



Ahold Delhaize
**Capital
Markets
Day 2018**

Welcome

Frans Muller

President and Chief Executive Officer



Ahold Delhaize
**Capital
Markets
Day 2018**

Our agenda for today

Topic	Time	Presenter
Leading Together	8:00 – 9:00	Frans Muller
Benelux eCommerce & Digital	9:00 – 9:30	Wouter Kolk
Break	9:30 – 9:40	
US		
- Introduction	9:40 – 10:10	Kevin Holt
- eCommerce & Digital	10:10 – 10:40	JJ Fleeman
- Stop & Shop	10:40 – 11:00	Mark McGowan
Financial framework	11:00 – 11:20	Jeff Carr
Q&A	11:20 – 12:00	All
Closing	12:00 – 12:05	Frans Muller

10
Countries



Local,
Personal &
Convenient

Dependable
Value

Best
Own Brands

Fresher & healthier

Leading in
sustainable retailing:
Proud member of DJSI



~370,000
associates

Great
Local
Brands

Sustainable



Leading
in
eCommerce



Strong
financial
profile



Shopping
anytime
anywhere



top 10
International
food retailer



Weekly customer visits

>50m in stores
>20m online

150 years
experience
in food
retailing

Introduction

From our successful **Better Together** strategy



To our ambitious **Leading Together** strategy

- **Strong business performance** during the merger integration
- Consistent delivery on **merger synergies**
- Strengthened culture bringing **people** together
- Efficient **platform** for growth

**Well positioned to
continue to win**

- **Omnichannel growth** including eCommerce and meal solutions
- **Technology** including AI and Robotics
- **Healthy & Sustainable**
- **Portfolio & Scale efficiencies**
- **Best talent**

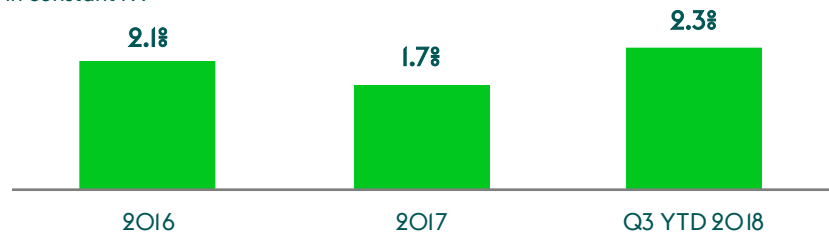
**Accelerating what will
make the difference**

Well positioned to continue to win

Strong business performance while delivering on our integration promises

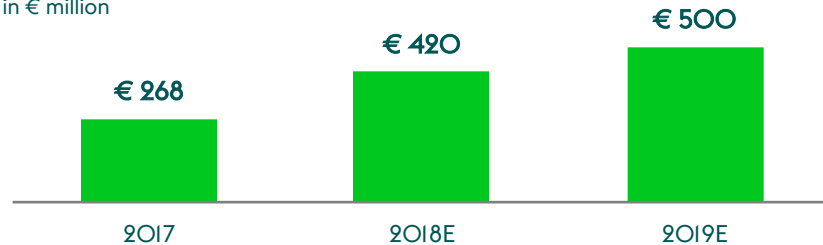
Sales growth

in constant FX

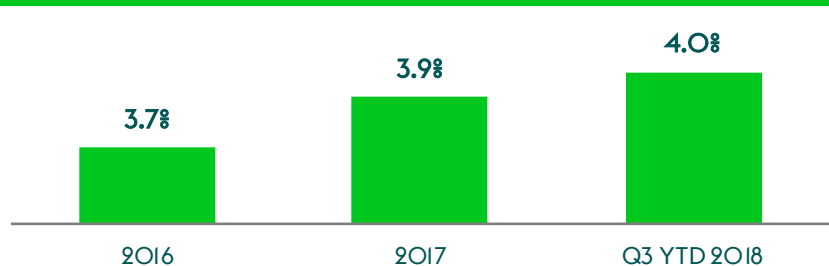


Net synergies delivery

in € million



Underlying operating margin



Free cash flow*

in € billion



* Guidance for 2018 of at least €2.0 billion FCF

Well positioned to continue to win

Winning customer proposition

Fresher & Healthier



Best Own Brands



Sustainable



Local, Personal & Convenient



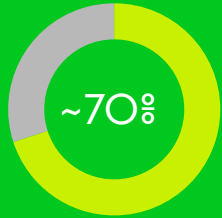
Dependable Value



Well positioned to continue to win

Leading positions everywhere we play

#1 position



Giant®

DELHAIZE  SERBIA

Gall & Gall
SINDS 1884



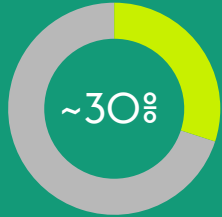
bol.com 

Peapod®



GIANT
MARTIN'S

#2 position




albert

Etos

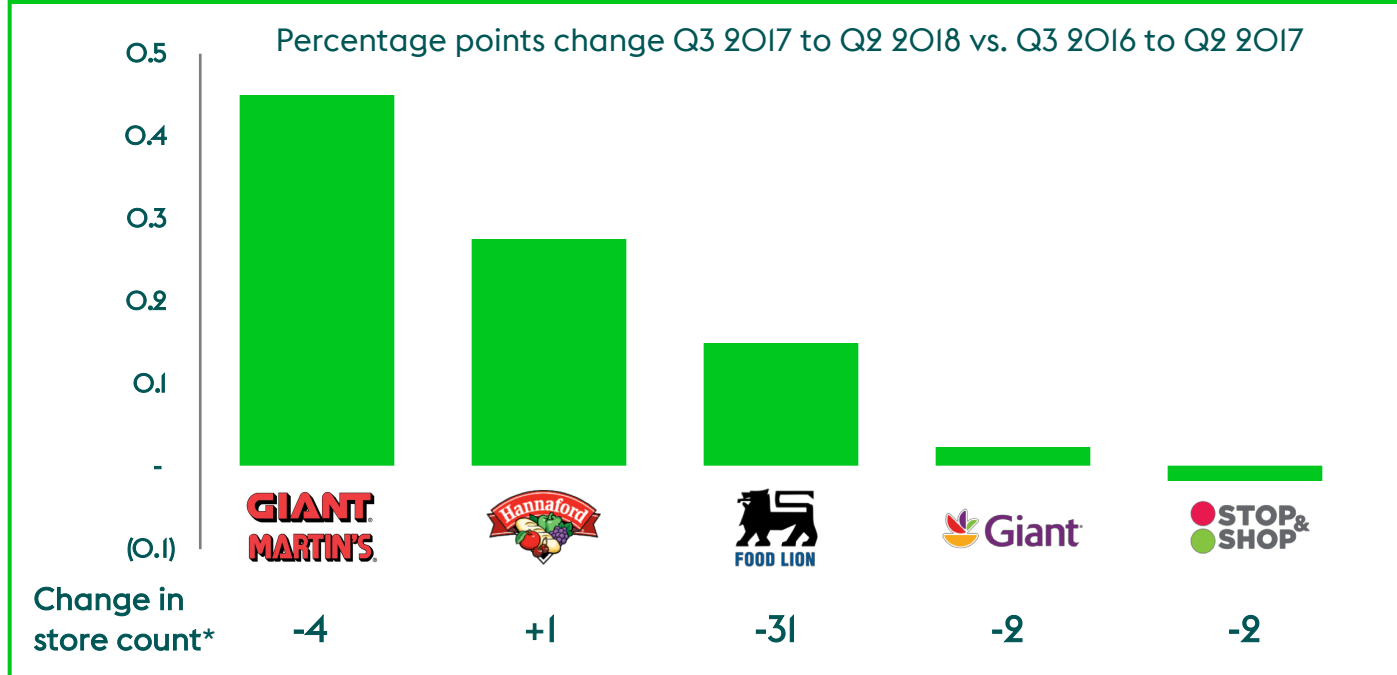


Note: Mega Image relates to Bucharest only; Peapod relates to food eCommerce on US East Coast

Well positioned to continue to win

Continuously gaining share

ADUSA CTAs Market Share Growth



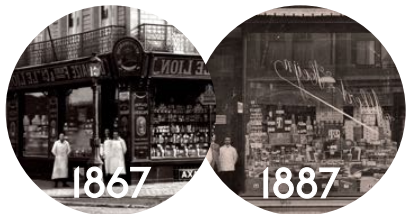
ADUSA
Brands
+20bps

* Change in stores between Q2 2018 versus Q3 2016; primary cause of reduction in store count is due to merger divestitures

Well positioned to continue to win

Network of winning formats supporting our omnichannel proposition

Leveraging our unique network...



Strong heritage
and best
locations



~6,700
Stores worldwide

... and the proximity with our customers



~2,000

Supermarkets



Average ~32K sqft
High ~66K sqft
Selling area



~4,700

Supermarkets &
smaller stores



Average ~7K sqft
High ~51K sqft
Selling area*

* Europe selling area exclude 16 ENA stores (Greece), 20 Tempo stores (Serbia) and large Albert (Czech Republic) hypermarkets

Well positioned to continue to win

Platform for future growth

Ahold Delhaize USA

GIANT
MARTIN'S

Peapod

FOOD LION



STOP &
SHOP

Peapod
DIGITAL LABS

Retail Business
Services

Ahold Delhaize Europe



bol.com

Gall & Gall
SINCE 1884

Etos



albert



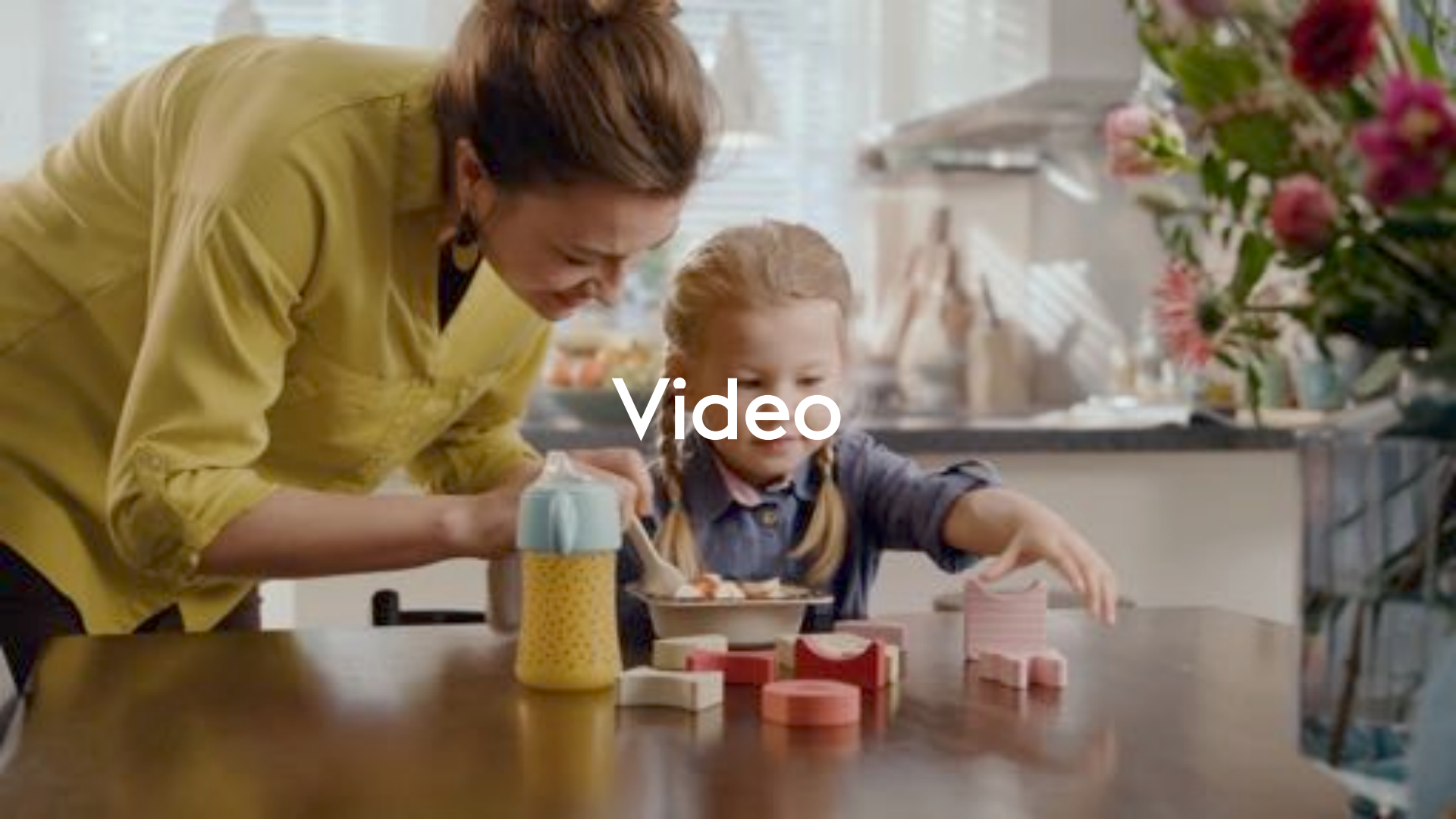
DELHAIZE SERBIA

Business Services

Global Support Office



Leading Together



Video

Accelerating what will make the difference

Our objectives



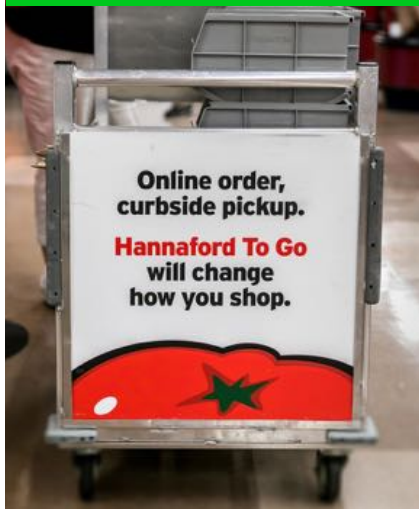
- Comparable sales growth
- Market share gains
- Stable group margin in 2019 versus 2018
- Free cash flow ~€2.0b annually 2019-2021
- High single-digit EPS growth in 2019

Accelerating what will make the difference

Driving organic and inorganic growth

1

Omnichannel
growth



2

Technology



3

Healthy &
Sustainable



4

Portfolio &
Scale efficiencies



5

Best talent

Omnichannel growth

Investing to reposition Stop & Shop, our largest brand, and accelerate comparable sales



EASY 24 consecutive quarters of
fresh & comparable sales growth
Affordable



Turnaround with new store format
and rebased cost



Nominated store of the year
IGD award 2018



Best in Fresh

Value for Money

Right for Me Assortment

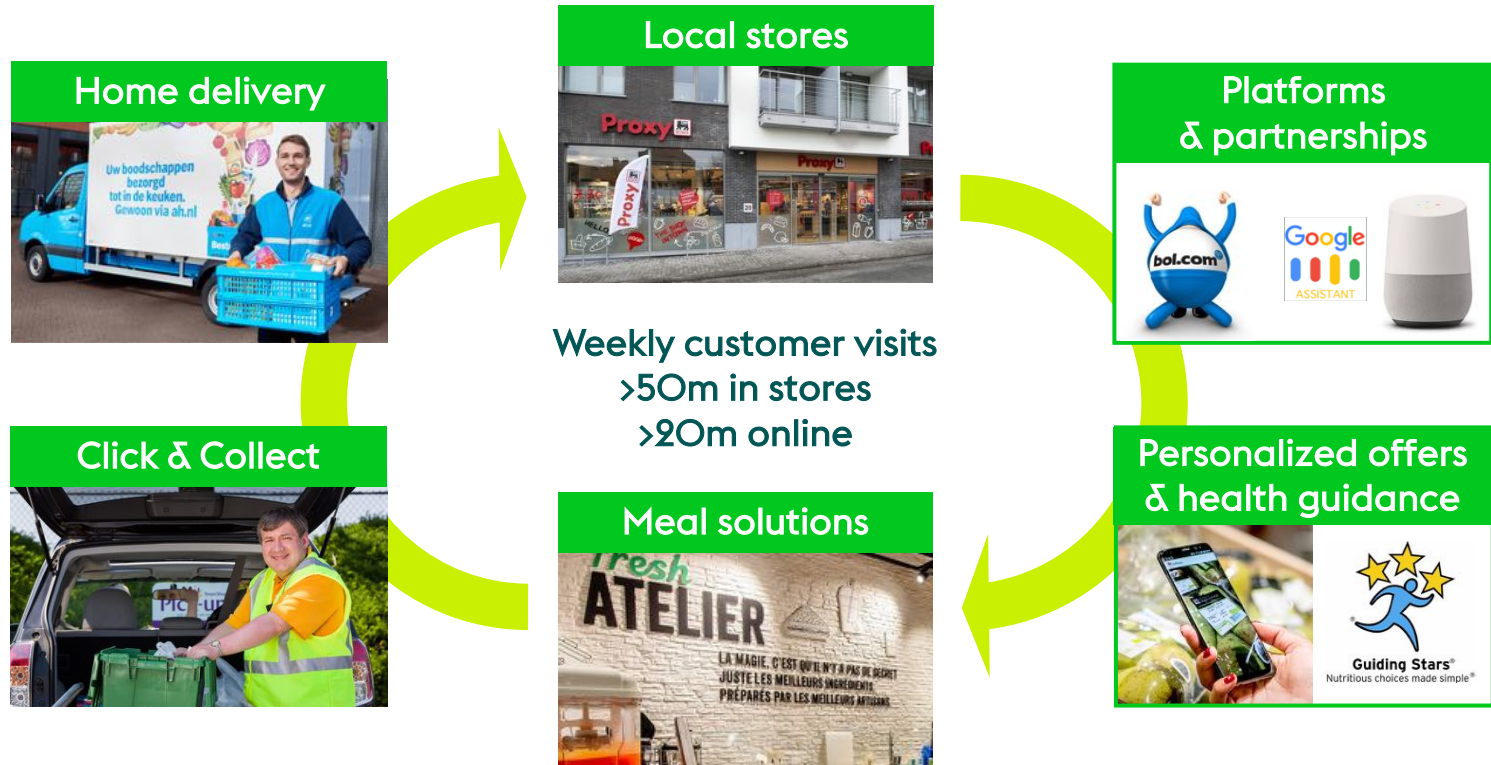
Make it Easy

Emotionally Connected



Omnichannel growth

Improving our omnichannel experience



Omnichannel growth

Expanding in meal solutions



Increasing our share of stomach

Note: Meal solutions & catering market excludes restaurants

Omnichannel growth

Boosting our eCommerce and digital growth



Doubling net consumer online sales to ~€7 billion by 2021

Local, Personal & Convenient



Offering an integrated solution



Enhancing omnichannel experience for all our brands

Omnichannel growth

We will invest to drive continued growth at bol.com



~16 million products



6,500 click & collect points



~700 million web visits



>1,400 associates*

- Largest eCommerce platform in the BeNeLux
- Growing ~30% in 2018E
- ~€2 billion net consumer sales in 2018E
- EBITDA positive in 2018E

* Excludes fulfillment and customer service associates

Technology

Enriching customer experiences & increasing efficiencies

Enriching experiences

Personalization



~3b
personalized
offers sent
annually

Assortment optimization



Strong
volume
uplift
through
machine
learning
solution

In-store experience



Easier
checkout,
in-store
navigation
app,
digital
screens

Increasing efficiencies

Logistics



Mechanized
micro-fulfilment,
forecasting &
replenishment

Distribution centers



Fully
mechanized
distribution
centers

Admin automation



Robotic
Process
Automation:
200+
robots

Technology

Partner of choice



Scale

Great local brands

Customer reach

Geographical presence

VANDERLANDE



IRI
Growth delivered.



Google

revionics®



nielsen
.....

jda.

OLIVER WYMAN



Planet**Retail** **RNG** >



COOPERNIC★



ams
creating synergy



European Retail Round Table



centraal bureau levensmiddelenhandel



Technology

Accelerating research in AI and Robotics



UNIVERSITY
OF AMSTERDAM



TU Delft
Delft University of Technology

Peapod
DIGITAL LABS



Natural
Language
Processing



Search &
Recommendation
Optimization



In Store
Robotics



Delivery
Robotics



Fulfillment
enhancement



Replenishment

Healthy & Sustainable

Delivering on our 2020 Sustainability targets



**50% Own Brands
food sales
recognized for
good nutritional
value**



**20% reduction
in food waste***



**30% reduction in
greenhouse gas
emissions****



**Leading
retailer**

* vs 2016
** vs 2008

Healthy & Sustainable

Improving health and driving sustainable consumption towards 2025



Product nutritional
navigation systems
in all our markets



Own Brand plastic
packaging 100%
recyclable, reusable,
or compostable



No artificial
ingredients in any
US Own Brand
product

Portfolio & Scale efficiencies

Evolving our portfolio along clear principles

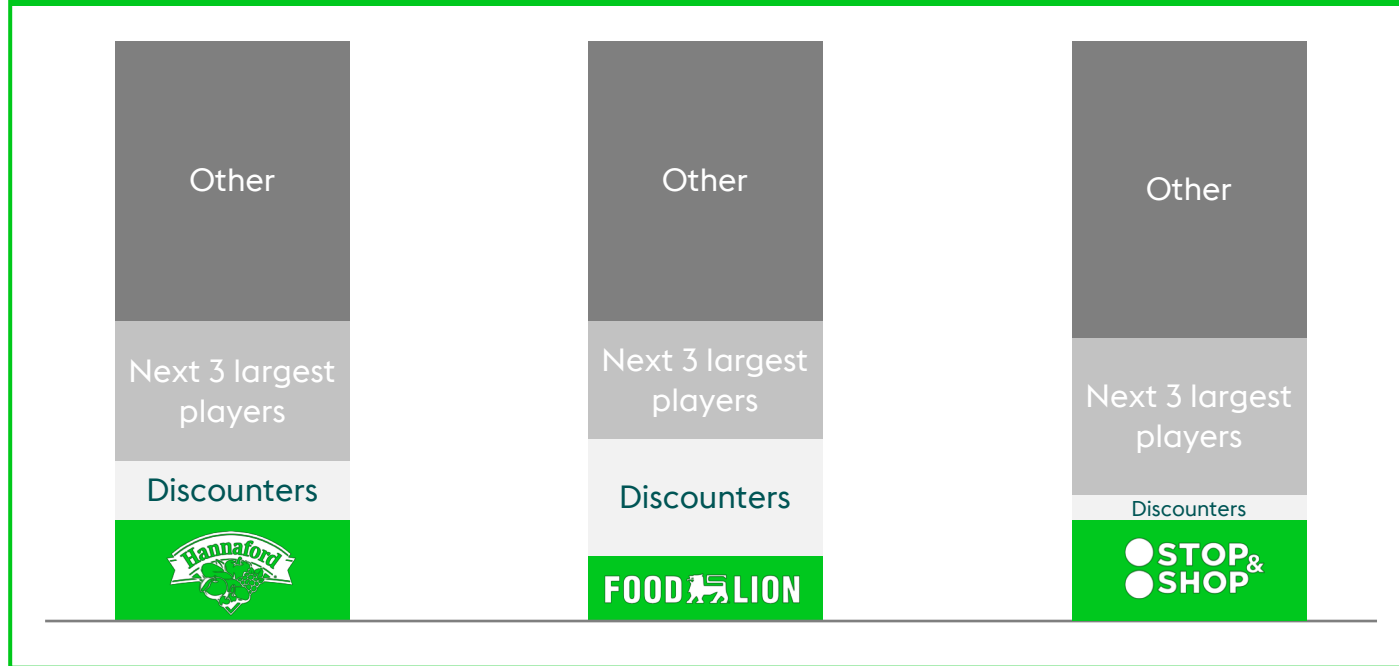


- 1 We build a portfolio of strong brands that reach #1 or #2 positions in their local market
- 2 We prioritize advantaged positions in attractive markets by size and growth
- 3 We ensure sufficient global scale for a strong ecosystem of technology partners and share best practices among our brands

Portfolio & Scale efficiencies

Opportunity to continue to gain share in fragmented markets

2018 Q2 CTAs Market Share



150+
total number of
competitors
for
ADUSA

Note: 2018 Q2 AC Nielsen CTAs market shares in food, drug and dollar channels; Walmart, Aldi and Lidl are classified as discounters (dollar stores are not); Other mainly include regional and independent supermarkets

Portfolio & Scale efficiencies

Driving growth organically and inorganically

Strong
and predictable
cash flow

- Free cash flow
~€2.0b annually
2019-2021

Successful
Ahold Delhaize
merger
integration

- Strong performance
- €500m net synergies
- Strengthened culture

Efficient
platform
for growth

- RBS & PDL
- EU organization
- Best practice sharing

Strong winning
omnichannel
proposition

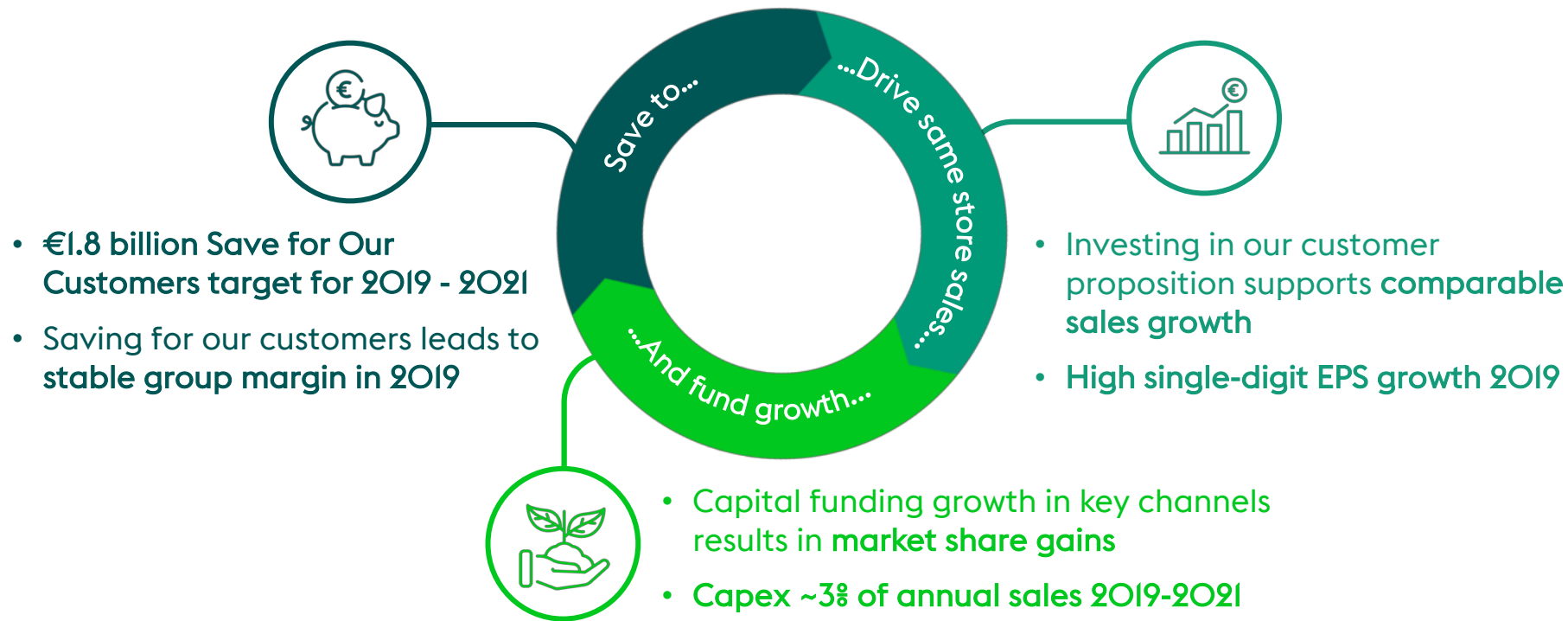
- Weekly customer visits
- >50m in stores
 - >20m online



Consolidator of choice

Portfolio & Scale efficiencies

Business model supporting self-funding of our growth investments



Best talent

Strong, experienced leadership team

Frans Muller

President and Chief Executive Officer



Abbe Luersman

Chief Human Resources
Officer



Jeff Carr

Chief Financial Officer



Kevin Holt

Chief Executive Officer
ADUSA



Wouter Kolk

Chief Executive Officer
Europe and Indonesia



Ben Wishart

Chief Information Officer



Jan Ernst de Groot

Chief Legal Officer



Best talent

Bringing the best talent together



~370,000
associates

Engaged in an inclusive and healthy workplace

Engaged

79 Associates engagement score

50% Associates with >5 year tenure

Inclusive

53% Females in our workforce

31% Director+ female leaders

Corporate Equality Index

Scored 100
(US brands)

5 Values

Courage
Integrity
Teamwork
Care
Humor



Leading Together

Cautionary notice

This communication includes forward-looking statements. All statements other than statements of historical facts may be forward-looking statements. Words or expressions such as continue to win, will, promises, guidance, continuously gaining, future growth, by 2021, expected, (2020 sustainability) targets, towards 2025, continue to gain or other similar words or expressions are typically used to identify forward-looking statements.

Forward-looking statements are subject to risks, uncertainties and other factors that are difficult to predict and that may cause actual results of Koninklijke Ahold Delhaize N.V. (the “Company”) to differ materially from future results expressed or implied by such forward-looking statements. Such factors include, but are not limited to the risk factors set forth in the Company’s public filings and other disclosures. Forward-looking statements reflect the current views of the Company’s management and assumptions based on information currently available to the Company’s management. Forward-looking statements speak only as of the date they are made and the Company does not assume any obligation to update such statements, except as required by law.



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