
- Sustainability and innovation
- Business and IT architecture
- Change, portfolio and programme management
- Communication and cooperation
- Digital development and services
- Organisation & partnership development, culture & identity
- Risk management, resource planning, ...



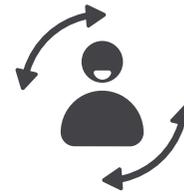
## | In Contact

In Contact handles all enquiries from customers, employees, suppliers and other partners. Specialist contact centres serve all store formats as well as internal departments such as HR and IT. The 300 or so staff can be reached by phone, email, various websites and social media. Together they handle around 4 million contacts a year. The strength of In Contact lies in the combination of smart technology and standardised processes and systems with competent, customer-focused employees.



## The right place for a prompt response

Customers can make contact quickly by telephone, (web) mail or social media. In addition, they can find answers to many questions on the store formats' FAQ pages 24/7. Customers can also fill in a web form that automatically goes to the right specialist, who serves them quickly and efficiently. The contact platform also processes emails and calls, is testing a chatbot and will integrate the group's social media channels at a later date. In Contact informs our store formats in a structured way about their customers' views and concerns. This allows them to adapt relatively quickly where necessary.



## Record number of contacts

In Contact had an exceptionally busy financial year, with record numbers of enquiries, from the first wave of coronavirus in April 2020, about availability of products in-store or Collect&Go collection slots. Further peaks followed new public health measures for stores, the closure of the Collishop webshop or the launch of new services such as Click&Collect. In periods during which e-commerce boomed, customer services of our non-food stores in particular were flooded with enquiries mainly about the status of orders. The telephony platform reached its maximum capacity and was shut down for a week in order to focus on dealing with unanswered emails. Throughout the period, In Contact revealed itself to be an **agile and essential link** to steer the group through the crisis, which met with an overwhelmingly positive reaction from customers.



## Retail Services Center

Retail Services Center combines several departments that support our store formats in terms of pricing, quality, safety, product information and packaging, market insights, etc. This support allows our stores to focus on their core business and continue to stand out in an extremely competitive retail market. Retail Services Center helps put into practice and realise our broader commitment to sustainability. The various departments put to good use the substantial expertise that has already been present in the group for years, and acquire further maturity in their particular areas.



## 40-year cast-iron price guarantee

The 135-strong Service Center Price helps each of our store formats apply their own pricing policy. The team checks some 60.000 prices each day in physical stores, on flyers and online, and data analysts, price and product managers and price setters then go to work on them. The service centre possesses considerable expertise in price monitoring and setting, since it has ensured that Colruyt abides by its **lowest price guarantee** for more than **40 years**.

- The price survey published by Test Aankoop in May 2021 once again confirmed Colruyt as the cheapest supermarket in Belgium, both for the shopping basket of national brands alone and for that with 'budget brands' (such as Everyday) and the mixed basket.
- Test Aankoop only found the basket of 'private labels' (such as Boni Selection) slightly cheaper at Aldi and Lidl. We disagree with this because Test Aankoop included products from hard discounters in the basket of private labels, which we believe belong with budget products and should therefore be compared with our Everyday products. On this basis, Colruyt clearly remains cheapest for private labels too.
- Moreover, the survey showed that Colruyt is constantly widening the price gap with other retailers and has never been such good value.





## People & Organization

People & Organisation coordinates and supports Colruyt Group's HR policy. The 350 employees have one common purpose: to ensure that Colruyt Group and its employees grow into the best version of themselves. The HR partner offers a variety of services for this: from payroll and recruitment, health and safety, work simplification and a medical department to legal advice and negotiations with social partners. The HR knowledge centre works around themes such as personal and team development, remuneration, personal growth, leadership, well-being and craftsmanship.

## Building on 50 years of work simplification

Everything can always be made better, and everyone can do their bit. With this in mind, we have had a separate fifty-strong 'work simplification' department for more than 50 years. Mission: to optimise processes and systems in all possible areas. Every employee can think of ways of working to a **higher standard, more efficiently and effectively**, and suggest improvements on our ideas platform. We tend to test these suggestions on a small scale first, to refine them before rolling them out more widely.

Permanently striving to do better forms part of our DNA and has contributed substantially to our growth. We still see plenty of potential for improvement, for instance through the use of new technology and data. For this reason, we have transferred the work simplification department to the new service organisation "Operate&Improve", together with specialists in process-oriented business. This organisation will develop skills and services with a focus on operational excellence and an end-to-end chain-based approach.

## Shift towards agile and output-oriented working

Last financial year, we decided to eventually (post-COVID) abolish clocking in and out for around 4.400 office staff in Belgium and switch to more 'agile and output-oriented cooperation'. In doing so, we want to perpetuate the possibility of teleworking in a structured way, confining the time clock to history. Our office employees retain our unique time saving possibilities. In this way, we aim to become more **agile, future-proof and sustainable** as an organisation. The practicalities and timing of the switch are being worked out together with the social partners. For approximately 85% of our employees who work time and/or location-bound in our retail, logistics and production units, nothing will change.



## More flexible rewards

After a successful pilot project at board level in the autumn of 2020, we rolled out our flexible reward plan to all 3.500 employees from middle management up. As many as two thirds of them joined the system.

Via the flex budget, employees can assemble part of their pay package themselves, incorporating extra mobility measures or days' leave, a bicycle or repayment of pension savings, for example. This gives them more freedom of choice in their pay package, increases their satisfaction and makes our company more attractive for future employees.

## Clearly laid-out personal benefit statement

To give our 8.000 executives a more complete view of their pay and benefits package, we have redesigned their annual benefit statement. In mid-2020, everyone received a personalised brochure giving a detailed overall picture of the remuneration package for 2019. Besides the gross basic salary, variable salary and bonuses, this covers accumulated overtime, net allowances and luncheon vouchers, plus benefits such as hospitalisation and group insurance. The brochure also focuses on our investments in education and training. And on the security of a sound, value-driven family business, with a focus on sustainable careers.



## Training and connecting: face-to-face and online

- In a year of mass working from home, we found other ways of welcoming, training and integrating new employees. From an online newcomers day to a **video** in which CEO Jef Colruyt recounts our history, identity and culture.
- Last year, 208 new graduates joined us. Via our **Young Grad Community**, we put them in touch with one another. At the beginning of 2020, we organised online New Year drinks to get to know one another and share tips & tricks.
- Through the monthly **Getting2Know Colruyt Group** sessions, we thoroughly familiarise executives who have worked with us for six months with who we are and what we do. From the outset, we focus on connecting with the organisation and lay the foundation for long-term engagement. On the programme: individual e-learning, two videos and two days' training in small groups including a tour, a brand game and a series of guest speakers.
- The **leadership programme** immerses recently started managers in our corporate culture and unique leadership model. The main goal is to support them in developing self-insight and leadership skills. The participants follow a series of individual e-learnings and come together in small groups on twelve days, spread over a year.



Technics is Colruyt Group's technical department in Belgium and Luxembourg. The 1.600 or so employees offer a complete service, from study, design and procurement to construction, installation, maintenance and prevention. Not just for stores, offices, data centres, distribution centres and production buildings, but also for vehicles and machines. Technics sets itself apart by its pursuit of sustainable, innovative solutions. It systematically applies sustainable techniques, meticulously follows environmental management rules and often goes beyond what is required by law.

## Largest crate washing installation in Europe

In September 2020, Technics began building a gigantic installation for washing the recently introduced green folding crates for fruit and vegetables. Its construction coincided with the dismantling of the old washing line for blue crates, without disrupting the logistic flows. The new installation uses considerably less water and energy, and in-house washing saves a great deal of transportation. We do not need to send used crates to Euro Pool System's washing installations and can hand over clean crates to suppliers of fruit and vegetables right away. The goal is for the installation to be fully operational by September 2021.

The folding crates will replace around eight million rigid blue crates by the end of 2021, making our logistics even more sustainable. Four collapsed units take up as much room as one old crate, meaning that we will send back 500.000 fewer pallets of empty crates from the stores to our return centres every year.

## Greener company fleet

- We continue to make our **truck fleet** greener and want to totally phase out diesel trucks eventually. In 2021, we are bringing six natural gas trucks into service and are testing an electric truck for city-centre deliveries. Finally, as a (European) first we are testing different types of hydrogen trucks. Read more on page 176.
- At the beginning of 2020, we decided to eliminate all diesel vehicles from our **company car** fleet. Around half of our company cars now run on natural gas (CNG), and we continue to offer our employees a wide choice of natural gas vehicles. We also have a growing offer with 100% electric, hybrid or plug-in hybrid drive systems, plus a few hydrogen and petrol models. We inform our employees fully about the pros and cons of each technology and encourage them to make a sustainable choice.

## Focus on education and training

In view of the shortage of technical profiles in the labour market, we invest in our own technical training for young people or employees wanting to make the switch to a technical job. At the same time, we work closely with schools and universities.

- Further expansion of our own technical school, where 11 employees have now completed the 'basic techniques machinery' course.
- 5 young engineers have completed their engineering traineeship.
- Assistance with 21 Bachelors and Masters theses.
- Partner of competitions for secondary schools such as the B-Photonics Cup and the Solar Olympiad.
- Since mid-2020 a special newsletter is sent to 17 technical schools highlighting Colruyt Group as an attractive place to work.



The real estate department ensures the fulfilment and optimisation of accommodation requirements (of the internal partners). This team of expansion officers, property managers and back office staff listens to the needs for new sites, takes care of all administrative matters (including applications and permits), sets the schedule and priorities, considers the optimal building placement and ensures that the cost of the development falls within the agreed budgets. Every year, Real Estate manages forty real estate projects in Belgium and Luxembourg.

## New office in Zwijnaarde

In mid-2020, Real Estate purchased a 9.600 m<sup>2</sup> office block on Zwijnaarde technology park with nearly 300 parking spaces, the former headquarters of Thomas Cook. Technics is renovating the 25-year-old building to turn it into pleasant offices in line with market standards. Following its completion, scheduled for the end of 2021, this building will replace the current rented premises in Deinze and Merelbeke and also house Bike Republic and SmartWithFood. Part will serve as a regional office and a substantial part will be let out. The site is close to the E17 and E40 junctions and is also easily accessible from the centre of Ghent.

## Public benefit purpose foundation

Collibri Foundation has converted itself from a company fund into an autonomous public benefit purpose foundation. This will be able to develop a more coherent project portfolio, in line with the vision and values of the group. With its own board and input from various advisory committees, the foundation will **professionalise** its operations further. It will be more closely involved in the training projects and be able to manage and supervise them more effectively, as well as involving the group's employees more.

Between 2010 and 2020, Collibri Foundation was partly run by the **King Baudouin Foundation**, which besides the financial management was also responsible for the quality, in-depth follow-up and documentary checks. We continue to work closely with the King Baudouin Foundation, for instance for the issue of tax certificates to our donors.

**14** training projects  
in 10 countries

**9.350**  
young people  
reached directly



**EUR 798.860**

Donations to projects in 2020,  
25% of which donated by  
customers and individuals

Through education, coaching and exchanges, Collibri Foundation offers young people in vulnerable situations more opportunities for a successful future, in Belgium and in countries from which we source products. There, we support small-scale education and training programmes for children and young people, from primary to university education. We want to offer them a good education (**educate**), help them grow as a person (**develop**) and foster a spirit of cooperation and entrepreneurship (**empower**).

Collibri Foundation develops a learning partner network, together with NGOs, the education sector and local government, involving employees and customers as much as possible. Where possible, we link the training projects to sustainable supply chain projects, creating a mutually enriching exchange.





## New training projects

- Since the beginning of 2021, Collibri Foundation supports the Brussels project **Debateville**, which organises after-school debating workshops for around 80 young people aged between 10 and 14 from vulnerable environments. From September to May they practise their speaking skills for 90 minutes each week, learning to form an opinion, construct an argument or make a speech. They have fun developing critical thinking, digital literacy, persistence and mutual respect. Debateville offers innovative and effective solutions for complex issues such as inequality in education.
- In Benin, Collibri Foundation supports a project by Liège-based NGO **Eclosio** that helps 120 young cashew farmers. The aim is to improve their organisation, optimise cashew production and promote local processing.



## Creative solutions

During the coronavirus pandemic, the training projects had to be scaled back and were unable to fully achieve their goals. The partner organisations and Collibri Foundation came up with creative ways of working and keeping in touch with the young people as much as possible. Digital sessions and social media created the necessary connection.

- First digital edition of the annual event **Tomorrow's Voices**. More than a hundred young people from 14 training projects shared ideas and experiences about living and studying online, and challenges such as coping with technology and staying motivated. Collibri supplied extra inspiration to support partners and young people during this period.
- **Hygiene packs** containing facemasks and disinfectant products for young people in Peru and Colombia, for example, to take part in distance learning together in places with internet access.
- **Conversation tables**. Young people from Brussels training project Boost practise their Dutch during fortnightly videocalls with employees.
- **Computers** and internet access for unaccompanied minor refugees from Brussels partner Mentor Escale to follow distance learning.
- Belgian organisation Youca replaced the planned exchange trips in Brazil and Belgium with an online **exchange**, an immersion trip in their own country, an app for walking buddies, etc.