



Geographic segmentation of revenue



Activities

Colruyt Group's operational activities are subdivided into retail, wholesale, foodservice, other activities and group support activities. The retail shop formulas and the deliveries to independent retailers (wholesale) and professional customers in food service represent the lion's share of our commercial activities. DATS 24, Symeta Hybrid and our stake in Virya Energy are included in 'Other activities'.

Retail
81,2%
 of group revenue
 EUR 8.165 million

Wholesale
 and foodservice
10,6%
 of group revenue
 EUR 1.065 million

Other activities
8,2%
 of group revenue
 EUR 819 million



colruyt lowest prices

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

Colruyt has a wide range, 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.

◦ 1976

 EUR 6.069 million revenue (- 3,0%)

 249 stores in Belgium and 5 in the Grand Duchy of Luxembourg

 1.700 m² average store area

 10.500 food and 7.500 non-food items

 More than 15.500 employees in FTE

 Lowest Prices

 colruyt.be / colruyt.lu

2.000.000 handy shopping bags

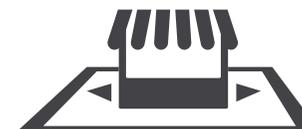
The new, reusable bag is simple to place on the shopping cart, where it stays nicely open and upright. This means that the checkout assistants can fill the bag with purchases efficiently, traditionally a highly valued service, which also leads to smoother flows at the checkout. At the beginning of 2022, two million free bags were given out to customers, as an additional sustainable shopping aid besides reusable folding crates.



Slight decrease in revenue, market share recovering

- During the past financial year, Colruyt Lowest Prices recorded a decrease in revenue of 3,0%, mainly due to retail price deflation resulting from a highly competitive market with persistently high promotional and price pressure. The exceptional sales peaks linked to the emerging coronavirus pandemic in the previous financial year were also absent. Towards the end of the financial year, sales stabilised at the level before the coronavirus pandemic, partly due to emerging sales price inflation and normalising customer behaviour.
- Colruyt also recorded excellent sales results in the run-up to the end-of-year period, thanks partly to its reputation as a **trusted** name for shopping for the festive season. On the traditionally busiest days (23 and 30 December) more customers passed through the tills than ever. To cope with the extra volumes, many colleagues from central services came to lend a hand every day in November and December.
- In a slightly contracted market, Colruyt managed to increase its market share once more. As the end of the coronavirus pandemic approached, customers gradually began to **shop more frequently** once more.
- In a competitive market environment, for both prices and promotions, Colruyt Lowest Prices still continued to **guarantee** its customers the **lowest prices**.
- The contribution of Colruyt **Professional** reached record levels in the last financial year, with March 2022 as the best month in the last four years. The revenue growth is due to a greater influx of customers combined with higher spending per professional customer, driven partly by successive relaxations of the coronavirus measures in the hospitality sector.

- 17 renovations
- New Colruyt Professionals in Drogenbos
- Fifth store in the Grand Duchy of Luxembourg, with a wide assortment of local products, besides well-known Luxembourg and Portuguese brands
- Potential for one or two extra sites each year





Awards

- Best Retail Food Brand 2022 and first place in the GfK winter report.
- Beste Winkelketen van België 2021-22 (Best Retail Chain in Belgium) in the hypermarket and supermarket categories (Salesforce).
- Promo Compliance Award 2021 (SmartSpotter), for compliance with promotional agreements with suppliers.

Making best use of the aisles

In order to respond to evolving customer preferences, Colruyt Lowest Prices launched an accelerated update of store assortments. The assortment was optimised: products were added or removed, existing items were given more or less space. This was accompanied by a redesign of the stores, which took a maximum of four days and did not generally involve closing. The operation resulted in better sales figures in general. In 2021, some 70 stores were upgraded.

- More than 200 new items on average in the food and fresh ranges
- Larger bread cabinet, new cabinets for cold meats, tapas, veggie and hummus
- Optimised, smaller non-food assortment
- More space for non-alcoholic drinks, beer, parapharmacy, ...

In December 2021, Colruyt became the first supermarket in Belgium to offer quality **Covid self-test kits** for 3,5 euros each, making these tests accessible to more people. The first 10.000 kits flew out of the doors in a few hours. Our online pharmacy Newpharma provided the necessary expertise.

The **parapharmacy** section trialled in 2021 (first aid, cold products, skincare, ...) could be found in more than 200 stores by the end of the financial year. About ten larger stores offer cosmetics and sports foods as well. Customers can also reserve items in the Newpharma webshop and have them delivered to their Colruyt store.

lowest prices

The lowest price for each product at every moment. That is and remains the promise of Colruyt Lowest Prices in Belgium and Luxembourg, to which the brand remains true even in difficult circumstances.

- Due to rising costs of raw materials, energy, packaging and transport, many suppliers increased their prices from mid-2021 onwards. That led to tougher annual negotiations for 2022 and even a temporary pause in the sale of a limited number of products. We took the time to hold constructive discussions with suppliers and form clearer agreements, including on future price increases and decreases, in order to arrive at acceptable solutions for everyone.
- As a price follower, Colruyt continued to match its prices to those of its competitors. Despite higher purchase prices, sales prices still decreased at Colruyt throughout 2021.
- Colruyt continues to present itself as the **defender of consumers' purchasing power**. Besides offering the lowest prices all year round, Colruyt helps customers manage their budgets in other ways. For instance, at the beginning of 2022, there was a campaign packed with money-saving tips, such as making shopping lists in advance, cooking with seasonal products or checking expiry dates.
- In its annual price survey, consumer organisation Test Aankoop confirmed that Colruyt is still the cheapest supermarket in Belgium.



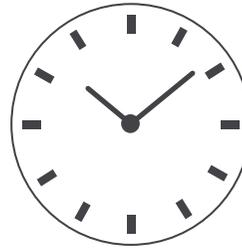


Enhanced Colruyt Professional leaflet

At the beginning of 2022, Colruyt gave the successful sale to professional customers such as resellers, hospitality businesses and associations an extra boost with a totally revamped leaflet. This is a single, identical leaflet, instead of separate versions for each target group as before. Increasing the frequency from monthly to fortnightly facilitates a more flexible promotion policy and more intensive communication. This makes Colruyt Professional stand out even more for its customers.

Second Professionals store in the Brussels region

In September 2021, a second **Colruyt Professionals** store opened in Drogenbos, exclusively for registered customers with a Professional card. Over an area of 1.100 m², the store offers around 3.250 products tailored to professional customers and is ideally located for the many small local shops that stock up there. Together with the store in Schaerbeek, Drogenbos helps take the pressure off local Colruyt stores, benefiting both professional and private customers. As expectations have been exceeded, Colruyt is considering a further rollout in and around major cities.



Wider working windows in-store

From mid-2021, store employees were offered the opportunity to work within wider working windows on a voluntary basis: between 5 am and 11 pm on weekdays and between 5 am and 8.30 pm on Saturdays. They are entitled to an extra payment for early and late hours. Starting earlier and stopping later enables employees preparing Collect&Go orders in particular to work **more efficiently**. At the same time, stores are staffed more during the day, improving customers' shopping experience.



Working more ergonomically

After years of faithful service, the typical **flat shopping cart** for volume purchases was replaced by a new model with a higher loading board and a shallower but wider basket into which a folding crate fits. This means that store employees need to bend less deeply, significantly reducing the physical strain of working at the checkout. The new cart will be rolled out in all stores in mid-2022. We are offering the old versions to schools, associations and the self-employed for 25 euros, to do our bit for the circular economy.



Leading role in sustainability

Colruyt has always led the way in using energy and raw materials efficiently. Today, the supermarket chain continues to play a major role in many of the group's sustainability initiatives, relating to the environment, society, health and animal welfare.

- Further rollout of low-carbon cooling systems in-store
- Switch from shrink film to smaller bands for the packaging of several products
- Trial of fully electric 44-tonne truck for quiet deliveries to stores
- Commissioning of eco-friendly industrial plants: crate washing and water purification
- Commitment to improve welfare of broiler chickens, based on the criteria of the Better Chicken Commitment
- Shining the spotlight on sheltered workshops, as 2021 Ambassador for Belgian sheltered workshops

Read more from p. 153.

Original co-creations

As a firm feature in the lives of so many customers, Colruyt Lowest Prices is pleased to assume its social role. The retailer takes part in a wide range of unifying initiatives, often in co-creation with suppliers, non-profit organisations and other (media) partners.

1. De Pottenlikkers steps out

The successful children's cookery programme by Colruyt Lowest Prices and Studio 100 branched out during Wonderweekend in Meise Botanic Garden. Assisted by Colruyt coaches, young chefs prepared fabulous dishes to enjoy with their families in the pop-up restaurant.

2. Shopcakes tackle food waste

Using ingredients that we often throw away such as stale bread, famous chocolatier Dominique Persoone created a nutritious cake. He distributed his 'Shopcakes' to customers of a Colruyt store in Bruges, ideal to stave off hunger before shopping. In this way, Colruyt and OVAM made customers aware that, by using leftovers, we can avoid food waste and make considerable savings.

3. Fun footballs shirts for the Euros

In the run-up to the European Championship, customers received a free 'F.C. Colruyt' football shirt when they spent 30 euros on ten A-brands. The shirts featured participating brand logos and fun player names such as Jules Piler, hinting at Belgian popular beer brand 'Jupiler'.

4. Own channel on TikTok



Since the end of 2021, Colruyt has its own channel on the TikTok social media app, including DIY videos, hacks, expert advice and food inspiration tailored to families with young children.

5. The best beer in the world



Liefmans Kriek-Brut Xtra, a limited edition and co-creation of the brewery of the same name and Colruyt, won first prize in two categories at the prestigious World Beer Awards in London.

6. The Biggest Sea of Flowers

Colruyt and Dreamland lent their support to a summer initiative of Ketnet and Theater Aan Zee. Children made more than 6.000 paper flowers and handed them in in-store, following which our supply chain transported them to Ostend. The spectacular unveiling on the beach attracted plenty of attention.





XTRA

The Xtra app or card is the gateway to the many benefits and services of over 600 stores, online shops, collection points and filling stations. The app offers many extra services that make life easier and aims to grow into one of the best personal assistants in Belgium.

° 1 million active app users



2.400.000 average number of active customers per month



mijnxtra.be

Personal service

At Colruyt Group, we collect many customer insights via Xtra. These help us match our 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 with the utmost respect for privacy. That means, for example, that we never sell customer data to third parties.





4.100.000 Xtra customers

In-app services

- All discounts applied automatically
- Easy payment in-store and at DATS 24, settlement by domiciliation
- Digital shopping lists
- Purchase and budget insights
- Product info based on dietary preferences
- Digital vouchers
- Management of personal data, preferences, newsletters and flyers
- Newsfeed about Xtra and partners

Shift from card to app

- Last financial year, the Digital Customer Services team worked hard to entuse existing cardholders about the app, focusing on the extra services, user-friendliness and smaller footprint. And it paid off: some 250.000 new app users signed up, making almost one million active users by the end of the financial year. Although many customers still use both card and app, the majority of the 10.000 new customers who register with Xtra every month instantly opt for the app and no longer request a physical card.
- Since the end of 2021, the Xtra app has run on a brand-new cloud platform, onto which the MyColruyt and Collect&Go services will also be integrated from the autumn of 2022. In the spring of 2023, the Seamless payment function will follow, so that customers no longer need to enter their PIN in the payment terminal when paying.



Collect&Go



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

° 2000



217 collection points in Belgium and Luxembourg



More than 550 employees in FTE



We do the shopping for you



collectandgo.be

Maintaining the momentum



Collect&Go saw its revenue increase further during the past financial year, with a strong first quarter and subsequent quarters growing in line with forecasts. Our shopping service built on the success of the previous financial year, in which revenue increased by more than half. Despite a slight decline in order frequency, shopping basket volumes remained at a high level.



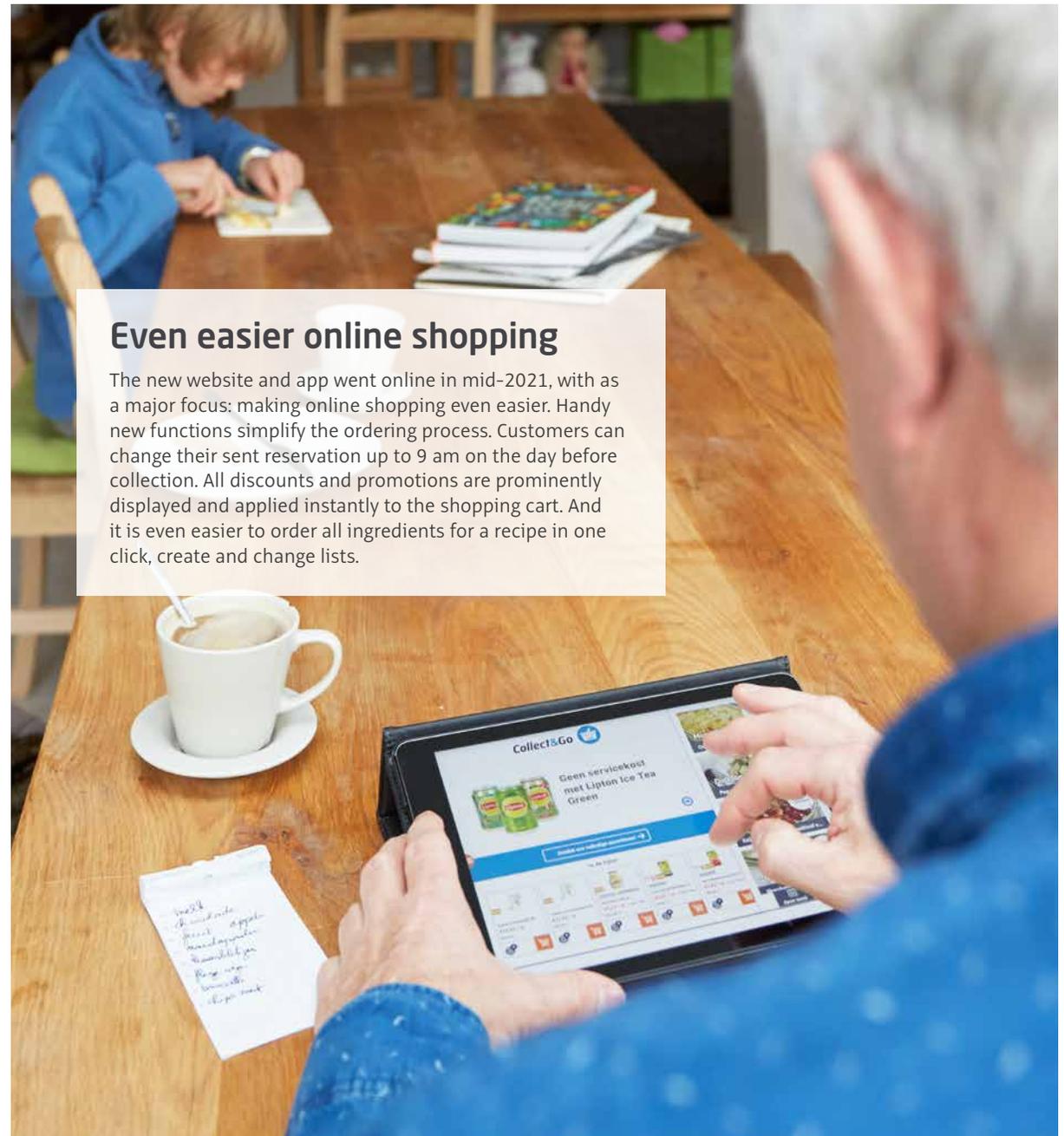
The service gained more than **100.000 new customers** and remains highly popular within a broader customer base, resulting in high customer satisfaction scores.



Since the greatly **scaled-up capacity** at the height of the coronavirus pandemic is now structurally embedded in the organisation, Collect&Go can easily prepare 100.000 orders a week. Due to the increased collection points, there are more than sufficient timeslots available for customers to collect their reservations.

Londerzeel distribution centre operational

In September 2021, the new 18.000 m² distribution centre in Londerzeel came into service. Its central location between Brussels and Antwerp makes Londerzeel the ideal operating base for deliveries in both growth regions. Londerzeel and the existing distribution centre in Erpe-Mere combined have sufficient capacity to allow for further growth in the coming years.



Even easier online shopping

The new website and app went online in mid-2021, with as a major focus: making online shopping even easier. Handy new functions simplify the ordering process. Customers can change their sent reservation up to 9 am on the day before collection. All discounts and promotions are prominently displayed and applied instantly to the shopping cart. And it is even easier to order all ingredients for a recipe in one click, create and change lists.



Home delivery gears up

Collect&Go consolidated its market-leading position in the online food market with a wider range of complementary services. For instance, customers can access an increasingly finely branched network of collection points or they can have their shopping delivered to their home. This flexibility allows them to organise their lives better and more conveniently.

- Following a positive tryout before the pandemic, in June 2022, Collect&Go launched **home delivery** by its own drivers, initially for customers in the Brussels and Antwerp areas. The orders are prepared and home delivered by staff from the distribution centre in Londerzeel. At launch, 20 delivery drivers were employed, with a capacity of 500 deliveries per week. By 2023, Collect&Go wants to more than double the business and expand it to other major cities.
- The existing **Collect&Go Drivers** service has expanded to around twenty collection points. Interested drivers can see in the Drivers app which collection point they can collect shopping from and deliver to customers in their neighbourhood. They decide which tasks to accept and receive a gross payment of 7 euros per delivery. The unique Drivers platform is part of the sharing economy and connects people who would like help with their shopping with people who would like to play an active role in their neighbourhood and earn a little extra as well.



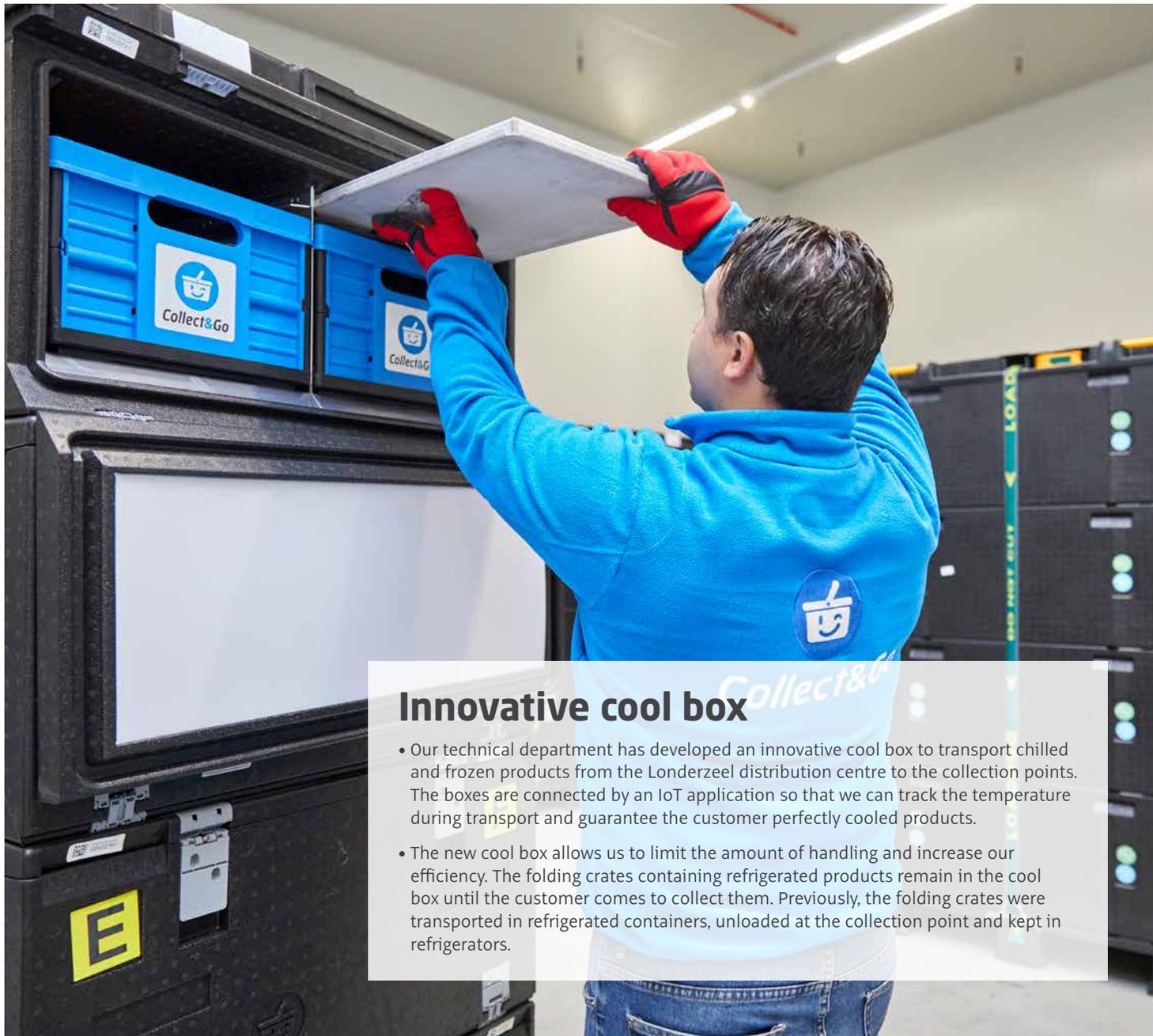
Deals! is a big hit

Our online promotions platform Deals! celebrated its first birthday in March 2022. Every week, it presents heavy discounts of 50 to more than 60% on non-food items from well-known brands. Orders are home delivered for free. Deals! is living up to expectations and even attracting customers who are new to the group. The aim is to embed the service in the organisation in the long term.



New: collect on foot or by bike

Collect&Go is trialling a range of formulas tailored to city customers for whom saving time, convenience and sustainability are important. For instance, at the end of the financial year, the first **Collect&Go walk-in**, fully equipped for collecting shopping on foot or by bike, opened in Elsene. Orders are prepared in nearby stores and taken to the collection point by cargo bike. Customers can use a delivery bike for free to take their shopping home.



Innovative cool box

- Our technical department has developed an innovative cool box to transport chilled and frozen products from the Londerzeel distribution centre to the collection points. The boxes are connected by an IoT application so that we can track the temperature during transport and guarantee the customer perfectly cooled products.
- The new cool box allows us to limit the amount of handling and increase our efficiency. The folding crates containing refrigerated products remain in the cool box until the customer comes to collect them. Previously, the folding crates were transported in refrigerated containers, unloaded at the collection point and kept in refrigerators.



Goodies in high demand

Working closely with suppliers, Collect&Go regularly treats its customers to special gift packs that fly out the door. The promotions attract new customers and create peaks in the number of reservations and sales.

- 30.000 free **Collect&Goooooal!** boxes during the football World Cup, containing a Panini sticker book, drinks and snacks.
- 30.000 free **Blind Tasting Beer** boxes for Black Friday, containing eight specialist beers, information sheets and tasting equipment.
- 50.000 **Back-to-school** rucksacks containing stationery, toothpaste, drinks and snacks.



For more than 20 years, OKay has been the handy neighbourhood discounter 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 customers with simplicity and convenience.

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

OKay Direct is the 24/7 self-service store where city customers shop completely autonomously.

° 1998



EUR 1.038 million combined turnover – OKay, Bio-Planet and Cru (- 8,6%)



156 stores, 144 OKay, 11 OKay Compact and 1 OKay Direct



400-650 m² average store surface area



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



More than 2.300 FTEs



Fast, inexpensive and convenient



okay.be

Turnover down

- After the exceptional 2020/21 financial year, OKay sales were down, falling to a level slightly above that of the pre-corona 2019/20 financial year. Towards the end of the corona pandemic, customers gradually resumed their familiar shopping habits, going to stores other than those in their immediate neighbourhood. In addition, sales were negatively impacted by continued promotional pressure and deflation over most of the financial year.
- However, the six new stores and strong year-end sales (including complete Christmas menus) made a positive contribution to sales. Several headquarters' staff members helped out in the stores in December.
- As a trusted neighbourhood discounter, OKay is putting even more effort into personal contacts with customers, an aspect somewhat disrupted during the pandemic due to the need to wear masks. OKay also launched a successful campaign to further strengthen customer loyalty after the corona pandemic.
- The planned expansion is set to continue, with OKay wanting to open some five new stores each year and seeing potential for some 200 stores in Belgium.
- OKay remains an attractive retail format, outperforming the average convenience store in terms of customer satisfaction (total score of 8,3 in the GfK Winter Report 2021 against an average of 8,24).



- 5 new OKay stores in Waasmunster, Drogen, Heers, Rijkevorsel and Hoegaarden, and 1 OKay Direct in Ghent
- 2 expansions and 7 refurbishments



Self Service Store

First 24/7 self-service store

- 24-hour, 7-day shopping has been available in the first OKay Direct store since the end of 2021. This innovative 150 m² self-service store in the centre of Ghent offers customers **650 products around-the-clock** – both A-brands and own-brand products –, in addition to fruit and vegetables, meat, fish, bread, ready-made meals and personal care products.
- Through technology developed by our Smart Technics innovation division, customers can now **shop autonomously**. After scanning their Xtra QR code, they enter the store and take products from the shelves. All purchases are recorded via weight detection. At the checkout, customers re-scan their QR code to pay electronically.
- This pilot project aims to appeal to a broader target group, responding to the needs of (urban) customers, such as students or people working late. OKay Direct offers them a **simple, fast and easy** shopping experience, greater autonomy and freedom.
- Following its opening, the store received a lot of media attention. Initial sales figures are encouraging.



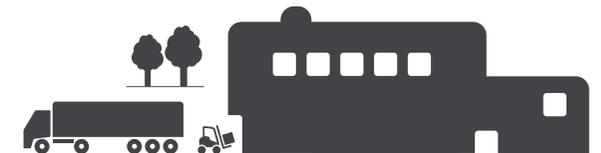
Assortment 2.0

All stores have optimised their assortments, with more space assigned to fresh and convenience foods, such as ready-to-eat and ready-to-heat meals. In the basic assortment, there is now a greater focus on regional products, responding to divergent preferences in Flanders and Wallonia. For the necessary redesign measures, only about half of the stores had to close for one to two days.



Focus on inexpensive stores

- From mid-2022 onwards, OKay will profile itself even more clearly as an **inexpensive** neighbourhood discounter, moving the focus away from speed and convenience emphasised in recent years. For example, customers will be offered better promotions, such as 2 + 1 or 1 + 1 free.
- To achieve these ambitions, the pricing strategy has been fine-tuned, including a clearer delineation of the perimeters within which stores align their prices with competitors.



Infrastructure for the future

To accommodate further growth, we expanded our headquarters, adding office space and parking facilities. The necessary permits were also obtained for a future 10.000 m² expansion of the Laekebeek distribution centre, providing 30% more storage space.



For more than 20 years Bio-Planet is a fully sustainable supermarket, now offering more than 6.000 organic and eco-friendly products. 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.

◦ 2001



EUR 1.038 million combined revenue for Okay, Bio-Planet and Cru (- 8,6%)



31 stores



650 m² average store area



6.000 items



More than 450 employees in FTE



Truly good



bioplanet.be

Lower revenue, more loyal customers

- Bio-Planet experienced a decrease in sales during the last financial year, due partly to deflation and partly to changing consumer behaviour. This decrease mainly affected physical stores, while online sales fared better. Nevertheless, sales remained slightly above the level before the exceptionally good financial year of 2020/21. This trend also manifested itself in the slightly smaller basket, which was still a fifth larger than in 2019.
- The customer base shrank very slightly, mainly in customer groups that visit Bio-Planet less frequently. This was partly offset by the **sustainable growth** in more loyal customers. In 2021, the organic supermarket successfully tested a specific promo campaign to boost the shopping frequency of occasional customers. These digital communications and campaigns are continuing in 2022.
- In a volatile organic market, characterised by consolidation and closures, Bio-Planet remains a structurally sound business that is open to partnerships with other actors.
- The renewed store concept launched in 2021 is being further refined at the new store in Sint-Denijs-Westrem. The final concept will be rolled out from 2023.



- 31 stores
- Sint-Denijs-Westrem opens in September 2022, Doornik and Hannuit in spring 2023
- Then 1 to 3 new stores every year, with potential for 60 stores in Belgium
- 150 collection points for online orders via Collect&Go (31 in-store and 120 at Colruyt)

Support for innovative startups

Which innovative foods can contribute to the protein shift or the circular food chain? This was the theme of the very first Food Challenge, a competition for startups organised with the Smart Retail Ventures department. 36 startups participated, 70% of which were Belgian.

All candidates were guaranteed personal feedback on their product's market fit, useful to facilitate further product development to be able to put it up for sale. The crackers with cricket flour from Belgian finalist Yuma have been on the shelves since May 2022.



240 stakeholders come together for the first time

Our organic supermarket highlighted its leading role in conscious consuming with the inspirational new event 'The next decade of conscious consumption'. More than 240 Belgian professionals from science, research, education, civil society, government and industry came together online to consider how they can make sustainable production and consumption the norm. On the menu: speeches and panel discussions about sustainable agriculture, conscious consumption and the protein shift, attended by personalities including climate activist Jill Peeters and TV chef Michaël Sels.



Stepping out

- For the summer of 2021, Bio-Planet set out ten interesting walking routes on which walkers could call in at suppliers, from farmers to brewers or dairies. With the **Tour Local** initiative, Bio-Planet gave the people behind their products visibility and recognition. Around 2.000 participants enjoyed a pleasant day out.
- Via Colruyt Group Academy, since the spring of 2022, Bio-Planet also offers guided **herb walks**, led by herbalists. Participants pick herbs and then use them together.



Order online, collect in-store

The Bio-Planet range is available online via our Collect&Go shopping service. After a trial period in the first half of the year, as of May 2022, customers can collect their orders from all Bio-Planet stores, as well as 120 Colruyt stores as before.

A first: 100% Belgian organic bread



- Since the end of 2021, customers can find two kinds of 100% Belgian organic loaves and baguettes at Bio-Planet, a first for our country.
- Wheat is a financially risky crop for Belgian farmers, due to an uncertain yield and weather conditions. For this reason, our organic supermarket joined forces with five organic farmers, flour mill Molens van Oudenaarde and bakery Atelier du Pain to set up a new Belgian production chain for organic bread. By the end of April 2022, 55 tonnes of organic wheat had already been harvested and processed into around 36 tonnes of flour and 115.000 loaves.
- Bio-Planet guarantees the farmers to purchase their organic grain for a pre-agreed price. This commitment allows the growers some breathing space and gives the entire Belgian organic wheat sector a healthy boost. The partnership also enables stores to increase their share of Belgian bread.



20 candles!



In September 2021, Bio-Planet celebrated its 20th birthday. The first store opened in Kortrijk in 2001, followed by Ghent in 2002 and Dilbeek in 2004, the first store in the Brussels region. In 2014, the first store in Wallonia opened in Nivelles. Since 2016, Bio-Planet has had its own distribution centre in Lot. At the beginning of 2021, the new store concept was premiered at Braine-l'Alleud.



Eggs without one-day old male chicks

In September 2021, Bio-Planet was the first Belgian retailer to launch Belgian eggs from farms at which no one-day old male chicks are hatched. A big step forward for animal welfare, perfectly in keeping with Bio-Planet's leading role in this area. From January 2022, the whole assortment of fresh eggs has made the switch, a first for Belgium.

Accessibility is key

Making organic accessible to a wide audience, is part of Bio-Planet's mission as a business.

- Competitively priced basic assortment with 330 items from the **Boni Bio** own brand, and regular attractive promotions on A-brands.
- Partnership with **Too Good to Go**, so that customers can 'rescue' unsold but still perfectly edible food. In one year, stores sold around 23.000 packs, or more than 99% of their offer. The associated app scores highly for customer satisfaction and has also attracted new customers.
- Support for consumers with tips for reducing food waste, by making shopping lists, checking expiry dates or cooking with leftovers, for example.



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 your home or collected from the market.

◦ 2014



EUR 1.038 million combined revenue for OKay, Bio-Planet and Cru (- 8,6%)



3 markets: Overijse, Ghent Kouter and Antwerp Groenplaats



650 m² average store area



850 items



More than 100 employees in FTE



Taste the force of nature



cru.be



Cru for celebrations all year round

Cru is more and more top of mind when customers are shopping for celebrations, particularly during the end-of-year period. The number of orders in December 2021 rose by almost 3%, generating 10% extra revenue. On 24 December, Cru achieved its highest ever daily sales. These results were partly due to the online ordering system with home delivery option, and the preceding partner festival in the markets. With a wide range of gift boxes and a breakfast box, Cru makes the most of celebrations all year round.

Foundations for further growth

- As announced, Cru will open a fourth market with an eatery at the end of 2022, on the Eylenbosch site in Dilbeek.
- Cuit Ghent has been extended, Cuit Overijse serves breakfast on weekdays as well and both eateries offer fresh crepes in the afternoon. In Antwerp, there is space for a quick bite on the go or in the eating area.
- To support further growth, there were a wide range of training courses for market employees and student workers, plus an online information platform Crupedia.
- Cru continues to invest in more efficient processes, for example for staff, order or home delivery planning.



Innovative assortment

Cru continues to focus on innovative and sustainable products, working closely with the group's innovation department.

- A first: quality fresh ginger, grown in Belgium without pesticides or fertilisers (only available in the autumn).
- Circular mushrooms
- More own recipes for meat preparations, speculoos, gingerbread, etc.

Revenue remains stable



Cru's revenue decreased slightly compared with the exceptional financial year of 2020/21, when customers spent considerably more on better food, as an alternative to dining out in a restaurant. Nevertheless, revenue remained above the pre-Covid level two years ago. Cru is satisfied with these results, particularly since its own eating facilities remained closed for several periods and barely any tastings were possible.



Gross profit remained stable and costs stayed under control, partly because the markets were able to maintain the same workforce for the third year in a row. Other costs also remained under control, although extra expenditure was incurred due to higher energy prices in the second half of the financial year.

Customer base and loyalty continue to grow



Cru appeals to a specific customer group, looking for products of exceptionally good quality. For just under half of customers, the multi-experience market is the only Colruyt Group format they visit.



Cru continues to attract new customers, increasing by 20% year on year at the end of 2021. In the month of December alone, at the height of the festive season, 2.000 new customers were recorded.



The number of loyal customers continues to grow, partly due to further investments in loyalty campaigns with free products to try at home. This introduces customers to new products, important since for a long time there were no tastings. Cru also keeps close track of its customers, for instance via surveys and personal answers to questions or reactions.



colruyt

prix · qualité

Colruyt Prix Qualité is a clearly laid out and affordable 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.

The stores are mainly located along approach roads in (semi-)rural areas and almost all of them have a Collect&Go collection point. Around half of them have a DATS 24 filling station as well. The contribution of the filling stations is included in Colruyt Prix Qualité's revenue.

◦ 1996



EUR 592 million revenue (+ 4,5%, including fuels)



92 stores, 90 Collect&Go collection points



750 to 1.000 m² average store area



9.000 food, 2.500 non-food items



More than 2.000 employees in FTE



42 DATS 24 filling stations



Tout simplement l'essentiel



colruyt.fr

Good performance in a slightly declining market

- Colruyt Prix Qualité's revenue increased, mainly due to the effect of higher fuel prices, while store revenue decreased slightly compared to the previous - exceptional - financial year. In mid-2021 the three Paris stores closed, while four new stores did not open until the spring of 2022.
- In a slightly declining market, the Colruyt stores still performed substantially better than before the start of the pandemic. Due to severely restricted mobility during the pandemic, customers found it easier to visit stores in their neighbourhood, which they continued to frequent afterwards. This resulted in a **larger influx of customers** and shopping basket. In regions in which Colruyt is well represented, it has seen its market share grow substantially.
- The online shopping service **Collect&Go** managed to more than double its volumes. The service intends to take a big leap forwards in 2022 with a new website, optimised processes and systems.
- The coronavirus pandemic created extra expense but caused no major disruption in deliveries to stores or actual sales. In general, our French retail activity managed to keep costs constantly under control and improve profitability.
- After several periods of deflation and strong promotional pressure in France, slight inflation began to emerge from the fourth quarter of the financial year. This trend, which is expected to be sustained, looks set to have a positive impact on future sales figures.
- Colruyt has 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.
- Every week, Colruyt compares one million prices at competitors in the immediate vicinity of its stores. Prices are matched to the cheapest retailer in the perimeter, including hard discounters and hypermarkets. This makes Colruyt unique in the market, with prices that are substantially lower than French consumers expect from a neighbourhood supermarket.



- New stores in Saint-Vallier and in Alsace: Wiwersheim, Niederentzen, Hagenthal-le-bas
- 3 renovations and 1 relocation
- In the coming years, the focus will remain on expansion in North-East France, up to the border with Luxembourg.
- New stores are given a 'point chaud' to bake off bread as standard. When larger stores are refurbished, a hot bakery is generally added.
- Besides normal services, the butcher's departments also offer a wide range of pre-packed products prepared on site.

Focus on regional and local

Colruyt focuses increasingly on connections, with a growing offer of regional and local products geared to the requirements of customers from the surrounding area. One fifth of shelf space is now reserved for this on average.

- The stores are divided into various regions, with appropriate **regional** ranges.
- The new stores in Alsace offer three hundred **local** products for the first time. The good sales results confirm the potential for more local focus throughout the store network.

Working to improve sustainability

- More organic items and products with improved nutritional values in the Belle France own brand.
- Anticipation of stricter environmental legislation, for instance with reusable bags for fruit and vegetables instead of plastic ones. Development of digital alternatives to paper media such as leaflets and receipts.
- More efficient transport of dry goods through gradual switch from transport carts to stackable pallet boxes, so that trucks can carry greater volumes and cover fewer kilometres.

Logistics facilitate further expansion

In May 2021, the new 12.000 m² distribution centre at **Gondreville** (near Nancy) became fully operational. The site mainly handles fresh produce and fast-moving dry goods, for delivery to one third of all French Colruyt stores. Gondreville ensures shorter transport, more efficient supply of stores and better quality fresh produce in-store.

Near **Dole**, work has begun on a new 25.000 m² distribution centre, to go into operation in mid-2023. In a later phase, new headquarters will also open there. All this extra logistical capacity will enable 7 to 8 new stores to open every year.





Colex (Colruyt Export) supplies retail and foodservice products to distributors, wholesalers and supermarkets all over the world, with a focus on the African continent and French Overseas Territories. The export department does especially well in Central and Western Africa, especially in the Democratic Republic of Congo and Senegal.

Colex offers a wide range of groceries, fresh produce and frozen food under Colruyt Group's private labels (such as Everyday and Boni Selection), supplemented by a peripheral range of A-brands. Colex also stands out due to its unique all-in export service and support for clients in marketing the products.

◦ 1985



Around 200 active clients



5.000 items



More than 40 employees in FTE



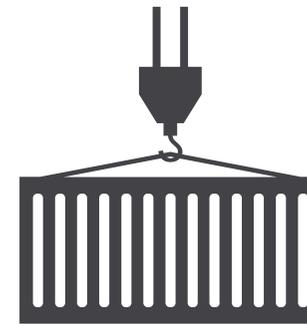
Bringing quality products to the world



colex-export.com

Favourite in the Democratic Republic of Congo, challenger in Senegal

- The Everyday private label is the European market leader in the cities of Kinshasa & Lubumbashi, as well as the favourite brand of four out of five Congolese consumers. To further enhance the status of 'marque préférée des congolais', Colex organised wide-ranging communication campaigns and local promotions at the points of sale. In the new financial year, Colex will also highlight the currently less well-known brand Boni Selection more.
- In Senegal, Everyday is a challenger for the private labels of the major French distributors operating there. For this reason, Colex mainly promotes the brand among convenience stores and the wholesalers supplying them. National media campaigns, local campaigns and sponsorship will increase awareness of Everyday among retailers and consumers. This financial year, Colex is focusing on expanding the sales network and giving stores a facelift.



Sea containers by barge

At the start of 2022, Colex moved into a new logistics site in Willebroek, with an area of 8.500 m², twice as large as the previous warehouse in Bornem. Thanks to the canalside location, almost all containers travel by barge to the Port of Antwerp, requiring minimal transport by road. This is cost-effective and saves around 40.000 truck kilometres per year.

Local ties

Colex is recruiting more local staff for sales and marketing: one in the Democratic Republic of Congo and three in Senegal, where it works closely with a local partner to distribute the goods. The company is also investing in local production and, from mid-2022 onwards, will offer half a dozen locally packaged Everyday products in the Democratic Republic of Congo and Senegal.



Online ordering

The redesigned website looks more attractive, is more intuitive to use and offers several new features. Clients can now import their orders onto the online **ordering platform** directly from PowerPoint or Excel if they wish. Free webinars are available for clients not familiar with online ordering.



Since February 2022
 Stake: 41,36% in Smartmat nv

The Belgian meal box



Foodbag sets itself apart as a thoroughly Belgian meal box, with high-quality products from local suppliers and original recipes from our own chefs. Great attention is paid to seasonal products, sustainable packaging and avoiding food loss.

Every week customers have a choice of 23 dishes in five cooking styles, for one, two or three people. Flexibility is paramount: customers take out a weekly or biweekly subscription or simply order individual boxes and pay immediately.

As the number two on the Belgian meal box market, Foodbag already serves about 10.000 families every week. Foodbag is confident that the demand for convenient meal solutions will grow strongly in the coming years, now that more and more people are familiar with the convenience of the boxes and home delivery.

Strategic fit

Foodbag is a brand of Smartmat nv, of which Colruyt Group became the main shareholder at the beginning of 2022, together with the Colruyt family holding company Korys. Smartmat's activities fit perfectly with our e-commerce strategy and the ambition to offer more convenient solutions. This new partnership allows us to strengthen our leadership in the Belgian online food market and take further steps in the development of sustainable home delivery. Finally, there is an attractive match of corporate cultures, with a common focus on sustainability, local anchoring and simplicity in retail.

Colruyt Group has been working with Smartmat since 2019, which, among other things, composes the 'One Meal Box' for OKay, and the 'Lekker Koken' box for Colruyt Lowest Prices. The Foodbag meal box itself is also available through our online channel Collect&Go. In the coming months and years, we will be looking at further cooperation and synergies.

Smartmat

Smartmat is an important player in Belgian food e-commerce. The company, run by founders Anders Asarby and Stéphane Ronse, is located in Antwerp and Ghent, employs around thirty people and has its own pool of 120 couriers.

Foodbag and 15gram: production and home delivery of meal boxes with or without subscription.

Rayon: online supermarket for people who like good food and who consciously opt for convenience and home delivery.

Canteen: delivery of pre-prepared meals, drinks, snacks and fruit to company canteens and elsewhere.



◦ Since July 2021

◐ Stake at 31 March 2022: **46,23%**

The most sustainable drinking water

Robinetto's mission is to provide as many people as possible with high-quality drinking water that does not require packaging or transport and is much **more ecological** than bottled water. The Ghent start-up installs professional tap installations that supply filtered, cooled, still and sparkling water and also relieve users of masses of plastic waste. In 2021, customers tapped in this way more than 1,3 million litres, at a savings of two million packaging items. In the course of 2022, Robinetto will be installing more than 500 water taps in the group's central buildings and in Colruyt, Bio-Planet and OKay stores.



Robinetto was founded in April 2018 as a social impact company, consciously focused on events and catering, in order to spread its mission rapidly to a large and diverse audience.



Colruyt Group became a co-shareholder in mid-2021, with a substantial capital increase that creates room for further sustainable growth, in addition to substantive collaboration and knowledge exchange.



In the meantime, a dozen employees serve more than 500 customers, including festivals and cultural centres, and also schools, healthcare institutions and companies.



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 in-store and online.

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

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



EUR 466 million combined revenue for retail non-food (Dreamland, Dreambaby, Bike Republic, The Fashion Society and JIMS) (+ 33,8%) ⁽¹⁾



47 stores



1.600 m² average store area



60.000 items offline and online



More than 800 employees in FTE



Unpack your dreams



dreamland.be

(1) Includes The Fashion Society since August 2020 and JIMS since May 2021.

Difficult financial year

- Dreamland had a difficult financial year, with a drop in revenue for online sales in particular, while physical sales fared better. The drop was mainly due to the global transport and raw materials crisis in the aftermath of the coronavirus pandemic, exacerbated by the blocking of the Suez canal in March 2021. During the crucial months of November and December 2021 in particular, various items were not in stock or came into stock late, causing an irrevocable loss of sales. In the final quarter of the financial year, larger expenditures in particular were delayed, probably as a result of rising inflation and the increasing cost of living.
- Compared with the wider toy market, which had a difficult time, Dreamland performed respectably and managed to consolidate its position as market leader.
- Dreamland informed its customers about the stock problems with full transparency, which only enhanced its image..



- 3 total renovations: Veurne, Wilrijk and Lede
- 1 or 2 openings each year

New store concept on the way

- In the build-up to a totally new store concept, many innovations have been tested in new or renovated stores such as Sambreville and Hasselt over the last few years. The best elements of these have been incorporated into several existing stores, following which the new complete store concept will be premiered at the start of 2023.
- Under the slogan 'Pak je dromen uit' (Unpack your dreams), Dreamland wants to help children realise their dreams. This translates into a wide assortment and inspiring stores that invite them to discover and try out products on the spot. Technologies such as virtual and augmented reality help guarantee the ultimate experience.

Accessible via clicks & bricks

Dreamland's physical stores and webshop have worked together perfectly for years and the synergy has only grown stronger. After several periods of closure during the coronavirus pandemic, customers soon found their way back to the stores. At the same time, they continued to use the website intensively to prepare for their instore purchases. As a result, in 2021, the site still received 30% more visitors than in 2019 and online sales continued to grow across the board.

Besides the stores and the largest toy webshop in Belgium, the omnichannel model also included more than 400 collection points for online orders, plus the possibility of home delivery. Finally, via the **Click & Collect** service, customers can reserve items from stock and collect them in-store three hours later.

To make the Dreamland universe even more accessible, a chat function was integrated into the website, so that customers could receive an answer to their questions more quickly. This translates into a satisfaction score of 9,3 out of 10.

More sustainable school collection

Dreamland wants to become a benchmark for sustainability with its own brand, Kangourou. The range of satchels for primary school is now made from 100% recycled material (PET). By the start of the 2023 school year, the ranges for pre-schoolers and teenagers will make the switch as well.

Dreamland also collects old satchels to give them a new lease of life, for example by donating them to social organisations or recycling.





175.000 euros for underprivileged children

With its campaign to give every child a magical St Nicholas' day, our toy specialist raised more than 100.000 euros. Customers could donate 1 euro at the checkout or contribute freely online. Dreamland added a further 75.000 euros, making a total of more than 175.000 euros in toy vouchers. Organisations such as Het Kinderarmoedefonds and Arc-en-Ciel distributed the vouchers among 4.378 underprivileged children. With this initiative to make St Nicholas' Day accessible to as many children as possible, Dreamland assumes its social role, as with a previous campaign around gender neutrality. Besides this, in 2021, more than 17.500 children were able to videocall St Nicholas and 2.000 took part in a Facebook livestream.

Working more efficiently

Dreamland and Dreambaby launched a new ERP software system for their offline activities in the autumn of 2021. This system replaced several old software programs and brings greater efficiency and speed to virtually all business processes in areas such as purchasing, sales, marketing and logistics.



Popular on TikTok

For communication on social media and all kinds of events, Dreamland often works with well-known influencers such as Celine and Michiel. Some videos on TikTok are viewed more than 500.000 times. TikTok is one of the most important channels for Dreamland to reach its primary target group, with topics that reflect what really matters to the children.



Ready-made birthday box

Dreamland developed a ready-made box for customers to organise their own birthday parties at home for children aged from six to ten. 'MyDreamParty' is available in a variety of themes and guarantees ten children an afternoon of celebration and fun. The box contains invitations, a party planner, tableware, decorations, twelve activities and associated items and more besides.



Dreambaby is the largest national player in the Belgian baby market, with a quality, wide offer for babies and toddlers up to 30 months and the lowest price guarantee. 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 in-store, 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.

◦ **2001**



EUR 466 million combined revenue for retail non-food (Dreamland, Dreambaby, Bike Republic, The Fashion Society and JIMS) (+ 33,8%) ⁽¹⁾



31 stores and **5 divisions** in Dreamland stores



600 m² average store area



8.000 items in-store and online



More than 300 employees in FTE



The best start for you and your baby



dreambaby.be

(1) Includes The Fashion Society since August 2020 and JIMS since May 2021.

Satisfactory financial year

- Our baby specialist had a satisfactory financial year, due partly to a slightly higher birth rate for 2021.
- As the coronavirus pandemic tailed off, sales shifted back from the webshop to the stores. All in all, Dreambaby experienced little impact from the pandemic, least of all on baby gift lists.
- In a highly competitive landscape, Dreambaby managed to consolidate its position, with the biggest market penetration after second-hand providers.
- Five weeks after opening, the new store in Zaventem was damaged by a fire in an adjacent property. In this short period, the store showed great potential, with visitors from all over the Brussels region. The reopening is scheduled for the autumn of 2022.
- In anticipation of a structural decline in the birth rate, Dreambaby is focusing increasingly on strengthening customer loyalty and acquiring customers via partnerships with other group formats.



- 1 new store in Zaventem
- New store planned in La Louvière, plus reopenings in Lede, Wilrijk and Vilvoorde

Future-proof systems and processes

Together with Dreamland, Dreambaby commissioned a new ERP software system for offline activities in the autumn of 2021. This system replaced several old software programs and has an impact on virtually all processes for purchasing, sales, marketing and logistics. It will also allow Dreambaby to acquire many new insights and gain strength and autonomy.

First for second-hand

As of April 2022, Dreambaby is the first baby retailer to offer second-hand items as well, to reserve online and collect from six participating stores. The **tweedehands.dreambaby.be** platform puts buyers and sellers in touch with one another, while Dreambaby facilitates the process and takes care of quality control. In this way, the baby specialist helps meet the growing demand for second-hand and takes a big step towards a more circular and sustainable baby sector at the same time. This service builds on the years of experience of the previous second-hand platform NewStory.



Largest store ever in Zaventem

With two floors and an area of 800 m², the new store in Zaventem is special. Zaventem is strategically well located in the Brussels periphery, where Dreambaby's target group is well represented.

- The store is one third larger than average. Customers can find a full assortment there, covering more than 8.000 items, in all categories.
- The ground floor with reception and tills has a restful look and draws attention to the fully set-up children's bedrooms. Important, since young parents often buy just one children's bedroom.
- Plenty of daylight, low shelves, a large test strip for buggies and a coffee area help create a pleasant shopping environment.



Co-creation with Levis

The specially developed Dreambee by Levis paint collection comprises ten trendy colours that are a perfect match for the new Dreambee Essentials collection. Under that private label, parents can find a complete basic range for babies, including clothes, toys, bed and bath linen. They can combine the baby essentials with the ten soft Levis shades, to create a harmonious nursery. Customers can see some examples of decorated nurseries in-store. All parents placing their baby gift list with Dreambaby receive three free testers.

Farm-themed collection

The new Jules & Odette themed collection of the Dreambee own brand is totally inspired by life on the farm, with fun prints of vegetables and tractors. Besides clothes, the assortment also includes everything for care, sleep, play, travel, eating and drinking and much more besides. The collection scores highly for sustainability, thanks to certified materials such as cotton with a BCI label and wooden toys with an FSC label. Dreambaby has also invested in more sustainable packaging with less plastic and more cardboard, for example.



Non-food brands join forces

Our non-food activities Dreamland, Dreambaby, Bike Republic, The Fashion Society and MyComfort24 are all strong Belgian retailers offering consumer-relevant products and services. Together they want to do even more to meet rapidly changing and diverse consumer needs. For this, these companies are developing an organisational exercise to optimise or combine the processes, systems and knowledge specific to the non-food business. The five activities are therefore joining forces in order to remain effective and to ensure that they can continue to offer customers relevant solutions. They are also looking at combinations with services from other fields such as nutrition and health.

The joining of forces already translates concretely into, for example, the creation of new consultation platforms, the introduction of common work methods and, where possible, the implementation of a shared software system. At legal level, all five operating units have been accommodated in a new holding structure since April 2022.

Partner for customers

Dreambaby assumes its social role and is a reliable and solution-oriented partner for its customers. Customers can count on reliable advice, service and initiatives in partnership with other specialists.

- Together with Colruyt Group Academy, Dreambaby launched a private Facebook group for the first time. In the 'Dream baby, dream' community, parents share experiences and tips about their child's sleeping habits, with the professional support of a moderator, sleep coach and a midwife, among others. The lively community has 850 members on average. Following a successful tryout, two new Facebook groups were started in May 2022 for future parents.
- The online help platform 'Van roze naar broze wolk' (From pink to fragile cloud) works on perinatal mental wellbeing of parents. Dreambaby teamed up with initiator Kinderwens vzw and Colruyt Group Academy to organise a unique webinar on mental wellbeing and the help available.



F S

FASHION SOCIETY

The Fashion Society groups together four retail chains for women's, men's and children's fashion, mainly operating in Belgium but also in Luxembourg and France. These are out-of-town destination stores, with a focus on customer satisfaction.

The four store concepts target broad but distinct 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 multi-generational trend followers and focus on personal advice.

◦ **2020:** Colruyt Group increases stake to more than 96%

 **EUR 466 million** joint turnover -
Dreamland, Dreambaby, Bike Republic,
The Fashion Society and JIMS (+ 33,8%) ⁽¹⁾

 **124 stores** under the labels
ZEB, ZEB for Stars, PointCarré, The Fashion Store

 **1.000 m²** average store surface area

 **Average of 7.500** items on an annual basis

 **More than 750** employees in FTE

 **zeb.be**
zebforstars.be

pointcarre.be
thefashionstore.be

(1) Includes The Fashion Society since August 2020 and JIMS since May 2021.

A firm footing in a difficult fashion market

The fashion group experienced its second consecutive financial year in which the stores had to cope with corona restrictions. By the summer of 2021, customers were finding their way back into the stores. However, the ensuing corona wave from autumn to February 2022 put a damper on year-end business and the winter sales.

Even so, looking at the whole financial year, turnover was virtually up to pre-pandemic levels. In a very difficult fashion market, the group was even able to continue its expansion programme as planned.

Although online sales continued at a high level, the focus remained on physical stores. Launched in 2020, the concepts of private shopping (outside opening hours) and personal shopping (personal styling advice, within opening hours) met with success and were rolled out further.

The new 1.500 m² ZEB store in Schoten is the largest in the country, offering over 70 brands, a lounge area, kids' corner with arcade games and a pop-up vintage concept in collaboration with specialist Foxhole.



- 74 stores (+3) and 2 outlet stores
- New stores in Veurne, Bree and Couvin and a doubling of the surface area in Schoten
- Potential for more than 100 stores in Belgium

An award for 'ZEB For Everyone'

Starting in early 2021, ZEB has been making all its stores more accessible to people with disabilities, investing in infrastructure (additional parking spaces, wider aisles, etc.) and in employees (training, attitude, etc.). In 2021, the innovative action plan 'ZEB for Everyone' was nominated for the prestigious Mercury Prize by trade federation Comeos.

ZEB For Stars

Due in part to the lack of communion and spring celebrations in 2020 and 2021, ZEB For Stars experienced two difficult years, leading to the decision to discontinue this still young formula.

The closing-down sale is due to start in May 2022. The Zoersel and Hasselt locations will reopen under The Fashion Store label in September 2022, while the remaining three will be rented out.

A suitable solution has been found within the fashion group for all employees concerned.

PointCarré

- 15 own stores and 15 franchise stores, mainly in Wallonia and 2 in France
- New stores in Beauraing, Soignies and Hornu

PointCarré posted satisfactory results in the past financial year. The formula is catching on well in France, where further expansion is planned through franchising and the opening of new flagstores.

THE FASHION STORE

- 15 stores (+2)
- New stores in Grimbergen and Eeklo

Thanks in part to a good offering for all generations, The Fashion Store experienced a strong financial year. Two new stores were opened and two more are to be added by September 2022. The brand-new webshop went live in April 2022.

Successful combination

ZEB remains relevant thanks to a combination of the right brands and ranges, communications tailored to the target group and in-depth knowledge of it.

- Trendy ranges, with exclusive collections such as Le Fabuleux Marcel de Bruxelles and co-creations with well-known names such as Olga Leyers or Aurélie Van Daelen.
- Plenty of experience with fashion shows, parties and other events. Targeted marketing communications, including through some 20 influencers. Flemish media phenomenon James Cooke and his Walloon counterpart Maria Del Rio fulfill their roles as ZEB ambassadors with verve.



The MyComfort24.be webshop stocks all textiles for personal comfort: from underwear and hosiery to nightwear and swimwear and bed and bath linen. The shop offers the largest online selection in Belgium, with top brands such as Calvin Klein, Triumph and Schiesser for underwear or De Witte Lietaer, Clarysse and Beddinghouse for bed and bathroom textiles. All items are in stock and shipped via Bpost the same day for orders placed by 2 pm. MyComfort24 mainly ships to the Benelux region, but also to other European countries, for free from an amount of 30 euros.



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.

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



EUR 466 million combined revenue for Dreamland, Dreambaby, Bike Republic, The Fashion Society and JIMS (+ 33,8%) ⁽¹⁾



21 stores with showroom and workshop



800 to 1.200 m² average store area



More than 10.000 bikes in stock, including **7.000 e-bikes**.



More than 100 employees in FTE



Cycling along with you



bikerepublic.be

(1) Includes The Fashion Society since August 2020 and JIMS since May 2021.

Slight growth in a cooled-down market

- In a stabilising bicycle market, Bike Republic recorded a slight increase in revenue, mainly due to the opening of new stores and consistent performance of existing stores. Viewed over two financial years, revenue grew by almost half.
- In the summer of 2021, the hype around bikes, which arose during the coronavirus pandemic, gradually abated. In the final quarter of the financial year, demand started to pick up again, partly due to rising energy prices and the approach of good weather. Bike Republic noticed strong demand for sports bikes, e-bikes and speed pedelecs (for commuting) in particular.
- In the course of the financial year, shortages of batteries and parts manifested themselves in the market, leading to longer waiting periods. Armed with a strategic stock, Bike Republic managed to continue to serve its customers well.
- In a highly fragmented landscape with the beginnings of consolidation, Bike Republic is steadily increasing its market share and is the largest multi-brand chain in Belgium.
- Bike Republic remains strong in its omnichannel approach: the website mainly provides inspiration when looking for the right bike and accessories, while customers prefer to come into store for final advice, to try out products and make an actual purchase.



- Three new stores: Grimbergen, Oudenaarde and Veurne
- Three acquisitions: Oudsbergen, Laakdal and Diest
- Shortly after the end of the financial year, openings in Retie, Turnhout and Sint-Denijs-Westrem



On course for expansion

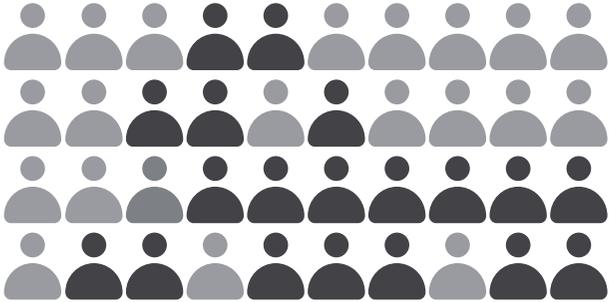
Bike Republic intends to significantly expand its store estate in the coming years, not just in Flanders, but also in Brussels and Wallonia. The aim is to set the standard for e-bikes and smart mobility in a rapidly changing cycling sector.

- In the case of expansion, the focus is on smart geographical distribution so that existing and (potential) customers always have a store nearby. For acquisitions, Bike Republic seeks out larger, profitable stores with strong brand portfolios, supplier relations and specialisations.
- The store in **Oudsbergen** was acquired from the well-established X-treme Bike.
- The store in **Laakdal** and the indoor testing centre in **Diest** were acquired from Wieleke, experts in cycling solutions for people with disabilities and in B2B cargo solutions.
- The managers and staff involved have remained onboard and continue in their specialisations. The acquired stores underwent a swift rebranding and could count on the support of a commercial coach.

Partner for businesses

Bike Republic is enjoying increasing success in the business market. It offers businesses and organisations a total service, ranging from leasing and purchasing packages to cycling proficiency training, maintenance and repair on the customer site, roadside assistance and tax advice. 2022 will see the launch of a new platform to further simplify the purchasing or leasing process and expand the service for B2B customers.

- Company bicycles for **employees**, often developed into a total solution with leasing companies.
- Cargo bikes for **professionals** in an urban context, such as courier firms, retailers or healthcare workers.



Colleagues welcome

To realise this rapid expansion, Bike Republic is constantly on the lookout for experienced, passionate colleagues for new and existing stores. The Bike Academy based in Grimbergen trains technical and sales profiles in house and is perfectly equipped to organise supplier trainings and continuous development programmes.



Teaming up with Touring

Bike Republic has launched a pilot project with breakdown service Touring under which customers can count on breakdown assistance by the roadside and bicycle maintenance or repair at home. This enables the bike chain to offer its customers an even better service and support them anytime, anywhere. The partnership is a win-win-win: assistance is a definite plus for customers. For its part, Touring has considerable expertise in roadside assistance and on-site repair, not to mention many members that Bike Republic wants to reach.





JIMS operates 27 fitness clubs in larger cities in Belgium and Luxembourg, and is also active online. As the second largest fitness chain in the country, its mission is to encourage consumers to adopt a fit, healthier lifestyle. Customers can go there for conditioning or strength exercises and group classes at attractive prices. Online, JIMS offers live group classes and digital coaching by enthusiastic, well-trained staff. Club members can also call on personal coaches. JIMS has been an integral part of Colruyt Group since the end of April 2021.

◦ Since April 2021



EUR 466 million combined revenue for Dreamland, Dreambaby, Bike Republic, The Fashion Society and JIMS (+ 33,8%) ⁽¹⁾



27 fitness rooms (24 in Belgium and 3 in Luxembourg)



Around 100 employees in FTE



jimsfitness.be

(1) Includes The Fashion Society since August 2020 and JIMS since May 2021.



Picking up after the pandemic

- Prior to its acquisition by Colruyt Group, the fitness chain had been hit hard by the coronavirus pandemic. Over a two-year period, the clubs were closed almost half of the time or open only with severe restrictions.
- By the time the fitness sector was allowed to reopen in June 2021, JIMS had invested heavily in a safe infrastructure, including CO₂ meters, high-tech ventilation systems, air quality monitoring and disinfection procedures. Activity picked up, but from November many unvaccinated customers had to be turned away, following the introduction of the Covid Safe Ticket. In the crucial months of January and February 2022, JIMS conducted a successful campaign to attract new members. Activity could resume fully only when the corona pass was no longer required at the start of March 2022.
- By the end of the financial year, the membership had already grown considerably and was approaching pre-Covid levels, leading to a steady increase in revenue. The new approach and style are very popular with new and existing members, as demonstrated by the increased activity and frequency of visiting the clubs.

2.0

Taking steps towards JIMS 2.0

From mid-2022, JIMS is opening a new fitness club and upgrading another. It is testing a new concept there, with a centrally located reception, premium zones and a totally new look. The best elements of the pilot club will be incorporated in the subsequent concept 2.0.



The healthiest vending machine

JIMS also wants to offer its customers a balanced diet and help them adopt a healthier lifestyle. For this reason, shortly after the end of the financial year, all old vending machines were replaced by the 'healthiest vending machines' in the market with an assortment of 45 carefully selected, high-end products. The introduction of the vending machines is an example of synergy within the group: our innovation hub Smart Technics provided the smart technology with weight detection, while foodservice specialist Solucious takes care of the stocking.

Focus on quality



JIMS wants to be there for everyone who cares about their condition and general health. A relevant offer, since, in the last few years, many people have become more aware of the importance of exercise, diet, weight, sleep, etc. The acquisition of JIMS is a perfect fit for Colruyt Group's ambition to develop an ecosystem with holistic solutions for a healthier lifestyle, along with our investments in SmartWithFood and Newpharma.



JIMS wants to win customers with quality services rather than the promotions that are common in the sector.



The coaches are trained to advise members on exercise and the link with healthy sports drinks and food. The fitness chain is also considering other initiatives around balanced nutrition, such as webinars or in-person events in the clubs.



The highly simplified and standardised subscription offer smooths over regional differences and means that people are welcome to all clubs. In turn, this helps JIMS present itself as a national brand with uniform services at all branches.



◦ Since December **2017**
 Stake: **61%**

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 gives customers advice about products ordered and combinations with previous purchases. Newpharma has a network of 2.000 collection points and also offers home delivery.

Good growth



Newpharma achieved good growth during the last financial year, mainly due to an influx of new customers. Sales experienced several peaks, such as Black Friday and when quality Covid self-tests went on sale at the end of 2021. The pharmacy also advised Colruyt Lowest Prices on marketing self-tests, the first retailer in Belgium to do so.



For further growth, Newpharma is focusing on Belgium, France and Switzerland, and is also following the Dutch market closely, where prescription drugs can be sold online. The pharmacy continues to adapt its assortments, price and promotion policy to specific market contexts.



In mid-2021, Colruyt Group increased its stake in Newpharma from 26% to 61%. The group and its principal shareholder, investment company Korys, now together own 100% of the shares and are committed to continue to support Newpharma in its development as a leading e-commerce actor.

New high-tech distribution centre

- With a slight delay caused by flooding, the new distribution centre in Liège came into service in October 2021. The site contains 12.700 m² of storage space and will be expanded by a further 9.000 m² by the end of the financial year, exclusively for the storage of pharmaceutical products.
- The site is partially **automated**: approximately thirty robots will eventually carry out around a quarter of the order picking, virtually reducing the error margin to zero. French robotics specialist Scallog provided the technology and our innovation hub Smart Technics took care of its integration.
- Newpharma has sufficient space to continue to grow in the coming years. Centralising the previously dispersed activities on one site substantially increases logistical efficiency and productivity.

Focus on synergy

Newpharma is becoming an increasingly prominent presence in our store formats.

- More than 200 **Colruyt** stores have a separate parapharmacy section, with a hundred products for first aid, colds, skincare, etc.
- Ten larger Colruyt stores have a genuine shop-in-shop with 500 parapharmacy, cosmetics, sport food, etc. items, including famous brands which are usually sold via pharmacies or specialist stores.
- **Dreambaby** also offers a limited Newpharma assortment, while **OKay** is trialling a separate section for parapharmacy.
- Customers can also have online orders delivered to more than 400 of the group's stores.



◦ Since August 2019
◦ Stake: 23,7%

Scallog is a robotics system for order-picking in logistics centres, whereby robots fetch mobile racks or crates from the warehouse and bring them to the operators ('goods-to-person').

Within the group, Scallog technology is currently deployed in Newpharma's logistics centres, and is under consideration for Collect&Go and Dreamland.

Scallog serves the local market from France, while working with distributors for international sales. To cover the Canadian and US market, a contract has been signed with Bastian Solutions, which has already led to a nice first project.





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 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 Alvo storekeepers and unaffiliated clients.

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



214 Spar stores
56 Alvo stores
87 independent retailers, of which **23** are Mini Markets



More than 800 employees in FTE



Doing business together is growing



retailpartnerscolruytgroup.be

Good financial year, broader customer base

- Retail Partners Colruyt Group can look back on a good financial year, on the one hand thanks to the opening of new stores, the expansion and remodelling of existing stores and the sustainable results from the remodelled stores. On the other hand, the stores continued to be able to rely on a broader customer base established during the corona pandemic when a lot of consumers started shopping more frequently in their neighbourhoods.
- As customers gradually reverted to other retailers for larger volumes from the second half of the financial year onwards, a slight decrease in volumes was seen. Sales were further negatively impacted by deflation, the departure of eight stores from the Alvo formula and the cessation of operations by some unaffiliated clients.
- Spar stores continue to be among the most inexpensive neighbourhood stores, with their fresh produce departments as their main asset.
- RPCG invested in additional permanent and temporary staff and was able to discontinue the night shift introduced earlier. Partly as a result of that, RPCG managed to keep costs generally under control, despite rising expenditure on such things as the use of interim staff due to illness or quarantine, and rising energy costs toward the end of the financial year.
- With a view to efficiency gains, RPCG has further aligned its organisational structure with that of the group's other operating units, for example similarly structured purchasing and supply chain divisions.

Entrepreneurs welcome!

- RPCG continues to be on the lookout for new independent entrepreneurs wanting to set up shop under the Spar label. Candidates can subscribe to a profitable franchise model offering plenty of room for personal entrepreneurship and a wide range of support services and advice.
- For example, they can count on business consultants to help them keep their cost structure under control. If desired, the cost analysis also includes audits of stock, waste and/or energy management. The entrepreneurs subsequently have the opportunity to attend information sessions on, for example, green energy production or energy saving.
- Generally speaking, the profitability achieved by the Spar storekeepers continues to be among the best in the market.

High-level service

The wholesale arm was able to maintain its delivery reliability at an exceptionally high level throughout the financial year, apart from a few disruptions due to raw material shortages. The excellent service level made available to independent entrepreneurs is due in part to the now completed optimisation of the entire supply chain. In the wake of groceries, the logistics for fresh produce are now handled by the common Colruyt Group IT platform, driving further growth.





Spar Colruyt Group is the friendly neighbourhood supermarket for daily grocery shopping, offering a good range of fresh products, personal service and competitive prices. The independent retailers add their own touches through their specific skills and product ranges. Spar provides inspiration through its free KOOK magazine and is renowned for its weekly Top Deals with 50% off. Most stores are also open on Sundays (in the morning).

Spar was founded in the Netherlands in 1932 as the first cooperative of independent retailers. Present in 48 countries and with over 13.500 affiliated stores serving 14 million customers, Spar International is the food distributor with the most stores in the world.



214 stores, including 174 in the Spar Colruyt Group format



350 - 1.800 m² average store surface area



mijnspar.be

New stores performing well

- In the past financial year, 13 Spar stores were totally remodelled and expanded, typically adding a professional kitchen, delicatessen department and bakery. These stores also provide ample space for the range of fruits and vegetables, expanded and broadened through cooperating with new suppliers.
- Though remodelling requires considerable investment, retailers can count on technical advice, sales and marketing support and a partial loan. Stores meeting such criteria as automated stock management also receive the Colruyt Group signature on the storefront.
- As a remodelled Spar Colruyt Group store clearly outperforms the market, both RPCG and the independent retailers are continuing to invest to accelerate renovation. By the end of the financial year, 57 stores were already sporting the new look.



- 5 new stores
- 13 remodelled stores
- 2 closures
- 5 new stores and 10 remodelling projects planned for 2022/23



From a hopeless mess to a brand-new store

In mid-July, the Spar stores in La Roche and Rochefort were completely destroyed by floods. As the buildings themselves still appeared to be sufficiently stable, the independent entrepreneurs immediately began to clean up the mess. RPCG put its store planning on hold to support the two most affected stores with equipment, technical coordination and restocking. Not that obvious due to corona, holidays and the many other cases of damage, and thanks to financial support and the intensive cooperation with Colruyt Group Technics, among others, the completely renovated stores reopened after one and one and a half months respectively.



Committed to strong entrepreneurs and customer-focused employees

Making customers feel at home in their Spar store requires customer-focused and satisfied employees, led by a strong people manager. That's why RPCG has invested heavily over the past two years in training and coaching more than a hundred independent Spar entrepreneurs, with the Service Centre People increasingly focusing on their 'soft skills' and their development as leaders. The entrepreneurs are very enthusiastic about this low-threshold approach, the concrete tips and quickly visible results in the store. The service centre also offers modules on recruitment, team organisation and change management, for example following a takeover.



New e-commerce platform

In the run-up to the holiday season, customers were able to place orders online for the first time on a centrally developed platform. There they were able to find three Christmas menus from Spar Colruyt Group and specific assortments per store. The e-commerce platform is to be further developed as a thematic website which independent retailers can also use at other key times, for example during the BBQ season.



Codifrance supplies more than 300 mini-markets affiliated to the Coccinelle, CocciMarket and Panier Sympa brands with dry goods, fresh produce and frozen food. The affiliated retailers also receive assistance with marketing, communication, deciding on their range, pricing, refurbishment and design of their point of sale. In addition, Codifrance supplies around 1.200 independent shops and wholesalers in more than 70 departments.

The mini-markets can be found in the city and the country and are primarily aimed at customers who shop daily. Codifrance offers the independent operators a wide assortment of products from national brands, private labels (Belle France) and discount brands. Codifrance is a major player in the mini-market niche, which is an integral part of French consumers' daily lives.

- **2004:** acquisition of Panier Sympa and licence holder for Coccinelle and CocciMarket



303 affiliated stores: **24** Coccinelle, **97** CocciMarket and **182** Panier Sympa



Deliveries to more than **1.200** other independent storekeepers



100 - 400 m² average store area



More than 8.000 items



Represented on three quarters of French territory



More than 200 employees in FTE



More than 50 years of experience in convenience stores



codifrance.fr

Record sales consolidated



Last financial year, Codifrance managed to stabilise its sales at the record level of the previous financial year (2020/21). During the pandemic, small convenience stores came to the fore, as an essential element of daily life.



After the pandemic, the large influx of customers translated into significantly increased loyalty to the affiliated convenience stores. Codifrance has strengthened its position, partly thanks to quality service in those stores and the organisation's in-house expertise and commercial clout.



The French wholesale arm intends to continue to expand its store estate in the coming years, with high-end shops run by passionate and enterprising operators.



Thanks partly to transport optimisation and targeted prospecting for new entrepreneurs, Codifrance managed to keep its costs well under control and maintain profitability at a high level.



Panier Sympa, firmly rooted in rural France

The Panier Sympa network comprises more than 180 small stores with an average area of 80 m². They can be found mainly in villages or smaller communities and actively contribute to the revitalisation of rural France. The assortment is geared mainly to daily requirements and primarily consists of food, with just under half private labels. The retailers also stand out through additional services such as bread, newspapers, local products, specific opening times or home delivery.

Rollout of new ERP system

Codifrance is gradually rolling out a new, ultra-high-performance ERP system. This will allow the organisation to improve its operational excellence, productivity and profitability even further. The new system will be fully delivered in the first quarter of 2023.





Solucious a taste for solutions

Food service company Solucious supplies food products to professional customers throughout Belgium, primarily in the hospitality industry, social catering (schools, hospitals, care homes, etc.) and corporate catering. The range covers dry, fresh and frozen products, in small and large packs. Food professionals choose from national brands, the company's own food service brands for professional chefs (Culino and Econom), and its own retail brands (Boni Selection and Everyday).

Solucious stands out for its ease-of-use, fair and consistent pricing with bulk discounts and constant reliability, about which it communicates transparently.

◦ 2013

 **EUR 154 million** revenue (+ 40,6%) ⁽¹⁾

 **25.000** customers

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

 **More than 500** employees in FTE

 **solucious.be**

(1) Includes Culinoa since April 2021.

Strong growth in a shrinking market

- Solucious experienced an extremely successful financial year in a shrinking food service market, thanks to the step-by-step reopening of key sectors and its continued focus on customer convenience and reliability, even during the corona crisis. Sales saw structural growth, significantly exceeding those of the financial year prior to the corona pandemic (2019/20). In so doing, Solucious performed noticeably better than other food service companies.
- Growth was mainly driven by the resumption of sales to existing customers. Sales peaked especially in the reopened horeca sector, while new customers included larger horeca chains and care institutions.
- Thanks to good stock availability and a capacity of 1.200 deliveries per day, Solucious was able to maintain its **delivery reliability** at a high level, an aspect particularly appreciated by food service customers.
- Through keeping its costs under control, Solucious features among the most profitable players in the food service market. To cope with the pick-up in activity from autumn 2021 onwards, 30 new employees were recruited, also with an eye to the future.
- In April 2021, Colruyt Group acquired the food service company **Culinoa**, the trusted partner of more than 100 large kitchens in care institutions, mainly in Wallonia. Averaging 1 to 2 new customers a month, Culinoa is now setting its sights on Flanders and Brussels.



Flexible and sustainable deliveries

- City centre deliveries are increasingly made by **cargo bike**, from a small hub close to the centre. Using Solucious' delivery app, cycling partner Foodsprint ensures an identical service and customer experience. Bike deliveries started in Ghent in 2021, expanded to Brussels in early 2022, and to Antwerp and Liege in mid-2022.
- Solucious delivers to restaurants and large kitchens throughout Belgium between 5:00 and 13:00 on **Saturdays**.



Synergy with Culinoa

- Based in Gembloux, Culinoa supports care institutions in the operation of their kitchens, allowing chefs to focus on their core tasks. Acting as a back-up for other customers, its own kitchen in Floreffe delivers meals to smaller care facilities.
- Customers can count on quality, competitively priced products and support in drawing up menu and nutrition plans, setting up an efficient organisation and training kitchen staff. The personalised support and user-friendly management software (with automated ordering based on the menus) boost operational efficiency.
- Culinoa's activities perfectly complement those of Solucious and its established logistics services. The collaboration will allow both partners to develop further, meeting the needs of care institutions even better.



Strong logistics network

Solucious has a strong logistics network, with three distribution centres (Bornem, Lot and Wommelgem) and six regional hubs in Antwerp, Brussels, Ghent, Namur, Gembloux and Liege (as of May 2022). The hub model cuts distances to end customers and therefore the number of transport kilometres. The Liege hub for example allows delivery drivers to save 900 km a day, while their knowledge of the region increases delivery punctuality.

Following the departure of Colex from the Bornem distribution centre, the space freed up will be used to expand the fresh produce department, which is experiencing the greatest growth. Refurbishment will be completed by the end of 2022, allowing further growth.

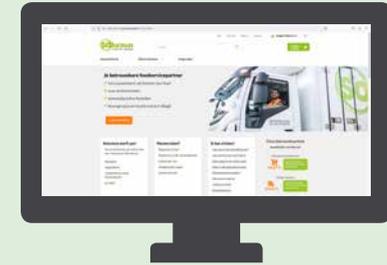


Innovative services

Solucious now offers 'water subscriptions' in collaboration with its partner **Robinetto**. It installs taps for chilled still and sparkling water, saving customers a lot of packaging and waste, while at the same time itself saving valuable warehouse and truck space. More on Robinetto on p. 63.



Commissioned by our fitness specialist **JIMS**, Solucious has developed 'smart fridges' for fitness centres. These healthy vending machines offer athletes an affordable range of balanced snacks and beverages. They also offer companies and organisations an answer to more flexible work organisation and employee demand for more balanced meals throughout the day. More on JIMS on p. 76.



Extensive digitalisation and integration

- Investment in integration technology with a view to evolving into THE **connector in the sector**. Customers linking their inventory management to the Solucious platform can now automate their orders. In this way, new types of customers, such as horeca chains and large care institutions, are finding their way to Solucious more easily.
- Further development of the e-commerce platform, with enhanced **self-service** enabling customers to follow up and alter their orders whenever it suits them, as well as to query digital purchase statistics. If an ordered item is not in stock, the customer automatically receives an e-mail with an alternative proposal, allowing kitchen managers to easily maintain their menu planning.
- Fully digitalised and more visible promo offerings, making it easier for customers to find relevant products. The personalised selection of free products is an efficient way to introduce customers to new products.
- Full rollout of the **delivery app** and digitalisation of the delivery process, including administration and reporting. Unique in the industry, this asset guarantees greater convenience, efficiency and reliability for customers and delivery drivers alike. The track & trace system puts customer minds at rest and reduces phone calls to customer service.



Symeta Hybrid

Symeta Hybrid is Belgium's leading specialist in personalised marketing communications and administrative document flows such as invoices and payroll. Featuring state-of-the-art printing and mailing technology and a high-performance information management platform, the company guarantees the highest possible level of security for confidential data such as personal data. Flexible all-in-one solutions result in efficiency for companies, as well as user-friendliness and freedom of choice for end customers. Symeta Hybrid serves both internal and external clients ⁽¹⁾ in such diverse sectors as HR, finance, healthcare, utilities, telecoms, government and industry.

The company has all relevant ISO certifications: 14001 (environment), 9001 (production) and 27001 (information security).

(1) External sales are listed under 'Other activities'.

° 2020: merger of Symeta and Joos Hybrid

👤 More than 220 employees in FTE

💻 symeta-hybrid.com

External sales continue to grow

In a highly competitive market, Symeta Hybrid was able to achieve good sales growth, thanks in part to gaining new customers. With rising prices for energy, paper and other raw materials, 2022-2023 is set to be a challenging period.

Symeta Hybrid combines the best in printing and mailing technology, data management and privacy protection into relevant solutions for organisations wanting to communicate smartly. As a result, the proportion of external customers continues to grow steadily and already accounts for 40% of sales.

The merger of the former Symeta with Joos Hybrid has gone well, from both an HR and technological perspective. Their production sites continue to serve as mutual backup as well as backup for organisations that still have their own print shops.

Top in personalised printing

Following a thorough upgrade of its two Hewlett-Packard digital printers, Symeta Hybrid remains the Belgian leader in personalised, digital printing.

- The three-million euro investment in software and components will keep the facilities state-of-the-art for the next seven years.
- Perfect printing in numerous formats, from price labels to 2,5-metre posters and paper wraps, fully exploitable for marketing communications.
- The 30% gain in speed ensures shorter turnaround times, a useful aspect as customers are often late in submitting their data for personalised printing.





DATS 24

DATS 24 offers all common and alternative energy sources in Belgium: petrol, diesel and AdBlue and also natural gas (CNG), electricity and hydrogen. Colruyt Group's fuel specialist and energy supplier is working towards greener mobility. It continues to invest in the expansion of its network, with a focus on electric charging infrastructure and public hydrogen stations.

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.

1972



EUR 798 million revenue (+ 50,1%)



141 stations, of which 88 with CNG



116 retail sites with charging stations



More than 70 employees in FTE



Energy for on the go, at home and at work



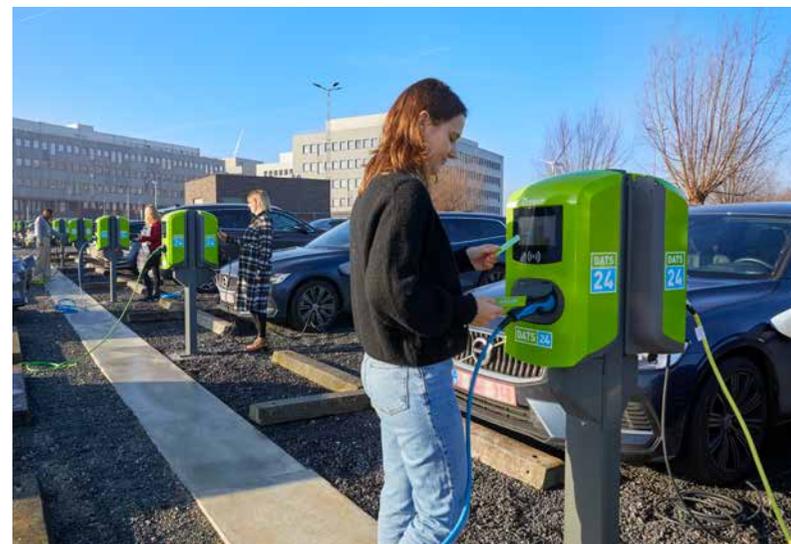
dats24.be

Strong fluctuations in a difficult financial year

- DATS 24 saw its turnover increase by almost half, owing largely to strong price inflation, partly also by a volume increase of about a fifth, linked to the increased mobility after the traffic-calmed 2020/21 financial year.
- In the autumn of 2021, sales of CNG in particular fell sharply, as a result of the continued price increases on the international energy market, on top of a structural decline in the number of new CNG car registrations. Rapidly rising inflation in February and March 2022 further held back CNG sales.
- In spring 2022, petrol and diesel prices followed the sharp price swings at the pump, resulting in multiple sales records. Even on the busiest days, DATS 24 always managed to supply the filling stations sufficiently and on time.
- The profitability of petrol and diesel sales continued relatively stable, while that of CNG came under increasing pressure. This was due in part to a delay in the corrective interventions by the government, while DATS 24 itself did not immediately or fully pass on every price increase in its sales prices to the customer.
- DATS 24 has a finely branched CNG network, into which biogas could be perfectly injected. The more sustainable mixture obtained in this way does not require any adjustments to the natural gas vehicles. However, we are waiting for a regulatory framework from Europe to make this possible.
- The aim is to consolidate the sale of fossil fuels in the coming years and, in parallel, to accompany the switch to electrification via battery-electric and fuel cell electric hydrogen cars.
- DATS 24 invested further in pumps with AdBlue, an additive that significantly reduces NOx emissions from diesel engines. At the end of the financial year, the product was available at 81 service stations and its turnover had more than doubled.
- After positively evaluated tests at a number of stations and also user feedback, DATS 24 will roll out new payment terminals during the coming financial year, which are easy to use and maintain and can be remote-monitored.
- A test is under way at about thirty stations with large digital screens used for media selling, in collaboration with partner Clear Channel.



- 4 new filling stations
- 4 additional CNG fuelling points
- 165 additional charging points



Belgium's largest semi-public charging station

At the Halle head office, the largest semi-public charging station in Belgium was brought into service at the beginning of 2022. Here, 109 electric or plug-in hybrid cars can charge simultaneously. The charging station is accessible to employees, visitors and local residents, during and after office hours. Payment is via a DATS 24 or another charge card. This investment meets the needs of many drivers and accelerates the transition to sustainable mobility.

Expanding charging network

DATS 24 continues to steadily expand its charging station network at retail and office sites, as well as at B2B customers. At the end of the financial year, it had around 230 charging stations and twice as many charging points. More than half of these are located on retail sites, so that customers can easily combine shopping and loading. The aim is for all retail sites to have at least 1 charging station in due course.

The DATS 24 **charge card** is increasingly successful. For a subscription price of less than 2 euros per month, customers have access to more than 11.500 Belgian and 144.000 international charging points.



8 years ISO 14001 certified

As is customary every year, DATS 24 had its environmental policy thoroughly evaluated by an independent inspection organisation. For the eighth year in a row, the environmental audit resulted in an ISO 14001 certificate, the international benchmark for environmental management. The company scores well on, among other things, its sustainability vision, transparent communication about environmental initiatives and cleanliness of the filling stations. These are cleaned with rainwater and biodegradable products. Other advantages are the dimmable LED lighting and the CO₂-neutrally produced paper towels.



New hydrogen stations

DATS 24 continues to believe in the potential of hydrogen for greening passenger and freight transport. In May 2022, it opened its second hydrogen filling station in Wilrijk, with openings planned in Haasrode, Erpe-Mere, Ollignies and Herve in the second half of 2022.

Support for duped energy customers

DATS 24 organised online information sessions at the end of 2021 to help former customers of the bankrupt Vlaamse Energieleverancier in choosing a new supplier. Our energy supplier received many requests for information and decided to help the affected customers. During the 12 live information sessions, energy experts guided around 5.000 participants through the numerous formulas and options on the energy market.

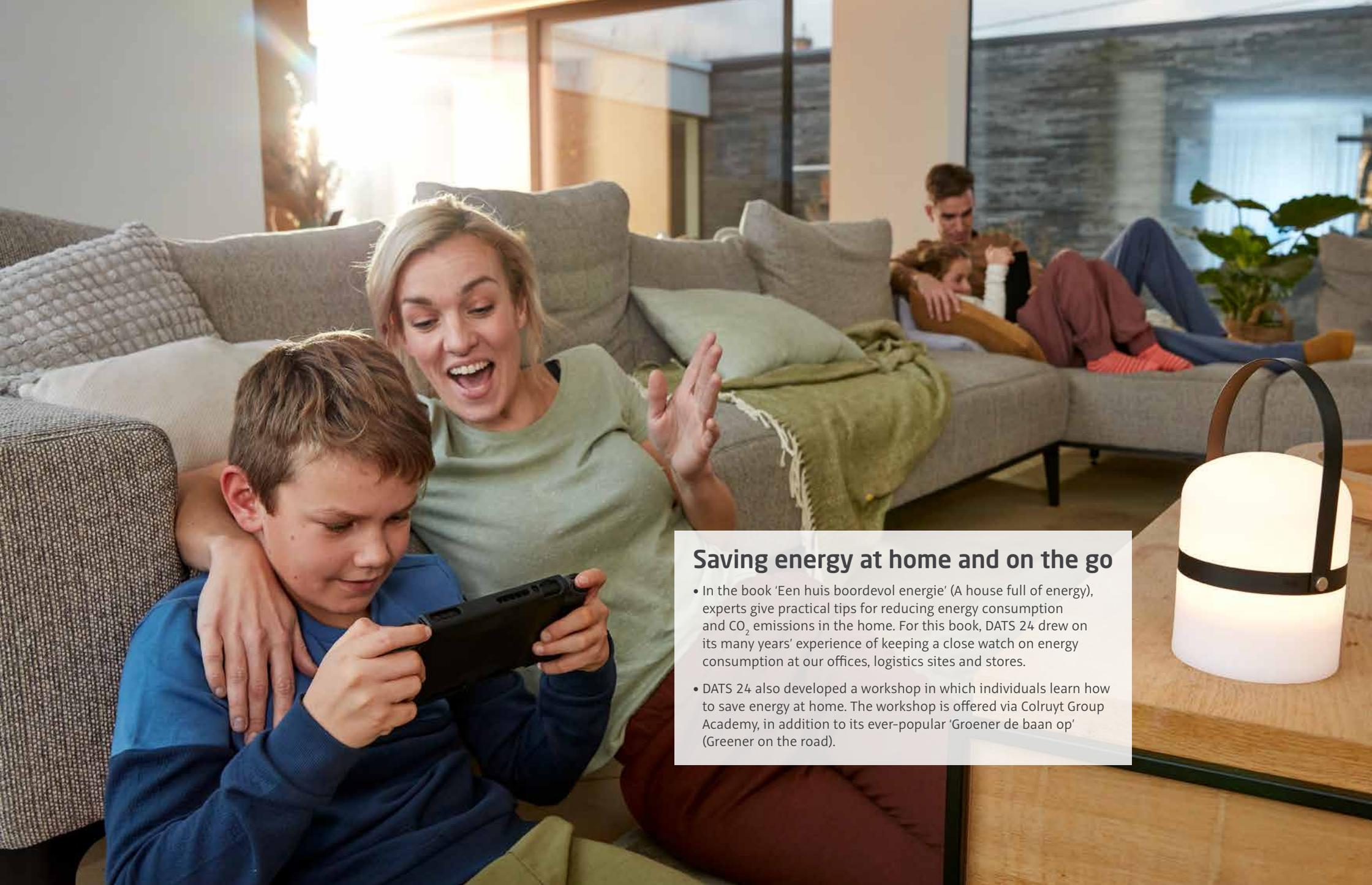
Appreciated by customers

Market researcher GfK presented DATS 24 with a Best Brands Award in the Fuel category, based on its market share and the brand perception of 5.000 Belgian consumers. Our fuel specialist scored highly with its value for money and innovative character. Appreciation was also expressed for the disinfectant hand gel at the fuel stations and for their hygiene and cleanliness.



Energy for home and work

- In April 2021, DATS 24 started supplying energy to **private customers** and families in Flanders and Wallonia, with three products: 100% green electricity, natural gas or both. Customers can choose their preferred power source: onshore and offshore wind farms in which the group participates or a biogas plant that processes food waste from the stores. DATS 24 is aiming at organically growing its customer base, its initial targets being customers with Xtra profiles and Colruyt Group employees.
- The recognised energy price comparative studies usually rank DATS 24 among the top 5 of **cheapest** suppliers, both for electricity and natural gas, on the basis of the same monthly price index.
- Since the beginning of 2021, DATS 24 has also supplied gas to Colruyt Group, internal partners, companies and private individuals. It had already been supplying 100% green electricity for some time.



Saving energy at home and on the go

- In the book 'Een huis boordevol energie' (A house full of energy), experts give practical tips for reducing energy consumption and CO₂ emissions in the home. For this book, DATS 24 drew on its many years' experience of keeping a close watch on energy consumption at our offices, logistics sites and stores.
- DATS 24 also developed a workshop in which individuals learn how to save energy at home. The workshop is offered via Colruyt Group Academy, in addition to its ever-popular 'Groener de baan op' (Greener on the road).



virya

energy

Energy holding company Virya Energy is active in the development, financing, construction, operation and maintenance of renewable energy production facilities, 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 invests in companies focusing on the production of green electricity from wind and hydroelectric sources and on the development of plants for the production and storage of green hydrogen. The umbrella holding company facilitates the sharing of knowledge and technology between the companies and invests heavily in support services, research & development.

◦ **2019:** established by Colruyt Group and Korys

◐ Stake: **59,78%**



Belgian company Parkwind is active in the production of offshore wind energy, in various countries. It develops activities throughout the entire value chain and collaborates with universities and government bodies on various research programmes, including on the use of hydrogen as an energy buffer or a mobility application.

Wind farms in Belgium	Parkwind stake	Capacity	Production 2021
Belwind (2010)	78,5%	171 MW	463 GWh
Northwind (2014)	30%	216 MW	649 GWh
Nobelwind (2017)	41%	165 MW	542 GWh
Northwester 2 (2020)	70%	219 MW	623 GWh
TOTAL		771 MW	2.277 GWh

Wind farms in Belgium

Parkwind has stakes in four operational wind farms located off the Belgian coast, in the North Sea. In 2021, these wind farms produced a total of 2.277 GWh of green electricity, or the equivalent of the annual consumption of 650.000 households. That makes Parkwind one of the largest electricity producers in Belgium.

2021 was not a very good **year for wind** overall, although this was partially offset by a rise in the stormy month of November. On the other hand, from the end of the year, Parkwind managed to partially make up for the lower wind yield due to higher international energy prices, although, generally speaking, it can only start to pass these on with a delay.

Availability of the facilities remained high (averaging more than 95%) and operational continuity was assured throughout the year.

Wind farms abroad

In spring 2022, the foundation works began for the **Arcadis Ost I** wind farm, located in the German section of the Baltic Sea. The first production is scheduled for the autumn of 2023. With a capacity of 247 MW, the wind farm will be able to supply up to 300.000 households.

Parkwind and Irish electricity company ESB are preparing to participate in the call for tenders for the future **Oriel** wind farm, in the Irish Sea, at the end of 2022. Both partners are also the joint shareholders of the company **Clogherhead**.

Parkwind has formed a consortium with Norwegian company **NORSEA**, which is preparing to participate in a tendering process for two offshore windfarms in Norwegian waters.

In Greece, Virya Energy teamed up with a local partner to apply for a licence for the development of a 300 MW onshore wind farm.



1.588 GWh of green electricity

In 2021, Virya Energy produced more than 1,588 GWh of green electricity. Approximately 949 GWh was allocated to Colruyt Group.



Eurowatt is active in the production of onshore wind energy and small-scale hydroelectric energy, with 33 operational wind farms in France, Portugal and Poland and three small hydroelectric plants in Spain and Portugal.

The new management of Eurowatt is focused on expansion with the development and construction of 10 new plants in France and Poland, where there is plenty of potential for the development of renewable energy.

Eurowatt operates thirty sites with a total installed capacity of approximately 400 MW. In 2021, these produced a total of 712 GWh of electricity, the equivalent of the annual consumption of 203.000 households.

In **France**, the focus is on developing new infrastructure for the production of solar energy.

In **Poland**, Eurowatt increased its stake in the company Orla to 100% of the shares. Orla operates a wind farm with 15 turbines (37,5 MW). Eurowatt has other projects in the pipeline in Poland.

Sanchore

The Indian Sanchore wind farm has 20 turbines with a total capacity of 40 MW and has been operational since 2018. In 2021, the wind farm produced 95 GWh of green electricity, slightly less than expected. The management has adjusted the too high initial production forecasts and adapted the business model accordingly.



Eoly Energy is active in the Belgian energy market and manages 17 onshore wind turbines, two of which are owned by Eoly Cooperative. The company is also working on the development of a further 11 new onshore turbines in Belgium. During 2021, several research programmes were also launched for the production and application of green hydrogen.

For instance, Eoly Energy will supply Brussels transport company STIB-MIVB with a mobile hydrogen station, the necessary hydrogen and its expertise to allow the first hydrogen bus to run.

In 2021, Eoly Energy produced 81 GWh of green electricity, the equivalent of the annual consumption of 23.000 households.

Virya Services

With Virya Services, the holding company launched a new division in 2021 which will provide a wide range of support services to its renewable energy producing companies.

In November 2021, the holding company took a 60% stake in the internationally renowned Belgian company **GeoXYZ**, specialising in hydrographic, geophysical, geotechnical and topographical surveys and soil investigations. With its underwater data, it supports energy companies in developing and maintaining offshore windfarms.

GeoXYZ has its own fleet of vessels, which are used for research and to transport employees offshore and along the coast. The company is focusing increasingly on automated research and data mining to increase the efficiency of its operations.

As of the end of 2021, Virya Energy has a 35% stake in **Fluves**, which develops detection systems for

monitoring critical infrastructure such as pipelines, industrial installations and offshore power cables. These systems can carry out measurements and data collection remotely and provide advanced interpretation tools which support infrastructure managers in their decisions.

As of January 2022, Virya Energy has an 86% stake in the company **DotOcean**, which develops control systems for autonomous navigation of vessels and vehicles, as well as advanced location software for the marine and security industries, for example. This includes software for controlling and coordinating drones which perform soil surveys.



Producing green hydrogen

- Virya Energy is joining forces with the Belgian gas network operator Fluxys to develop an industrial plant in Zeebrugge to produce hydrogen via electrolysis of water with renewable energy. The plant with a capacity of 25 MW will produce up to 4.000 tonnes of green hydrogen per year. This can be scaled up to 100 MW later.
- Virya Energy will market the hydrogen, initially as a sustainable fuel for heavy duty transport and buses. Subsequently, the plant can also be used as a means of balancing the electricity grid and the hydrogen can also be injected and mixed into Fluxys' natural gas grid as a green gas.
- The project will enable cost-efficiency and sustainable production of hydrogen on a larger scale and play a leading part in the rollout of a hydrogen economy and in the energy transition. For these reasons, it receives strategic energy support and boost support from the Flemish government.



Hydrogen in practice

- Virya Energy is involved in many (pilot) projects for applications of green hydrogen, for instance to drive buses, riverboats and ships.
- Virya Energy is also involved in industrial projects in the Netherlands and Germany aimed at combining the production of green electricity with that of green hydrogen.

Public participation on and offshore

Eoly Coöperatie allows individuals to invest in onshore wind turbines built by Eoly Energy. Local residents and Colruyt Group employees are given preference in subscribing to new capital rounds. The cooperative has two wind turbines and launched a new round in May 2022 to raise 2,75 million euros for a new turbine in Ollignies.

The general meeting held in June 2021 approved a pleasing gross dividend of EUR 13,75 per share for the 2020 financial year.

The **North Sea Wind** cooperative was established in 2018 by Parkwind, Colruyt Group and Korys Investments. It offers the general public the opportunity to invest in offshore wind energy and so be part of the energy transition. With the funds raised, the cooperative grants loans to Parkwind, which invests them in the maintenance of existing wind farms and the construction of new ones.

The general meeting held in May 2021 approved the first full dividend of EUR 0,45 per share for the 2020 financial year. This was slightly below expectations, partly due to the lower than expected wind yield.

The leading role played by North Sea Wind can only benefit Virya Energy's future offshore projects. However, the expectation is that organising public participations will be a key criterion for being allowed to participate in tendering processes for the construction of new wind farms.

The image shows a man in a call center environment. He is wearing a headset and smiling while adjusting it. In the background, a large monitor displays a grid of data with various labels and numbers. The labels include '01_TQ_Food_IC', '01_TQ_Food_Checked_Other', '01_TQ_Food_Checked_Phases', '01_TQ_Food_Other', '01_TQ_Food_PriorReporting', '01_TQ_Food_Stock', '01_TQ_Food_Transport', and '01_TQ_Food_Stock_Other'. The data is presented in a structured format with columns and rows, likely representing operational metrics or inventory levels.

Label	Value	Unit
01_TQ_Food_IC	4	0 00:00
01_TQ_Food_Checked_Other	4	2 0 00:00
01_TQ_Food_Checked_Phases	4	0 0 00:00
01_TQ_Food_Other	4	13 0 00:00
01_TQ_Food_PriorReporting	4	13 0 00:00
01_TQ_Food_Stock	4	13 0 00:00
01_TQ_Food_Transport	4	13 0 00:00
01_TQ_Food_Stock_Other	4	13 0 00:00

Group support activities

From IT to communication to technology: Colruyt Group has significant in-house expertise that we put at the service of employees, partners and customers. To carry out our activities and organise them as efficiently as possible, we can rely on a wide range of support services.



People & Organisation

People & Organisation is the department responsible for coordinating and supporting the group's HR policies. Staffed by more than 320 permanent employees plus external colleagues, the department ensures that Colruyt and its employees make the most of their abilities. The HR partner offers several services: from payroll processing and recruitment via prevention and medical services to legal advice and relations with social partners. The HR knowledge centre works on topics such as personal and team development, remuneration, personal growth, leadership, well-being and skills.



Tool for high-quality meetings

A new application helps employees and managers prepare and document their performance appraisals in better quality. And to engage in a structured discussion on such topics as job satisfaction, development goals and career planning. The archiving function is useful when, for example, a new executive joins the company. At group level, the tool allows us to gain insights into developments in our workforce and to respond to them in a timely manner.

Successful job event at Londerzeel

At the end of 2021, we organised two job fairs for the vacancies in the new Collect&Go distribution centre in Londerzeel. Of the more than 300 candidates registered, 83 were invited to the on-site selection process, with about half of these now hired as logistics workers. These excellent results were due in part to a local campaign highlighting the security of a permanent contract.

Employees as co-recruiters

Our employees are the best ambassadors to get friends and acquaintances to think about working for the group. To further encourage them, we have revisited the well-known system of the referral bonus in order to support our recruitment process even more efficiently. Over the past financial year, the bonus was awarded for more than 150 hirings in Belgium.

- The referral bonus now applies to just about all vacancies except those with sufficient candidates.
- More employees are eligible for the bonus.
- They are able to choose between a cash pay-out, conversion into time-off or a partial donation to one of our social initiatives.



Flexible and output-oriented working

Some 4.400 office workers in Belgium have switched to 'flexible and output-oriented working', with time clocks replaced by a flat rate of pay and the ability to telework up to two days a week (at home or in a regional office). In the process, employees also retain the unique ability to accumulate time accounts. In this way, we aim to become more agile, future-proof and sustainable as an organisation. The approximately 85% of our employees with time- and/or place-dependent jobs retain time clocks and the principle of 'time worked is time paid'.

Attractive employer

According to Randstad's annual image survey (among 14.000 respondents aged between 18 and 65), Colruyt Group remained an attractive employer in 2021. Among those who know our group, some 40% were interested in working there, a score that keeps us well up front in the food retail sector. And even when looking at all respondents, we still achieved 35%, good for fifth place in the ranking of large Belgian companies.

More shared desks

With increased teleworking, empty desks are becoming a common feature of our offices. We therefore initiated a study project to provide more flexible, shared desks for employees not needing a fixed workplace, all with a view to making the best possible use of our existing infrastructure and preparing for future growth in our activities. In doing so, we ensure that colleagues without a fixed workplace still find a place to work in a focused manner within their familiar surroundings.



Working together smarter

The pursuit of simplicity and efficiency in our day-to-day work has contributed greatly to our group's growth, with our 50-strong Operate & Improve organisation providing structural support in this field. The goal is for employees to learn to work together smarter and to boost their commitment, entrepreneurship and job satisfaction. Here are some of our activities:

- Structuring, clarifying, standardising or stabilising processes and work methods, as a basis for further improvements.
- Setting relevant indicators and measurement points, capturing data and providing measurement-based advice.
- Improving and simplifying work items, methods, processes and organisation. Testing, fine-tuning and implementing proposals for improvement.
- Supporting the long-term integration of changes resulting from projects and programmes, with a view to changes producing results faster.
- Encouraging a culture of continuous improvement among all employees, with a view to achieving long-term contextual and behavioural change.
- Boosting skills development around Operate & Improve, through developing and providing methodologies, tools, training, etc.

Connecting young colleagues

Our Young Grads Community actively links up our youngest employees and helps them integrate. The group has 190 members, its own communication channel and regularly organises events.

- Quiz with some fifty participants. The winning team was treated to lunch with CEO Jef Colruyt.
- Two editions of the digital **Student Afterwork**, in which some 70 student workers and trainees participated.



Focused on professional and personal growth, Learning & Development is the training and education department for employees. In the past financial year, the group invested approximately EUR 39,1 million in training and education, accounting for 2,82% of payroll.

The department is steadily broadening its offering, evolving from a provider of (classroom) courses to a supporter of all possible kinds of learning. A key issue here is the question of which are the best ways to unlock knowledge or put across values and skills. To this end, the department is increasingly developing 'blended learning', from mentorship via workplace learning to online webinars.

Boosted offering

Spurred in part by the corona pandemic, training offerings have evolved greatly, in terms of both learning forms and topics.

Digital Learning. One fifth of former face-to-face courses have been replaced by digital versions, including individual e-learning courses and videos. In addition, new initiatives emerged, such as low-threshold E-lympics to promote digital literacy or info sessions and workshops for 4.000 employees on output-oriented working.

New partnerships were developed with external specialists, such as a unique postgraduate degree in marketing in collaboration with the VIVES University of Applied Sciences.

New content responding to the evolving needs of employees. For instance, courses on stress and resilience, overcoming speaking fears or dealing with undesirable behaviour.



Post-corona recovery

- After a sharp decline during the first corona year, the past financial year was marked by recovery, with the number of training courses and participants back to the same level as before the pandemic.
- On the one hand, this was due to our longstanding focus on education and training and to our efforts to safeguard it. On the other hand, we noticed a lot of enthusiasm among employees to take up courses again as soon as possible. In addition to the regular training courses, we held a large number of tailor-made sessions, often centred on teamworking.
- Digital alternatives, in both individual and classroom forms, were available for a large proportion of face-to-face courses. A number of business-critical training processes continued to be held (in part) face-to-face.

Colruyt Group Academy provides a wide range of courses for individuals and businesses, with face-to-face and online workshops full of inspiration and experience. It has 10 learning centres spread across Belgium and offers affordable prices thanks to long-term partnerships.

Focus on innovation and recruitment

Due to successive periods of corona restrictions, the number of workshops fell during the past financial year. After a long pause, face-to-face workshops resumed in summer 2021. For the sake of safety, the number of participants per session was limited, leading to the activity being scaled back.

However, the Academy made every effort to overhaul its offering in the meantime, both in terms of content and form. And the learning centres were used on an ongoing basis for recording digital workshops and as a venue for team moments.



New offering

Colruyt Group Academy has invested a lot in overhauling its offering. As of spring 2022, it has introduced new topics, formats and working methods, with its courses now able to be taken individually or in groups, face-to-face or digitally, standard or on-demand ...

- **New 'learning communities'.** In conjunction with Dreambaby, the Academy created a closed Facebook group for young parents, around babies' sleeping behaviour. The platform soon had more than 800 members. The Academy also collaborated on a webinar on mental well-being for young parents.
- **Digital (cooking) workshops** are catching on and attracting new audiences, including quite a few young parents with children.
- More and more workshops are focusing on **sustainability themes** to which Colruyt Group is strongly committed, such as the environment (saving energy at home and on the road, etc.) and health (sleeping, exercising, mental well-being, etc.).



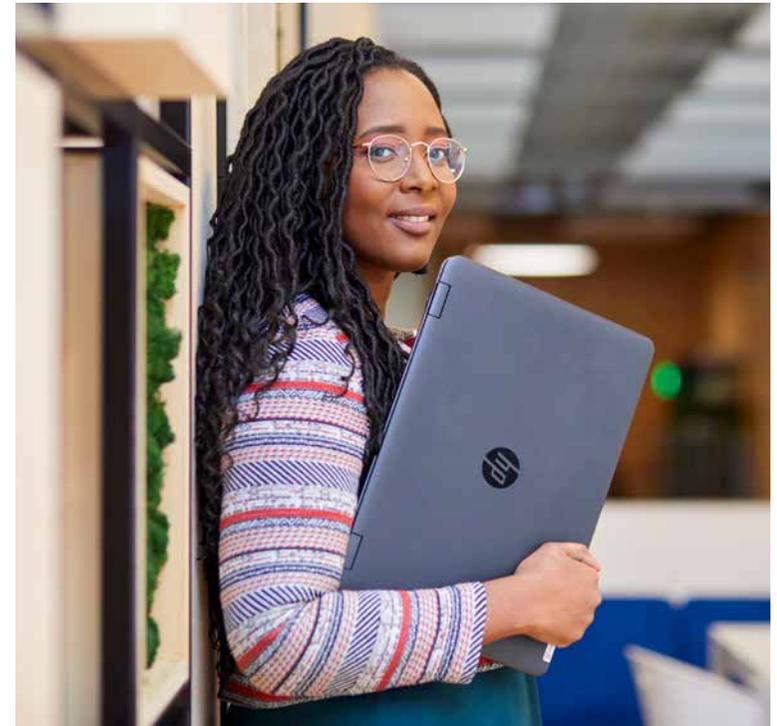
Colruyt Group IT supports the group in the area of IT and process optimisation, tracks technological developments and innovations and applies them to the specific needs of the various departments and businesses. The organisation does not just supply tools, but offers all-in services: ranging from building and implementing bespoke IT solutions to managing, supporting, maintaining and updating them. Colruyt Group IT proactively scans the market, tries out new things and builds prototypes to inspire its partners. The organisation has over a thousand permanent employees in Belgium and 500 in India, plus external contractors.



Partnership with sheltered workshops

For years, we have relied on sheltered workshops to deliver large volumes of new and refurbished IT equipment.

- Unpacking, labelling and registering 22.500 new IT devices per year
- Sorting and testing 25.000 recovered cables per year
- Maintenance of 5.500 electronic price labels per month
- Preparation of 11.000 electronic price labels per new Colruyt store



Attracting and nurturing talent

In a competitive job market, we take many initiatives to attract new talent and keep employees on board.

- Team manager Bélise Songa was voted **Young ICT Lady of the Year 2022** by ICT journal Datanews. Another colleague was a finalist for 'ICT Digital Coach of the Year'.
- Our renewed advertising campaign and participation in networking events such as *Sound of Science* and job fairs enhance our image as an attractive IT **employer**.
- We maintain close contacts with higher and university **education**, via guest lectures, frequent thesis coaching and sustainable partnerships for internships and workplace learning.
- In just four years, 92 talented IT staff have completed an analysis or software engineer **traineeship**, and 90 % of them are still working for the company. The new IT Management traineeship is a two-year programme for ambitious starters looking for a job with impact and responsibility.



Optimisation of supply chains

- Just like our integrated food stores, our wholesale business RPCG now uses the **common IT platform** for its grocery and fresh food logistics. The processes were standardised throughout the chain, from reception and storage to dispatch. For this, we applied many parameters depending on the requirements of independent storekeepers, such as smaller volumes or lower delivery frequencies.
- We developed a stable and reliable **forecasting model** allowing our food stores to predict their daily sales volumes more accurately, essential for efficient restocking. Based on 3,5 to 5 years of sales data and variables such as weather, impact of holidays or major events, the tool predicts sales volumes up to 14 weeks or even one year in the future. The process runs overnight and takes about four hours.



Collect&Go

Complete facelift of the **Collect&Go website** and **app**, new functionalities and redesign of the entire application.

- In one hour at most, around 10.000 daily orders sent at a fixed time in the morning, instead of little by little throughout the day.
- Automatic notification of any 'missed favourites' in the shopping basket.
- More accurate calculation of the shopping basket, including all promotions applying on the day of collection.
- Possibility for marketeers to modify their site themselves, for instance with personalised banners.

Innovation galore

- Development of own **Internet of Things platform** on which the first application is running for the Collect&Go online shopping service. Fresh products travel to collection points in special cool boxes equipped with temperature sensors. These are connected to the IoT application and transmit the temperature every five minutes. This allows Collect&Go to monitor the cold chain constantly and guarantee the customer perfectly chilled products.
- Upgrade of the **Xtra app** to a single personal shopping assistant for Colruyt Group customers, combining all digital customer services: profile management, shopping lists, recipes, coaching, etc.
- IT advice for the first OKay Direct **self-service store** in Ghent, where customers can shop autonomously 24/7. If the concept is rolled out further, we will integrate all OKay Direct IT solutions sustainably.
- New telephony application on 13.000 **smartphones** of Colruyt store employees, connected to the mobile network and the in-store wifi network. Employees can now make and receive calls with colleagues, head office and customers directly. Quieter and more efficient than before, when they heard an announcement and had to walk to a free landline phone.

Featuring some 1.600 employees, the technical department is active in Belgium and Luxembourg and offers a complete service, from study and design via purchasing, construction and installation to maintenance and prevention. Not just for stores, offices, data centres, distribution centres and production buildings, but also for vehicles and machines. Opting for innovative solutions and sustainable techniques, Technics meticulously monitors environmental management and often goes beyond the prescribed legal standards.


81 sites
in 2021-22


19 new
stores


10.000 m²
additional retail space


26 renovations


3 new residential
units (apartments)


Quick reopening

Following the flood in mid-2021, some ten affected stores were closed. Our technical services immediately went to work on clearing out the mess, cleaning and refitting them. After just a few days, most stores were able to reopen, the last one on 23 August.

- Thanks to our size, we were able to quickly deploy sufficient in-house technicians, even during the vacation period.
- The preventive design of our stores limited damage. Built at least 20 cm above street level, the stores feature technical installations all safely located on platforms.



Giant crate-washing facility now operational

We are the only Belgian retailer to wash all the fruit and vegetable crates returned from stores ourselves. As planned, the new crate-washing facility at our Dassenveld return centre became fully operational in autumn 2021. This is the first time we have built a facility of this size. At the same time, the previous one was dismantled, with both processes running simultaneously, without interfering with logistics.

- Surface area: 4.000 m², over 40% less than the previous installation
- Capacity: 12.000 crates per hour
- Lower energy and water consumption, less stressful manual work



Committed to e-mobility

We are accelerating the shift to e-mobility, for both employees and customers.

- **Greener company cars.** Employees can choose from a wide range of fully electric or hybrid cars. Read more on p. 177
- **Expanded charging infrastructure.** Our network of charging stations at stores and offices continues to grow steadily. Our headquarters feature the largest charging bay in Belgium, where more than 100 cars can be charged at the same time. Read more on p. 93.
- Our garage staff are receiving the necessary **training** to work on electric cars.

Purified water in our headquarters

At our headquarters in Halle, we now treat waste- and rainwater from ten buildings ourselves, including offices and the distribution centre with its cheese-processing and crate-washing facilities. The treatment plant can produce 11 m³ of drinking water per hour, reducing the connected sites' consumption of mains water by up to 90%. In addition to commissioning the plant itself, Technics laid several kms underground and overhead pipes.

Working on the future

- **Efficiency gains** in the machine park through data capture, allowing us to intervene more preventively and even remotely in some cases, and to prevent malfunctioning.
- We continue to pioneer **hydrogen propulsion**, including for heavy goods vehicles.
- Ongoing recruitment and **training** of (young) talent through our own technical school, traineeships and close cooperation with secondary and higher polytechnics.

Smart Technics

This innovative start-up offers a wide range of services: design, engineering, project management and implementation of technological solutions. The team focuses on automation and digitalisation throughout the supply chain.

- Logistics: introduction of robotics in the Newpharma and Collect&Go distribution centres, ...
- Retail: integration of technology in the OKay Direct self-service store,

Smart Farming

We have moved our indoor fresh herbs growing facility into the new Smart Farming department, a unit also running projects for, inter alia, CO₂ capture through tree-planting and co-developing our sea farm in the North Sea.



This department is responsible for meeting the group's real estate needs, i.e. for stores, offices, production and distribution centres in Belgium, Luxembourg and France. The team searches for building land, takes care of all environmental permits, writes the specifications and manages the development of the buildings. Striving for the optimal social and urban integration of the properties, Real Estate has in recent years been implementing more mixed projects, combining stores with residential units.

- It has gradually increased its external profile, inter alia through its new website realestate.colruytgroup.com.
- Growing portfolio of residential units and offices for rent under our own management.
- In April 2022 commissioning of the renovated Zwijnaarde office: 9.600 m² for non-shared and shared workspaces, as well as rental workspaces for third parties.

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

Fine Food processes meat and makes salad spreads, cuts and packages cheese, bottles wine, roasts coffee and bakes bread. The ready-to-sell products are marketed under our own brands such as Colruyt Beenhouwerij, Boni Selection, Everyday and Spar. Fine Food has more than 1.200 permanent employees on nine production sites.



42.880
tonnes of meat processed



2.700
tonnes of spreads produced



23,5 million
million litres of wine bottled



51 million
pieces of cheese packaged



7.000
tonnes of coffee roasted



22 million
loaves baked



Integration of Roelandt Group industrial bakery

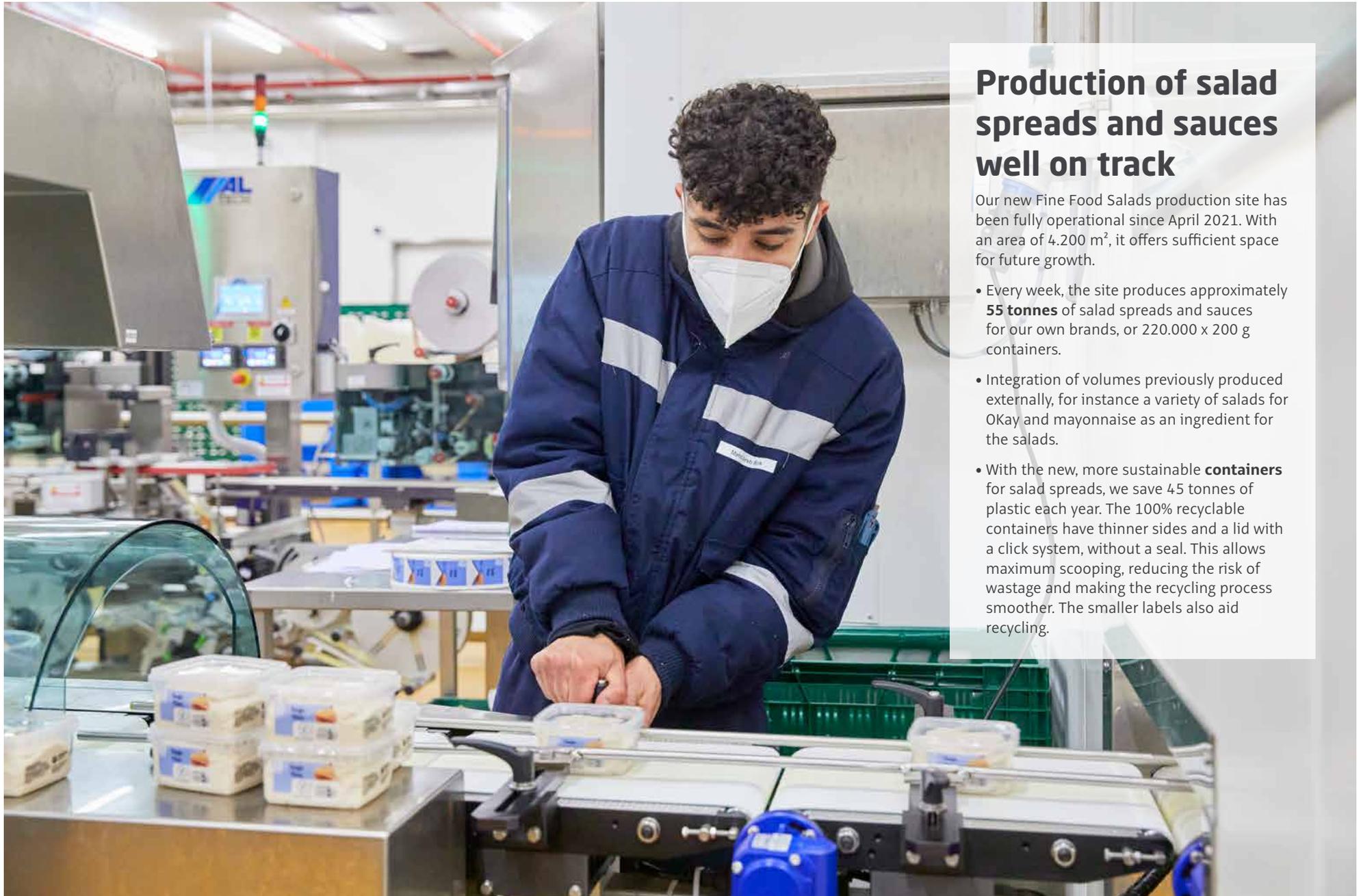
At the end of January 2022, Colruyt Group acquired 100% of the shares of Roelandt Group, one of the largest industrial bakeries in Belgium, with production sites in Zele and Lokeren. This represents an extension of the partnership with Roecol, which has produced bread for our group since 2012.

The company has 300 employees and is involved in the production and sale of bread, rolls, cakes and pastries. The fresh products are mainly destined for the Belgian market, and pre-baked and frozen products for the whole of Western Europe.

- This acquisition continues the vertical integration of our range of fresh products. Management of the entire supply chain enables **efficiency gains** and further optimisation. This also allows us to continue to focus on quality and product innovation.
- A wider and higher quality assortment of bread and cakes enriches our in-store offer and is a plus for our customers.
- By the acquisition, we support local production and strengthen our business's **Belgian roots**.

Volumes stabilising

- After the spectacular, Covid-related volume increases during the 2020-2021 financial year, most product categories are following pre-Covid trends once again. Meat volumes continued to fall slightly, bread production stabilised at the lower level of the previous financial year. Coffee and cheese remained roughly stable, as did wine, for which the party boxes performed particularly well.
- In our meat production, we continue to focus on diversification, while gradually increasing the number of organic and vegetarian products. The salad department is also following these trends, including for products such as hummus.

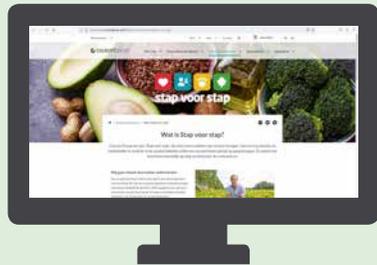


Production of salad spreads and sauces well on track

Our new Fine Food Salads production site has been fully operational since April 2021. With an area of 4.200 m², it offers sufficient space for future growth.

- Every week, the site produces approximately **55 tonnes** of salad spreads and sauces for our own brands, or 220.000 x 200 g containers.
- Integration of volumes previously produced externally, for instance a variety of salads for OKay and mayonnaise as an ingredient for the salads.
- With the new, more sustainable **containers** for salad spreads, we save 45 tonnes of plastic each year. The 100% recyclable containers have thinner sides and a lid with a click system, without a seal. This allows maximum scooping, reducing the risk of wastage and making the recycling process smoother. The smaller labels also aid recycling.

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



Focus on sustainable entrepreneurship and consumption

As a group, we aim to be a reference for sustainable entrepreneurship and a source of inspiration for conscious consumption. For this reason, we communicate broadly about our sustainable initiatives and highlight our new website.

We inspire consumers and help them make more conscious choices via our 'Step by Step' communication programme covering four themes: health, society, animal welfare and environment.



Eco-score marketed widely

- Since mid-2021, Colruyt Group has strongly marketed the Eco-score, a first for Belgium. The label visualises the environmental impact of products simply, making it easier to consume more consciously.
- The scores can be looked up in the Xtra app and are appearing on more and more private-label packaging. By mid-2022, more than 200 Boni own-brand products showed the score on-package. We also aim to make the Eco-scores for as many A-brand products as possible available in the Xtra app. In this way, we continue to focus on raising awareness around more environmentally conscious consumption.
- Thanks partly to intensive campaigns, familiarity with the Eco-score is constantly growing, the Eco-score has a highly differentiating effect and adds to Colruyt Group's reputation as a sustainable entrepreneur. The initiative has also been taken up by other retailers and producers of national brands and was awarded the highly coveted Mercurius prize by the Comeos retail federation.





Marketing Communication Services

Marketing Communication Services (formerly CCX) translates the marketing objectives of the group and all the various brands into targeted offline and online marketing communication. The department has around 250 permanent employees, from designers, copywriters, photographers and video specialists to marketing communication experts. For production and sending of communications, we rely on our print and document specialist Symeta Hybrid.

A young rapper set out in typical style how our **Collibri Foundation** focuses on training young people. The radio commercial instantly delivered 180% more visits to our website; more than 50 organisations applied to work with the foundation.



Eye-catching campaigns

Our communication agency created a wide range of campaigns which scored highly for effectiveness, or the extent to which we reached the target group, appealed to and activated the target group. A selection:



Our unique 24/24 self-service store **OKay Direct** in Ghent presented itself to the world with a unique, contemporary story, told partly with a characterful local accent. This first for Belgium received broad media attention and attracted many customers from its opening.



More time for what really matters, like relaxing with family and friends. Our **Collect&Go** shopping service added an emotional layer to its familiar functional advantages. The long-running campaign with a great TV commercial resulted in increased brand awareness and (re)activation of customers.



Retail Services Center

Retail Services brings together a number of key departments to support our store formats, in areas such as product quality and safety, packaging, product information and pricing.

This support allows our stores to focus on their core business, continuing to differentiate themselves in a competitive market. Retail Services also helps ensure that the group is able to put its sustainability goals into practice. Continuing to gain in maturity, the various services bring together years of accumulated retail experience.

10 million

Average number of price calculations per day



500.000

Prices physically recorded in competing stores per month

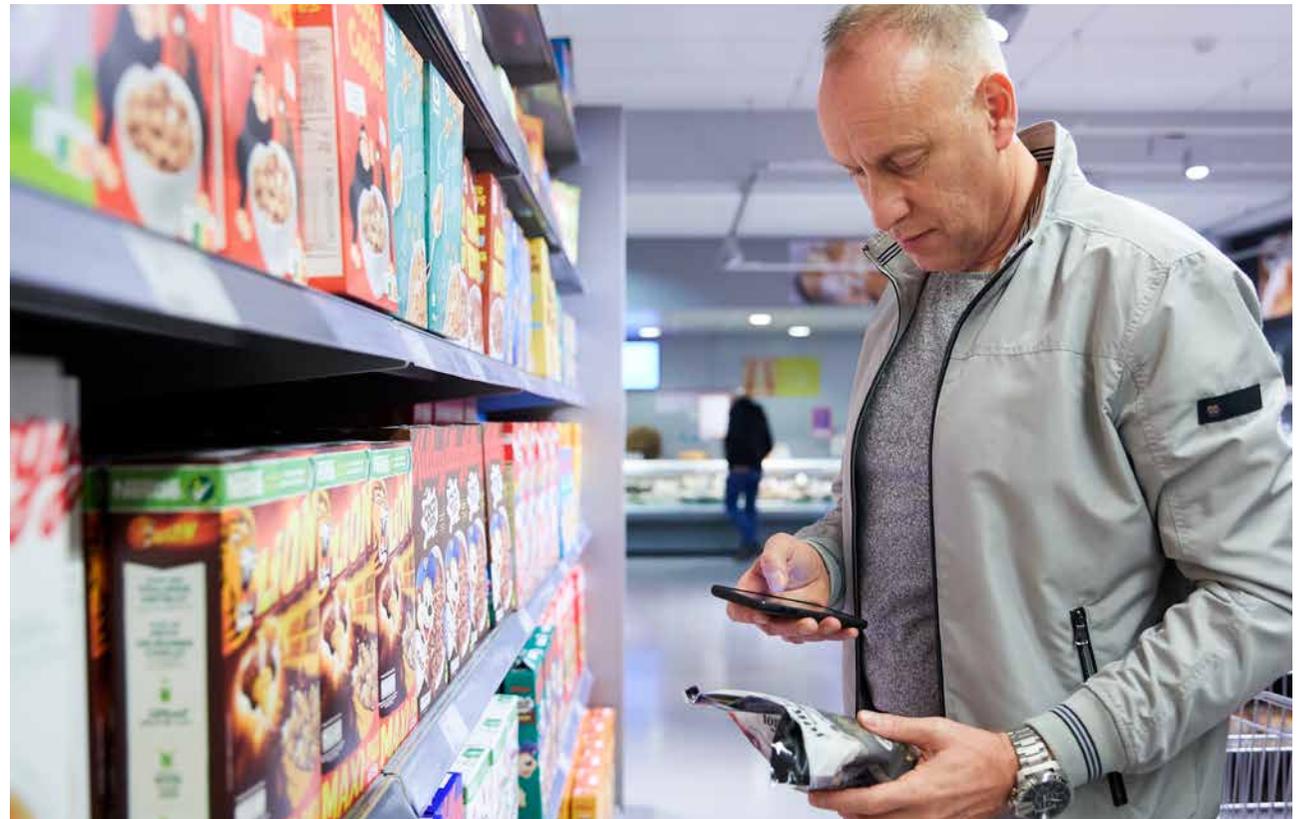
Even faster and more efficient price adjustments

Staffed by some 135 employees, the **Service Centre Price** supports our various retail formats in implementing their specific pricing strategies (Colruyt in Belgium, Luxembourg and France, OKay and OKay Compact, Spar, Bio-Planet, Cru, Dreamland and Dreambaby). Every day, the team records prices in physical stores, from leaflets and on the websites of dozens of competing retailers. The service centre also collaborates with independent data specialist Daltix, enabling it to respond even quicker and in a more targeted manner.

- In the past financial year, a new pricing platform was implemented, replacing the five existing systems. The platform was developed in-house over a period of seven years, as standard software packages were not sufficiently efficient to support the different pricing strategies of our stores.
- Advanced **automation** is allowing us to capture and process competitor prices even faster and more efficiently. Prices

are reported immediately after leaving the competitor store, meaning they are processed in our store prices within 24 hours. Our people only intervene manually in the case of significantly deviating prices. The central system also avoids prices being recorded twice.

- Our new reporting environment delivers many more **insights** into market price trends and into our own operational efficiency.

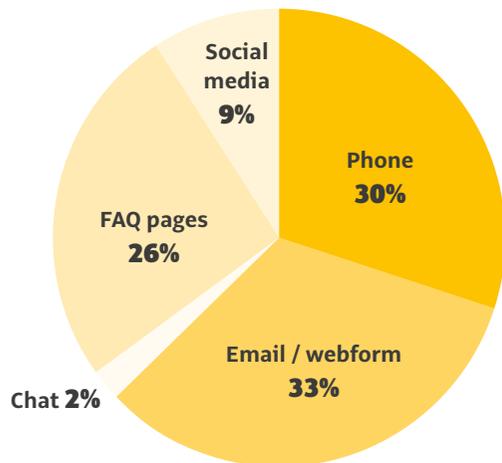




Customer Services

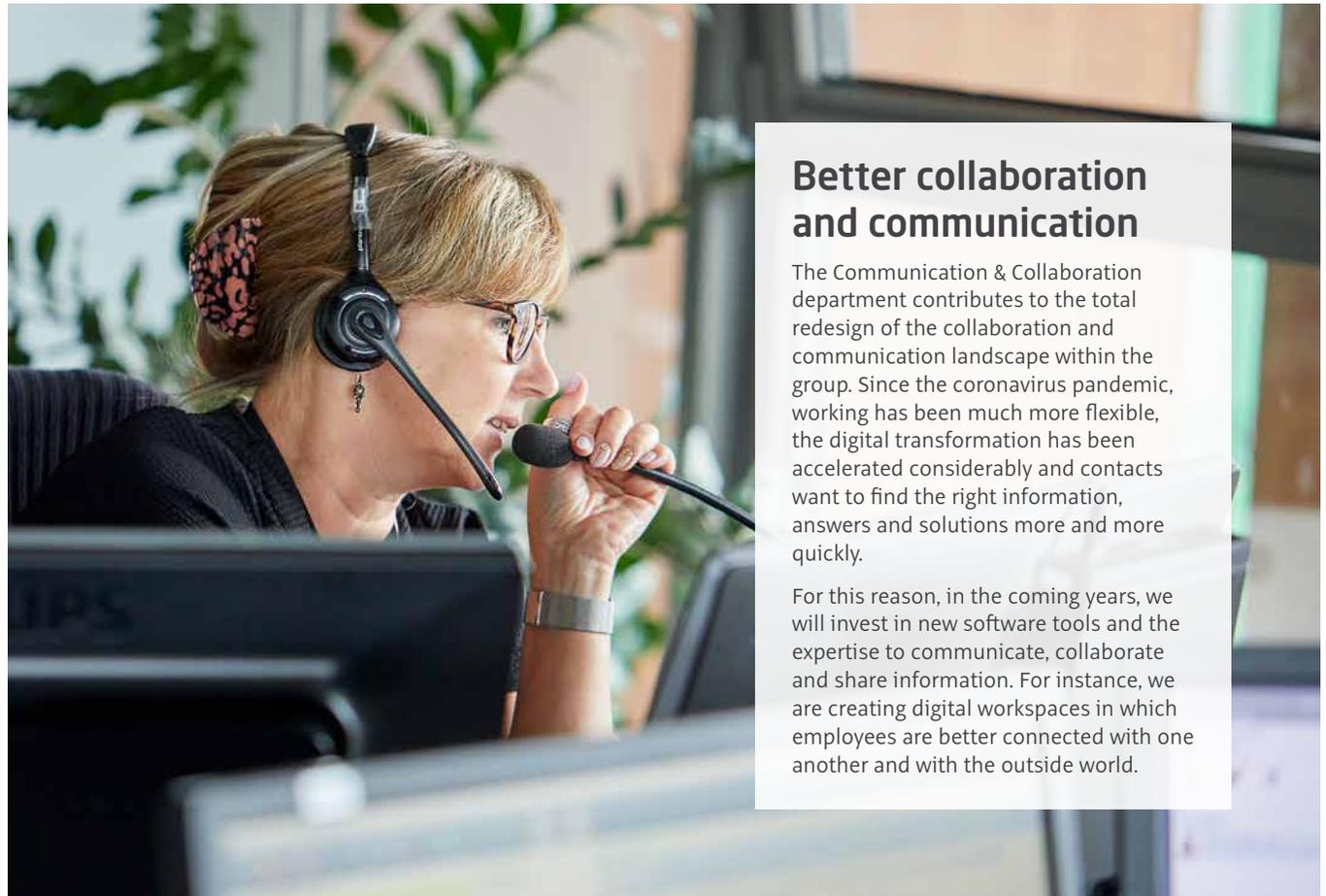
Customer Services handles all enquiries and comments from customers, employees, suppliers and other stakeholders. Specialist contact centres serve all store formats as well as internal departments such as HR, store support and IT. The 250 or so staff can be reached by phone, email, online platforms and social media. Together, they handle around three million contacts a year. The department combines smart technology and standardised processes and systems with competent, customer-focused employees. Customer Services gives our store formats structured feedback on their customers' views and concerns, so that they can adapt quickly where necessary.

Via which channel do customers make contact?



The quick way to the right answer

- The FAQ sections of the store formats' websites have been enriched and represent the quick way to the right information. The frequently asked questions were consulted more than 365.000 times last year, saving at least 70.000 calls.
- Customer Services has invested heavily in the integration of social media channels in its contact platform. Now that all customer enquiries are on a single platform and the tools are more user-friendly, employees can serve customers even better.
- A higher degree of self-service and further digitalisation lead to more efficient contact processing and increased customer satisfaction. For instance, customer refunds can now be processed quickly and simply via the Xtra app.



Better collaboration and communication

The Communication & Collaboration department contributes to the total redesign of the collaboration and communication landscape within the group. Since the coronavirus pandemic, working has been much more flexible, the digital transformation has been accelerated considerably and contacts want to find the right information, answers and solutions more and more quickly.

For this reason, in the coming years, we will invest in new software tools and the expertise to communicate, collaborate and share information. For instance, we are creating digital workspaces in which employees are better connected with one another and with the outside world.



Our public benefit purpose foundation Collibri Foundation aims to offer socially vulnerable young people in Belgium and abroad more opportunities for a successful future. To this end, we support training projects that offer the young people a good education (*educate*), help them grow as a person (*develop*) and foster a sense of initiative, cooperation and entrepreneurship (*empower*). Collibri Foundation fosters connection and exchange between the young people, develops a learning network and involves employees and customers as much as possible.

Colruyt Group funds all operating costs and a large part of project expenses. The group doubles the money raised in in-store fundraising campaigns and individual donations (capped at a certain amount). Tax statements for donors are issued by the King Baudouin Foundation.

www.collibrifoundation.org

EUR 907.846
 Donations to projects, 17% of which from fundraising campaigns and private donations



18 training projects in 11 countries (up to the end of March 2022)



Scaling up for greater impact

In 2021, the foundation refocused its vision and strategy, and defined its activities, goals and forms of collaboration more clearly. This will allow us to scale up our operations in the coming years and support thirty projects by 2026. An outline:

- We prefer to systematically link a training project to each of the group's existing or future sustainable **supply chain projects**, creating a sustainable mutually enriching exchange. Nine current supply chain projects already interact with our training projects.
- We follow a new **methodology** for monitoring projects, their desired results and impact (based on the familiar Theory of Change). We agree on exact KPIs with the partner organisations for the output and the impact of new projects in advance. Data capture will eventually enable us to acquire greater insight and optimise operation.
- We will focus more on strengthening our **non-financial support** for organisations and projects, and making our partners aware of these opportunities. For example, access to the Collibri Foundation and Colruyt Group networks, internships for young people or sharing of expertise between employees and partners and among partners.

“We believe in a world in which all young people have the opportunity to become entrepreneurs of their lives.”

10.480
young people reached
directly, 39.000 indirectly

4 new projects

During 2021, Collibri Foundation launched new partnerships with four Belgian organisations, to run for three to five years. Odyssee and Talent Youth Network were carefully selected following a call for projects for which some 68 projects were submitted.

- **Odyssee** helps early school leavers from Brussels and Wallonia to take back control of their lives, via mediation at school or in the family, support with reorientation and with personal, administrative, social or legal problems. This helps young people reconnect with education, the world of work and society.
- **Capital** is a one-stop-source that offers young people from Brussels and the surrounding area a whole range of opportunities to develop and become financially independent, under one roof. The not-for-profit organisation puts the young people in touch with local projects, social organisations, employment agencies, schools, companies, etc.
- **Talented Youth Network** is an academy that organises extracurricular training activities for enterprising young people in Brussels and Wallonia, on a range of topics including enterprise, personal development or diversity.
- **Rikolto and ICT4DEV** run a project in the Ivory Coast to train 2.000 unemployed young people and women to become (independent) cocoa farmers. Together, the organisations offer online and in-person training on good agricultural practices, talent development, access to the market, etc.

