

Factsheet



Ahold Delhaize is one of the world's largest food retail groups and a leader in both supermarkets and e-commerce. Its family of great local brands serves around 54 million customers each week in Europe, the United States and Indonesia. Together, these brands employ around 380,000 associates in around 7,000 grocery and specialty stores. They include the top online retailer in the Benelux and the leading online grocers in the Benelux and the U.S. Ahold Delhaize brands are at the forefront of sustainable retailing and are committed to sourcing responsibly, supporting local communities and helping customers make healthier choices. Headquartered in Zaandam, the Netherlands.

Number of customers (weekly): > 54 mln

Number of stores: ~7,000
 Number of associates: ~380,000



Strategic Framework - Leading Together

Our purpose **Eat well. Save time. Live better.**

Our business model



Our promises



Our values

Courage

We drive change, are open-minded, bold, and innovative.

Integrity

We do the right thing and earn customers' trust.

Teamwork

Together, we take ownership, collaborate, and win.

Care

We care for our customers, our colleagues, and our communities.

Humor

We are humble, down-to-earth, and we don't take ourselves too seriously.

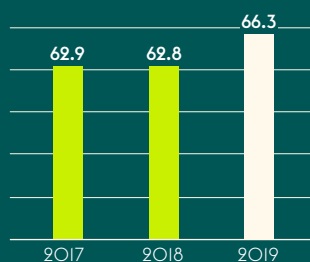


Net sales

€66.3bn

2018: €62.8bn

+5.5% (+2.3% at constant rates)

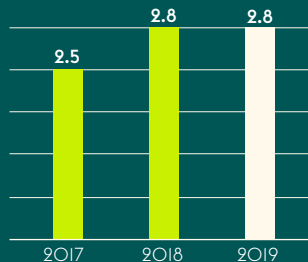


Underlying operating income

€2.8bn

2018: €2.8bn

+0.6% (-2.6% at constant rates)

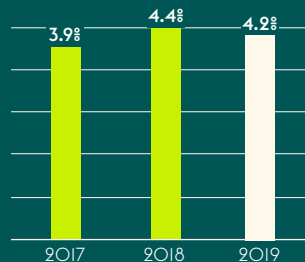


Underlying operating margin

4.2%

2018: 4.4%

-0.2% pt

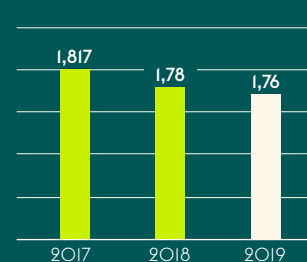


Net income

€1.766bn

2018: €1.78bn

-0.8% (-3.8% at constant rates)



Net consumer online sales

€4.5bn

2018: €3.5bn

+30.1%

Free cash flow²

€1.8bn

2018: €2.2bn

-14.9%

Underlying income per share from continuing operations

€1.71

2018: €1.57

+8.4%

Dividend per common share

€0.76

2018^{1/2}: €0.70

+8.6%

Own-brand sales from healthy products

48%

2018: 47%

+1% pt

Associate engagement score

80%

2018: 79%

Industry benchmark: 80%

Dow Jones Sustainability Index

69

2018: 72

-3

Industry average: 36

Reduction in carbon-equivalent emissions

-4.6%

2019: 435 kg/m²

2018: 456 kg/m²

¹ 2018 figures have been restated for the change in accounting policies (IFRS 16 Leases).

² In 2019, after €2.2 billion cash capital expenditure (2018: after €1.8 billion capital expenditure).

United States



Market area	Delaware, Georgia, Kentucky, Maryland, North Carolina, Pennsylvania, South Carolina, Tennessee, Virginia and West Virginia	Connecticut, Massachusetts, New Jersey, New York and Rhode Island	Maine, Massachusetts, New Hampshire, New York and Vermont
Store formats	Supermarkets	Supermarkets, superstores, online shopping	Supermarkets, online shopping
Number of stores	1,029	410	183
Customer proposition	Easy, Fresh & Affordable... You Can Count on Food Lion Every Day!	My Stop & Shop helps me save money, save time and eat well	The full shop... fresh, local, priced right, healthy, great service



Market area	Pennsylvania, Maryland, Virginia and West Virginia	Delaware, District of Columbia, Maryland and Virginia
Store formats	Supermarkets, superstores, online shopping, convenience stores	Supermarkets, superstores, online shopping
Number of stores	186	163
Customer proposition	Dedicated to providing a great shopping experience, from food to fuel to pharmacy, through exceptional quality, value and service	My Giant helps me save money, save time and eat well

Netherlands, Belgium and Luxembourg



Market area	The Netherlands and Belgium	Belgium and Luxembourg	The Netherlands
Store formats	Supermarkets, convenience stores, online shopping	Supermarkets, convenience stores, online shopping	Drugstores, online shopping
Number of stores	1,036	810	539
Customer proposition	Everybody Appie	On the side of life	The best drugstore with the best and affordable solutions for Health, Beauty, Care & Baby



Market area	The Netherlands	The Netherlands and Belgium
Store formats	Wine and liquor stores, online shopping	Online shopping for general merchandise
Number of stores	583	Online store
Customer proposition	Everyone an expert	The store for all of us

Central and Southeastern Europe



Market area	Greece	Czech Republic	Greece
Store formats	Supermarkets, convenience stores, online shopping	Supermarkets, compact hypers	Supermarkets
Number of stores	508	325	15
Customer proposition	The joy of offering the best	It is worth it to eat better	Your partner for competitive grocery



Market area	Serbia	Romania	Serbia
Store formats	Supermarkets, online shopping	Supermarkets, convenience stores, online shopping	Hypermarkets
Number of stores	432	797	12
Customer proposition	Always fresh, always near, always Maxi	Enjoy your life	Always in action

Joint venture



Market area	Indonesia	Portugal
Store formats	Compact supermarkets, supermarkets	Supermarkets
Number of stores	181	444
Customer proposition	Fresher, affordable, closer	It tastes good to pay so little