

# 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 63 million customers each week, both in stores and online, in the United States, Europe, and Indonesia. Together, these brands employ more than 402,000 associates in 7,716 grocery and specialty stores and include the top online retailer in the Benelux and the leading online grocers in the Benelux and the United States. Ahold Delhaize brands are at the forefront of sustainable retailing, sourcing responsibly, supporting local communities and helping customers make healthier choices.

The company's focus on four growth drivers – drive omnichannel growth, elevate healthy and sustainable, cultivate best talent and strengthen operational excellence – is helping fulfil its purpose, achieve its vision and prepare its brands and businesses for tomorrow. Headquartered in Zaandam, the Netherlands.

**Number of customers (weekly): 63 million**
**Number  
of stores**
**7,716**
**Number of  
associates**
**402,000**
**Inclusion  
score**
**78%**

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

## 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 don't take ourselves too seriously

## Our vision

### Create the leading local food shopping experience

## Our growth drivers

### Drive Omnichannel Growth:

Create seamless **digitally-enabled** experiences with a compelling value proposition across all shopping and meal occasions

### Elevate Healthy & Sustainable:

Provide inspiring, healthy and affordable food options for all and achieve our sustainability commitments

### Cultivate Best Talent:

Attract, develop and retain the best talent with an engaging associate experience that drives high performance, inclusion and growth

### Strengthen Operational Excellence:

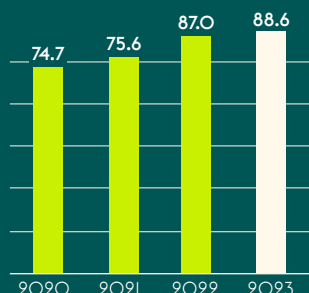
Save for our customer, leverage scale, and use **technology and data** to build the future

## Group highlights

### Net sales<sup>1</sup>

€88.6bn

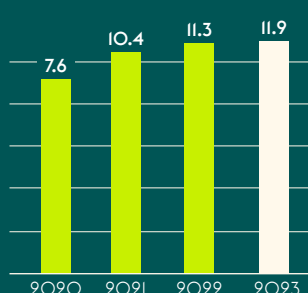
2022: €87.0bn  
+1.9% (+3.8% at constant rates)



### Net consumer online sales

€11.9bn

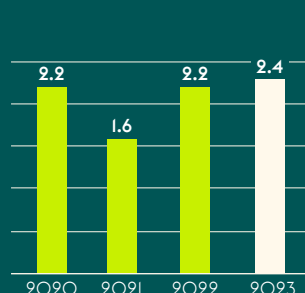
2022: €11.3bn  
+4.8% (+5.9% at constant rates)



### Free cash flow<sup>2</sup>

€2.4bn

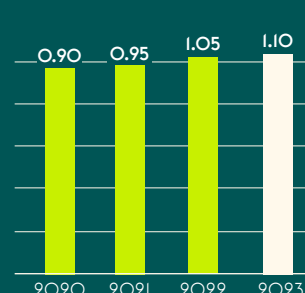
2022: €2.2bn  
+0.2bn



### Dividend per common share

€1.10

2022: €1.05  
+€0.05



### Net income

€1.9bn

2022: €2.5bn  
-26.4%

### Underlying operating income

€3.6bn

2022: €3.7bn  
-3.3%

### Underlying operating income margin

4.1%

2022: 4.3%  
-0.2 pp

### Diluted income per share from continuing operations

€1.94

2022: €2.54  
-23.7%

### Diluted underlying income per share from continuing operations

€2.54

2022: €2.55  
-0.4%

### Own-brand food sales from healthy products

54.8%

2022: 54.4%  
+0.4 pp

### Associate engagement score

78%

2022: 79%  
Industry benchmark: 78%

### MSCI INDEX

AAA

2022: AA

### Reduction in absolute CO<sub>2</sub>-equivalent emissions (scope 1 and 2)<sup>4,5</sup>

35%

2023: 2,679 kt  
2018 baseline 3,658kt

### Reduction in tonnes of food waste per food sales (t/€ million)<sup>3</sup>

37%

2023: 3.17 t/€ million  
2016 baseline: 5.48 t/€ million

<sup>1</sup> Ahold Delhaize's 2019, 2021, 2022 and 2023 fiscal year consisted of 52 weeks, while 2020 consisted of 53 weeks.

<sup>2</sup> In 2023, after €2.4 billion cash capital expenditure (2022: after €2.5 billion cash capital expenditure).

<sup>3</sup> The reduction is measured against the restated 2016 baseline: 4.99 t/€ million. See ESG statements for more information.

<sup>4</sup> The 2022 number was restated; see ESG statements for more information.

<sup>5</sup> The reduction is measured against the restated 2018 baseline: 4,095 thousand tonnes CO<sub>2</sub>-equivalent emissions. See ESG statements for more information.

## United States



<b>Market area</b>	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
<b>Store formats</b>	Supermarkets, online shopping	Supermarkets, online shopping	Supermarkets, online shopping
<b>Number of stores</b>	1,108	395	187
<b>Customer proposition</b>	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



<b>Market area</b>	Maryland, Pennsylvania, Virginia and West Virginia	Delaware, District of Columbia, Maryland and Virginia
<b>Store formats</b>	Supermarkets, small urban supermarkets, online shopping	Supermarkets, online shopping
<b>Number of stores</b>	193	165
<b>Customer proposition</b>	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



<b>Market area</b>	The Netherlands and Belgium	Belgium and Luxembourg	The Netherlands
<b>Store formats</b>	Supermarkets, convenience stores, online shopping	Supermarkets, convenience stores, online shopping	Drugstores, online shopping
<b>Number of stores</b>	1,268	818	523
<b>Customer proposition</b>	That is the good thing about Albert Heijn	On the side of life	The best drugstore with the best and affordable solutions for Health, Beauty, Care & Baby



<b>Market area</b>	The Netherlands	The Netherlands and Belgium
<b>Store formats</b>	Liquor stores, online shopping	online shopping with a focus on general merchandise
<b>Number of stores</b>	628	Approximately 751,000 plaza partners
<b>Customer proposition</b>	Everyone an expert	The store for all of us



<b>Market area</b>	Greece	Czech Republic
<b>Store formats</b>	Supermarkets, convenience stores, cash and carry, online shopping	Supermarkets, hypermarkets, convenience stores
<b>Number of stores</b>	585	340
<b>Customer proposition</b>	The joy of offering the best	It is worth it to eat better



<b>Market area</b>	Serbia	Romania
<b>Store formats</b>	Supermarkets, convenience stores, hypermarkets, online shopping	Supermarkets, convenience stores, online shopping
<b>Number of stores</b>	529	977
<b>Customer proposition</b>	Always fresh, always near, always Maxi	Enjoy your life



<b>Market area</b>	Indonesia	Portugal
<b>Store formats</b>	Compact supermarkets, supermarkets	Supermarkets
<b>Number of stores</b>	177	422
<b>Customer proposition</b>	Fresher, affordable, closer	It tastes good to pay so little

## Central and Southeastern Europe

## Joint venture