Word from the Chairman

The world around us is rapidly changing. Geopolitical tensions and demonstrations of power are increasingly shaping the international landscape. At the same time, we are in the midst of an unprecedented digital transformation, the impact of which on the economy, employment and society is still difficult to fully grasp. Already now, we can feel how new uncertainties are created, but also how a new social fabric is gradually forming. In that context, I have been able to see, as chair of the Board of Directors, how Colruyt Group has maintained its path over the last financial year by continuing to chart a targeted and focused course ahead.

Resilience is crucial in this respect. Daring to question yourself, continuing to learn, innovating and sometimes making tough choices. That is entrepreneurial spirit. It calls for trust. And it calls for the willingness to let go of whatever no longer contributes to the future you want to build, while being grateful for the role played.

One such difficult decision was saying farewell to our colleagues at Colruyt Prix Qualité in France. The decision was not made because of a lack of commitment, effort or quality of the people involved – quite the contrary. It was because taking responsibility sometimes means you have to have the courage to put the sustainable future of the greater good first. I am truly grateful to all colleagues who have been helping to build this for many years.

I am pleased to see the consistency with which a long-term vision has been maintained. As a family business, we think and act in generations. Even when the going gets tough, we consciously opt for not deviating from our basic tenets. We keep investing in our employees, in efficiency and in innovation. We keep focusing on sustainability in the way in which we do our job and on sustainable growth based on relevance for our customers.

At the same time, it is clear that the **next few years** will bring about **sweeping changes**. Technology, and artificial intelligence in particular, will have a radical effect on our lives, our organisations and the way in which we work. New skills will become more important and organisations will have to adjust to a reality that is evolving faster than ever before. Businesses therefore have to dare to innovate. We owe that to ourselves, to our employees and to future generations. But it also demands something from us, as people.

Our focus on **healthy living** has not wavered either. To stay balanced as human beings in the future, we will need to live our lives not only based on our intuitive nature but also in contact with nature. As a retailer, we believe we can contribute towards this.

In a world which is becoming increasingly digital, it is all the more important to appeal to our **Natural Intelligence**. To remain connected to our essence, on the basis of which we make informed choices, take responsibility and see fresh opportunities, as an individual, as a company and as society. Technology can offer us a lot, but it is ultimately people who make the difference. By giving it meaning, choosing which direction in which to head and building a future together.

In a context in which little is evident, it is essential to foster optimism as a starting point and collaboration based on trust. For that very reason, I believe in the importance of **strong local anchoring**. Our local businesses play a crucial role, not only in economic terms but also in terms of society. That is how we maintain jobs, innovative strength and prosperity in our own country. Colruyt Group intends to consciously continue pursuing this role. As a food retailer, we are a key economic actor in Belgium, as a company, an employer and a partner to thousands of suppliers. The 30.000 employees of Colruyt Group together generate € 2.430 million in added value each year, 46,3% or € 1.125,8 million of which flows back to society and the government. We can be really proud of this.

But just as our company has to continuously adjust to a changing world, our social systems will also have to keep developing so that they continue functioning in a sustainable and forward-looking way. And this presents a significant challenge for our federal government. Courageous decisions will also be needed to get the Belgian budget sustainably back on track. Efficiency, effectiveness and a well-thought-out use of resources are not only important within companies, they also form a key prerequisite for a healthy and competitive economy.

We see today how geopolitical tensions have a direct impact on energy and raw material prices, which then swiftly have implications for wage costs in Belgium. When costs rise more quickly than our ability to be more productive and innovative, the competitiveness of our businesses comes under strain. As I see it, one of the most important challenges over the next few years is therefore how we sustainably reconcile our prosperity, our social model and our competitiveness.

Energy-independence remains essential in this respect. Renewable energy can play a key role here. For our part, we continue to invest and innovate, not least to achieve our goal of evolving to zero-emission transport by 2030. Such transitions do not just require commitment from businesses, they also need government to help create the right basic conditions.

While remaining realistic about the challenges that lie ahead, we nevertheless opt to consciously **keep moving**. As chairman of the Board of Directors, I would like to express my faith in the management team and in all employees of Colruyt Group. Their entrepreneurial spirit, creativity and commitment give me confidence that, together, we can keep building a strong, sustainable and forward-looking Colruyt Group even in a world full of change. In the service of our customers, of society and of the generations to come.

Jef Colruyt

Word from the
CEO

Challenging! That is the best way I can describe the past financial year. Competitive pressure remained high and the retail landscape was often out of balance.

And yet I look back with satisfaction at what we, as Colruyt Group, achieved together in this context. Thanks to a **clear direction with clear choices** and, above all, the daily commitment of all employees, we continued to advance and grow.

Financially, too, we held up well: our comparative consolidated revenue remained on target, operating profit remained robust and we were able to continue our investments with a long-term focus.

One difficult but necessary decision in this past financial year was to part with our Colruyt Prix Qualité activities in France. We did everything in our power to find a new future for the vast majority of our colleagues in France through acquisitions by strong local players. I want to thank all Colruyt Prix Qualité employees expressly for their years of commitment and wish them all the best at their new or future employers.

Colruyt Group is deeply rooted in Belgium. Our decision-making centre, our logistics and most of our activities are located here. In a sector that is increasingly internationalising, this cannot be taken for granted. More and more parts of the food chain and of the economic added value are shifting abroad. As a Belgian player, we consciously choose to continue to **invest in local activities, infrastructure and employment**. In the past year, we opened, among other facilities, the new Fine Food Cheese factory and the non-food distribution centre in Ollignies, providing hundreds of jobs. Together with some 10.000 Belgian suppliers, including 6.000 local farmers, we are building a sustainable food chain and also continue to develop new Belgian products.

I am convinced that a competitive Belgian food chain is essential for prosperity, employment and affordability. That requires commitment from companies, but also supportive, forward-looking policies, with a level playing field in Belgium and abroad that facilitates entrepreneurship and supports companies in sustainable growth. I look forward to concrete initiatives and the courage to take decisions from our policymakers in this regard.

We do not deviate from our planned course and **focus on growth** based on the needs of our customers. We therefore continue to invest in accessibility and adapted services: (re)opening new stores and increasing our urban presence, for example via Okay City. We have extended our opening hours at Colruyt and will from now on open all our Okay stores on Sunday mornings. E-commerce is and will remain an important service pillar: Foodbag was fully integrated, the 250th Collect&Go collection point opened its doors, and home delivery was expanded further. With Colruyt Professionals and Solucious, our services are becoming increasingly more relevant for professional customers. Here, too, we recorded excellent growth and have ambitious plans for future expansion.

In addition, we took important steps in the area of **healthcare**, especially on the basis of strong alliances with professional partners. For Jims, for example, this covers hospitals and physiotherapists. We are an active member of BASO, the Belgian Association for the Study of Obesity, and opened the first Yoboo lifestyle pharmacy. With brands such as Bio-Planet, Foodbag, Newpharma, Jims, Colruyt Group Academy and Xtra, we are continuing to build an integrated healthcare offering in which prevention takes centre-stage.

At the same time, we remain loyal to our core promise of the lowest prices at Colruyt, with well-considered choices in terms of range, category development and unburdening in terms of budget. Our distinctive capabilities relate not only to scale or price, but also to how we look at sustainability, innovation and data. From Green-score and packaging prevention to investments in electric and hydrogen-powered transport, 'easy checkout' and AI: people and technology always go hand in hand at Colruyt Group.

Because, above all, people remain essential in our food retail profession. Our more than 30.000 employees make a difference every day. Their **commitment, craftsmanship** and **entrepreneurship** form the basis of everything we do. I want to offer them my sincerest thanks! Also a thank you to our customers, our suppliers and partners, for the trust they give us. Even – and especially – in challenging times, we continue to build a strong and forward-looking Colruyt Group together.

Stefan Goethaert

Who we are

A family business

with a distinct approach to entrepreneurship

Colruyt Group is a Belgian family business that, over three generations, has grown from a simple bakery into an international retail group with over 30.000 employees and more than 30 complementary business formats in the food, health and non-food sectors in Belgium and abroad. We have grown by remaining true to our values, our unique approach and our authentic perspective on people and entrepreneurship.

The story of Colruyt Group begins with a simple but commercially minded baker's son from Lembeek. Franz Colruyt used his handcart to deliver not just bread but also coffee and spices to bulk consumers in the region. In 1928, he set up a wholesale business dealing in colonial goods, which he later expanded to include his own production operations. In the 1960s, his son Jo translated that enterprise into the unique Colruyt supermarket formula. He was able to consistently offer his customers the lowest prices by systematically simplifying the work, boosting productivity and giving staff the freedom to improve their own performance. That was no coincidence, but a conscious choice: job satisfaction became the driving force behind the company. Work had to be organised to give people a sense of ownership and ensure they were fully engaged.

Under the leadership of Jo's son Jef, Colruyt Group grew to four times its size to become the diversified retail group we know today. With a continuing focus on sustainability and value-driven business practices, the company expanded its operations to include, amongst other things, non-food products, renewable energy and preventive healthcare.

For more than fifty years now, our Colruyt supermarkets have been delivering on their promise of **the lowest prices** every day. Food retail, both in-store and online (including Okay, Bio Planet and Collect&Go), is still our core business and accounts for around 80% of our revenue. In addition, we are also active in the wholesale and franchise sectors (including Spar and Delitraiteur) and in food service (Solucious, Délidis etc.). The most recent growth area is health and well-being (including Newpharma, Jims and Yoboo). Our renewable-energy operations have recently been transferred to Virya Energy, to which Colruyt Group remains a committed partner.

People make the difference

Doing business based on trust and craftsmanship

Our approach to business is rooted in the firm belief that people make the difference. After all, our company grows as our people grow. That is why we have long been committed to investing significantly in the professional and personal development of our employees. We are creating an environment in which people can be themselves, have the courage to take responsibility, and can reach their full potential.

We have faith in people's creative power to spot opportunities, take initiative and create a world we want to live in. That optimism is not naivety but a conscious choice. Especially in uncertain times.

As a family business, we always think and act with an eye to the next generation. We want to create added value without wasting energy. Not people's, not the environment's and not the planet's. Efficiency, our no nonsense culture and sustainability go hand in hand. More than that, they reinforce each other.

Conscious and healthy consumption

Creating value for customers and society

As a Belgian retailer with local roots, we are a beacon of trust for our customers and partners. We do what we say, and we say what we do. By making it simple, we help customers to make informed choices in their daily lives, together with us.

We put this ambition into practice through our efforts in areas such as vertical integration and our own production. What we offer stands out for its transparency, affordability and quality. Managing or orchestrating stages of the supply chain ourselves — from sustainable sourcing and innovative farming to our own local production — enables us to build sustainable and efficient supply chains.

(Preventive) health and food go hand in hand. That is why we are working hard to build a new chapter in **health and well-being**. In addition to healthy food, we are also focusing on areas such as mindful movement, natural supplements and mental well-being. We inspire and support customers in making healthy choices every day. For example, not only are we making our food supply chains more sustainable, we also work with our customers and partners to promote a healthier lifestyle.

Values as our compass

One united group, one shared goal

So much entrepreneurship, so much diversity, and yet a single, united group. All our companies are united behind a single shared mission:

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

Our nine group values constitute the roots of our organisation. They keep us grounded and determine how securely we stand in stormy times. They feed our actions, give direction to our choices and help us to stay on course, even in complex circumstances.

We have **respect** for every individual. That is the starting point for all our interactions. Every person is equal, regardless of differences in appearance, culture, origin, skills, knowledge or interests. Based on our **togetherness**, we build on strong teams. We realise that we depend on each other in order to deliver good work.

We love to serve others. This **readiness to serve** means that we deliver quality day in and day out. In doing so, we aim for **simplicity** by reducing things to their essence. This helps us work efficiently and effectively.

To be able to produce good work, we also need several other things. Starting with our **faith** in people's positive intentions. From there comes trust. Our **hope** makes us prepared to invest time and resources, to be clear in our expectations and in due time to let go while being open to the results that follow.

Here we deliberately allow ourselves the **space** to pause, take a step back and remain sharp to what we are doing. As soon as this attention wanes and our head is too full, we lose that awareness and we are on the back foot.

Finally, we display the **courage** needed for doing business. With a positive attitude and a fresh, creative look, constantly working hard and mastering our craft, step by step. This is where our **strength** lies, where we draw satisfaction and fulfilment in our job.

Ready for the future

Value that lasts for generations

Actively, positively and creatively making a difference every day. On the basis of trust, simplicity and an open-minded approach. This is how we build further on our family business. Supported by four generations of entrepreneurship and with the lasting active involvement of our family shareholders. With respect for what is and an ambition to help Colruyt Group continue to grow towards a sustainable and valuable future.

Our vision on sustainability

Together, step by step, for tomorrow's generation

For more than 50 years now, sustainability has been at the heart of how we do business at Colruyt Group. What we do today shapes tomorrow. As a family business, we make choices with a long-term focus and take into consideration what we want to pass on to future generations. We therefore always think and act with respect for people, the environment and society, drawing guidance from the five Ps of sustainable business: people, planet, prosperity, peace and partnership.

We want our customers to be able to enjoy an accessible, sustainable and healthy range of products, at any time. This is how we make conscious consumption an easy thing to achieve. For this reason, we are taking action with the necessary pragmatism and realism. Since the very beginning, our vision of sustainability has been based on simplicity and efficiency – in other words, handling energy and resources with care. We want to set an example in what we do, always acting and communicating transparently, openly and with the necessary nuance. We think ahead. For us, sustainability forms the basis for real growth.

While striving for sustainability ourselves, we want to set a broader positive movement in motion. After all, we cannot achieve this on our own. Together with our employees – across all our brands – we continue to learn every day. But we also need our customers and business partners. That is why we are encouraging them to make sustainable and healthy choices together with us, each and every day. With each other and for each other. Whether big or small, each step brings us closer to a healthier society. Together, we can really make a difference.

Our sustainability objectives

Our work on sustainability at Colruyt Group is guided by three drivers. Our aim is to make our products and services, our infrastructure and the way in which we interact with customers, employees and society more sustainable. We have set ourselves objectives for each driver:

OUR PRODUCTS

Our products and services form the core of our activity as a retailer. We are very aware of the fact that our products and services have an impact on people and the environment. As a major player, we want to assume our responsibility in this respect and make responsible choices.

Focus on circularity
We handle valuable raw materials with care, minimise waste and maximise reuse.

Reduce the environmental impact of our products
We lower our greenhouse gas emissions, protect ecosystems and reduce the water footprint of our products.

Purchase in a socially responsible way
We monitor fair pay, healthy working conditions and respect for human rights in our supply chains.

INFRASTRUCTURE

We are also increasing the sustainability of the infrastructure we use to bring our products and services to our customers. We reduce the environmental impact of our own activities by consuming less energy, cutting our direct greenhouse gas emissions, adopting circular building practices and reducing waste to a minimum.

PEOPLE

As a people-oriented organisation, it is essential for us to adopt a strong social driver. We actively focus on:

Making it easier for our customers to consume more consciously by including more plant-based products in our range and providing clear information, such as the Green-score, Nutri-Score and clarifications from our employees. What is more, our sustainable savings programme helps customers support sustainable projects in an easily accessible way.

Supporting target groups in a vulnerable context by making balanced and sustainable nutrition available to all, creating opportunities and ensuring that each customer feels welcome and respected.

Providing workable and meaningful jobs for our employees in an environment in which they feel valued for their input and where everyone can be themselves.

We obviously cannot address all these challenges at the same time. That is why, in the last financial year, we opted to focus on 13 objectives and set a specific, measurable and ambitious target for each of them. Examples of these include:

- Our Scope 1 and Scope 2 greenhouse gas emissions fell by 31,5% compared to base year 2021.
- We purchase 43,2% of our products from suppliers who have ambitious climate plans of their own.
- 99,8% of the packaging for our private-label products is recyclable or reusable.
- As a result of effective sorting, we can recycle 87,5% of our waste.
- We improved our human rights due diligence process by establishing a complaints mechanism and carrying out landscape assessments for higher-risk products.

We set high standards for ourselves, and as a result of this there were, ultimately, a few targets where we fell short. For example, in terms of food waste, we had set a target of selling 97,4% of our fresh produce, but a number of innovations in our product range caused us to fall just short of this and end up at 97%. We have been able to incorporate the lessons learned into our processes, putting us on track to take another important step forward next year.

To find out more about how we measure and monitor our objectives and the exact results, please see our sustainability report (see the 'Corporate sustainability' section), which we have again published this year in accordance with the European regulations set out in the Corporate Sustainability Reporting Directive.

Because sustainability is deeply embedded in our values, we expect each employee to go about their daily work with sustainability consciously in mind and make the corresponding choices. After all, it is only with the joint commitment and focus of each and every one of us in the group that we can continue to make progress in achieving our objectives. For this reason, we have once again linked the achievement of our objectives to employees' variable remuneration this year (see the Corporate Governance section).

With our corporate foundation Colruyt Group Foundation, we work on positive change for people and the planet, both in Belgium and abroad. Our Foundation supports people-oriented projects of partner organisations with similar values and ambitions. The focus is on three topics: personal and professional development of young people, broad access to healthy food and a healthy planet through sustainable agriculture and biodiversity.

The Foundation continues to build on more than 20 years of expertise and is with a portfolio of 36 projects one of the largest corporate foundations in the country. Donations and tax certificates are managed by the King Baudouin Foundation.

COLRUYTGROUP
Foundation

International and Belgian collaboration

- The Foundation selects projects that **create added value** for the development of young people, accessible and healthy food or a healthier planet. These three topics fit in seamlessly with Colruyt Group's strategy.
- The Foundation develops new training projects in regions abroad, where Colruyt Group has established a sustainable **chain cooperation** and from which we can commercialise any revenue, such as quinoa, dates or cashew nuts. The training is focused on strengthening local entrepreneurship, income diversification and sustainable agriculture.
- In the Congo as well, the Foundation, together with a local non-profit partner, provides support for the construction and running of a school and healthcare centres. Like this, we create additional education opportunities and basic provisions that are necessary to sustainably develop the group's afforestation project.
- Nine new Belgian projects were added to the portfolio in 2025, taking the total to 36, of which 26 are in Belgium. In addition to focusing on the development of young people, the Belgian projects also focus on healthy food for families in vulnerable situations, biodiversity and ecofriendly agriculture.
- We involve our customers as well. Via the **savings programme** in the **Xtra app**, they have the opportunity to contribute to the Foundation's Belgian projects.

Connecting and inspiring

Part of the mission of our corporate foundation is to strengthen, connect and inspire all the parties involved. This enables them to learn from each other and creates an **enriching exchange**. The annual meetings of the partner organisations (Future Forward Day) and the beneficiaries (Tomorrow's Voices) have become a tradition. The Foundation also focuses strongly on involving Colruyt Group employees. In addition to 'Hackathons for Good', at which for two days Colruyt Group employees brainstorm a specific challenge of a partner organisation, employees also get the opportunity to get involved in other ways.

20 years of commitment in Indonesia

The Foundation built a new school in the Indonesian city of Semarang, which was festively inaugurated and opened its doors at the beginning of 2026.
Some 330 young Indonesians aged between 15 and 18 will receive secondary education there, which is double the amount of the previous school.
Over a period of 20 years, our Foundation has awarded bursaries for secondary study to more than **4.000 young Indonesians**. The school was built in a sustainable manner and will also place sustainability at the heart of its curriculum.

- **EUR 3,2 million** support to 36 active projects in 2025
- **132.000 young people supported**
- **65.500 times** customers supported projects with Xtra saving points
- **160 employees** participated in activities

With its own Academy, Colruyt Group Academy inspires people to live a more consumer-conscious and healthy life. With our workshops, lectures, webinars and experience activities, as well as walks, children's parties and day camps, we focus on inspiring, learning, connecting and enjoying. Experience experts share knowledge, insights and practical tips to help people make small steps towards a healthy life every day. They can access a wealth of interesting information and gain inspiration from the Academy's online presence and the professionally produced magazine, Stay Inspired.

The Academy has 10 learning centres spread across the country, which are also available for team activities and for meetings of Colruyt Group and external organisations.

COLRUYTGROUP Academy

From preparing delicious meals to helping people stop worrying

- The Academy continues to offer a wide range of cooking workshops, with a focus not only on enjoyment and discovery, but also on balanced and healthy eating. The health aspects may not always be explicitly mentioned, but participants use, for example, more healthy ingredients and sample more non-alcoholic beverages.

- The physical lectures and interactive webinars offer a lot of inspiration for a **healthy lifestyle** and **well-being** in general, with sessions on topics such as parenting, mental resilience and physical fitness. For example, the webinar on worrying was particularly successful and the parent-child topics also went down well. Socially relevant and pedagogically sound, while always including practical insights and attainable steps.

- The physical lectures attract an average of around 75 participants and are excellent ways to **connect** and interact. The digital sessions are, in turn, ideal for reaching a large number (500 to 2.000) of people at the same time.

- From meditation and healthy sleeping, to fermenting, intuitive eating and ice baths: this very diverse range of lectures and workshops was offered at the two **Experience Days on Healthy Living**, in cooperation with partners including Newpharma, Jims and Foodbag. The sell-out events attracted more than 500 participants, were positively received and led to an influx of new customers. They will be continued at three locations in autumn 2026.

Consumers and co-workers

- The learning centres are not just used to run workshops and lectures for consumers and groups. Each year, around 18.000 Colruyt Group workers gather there for meetings and training.

- The Academy at the office in Halle has been fully renovated and now boasts two professionally equipped kitchens and four connectable meeting rooms. In April, a brand-new Academy opened in Oostkamp, at a multi-site together with Colruyt and Jims.

B2B initiatives drawing in 10.000 staff

The Academy seeks to further attract external customers for meetings and team activities, offering them a great way of enhancing the well-being of their staff. This is an investment with a twofold benefit, as each participant is also a potential customer for consumer products and services. An added benefit for national organisations is that they can decentralise the organisation of their team activities at 10 sites spread across the country.
In 2025, around 270 team-building events with over 5.000 participants were held – they were mainly cooking workshops, with an Italian 'murder mystery' dinner being the absolute highlight. Renting out the room and kitchen space to companies and associations accounted for a further 5.000 guests.

Number of participants in

- **Physical workshops: +30.700**
- **Physical lectures: +1.100**
- **Digital sessions: +28.000**
- **Birthday parties: +9.000**
- **Day camps: +2.600**

Our strategy

Our business strategy forms the basis for being relevant today and continuing to grow sustainably tomorrow with our various store formats and services. That plan is the starting point for what we do and how we cooperate. For a number of years, we have opted specifically to develop and grow further as a Belgian food and health retailer. This is our response to our customers' and society's needs, such as demand for easy meal solutions (convenience) or the desire to feel good about oneself. In this growth process, we furthermore want to make a difference by focusing on digital innovation, local entrepreneurship, simplification, leadership and sustainability.

We remain focused on our long-term objectives and continue to invest with a view to further consolidating our position as a Belgian retailer.

Stefan Goethaert, CEO Colruyt Group

Growth in food retail

We continue to expand our store network, in terms of both the number of retail outlets and retail floor space. Our retail activity is also increasing as a result of our efforts to serve our customers even better and respond to their changing needs. We are therefore extending opening hours, aligning our ranges even more closely with demand and offering increasingly greater convenience.

MORE STORES

We continue to invest in expanding our retail network, which comprises **678 integrated food stores**. As a result of measures such as renovations and enlargements, the retail floor space measures **759.000 m²**. This means that, through our different formats, all our customers can literally find us in their neighbourhood.

We are strengthening our presence in **urban areas**. **Okay City**, the ideal city format, already has 24 stores, including ten in Brussels, and continues to expand. Together with our real estate department, we are developing mixed city projects, combining retail with residential space.

We have increased our stake in the lunchtime eatery chain **BON**, which is planning to double the number of branches from the current 16 by 2030, especially in busy locations such as railway stations and shopping centres. Finally, we have finalised the full acquisition of **Delitraiteur**. The 40 ready-meal stores offer high-quality, convenient and healthy meals in urban settings.

It is also our ambition to expand in the **B2B market**, including through **Colruyt Professionals**. We already have seven cash and carry outlets, and the more than 250 regular Colruyt stores also welcome many professional customers. **Solucious**, our food service specialist has grown in strength in recent years by acquiring similar businesses in the sector: Culinoa, Valfrais and Délidis. The company sees a lot of potential for growth, for example in the catering and leisure sectors, among public authorities and in the healthcare sector.

LONGER OPENING HOURS

Colruyt stores and **Collect&Go** collection points open as early as at 8 a.m., half an hour earlier than before.

Since the beginning of 2026, **Okay** has been Belgium's first integrated supermarket to open its doors on Sunday mornings. And a dozen **Okay City** format stores are now open all day. The independent **Spar** stores have been a regular port of call on Sundays, with seven out of ten open in the morning and two out of ten all day, the same as our **Cru** markets. And finally, the **Delitraiteur** ready-meal store is open 7 days a week from 7.00 a.m. to 10 p.m.

Joint initiative for affordable prices in store

We cooperate internationally with other retailers to negotiate better purchasing conditions. To this end, Colruyt Group has joined three alliances:

- **Agecore**: for better international terms on A-brands.
- **EMD**: for better terms on private-label products.
- **Vasco**: Colruyt Group, together with the Dutch Superunie and the Swiss Coop Group, aims to boost the purchasing power and negotiating position with international A-brand suppliers.

MORE CHOICE

Okay has opened new stores with an integrated **Bon'Ap** butcher's section, a strong combination that benefits both formats. With the additional range from our subsidiary **BON**, Okay is in an even better position to meet demand for convenience products.

Colruyt is testing the presence of an in-store bakery performing the final bake of thirty or so lines of **bread**, rolls, chocolate viennoiserie etc. Okay has operated in-store bakeries for a while and now spoils its customers by offering rolls and pastries, freshly baked on-site on Sunday mornings.

The group remains Belgium's largest provider of **organic products**, while Bio-Planet is the leader in the specialised organic market. The store has added natural teas and herbs from the **Pit&Pit** webshop to its range as part of a promising collaborative model.

GREATER CONVENIENCE

We respond to demand for solutions offering greater convenience with innovative products and services. Solutions that **give customers peace of mind**, when they shop, compile shopping lists and menus or prepare meals. Our online shopping service **Collect&Go** often takes the lead here.

- Customers can fill their store baskets with products from both **Colruyt** and **Bio-Planet**. Perfect for those who do not have a Bio-Planet branch in the neighbourhood and an inspiration for Colruyt customers to choose organic products more often. Collect&Go also offers meal boxes from Foodbag and drinks from the webshop Boir.
- The slots for **home delivery** and the delivery radius have been expanded. The service can now serve around four out of five Belgian households.
- With Bon, Delitraiteur, Foodbag and Foodprepper, we are expanding our range of convenient **meal solutions**, for on-the-go, reheating or preparing at home.

Growing in Health & Well-being

Health is not a new topic for Colruyt Group. It has been embedded in our sustainability approach and people-oriented culture for years. Today, we are taking the next step and working towards our goal of an integrated food and health group.

This path has not been chosen by chance. We are living longer but spending less of this time in good health. This is partly why the health system is under pressure and people are looking for support: accessible, affordable and reliable ways of living more healthily. As a retailer reaching millions of customers a day, we are close to the choices being made. And that is precisely where we can make a difference by **making healthy choices easier and more attainable**.

That is why we focus on health as a strategic project and we are playing our social role. Not as a replacement for healthcare, but as a means of **helping to strengthen preventive health**. After all, prevention is better – and more affordable – than cure.

Our goal is clear: **to make health accessible for everyone**, via food, movement and personal well-being. Food remains our biggest entry point, but it is no longer the only one. Over the last few years, we have been expanding towards exercise (Jims) and personal care (Newpharma), and reinforcing education via Colruyt Group Academy.

For example, we now already have an ecosystem of brands and expertise making health tangible. The next step is to connect and enrich this ecosystem more intensively, placing greater emphasis on advice and coaching, for instance via **Yoboo**.

The strength of our approach lies in **TOGETHERNESS**. Within Colruyt Group, we enhance and interconnect our expertise across formats. Our internal experts (such as dieticians, pharmacists and other specialists) actively build knowledge and improve quality.

At the same time, we work **across sectors** together with partners, such as care providers, hospitals, health organisations and governments. This collaboration boosts our impact, while ensuring the solid **scientific foundation** and credibility of our initiatives.

In this way, we are gradually building an ecosystem combining products, services, advice and guidance and genuinely supporting people in their daily choices.

A HEALTHY RANGE

- Customers can find a nice selection of **fresh products** in our food stores, enabling them to enjoy a nutritious, delicious and balanced diet.
- Various retail formats pay special attention to health when composing their **product ranges** and **recipes**. Bio-Planet offers a wealth of inspiration for a balanced lifestyle, while Foodbag excels in balanced recipes.
- We are continuing to improve the nutritional composition of our **private-label products**, for example by opting for more fibre, less fat and less salt.
- We have a wide range of **health-supporting** products, both in the online pharmacy Newpharma and on the parapharmacy shelves in our food stores.

FROM FITNESS TO 'HEALTHNESS'

Our chain of fitness clubs, **Jims**, aims to be an accessible and affordable way to help people to lead an active, healthy lifestyle. Jims is also gradually building the bridge between fitness and healthcare. In cooperation with hospitals, it has therefore developed recovery and aftercare programmes targeted for example at overweight and obese patients and patients with heart and vascular diseases. In ten or so clubs, athletes and people in rehabilitation can call on physiotherapists from leading practices. In this way, fitness clubs are evolving into **health hubs**, where prevention, rehabilitation and sport go hand in hand.

24-HOUR PHARMACY WITH PERSONAL ADVICE

Newpharma, Belgium's largest online pharmacy, offers more than 45.000 over-the-counter products at affordable prices. Through a number of brick-and-mortar pharmacies under its own management, Newpharma stays in touch with pharmacy practice and customers. In addition, the central team of pharmacists gives customers **personal advice** free of charge in Pharma Consult video calls.

SUPPORT IN THE APP AND THE LIFESTYLE PHARMACY

Our digital platform **Yoboo** stimulates people to work on their health with a focus on prevention, by giving attention to nutrition, exercise, sleep, stress etc. It supports independent pharmacies with training, methodologies and (digital) tools to coach people towards a **healthier lifestyle**. Yoboo also develops programmes for companies and their employees and gives lifestyle advice to individuals, which they can access in the app as well as in the brand new Yoboo **lifestyle pharmacy**, which combines traditional service provision with coaching and prevention.

INSPIRATION FOR A HEALTHY LIFESTYLE

The **Colruyt Group Academy** learning platform inspires people to live a more conscious and healthier life, by offering accessible workshops, lectures, webinars, experience activities, etc. Specialists and experience experts share knowledge, insights and practical tips to help participants to get involved. Together with internal partners, the Academy organises successful **experience days** centred on health.

Local entrepreneurship

As a Belgian family business, we want to make a positive contribution to society. Our operations are close to the consumer, we ensure sustainable employment and invest in local agriculture, production and innovation. In this context, we make a conscious commitment to keeping the economic value added we create in our own country.

- As one of Belgium's largest private-sector employers, we invest in the personal growth and craftsmanship of more than **30.000 employees**. With sustainable jobs and by safeguarding knowledge and expertise, we contribute to the country's socio-economic development.

- Together, our physical and online store formats reach a third of Belgium's population, accounting for more than **4,5 million customers**. They can count on an offering that is accessible in terms of budget, quality, convenience and sustainability.

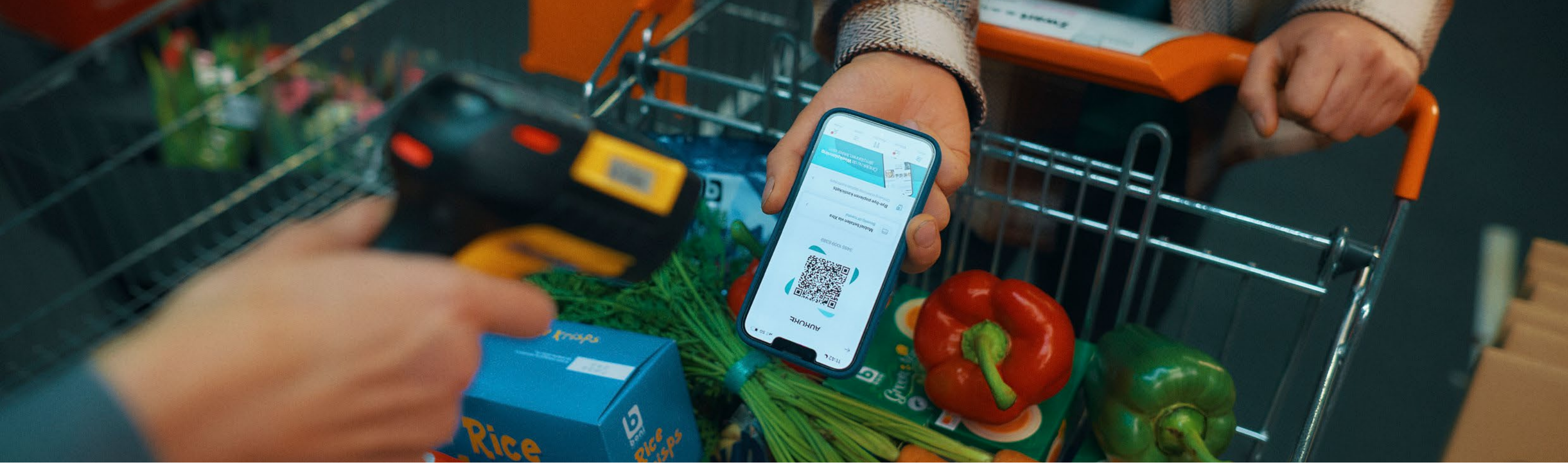
- We buy produce from 6.000 Belgian farmers and cooperate extensively with around 600 of them on initiatives such as sustainability projects, new breeds and healthier soils. In this way, we contribute to anchoring **agricultural production** in our own country.

- We invest in our **own production chains**, which we manage from beginning to end. Our Belgian mussels and wine fit perfectly into the regional gastronomy and respond to demand for local and sustainable products.

- Our **production departments** have decades of experience in the development, production and packaging of meat, salads, cheese, wine, coffee and bread. More than 1.100 employees produce over 30% of our private-label products. We thus keep the associated expertise and employment in our own country.

- With annual donations of some 10.000 tonnes of surplus food, we are the strongest partner of **social organisations** such as food banks.

- Our **Colruyt Group Foundation** supports 26 Belgian projects involving young people in challenging contexts, healthy food and sustainable farming techniques.



Digital innovation

As a 'phygital' retailer, we look for solutions where the physical and the digital reinforce each other.

- We have a strategy to create the maximum sustainable **added value from data**, analytics and AI. With all our digital data and processes, our craftsmanship and the right mindset, we are honing Colruyt Group into a data-driven business.
- We employ **AI** and **GenAI** in order to optimise or automate our processes further. The technology takes over repetitive tasks, allowing co-workers to focus on more complex tasks. GenAI also supports the creation of (marketing) communication.
- Our **stores** make intelligent use of data, computer vision, the Internet of Things and robotics to improve the customer experience and support co-workers. As part of this process, self-scan checkouts at Okay, the smart shopping cart and the easy checkout at Colruyt are being rolled out comprehensively.
- Our shopping assistant **Xtra** allows customers to enjoy maximum benefits and to get relevant information from our store formats.

From card to app

In the past financial year, the number of Xtra customers increased by more than 4%. The number of app users rose by almost 19%, while the number of customers with a physical Xtra card declined by 6%. Among new customers, the app is by far the most popular mode, and the number of applications for a physical card went down by almost 80%. The app has been further optimised in many areas:

- **Navigation** in the Colruyt, Collect&Go and Okay areas has been improved in response to user feedback. Products from Colruyt and Bio-Planet can now be combined into a single Collect&Go order.
- Recipes have been given a more prominent position in the main navigation and have been enhanced by adding new search and filter options. The **weekly planner** allows users to create a weekly menu, with average nutritional values, cooking instructions and ingredients; it is easy to attach to shopping lists or the Collect&Go store basket. The new AI assistant thinks ahead for the user and translates personal preferences – from cooking times to intolerances – into suitable recipes.
- In the future, the **Xtra app** will be able to carry out a wider range of tasks. In addition, we want to make the Xtra benefits more visible and optimise the login and payment process.

XTRA

Xtra is the common digital assistant for various stores and webshops of Colruyt Group in Belgium. The app, which also includes the sustainable savings programme, was supplemented in the past year by adding a weekly planner and an AI assistant. In addition, Okay was given its own area and the app now has an English language version.

- **4,5 million** Xtra customers
- **2,3 million** registered app users
- Up to **6 million** transactions per month

Appropriate data profile for every customer

An important milestone was the introduction of the data profile. Since November, Xtra has asked users explicitly which data they want to share for **personalised communication** (in line with European legislation). Four clear data profiles allow users to determine themselves the extent to which service provision will be tailored to their preferences. Transparency and control are key in this respect. By now, the vast majority of customers have a data profile that allows them to receive **more targeted** and **more relevant messages**.

Group principles as guidance

Our Group principles provide direction in a rapidly changing world. Not in the sense of a rulebook, but as guidance for making a positive difference together. They are based on our many years of experience and inspire us to do business in our own individual, meaningful way.

Within the scope of our strategic plan, we have sharpened our focus on some of our Group principles, which will act as a guide over the next few years. They bring us back to the essence of how we want to work and what will be necessary to put our strategy into practice. They complement and reinforce each other, and can be summarised in four lines of approach.

Our DNA

We have grown by adopting a creative approach to constraints and resources. We do not see simplicity and cost awareness as goals in themselves, but as a way of working which stimulates entrepreneurial spirit and increases productivity. Or, as we would say: *mastery is proven only in limitation*.

People make the difference

Our company grows as our people grow. Our starting point is trust and creating a context in which people can take initiative and assume responsibility.
That is enshrined in principles as: *Responsibility is there for the taking. As well as: You don't need to pull a plant to make it grow.*

Leadership in action

Leadership means channelling energy in the right direction. It is about making choices, providing guidance and mobilising energy. That requires clarity, courage and consistent action, even in an uncertain climate. *We dare to make choices, so that we can learn from them.*

Customers are at the heart of everything

Our customers can opt for us each and every day, as stated in one of our Group principles. Or not, obviously. That is precisely what keeps us sharp and impels us to remain relevant. Our aim is to create sustainable added value for customers, employees and the company.

Management report

Headlines financial year 2025/26 [(1)] [(2)]

As a retailer in food and health and as the market leader in Belgium, Colruyt Group continues to actively fulfil its role in society by ensuring that customers can rely on an accessible, qualitative and affordable offering, delivered in the most sustainable way possible, both in our physical stores and online. This is a commitment we consciously uphold every day, together with our more than 31.000 colleagues.

“Revenue grows 3,1% Operating result in line with prior year”

The financial year 2025/26 was marked by multiple challenges in the Belgian retail market, which is becoming ever more competitive, mainly as a result of Sunday openings, extended opening hours and the abolition of the mandatory weekly closing day. These structural changes in opening hours are disrupting competitive dynamics. Despite this disruption, Colruyt Group's revenue increased by 3,1% to EUR 10,6 billion in 2025/26, while the gross profit margin remained stable at 30,5% compared with the previous financial year.

The combined market share of Colruyt, Okay, Spar and Comarkt/Comarché in Belgium decreased to 28,5%.

Operating expenses increased primarily due to changes in scope[(2)], as well as higher employee benefit expenses, mainly driven by Belgium's automatic wage indexation system.

As a result, the operating cash flow (EBITDA) increases by 2,9% (stable at 8,3% of revenue) while the operating result (EBIT) remains broadly stable at EUR 465 million (4,4% of revenue). The net result from continuing operations decreases by 4,3% to EUR 337 million (3,2% of revenue), mainly due to a lower net financial result and a lower result of investments accounted for using the equity method. The group succeeded in counterbalancing the decline in operating result recorded in the first half of the year during the second half, supported by a further normalisation of the gap between sales price inflation and purchase price inflation, productivity gains and targeted initiatives (such as the extension of opening hours at Colruyt, Okay, Spar and Collect&Go, and commercial initiatives).

In line with disciplined cash management, investments were even more tightly targeted in 2025/26: EUR 472 million or 4,4% of revenue.
The disposal and discontinuation of the French integrated retail activities was completed in the final quarter of 2025/26. The search for potential buyers for the real estate assets of stores for which no buyer has been found, as well as for the warehouses, is ongoing.

> *Notwithstanding a decline in operating result in the first half of the year, we delivered on our ambition to achieve a stable operating result for the full financial year. Given the many challenges in the Belgian retail market, which is becoming ever more competitive as a result of a series of structural and disruptive changes, including Sunday openings and the abolition of the mandatory weekly closing day, we are satisfied with this result. We owe this to collective achievements, the hard work of our co-workers and to our customers and our partners, I would like to express my sincere gratitude to them all. The challenges, combined with the disparities in wage schemes across the various joint committees create an uneven playing field in the Belgian retail market. We therefore reiterate that a reform of the wage schemes is essential to guaranteeing fair competition. Also, we are satisfied to once again have delivered strong performance against our ambitious sustainability objectives.*
> *In the new financial year ahead, we will continue to consistently implement our strategy and to invest in the long term. Our focus is on driving growth in food and health, alongside further productivity gains. At the same time, we are more committed than ever to systematically lowering our cost base, enabling us to continue purposefully shaping a healthy and sustainable future. In doing so, we as a group continue to create broad societal and economic value in Belgium. This added value extends beyond the store network and encompasses, among other things, distribution centres, support activities and an ecosystem of over 10.000 Belgian suppliers. In doing so, the group contributes to employment and local anchoring in Belgium at various levels, thus ensuring that this value remains within Belgium.*
>
> **CEO Stefan Goethaert**

(1) The headlines have been formulated based on the consolidated income statement in which the French integrated retail activities are presented as discontinued operations in both the current and the previous financial year.
(2) The results reflect the impact of a series of acquisitions completed in the second half of 2024/25 (Délidis since October 2024 and NRG since January 2025) and in the first half of 2025/26 (Foodbag since April 2025 and Delitraiteur since June 2025) (hereinafter 'the acquisitions'). They were further impacted by the change in financial year at The Fashion Society (which in 2024/25 was exceptionally included for a period of ten months, compared with twelve months in 2025/26). Further down this press release, these impacts are collectively referred to as 'changes in scope'. Any disclosures provided are inclusive of these impacts, unless explicitly indicated otherwise.

Consolidated income statement [3]

(in million EUR)	1/04/2025 - 31/03/2026	1/04/2024 - 31/03/2025	Variance
Revenue	**10.568**	**10.248**	**+3,1%**
Gross profit	**3.222**	**3.123**	**+3,2%**
% of revenue	30,5%	30,5%	
Operating cash flow (EBITDA)	**879**	**855**	**+2,9%**
% of revenue	8,3%	8,3%	
Operating profit (EBIT)	**465**	**469**	**-0,9%**
% of revenue	4,4%	4,6%	
Profit before tax	**441**	**470**	**-6,2%**
% of revenue	4,2%	4,6%	
Profit for the financial year from continuing operations	**337**	**352**	**-4,3%**
% of revenue	3,2%	3,4%	
Result for the financial year from discontinued operations	-33	-15	
Profit for the financial year	**304**	**337**	**-9,9%**
% of revenue	2,9%	3,3%	
Earnings per share (in EUR) [4]	**2,53**	**2,73**	**-7,4%**
From continuing operations	2,80	2,85	-1,7%
From discontinued operations	-0,28	-0,12	

(3) In the consolidated income statement, the French integrated retail activities are presented as discontinued operations in both financial years, as is Dreambaby in the previous financial year (for a period of two months).
(4) The weighted average number of outstanding shares totalled 120.065.015 in 2025/26 and 123.489.687 in 2024/25.

Consolidated income statement

Colruyt Group's **revenue** rose by 3,1% to nearly EUR 10,6 billion in 2025/26. Revenue performance was primarily impacted by disruptions to competitive dynamics and ongoing price and promotional pressure in the Belgian retail market. The full consolidation of Délidis, Foodbag, Delitraiteur and NRG had a positive impact on revenue evolution, as did the change in financial year at The Fashion Society (which in 2024/25 was exceptionally included for a period of ten months, compared with twelve months in 2025/26). Excluding the changes in scope, revenue grew with 1,2%.

The market share of Colruyt Group in Belgium (Colruyt, Okay, Spar and Comarkt/Comarché) declined to 28,5% in 2025/26 (29,0% in 2024/25).

Thanks to the changes in scope, the **gross profit margin** remained stable at 30,5%. The decrease of the gross profit margin excluding changes in scope reflects high price and promotional pressure and a more intense competitive landscape in the Belgian retail market. As a retailer and as the market leader, Colruyt Group continues to fulfil its role in society, with customers able to count on the group to help them stay on top of their household budgets. The gross profit margin improved in the second half of the financial year (30,9%) compared with the first half (30,1%). This was driven in part by a further normalisation of the gap between sales price inflation and cost price inflation.

Net operating expenses increased by EUR 75 million and amounted to 22,2% of revenue. The increase in operating expenses was entirely attributable to the changes in scope. The group succeeded in keeping net operating expenses excluding changes in scope stable in the financial year 2025/26, despite higher employee benefit expenses driven by Belgium's automatic wage indexation system. This was achieved through a range of measures, including productivity enhancement initiatives implemented in the second half of the financial year, supported by process simplification and the increased use of technology and automation. In the new financial year and in the years ahead, Colruyt Group will continue to drive organisational simplification and improve overall productivity. In this context, a particular focus is directed towards support services, where efforts to enable a smarter deployment of technological capabilities are being accelerated.
As in previous years, profit sharing forms part of employee remuneration. For many years, Colruyt Group has operated a profit-sharing scheme under which Belgian employees directly share in the results achieved. This distribution underlines the commitment of our employees to the group's collective success and constitutes an important pillar of our operations.
The number of full-time equivalents as at 31 March 2025 amounted to 32.418, including the integrated retail activities in France. Excluding these activities, the number of full-time equivalents stood at 30.191 and 29.956 as at 31 March 2026,

representing a decrease of 235 full-time equivalents. Last year, more than 3.100 new employees were hired. Colruyt Group remains an organisation in motion, driven, among other things, by targeted acquisitions and integrations, organisational simplifications, as well as inflow, outflow and internal job mobility. The group continues to focus on a customer-oriented and efficient organisation, while giving priority to talent development and internal mobility.

Operating cash flow (EBITDA) increased by 2,9% and amounted to EUR 879 million or 8,3% of revenue (stable versus 2024/25).

Depreciation, amortisation and impairment charges increased by EUR 29 million. Depreciation and amortisation charges rose by EUR 19 million, mainly due to the changes in scope. The residual increase is largely attributable to continuous investments in stores, distribution and production centres, automation, innovation and digital transformation programmes.
Impairments rose by EUR 10 million to EUR 12 million and relate to a number of smaller impairments, primarily affecting property, plant and equipment.

Operating profit (EBIT) remained roughly stable at EUR 465 million or 4,4% of revenue in 2025/26 (versus EUR 469 million or 4,6% in 2024/25).

The net financial result decreased by EUR 20 million to a net financial expense of EUR 19 million. This is mainly due to a decrease in finance income, partly resulting from a reduction in cash and cash equivalents during the financial year.

The share in the result of investments accounted for using the equity method amounted to EUR -5 million in 2025/26. The decrease reflects a negative result at Virya Energy (inter alia as a result of a number of impairments) and various other investments, partly offset by a one-off positive effect of EUR 12 million arising from a change in consolidation method (Foodbag has been fully consolidated since the 2025/26 financial year, having previously been accounted for using the equity method). The negative result at Virya Energy is in line with Virya Energy's ongoing development and growth agenda, supporting its long-term ambitions in the energy transition. This reflects a well-considered and disciplined growth strategy, offering clear visibility on future value creation as projects are gradually completed and enter the operational phase, thereby contributing to revenues and earnings over the medium to long term.

The effective tax rate on the profit before tax, excluding the share in the result of investments, amounted to 23,4% in 2025/26.

The **profit for the financial year from continuing operations** amounted to EUR 337 million (3,2% of revenue) compared with EUR 352 million (3,4% of revenue) in 2024/25. This comes down to a 4,3% decrease.

In 2025/26, the result for the financial year from discontinued operations included the French integrated retail activities.
The loss amounted to EUR 33 million and comprised both the operating result and various one-off effects related to the disposal and discontinuation of the operations (restructuring charges, gains and losses etc.).
In 2024/25, the result for the financial year from discontinued operations included a one-off positive effect of EUR 3 million and a net result of EUR -17 million related to the French integrated retail activities.

The above developments resulted in a **profit for the financial year** of EUR 304 million or 2,9% of revenue (versus EUR 337 million or 3,3% of revenue in 2024/25).

Segment information

1. Food

The revenue of Food rose by 2,4% to 10,0 billion in 2025/26. Excluding Délidis, Foodbag and Delitraiteur, revenue rose by 1,0%. Food activities accounted for 94,2% of the consolidated revenue in 2025/26.

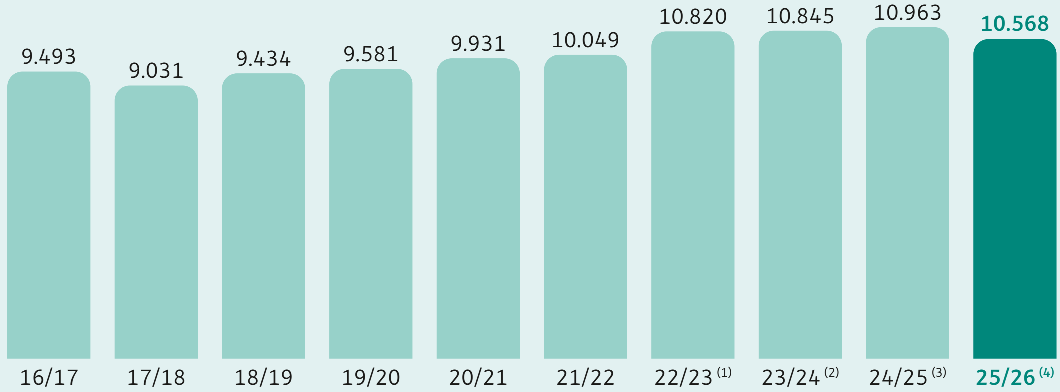
Colruyt Group's revised five-year strategic plan centres on food and on health, with both areas pursuing growth and further differentiation. Within the food segment, we aim to achieve that growth through three avenues. First, by driving further growth in the existing stores (like-for-like growth) through an enhanced offering tailored to our customers' needs and through continued category development. In line with this approach, a number of stores have been piloting the in-store bake-off of a selected bread and bakery range since autumn 2025. Second, by expanding our B2B operations, both through the opening of additional Colruyt Professionals stores and through growth in our wholesale and food service activities. Finally, by targeting growth in urban areas, with tailored formats such as Okay City.

1.1. Food retail

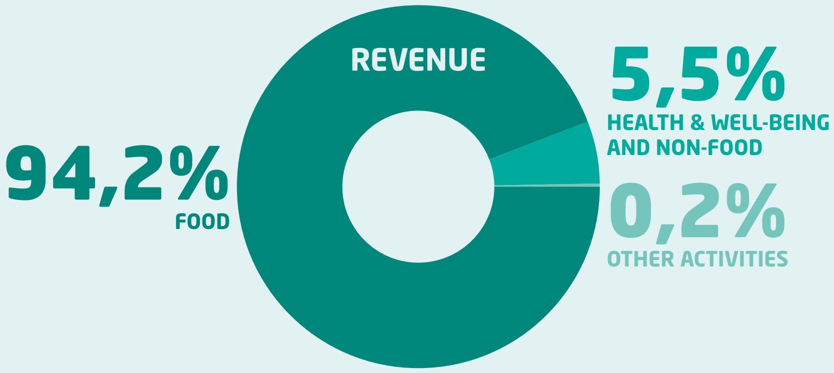
Alongside high price and promotional pressure, competitiveness has been further heightened by several developments in the Belgian retail landscape in recent years, such as the Sunday openings and the abolition of the mandatory weekly closing day. In this context, **food retail** revenue increased by 1,7%. Excluding Foodbag, food retail revenue rose by 0,8%.

Revenue of Colruyt in Belgium and Luxembourg, including the revenue of Comarkt/Comarché, showed a limited increase (+0,7%). The Colruyt stores continue to consistently deliver on their commitment to guarantee the lowest prices to their customers. This was highlighted over the past financial year through targeted initiatives including the deferred discount ahead of certain public holidays and the matching of highly aggressive competitor promotions. Since February 2026, all Colruyt stores and Collect&Go collection points have been opening half an hour earlier (from 8 a.m.), making Colruyt the first discounter to open at such an early hour.

Colruyt Group revenue (in million EUR)



(1) Revenue including DATS 24 NV, the disposal of which was completed in early June 2023.
(2) Revenue excluding DATS 24 NV, Dreamland NV and Dreambaby NV, the disposals of which were completed in early June 2023, early October 2023 and late May 2024, respectively.
(3) Revenue excluding Dreambaby NV, the disposal of which was completed in late May 2024.
(4) Revenue excluding the French integrated retail activities, the disposal and discontinuation of which were completed in late February 2026.

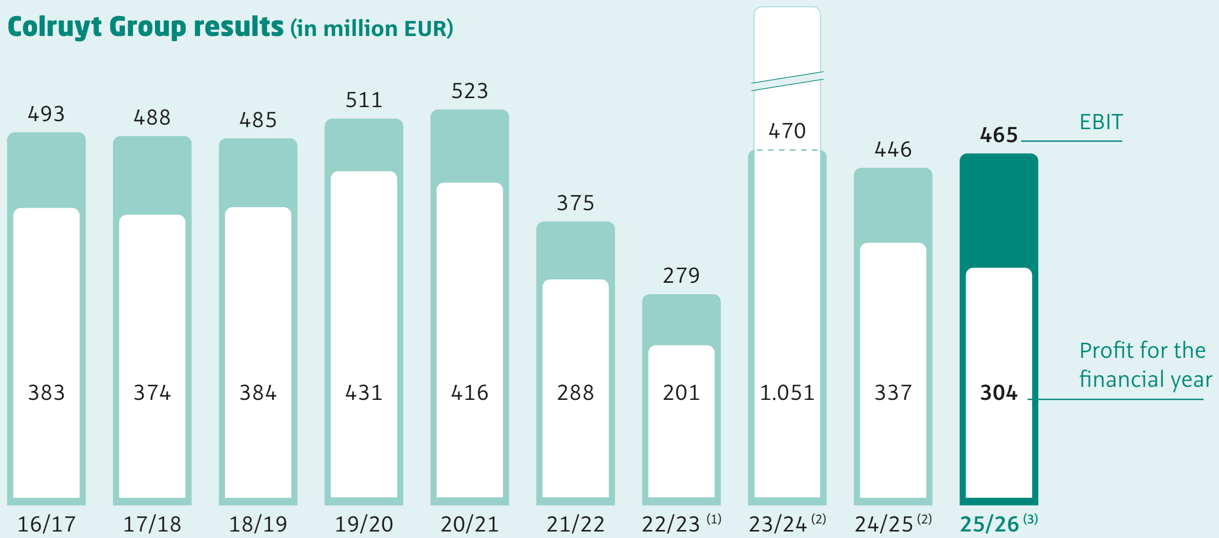


In 2025/26, thirteen renovated stores reopened and the store network expanded with seven new Colruyt stores and one new Colruyt Professionals store. Since the beginning of the 2026/27 financial year, two additional Colruyt Professionals stores have opened, bringing the total to seven.
The Colruyt stores once again secured the first place in the YouGov (5) summer and winter 2025 reports (formerly GfK).
At 31 March 2026, Comarkt (in Flemish-speaking Belgium)/Comarché (in French-speaking Belgium) - a Colruyt Group format that is used temporarily until the stores have been converted to their final store concept - had twelve stores left (compared with 35 stores as at 31 March 2025; in the meantime, six have opened as Spar stores, four as Okay stores, two as Colruyt stores, one as a Colruyt for Professionals store and the remaining ten are temporarily closed for conversion). In the course of 2026 and 2027, the remaining Comarkt/Comarché stores will be converted to their final brand.

Okay, Bio-Planet and Cru reported an aggregate revenue growth of 2,1% in 2025/26.
As a neighbourhood discounter, Okay aims to make customers' lives easier by offering a wide range of fresh products and ready meals, at the lowest prices in the neighbourhood and with respect for the environment, society, health and animal welfare. Okay's revenue evolution was adversely affected by legislative changes prohibiting the sale of tobacco products to private individuals in food stores larger than 400 m², and positively impacted by the Sunday openings in the final quarter. The store network of Okay, Okay City and Okay Direct expanded by seven Okay stores and two Okay City stores, reaching a total of 179 stores. Seven stores were renovated in 2025/26. Since the beginning of 2026, the Okay stores have extended their opening hours to include Sundays.
Okay City stores are fully tailored to the needs of urban customers: easily accessible, offering a carefully selected product range, budget-friendly and open seven days a week. Okay's logistics capacity was expanded with the addition of a new 10.000 m² distribution centre. The group aims to expand its market share in urban areas, in part by leveraging the Okay format.
In the YouGov (5) summer and winter 2025 reports (formerly GfK), Okay ranked third and second, respectively.
Bio-Planet recorded revenue growth and remains a pioneer in sustainability, offering an extensive range of organic, eco-friendly

(5) YouGov is a research and data analytics company specialising in online opinion polling and market research.

Colruyt Group results (in million EUR)



(1) EBIT and profit for the financial year, including DATS 24 NV, the disposal of which was completed in early June 2023.
(2) EBIT excluding DATS 24 NV, Dreamland NV and Dreambaby NV, the disposals of which were completed in early June 2023, early October 2023 and late May 2024, respectively. The profit for the financial year comprises the total results from both continuing and discontinued operations and includes one-off effects.
(3) EBIT excluding the French integrated retail activities, the store disposals and discontinuation of which were completed in late February 2026. The profit for the financial year comprises the total results from both continuing and discontinued operations and includes one-off effects.

and local products, as well as healthy food options. Thanks to Bio-Planet and the group's other retail chains offering organic products, Colruyt Group is Belgium's leading organic retailer. As at the end of March, Bio-Planet operated 39 stores in Belgium and one in Luxembourg.
Cru has four markets. A passion for tasty artisan products and customer experience combined with pure mastery remain at the forefront for the Cru multi-experience markets. In recent years, priorities have been further refined to drive revenue growth and enhance operational efficiency. This trend is continuing into the current financial year, fuelled by a combination of revenue growth and productivity gains.

Revenue from other activities within food retail revenue mainly comprises Foodbag and amounts to EUR 72 million. Foodbag specialises in the composition and delivery of meal boxes and has been fully consolidated since April 2025. Through Foodbag Colruyt Group aims to further expand and strengthen its position in the online food market, while responding to evolving customer needs such as the growing need for combined convenience and time efficiency and, the right offering at the right moment.

Foodbag demonstrates strong profitability and has delivered further revenue growth over the past financial year, while strengthening its market share. Foodbag's offering was further enriched with Foodprepper, which provides fresh, healthy and ready-to-eat meal solutions for every moment of the day, catering to the needs of families and people with busy schedules.

1.2. Wholesale and Food service

Wholesale revenue increased by 5,2%. Excluding Delitraiteur revenue rose by 0,6%. Wholesale revenue in France and Belgium increased, partly offset by a decline in revenue from Colex's export activities. In Belgium, revenue evolution was impacted by a change in legislation prohibiting the sale of tobacco products to private individuals in food stores larger than 400 m².

Colruyt Group continues to focus on building a close, long-term collaboration with the independent entrepreneurs and aims to further expand its efficient independent store network in Belgium and France over the coming years.
Delitraiteur has been fully consolidated since June 2025 and

operates 40 stores in Belgium and one in Luxembourg, all but three of which are run by independent entrepreneurs. Through this acquisition, Colruyt Group aims to continue its growth trajectory while placing greater focus on delivering convenience to its customers.

Excluding Délidis, revenue from the **food service** activities rose by 6,1%. The revenue is generated by Solucious, which delivers food service and retail products to professional customers across Belgium, including hospitals, SMEs and the hospitality industry. Solucious continues to gain appreciation from customers for its convenience, wide product range, smooth and reliable deliveries, and fair and consistent pricing.

The acquisitions of both Delitraiteur and Délidis fit within Colruyt Group's renewed strategic plan, which fully commits to driving B2B growth by expanding existing activities, entering new customer segments and pursuing acquisitions.

1.3. Food production

Food production primarily comprises Colruyt Group's industrial-scale production departments, grouped under Fine Food. Fine Food's activities include meat processing, the production of spreads, cheese cutting and packaging, bag-in-box wine filling, coffee roasting and bread baking. Fine Food mainly generates revenue within the group and the products are subsequently sold under private labels in Colruyt Group's stores. A smaller proportion of revenue is generated externally, more specifically by the industrial bakery Roelandt Group. The external revenue from food production amounted to EUR 26 million.
The group continues to promote the sustainability of its private-label products and to strengthen its vertical integration, in which agriculture plays an important role. In September, the first harvest at the group's vineyard proved successful. The first homemade white wine, Pas de Soucis, has been available at Cru, Boir and Foodbag since April 2026. For the third year in a row, mussels were harvested from the company's own sea farm in the summer of 2025. The group's agricultural land, in turn, is used to support sustainable agricultural practices and innovative crop cultivation.

2. Health & Well-being and Non-food

These activities accounted for 5,5% of the group revenue in 2025/26.

Revenue from **Health & Well-being** increased by 18,0%. Excluding the acquisition of NRG, revenue grew by 11,2%.
Revenue from Jims increased by 73,2%. This is partly explained by the acquisition of NRG. Excluding NRG, revenue rose by 29,3% as a result of expansion and organic growth. Including the acquired NRG clubs, Jims's network comprises 90 fitness centres, of which 83 are located in Belgium and seven in Luxembourg. Jims strengthens its offering through professional physiotherapy services at ten locations and, via its 'Move for Health' programme, further invests in a sustainable collaboration with healthcare institutions with a particular focus on prevention and rehabilitation.
Newpharma's revenue rose by 8,6%. Revenue increased in all core countries in which Newpharma operates. Newpharma is pursuing further growth with the ambition of establishing itself as a European player.

Alongside food, health is a core element of our renewed strategic plan. As a group, we continue to intensify our efforts in the area of health and will further expand our activities in this domain: through Newpharma and Jims but also through our range of products (such as Boni Plan't), the offering of Colruyt Group Academy, and other initiatives.

Revenue from **Non-food**, which includes the revenue from The Fashion Society and Bike Republic, increased by 16,4%. On a comparable basis, revenue grew by roughly 3%.
The increase in revenue from The Fashion Society - the holding company comprising the fashion retail chains Zeb, PointCarré and The Fashion Store - amounted to 18,6%, primarily reflecting the change in financial year. On a comparable basis, revenue grew by approximately 2,5%. Today, the network comprises 134 stores, four of which are located in France.
Bike Republic's revenue increased by 9,0%. In a market under pressure, Bike Republic remains a leading player. Bike Republic operates 29 stores and three service points. In a consolidating market, Bike Republic aims to further its growth.

3. Group activities, Real Estate and Energy

Colruyt Group is a co-shareholder of **Virya Energy** and holds a 30% stake. Virya Energy owns and operates a diversified portfolio of renewable energy assets across Europe and Asia, representing approximately 800 MW of gross installed capacity in onshore wind and solar power. Furthermore, the group is expanding into complementary energy solutions, including hydrogen and electric vehicle charging infrastructure, strengthening its position across the integrated energy value chain.

The group has set a clear growth ambition, targeting approximately 4,3 GW of gross operating capacity by 2035. To achieve this, Virya Energy is actively developing a strong and diversified pipeline of projects across its core markets, supporting sustainable value creation. A recent example is the investment, alongside a number of partners, in solar parks across three sites in Poland, which are expected to deliver a combined production capacity of 722 MW.

Given the multi-year development cycle of renewable energy projects, projects in development phase require significant upfront investments before entering commercial operation phase and generating revenues. As a consequence, Virya Energy is currently in an intensive investment phase, characterised by substantial capital deployment and limited operating revenues. This, however, reflects a well-considered and disciplined growth strategy, with clear visibility on value creation as projects progressively reach completion and transition into their operational phase.
In support of this, capital increases were carried out by Virya Energy in May 2025 and February 2026, to which Colruyt Group contributed EUR 45 million in total. In May 2026, Colruyt Group made a further contribution of EUR 23 million.

External revenue from the remaining segment amounted to EUR 23 million and primarily concerned the external revenue from Symeta Hybrid, active in **printing and document management solutions**. Symeta Hybrid is the Belgian market leader in the distribution of personalised marketing and transactional communications, combining cutting-edge print technology with a high-performance data platform that offers maximum security.

Segment information (1)

01/04/2025 - 31/03/2026	Revenue	EBIT
Food	**9.960**	**447**
Food retail	8.258	
• Colruyt Belgium and Luxembourg (2)	6.994	
• Okay, Bio-Planet and Cru	1.192	
• Other (3)	72	
Wholesale (4)	1.310	
Food service	366	
Food production	26	
Health & Well-being and Non-food	**585**	**10**
Health & Well-being	277	
Non-food retail	309	
Group Activities, Real Estate and Energy	**23**	**8**
Other	23	
Total Colruyt Group consolidated	**10.568**	**465**

(1) Excluding the French integrated retail activities, the store disposals and discontinuation of which were completed in late February 2026.
(2) Including the revenue from Comarkt/Comarché.
(3) Mainly includes the revenue from Foodbag as from April 2025.
(4) Also includes the revenue from Delitraiteur as from June 2025.

Digital, innovative and sustainable initiatives

Colruyt Group continues to purposefully invest in and innovate its **online store concepts and digital applications**.
Colruyt Group's online sales are expanding and accounted for more than 9% of retail revenue(6) in 2025/26. Colruyt Group's online revenue is primarily generated by Collect&Go, the market leader in the Belgian online food market, by Foodbag and by Newpharma.
Collect&Go continues to evolve into a grocery e-commerce platform, also offering Foodbag meal boxes and premium beverages from the Boir web shop, and partnering with Newpharma, Jims and culinary websites that enable customers to add recipes directly to their shopping list. Over the past year, Collect&Go has significantly expanded its home delivery service, enabling it to serve 85% of Belgian households. This expansion represents a strong lever to reach new customers. Leveraging its wide-spread network of collection points (250 across Belgium and Luxembourg) and its home delivery capabilities, Collect&Go offers customers maximum flexibility in how they choose to shop.
Colruyt Group's Xtra app continues to evolve as an increasing number of applications and services are being integrated to further enhance customer convenience and to foster synergies between the group's various formats. Both app usage and the number of app functionalities used continue to grow.

The group also continues to invest in **retail media**. Brands and advertisers are able to communicate across Colruyt Group's entire network - in-store, online and on the go - precisely at points where purchase decisions are made. Retail Media is evolving into an additional, incremental revenue stream, complementary to existing partnerships with our business partners. Today, the offering is fully operational and continues to be expanded, both through the extension of the network of advertising touchpoints and through new commercial opportunities such as self-service solutions for advertisers. With this activity, Colruyt Group is capitalising on the strong growth of retail media as an advertising channel and leveraging the group's unique combination of physical and digital reach, proprietary data and a broad brand portfolio as a further driver of value creation.

Colruyt Group remains a pioneer in the retail sector, setting the pace in the areas of **innovation** and **sustainability**.
Colruyt Group is actively deploying artificial intelligence and smart technologies to transform both the shopping experience and logistics, as well as its support services. This approach builds on Colruyt Group's long-standing track record of using technology as a lever for efficiency and innovation. For instance, generative AI is being deployed in IT processes, including software development and testing, contributing to faster and more efficient development trajectories. New applications are also being developed to facilitate interactions with both customers and employees, including conversational AI solutions within the Xtra environment and experiments with AI-supported tools for employees. In this context, the pilot project with the *Smart Cart*, Belgium's first self-scanning shopping cart, has been expanded from one to three stores. This smart trolley uses AI, cameras and sensors to automatically register and settle purchases, thus creating a smoother and more sustainable shopping experience. In the distribution centres of Lot (Laekebeek) and Ollignies, 18 Self-Driving Vehicles (SDVs) are already in operation - innovative autonomous pallet trucks that assist employees in their work and make their daily tasks easier. Colruyt Group intends to expand their use to one or two additional sites. The *Easy Check-Out*, the AI-powered checkout technology that uses smart cameras to automatically scan products, will be rolled out in all Colruyt stores by the end of the year.

(6) Retail revenue includes the revenue from 'Food' - excluding the revenue from Wholesale, Food service and Food production - and the revenue from 'Health & Well-being and Non-food'.

These initiatives underscore that the group is not only pursuing efficiency gains, but also purposefully developing new sources of value creation, leveraging technology as a structural enabler.

Colruyt Group is a reference point for sustainable entrepreneurship and a source of inspiration for conscious consumption. The group's substantial efforts towards sustainability are guided by three drivers: product, infrastructure and people. Each driver is underpinned by core objectives, in turn supported by a series of sub-objectives.

- In terms of infrastructure, the group will further strengthen its leadership position in the years ahead in *making its real estate patrimony and transport more sustainable* in various areas such as energy efficiency and greenhouse gas emission reduction. The group aims to reduce its greenhouse gas emissions from freight transport to zero by transitioning to fully emission-free freight transport. Colruyt Group reaffirms its ambition to make its own freight transport entirely emission-free by 2030 and, to support this transition, is working closely with Virya Energy (for charging and hydrogen infrastructure).
- As part of the people driver, we actively focus on making conscious consumption easier for our customers. One example is the *Green Score* (formerly known as the Eco-Score), which since 2021 has informed customers and raised their awareness about the environmental impact of the products they buy. With this score, Colruyt Group strongly promotes behavioural change by linking it to a sustainable savings programme in the Xtra app. We also contribute to the protein shift. Since September 2025, the Colruyt and Okay stores have been offering a range of plant-enriched meat. The aim is to offer 60% proteins from plant sources and 40% proteins from animal sources by 2028.
- Under the product pillar, one of our objectives is to shift to exclusively r*ecyclable or reusable packaging* in our stores by 2030. Since March 2026, this has already been the case for virtually all packaging of our private-label products.

Consolidated statement of financial position (7)

The net carrying amount of **goodwill and tangible and intangible assets** decreased by EUR 10 million to EUR 3.986 million.
The decrease is primarily the net effect of new investments (EUR 472 million), the full consolidation of Foodbag, Delitraiteur and other smaller entities (EUR 148 million), IFRS 16 impacts (EUR 58 million), depreciation, amortisation and impairment charges (EUR 436 million) and the disposal of French property, plant and equipment and reclassification of the remaining property, plant and equipment relating to the French integrated retail activities (EUR 251 million).
Colruyt Group continues to make targeted investments in its distribution channels, logistics and production departments, renewable energy, automation and innovation, and digital transformation programmes.

Investments accounted for using the equity method rose by EUR 9 million to EUR 278 million. The increase mainly reflects capital increases at Virya Energy, partly offset by a decrease due to the change in consolidation method at Foodbag, which since April 2025 is no longer accounted for using the equity method but has been fully consolidated.
Cash and cash equivalents totalled EUR 586 million at 31 March 2026.

The total **net financial debt** (including IFRS 16) amounted to EUR 271 million as at 31 March 2026 (EUR 297 million as at 31 March 2025). Excluding IFRS 16, net cash position stands at EUR 108 million (versus a net cash position of EUR 78 million as at 31 March 2025).
Colruyt Group's **equity** totalled EUR 3.261 million at 31 March 2026, accounting for 50,2% of the balance sheet total.

Treasury shares

In 2025/26, 1.699.154 treasury shares were purchased for an amount of EUR 60,7 million.
4.000.000 treasury shares were cancelled in December 2025.

After year-end, 373.837 treasury shares were purchased for an amount of EUR 12,3 million.

On 12 June 2026, Colruyt Group held 1.691.162 **treasury shares**, which represented 1,40% of the total number of issued shares.

In addition, the Board of Directors has decided to initiate a new discretionary mandate with a term of one year on 19 June, to be executed by an independent financial institution and allowing for the repurchase of treasury shares up to a maximum amount of EUR 100 million. As the mandate is subject to legal conditions and a series of contractual terms and conditions, it cannot be guaranteed that the full amount will be utilised. With this decision, the Board of Directors reaffirms its confidence in the strategic plan and the long-term objectives of Colruyt Group.

Events after the balance sheet date

GEOxyz

As announced in the press release of 31 March 2026, Colruyt Group intended to dispose of its 30% stake in GEOxyz to a newly incorporated entity in which Korys would hold a shareholding. This sale was completed in May 2026. The requisite measures were taken in the context of the conflict of interest rules. We refer to the above press release for the public announcement in accordance with article 7:97, §4/1 of the Belgian Companies and Associations Code.
This transaction will have the following effects for Colruyt Group in the financial year 2026/27:

- a one-off positive effect in Colruyt Group's consolidated income statement (on the line 'Share in the result of investments accounted for using the equity method') estimated between EUR 25 million and EUR 30 million;
- cash proceeds amounting to EUR 51 million.

Other

There were no further significant events after the balance sheet date.

(7) In the consolidated statement of financial position as per 31 March 2026, the French integrated retail activities were presented as 'Assets from discontinued operations' and 'Liabilities from discontinued operations'.

Outlook

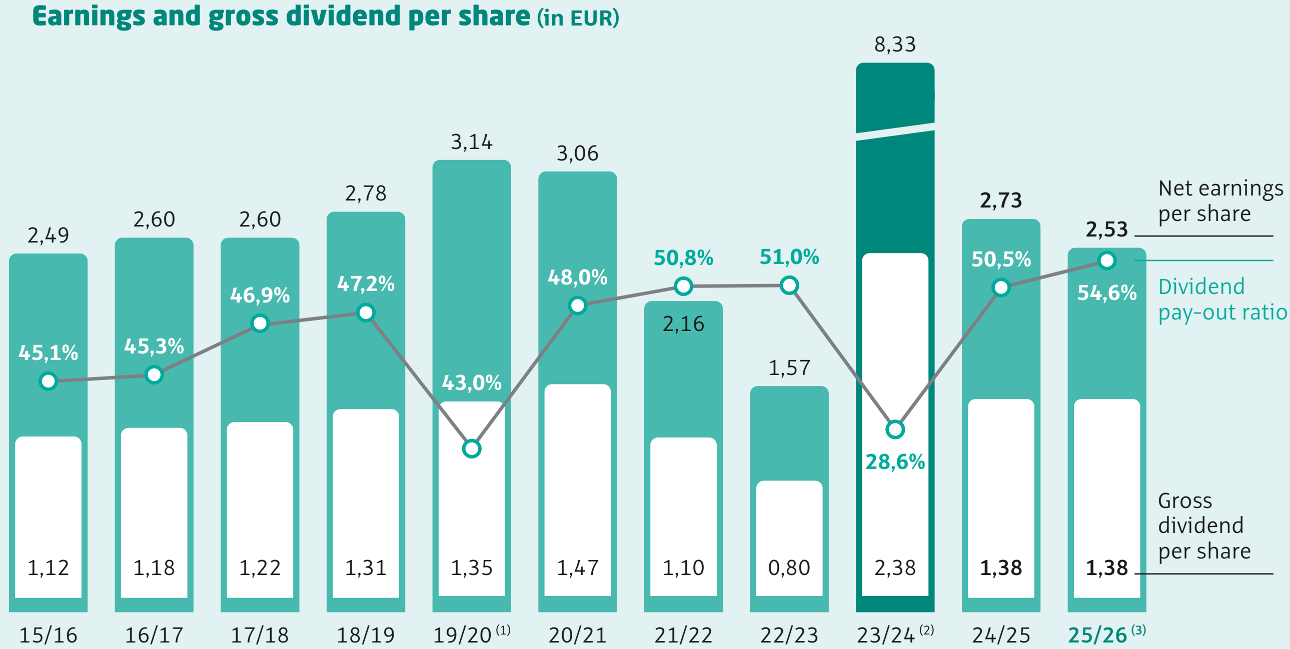
In a dynamic and rapidly evolving environment, Colruyt Group encounters both challenges and clear opportunities. Within a macroeconomic context marked, inter alia, by international uncertainty, strained public finances in Belgium, structural labour market challenges and sluggish economic growth, Colruyt Group remains determined to maintain its course and capitalise on opportunities. The Belgian retail market is also undergoing fundamental changes – notably the Sunday openings, extended opening hours and the abolition of the mandatory weekly closing day – triggering a disruption to competitive dynamics. As a result, the market share of Colruyt, Comarkt/Comarché, Okay and Spar remains under pressure in the new financial year. These developments are prompting Colruyt Group to further sharpen its positioning and enhance its distinctive capabilities.
Against this backdrop, Colruyt Group continues to actively and ambitiously strengthen its position in the retail market, with a clear focus on sustainable value creation. In doing so, we as a group continue to create broad societal and economic value in Belgium. This added value extends beyond the store network and encompasses, among other things, distribution centres, support activities and an ecosystem of over 10.000 Belgian suppliers. In this way, the group contributes to employment and local anchoring in Belgium at various levels, thus ensuring that this value remains within Belgium.
The group continues to focus on driving growth across all activities (inter alia through expansion, through the integration of earlier acquisitions, and through targeted opportunities). In addition, Colruyt Group continues to improve overall productivity and drive organisational simplification. Acceleration will be most pronounced in the support services, where artificial intelligence and smart technologies will serve as key enablers for greater internal process efficiency and stronger commercial capabilities. This development will be reflected in a more selective approach to filling vacancies, a lower replacement ratio and a more critical assessment of new hires in support roles.

For the financial year 2026/27, Colruyt Group aims to achieve at least the same level of operating result, both in absolute value and in margin. As a result of the disposal of the stake in GEOxyz, a one-off positive effect estimated between EUR 25 million and EUR 30 million will be recognised on the line 'Share in the result of investments accounted for using the equity method'. Colruyt Group will present its full-year 2026/27 guidance at the General Meeting of Shareholders on 30 September 2026.
Meanwhile, Colruyt Lowest Prices will continue to fulfil its role in society and to consistently deliver on its lowest-price promise. An ongoing focus on efficiency and operating cost management enables Colruyt Lowest Prices to consistently live up to its promise to its customers.

Dividend

The Board of Directors will propose an **ordinary gross dividend** of EUR 1,38 per share to the General Meeting of Shareholders on 30 September 2026.

Earnings and gross dividend per share (in EUR)



*(1) Excluding the one-off positive effect related to the contribution of Parkwind into Virya Energy, which has no material impact on the 2019/20 statement of cash flows, net earnings per share amounted to EUR 2,81 and the **pay-out ratio to 48,0%**.*
*(2) The proposed total gross dividend for the financial year 2023/24 consisted of a gross **interim dividend of EUR 1,00** related to the one-off capital gain realised on the sale of Parkwind by Virya Energy (interim dividend distributed in December 2023), and an **ordinary gross dividend of EUR 1,38**. Excluding the one-off net positive effect of EUR 704 million related to Virya Energy and excluding the interim dividend, net earnings per share amounted to EUR 2,75 and the **pay-out ratio to 50,2%**.*
*(3) Based on the net result from continuing operations and thus excluding the result related to the French integrated retail activities and related one-off effects, **net earnings per share amounted to EUR 2,80** and the **pay-out ratio to 49,2%**.*

Key figures

Investments realised (1)

(in million EUR)	01/04/2025 - 31/03/2026	01/04/2024 - 31/03/2025
Food	**34**	**47**
Food retail	10	33
Wholesale	16	3
Food service	5	5
Food production	4	5
Health & Well-being and Non-food	**36**	**28**
Health & Well-being	26	18
Non-food retail	11	10
Group activities, Real Estate and Energy	**401**	**403**
Total Colruyt Group consolidated	**472**	**479**

(1) Excluding acquisitions through business combinations, right-of-use assets and changes in consolidation method.

EUR 472 million investments

The investments in 2025/26 mainly related to:
- new stores and the renovation of existing stores (including the transformation costs for the acquired Match and Smatch stores) and fitness clubs (new openings as well as renovation of existing clubs);
- the expansion of logistics capacity in Belgium (such as the further development of the new distribution centre of Okay and Bio-Planet);
- the production capacity in Belgium, with a focus on vertical integration;
- automation and innovation (such as automated machinery and installations in the distribution centres and innovations in the stores);
- innovative change programmes and digital transition;
- renewable energy (such as solar panels and charging stations) and energy efficiency (for example, the sustainable renovation of buildings and making the vehicle fleet more sustainable).

Excluding any acquisitions or stakes, Colruyt Group expects to carry out an investment programme amounting to between 4,0% and 4,5% of revenue in financial year 2026/27.

The group will continue to invest in new stores and the renovation of existing stores and fitness clubs; the expansion of logistics capacity in Belgium (such as the development of a new distribution centre and additional hubs for Solucious); the production capacity in Belgium, with a focus on vertical integration; automation and innovation; innovative change programmes and digital transition; renewable energy and energy efficiency.

Production and distribution centres and offices

The square metres for production and distribution centres relate to building surfaces and therefore do not take into account multiple storeys. The total available surface is approximately 920.000 m².

The freehold percentage (based on m²) of production and distribution centres in Belgium, Luxembourg and France combined amounts to approximately 85%.

The freehold percentage (based on m²) of offices in Belgium, Luxembourg and France combined amounts to almost 100%.

The square metres for the French integrated retail activities are no longer included in the table. They relate to three distribution centres (Dole Wilson, Dole Choisey and Rochefort-sur-Nenon) and one office (Rochefort-sur-Nenon), which are for sale, as well as one distribution centre (Gondreville Fontenoy), for which efforts are under way to find someone to take over the lease. The properties measure around 65.000 m² in total.

	m²	number
Production and distribution centres	**726.384**	**51**
Belgium and Luxembourg	680.852	48
France	45.532	3
Offices (floor space)	**104.225**	**13**
Belgium and Luxembourg	101.740	12
France	2.485	1

Integrated stores of Colruyt Group

		2025/26 (1)	2024/25 (1)	2023/24 (1)	2022/23	2021/22
BELGIUM AND LUXEMBOURG						
Colruyt	- number	278	270	261	259	254
	of which leased externally	29	27	24	24	23
	- store area (in net '000 m²)	489	477	464	460	454
Okay	- number	179	170	169	159	156
	of which leased externally	45	39	40	33	31
	- store area (in net '000 m²)	102	98	97	93	92
Comarkt	- number	12	35	37		
	of which leased externally	9	28	30		
	- store area (in net '000 m²)	10	42	45		
Bio-Planet	- number	40	40	36	33	31
	of which leased externally	20	20	17	16	14
	- store area (in net '000 m²)	26	26	23	21	20
Cru	- number	4	4	4	4	3
	of which leased externally	2	2	2	2	2
	- store area (in net '000 m²)	2	2	2	2	2
Bike Republic	- number	34	32	29	27	21
	of which leased externally	32	30	28	26	21
	- store area (in net '000 m²)	20	20	18	24	24
The Fashion Society (2)	- number	127	125	125	117	109
	of which leased externally	126	124	124	116	109
	- store area (in net '000 m²)	105	103	103	120	108
Jims	- number	90	83	35	34	27
	of which leased externally	88	82	34	34	27
	- store area (in net '000 m²)	109	100	49	46	38
FRANCE						
The Fashion Society (2)	- number	4	3			
	of which leased externally	4	3			
	- store area (in net '000 m²)	4	3			
Total number of own stores and fitness clubs		**768**	**762**	**696**	**633**	**601**
Total store area of own stores and fitness clubs (in net '000 m²)		**868**	**871**	**803**	**767**	**737**

(1) The number of recorded square metres was fine-tuned in financial year 2023/24, with the net number of '000 m² now being presented. Before, the gross number of '000 m² was presented for some activities.
(2) The Fashion Society includes the clothing chains Zeb, The Fashion Store and PointCarré. In addition to the integrated stores, there are stores in Belgium that are operated by franchisees.

Key figures over five years

(in million EUR)	2025/26 [1]	2024/25 [2]	2023/24 [2]	2022/23 [2] [3]	2021/22
Revenue	10.568	10.963	10.845	10.820	10.049
Food [4]	9.962	10.444	10.299		
Health & Well-being and Non-food [4]	585	500	548		
Group Activities, Real Estate and Energy [4]	30	29	24		
Intersegment [4]	-9	-9	-26		
Gross profit	3.222	3.287	3.230	2.931	2.752
EBITDA	879	859	893	685	741
EBITDA margin	8,3%	7,8%	8,2%	6,3%	7,4%
EBIT	465	446	470	279	375
EBIT margin	4,4%	4,1%	4,3%	2,6%	3,7%
Profit before tax	441	447	1.176	270	383
Taxes	104	113	104	69	95
Net profit	304	337	1.051	201	288
Net margin	2,9%	3,1%	9,7%	1,9%	2,9%
Cash flow from operating activities	745	739	1.516	705	499
Free cash flow	384	382	1.173	153	-108
Total equity	3.261	3.172	3.173	2.510	2.462
Total assets	6.492	6.465	6.571	6.148	5.614
Investments [5]	472	479	433	463	488
ROIC [6]	12,2%	11,8%	13,9%	8,9%	13,4%
Market capitalisation at year-end (in million EUR)	4.375	4.731	5.453	3.609	5.019
Weighted average number of outstanding shares	120.065.015	123.489.687	126.163.912	127.967.641	132.677.085
Number of outstanding shares on 31/3	120.591.402	124.497.858	127.348.890	134.077.688	133.839.188
Net profit per share (EPS) (in EUR) [7]	2,53	2,73	8,33	1,57	2,16
Gross dividend per share (in EUR) [8]	1,38	1,38	2,38	0,80	1,10
Dividend yield [9]	3,80%	3,63%	5,56%	2,97%	2,93%
Number of employees on 31/3 [10] [11]	31.266	33.852	33.575	33.273	32.996
Number of employees in FTE on 31/3 [10] [11]	29.956	32.418	32.103	31.938	31.210
Number of own stores and fitness clubs in Belgium, Luxembourg and France [12]	768	762	696	633	601
Store area of own stores and fitness clubs in ‘000 m² [12]	868	871	803	767	737
Number of independent entrepreneurs in Belgium, affiliated stores in France (excluding independent retailers) and franchisees of the multi-brand chain The Fashion Society	1.074	1.006	1.056	576	588

(1) Excluding the French integrated retail activities; the sale of the stores and the discontinuation were finalised at the end of February 2026. Net profit includes the total result of continued as well as discontinued business operations and includes one-off effects.
(2) Excluding DATS 24 NV, Dreamland NV and Dreambaby NV, the sale of which was finalised at the beginning of June 2023, the beginning of October 2023 and the end of May 2024, respectively. Net profit includes the total result of continued as well as discontinued business operations and includes one-off effects.
(3) Including DATS 24 NV, the sale of which was finalised at the beginning of June 2023.
(4) The operating segments were revised in financial year 2024/25. As a result, the relevant comparative figures for financial year 2023/24 were also revised.
(5) Excluding acquisitions through business combinations, right-of-use assets and changes in consolidation method.
(6) In financial year 2021/22, corrections were made for the acquisitions of Culinoa, Jims and Roelandt Group, in financial year 2022/23 for the acquisition of Newpharma, in financial year 2023/24 for the acquisition of the Match and Smatch stores and the divestment of DATS 24, Dreamland and Dreambaby, in financial year 2024/25 for the acquisition of Délidis and NRG and the divestment of Dreambaby, and in financial year 2025/26 for the divestment of the French integrated retail activities.
(7) Including the result from discontinued business operations and one-off effects.
(8) In 2023/24, the gross dividend per share consists of an interim dividend of EUR 1,00 related to the one-off realised added value on the sale of Parkwind by Virya Energy, and an ordinary gross dividend of EUR 1,38.
(9) The dividend yield based on the ordinary gross dividend, and therefore excluding the interim dividend in financial year 2023/24 relating to the one-off realised added value on the sale of Parkwind by Virya Energy, is 3,22%.
(10) Excluding employees of DATS 24 NV, Dreamland NV and Dreambaby NV from 2023/24 and excluding employees of the French integrated retail activities from 2025/26.
(11) The definition of the number of employees (in FTE) was refined in financial year 2023/24. The number of employees (in FTE) on 31/03/2023 was also revised on this basis.
(12) Excluding Dreamland (Belgium), Dreambaby (Belgium) and Colruyt Prix Qualité (France).

Contributions paid to the Belgian treasury in proportion to the added value

In the past financial year, all Belgian companies of Colruyt Group together paid EUR 1.125,8 million in social, fiscal and product-related taxes to the Belgian treasury. In addition, the net VAT payment (difference between payable and deductible VAT) to the tax authorities amounted to EUR 319,6 million.

1.125,8 million EUR paid to the Belgian treasury

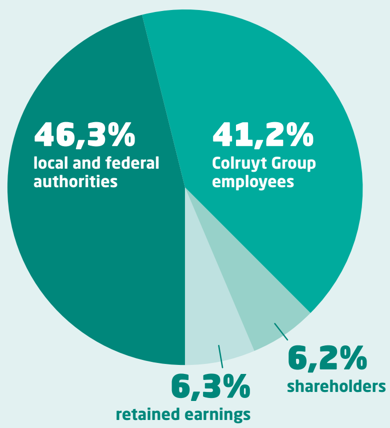
Payments made to the Belgian treasury	(in million EUR)
Social security [1]	461,3
Withholding tax on wages [1]	202,3
Income tax on profits	108,8
Product-related taxes (customs, excise)	305,2
Withholding tax on income from investments	14,6
Property withholding tax	17,4
Registration duties, provincial and municipal taxes and other federal taxes	16,0
Total	**1.125,8**

(1) Including burden reductions obtained at federal and regional level.

Distribution of the net added value generated by Colruyt Group in Belgium

All these taxes are the result of the creation of added value by the group. The net added value [1] generated by Colruyt Group in Belgium amounts to EUR 2,43 billion. Of this, 46,3% goes as taxes to the various local and federal governments and 41,2% is paid to our staff for services rendered. 6,2% is paid to shareholders [2] and the remaining 6,3% is invested back into the group to finance future projects.

(1) The excise duties paid have been integrated into the net added value so as to be able to express the total contribution to the treasury of EUR 1.125,8 million as a percentage of the net added value corrected in this way.
(2) This calculation method takes no account of the purchase or cancellation of treasury shares.



Investing in our employees

Colruyt Group includes 109 nationalities

Inclusive workplace

At Colruyt Group, respect and inclusivity are fundamental pillars of our culture. We want to be an inclusive organisation where everyone is welcome, feels heard and can be themselves. Respect for everyone forms the basis upon which diversity can grow.

We believe that every individual contributes a unique mix of characteristics, talents and experiences. By valuing and using this diversity, together we create added value. As an organisation, we strive to remove barriers and to support each other, without distinction or discrimination.

An important step in our policy is the update, enabling store employees to wear religious symbols, as long as safety continues to be guaranteed. This contributes to the visibility and recognition of the diversity within our teams. In this way, we are building an organisation in which everyone feels at home and can participate fully.

Colruyt Group continues to invest in diversity, equality and inclusion. Step by step, we are moving forward in this process so that we as an organisation continue to build on a strong, inclusive future.

Learning and developing together

As a consciously development-oriented organisation, we encourage lifelong learning and development, both professional and personal, for everyone. We continuously optimise our range of employee training to boost the quality and meet current learning needs. In addition to professional training, we invest in training focused on our staff's personal, mental, emotional, physical and spiritual development. Equipped with a good knowledge of themselves and their stressors, employees boost their own resilience and that of their colleagues.

In financial year 2025/26, we invested EUR 47,79 million in formal and informal training and development of employees. This corresponds to 3,03% of the total wage mass.

Safe and healthy workplace

- We aim for zero occupational accidents by prioritising risk analysis and prevention.
- The Connection assists employees who have personal or family problems. While not directly providing psychological support, this neutral service does offer a listening ear and can refer employees to external professional help if necessary. In the past financial year, the Connection recorded more than 10.000 contacts with the long-term sick and with staff experiencing personal or family problems.
- 60,33% of our employees have voluntarily joined our Solidarity Fund, which intervenes in cases of (high) medical costs. In the past year, the fund disbursed 964.584 euros.

Profit-sharing

Every year since the 1990s, Colruyt Group has let all its employees in Belgium share in the profits – insofar as financial results have allowed – as a token of appreciation for their efforts. A separate system operated for employees in France, in line with French legislation. For the 2025/26 financial year – subject to approval by the General Meeting – the total profit-sharing amounts to EUR 26,38 million, divided as follows: a payment of EUR 2,74 million profit participation in cash as determined pursuant to the Act of 22 May 2001 concerning employee participation in the capital of entities and the establishment of a profit bonus for employees, as well as a payment of EUR 23,64 million pursuant to collective labour agreements 90 and 90bis regarding non-recurring results-related benefits. Since financial year 2001/02, Colruyt Group has shared more than EUR 530 million of profits with its own employees.

Financial year 2025/26

- Profit participation (in million EUR): 2,74
- Results bonus (in million EUR): 23,64
- Total amount profit-sharing (in million EUR): 26,38
- Number of eligible employees: 25.540

The stated remuneration amounts are gross amounts from which the following deductions are made when paying out to employees:
- Profit participation: 13,07% solidarity contribution and 7% participation tax.
- Results bonus (CLA 90): 13,07% employee social security contribution. Employer social security contributions of EUR 7,80 million are also due on the results bonus (CLA 90).

On top of this, we pay out annual incentives and bonuses to middle and senior management based on the group's profits. For financial year 2025/26, these profit incentives and bonuses amount to gross EUR 18,38 million.

The total employer cost of all variable remunerations in Belgium amounts to just over EUR 50 million or 11% of the group's EBIT.

More than just remuneration

Our employees can count on a competitive salary package. In addition, we want them to benefit financially from the company's growth. Under an annual capital increase system that has been in operation since 1987, our employees can subscribe to shares in Colruyt Group NV on attractive terms. These capital increases are proposed by the Board of Directors and approved by an Extraordinary General Meeting. The shares remain blocked for five years. In 2025, 957 employees subscribed to 93.544 shares, resulting in a capital contribution of EUR 2,8 million.

Evolution of employees' capital contribution

Year	Amount (in million EUR)	Number of shares
2019	15,9	380.498
2020	10,3	222.372
2021	7,3	184.228
2022	5,4	238.500
2023	8,8	271.202
2024	5,7	148.968
2025	**2,8**	**93.544**