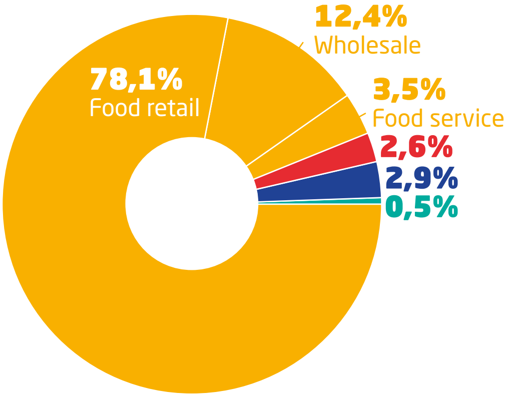
Activities

Revenue distribution

Revenue per specialist area



The operational activities of Colruyt Group are divided into several specialist areas. All specialist areas can count on supporting or corporate services, such as IT, Technics, HR, etc.

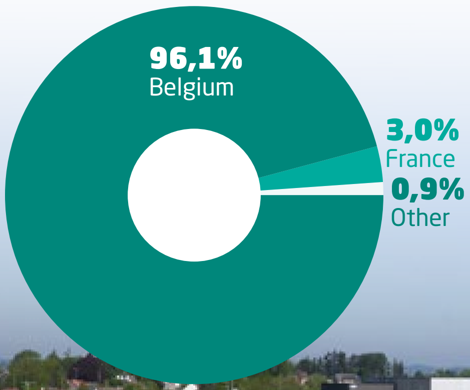
Food includes all our activities in food retail and food wholesale, as well as in food service.

Health & Well-being includes the activities of Newpharma and Jims.

Non-food mainly includes the activities of Bike Republic and The Fashion Society.

Other includes the external revenue of Symeta Hybrid and Food production.

Geographic segmentation of revenue



Food

Food retail

Colruyt Group makes approx. four fifths of its revenue in food retail, mainly via physical stores in Belgium and in Luxembourg. In Belgium, the group is also the market leader in the online food retail sector.

Companies in which Colruyt Group has a stake

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 shopping 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 guarantees its customers the lowest prices for national brands as well as the Boni Selection and Everyday private labels. If a product is cheaper elsewhere nearby, then Colruyt immediately lowers its price. On top of this, the format offers its own promotions and responds to all competitors' promotions, both nationally and regionally. Colruyt prioritises simplicity, efficiency and readiness to serve.

- 1976
- **EUR 6.994 million** revenue (+0,7%) (incl. revenue from the Comarkt stores)
- **278 stores** (272 in Belgium and 6 in the Grand Duchy of Luxembourg)
- **1.700 m²** average store area
- **10.500 food** and **7.500 non-food** items
- **More than 15.300** employees in FTE
- **Lowest prices**
- **colruyt.be / colruyt.lu**

Revenue and margins under pressure

In a moderately rising market, primarily as a result of inflation, Colruyt had a challenging financial year. Revenue was impacted by the ban on tobacco sales to individuals, which came into effect in early April 2025. Furthermore, from the summer onwards, more and more stores were staying open on Sundays, and the weekly closing day was no longer generally applicable, even before the change in law entered into force. As a result, competitors were, in effect, open 24/7, which negatively impacted revenue, particularly on Mondays and Tuesdays. Average basket size went down, but moderate growth was recorded in the number of customers and store frequency.
Margins remained under pressure as well, partly on account of ongoing high promotion pressure in the retail market. A number of discounters frequently responded to the growing number of Sunday openings with promotion campaigns on meat and fresh products. Colruyt consistently continued to stick to its promise and guarantee the lowest prices – for any product, at any time.

› **New stores in Bouwel, Oostkamp, Saint-Servais, Herent, Vorst, Mechelen, Stockel Square and (Colruyt Professionals) in Anderlecht, Couvin and Eghezée**

› **Reopenings after renovation: Haacht, Diest, Wondelgem, Winterslag, Waregem, Hoogstraten, Bree, Hamme**

Earlier opening

Since February 2026, all Colruyt stores and Collect&Go collection points have opened at 8 a.m., half an hour earlier than before. Colruyt was therefore the first discounter to open that early. The aim is to offer greater convenience to families with children, professional customers and resellers, now that they can do their shopping before the start of the working day.

Colruyt Professionals steps up expansion

Colruyt remains focused on attracting professional customers, such as hospitality sector businesses, self-employed professionals, grocery stores, night stores and associations with a VAT number. The restyled Professionals brochure includes fewer but more tailored promotions, which are better displayed on the shelves.

- In the regular Colruyt stores, professional customers can find a large selection of bulk packs and can access further discounts off the lowest prices using their Professionals Plus card.
- In November 2025, a fifth Colruyt Professionals store opened in Anderlecht, with over 120 products specially for chip shops, kebab shops and sandwich bars. After the end of the financial year, the first two stores opened in Flanders (Machelen and Ghent), bringing the total to seven. The goal remains to keep growing to around ten stores.
- The growth of Colruyt Professionals stores also benefits individual customers, as they take some of the bulk buying footfall away from the regular Colruyt stores.

Colruyt Professionals = cash&carry

Only accessible to professional customers, completely tailored to their needs, facilitating fast and efficient shopping.

- Products in larger packs, in bulk and on pallets, including a hospitality sector product range from our food service specialist Solucious.
- Separate area for tobacco and vaping products for registered resellers
- Open from 6.30 a.m. to 6 p.m.
- Wide aisles suitable for large carts
- Large carpark suitable for vans
- Loading platform for pallet purchases

Strong end of year

At the end of the year, Colruyt attracted a record number of new customers, thanks in part to its high-profile '**Tips and deals for stress-free festivities**' campaign, with the aim of reducing stress in the run-up to the festive period, so that everyone can get to enjoy it.

- It was the most stimulating campaign ever: half the customers who saw it were persuaded to visit a store or make a purchase.
- It started two weeks earlier than usual, with the first TV ads and in-store tastings starting in early November, plus strong promotions on festive products.
- For the first time, customers were able to create their own festive menu online and receive a discount based on the number of people.

Bakery warmly welcomed

Since autumn 2025, six stores have been testing the presence of an in-store bakery performing the final bake of thirty or so items of bread, baguettes, rolls, chocolate Danish pastries, sausage rolls and doughnuts. After all, as traditional bakeries continue to decline, a **wide and high-quality range of bread products** is a deciding factor when choosing which store to shop in.
The aim of these tests is to gain practical experience in various baking processes (with and without proving), quality, presentation, customer expectations, impact on store planning, location in the store, etc. The results are encouraging: almost 30% of customers regularly purchase one or more products from the bakery.

Phygital - the perfect blend of physical and digital

Colruyt still firmly believes in its unique checkout system, which offers benefits in terms of readiness to serve and contact with the customer. In parallel, it is investing in complementary technology to enhance efficiency and ergonomics, in line with the group's innovation and digitalisation strategy.

1. Faster checkout process

As planned, the innovative checkout system, **Easy Checkout**, will be rolled out by the end of 2026 in all Colruyt stores, after reaching the milestone of 100 stores in February 2026. A camera over the cash desk scans the products as workers transfer them from one cart to the other. The camera recognises up to 85% of the products and enables workers to work with both hands free. The only items that still need manual scanning are loose fruit and vegetables, and products at the very bottom of a cart.

- **Ergonomics:** reduced physical strain in the neck, shoulders, back and wrists, and easier handling of heavy items.
- **Efficiency:** products can be scanned up to 20% more quickly, ensuring a faster checkout experience. Less time spent at the cash desk means more time can be spent helping customers and performing other tasks.
- **Innovation:** the development by Colruyt Group's innovation team paves the way for evolving to product recognition via AI in the future.

2. Self-scanning shopping cart

At the end of the financial year, customers could already use **Smart Carts** at three stores. The smart shopping cart, equipped with a tablet, allows customers to self-scan and pay for their shopping.
It is the first of its kind in Belgium and provides customers with a totally different, intuitive shopping experience, enabling them to shop even more efficiently, keep control of their budget and check out faster – all aspects rated positively by customers. The Smart Cart is beneficial for Colruyt in terms of **productivity** and **profitability**, because expenditure is generally higher than average, among other reasons.

- In the first test store, use of the Smart Cart soon caught on. All 13 carts were in almost constant use and after a few months accounted for 10% of weekly shopping trips.

- After scaling up to two extra stores and more carts per store, Colruyt is testing acceptance among a broader target group, including the use of an **AI-driven help function**.

Your ally at busy times

The branding campaign under the slogan '**Together with Colruyt**' was launched in early 2026. Colruyt presents itself as being an ally wanting to make life easier for its customers (especially parents with children) as far as possible, with the assurance of the lowest prices, a wide product range and workers who are ready to serve. At the same time, the new positioning reinforces the **emotional and lasting bond** with customers, so that they keep opting for Colruyt. The shift from its previous functional communication to a more recognisable narrative resonated strongly with the target group.

New digital screens enhance visibility

By November 2026, all stores will be equipped with 15 to 20 new digital screens, which are significantly larger and better positioned than previously. There is now also one on the front of the store, so that as customers arrive at the store, they can immediately see the main deals. The screens are not only used for own communication purposes, but also for retail media, an attractive communication channel for external advertisers.

The screen in the wine section is a **digital wine assistant** which not only helps customers choose which wine to buy, but also assists workers in advising customers.

Innovations in product range

All departments refresh their product ranges in response to changing consumer demand.

- Optimisation of the **non-food department**, with a smaller product range and a shift towards more health and beauty, pet food and parapharmacy items.
- Contribution to the **protein transition** by the butcher's section, by trialling a new cabinet of items such as fish, meat enriched with plant-based ingredients and vegetarian products.
- The '**Freshly prepared**' label is to ensure that freshly prepared products in the butcher's section are highlighted more.
- Introduction of the **Sushi Corner**, a refrigerated cabinet of fresh dishes, such as sushi, poké bowls, pad thai, etc. Already rolled out to around fifty stores by the end of the financial year, with further rollout to 150 stores planned.
- Other examples: acclaimed launch of basic food packs, successful introduction of Cara Energy, etc.

Awards

Customer satisfaction

- Ranked first in the 2025 **summer report** and **winter report** of **YouGov** (formerly GfK).
- **Mollie Retailer of the Year** Belgium 2025-2026.

"These awards are the result of the hard work put in each day by our teams in Sales and Central services – and, of course, the trust customers keep placing in our stores."
Director general Jo Willemyns

Marketing

- Four **BOA** and **BOCA marketing awards** for the BBQ alarm campaign. Customers were automatically notified when 'barbecue-friendly' weather was imminent, which then boosted sales of barbecue products.

Technology

- Smart Cart: awarded a **RETA Award** 2026 in the Checkout – Smart Store category.
- Easy Checkout: awarded a **Henry van de Velde Award** 2026 in the Business Innovation category.

CoMarkt

Comarkt/Comarché is Colruyt Group's temporary signboard for acquired stores, in anticipation of conversion to their definitive store format. The stores offer a wide range of high-quality products at affordable prices. Customers receive a weekly brochure and also enjoy automatic access to all ongoing promotions via Xtra.

Final format
of the acquired Match/Smatch stores

- **20** Spar Colruyt Group
- **11** Okay
- **1** Okay City
- **7** Colruyt Lowest Prices
- **6** Bio-Planet
- **2** Colruyt Professionals
- **1** Jims

12 stores at 31 March 2026

comarkt.be

Integration completed

The integration programme launched after the acquisition of 54 Match & Smatch stores in April 2024 was completed in March 2026. An intensive programme, which took two and a half years, was run in several overlapping phases.

- Following the acquisition, 40 stores were repurposed within a few weeks and reopened under the temporary Comarkt or Comarché flag. The other stores were either transferred to independent Spar retailers or closed for an extended period for full conversion to their definitive format.
- The Comarkt/Comarché stores were immediately converted to the group's own systems for restocking, IT, pricing, checkouts etc.
- On the basis of the insights gained, we chose the final format for each store separately; this process was finalised for all 40 stores by April 2025.
- The 12 remaining Comarkt/Comarché stores are managed as an integral part by their final store format and will also be physically converted in the course of the 2026/27 financial year.

Added value on various fronts

The largest acquisition to date is a perfect fit for the group's growth strategy and provides added value on several fronts.

- We have expanded our presence in **urban areas**, in **Brussels** and in **Wallonia**.
- We have reached thousands of **new customers** and familiarised ourselves with them and their needs in stages, using tools such as the Xtra app.
- We welcomed a thousand **new colleagues** and gave them extensive support, from the time of acquisition all the way until transfer to their final format.
- We have created a new **partnership with Meat&More**, which runs a Bon'Ap butcher's section in four Okay stores, delivering strong results for both brands.
- We became the **owner of a production department** for artisanal patisserie in Wallonia. This operation is being expanded further by Fine Food Bread: with its regional range, it offers excellent commercial opportunities for various store formats in the area.

Collect&Go

Collect&Go has been the market leader in the Belgian online food market for 25 years. Customers reserve their groceries online or via the Xtra app and can choose from over 10.000 products from Colruyt and Bio-Planet.

More than two thirds of the orders are prepared in the stores, and one third in the distribution centres at Londerzeel and Erpe-Mere. Customers who order before midnight can collect their shopping the next day from 250 collection points.

Collect&Go also delivers to the door and can therefore already reach 85% of the Belgian population. The shopping service stands for quality, reliability, expertise and personal service.

- **2000**
- **249 collection points** (245 in Belgium and 4 in Luxembourg)
- **More than 550** employees in FTE
- **Live life to the fullest. Grocery shopping made easy online.**
- **collectandgo.be**

Increase in revenue generated from rise in home deliveries

In a growing e-commerce market, Collect&Go also recorded an increase in revenue and saw growth in number of customers as well as store frequency and average store basket. The home delivery channel (by private delivery drivers), in particular, is a means of attracting new customers, especially in regions in which the webshop has historically been less present.

Colruyt and Bio-Planet in one basket

Since the end of 2025, customers have been able to combine their online shopping from Colruyt and Bio-Planet in one store basket, only having to pay a single service fee.

- The service is aimed at customers who do not have a local Bio-Planet, and also hopes to tempt existing customers to explore a broader organic range of a thousand or so items.
- The single shop was an immediate success, persuading around two thousand new customers in the first three months to place a combined order. It marks the next step in Collect&Go's mission to make life easier for its customers in all their online shopping.
- Collect&Go will gradually increase the number of its collection points and further highlight the organic product line.

Driverless vehicles delivering to homes

In the summer of 2026, Collect&Go will deliver orders to homes using an autonomous electric delivery vehicle, in a three-month trial – the first initiative of its kind in Belgium. The remote-controlled vehicle will be deployed in Leuven's city centre without a fixed route. This is a clean, quiet and safe solution which – over time – can make **last-mile** deliveries in an urban context **more effective and efficient**. With the same aim in mind, private delivery personnel in Ghent can make free use of electric cargo bikes.

Continued growth of home delivery via Drivers

The home delivery of shopping via private delivery drivers (Drivers) further expanded, in Flanders as well as in Brussels and Wallonia. As a result, Collect&Go has been able to deliver to the homes of four fifths of all Belgian households since February 2026.
Extended delivery windows. Since early 2026, customers have been able to have their shopping delivered on weekdays from 10 a.m. and on Saturdays between 10 a.m. and 2 p.m.
Secure and easy. The ItsMe digital key is now integrated in the Drivers app, making it secure and easy for delivery drivers to confirm their identity.

Further automation in logistics

The Londerzeel distribution centre has invested in further goods-to-man automation, which will be fully operational from September 2026. In the first year, Collect&Go intends to increase volume by a quarter, so that it can supply an additional 15 or so collection points.
Over the coming years, the aim is to achieve **further volume growth** in the same amount of floor space and record **significant gains in efficiency**. This will not only benefit profitability but also help create a healthier balance between orders prepared centrally and in the stores.

For business customers too

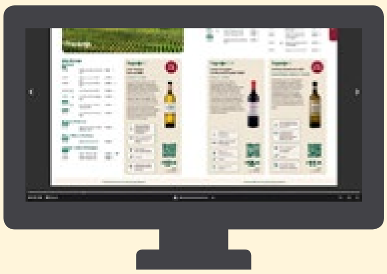
Since mid-2025, business customers have also been able to use Collect&Go for their work-related shopping. The service is aimed at smaller professionals whose buying behaviour is very similar to private individuals, but who require an invoice, alongside the target groups of our dedicated B2B specialists, Solucious and Colruyt Professionals.

BOIR.

The Boir webshop has been offering a unique selection of a thousand or so refined wines, beers, aperitifs, digestifs and non-alcoholic beverages since 2024. The online orders are delivered either to a Collect&Go collection point or directly to the customer's home. With its contemporary offering and image, Boir is building on the former First-class Wines catalogue and 80 years of wine expertise within the group.

In 2025, Boir recorded moderate growth, although it certainly felt the impact of the decline in wine consumption. It further adapted its range to the new market trends and improved its online ordering process. The beverage specialist invested in an upgraded data platform and uses AI to **communicate more directly** and **personally**.

In October 2025, Boir published its second catalogue, held three tasting events and, for the first time, organised an exclusive wine dinner at Auberge du Pêcheur (Sint-Martens-Latem). A hundred guests had the opportunity to sample around twenty exceptional Bordeaux wines, together with the winemakers.



The webshop is exploring possible **synergies** within the group and has also been buying drinks for the Cru markets since early 2026. The larger purchase volumes benefit both the business and consumers alike. Boir also offers the wine produced by Colruyt Group itself in the province of Hainaut.

FOODBAG

Smartmat NV has the Foodbag and Foodprepper brands in its portfolio.

Foodbag delivers fresh, balanced meal boxes to homes throughout Belgium, with a choice of forty meals in five different culinary styles. Foodbag opts for sustainability and seasonal products from more than 100 Belgian suppliers. Customers can put together their personal box with at least three meals, in portions from one to six persons. They can place once-off orders or take out a weekly/biweekly subscription, which they can easily pause. More than 350 enthusiastic drivers deliver the chilled boxes to homes from Fridays to Tuesdays. On Mondays and Tuesdays, Foodbag is also available at a hundred Collect&Go collection points.

Shareholding since **2022**, fully consolidated since April 2025

www.foodbag.be

Strong growth continues

Foodbag has been Belgium's fastest-growing meal box for a number of years and again increased its revenue by a quarter in 2025. More than ever, the brand delivers on its promise, **'Conscious. Belgian. Guaranteed.'**, with high-quality local ingredients, balanced recipes in the right proportion, carefully packaged and delivered on time – with a smile.

- Production capacity has been greatly scaled up to meet the strong growth in demand. Foodbag continues to focus on further expansion, with special emphasis on Wallonia in 2026.
- The festive à la carte menu for the end of the year contributed to a 35% increase in revenue in the last week of 2025. Campaigns around events such as the new school year and a dedicated cookbook helped achieve record weeks with over 20.000 orders.
- Alongside cardboard boxes, customers throughout Belgium can also choose reusable plastic crates, developed with the support of the Flemish 'Green Deal Anders Verpakt'. Over 10% of orders are already delivered in these types of crates.
- Foodbag has won several prizes, including a Mollie Webshop Award Belgium, an accolade for the marketing team and a Golden Effie for the 'Dishing up with Foodbag' campaign.

foodprepper

Foodprepper is a response to the demand for fresh, healthy ready-to-eat breakfasts, full meals and snacks. The innovative meal box is aimed at families and people who have little time but do want to eat healthy, tasty food. The focus is therefore on speed and convenience: the dinners are easy to heat up or can be finished in a few steps within 15 minutes. Foodprepper operates in Flanders and Brussels and has its boxes delivered to homes on Sundays and Mondays by the Foodbag delivery staff.

Acquired by Smartmat NV in **2025**

www.foodprepper.be

New: the fastest meal box, fresh for every occasion

Foodprepper has operated since 2020 and has, since its acquisition by Smartmat in October 2025, been strengthened with a new strategy and branding. The brand got off to a flying start and is ready to scale up strongly. To this end, Foodprepper can call on Foodbag's expertise in technology, purchasing, range, production, marketing, etc.

For more than 25 years, **Okay** has been the handy neighbourhood supermarket where people can shop quickly, inexpensively and conveniently, including on Sunday mornings. The easily accessible, well laid-out stores offer a complete range of daily shopping products within a limited space. Okay is strong in high-quality fresh products, especially fruit and vegetables, meat, ready-to-eat meals and bread baked on site. Customers can count on a warm welcome and lots of inspiration for simple, easy meals.

Okay City is the city supermarket, with a complete range on less than 400 m², open 7/7 and easily accessible on foot or by bicycle.

Okay Direct is the unmanned 24/7 store where customers shop completely autonomously.

- 1998
- **EUR 1.192 million** combined revenue for Okay, Bio-Planet and Cru (+2,1%)
- **179 stores,** (of which 152 Okay, 24 Okay City and 3 Okay Direct)
- **400-650 m²** average store area
- **+ 4.700** items, **+ 3.000** in Okay City
- **More than 2.700** employees in FTE
- **Easy does it.**
- **okay.be**

Sunday openings compensate for challenging financial year

Okay had a challenging financial year and, in the second half of 2025, suffered the negative impact of increased Sunday openings and the failure to apply the weekly rest day at a number of direct competitors, which were therefore in effect open 7 days a week.
Year-end sales were good and the situation improved further from the beginning of 2026 onwards. Since then, all Okay stores have also been open on Sunday mornings and a dozen city stores all day. There was a further increase in footfall and revenue in Okay stores in the last quarter of the financial year.
Okay will continue its expansion and is planning nine new Okay and five Okay City stores in the 2026/27 financial year. In Ghent, Okay City will form part of a new city concept, together with four other group formats.
Thanks to the additional retail floor space and Sunday openings, the format expects strong growth in the next financial year. By the autumn of 2026, all stores will be equipped with at least two self-scan checkouts, allowing customers to shop even faster.

New stores

› **7 Okay** (of which 4 former Comarkt)
› **2 Okay City**

Logistics capacity expanded

At the beginning of 2026, Colruyt Group Real Estate handed over the keys to a new hall in the Laekebeek distribution centre to Okay (and Bio-Planet). The new 10.000 m² hall, which has non-refrigerated and refrigerated zones at two different temperatures, increases logistics capacity. Specifically, it makes space for Okay City's range and, in the long term, for automating fruit and vegetable distribution.

1 + 1 = 3 partnership with Bon’Ap

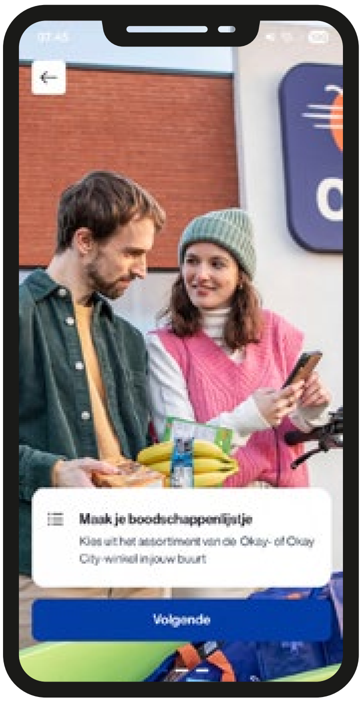
- At the end of 2025, Okay opened four new stores with an **integrated** Bon’Ap **butcher’s section**. They were former Smatch stores, which Colruyt Group had operated under the Comarkt brand for a while after the takeover. When the stores were eventually switched to the Okay format, the butcher’s sections reopened under the Bon’Ap flag, a brand of Meat&More.
- At Bon’Ap, customers can find an extensive range of sandwiches, charcuterie, fresh meat and prepared meals, and they can pay for all their purchases together at the Okay checkout.
- In combination, the **two strong brands** under one roof complement each other; the shop-in-shop format attracts significantly more customers for both and generates more revenue for Okay.
- We will open another four Okay stores with Bon’Ap shop-in-shops in the course of the 2026/27 financial year.

Okay now open on Sundays as well

Okay is Belgium’s **first integrated supermarket** to open its doors from 8 a.m. to 12.30 p.m. on Sundays. The accompanying campaign highlighted Sunday morning favourites such as bread rolls and pastries, freshly baked on site.

The Sunday openings were an immediate **success**: the stores attracted new customers and also saw their loyal customers visit. Meanwhile, it is not just fresh rolls and pastries that appeal to customers. A great many customers equally do all their shopping on a Sunday, and the average store basket has remained virtually stable as a result.

The **Okay City format** stores had already been open on Sunday mornings for a while, six of them also on Sunday afternoons. In March 2026, another seven stores were added in the tourist hotspots of Ghent, Antwerp and Liège. As a result, more than a dozen City stores are now open until 7.30 p.m., including on public holidays. Since March 2026, all City stores have incidentally also been open on Monday mornings.



New website and Xtra mini app

Starting in September 2025, Okay's website has been expanded with a complete range at store level, including prices and promotions. A mini app has also been added to the Xtra app, which features not only the range, but also strong promotions, inspiring recipes and a sequential shopping list that follows the layout of the store. In doing so, Okay has taken further steps in digitalising the customer experience.

Switch easily to plant-based food

Okay has been committed to the Green Deal protein shift for some time now, and is further expanding its **range of plant-based foods**. In 2025, the **Easy Switch pop-up shop** arrived on various student campuses; this is an 18 m² container with 150 exclusively plant-based items. The aim was mainly to make a younger public aware of how easy it is to switch to eating more plant-based foods. The unmanned sales points used the technology of the Okay Direct self-service stores. This allows customers to shop completely autonomously using their bank card. The shops are stocked from nearby Okay stores.

BON

The BON gourmet bar serves city customers in the centre of Brussels, Antwerp, Liège and Mons with high-quality breakfasts and lunches, to eat in or take away. The regularly changing menu includes freshly squeezed juices, smoothies, salads, sandwiches, hot meals, desserts and on-trend products, such as matcha. Each day, freshly made meals are delivered from its central kitchen to the 16 integrated stores. BON also delivers to customers' offices and homes, and supplies a range of juices, salads and pasta dishes to Okay City city stores and 50 Okay neighbourhood supermarkets.

- Since **September 2024**
- Stake: **55,66%**
- Number of stores: **16**

Focus on expansion

Since the end of 2025, four **new stores** have opened in Brussels, which are all performing well: Brussels-North station, Stockel Square, Blue Tower (Av. Louise) and Brussels-Central station.

By 2030, BON aims to **grow** to around thirty points of sale, partly via franchise contracts. To this end, the chain is looking for busy **premium locations**, such as train stations, shopping centres and major high streets. It also intends to expand its cooperation with department store chain INNO.

To support this expansion, the **central kitchen** in the Brussels Periphery is extending its space to 1.500 m² in September 2026. New contracts with large B2B customers further contribute to its profitability.

Colruyt Group increased its stake from 45,65% to 55,66%. With the expansion of BON, the group is increasing its **presence in the city** and we are gaining further insight into the needs of city customers. What is more, with BON products at Okay and Okay City, we are better responding to the greater demand for healthy and **easy meal solutions**.

For 25 years, Bio-Planet has been a sustainable, organic supermarket, where customers can find all they need for a healthy and balanced lifestyle, with a wide range of tasty and original products.
All products are chosen with care and are guaranteed to be made from natural, pure ingredients, with respect for people and the planet. The wide range of natural care products and cosmetics is 100% ecological, with no hormone disruptors or other harmful substances.
Bio-Planet is for anyone who wants to live a more balanced life, is curious and wants to discover how to consume differently.
Bio-Planet is for foodies, everyone who wants to feel healthy, energetic and alive.
Bio-Planet is also for people with specific needs, such as diabetes or a gluten or lactose intolerance.

- 2001
- **EUR 1.192 million** combined revenue Okay, Bio-Planet and Cru (+2,1%)
- **40 stores** of which **1** in Luxembourg
- **650 m²** average store area
- **5.500** items
- **More than 450** employees in FTE
- **Healthy starts here**
- **bioplanet.be**

Market leader in organic products reaps benefits of past efforts

In an organic market that has started to grow again, Bio-Planet recorded a moderate increase in volumes and revenue. The stores opened most recently gained in **maturity** and saw their sales expand at a steady pace, while the city store in Saint-Gilles attracted the highest footfall. In Luxembourg, Bio-Planet operates one store in Gasperich and offers a selection of products in two Colruyt stores.
The chain has retained the **market leadership** in Belgium's specialised organic market, which is trending towards consolidation and integration. Fresh products generate more than half of revenue, and Bio-Planet intends to increase this share further by baking off its own bread in-store in the long term. Including the revenue at Colruyt, Okay and Spar, Colruyt Group remains the largest retailer of organic products in Belgium.
Bio-Planet is reaping the benefits of its many efforts of recent years to **improve** its **profitability** and continues to keep this in focus. For example, the percentage of waste was greatly reduced with initiatives such as fast sale with a 30% discount on products approaching the best-before date.
The plans for 2026 include a second city store in Brussels and new stores in Herent, Waremme and Woluwe. Bio-Planet has identified potential in Belgium for twenty additional stores, half of them in major city locations.

Shared store basket

Since the end of 2025, Collect&Go customers have been able to combine their online shopping from Bio-Planet and Colruyt in **a single order**. The first phase enabled a selection of 500 organic products to be picked up from some 100 collection points or to be delivered to the home. The additional service was an immediate success and increases accessibility for those who do not have a Bio-Planet store in the neighbourhood.

Widely accessible

Bio-Planet wants to be widely accessible, including at the level of price. For example, the recognisable **Boni Bio private label** offers a wide, competitively priced entry-level range with 300 items. Moreover, the prices of 500 **standard products** that customers can also find elsewhere are deliberately lower than the market price. And biweekly **strong promotions** give price-conscious customers the opportunity to make considerable savings.

The product as differentiator

The products (and the stories behind them) are crucial for Bio-Planet to set itself apart. The chain wants to be a leader in the (organic) market, and this translates into product innovation, continuous range renewal and the training of employees.

- Introduction of ready-to-use tofu, spelt flakes and freshly baked gluten-free breads.
- New range of **plants** in fully compostable cultivation pots.
- Natural teas and herbs from the **Pit & Pit** webshop, a collaborative model that may be followed by other partners.
- Exclusive: **Virunga Chocolate Gorilla**, created by top chocolatier Dominique Persoone to benefit the National Park in the Democratic Republic of the Congo.
- New employee framework for every position at Bio-Planet with minimum **knowledge** requirements about range, market, target groups and health, as well as the relevant **training**.

Inspiration for healthy living

Bio-Planet wants to inspire people to make conscious choices and to adopt a more balanced, nutritious and tasty lifestyle. Within the group, the healthy and sustainable supermarket is taking the lead in building the bridge from retail to health, in food as well as care.

- Four major **campaigns** a year centred on health, with good discounts and brimming with inspiration. As from 2026, the store decorations also have a greater health focus.
- Screening of the **assortment**: less healthy products are being replaced or adapted in cooperation with the supplier. Health criteria have been included in the product charter.
- Participation in **events** with a health focus hosted, for example, by Colruyt Group Academy, the health insurance fund Helan and the magazine Libelle.
- For a week, independent dieticians in 25 stores gave free **accessible advice** on issues such as labels and healthy choices.

Cru is the fresh food market for everyone who loves pure and tasty food. For connoisseurs who love authentic high-quality products, are curious to explore extraordinary flavours and respect pure craftsmanship. Here, they will always find really good sourdough bread, seasonal fruit and vegetables, meat of the very best quality, fresh fish, unique cheeses and much more.

The staff in the four Cru markets proudly inspire and advise customers on their craft, with their know-how and their pure passion for the products. Customers can savour their purchases while in the market.

2014

EUR 1.192 million combined revenue for Okay, Bio-Planet and Cru (+2,1%)

4 markets: Ghent (Kouter), Antwerp (Groenplaats), Overijse and Dilbeek

650 m² average store area

1.300 to 1.400 items

More than 100 employees in FTE

The taste of authenticity

cru.be

Revenue and profitability remain on an upwards trajectory

Cru recorded a rise in revenue in the past year, thanks in particular to continued customer activation efforts and innovations in its range. The markets were able to reduce costs further and optimise a number of crucial work processes, resulting in a productivity gain of more than 10%.
The Cuit eatery in the Ghent market was taken over by an independent entity and discussions are ongoing for the other eateries.
Cru has found that people continue to spoil themselves with good food at home even in difficult times, just as they did during the COVID-19 crisis.

More customers, higher footfall

Cru successfully registered almost 17.000 new customers and increased the footfall from existing customers. The rate of customer churn fell sharply while more occasional shoppers visited the stores.

- New **loyalty programme** to attract customers to the market more frequently as well as monthly **Offers of the moment** and inspiration to buy fresh produce provided by the 'Cru tip'.
- Revival of the **media campaign** around 'The Taste of Authenticity' in the spring and at the end of the year.
- **Communication plan tailored** to each market, with greater reach for a lower budget.
- Continued focus on **experience**, with tastings and major tasting weekends in cooperation with Cru partners.
- **Activations ramped up** inside markets to register customers as a way to get them to enjoy the offers.

Good end of year

A strong activation plan, a relevant festive range and the commitment of employees resulted in an excellent December, with receipts up 6%, orders up 12% and revenue up 9% in the last two weeks. In the satisfaction survey, product quality and the ease of ordering were given good scores.
5 festive weekends around a variety of themes brought atmosphere and experience to the markets from as early as mid-November. The **media campaign** entitled 'The taste of feasting' created high visibility on the streets around markets and online.
In addition, the collaboration with the Belgian design duo Muller Van Severen on a limited edition of unique cutting boards was picked up in various magazines.

Innovative and inspiring range

Cru introduced around three hundred **new items** that generated more revenue, with highlights in the bakery, the deli counter and the butcher's section.
For **special events**, there was an extensive and changing array of aperitifs, more desserts and confectionary as well as products that cater to trends such as non-alcoholic drinks and kimchi.
For **good everyday food**, more **convenience** options were introduced, including pizza, lunch bowls, carpaccio, fresh ready-made dishes and basic products such as washed lettuce mixes.
The introduction of an additional price level made categories such as fresh fish and flowers **more affordable**.

colruyt
prix · qualité

Until the beginning of 2026, Colruyt Prix Qualité was a clearly laid-out neighbourhood supermarket for daily and weekly shopping, offering the best value in the neighbourhood for a similar shopping cart. Almost all the stores had Collect&Go collection points. In addition, there were 45 DATS 24 filling stations whose contribution was included in the store revenue.

> 1996

Sale completed

The sale of 100 stores of Colruyt Prix Qualité and of all 45 DATS 24 filling stations in France was completed on 28 February 2026.

- Ten months earlier, Colruyt Group had announced that various strategic options, including a recovery plan or divestment, were being investigated for the integrated retail activities. Given the fiercely competitive retail market, a lot of work had been done for a while to improve profitability, but without achieving the intended results.

- In June 2025, the group announced plans to divest its integrated retail activities in France. Several put option agreements were entered into for the stores in the second half of the year, including the automatic transfer of employees.

- During the last six months, Colruyt focused on continuity, which meant that the stores continued to operate normally until the end of 2025, even suffering a loss of revenue of barely 5% in December.

- At the beginning of 2026, it started to sell down existing stocks and to transfer the stores to the new owners. All stores were closed down between the end of January and the end of February.

- Ultimately, 81 stores and 44 filling stations were acquired by Groupement Mousquetaires; 19 stores and 1 filling station were bought by Mouvement E. Leclerc, Coopérative U and Carrefour Proximité France.

- The properties of the three remaining stores and the warehouses in Dole Choisey, Dole Wilson and Rochefort-sur-Nenon are for sale. Efforts are also under way to find someone to take over the lease of the warehouse in Gondreville-Fontenoy.

Comprehensive social plan

- Almost all staff in the acquired stores remained employed there, meaning around two thirds of the more than 2.000 employees. In central services and in logistics, just over 700 people unfortunately lost their jobs, effective from the second half of March 2026.

- The group had been engaged in constructive negotiations with the social partners on a support plan for the affected co-workers since mid-2025. In November, a social agreement was signed that provides for (supra-legal) financial compensation and maximum support in the search for alternative employment. The execution of that agreement led to estimated restructuring costs in a range between EUR 55 million and EUR 65 million, recognised in the 2025/26 financial year and to be disbursed mainly in the 2026/27 financial year.

- A team that is gradually being phased out will help ensure a smooth discontinuation process and handle aspects such as maintenance and security until no later than the end of 2026.

Thank you!

Senior management would like to thank all employees for their commitment in recent years and specifically during the last months of Colruyt Prix Qualité. In both sales and logistics and support services, each of them continued to put the customer at the centre.
Senior management is pleased that the negotiations with the social partners were conducted calmly and without work stoppages. Thank you also to the many customers who remained loyal to the store format right until the end.
We hope that customers and co-workers will quickly become accustomed to a different store format and wish the new owners success with their business.

ROBI
PROFESSIONAL

Robi Professional installs high-quality drinking water taps at companies, schools, catering establishments, sports clubs, and public events of every kind. More than 40 models of taps deliver freshly filtered tap water, chilled or at room temperature, still or sparkling. The more sustainable and cheaper alternative to bottled water results in significant savings on transport and plastic waste. There is also a Robi water filter for the home, available at Colruyt, Collect&Go and Bio-Planet.

Since **2021**
Stake
99,5% in De Leiding bv

Customer portfolio growth of 15%

In the past financial year, Robi Professional persuaded some 15% more B2B customers to install drinking water taps, including Bike Republic, the Winter Circus in Ghent, Cegeka and Ekopak Group. The company supplied tap water at 30 Belgian music festivals and at a great number of major sporting events, such as the Antwerp 10 Miles, as the exclusive drinking water supplier of the organiser Golazo.

Companies, organisations and institutions (education, public transport, ports etc.) typically enter into **framework contracts** for long-term rental. The social spaces at Colruyt and Okay are in turn equipped with purchased drinking water taps. Investments in drinking water taps connected to the water mains are eligible for an increased federal tax deduction. The **all-in service**, including maintenance and repairs, guarantees customers complete peace of mind.

To increase its presence at events further, Robi Professional has generated leads at local authorities responsible for youth, sports and culture. To boost the sale of drinking water filters for the home, it is looking into potential partnerships, for example with kitchen fitters who integrate the system directly into a new kitchen.

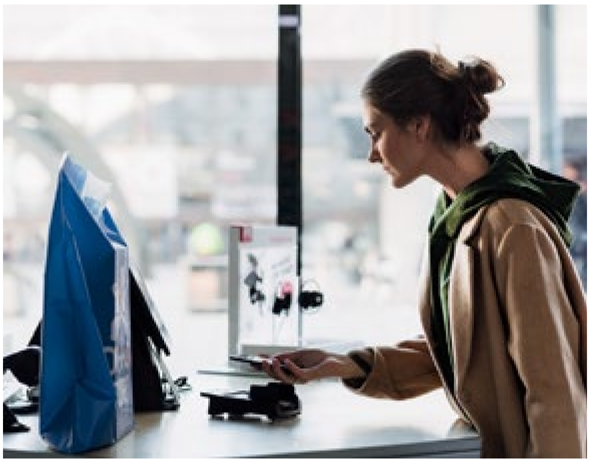
aera

Aera was established in 2016 as a joint venture of Norway's largest two retailers, NorgesGruppen and Coop Norge, joined in 2023 by Colruyt Group and the Belgian credit insurer Credendo. The pioneer in payment and identification solutions for retail has operations in 13 European countries and, through efforts such as active prospection, is generating strong growth in Benelux. In 2025, Aera processed around 1 billion payment transactions and roughly the same number of identity verifications.

Since **2023**
Stake **21,55%**

Payment transactions as a lever for growth

- Aera helps retail companies to keep the payment chain and **payment transaction costs under control**. It facilitates innovative payment solutions, such as a built-in digital wallet and automatic customer recognition, which offer customers greater convenience, optimise the check-out process and generate data and customer insights. They can be used to personalise customer contact or to launch loyalty campaigns.



- Aera has supplied the new payment terminals in our canteens, which allow payment using the Colruyt Group **Xtra app**. The equipment will also be rolled out to all the group's food stores in the 2026/27 financial year.

Food

Wholesale

Colruyt Group makes more than 12% of its revenue in wholesale business. This comes mainly from deliveries to independent food stores in Belgium (mainly Spar franchisees) and in France, as well as exports to Africa.

RETAIL PARTNERS COLRUYTGROUP

SPAR COLRUYT GROUP

DELI

Codifrance DISTRIBUTION

coccinelle

coccinelle

cocciMarket

Panier Sympa

épi Service

Vivéco

COLEX

RETAIL PARTNERS
COLRUYTGROUP

Retail Partners Colruyt Group is a licensee for the Spar format in Belgium. Besides supply and assortment management, RPCG also takes care of commercial policy for the affiliated independent Spar stores, from promotion and marketing to sales support.

Together with its independent entrepreneurs, RPCG helps shape the store style, assortment and commercial focus, as well as the future of Spar Colruyt Group.

RPCG also supplies fresh products and grocery items to independent storekeepers of Alvo and to independent retailers.

2003 Spar Retail, in 2014 renamed Retail Partners Colruyt Group

220 Spar stores
41 Alvo stores
45 independent retailers
15 Mini Markets

More than 900 employees in FTE

Doing business together is to grow

retailpartners-colruytgroup.be

Good financial year with delayed growth

Retail Partners Colruyt Group is looking back at a good year in which it managed to keep its costs under control. Despite lower volumes, revenue went up slightly, thanks especially to **additional retail floor space** as a result of opening five new Spar stores and partly because the affiliated Alvo stores have also bought frozen products since 2025.
RPCG did, however, experience a delay in growth. Firstly, the new Spar stores in Wallonia did not come on stream as quickly as expected. These fairly large stores were acquired from Match/Smatch in 2023 and then temporarily operated under the Comarché flag, a transitional phase during which fewer customers visited the stores. Fortunately, these stores **retained** most of their **expertise** in specialities, partly by getting supplies of the right products from RPCG and from local suppliers, including the Fine Food bakery in Jumet in Wallonia.
Secondly, a lot of independent stores felt the impact of increasing Sunday openings at competing store formats. Their revenue was also weighed down by the ban on the sale of tobacco products to individuals in food stores larger than 400 m². RPCG encouraged retailers to generate additional footfall with offers in, for example, the bakery and ultra-fresh products.

A 'sweet franchise' that inspires

Ambition to be the best retailer

RPCG stands by its ambition and promise to be the best FMCG retailer for independent entrepreneurs. The objective is that whoever wants to start up a supermarket thinks of RPCG first and that all existing partners want to continue working with the organisation, no matter whether they are Spar and Alvo entrepreneurs or independent retailers.

RPCG sees its partnership with the operators of Spar as a 'sweet franchise' that inspires, supports and empowers.

- **Inspire**: through the spring and autumn trade fair, the study trip etc.
- **Support**: through training, financing, assistance for the installation of a parcel locker or charging station etc.
- **Empower**: by letting the entrepreneurs take their own decisions on Sunday opening or by allowing them to get some of their stock from local suppliers and in this way maintain an ideal mix for their point of sale.

Spar Colruyt Group is the trusted neighbourhood supermarket for all daily shopping, with a strong range of fresh products and a focus on taste, quality and enjoyment. With their specialities, skills and personal service, the independent entrepreneurs set their own accents in their stores. Spar inspires via various channels, including the free KOOK magazine. Most stores are also open on Sunday (mornings).

220 stores

350-1.800 m²
average store area

mijnspar.be

Investing in expansion and cooperation

Spar Retail continued to focus on **upgrading** its **store fleet**. Ten stores were redesigned and now enjoy the strong 'Spar Colruyt Group' feel. At five sites that previously housed other supermarkets, new stores have opened, all with room for the specialities of the entrepreneur, such as bread, cheese, meat or fresh fish.
Alongside detailed shelf plans and assortment support, the entrepreneurs can also count on assistance with developing commercial dynamics on their shop floors on the basis of an individual store passport.
Spar Retail continues to **invest in cooperation** with its entrepreneurs, through training programmes on customer friendliness, among other initiatives. The two annual inspirational fairs remain important in bringing independent entrepreneurs, their teams and suppliers together around assortment, innovation and commercial opportunities. At the spring trade fair of 2026, the entrepreneurs had their first opportunity to close deals on attractive terms, formulated together with around 40 suppliers.

Zondag deals

Making the most of Sundays

The new **Sunday Deals** are strong promotional campaigns to stimulate customers to (keep) choosing Spar on Sundays. Most Spar stores have been a regular port of call for their customers on Sundays, with seven out of ten open in the morning and two out of ten all day. The relative advantage is, however, being diluted as more supermarkets open on Sundays.

Spar is committed to the environment

The campaign featuring inspiring images of fish dishes in the KOOK magazine won the Benelux Award from the **MSC**, the benchmark for sustainable fishing.

Spar Retail provides support

- The organisation entered into a framework contract with Bpost for entrepreneurs wanting to install a **bbox parcel locker** at their stores. More than 120 Spar and Alvo stores will be fitted with such a locker by the end of 2026.
  The organisation has also facilitated the installation of DATS 24 charging stations near the stores.

- The new baseline 'That's what pleasure tastes like' was communicated further to entrepreneurs and consumers. The **new brand identity** focuses fully on experience, taste and sensory pleasure – recognisably Spar Colruyt Group, but more intense.

Tasty & Convenient

Delitraiteur was set up in 1990 and has been an integral part of Colruyt Group since the end of May 2025. The acquisition is part of our ambition to increase growth in **urban** settings and in **convenience** foods, with easy and healthy meals, ready-to-eat or ready-to-heat.

Customers can purchase more than 200 freshly prepared meals and a large range of salads and sandwiches, to consume on the premises or to take away. In addition, there is a wide range of vegetables, fruit, bread, soup, roast chicken, cheese, wine and gift items. Delitraiteur is also an exclusive distributor of Nespresso coffee capsules. Every store has its **own kitchen** and is **open 7 days a week** from 7 a.m. to 10 p.m.

- Today, there are 40 stores in Belgium and 1 in Luxembourg, located in high-traffic locations; most of them run by independent operators. Candidates interested in operating a store are always welcome!

- Delitraiteur held up in a difficult context and saw its sales decline especially on Sundays, due to additional Sunday openings of nearby stores.

- Since the takeover by Colruyt Group, purchasing synergies have already been realised and the stores now open half an hour earlier.

2025

40 stores in Belgium and **1** in Luxembourg

More than 60 employees in FTE

Tasty & Convenient

delitraiteur.com

For more than 55 years, Codifrance has been a key player in distribution to convenience stores spread across three quarters of France. Codifrance delivers dried goods, as well as fresh and frozen products to over 800 affiliated stores, in its own formats Panier Sympa, Épi Service and VivEco and the Coccinelle and Coccimarket licences. In addition, Codifrance supplies almost 2.200 other independent retailers. The complete range combines major national brands with private labels (Belle France) and a large selection of organic and ecological products.

- **2004**: acquisition of Panier Sympa and licence holder of Coccinelle and Coccimarket
- **2023**: acquisition of Degrenne Distribution, including the brands Épi Service and VivÉco

810 affiliated stores
264 Coccinelle
182 Panier Sympa
174 VivÉco
116 Épi Service
74 Coccinelle

60 to 750 m² store area

Approx. 8.500 items in the three temperatures

More than 350 employees in FTE

55 years' experience of food distribution in convenience stores

codifrance.fr

Growing store network, ready for even further expansion

The French wholesale business is satisfied with the increase in revenue last financial year, mainly due to the addition of about sixty affiliated stores, building on the expansion of the previous financial year. As a result, Codifrance has reached the **milestone of 800 affiliated stores** for the first time, so further economies of scale are gradually starting to be generated. The business worked on harmonising articles and systems within Degrenne Distribution, acquired at the end of 2023, and on vacating the Villers-Bocage distribution centre, which will be sold.
As a result of the termination of the Colruyt Prix Qualité retail format, Codifrance was no longer able to make use of shared IT licences and joint services, such as technical and real estate services. The business is currently organising itself to recruit the necessary skills so that it can function autonomously.

New distribution centre up and running

In April 2026, Codifrance relocated the activities of its distribution centre in Villers-Bocage to a new leased 25.000 m² site in Carpiquet, near Caen. With the extra 9.000 m² of space, it will be possible to increase the product range, handle future volume growth and further optimise logistics flows. The distribution centre performs well in terms of sustainability and also exemplifies the dynamic within Codifrance and its commitment to offer customers **even better service**.

Affiliation rather than franchise

Codifrance prides itself on its partnership model which grants the independent operators a certain degree of **freedom**, including the option to get some of their stock from other suppliers. And the format is growing in popularity: in the first quarter of 2026, Codifrance was again in negotiation with potential operators for around 45 affiliation contracts. Over forty business advisers are responsible for support in the areas of feasibility, administration, layout, product range, pricing, marketing, etc.

Colex (Colruyt export) supplies retail and food service products to distributors, wholesalers and supermarkets all over the world, with a focus on the African continent and French and Dutch Overseas Territories. The export department does especially well in Central and Western Africa, with the Democratic Republic of the Congo as its largest sales market.

Colex offers a wide range of food and non-food items, from grocery wares and frozen goods through household products to baby and personal care articles. The focus is on Colruyt Group's private labels (Everyday, Boni Selection and Culino), supplemented with a peripheral range of A-brands, including extended shelf-life products specifically for export.

The export company does not have its own stores but works closely with local partners, using their distribution networks. Colex stands out with its unique all-in export service and for the support it gives its customers in marketing the products.

- **1985**
- **Approx. 150 active customers**
- **5.000** items
- **More than 40** employees in FTE
- **Bringing quality products to the world**
- **colex-export.com**

Strong position in Congo

The Democratic Republic of the Congo is still the main sales market, followed by Rwanda. Colex had a difficult year in Congo given the geopolitical context, but retained a significant market share with Everyday, Boni Selection and the export exclusive mayonnaise Culino. Everyday will remain the preferred brand, which has evolved historically, and will be further rationalised over the coming years.
To further reinforce brand awareness and reach new consumers, targeted marketing campaigns were implemented in the last financial year, including outdoor campaigns, social media posts and tastings.
And finally, Colex has also been exploring potential sales markets in East Africa and the Middle East.

> **Everyday remains the preferred brand in Congo**

First venture into Morocco

Colex concluded a new partnership with **LabelVie** in Morocco – with over 400 stores, it is the second biggest distributor in the country. In an initial phase, it is buying around 60 Boni products and a few Everyday ones. Entry into the Moroccan market called for careful preparation in view of the strict import requirements and specific market context.

Straightforward marketing material

Colex is the only player in its markets to offer a digital platform enabling its customers to create their own straightforward marketing material, such as social media posts, advertising brochures and product catalogues for wholesalers. With its set templates and a central image base, **MyColexStudio** also maintains brand consistency, helping to ensure an efficient and uniform market approach.

Food

Food service

The food service activities of Colruyt Group in Belgium consist of supplying food items to the hospitality industry, businesses, schools, hospitals and care institutions, as well as supporting industrial kitchens. These activities account for 3,5% of the group revenue.

solucious Making food service easy

Culinoa

valfrais part of Solucious

Délidis vers op maat

solucious
Making food service easy

The food service company Solucious supplies foodstuffs to professional clients all over Belgium, mainly in the hotel and catering industry, social catering (e.g. schools, hospitals, care institutions etc.) and company catering.

They offer dried, fresh and frozen products, in both small and large packs. The food professionals select from national brands, private food service labels for professional chefs (Culino and Econom) and the retail brands (Boni Selection and Everyday). The company stands out for its ease of use, fair and consistent pricing with bulk discounts and reliable customer service.

2013. Acquisition of Culinoa in 2021, Valfrais and Délidis in 2024

EUR 366 million revenue in food service (+10,2%)

More than **13.000** customers

More than 1.000 employees in FTE

Making food service easy

solucious.be

Growth in a difficult market

The food service activities continued to grow in a consolidating market, although the pace of growth slowed moderately, especially as a result of decreasing orders in the hotel and catering industry. The sector saw a decline in visitor frequencies, driven by persistently weak consumer confidence. Solucious also applies strict debtor management, with payment on delivery.

Culinoa took a major step forward with its new, extremely user-friendly user app. It continued on a strong growth path in residential care homes in Wallonia and also increased its presence in Brussels and Flanders.

Délidis was completely separated from its previous owner, Groep Peeters-Goovers, in April 2025. It continues to focus on regional strengthening and on ensuring that processes are sustainable. The integration with Solucious has already provided concrete synergies in purchasing.

Valfrais focused on optimising its margins, for example by reorganising its customers, agreeing new prices with suppliers and reducing external services. The integration of Valfrais into Solucious has been accelerated; Solucious will use the site in Bastogne as an additional hub for deliveries to the south of the country.

Foundations for further growth

Solucious has identified a lot of potential for further growth in Belgium, in the **hotel and catering industry**, for example, in integrated restaurant chains and leisure companies such as amusement parks.
The food service player also has a great many strengths in the **public** and **healthcare sectors**. As a Belgian company with the required certificates, it offers a large and flexible range in the three temperatures, reliability and convenience, and is familiar with public tender processes.
Finally, as B2B partner within the group, Solucious offers an increasing array of ingredients for the catering departments of the independent Spar stores.
By investing in efficiency and reliability, service, sustainability and assortment, Solucious has laid the foundations for further growth as a professional and engaged partner that gives its customers maximum peace of mind.

Reliability first

Solucious has launched various logistics projects to increase reliability and guarantee on-time, correct deliveries.

- New **warehouse management** system in the warehouse in Bornem to improve inventory management and ensure more accurate order processing.
- New logistics partner for the **frozen range**.
- The **new hub in Machelen** ensures more efficient volume distribution.

Fresh momentum for Culino

The Culino private food label, exclusive to Solucious, has been refreshed and positions itself as the reliable staple for every professional kitchen. The range is gradually being expanded from 280 to more than 400 items.
The Culino RecuPuree won an **Innovation Award** at the Horecatel trade fair. The product is a fresh puree made of potatoes that have been withdrawn from standard distribution, a combination of sustainability and quality.

Greater convenience and flexibility

To offer its customers even greater convenience and flexibility, Solucious continued to invest heavily in raising its levels of service.

- The new **app** and **website** make it even easier and faster for users to place orders.
- At the first edition of the **customer event** Garden of Taste, the central themes were experience, product innovation and encounters. After the event, the customers who had attended found their way to the varied Solucious range even more easily.
- For the third year in a row, Solucious was awarded the **IFS Wholesale certificate**, a valuable recognition of the quality awareness and commitment of all employees.

Sustainable business

- In 2025, around 17% of deliveries in the big cities were **emission-free**. The 7 electric chilled lorries made a total of 9.770 deliveries.
- With the **new charging infrastructure** in Bornem, Solucious now has two sites, where six electric lorries can be charged simultaneously at any time.
- The **private-label packaging** is more than **99,5% recyclable**.
- Over 90% of the suppliers of private labels have signed the **Letter of Commitment** on human rights and working conditions.
- The sustainability efforts were awarded a silver **EcoVadis medal**, after bronze in the previous year. This takes Solucious into the top 15% of all companies assessed worldwide, with a better score than the average for the food service sector.

Culinoa

Culinoa is the expert in the management of industrial kitchens in care institutions; it gives peace of mind by combining menu planning with a strong central purchasing point, innovative software and strategic advice. This allows kitchen teams to focus on preparing high-quality meals, and management can rely on strict food cost control.

valfrais
part of Solucious

This Belgian food service company has ample experience in the supply of food products to the hotel and catering industry and industrial kitchens in Wallonia and Luxembourg. From the distribution centre in Bastogne, customers receive daily deliveries of fresh, ultra-fresh, dry and frozen products, including a large number of regional specialities.

Délidis
vers op maat

The Délidis family business from Gierle has had fresh produce wholesale operations since 1947, with a wide range of fruit and vegetables, fresh meat, meat preparations, prepared meals and meal components. Délidis targets various sectors, such as the hotel and catering industry, industrial kitchens, retail and healthcare. It is known for its professionalism and customisation, including advising, portioning, cutting, packaging, prepping and ripening. Délidis also supplies fruit and vegetables to our Cru markets.

Food

Food production

Colruyt Group is the only Belgian food retailer with industrial production departments and decades of experience in development, production and packaging of foods. Colruyt Group Fine Food has ten production sites and more than 1.300 employees actively working in the production and packaging of meat, salads, cheese, wine, coffee and bread. In-house production enables us to work cost-effectively, guarantee constant quality and create added value. The products are marketed under our private labels such as Colruyt Beenhouwerij, Boni, Everyday and Spar.

Together with the group's farming activities, Fine Food falls under the management of Food Production, given the strategic importance of the two and the many ways they interact.

Fine Food

New
cheese factory

In September 2025, a new cheese factory was opened in Halle; it has two floors and covers a surface area of just over **4.000 m²**, with nine high-tech production lines for grated cheese, bite-sized cheese cubes, slices, wedges and blocks. Fine Food Cheese cuts and packages more than **200 items** for all store formats, food service, export and the meat-processing operation. The cube-cutting line generates 30% less waste, making it one of the best in Europe. The production site also gets very good scores for ergonomics, logistics and maintenance efficiency and sustainability. It was completed on time and on budget and guarantees high service levels for stores.

› **60 tonnes of cheese a day**

› **1 million packages a week**

Moderate decline in volumes

Most production departments saw a slight to moderate decrease in volumes, partly due to the moderate contraction of the group's market share and partly due to a change in consumer behaviour, such as a reduction in alcohol and meat consumption.

- **Beef production** in particular came under pressure from dramatic price increases, which were partially offset by growing volumes of poultry and delicatessen counter meals. Fine Food Meat sees a lot of potential in a convenience range and will therefore further improve classics like carbonnade flamande (Belgian beef and onion stew) and vol-au-vent, and also develop new products.
  Mixed mince with 60% beef and 40% broad bean flour was launched in 2025, and more meat products enriched with plant-based ingredients will follow in 2026.

- The production and consumption of **spreads** for Boni and Everyday were in line with the previous year.

- The **bread department** won a few good international contracts for frozen buns. It has also supplied par-baked bread rolls to our Okay convenience stores on Sunday mornings since the beginning of 2026. The bread department sees potential in Colruyt stores experimenting with extended bread shelves as well as at Comarkt and independent Spar stores. The bakery department in Jumet already supplies artisanal products specifically for the Walloon market to a number of Spar stores in Wallonia.

- **Cheese production** was more or less stable, thanks among other factors to additional opportunities arising from the new factory. Finally, the **coffee roasting facility** saw an increase in volumes in 2025, despite price rises for beans on the raw materials market.

Investing in the future

Fine Food has an unwavering commitment to invest in its future as a firmly anchored, sustainable production business focused on product quality, cost efficiency and delivery reliability.

- 2025 saw the addition of ultra-modern **production lines** for coffee pads and lardons.

- A new **ERP system** (focused on standardising processes, increasing productivity and efficiency gains) was implemented successfully in cheese processing. The coffee and wine departments will follow in the autumn of 2026, and all production sites will run on the same software by 2028.

- A new **action plan** supports **employees** in the many changes in the production workshops, and aims for a strong organisation with the right people, a safe and healthy working environment, strong leadership, clear objectives and respect for agreements. A reduction in the number of sick days and a spectacular decline in lost-time incidents were already recorded at the beginning of 2026.

Good-bye glass, focus on boxed wines

Fine Food Wine discontinued bottling wine in glass containers completely. A difficult decision because of our tradition in wines that goes back to 1937, but the activity could no longer be financially justified for reasons such as insufficient differentiation opportunities, decreasing wine consumption and demand for more sophisticated bottles.

- The production site in Ghislenghien filled some 30.000 bottles a day, or 4,5 million litres of (European) wine a year. The activity has been outsourced to an external bottling plant, which means that customers can still find their familiar wines in store.

- The site continues to package (especially overseas) **wines in boxes** of 3 and 5 litres, the equivalent of an annual production of almost 15 million litres. Boxes remain distinctive products for the stores, popular because of their price, environmental footprint, quality and shelf life.

Agriculture

‘Locally grown, locally loved’

As the only Belgian food retailer, we are doing our bit to anchor agricultural production in our own country in order to achieve long-term food security, affordability and employment. At the same time, we also take advantage of opportunities, together with partners, to make agricultural activities and food production more sustainable. Ultimately, we are meeting consumer demand for healthy, locally produced and sustainable products.

Maximum sourcing in Belgium
Our stores offer products from 6.000 agricultural enterprises. Almost 100% of produce such as fresh meat, milk and eggs comes from Belgium.

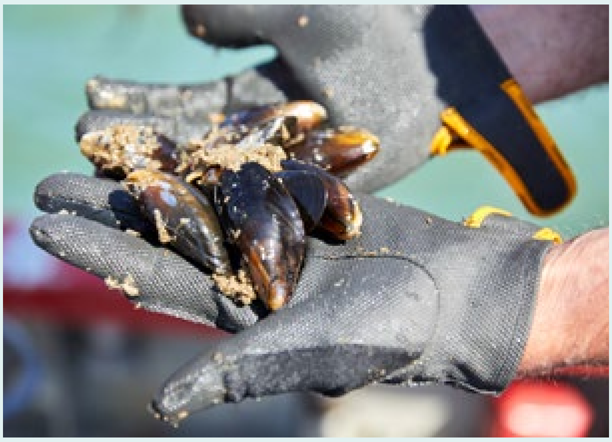
Structural cooperation
For produce such as chicken, beef, pork and milk we cooperate directly with 600 family farms. These partnerships offer them a long-term sales guarantee as well as supply security for our stores and customers. Together, we also make the production chains more cost-efficient and take steps towards sustainability.

Smart use of our own land
We use some of our agricultural land for innovative, sustainable crops and are also developing new production chains, such as Boni Plan’t falafel based on locally grown yellow peas. Unique Belgian baking wheat is used to bake delicious bread for Bio-Planet and Okay.

Own production
We have set up a few integrated production chains that we manage entirely ourselves – from cultivation, processing and packaging to sales. Under the banner of ‘**Local craftsmanship with heart**’, we create new products that fit perfectly into the Belgian tradition of regional produce, such as mussels and wine.

Third harvest of Belgian mussels

In the summer of 2025, we commercialised the third complete harvest of suspended culture mussels from our marine farm in the North Sea. Because of less favourable weather, the harvest was limited to 75 tonnes gross, or 30 tonnes of marketable produce. The mussels were offered in the Cru fresh food markets and, via our food service company Solucious, also in 40 catering businesses. We estimate the 2026 gross harvest at 90 to 160 tonnes. Our own two ships are used alternately, depending on the nature of the work (harvest or maintenance) and conditions at sea.

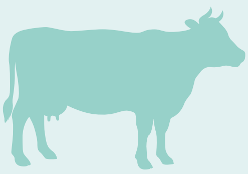


Agriculture

First own wine for sale

In April 2026, Colruyt Group launched its first own wine, grown in the vineyard in Hainaut. In this way, we are meeting the growing demand for Belgian (organic) wine and are strengthening our image as a wine specialist.

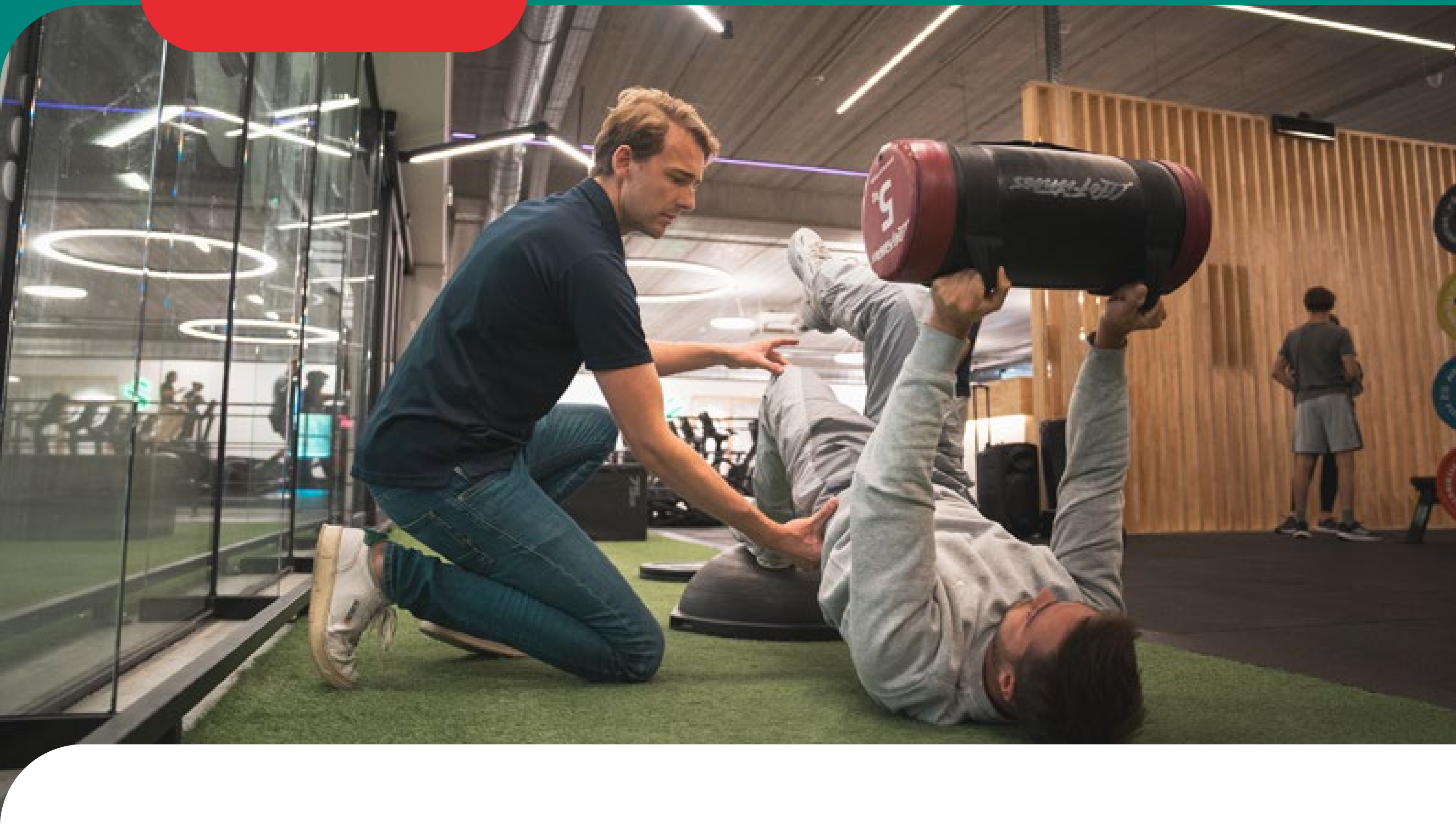
- The 8.000 bottles of premium-quality white wine are for sale in **Cru** markets, the drinks webshop **BOIR**, the **Foodbag** meal box and in a number of restaurants through our food service company **Solucious**.
- An external partner took care of wine making and bottling, and from the middle of 2026 onwards, we have our **own winery**.
- The vineyard is in conversion to **organic farming** and certification.



Towards a more sustainable beef and dairy sector

Colruyt Group is a partner of the **B-Wise Beef** practice innovation project, which aims to develop the specification requirements for sustainability and animal welfare of the Belgian Blue breed by 2027. The project is part of a **European Innovation Partnership** (EIP); it is being implemented jointly with, among others, the Flanders Research Institute for Agriculture, Fisheries and Food (ILVO) and our trusted partner **Vlaams Hoeverund**. Together with the producer organisation, we undertook to request the project subsidy.
Together with the Walloon producer organisations **Les saveurs d'Ardennes/En direct de mon élévage**, we are also working towards making the Belgian Blue breed sustainable.
Finally, in April 2025, we renewed our partnership with the **Inex** dairy company for a period of three years. The focus now is on sustainability, with more sustainable Boni milk as the ultimate goal.

Health and Well-being



Colruyt Group is active in Belgium in the specialist area of Health and Well-being, with the physical fitness clubs Jims and the online health platform Yoboo. The online pharmacy Newpharma serves customers in Belgium and six other European countries. These activities account for 2,6% of group revenue.

jims
we move with you

Jims operates 90 fitness clubs in Belgium and Luxembourg. In a modern, motivating environment, members take part in condition and strength training as well as group classes led by professional coaches. The fitness chain aims to be an accessible and affordable way to help as many people as possible to lead an active, healthy lifestyle. It also offers business formats, ranging from subscriptions and team events to complete tailored wellness packages.

Jims has launched a number of initiatives to help change fitness into 'healthness'. For example, it has developed specific mobility programmes in cooperation with hospitals, and various clubs also provide physiotherapy, fully in line with the group's ambition to make (preventive) health widely accessible.

Acquisition of Jims in **2021**
Acquisition of NRG end **2024**

EUR 277 million combined revenue Health & Well-being (+18%)

90 fitness clubs (of which 6 in Luxembourg)

More than 300 employees in FTE

We move with you

jims.be
jims.lu

Revenue more than doubled

- Jims more than doubled its revenue, firstly by opening seven new clubs and secondly by acquiring 40 former NRG clubs at the end of 2024. Cost and revenue synergies have resulted in a higher contribution to the group.

- All acquired clubs were sporting the Jims look by April 2025, and about half of them had been thoroughly remodelled in the previous financial year. The integration of aspects such as IT, communication, security and training has also been completed.

- With a total of 90 clubs, Jims remains the country's **second largest fitness chain**; it is planning to open six clubs in the 2026/27 financial year. At the same time, the chain remains on the lookout for opportunities to fill gaps in coverage, where possible on sites shared with other group brands. In the meantime, the focus is on further **embedding** the clubs in their environment, including the pool of employees, as well as on quality and service.

- The new subscription structure combines strengths of Jims (access to group classes and option to pause the subscription for 8 weeks) with advantages of NRG (tailored coaching programme with six-weekly follow-ups).

- At the end of the financial year, **patient support** agreements were already in place with fifteen hospitals and there were ongoing discussions with seven others. At the same time, Jims is focusing on closer cooperation with hospital rehabilitation services.

Winning customers

Jims continues to invest in attracting new customers and has seen a significant increase in its brand awareness.

- Adjustments to the commercial strategy for new clubs allows new members to be recruited even before the opening. They in turn introduce members, and this considerably accelerates the maturity process of new clubs.

- Jims has organised successful **recruitment campaigns**, for example with tickets to Arnold Schwarzenegger's speech at the SuperNova festival in Antwerp.

- Work is being done on formats to strengthen the links with the group via de **Xtra** app or through collaborations with food stores.

- In the area of **B2B**, there is a growing number of deals with companies, organisations and professional sports clubs as well as a partnership with the international sports subscription platform EGYM Wellpass.

- All clubs will have **infrared saunas** installed by the autumn of 2026.

Largest network of physiotherapists in the country

In 10 Jims clubs, sports enthusiasts and people in rehabilitation can already call on physiotherapists from leading practices such as PRIME physio | Wezenbeek (East Flanders) and SPRS (West Flanders). Their patients can rehabilitate using state-of-the-art equipment and materials, while athletes can simply contact the physiotherapist at Jims for advice and support. In this way, clubs are evolving into **health hubs**, where prevention, rehabilitation and sport go hand in hand.

Commitment to supporting obesity patients

Jims was the country's first fitness club to join forces with the Belgian Association for the Study of Obesity (BASO). Together, they have formulated guidelines and actions to make sports clubs more accessible, more inclusive and more attractive for overweight and obese individuals. In this cross-sector collaboration, BASO acts as a sounding board that checks the proposals against the relevant scientific insights.

Building bridges between care and fitness

Jims is increasingly intensifying its cooperation with the care sector through recovery and aftercare programmes under the banner of **Move for Health**. They integrate physical exercise into the (after)care programme and thus bridge the gap between care and fitness, with a focus on prevention and rehabilitation.

- Jims offers programmes for overweight and obese patients, patients with heart and vascular diseases, back and neck sufferers and cancer patients. They work in small groups in a club close to home, during or after treatment in hospital. After an initial trial class, they can subscribe with a special discount.

- The programmes can enhance the effect of the treatment, prevent relapse and help patients to develop healthy routines. They also play a role in reducing the workload of doctors and specialists in follow-ups in the area of exercise.

- The science-based training schedules are validated by doctors. In return, Jims employees receive training in hospital, where they meet the treating care specialists. This exchange ensures that the programmes are more widely accepted in clubs and hospitals.

- Jims is satisfied that, twelve months after joining, the majority of participants are still active in the club.

Newpharma is Belgium's largest online pharmacy, with more than 45.000 products from 1.700 brands at reasonable prices. The pharmacy is accessible via its website and app, either separately or as part of the Xtra app. Two thirds of the orders are delivered to the customer's home within 24 hours and one third to one of the 3.500 pick-up points.

Newpharma Group also delivers to ten countries, six of which are supplied with specific product ranges: France, Switzerland, the Netherlands, Germany, Austria and Romania. Newpharma also operates five physical pharmacies, in Antwerp, Liège and Halle, and supports the Colruyt and Okay food formats by providing advice on categories and brands.

Stake since 2017, fully consolidated since October **2022**

EUR 277 million combined revenue Health & Well-being (+18%)

45.000 items for the Belgian market

More than 300 employees in FTE

Your pharmacy, always there for you

Newpharma.be

Growth continues and competitive position strengthened

- Newpharma maintained its growth of recent years, realising a 10% increase in revenue, with highlights in the facial care and veterinary pharmaceutical categories.

- The online pharmacy still generates around half of its total revenue in **Belgium**. Although the market volume declined, Newpharma attracted new customers, increased its market share and strengthened its competitive position. The abolition of 'recommended retail prices' for over-the-counter products in 2025 led to somewhat more aggressive pricing in the Belgian market.

- In the other core countries, such as France, the Netherlands and Switzerland, the pharmacy recorded revenue increases of between 15 and 20%.
  In **France**, Newpharma is consolidating its position as the largest online pharmacy; it is known to one in four residents. The active customer base there exceeded that of Belgium for the first time.

- Sales in **Switzerland** have been stimulated by the opening of Newpharma's own pharmacy in Lausanne, which is also responsible for shipping.

- In **Romania**, the pharmacy reached the milestone of one thousand orders a month one year after start-up and expanded its range to 12.000 items.

- Newpharma is pleased that it was able to combine volume growth with another rise in **customer satisfaction** in its main markets. Among other criteria, quality, price, delivery performance and ease of handling in general achieved high scores.

- As a priority, the online pharmacy is planning to consolidate its position in **Belgium**, with specific focus on Flanders. At the same time, it wants to invest heavily in the huge **French market as its most important driver of growth**. Finally, Newpharma aims to generate further organic growth in the promising markets of Switzerland and the Netherlands, partly by including more local brands in its range.

- Newpharma has already achieved ISO 27001 certification for its activities in Romania and will, after Belgium, work towards certification in the other countries as well.

The French market is the most important driver of growth

Growth potential

Newpharma sees enormous potential in its online business model.

- Around six in ten Belgians already purchase pharmacy products online. Among the younger, active population, **online** purchases are even the **primary channel**, certainly for categories such as facial care and beauty.

- Similar to food retailers, online pharmacies can expect an average customer lifetime of 30 to 50 years. In addition, Belgian customers are fairly loyal to their (physical and online) pharmacy.The webshop has been adapted to achieve optimum performance in **AI-driven search engines**.

Efficiency gains in logistics

- Further **automation** in the warehouse in Liège allowed 7.000 additional orders to be handled a day, equivalent to an improvement in operational productivity of 5%. All countries, with the exception of Switzerland, are supplied from Liège.

- In the run-up to Black Friday in 2025, the warehouse started a **night shift** staffed by 2 co-workers. It has operated 24/7 since then, cutting delivery times and certainly making it interesting for urgent orders.

Successful private label

In the first three months after its launch, the Newpharma brand generated over 100.000 euros in revenue. This strong start has established the pharmacy as a **trusted name**. The private label includes 13 nutritional supplements, with magnesium and vitamin D and C being best sellers.

Physical and online connections

- Newpharma Group has five **physical pharmacies under its own management**. They benefit not only the credibility of the online player, but also allow it to stay in touch with pharmacy practice.

- The central team of pharmacists conducts a few **teleconsultations** every day, gathering valuable experience in case the pharmaceutical market is ever liberalised and prescribed medication can be delivered online.

Yoboo

Yoboo stimulates people to work on their health with a focus on prevention. It does so firstly by supporting independent pharmacies with training, methodologies and (digital) tools to coach people towards a healthier lifestyle. Secondly, it develops custom health programmes for companies and their employees.

Yoboo contributes to the group's ambition as a food and health retailer to make (preventive) healthcare widely accessible. In this process, the brand also establishes the link to partners such as Collect&Go or Bio-Planet (for nutrition), Jims (exercise) and Colruyt Group Academy (stress, sleep, etc.).

Stake as at 31 March 2026: **100%**

Yoboo.be

Gathering pace in the B2B segment

Yoboo has boosted its offering for companies and organisations and successfully convinced more customers to develop a **lifestyle roadmap**. More than a thousand employees have already been reached in this way, and they are generally very satisfied with this token of appreciation.
A roadmap usually starts with a general explanation for the employees. After that, an average of 7 out of 10 individuals take part in a health scan, which includes physical tests and questionnaires. The employer receives a report with findings and recommendations and, if it so chooses, can have a custom programme compiled with one-on-one or group coaching. The employees receive a personal report and support in compiling and implementing their own personal action plan, with a focus on nutrition, exercise or rest.
Once the roadmap has been completed, they can continue to work on their own initiative in areas such as knowledge (deepening), motivation (with Yoboo coaches) or solutions (based on tests and products). Thus, Yoboo also attracts individuals as customers through the B2B channel.

Network of 55 affiliated pharmacies

- At the end of the financial year, 50 independent pharmacies were affiliated to Yoboo. A hundred pharmacists had completed the training for lifestyle coaching and together already reached more than 2.000 patients.

- The affiliated pharmacies enter into a one-year **licence agreement**. As Yoboo partners, they have access to all the tools to act as lifestyle coaches, such as measuring equipment, the app, an online dashboard and an innovative assortment of parapharmacy products, supplements and self-test kits.

- The pharmacists encourage their existing customers to choose lifestyle coaching, but may also be contacted by anyone who, after the free lifestyle test, wants to engage further with a local healthcare professional.

- In March 2026, the first full-blown Yoboo **lifestyle pharmacy** opened in Antwerp, fully set up and tailored to lifestyle coaching, in addition to the familiar pharmacy service. In this way, the brick-and-mortar pharmacy can continue to distinguish itself in a market with strong online competition and intense price pressure. The establishment of **close customer relationships** ultimately also stimulates sales.

Holistic and achievable

Yoboo looks at health holistically and during a scan maps the most important parameters around physical activity, intestinal flora, sleep, glucose levels, stress and intoxication. During a consultation or in the app, customers get advice on how to introduce small habits that contribute to a healthier lifestyle. In many cases, a personal action plan aims to achieve greater energy, something that most people are open to. To keep it achievable, the plan is based on the individual's available time, motivation and priorities.

Non-food

Colruyt Group is active in Belgium in the non-food retail sector with the bicycle shop Bike Republic and the fashion chains Zeb, The Fashion Store and Pointcarré. Zeb also has several stores in France. These activities account for 2,9% of the group revenue. The group also has a stake in the toy shop Dreamland.

Company in which Colruyt Group has a stake

FS
FASHION SOCIETY

The Fashion Society groups three multi-brand fashion chains, operating mainly in Belgium, but also in Luxembourg and France. These are out-of-town destination stores, with a focus on shopping experience and customer satisfaction. The three brands target broad but clearly distinct groups, covering a large portion of the fashion market. Zeb is for self-aware, younger customers who are looking for inspiration and a bargain. Family stores PointCarré and The Fashion Store target multi-generational trend followers and excel on personal advice and a personal touch.

- Stake in 2014, fully consolidated **since 2020**
- **EUR 309 million** combined revenue Non-food retail [1] (+16,4% or approx. +3,5% on a comparable basis)
- **134 stores**, of which 4 in France [2]
- **1.000 m²** average store area
- Average of **39.000 items** on an annual basis
- **More than 900** employees in FTE
- **zeb.be**
  thefashionstore.be
  Pointcarre.be

(1) Including The Fashion Society for 12 months in financial year 2025/26 vs 10 months in financial year 2024/25.

(2) Situation as at 31 January 2026, end of financial year of The Fashion Society

Better than average

The Fashion Society looks back at a good financial year, without any major peaks or troughs in either the summer or the winter season. Yet the fashion market remained volatile, with a strong month in November 2025, for example, and an unseasonably warm and therefore weak December. Thanks to steps such as inventory, price and discount monitoring, the fashion company was able to complete the January sales with limited remaining stock. Over 2025 as a whole, The Fashion Society performed a lot better than average in the fashion market, although the store fleet was virtually stable.

- The shift to fewer but more **targeted promotions** had a favourable impact on revenue and margins.
- From 2026 onwards, the company plans to **boost its online revenue** (and double it in the long term), by taking steps such as switching to the Shopify e-commerce platform.
- Substantial costs were saved by making use of **AI** in marketing communications. Zeb's year-end festive brochure was produced entirely with AI.

Sustainability

The Fashion Society deliberately chooses materials such as organic cotton and recycled polyester, while suppliers sign codes of conduct for, among other aspects, production processes, working conditions, animal welfare, etc. Moreover, the year 2025 was all about reuse and recycling.

- **Collection campaigns** at Zeb and The Fashion Store, conducted for the benefit of Kringwinkel second-hand stores, generated 35 tonnes of used clothing, of which over 70% was suitable for resale.

- The Fashion Store offers a permanent **repair service** and **rents out** the collection of Terre Bleue via the Dressr platform.

ZEB
MULTI-BRAND FASHION STORE

- **85 stores, of which 4 in France**
- **Potential for more than 100 stores in Belgium, of which 70 in Flanders**

- Since they opened in 2024, the four **French** stores have performed at an average level, although they remain promising for the future. It takes time to attract new customers and to switch employees to the Zeb service model.

- Zeb staged a colourful year with a few successful collaborations and special collections for occasions such as the fiftieth anniversary of the **Rock Werchter** festival, including a shop on the festival grounds themselves.

- Under the motto '**Zeb for everyone**', the brand continues to present itself as diverse and inclusive. During the new Reborn campaign, five individuals who had undergone a radical body transformation were given a tailor-made new look with which they can be completely themselves. The campaign was spearheaded by the Flemish TV personality and familiar Zeb ambassador **James Cook**. The popular influencer **Silent Jill** was recruited as ambassador for Wallonia.

the fashion store

- **23 stores**
- **New: Hasselt and Lier**
- **Potential for 50 stores in Flanders**

- The Fashion Store in Aarschot was the second store to don the new brand identity to an enthusiastic reception by customers. The store breathes timeless class, with inspiration provided by mannequins and digital screens.

- Since its launch in the spring of 2025, the exclusive collections of **Ellen Callebout** have been an immediate success and invariably sell out completely.

- After the acquisition of the **Terre Bleue** brand, the number of successful collections presented has risen to three.

PointCarré

- **26 stores, of which 23 under own management and 3 under franchise**
- **Potential for 30 stores in Wallonia**

- PointCarré has discontinued the collaboration with the three franchise stores and plans only to operate stores under its own management in the long term in order to implement even more coherent and targeted policies.

- The family stores are often located close to a Zeb store and enjoy **wide brand awareness** in Wallonia.

- PointCarré has worked hard on its rebranding and expects a lot from the new store concept, which will be unveiled in September 2026.

Bike REPUBLIC

Bike Republic is a leading player in sales and maintenance of brand-name bicycles and e-bikes, cycling clothing and accessories.
As a reliable *compagnon de route*, the bike specialist sets out to help any bike-rider at any time by providing rapid repairs at one of its Service Points or giving expert advice on the purchase of a new bike or accessories. The brand is aimed at literally anyone from 2 to 102, from children and recreational cyclists, to commuters and sports enthusiasts, to cyclists with disabilities.
Bike Republic excels in accessibility, with its strong network of stores and Service Points, its flexible opening hours and excellent service. Business customers can purchase or lease bicycles and have bicycle plans tailor-made for them. Leasing currently represents about a third of Bike Republic's revenue.

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

EUR 309 million combined revenue Non-food retail (1) (+16,4% or approx. +3,5% on a comparable basis)

29 stores and 5 Service Points

500 to 1.200 m² average store area

More than 150 employees in FTE

We help any bike-rider

bikerepublic.be

(1) Including The Fashion Society for 12 months in financial year 2025/26 vs 10 months in financial year 2024/25.

Turnaround observed in moderately growing market

After a few lean years, Bike Republic managed to reap the benefits of its clear strategic choices and profitability efforts. In a market again showing moderate growth, the bike specialist saw an above-average increase in its sales and even greater growth in its service activities.

- Bike Republic cleared its overstock – an issue affecting the entire bicycle sector since the coronavirus crisis. The number of showroom bikes and the brand portfolio were streamlined, while improvements were made in a number of crucial buying and stock management processes.

- The organisation moved from mainly central control to more **local management** and initiative at store level. Stores were given greater scope and responsibility to gear their product ranges and stocks to the local context, given the significant differences in terms of location or sales history.

- Bike Republic remains focused on expansion in Flanders and on further valorising **service as the most frequent contact point** with its customers, for example by creating more Service Points, offering longer opening hours and ensuring better trained employees. Within one year, the number of contacts for maintenance and repair rose by a quarter, to about 2.000 a week.

Service as the most frequent contact point

Investing in training
Over a two-year period, Bike Republic saw its customer satisfaction increase by more than 15%. To raise service levels further still, the number of training hours in 2025 was doubled, often involving digital e-learning courses which sales and technical staff can attend at their place of work. They can also call upon a number of brand ambassadors who share expertise and news among colleagues, and have access to training sessions run by the bike brands themselves.

Product range for 2 to 102 year-olds
Bike Republic helps any bike-rider at any stage of life, whatever their needs, from children's bikes, to commuting or racing bikes, to adaptive bikes. E-bikes continue to drive sales and revenue. A slightly higher number of accessible starter models were included in the range, serving to further stimulate sales. With a view to ensuring simplicity and transparency, Bike Republic adjusted its pricing and promotions policy.

Accessible service making life easier for customers
The **Service Points** launched at the end of 2024 make maintenance and repair even more accessible. They are usually set up at busy city locations, offer longer opening hours (8 a.m. to 6 p.m.) and complement a larger store on the periphery of the city.

- The Service Points form a profitable activity attracting new customers. Bike Republic intends to open a further seven new ones in 2026.
- A Service Point covers an area of 150 to 200 m² and works on the basis of no appointments. There are also larger premium versions with a small and accessible range of bikes on display.
- **Bicycle lockers** are currently being trialled next to the store in Boechout. Customers can safely leave their bikes there outside opening hours and then pick them up again once the maintenance or repair work has been completed.

DreamLand

Since **2023**

Stake: **25%**

Rebranding and expansion

Colruyt Group has a 25% stake in its formerly consolidated Dreamland operation; in October 2023, the remaining 75% was sold to ToyChamp Holding NV, the largest toy retailer in Benelux. Dreamland has since then been completely separated from Colruyt Group's systems, but does use the Xtra loyalty platform as an external partner.

Under the umbrella of the strong partner ToyChamp, Dreamland has evolved into a healthy and profitable company with 70 branches in Belgium. At the beginning of 2026, four new stores opened their doors on sites of former Cora hypermarkets; another three will follow later.

Building on name recognition and the strong brand image, ToyChamp has renamed all its stores, at almost 100 sites in total, in Belgium and the Netherlands into Dreamland. This went hand-in-hand with a new logo and complete rebranding of communications and stores.

Energy

Virya Energy is a Belgian pioneer in sustainable energy solutions, the result of a strategic partnership between Colruyt Group and Korys, the investment holding company of the Colruyt family. The company's activities span the entire sustainable energy value chain, from development and construction to operation and distribution. It thus contributes substantially to the development of innovative technologies and to accelerating the energy transition.

*The portfolio of Virya Energy encompasses strategic investments in onshore wind and solar energy, the development of sustainable hydrogen, energy distribution and specialised services for the energy sector.
The company has more than 700 employees and operates in over 15 countries in Europe and Asia.*

virya energy

Company in which Colruyt Group has a stake virya energy

2019

Stake: **30%**

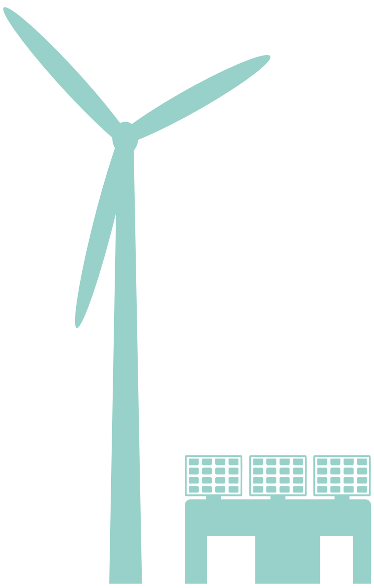
virya-energy.com

On course to further growth

Virya Energy has a well-considered growth strategy, with the ambition to maintain strong growth and supply fit-for-purpose energy in 15 countries. Since the development phase of renewable-energy projects takes several years, these types of projects require substantial start-up investment before they reach the commercial operational phase and start to generate income. As a result, Virya Energy is currently in an **intensive investment phase**, with substantial capital deployment, limited operating income and a negative contribution. At the same time, the company has clear **prospects for added value** and profitability in the long term as projects are gradually completed and enter their operational phase.

At the end of the financial year, Virya Energy managed 0,7 GW of installed production capacity, mainly in wind farms. It is planning to grow this to **4,3 GW of operational capacity** worldwide by 2034, equivalent to four nuclear power stations. Solar installations are to cover three quarters of future capacity, with wind farms making up the remaining quarter.
To facilitate further growth, Virya Energy has implemented a new organisational structure, aligned with the respective markets:

1. **Grid solutions**
2. **Commercial and industrial solutions**
3. **Hydrogen**
4. **Retail**



1. Grid solutions – 'in front of the meter'

Virya Energy has 30 years of expertise in the development, construction and operation of large-scale energy farms that supply green power to public grids. It manages more than **30 onshore wind farms** in Belgium, France, Poland, Spain, Portugal and Greece.
There is also a focus at present on **repowering** older wind farms: extending their lifespans with new parts or replacing the old turbines with fewer but larger versions.
At the same time, Virya Energy is aiming for rapid expansion all over Europe and in Asia, with wind and solar projects of at least 20 MW in Malaysia, Vietnam, Japan and Thailand.

New flagship in Poland

Virya Energy, together with the European Bank for Reconstruction and Development (EBRD), established the **Virya Renewables Poland** platform, which acquired all renewable-energy assets from the Polish player Optima Wind and will develop them further. The platform, which combines its own local expertise with the financial power of the EBRD, will focus on the development, construction and operation of large-scale energy projects all over Poland.

- The flagship is a gigantic solar farm of 722 MWp spread across three sites and connected by 97 km of cables, fully licensed and ready for construction starting in mid-2026. The country's largest solar farm will be the first to be connected directly to the high-voltage grid.

- The Polish platform is expected to cover the annual power consumption of 400.000 Polish households and avoid almost 500.000 tonnes of CO_2 emissions. It aims to reach a capacity of more than 1 GW within five years and has identified the potential to double that in the long term.

2. Commercial & Industrial – 'behind the meter'

Virya Energy develops, finances, builds and operates energy solutions tailored to medium-sized industrial customers. They usually relate to solar installations with a capacity from 1 to 10 MWp in parking lots or on rooftops, connected to batteries, charging infrastructure and a smart energy management system. An integrated solution of this kind **reduces** customers' **energy costs** and **increases** their **energy autonomy**. Virya Energy takes on the investment, the customer subsequently makes repayments through a portion of the power revenue.

Prospection and expansion have taken place in South East Asia since the middle of 2023 via **Constant Energy**, now a wholly owned subsidiary. At present, there are projects under development in countries such as Vietnam, Thailand, Malaysia and Japan. In Europe, projects are being developed in, among other countries, Belgium, Poland and France, where **Sunopée**, a company acquired at the end of 2024, has been fully integrated.

Smart energy hub in Belgium

In Belgium, Virya Energy has realised a project for a major brewery, with potential for expansion. The smart energy hub comprises solar installations for 2 MWp spread across three sites, a 1,6 MWh battery and a charging plaza with 600 KW chargers for heavy goods vehicles. The energy management system optimises the returns on the installation, taking account of real-time data on car consumption, load on the distribution grid, market prices etc. This project is a good illustration of how Virya Energy assists companies in their **transition to renewable energy,** while focusing on both green ambitions and cost awareness, as well as increasingly greater energy independence.

Expansion in Japan

By acquiring the **BayWa r.e.** platform, Virya Energy has strengthened its position in Japan, one of the biggest renewable-energy markets in Asia. The platform's activities relate mainly to corporate power purchase agreements (PPAs) or the delivery of reliable solutions for industrial customers. The acquisition comprises a portfolio of solar farms of more than 60 MW, some of which are operational and some under development. The core team of ten highly qualified staff will remain on board and thus embeds continuity and local expertise.

3. Sustainable hydrogen

Since 2007, Virya Energy has been a pioneer in the production, storage, distribution and use of green hydrogen, made from water and renewable power. The company is involved in developing, financing and building hydrogen plants on an industrial scale. The hydrogen is currently used primarily for greening (heavy goods) transport and as a storage facility for surplus green power.

- Virya Energy supports **Colruyt Group**'s ambition to make its **goods transport** completely **emission-free** by 2030. For example, through its DATS 24 offshoot, Virya Energy already operates six hydrogen filling stations, while Colruyt Group is testing two hydrogen-powered heavy goods vehicles in day-to-day operations.

- Virya Energy is cooperating on various **international projects** to expand the hydrogen infrastructure and to promote the use of hydrogen in heavy goods transport, such as H2Benelux, WaterstofNet and H2Haul.

- **Hyoffwind** in Zeebrugge is the first industrial plant specifically geared to the production of green hydrogen in Belgium. The installation, with a starting capacity of 25 MW, was built by a consortium of Virya Energy, Messer and Hyoffgreen. Following tests which started in the spring of 2026, it will be fully operational in the second half of 2027 and play its part in the energy transition.

- **Vallhyège** is a hydrogen project in Liège, with a production capacity of 15 MW and three hydrogen filling stations for freight transport and inland navigation. The project is being handled by a consortium consisting of 9 Belgian partners and has to be operational by the beginning of 2028.

- Via the **DHYVE** platform, Virya Energy has partnered with a green hydrogen developer, with projects in the Netherlands and Germany.

4. Energy retail via DATS 24

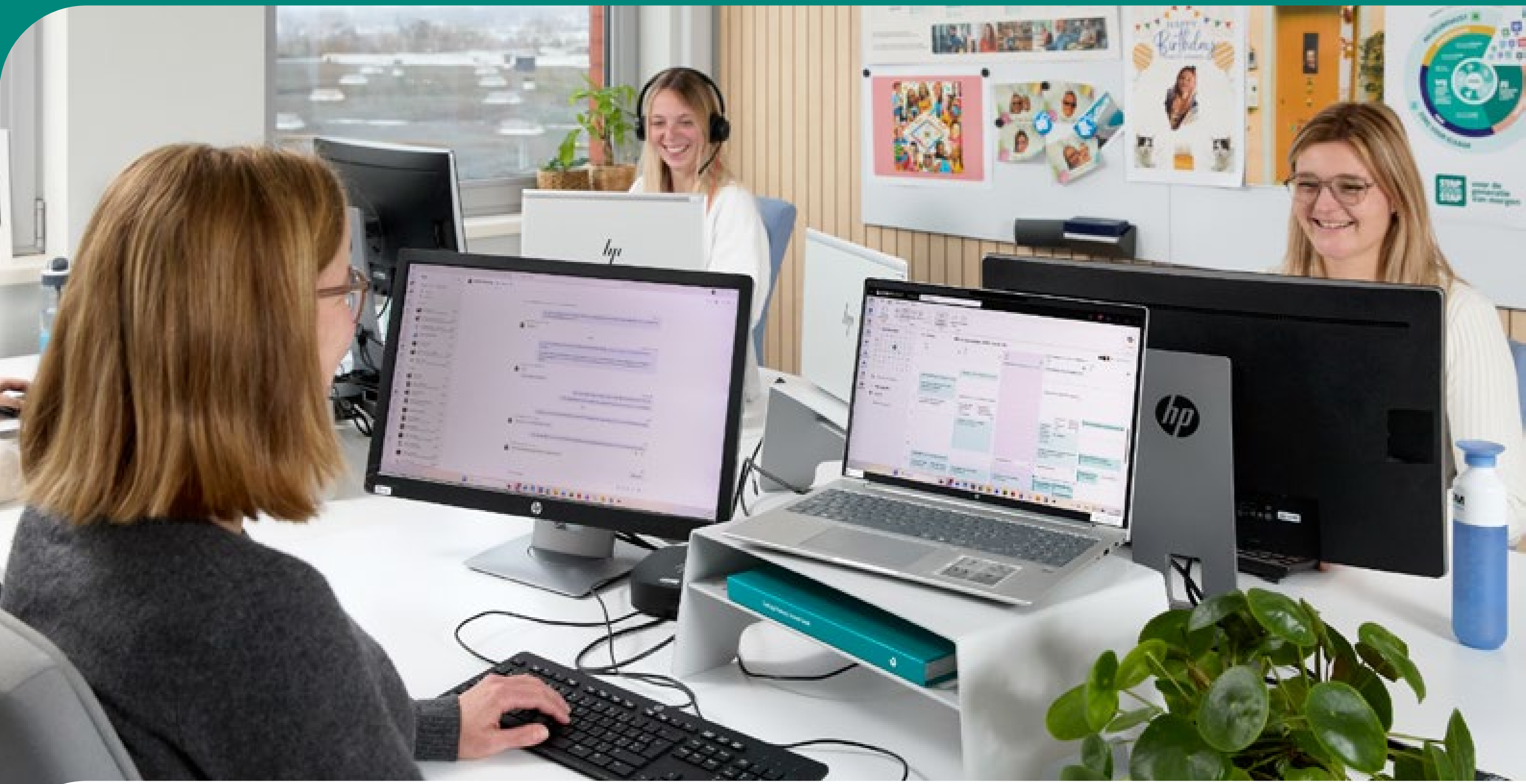
DATS 24 offers consumers and companies in Belgium and Luxembourg both traditional and alternative fuels and sources of energy. Via Colruyt Group's **Xtra loyalty platform**, customers can enjoy additional benefits.

- Via its network of 150 **filling stations**, DATS 24 distributes petrol, diesel, AdBlue, natural gas (CNG) and HVO biodiesel for lorries. Both sales volumes and margins have held up well. The shift from diesel to petrol has continued.

- DATS 24, one of the largest providers of **electric charging infrastructure** in Belgium with 100% green power, is continuing its expansion. Almost all the group's own stores are equipped with at least two charging points, and more than 70 Colruyt stores already have a charging plaza for 10 vehicles.

- DATS 24 also supplies green power and natural gas **for the home and at work**, in both Flanders and Wallonia.

Support services



From IT and technology to print & document management: the group has a wealth of in-house expertise to offer internal partners, employees and customers. Myreas and Symeta Hybrid also serve external customers.

People & Organisation

IT

Real Estate

Technics

Myreas

Symeta Hybrid

People & Organisation coordinates and supports Colruyt Group's HR policies. More than 350 employees (in FTE) are active in payroll processing, recruitment, prevention, medical services, legal advice, social relations, work simplification and the management of all training and education. The HR knowledge centre works on topics such as personal and team development, remuneration, personal growth, leadership, well-being and craftsmanship. P&O is increasingly focusing on data and digitalisation, for example with self-service applications that give employees greater autonomy to work at their own pace.

Job satisfaction and commitment

People make the difference. This is why we create a context in which they can develop fully and experience job satisfaction. That aspect is regularly discussed with line managers and also followed up structurally with a new tool, enabling employees to be **surveyed more frequently** and to **obtain deeper insights**. This gives the business units and teams the opportunity to work towards further increasing job satisfaction. This in turn benefits the commitment of employees to their work as well as productivity. We also use the tool to survey new employees and people leaving the company. At group level, the tool allows strategic objectives to be made more measurable.

Linguistic diversity and integration

To us, it is important that anyone can work for us and feels at home. For this reason, we maintain a structural focus on inclusion and diversity, for example by investing in the language skills of (new) employees. Language is a crucial lever for integration into the team, which promotes cultural diversity at the same time and ultimately makes the company stronger.

- Alongside the regular offering of group and individual language classes, we also have **specific training** with buddy working, for people who do not have (good) command of any of the working languages. More than 900 language courses were launched in total in the 2025/26 financial year, representing an investment of 850.000 euros.
- The group has joined the **Integration Alliance**, a new cooperative initiative between the Flemish government and 12 major companies. The Alliance is committed to language and integration in the workspace as a way to build more inclusive work environments.
- We have made additional efforts for **linguistic diversity** in our offices. For example, at meetings or when answering e-mails, people are invited to choose freely from the three working languages (Dutch, French and English).
- We have updated our **diversity dashboard** and continue to cooperate with **specialised organisations** that coach disadvantaged people into the labour market.

Continuous learning and development

In the past financial year, the group invested 47 million euros in training and development. In this way, we offer our employees a great deal of possibilities and opportunities for further development, at a personal and professional level. As a specific initiative to strengthen the craftsmanship of all colleagues who are professionally involved in training and development, we have established **The Learning Circle**. This community has more than 300 professional members who inspire and reinforce each other, both substantively and at the level of learning formats and didactics.

Recruitment on the decline

The HR department created significantly fewer vacancies in the past financial year, in part as a result of further digitalisation and productivity gains, which have been realised in a number of simplification projects. The department was involved in supervising the discontinuation of the French retail operations Colruyt Prix Qualité (with 700 job losses) as well as the resulting changes at the headquarters in Belgium.

IT

Colruyt Group IT supports the group in the area of IT and process optimisation, takes care of all the technological aspects in business projects and handles the implementation of solid and secure technology.

The organisation offers all-in services: from building and implementing bespoke IT solutions to managing, supporting, maintaining and updating them. It closely follows technological developments and innovations, and translates them into the needs of the partners. Colruyt

Colruyt Group IT employs more 1.800 employees (in fulltime equivalent), including more than 750 co-workers in Colruyt Group India.

Thanks to the Data & Analysis department, which has been part of IT since October 2025, IT offers the business a single point of contact for reporting, analysis and applications.

Sustainability all around

In line with the group's sustainability ambitions, IT is also working towards reducing the ecological footprint.

- Designed and built internally, the **data centres** stand out in terms of energy efficiency, with a good power usage effectiveness (PUE) ratio of 1,35. They run entirely on locally generated green power and require active cooling only on the hottest days. During the winter, the heat from the servers is used for office heating.
- In stores, local data storage via **edge computing** ensures energy-efficient operation of checkouts and systems.
- We focus on reducing greenhouse gas emissions and have established a good balance between edge, cloud and data centres.
- What is more: sustainable, energy-efficient servers; screening of suppliers for sustainability criteria; reuse, repair or recycling of hardware; use of technology and data to make business processes more sustainable; digital solutions that enable customers and employees to make more sustainable choices.

From in-house development to standard packages

- The company has decades of expertise in the development of software tailored to the unique nature of the business. But because of increased complexity and rapid technological evolution, it is no longer viable to develop everything internally.
- For this reason, all ordinary business processes are being switched to standard packages, a process that is currently in full swing. Packages have recently been brought into use for, among other purposes, staff planning, diary management and collaboration, as well as an ERP system for the production departments.
- As a result, the role of IT is shifting from software developer to **package integrator**. In-house applications are used only for distinctive processes such as pricing or logistics and store staff planning.

AI simplifies business processes

India guarantees continuity

Colruyt Group India is responsible, among other things, for hardware and software maintenance, thereby guaranteeing the continuity of crucial systems and applications. India also ensures support services and, for example, provides some of the staff for the IT helpdesk. The departments in Belgium and in India focus on **global teams** with shared competences and profiles, thus improving availability and flexibility. The presence in India remains a major benefit in making up for the shortfall of IT staff in Belgium.

Full integration of AI

- AI makes many **IT processes** faster, leading for example to significant time savings in software development and testing.
- AI simplifies **business processes**, such as the processing of quality complaints or the preparation of sales reports.
- Full use is made of AI in **practical store applications**, such as the smart shopping cart and the easy checkout in Colruyt stores or the smart refrigerators in Okay Direct self-service stores.

Myreas
COLRUYT GROUP

- Since **2020**
- Stake: **85%**

The best of three worlds

Myreas was established in 2020 as a spin-off within Colruyt Group and given the mission to further expand the craftsmanship in enterprise architecture and programme management. Since then, Myreas has supported the group's strategic transformation programmes, a number of which have now reached the maturity phase.

Since 2024, Myreas has also worked for external customers, including public authorities, hospitals, ports and companies in the energy and banking sectors. With 80 (senior) employees, it is one of Belgium's largest niche players in **strategic consulting, enterprise architecture** and **transformation management**, achieving exceptional customer satisfaction scores.

Myreas generates around a quarter of its revenue outside the group and intends to grow this to half with 100 employees within three years. To this end, it is looking for partnerships with other consulting specialists in order to offer customers a comprehensive approach.

Real Estate

Colruyt Group's real estate specialist is active in project development and the construction of store premises, offices, logistics sites and car parks for its own activities.

Around 800 employees look for suitable sites, ensure the necessary permits, write specifications and take care of all the required steps for the delivery of a wind and watertight building, including sustainable technologies such as solar panels and heat recovery, furniture, indigenous green spaces etc.
The department is also responsible for the (energetic) renovation of the group's store fleet, which will be completed by 2030.

In addition, Real Estate develops property solutions for solvent retail companies and rents property to private and corporate customers.
It wants to give its growing portfolio of external customers peace of mind by offering them complete solutions for affordable and sustainable property in the right location in Belgium. The multidisciplinary teams are familiar with capital-intensive, complex projects and the increasingly strict legislation for obtaining permits.

Redevelopment of Makro sites in full swing

At the beginning of 2025, Real Estate in conjunction with the Belgian project developer LCV Real Estate acquired eleven store sites from Metro/Makro. Five of them were resold and the remaining six are in different phases of redevelopment. The aim is to develop these sites in a high-quality and sustainable manner and to make them profitable by leasing or selling them to different target groups (retail, SMEs, office, residential etc.).

- In **Machelen** near Vilvoorde, a new branch of Colruyt Professionals opened its doors at the end of the financial year.

- In **Alleur** in the province of Liège, another new Colruyt Professionals will open in the second half of the year. The site will also offer space for SMEs, offices and retail.

- The other four sites have temporarily been leased to third parties, including retailers, while awaiting definitive renovation or new construction.

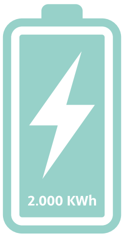
Under one roof

Real Estate has developed various combi sites where several group brands are represented, in some cases supplemented with an external tenant.

- The Oostkamp site opened in April 2026, with **Colruyt**, **Collect&Go**, **Jims**, **Colruyt Group Academy** as well as a DIY store.

- In Halle, a new building is being constructed with a **Jims** fitness club on the upper floor and a DIY store on the ground floor.

- Eight former Match stores have been or are being converted into **Okay** neighbourhood supermarkets with a **Bon'Ap** ready meal store (four as shop-in-shops and four adjacent).



Energy infrastructure

Real Estate manages the construction of energy infrastructure, often in cooperation with the energy holding company Virya Energy.

- At the headquarters in Halle, a **battery** with a capacity of more than **2.000 kWh** is being installed. It will be able to store surplus green power, release it for use in offices or in the charging plaza, or to stabilise the grid.
- By the end of 2026, all Colruyt, Okay and Bio-Planet **stores** will have a **charging plaza** available to customers and local residents. The latest generation has six fast and four slow charging points.
- Our logistics sites in Halle and Ollignies will each get a new **hydrogen filling station** and a **charging plaza** where heavy goods vehicles can get a full charge in barely fifteen minutes.

Expertise in urban development

- Real Estate plays a key role in the group's growth strategy in urban settings. A number of projects have been completed in recent years, both standalone stores and mixed projects.
- A mixed project, with apartments above the store for example, may help to obtain the required **permits** and also generates additional **income** for the group.
- Our urban projects often also contribute to the **upliftment** of the wider neighbourhood. For example, following acquisition by Colruyt Group, a great many outdated Match stores were thoroughly remodelled in accordance with market standards.
- In the autumn of 2026, a combi site, with Okay City and including a Bio-Planet department, Jims and luxury apartments, will open in Ghent Hoogpoort to replace an outdated supermarket.
- Finally, there will be **social added value**, such as at the planned project in Haren, which will combine a large Colruyt store with six neighbourhood stores, three production departments and 88 apartments for sale on behalf of the Brussels-based development company Citydev.

Technics

Colruyt Group Technics is responsible in Belgium and Luxembourg for fleet, for automations and for industrial installations such as the coffee roasting facility, the cheese and meat processing facility and the crate washing facility.

In addition, Technics houses support services for the entire group, such as Facility Management, Security and Theft Prevention. More than 850 employees in FTE offer a complete service, from research and design, through purchasing, building and installation to maintenance.

With innovative solutions and sustainable technologies, Technics meticulously follows environmental management rules, often above and beyond the statutory requirements.

Award-winning innovations

Technics has developed several ground-breaking innovations, which are now being fully tested or rolled out in practice.

- The **Smart Cart** has a tablet that customers can use to scan and check out their own purchases. This is the first of its kind in Belgium: it delivers a completely different shopping experience and brings greater efficiency to the shopping process. Tested in three Colruyt stores in the middle of 2026 and winner in the Checkout – Smart Store category of the RETA Awards 2026.

- The **Easy check-out** is fitted with AI and a camera above the check-out, which registers the products, cutting up to one fifth off the time it takes to complete the scanning process. It ensures a faster check-out experience, makes working more ergonomic and requires fewer check-out hours. The system won a RETA Award in 2024 and a silver Henry van de Velde Award in 2026; it will be installed in more than 270 Colruyt stores by the end of 2026.

High visibility at STEM events

In view of the persistent shortage of technical profiles, Technics invests in greater visibility by taking part in popular events around science and technology (STEM). Objective: to position Technics more strongly as an attractive company for technical talent.

- Regular partnership with the four-day **Nerdland Festival** for science and technology, which attracted 25.000 visitors in 2025. Technics was invited with the same stand to the **I Love Science Festival** in Brussels and the **Scienceville** film festival in Leuven.

- Regular partnership with the **Solar Olympiad**, a national competition in which 600 students in 150 teams design, build and present a solar car or solar gadget. The finale in May 2026 was again held at the headquarters in Halle.

Emission-free transport by 2030

Technics is fully committed to further electrifying the company car fleet and to transitioning to fully emission-free freight transport with its own vehicles by 2030. The group also has the ambition to make transport by external companies completely emission-free by 2035.

- Company cars, service vehicles and delivery vans are being electrified at a rapid rate.
- More than 20 battery-electric lorries are in operation and four 44-tonne tractors are on order.
- 2 hydrogen-electric trucks are in operation, while 4 additional hydrogen vehicles are on order.
- The remaining diesel trucks switched to HVO100, a fossil-free alternative to diesel with lower CO_2 emissions, in the middle of 2025.

Bridge between education and workplace

The Technical School offers permanent employees opportunities to top up their training and also trains new entrants with little to no technical background. Candidates follow a one-year curriculum centred around technical knowledge, safety, co-operation and bilingualism. An external partner provides free practice-based language coaching so that the participants improve their language skills, become more independent and are able to function safely in the workspace.

Since the beginning of 2026, Community Education (GO!) has developed **digital learning modules** at the Technical School. The e-learning courses in disciplines such as pneumatics, electric motors and robotics have been found substantively and pedagogically so powerful by the educational experts that they are now available in all technical GO! schools in Flanders. Technics is proud to contribute to stronger STEM education and actively build the bridge between education and the workplace.

Symeta Hybrid

Symeta Hybrid is Belgium's leading specialist in the creation and sending of personalised communications of both a commercial and transactional nature. The company uses the latest printing technology and a high-performance data platform, with the highest possible level of security. A key asset for continuity and data security are also the two physical sites in Sint-Pieters-Leeuw and Leuven, which act as back-up services for each other.

Symeta Hybrid serves both internal and external clients(1) in diverse sectors such as HR, finance, healthcare, telecoms, government and industry. The company holds ISO certificates 14001 (environment), 9001 (production) and 27001 (information security).

(1) The external revenue is included under 'Group activities, Real Estate and Energy'

2020 merger of Symeta and Joos Hybrid

More than 200 employees in FTE

symeta-hybrid.com

Less revenue, improved profitability

Symeta Hybrid recorded a moderate decline in revenue, primarily as a result of decreasing volumes of commercial printing for internal partners. For example, Colruyt reduced the number of copies and the number of pages of its biweekly brochures, in line with the evolution towards more targeted marketing communications. The disappearance of the brochure of the (sold) toy shop Dreamland was partially offset by additional printing for the internal partner Comarkt.
In transactional communications, revenue was more or less stable and a number of federal government services extended their contracts.

The company was able to **boost its profitability**, for example by working hard on productivity and entering into new partnerships with industrial players in the sector. By pulling in additional production volumes, it has been possible to optimise the use of production capacity. This relates to swap agreements, but also to emergencies, for example. As a result, Symeta Hybrid temporarily took over part of the production from a competitor following a fire – a good illustration of the capacity, credibility and flexibility it has in-house.

Symeta Hybrid will redouble its efforts to increase its focus on the external market and create a higher profile as a **one-stop shop** for (digital) communications. The aim is to let the revenue distribution evolve from 50/50 to a ratio of 40 internal and 60 external.

From Print 1st to Digital 1st

Faced with the continuous decline in the market for printed documents, Symeta Hybrid has proactively developed its 'Print 1st' model into 'Digital 1st'. In this process, the company is positioning itself as an **orchestrator of communication channels**, thus responding to the expectations of its business customers to maintain a more digital relation with their end customers.

To this end, Symeta Hybrid has a cloud platform that automates the entire communication cycle, from data input and document creation to distribution, archiving and reporting. The platform supports all formats and channels, including e-mail, SMS, print, Doccle and Peppol, and processes more than 3,5 million documents a month.