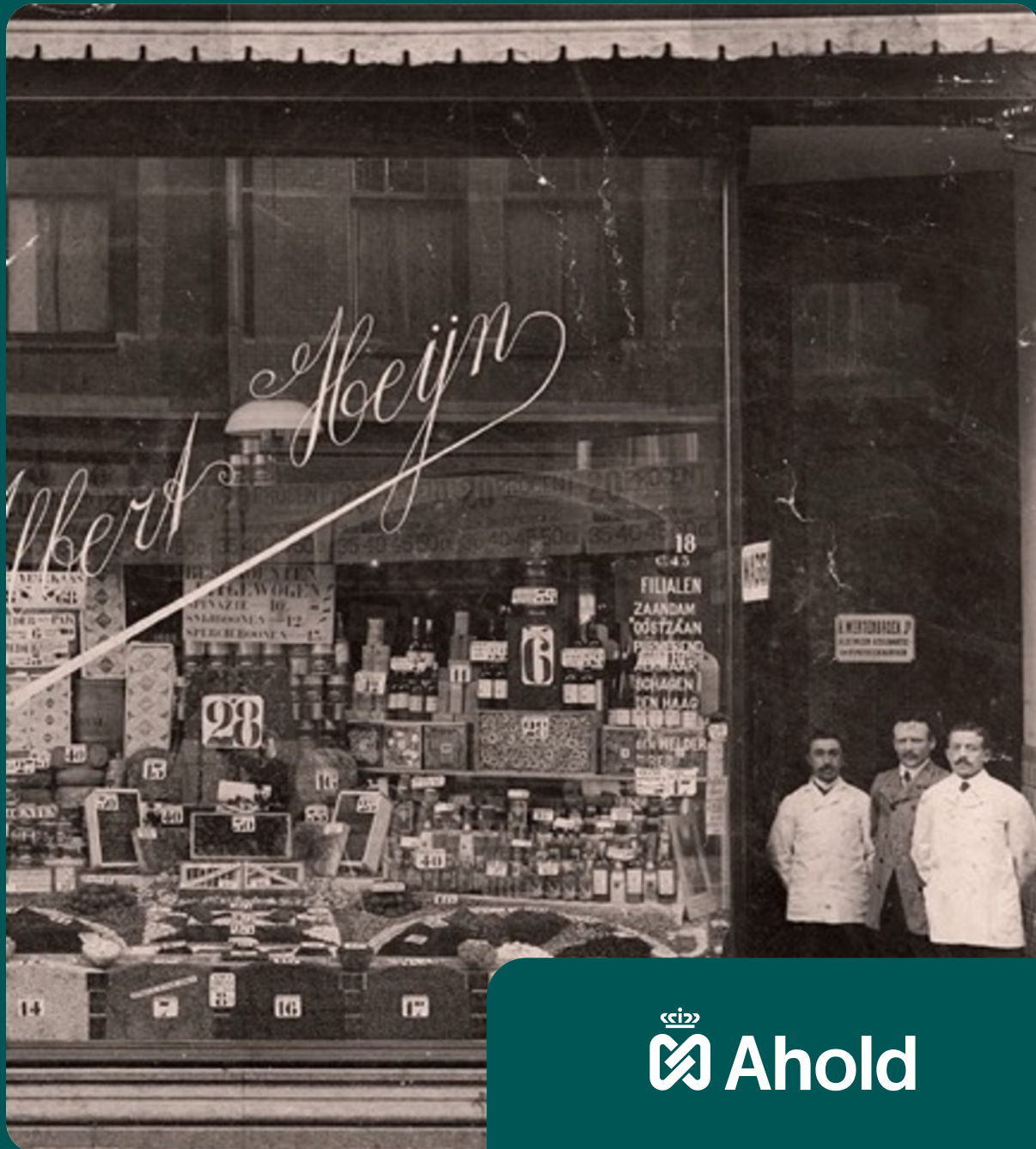
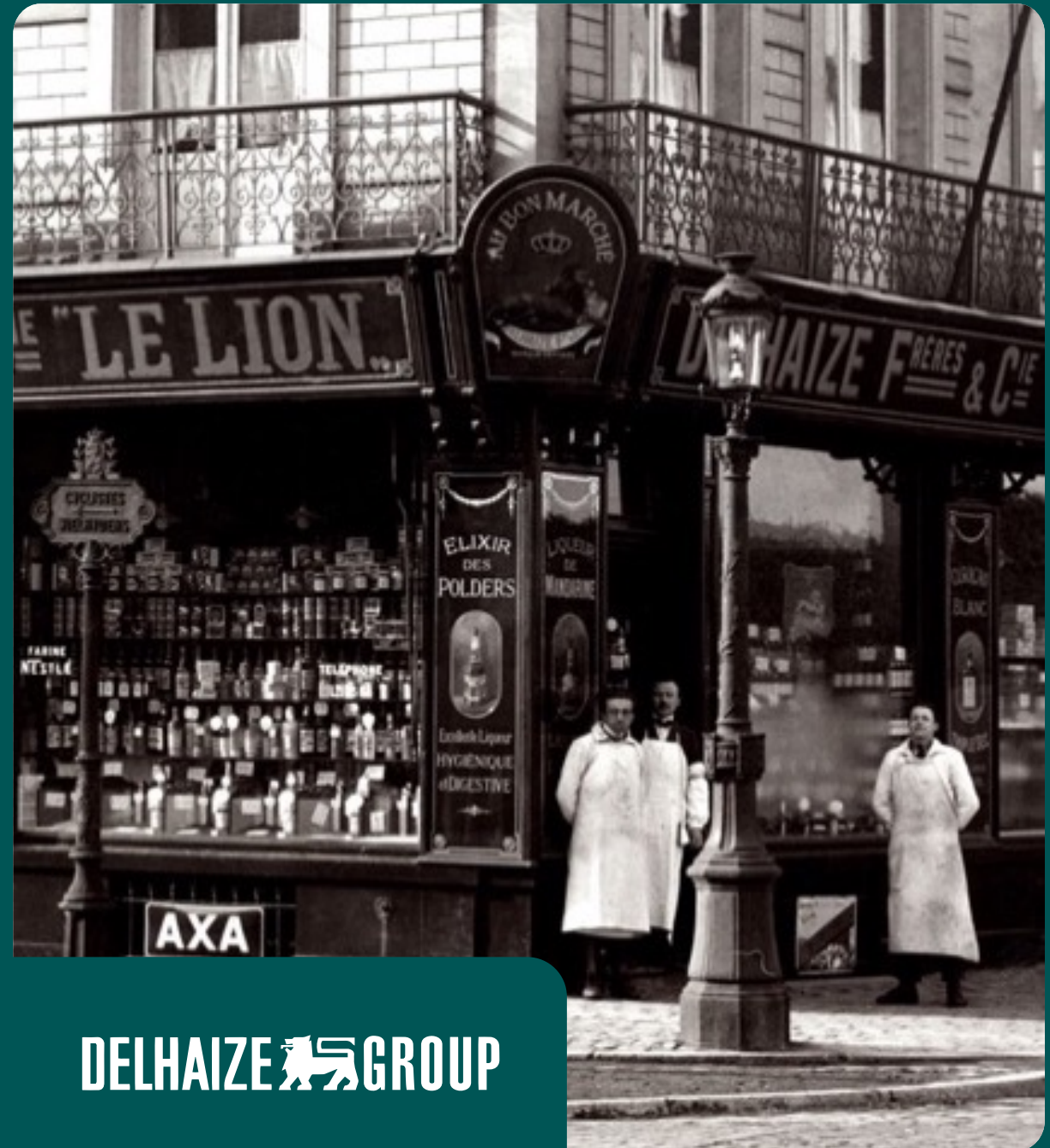


our great local brands





 **Ahold**



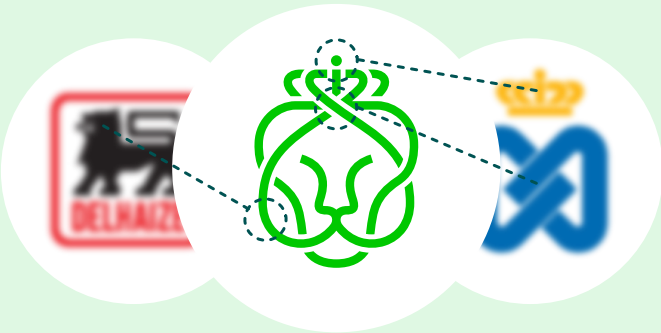
DELHAIZE  GROUP

our brands have been
successfully
serving
customers
for more than
150 years

our foundation has positioned us well

for future success

2016 - 2018
**better
together**



executed post-merger ambitions
created the new culture and ways of
working

2019 - 2023
**leading
together**



unlocked value by further leveraging
transatlantic and regional scale

2024+
**growing
together**



refreshed purpose, vision, strategic priorities

built
a strong foundation

accelerating
what makes a difference

our growing together strategy

our
purpose

inspiring everyone to eat
and live better, for a
healthier future for
people and planet

our
vision

together, we are your
trusted local food retailer

our
values

integrity
courage
teamwork

care
humor



trusted product

vibrant customer experiences

healthy communities & planet

driving customer innovation

portfolio & operational excellence

thriving people

our
strategic
priorities

profitable growth...

industry leading margins

strong free cash flow

growing shareholder returns

...and delivering on our purpose

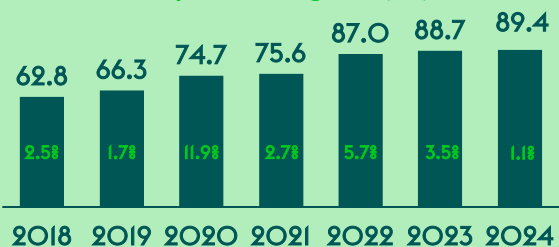
our
ambitions

2025-2028

strong and consistent performance reiterates Ahold Delhaize’s “safe haven” status

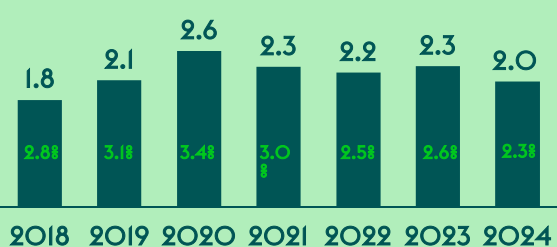
net sales (in € bn)

comparable sales growth (in %)

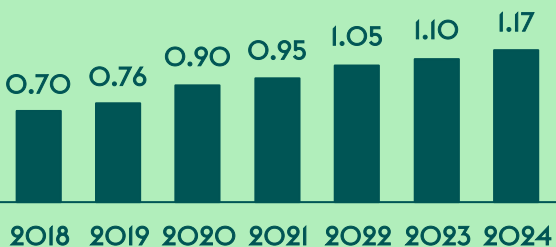


net capex (in € bn)

as % of sales

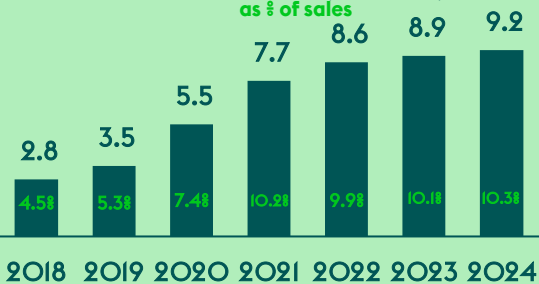


dividend per common share (in €)



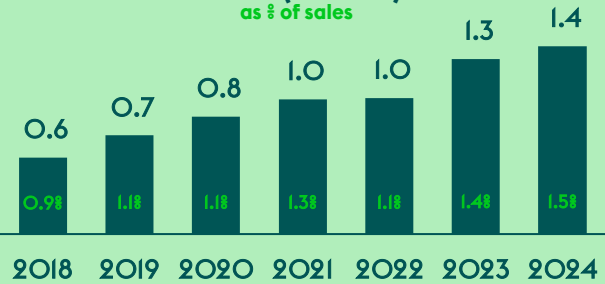
online sales (in € bn)

as % of sales

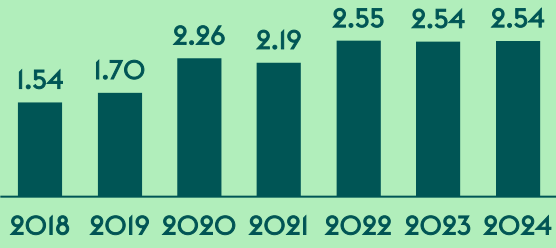


S4OC (in € bn)

as % of sales



diluted underlying EPS (in €)



underlying operating income (in € bn)

as % of sales

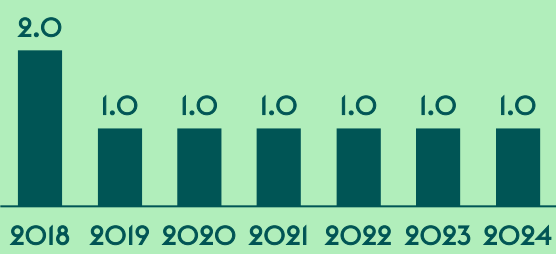


FCF (in € bn)

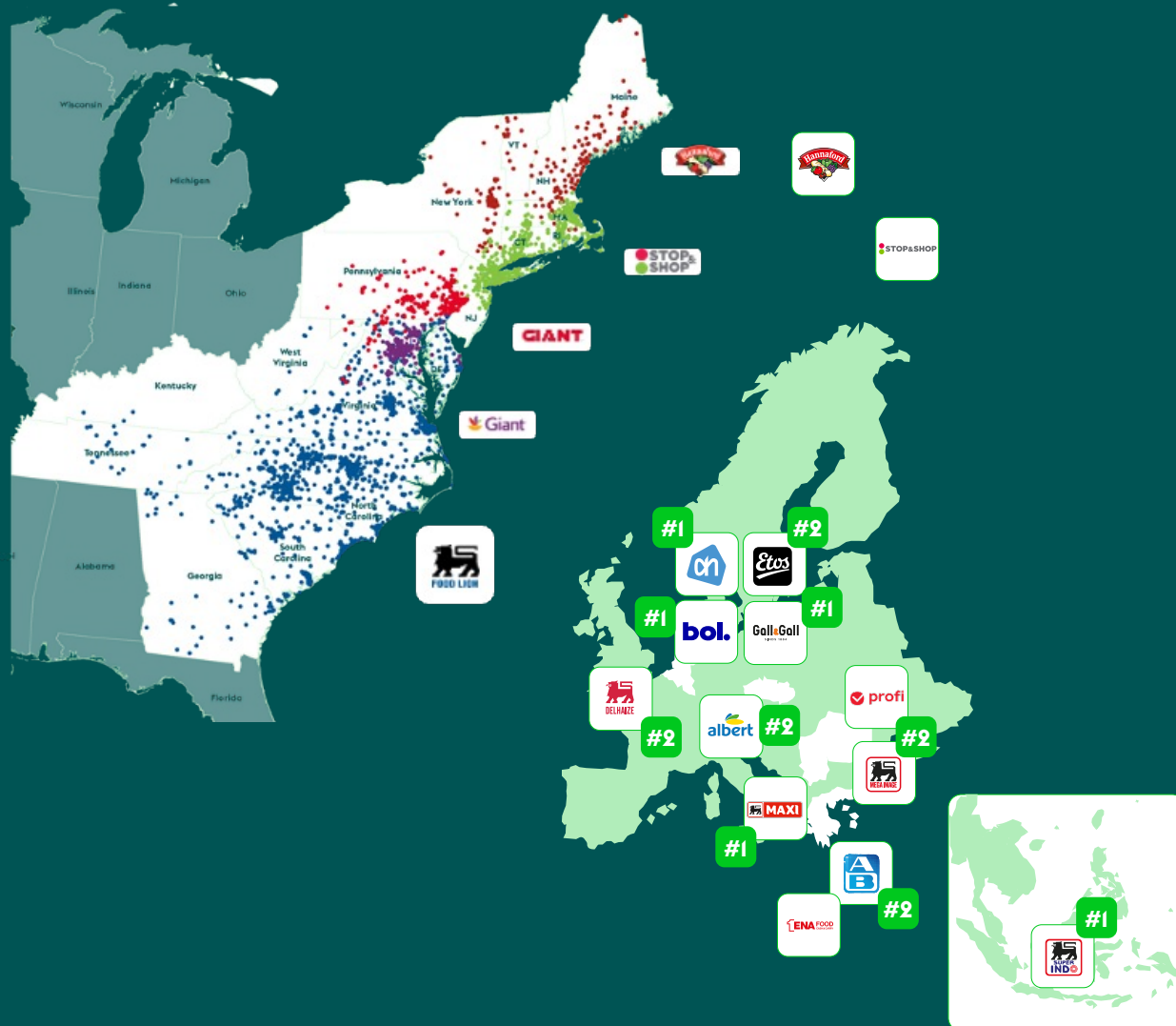
as % of sales



share buyback (in € bn)



key figures 2024



countries
9

2024 net sales
€89.4bn

of stores
~9,453

reduction in absolute CO₂-equivalent emissions¹ (Scope 1+2)
36%

customers per week
72m

free cash flow of
€2.5bn

local brands
17

healthy own-brand sales
52.4%

of associates
393,000

monthly mobile app users
>15m

underlying operating margin
4.0%

capex of
€2bn

reduction in food waste²
35%

Notes:

Key financial figures are taken from the 2024 annual report, excluding Profi as the acquisition was realized in 2025. Number of stores, customers per week, local brands and number of associates include the acquisition of Profi.

- ¹ Reduction is based on the cumulative trajectory towards the 50% reduction of absolute scope 1 and 2 CO₂-equivalent emissions by 2030 compared to our restated 2018 baseline. Amount is from own operations.
- ² Measured in tonnes of food waste per food sales against the restated 2016 baseline



outlook 2025

1. Based on an average U.S. Dollar/Euro exchange rate for 2025 of 1.10
2. Calculated as a percentage of underlying income from continuing operations
3. Management remains committed to the company's share buyback and dividend programs while continuously assessing macroeconomic, geopolitical, and legislative factors as part of its decision-making process. Additionally, the programs may be adjusted in response to corporate activities, including significant mergers and acquisitions.

**mid-to
high-single
digit growth**
underlying EPS¹

**year-over-
year growth**
in dividend per share^{2,3}

**at least
€2.2
billion**
free cash flow

**underlying
operating margin
around 4.0%**

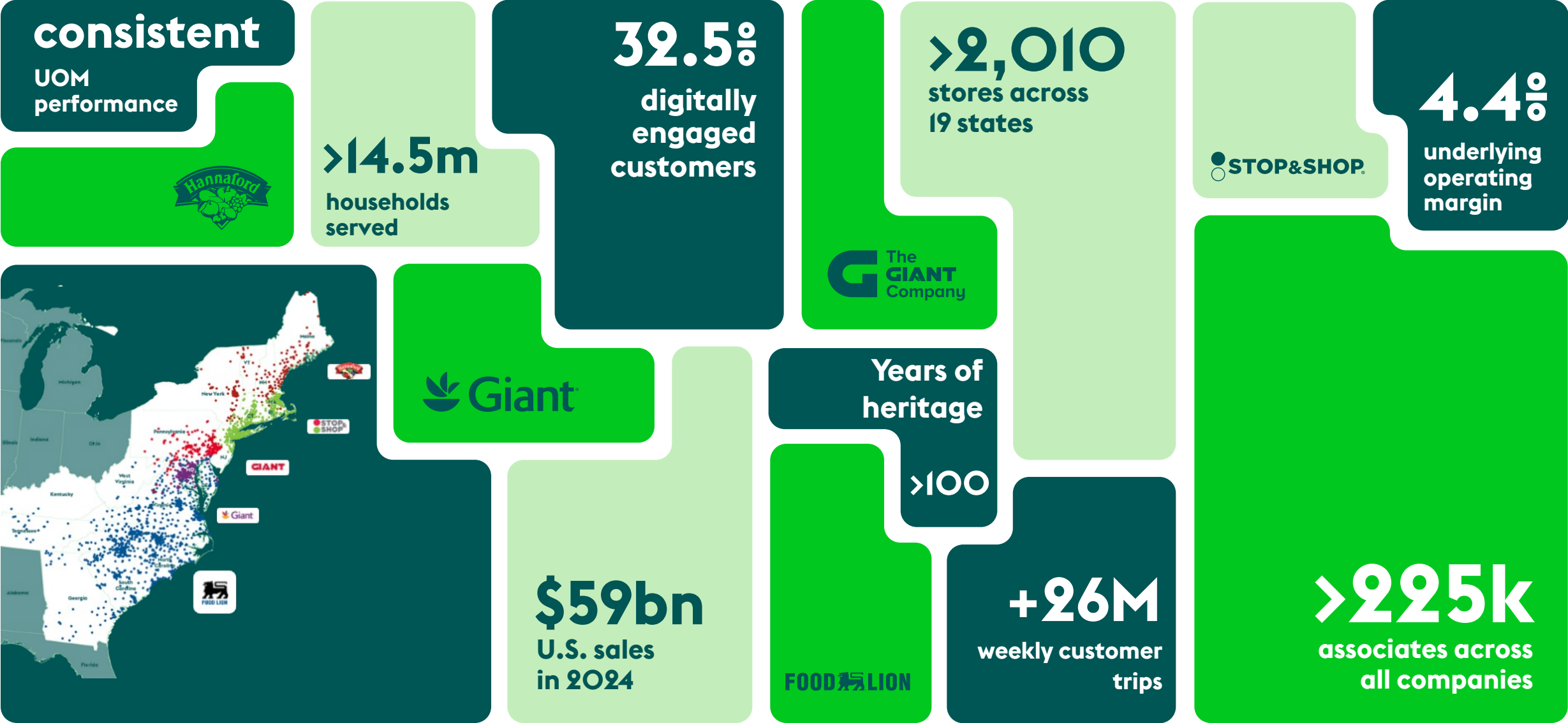
**at least
€1.25 billion**
save for our customers

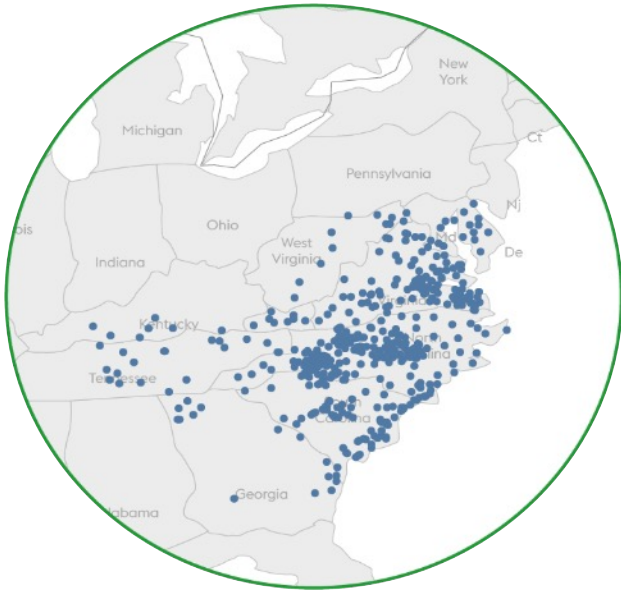
**around
€2.7 billion**
gross capital
expenditures

€1 billion
share buyback³

the local brands of ADUSA comprise

the largest grocery retail group on the East Coast





FOOD LION

Easy, Fresh & Affordable... You Can Count on Food Lion Every Day!

- Omnichannel grocery player active in Southeast USA
- Main competitors: Walmart, Harris Teeter, Kroger, Aldi, and Publix
- **50 consecutive quarters of comparable store sales growth**, driven by investments in both stores and online
- Donated **1.5 billion meals** since 2014 and committed to donate **3 billion meals by 2032**



1957
established in



1,109
stores

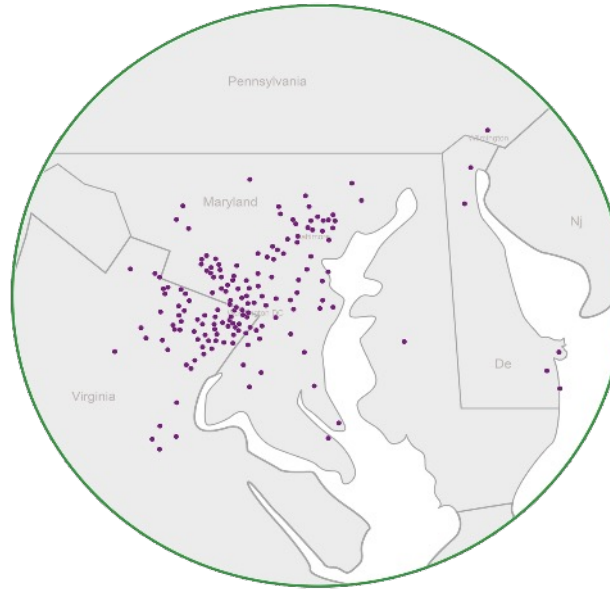


760
pick-up points



- Omnichannel retail market leader with more than 130 shop-in-shop pharmacies
- Main competitors: Walmart, Weis, Acme, Wegmans, Aldi, and ShopRite
- **Investments in price, new stores and remodels** are the key priorities of Giant's future growth plan
- Raised **more than \$50 million** for Children's Miracle Network hospitals





Better Place to Shop, Better Place to Work, and Better Neighbor

- Online and physical grocery leader with more than 150 shop-in-shop pharmacies
- Main competitors: Walmart, Kroger, Costco, Wegmans, and Safeway
- High focus on cost reduction to realize growth plan by **investing in customer experience, stores and products**
- Donates more than **one million meals** every year to fight insecurity



1936
established in



164
stores



162
pick-up points



The full shop... fresh, local, priced right, healthy, great service

- Number one omnichannel grocery player in Northeast USA
- Main competitors: Walmart, Market Basket, Shaw's and Star Market, Price Chopper, ShopRite
- Hannaford donates the equivalent of **26 million meals** in rescue food every year
- **Investments in product development, stores and eCommerce** to drive the continuous strong performance of Hannaford



1883
established in



189
stores



171
pick-up points



My Stop & Shop helps me save money, save time and eat well

- Leading grocer in Northeast market with high competitor density
- Main competitors: Walmart, Market Basket, BJ's, Costco, Whole Foods, ShopRite
- **Strong price investment plan** will improve Stop & Shops price perception
- Closure of stores has positive impact on profitability of Stop & Shop
- Stop & Shop raised **over \$60 million** for the Dana-Farber Cancer Institute



1914
established in



362
stores



378
pick-up points

AD EU&I is a

**bol.**

**>150
years
of heritage**

>7,500
stores across
Europe

ENAFood
CASH & CARRY



MAXI

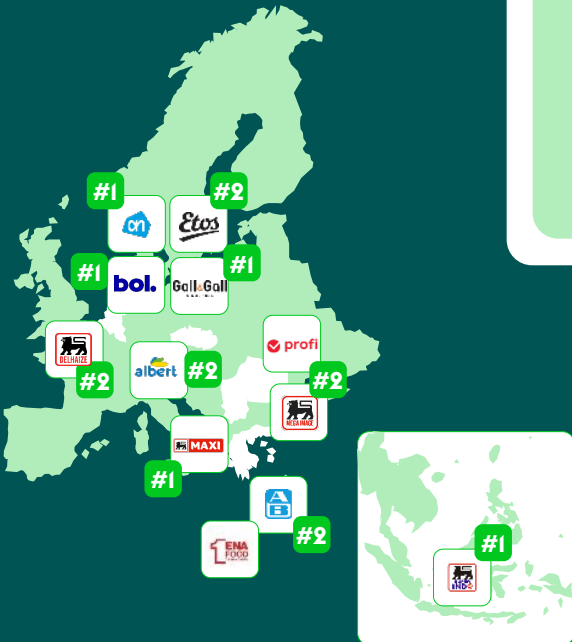


Gall & Gall
SINCE 1884



Βασιλόπουλος
...και του πουλιού το γάλα!

~166k
associates





Albert Heijn

That is the good thing about Albert Heijn

- Omnichannel grocery leader with presence in both The Netherlands and Belgium
- Main competitors: Jumbo and Lidl
- **Strong financial performance** in combination with market share growth in The Netherlands and Belgium since 2020
- Focus on **customer loyalty** and **sales growth**



1887
established in



1,276
stores



59
pick-up points



The best drugstore with the best and affordable solutions for Health, Beauty, Care & Baby

- Strong omnichannel drugstore active in the Netherlands
- Main competitor: Kruidvat
- **Strong online proposition due to collaboration with Albert Heijn**
- Unlocked Derma market in The Netherlands in 2024
- Active in **rapidly growing market**



1919
established in



510
stores



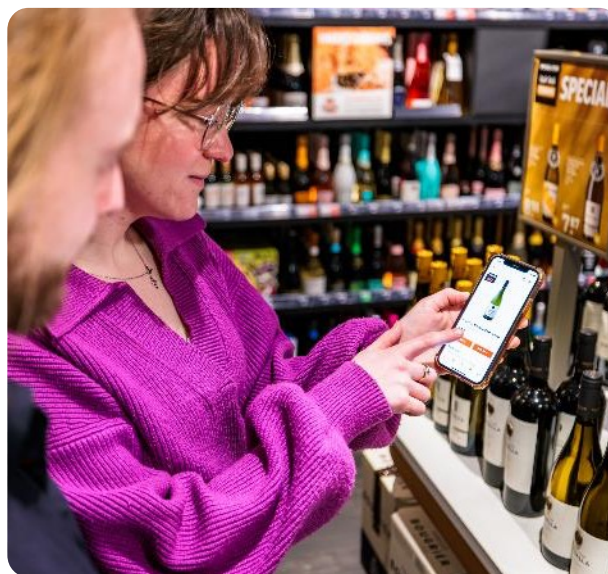
-
pick-up points

Gall&Gall

SINCE 1884

Everyone an expert

- Leading wine and liquor retailer in The Netherlands
- Scattered competitive playing field
- Takes **leading role with regards to trends and product innovation** in its market
- **Working together with Albert Heijn to boost sales and market share of both parties**



1884
established in



629
stores



-
pick-up points



bol.

The store for us all

- Number one online marketplace with a focus on general merchandise in both the Netherlands and Belgium
- Main competitors: Coolblue, Amazon, Zalando, Alibaba, Temu, Shein
- **Over 13.7 million people** in the Netherlands and Belgium shop at bol
- **Wide Assortment** - over 41 million products are offered by both bol itself and third parties



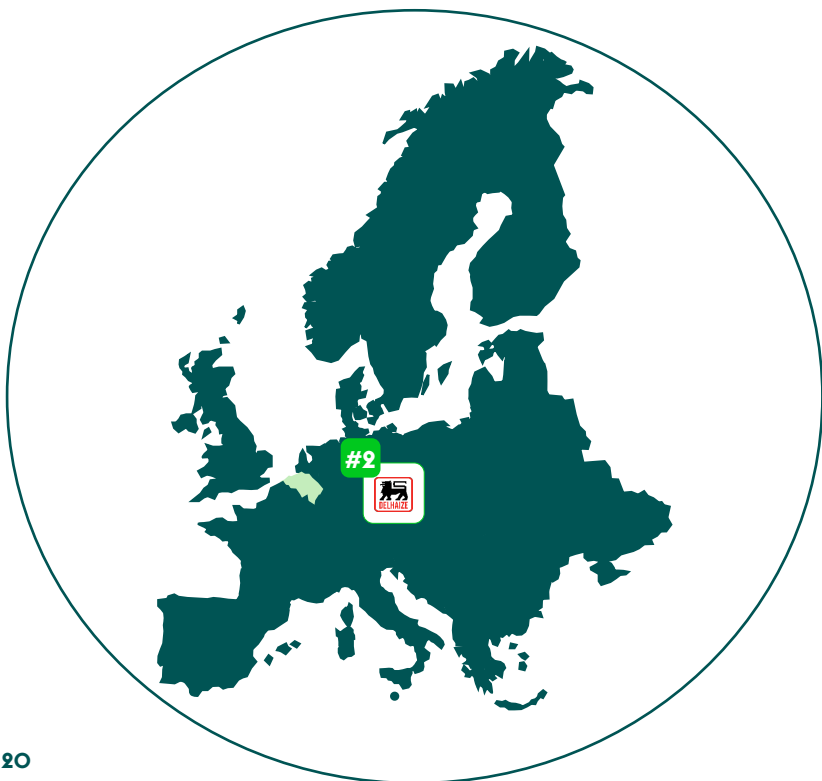
1999
established in



>47,000
Marketplace
partners



-
pick-up points



On the side of life

- Omnichannel grocery player in Belgium
- Main competitors: Colruyt, Carrefour, Aldi and Lidl
- All store conversions to new affiliates model completed
- Converted stores performing better than expected due to **strong local presence**, **Sunday openings** and **entrepreneurial mindset** of affiliates
- Achieved a **market share of around 22%**, which is above pre-announcement levels



1867
established in



818
stores



120
pick-up points



It is worth it to eat better

- Food retailer with physical and online presence in Czech Republic. Brick and mortar stores divided into three categories: Hypermarket, supermarkets and convenience stores
- Main competitors: Lidl, Kaufland and Billa
- Strategy and proposition has led to a **solid performances** and **market share gain** over the last years
- Leveraging momentum and investments to become market leader



1991
established in



347
stores



-
pick-up points



Always fresh, always near, always Maxi

- **Grocery market leader in Serbia** with hypermarkets, supermarkets, convenience stores and online presence
- Main competitors: Mercator and Lidl
- Investing in Maxi's strong proposition to strengthen position as market leader
- Around **75%** of Maxi own-brand products come from **local producers**



2000
established in



556
stores



1
pick-up points



Enjoy your life Everyday low price

- Due to acquisition of Profi Ahold Delhaize became the second largest food retailer in Romania
- Main competitors: Kaufland, Lidl and Carrefour
- Mega Image stores are mostly located in cities especially in Bucharest where it is the market leader
- Profi has a **strong format fit** and is **complementary to Mega Image's customer propositions** due to its strong presence in rural area



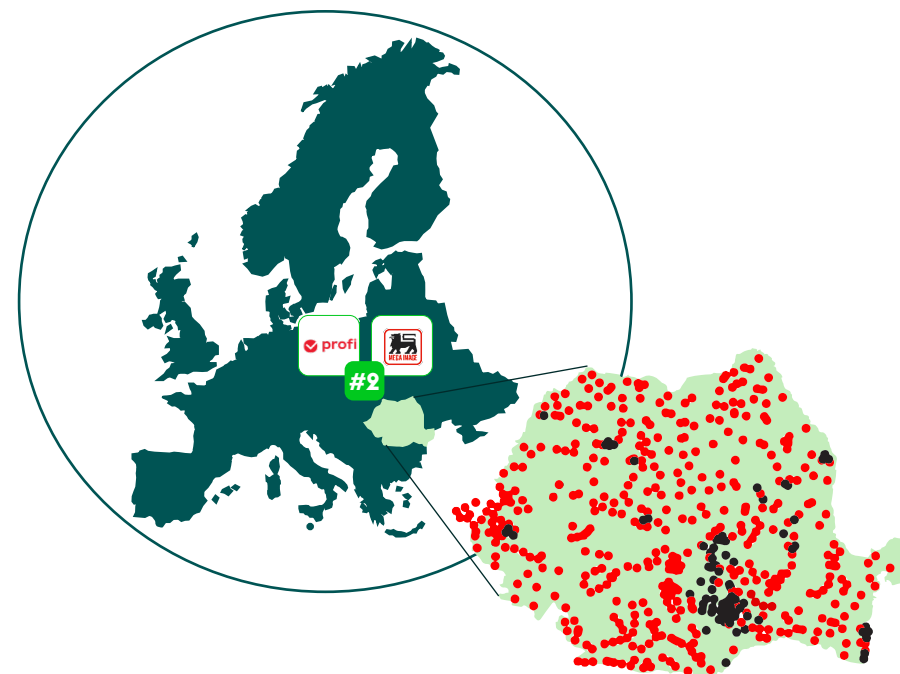
1995/2000
established in



980/1,693
stores



-
pick-up points



■ Mega Image ■ Profi



Here, good is for everyone

- Omnichannel food retailer in Greece with supermarkets, cash & carry and convenience stores
- Main competitors: Sklavenitis and Lidl
- Leveraging the **franchise model** to drive future growth



1939
established in



613/14
stores



-
pick-up points



Fresh, affordable, closer

- Number one supermarket chain in Indonesia
- Main competitors: Matahari group and Supra Boga Lestari
- Investments in **store expansion** and **online coverage**



1997
established in



253
stores



1
pick-up points

