

Colruyt

A success based on low prices and own production

Colruyt, a family business that has grown over three generations to be one of the most important European sales groups, is the employer of 33 000 employees and has a diversified portfolio (of food and non-food formats) operating in Belgium, France and Luxembourg.

Its annual sales reach 10 billion euros (R21 billion) and it dominates the Belgian distribution market (ahead of Delhaize and Carrefour), holding about a third of the total market share. The group manages 774 of its own stores and has affiliation with 576 other stores not owned by the company. Amongst this number, they have developed 321 Collect and Go outlets for online shopping.

Colruyt's core business is based on supermarkets where, over time, it has always consistently maintained the initial promise based on 'low prices every day.'

Meanwhile, the experiences of the original team have gradually been enriched with new values and skills, so varied as to stand out even in the production and in the packaging of meat, coffee, cheese and wine.

Founded in Brussels in 1950 by Franz Colruyt, the brand based in Halle (in the Flanders region), after more than 70 years of intense commercial history, is now the only food retailer to have, in Belgium, its own departments engaged in the production of food on an industrial scale (under the Colruyt Group Fine Food label).

“Pricing, private label craftsmanship and environmental responsibility are the challenging areas in which this European mass distribution giant is deepening its strategic vision.”



'Laagste prijzen' (lowest prices) – the reminder that stands next to the Colruyt symbol on shop buildings. It speaks about the identity of the group.

Here the private label items are conceived, developed, created and packaged, to be then sent to the various sales outlets to produce greater profitability, enhance the income statement and amplify the visibility of the Store Brand.



The Colruyt assortment, especially in the food section, pays great attention to the little ones.





Insulated Structures
Efficiency At Work

Effective solutions to reduce the cost of in-store refrigeration

Polyurethane Injected Panels

- Standard panels: Outer and inner skin of frost white Chromodek, also available in black finish.
- Polyurethane injected panels for superior insulation and adhesion.
- High-impact PVC interlock profiles on all edges provides totally sealed insulation and a perfect vapour barrier.
- Tongue and Groove panel options available.
- Easily erected.
- Optional skin finish in Stainless Steel – Grades AISI 304 AIS 403.

Cold & Freezer Rooms



Floors – Fabricated and Concrete

Fabricated Floors

- The inside floor finish is 1.5mm Aluminium tread plate glued and screwed to a marine ply base.
- Galvanised plate options available in lieu of the Aluminium Chequer Plate finish.

Concrete Floor

- Concrete floors are used for flush or step-up entry and in permanent structures. Usually a recess of 150–170mm is used to accommodate the foam slab insulation and the concrete screed.



Meat Rails

- Hot Dipped Galvanised system.
- Support structure integrated into insulated panels.
- Optional free-standing continuous galvanised system with bends and switch gear.

Aluminium Chequer Plate

- Installed as an option to protect panels from scratches and light impact damage.
- 1.5mm and 2.0mm thick options.
- Standard height 1 250mm AFFL.





Insulated Structures
Efficiency At Work



Up to 40%
Energy Saving



New or Retrofit
Existing cases

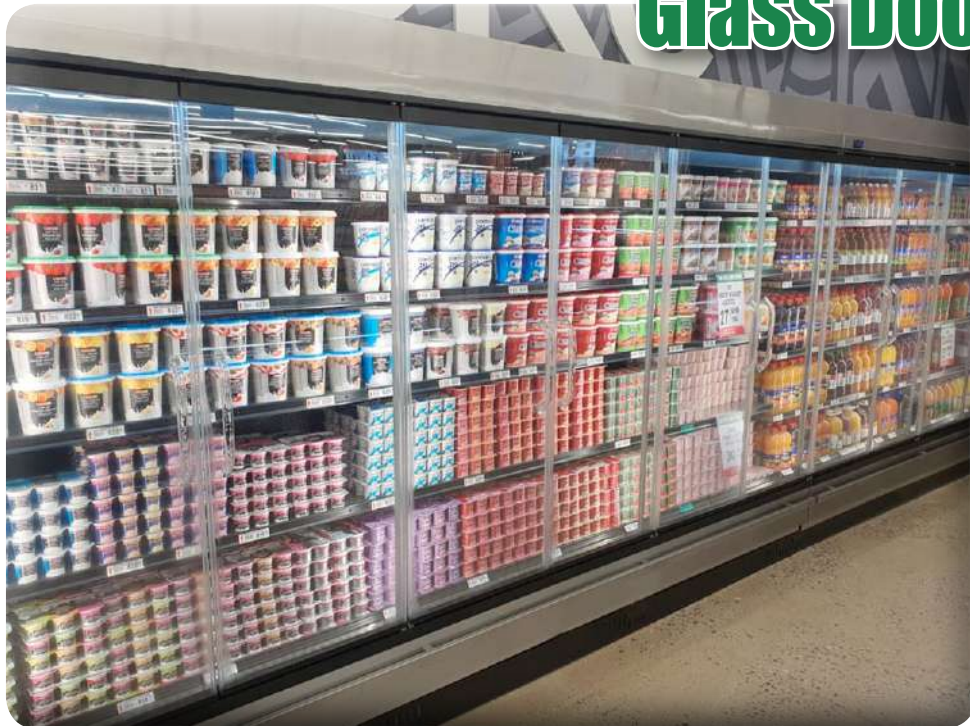


Environment
Respect

Benefits of Airshield Glass Doors

- Reduce Energy consumption.
- Extend Product shelf life.
- Double Glazed Argon filled void for better insulation.
- Optimal Product temperature.
- Glass doors have an option of Mullion lights. Quoted separate.
- Handles included.
- Up to 40% energy saving.
- Solution for new cabinets or retrofitted on existing cabinets.
- Doors are spring loaded.
- Less cold air spillage – warmer aisles.

Airshield Glass Doors



Ways to save

With energy cost rising and food retailers looking to improve the shopping experience environment for customers, Insulated Structures has developed an effective solution to reduce the cost of in-store refrigeration while enhancing the customer experience.

Insulated Structures doors are easy to retrofit on in-store cabinets to reduce the energy required to keep chilled foods at the correct temperature.

Meanwhile, customers are able to clearly see and access the products on offer. Reduced energy requirements means smaller refrigeration plant selection for new stores. These savings will off-set the initial cost of the doors. Up to 40% reduction in refrigeration requirement has been achieved.



Standard Airshield Glass Doors with a Black Frame.
Heated Hybrid also available in this design.
Heated Hybrid Glass Doors are fitted with a heater to reduce condensation on the doors in Coastal areas.
Heated Hybrid is fitted with soft closers.

Premium Airshield Glass Doors.
Frameless Door with Argon Gas filled for better insulation.



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The private label organic line **Boni Selection Bio.**



Top left: Group of biological line items belonging to the **Boni Selection Bio** sub-brand.

Top centre: Rice and almond drinks, branded **Boni Selection**.

Top right: Organic rice items, from the **Boni Selection Bio** line, displayed on the shelf.

The biological items of the **Boni Selection Bio** line.

The three levels of private labels

In Colruyt, low prices and private labels are fundamental aspects: the relevance of the overall proposal is implemented through the use of three levels of assortment, complete and well-integrated.

There are the national brands, sold at the lowest possible price, the private label focused on the family's objectives (associated with excellent levels of quality, convenience and innovation with the 'Boni' and 'Graindor' coffee brands), and a commodity strategy entitled 'First Price', focused on the 'Everyday' brand (basic commodity items with a guarantee of the best price in the relevant product category). On all three levels in question, Colruyt's meticulous attention to maintaining convenience stands out.

The private label is divided into a large number of SKUs, the pillars of which are represented by ...

- the **Boni Selection** range (in the sub-brands Boni Bio, Boni Eco, Boni No Gluten, Boni Veggie and Boni Kids),
- the **Everyday** brand.
- the entirely entrusted coffee, called **Graindor** (whose roasting is carried out in the company laboratories located in Belgium).



Today, Colruyt Group is the only Belgian distributor that still roasts its own coffee – and have been doing so for 80 years, building on a long tradition. In their coffee-roasting plant in Ghislenghien (Hainaut), specialists have full control over the production process, the quality and the flavour.



Food items, such as the First Price and MDD ranges, specially designed for the needs of ordinary families, for those with vegan demands, and those who require biological, ecological and celiac benefits, have now been joined by a small range of non-food items, such as the Kangourou back to school brand.

Central/Western Europeans are discerning consumers who demand great quality, while at the same time, searching for great value for money – Colruyt always delivers.

Retailing and own production

Colruyt’s reputation, consolidated on the historical promise of continuously offering low prices, allows the brand industry to strongly push its sales, ensuing a sustainable viability of all its operations.

Furthermore, Colruyt has decided to combine pure distribution activities with those of production. The most successful sectors in the private label sphere are butchery and delicatessen (thanks to the work of Fine Food Meat, a business unit engaged in meat processing).

By embarking on both production and distribution has proven to be a winning move, as it has unveiled a new way of interpreting sustainability. For example, the process allows complete control of costs, quality, and the value chain, but above all it has met specific consumer demands, such as protection of health and well-being, social and environmental responsibilities, and respect for animal well-being.



The reassuring images of smiles exchanged in a familiar environment, with full trolleys and pleasantly busy spaces are the sign of a loyalty built on everyday life, to which Colruyt aspires.



The rationalisation of the spaces has led Colruyt to experiment with the deep-freeze tubs beautifully displaced and easy to fit into a shopping trolley.



Left: Merchandiser in action while working packaged Italian food
Below left: Impeccable uniform and a ready smile at the till points is a company-wide combination of excellent customer service.



The eco-friendly references of the Boni Selection Eco line.



Given that environmental emergencies are raising awareness about sustainability criteria almost everywhere, the Colruyt private label is designed with full traceability and transparency. All products have the clear purpose of stimulating sustainable choices and responsible consumption.

From 2021, the Eco-score was introduced – a label that indicates the environmental impact of the various product items. Within the Boni line, 'Boni Eco' is a range of non-food products, for cleaning and hygiene in the home, capable of fully responding to the strict standards set by the Eco label. Instead, in accordance with the opportunity to enhance local origins, even a totally vegetable hamburger was developed (for Boni Bio), based on soy grown in Belgium.



The workers of Colruyt in the butcher shop are among the most qualified.



About a third of the beef at Colruyt Lowest Prices comes from a unique partnership. Since 2019 they have been working directly with three officially recognised producer organisations, specialising in the Belgian white-blue breed: 'Vlaams Hoevevond', 'En Direct De Mon Elevage' and 'Les Saveurs d'Ardenne'. Together with the breeders the focus is on the well-being of the cows, requiring that they can graze in the field at least six months of the year. Moreover, the animals should spend their entire lives on the farm where they were born.

“ Allowing the chicks to be born directly in the stables, does not require significant additional costs ... the chick costs more, but the healthier adult chicken costs less. ”

Colruyt's aim is to encourage more breeders to adopt the approach whereby chicks are born where they grow up. This has some major advantages ...

- The chicks are spared the transport from the hatchery to the stable, and the associated transport activities, translating into less stress.
- They can immediately start eating and drinking, according to their natural rhythm, which has a positive effect on their intestinal health.
- This improves their general health considerably, which leads to less mortality and less use of antibiotics (up to 50%, or more).



Park systems are bigger and more animal-friendly than traditional cages. An enriched park system offers rabbits more space to show natural behaviour. Rabbits are able to run and socialise with each other, with features such as mats or a comfortable plastic floor, platforms to jump on or hide under, tunnels and gnawing materials.

Seven business units for own production

The strategy for the future will follow the guidelines inspired by this vision. Colruyt Group Fine Food has seven business units: Fine Food Bread, Fine Food Wine, Fine Food Cheese, Fine Food Meat, Fine Food Spreads, Fine Food Coffee and Fine Food Smart Crops. Here are some examples ...

- **Colruyt Group Fine Food**, with the work plans of its seven business units, is consolidating important results in the product categories of bakery-pastry, cheese, coffee, meat, sauces-spreadable creams, flavourings and wines.
 - In **Fine Food Bread**, fresh, pre-cooked and frozen bread and desserts are baked.
 - **Fine Food Cheese** is the largest cheese processing plant in Belgium and processes around 71 different cheeses.
 - **Fine Food Coffee** is the only coffee roasting company in Belgium that roasts, blends and packages nearly 40 coffee varieties.
 - In the meat processing plant in Halle, **Fine Food Meat** cuts, processes and packages beef, veal and pork. The Wommelgem site, on the other hand, is committed to poultry-based products and preparations.
 - At **Fine Food Spreads**, homemade spreads and dips are made.
 - **Fine Food Smart Crops** grows herbs with minimal environmental impact, in the high-tech vertical farm.
 - **Fine Food Wine** bottles wines from all over the world.



- **The Farm of the sea**, in the North Sea, for the breeding of shellfish of Belgian origin, offered under the Boni brand since the autumn of 2022 (first only in limited quantities and then, definitively, in 2023) is among the most emblematic.

All major European chains are following their own path towards sustainability and transparency. Colruyt stands out by combining the “always low price” approach to ethical and healthy values, from farm to fork.



Sustainability has been the recurrent theme running through Colruyt’s activities for more than fifty years. For them, sustainable entrepreneurship means seeking a balance between economic, ecological and social factors. They put this into practice through more than 150 projects – in the short, medium and long term.



Colruyt is promoting growing organic grapes. Colruyt Lowest Prices is testing a digital ‘wine assistant’ in six stores. The assistant has a large touchscreen with software that allows customers to make informed wine choices. The idea is derived from market research which showed that customers need guidance in the wine aisle.



Hippo Zourides, serial entrepreneur and corporate leader, has been involved in the food trade for over four decades and consults to corporates, large, medium and small enterprises on a variety of management and restructuring skills, including the latest ESG requirements.



2022 was the year in which the Colruyt Group unpacked three renewable initiatives.

- Together with Too Good To Go they are fighting food waste.
- They opened a Collect&Go walk-in, the first pick-up point where you can do shopping by bike or on foot.
- They sent an unmanned electric vehicle on the public road for Collect&Go. Using a code, customers could take their groceries from the vehicle and return empty boxes or empties. The successful test opens up perspectives for innovative, sustainable ways of delivering groceries in urban areas.



Collect&Go. At the beginning of 2023, an unmanned vehicle delivered orders to a few customers' homes in Londerzeel.



Collibri Foundation is a Colruyt Group initiative with a mission to offer young people in difficult situations, from across the globe, more opportunities for a successful future, both in Belgium and abroad – by connecting with each other and by exchanging ideas and cultures.



Antonello Vilardi, professional in managing points of sale at numerous commercial signs, editorial collaborator for specialised magazines, consultant and lecturer in university masters. He has written books on large-scale retail trade.



A delivery, ready to serve the logistics on the network

