

Factsheet

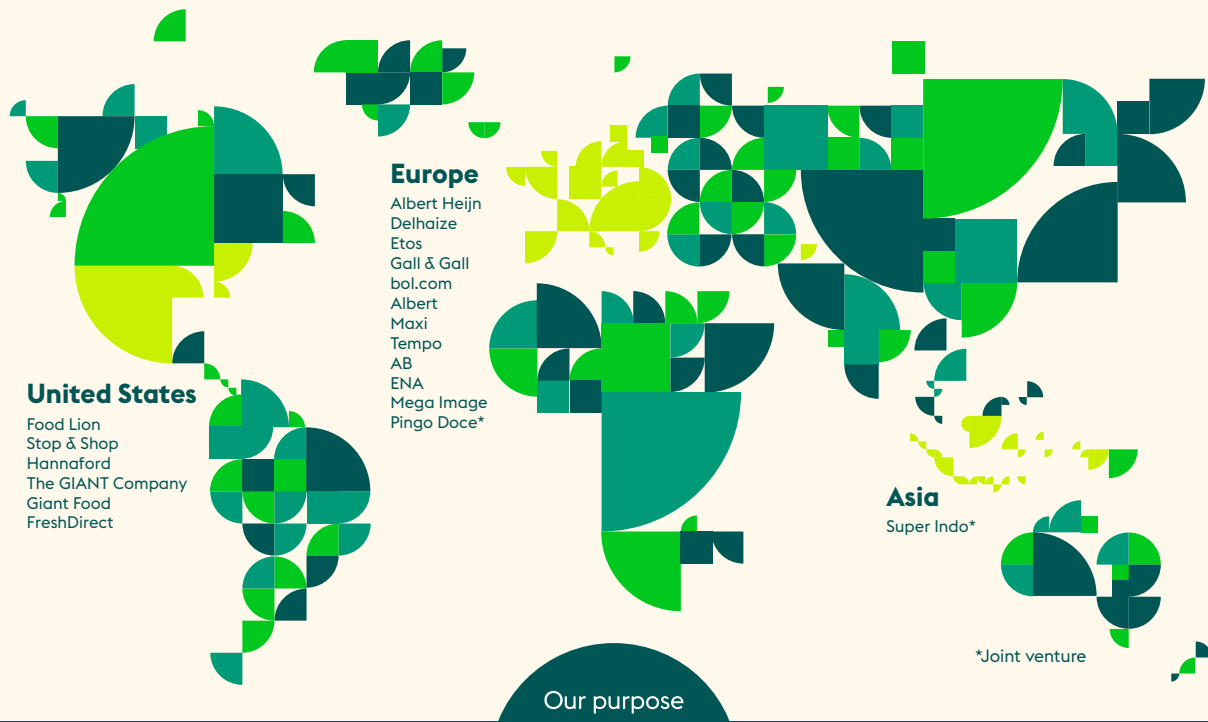


Ahold Delhaize is one of the world's largest food retail groups and a leader in both supermarkets and e-commerce. Its family of great local brands serves 54 million customers each week, both in stores and online, in the United States, Europe, and Indonesia. Together, these brands employ more than 410,000 associates in 7,137 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 it fulfil its purpose, achieve its vision and prepare its brands and businesses for tomorrow. Headquartered in Zaandam, the Netherlands.

Number of customers (weekly): > 54 mln

Number of stores:
~7,137

Number of associates:
410,000+



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

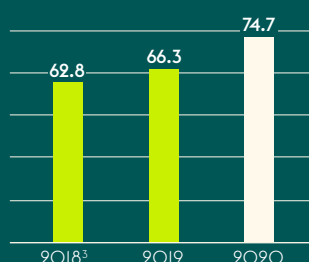


Group highlights ¹Net sales¹

€74.7bn

2019: €66.3bn

+12.8% (+14.2% at constant rates)

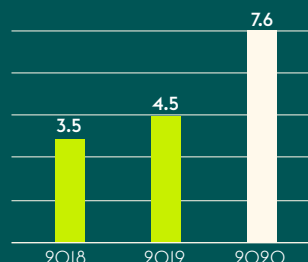


Net consumer online sales

€7.6bn

2019: €4.5bn

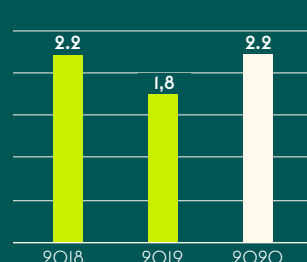
+66.6% (67.4% at constant rates)

Free cash flow²

€2.2bn

2019: €1.8bn

-19.3%

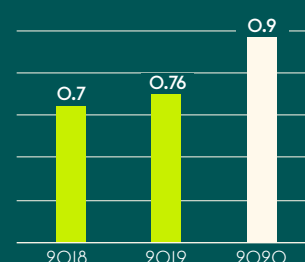


Dividend per common share

€0.90

2019: €0.76

+18.4%

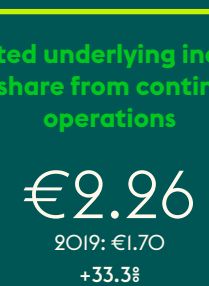


Net income

€1.4bn

2019: €1.8bn

-20.9%



Underlying operating income

€3.6bn

2019: €2.8bn

+29.4%



Underlying operating income margin

4.8%

2019: 4.2%

+0.6% pp



Diluted income per share from continuing operations

€1.3

2019: €1.59

-18%

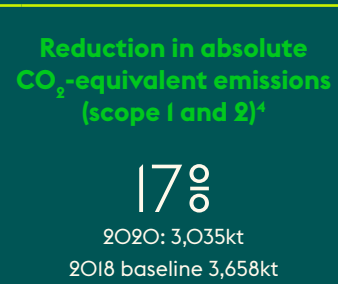


Diluted underlying income per share from continuing operations

€2.26

2019: €1.70

+33.3%



Own-brand food sales from healthy products

49.8%

2019: 47.9%

+1.9 percentage points (pp)

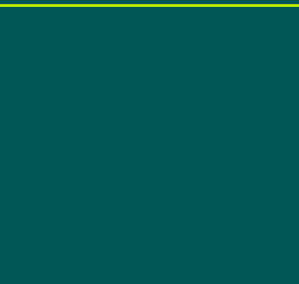


Associate engagement score

81%

2019: 80%

Industry benchmark: 79%

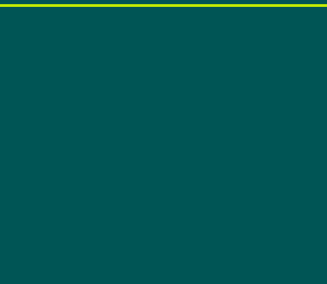


Dow Jones Sustainability Index

83

2019: 69

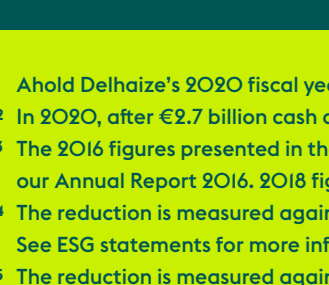
Industry average: 31

Reduction in absolute CO₂-equivalent emissions (scope 1 and 2)⁴

17%

2020: 3,035kt

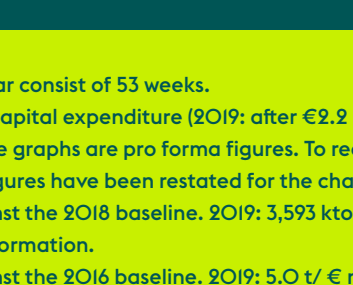
2018 baseline: 3,658kt

Reduction in tonnes of food waste per food sales (t/€ million)⁵

17%

2020: 4.5 t/€ million

2016 baseline: 5.48 t/€ million

¹ Ahold Delhaize's 2020 fiscal year consist of 53 weeks.² In 2020, after €2.7 billion cash capital expenditure (2019: after €2.2 billion cash capital expenditure).³ The 2016 figures presented in the graphs are pro forma figures. To read more about the 2016 pro forma figures, please refer to our Annual Report 2016. 2018 figures have been restated for the change of accounting policies (IFRS 16 leases).⁴ The reduction is measured against the 2018 baseline. 2019: 3,593 ktonnes, a reduction of 2% compared to the 2018 baseline. See ESG statements for more information.⁵ The reduction is measured against the 2016 baseline. 2019: 5.0 t/ € million, a reduction of 9% compared to the 2016 baseline. See ESG statements for more information.

United States



Market area	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, online shopping	Supermarkets, online shopping	Supermarkets, online shopping
Number of stores	1,102	406	184
Customer proposition	Easy, Fresh & Affordable... You Can Count on Food Lion Every Day!	The food you love for how you live	Fresh & Convenient... we make fresh easy



Market area	Maryland, Pennsylvania, Virginia and West Virginia For Toda	Delaware, District of Columbia, Maryland and Virginia	New York City, Connecticut, Westchester, Long Island & Hamptons, New Jersey, Philadelphia, Washington, D.C., Delaware, Maryland, Virginia
Store formats	Supermarkets, small urban supermarkets, online shopping	Supermarkets, online shopping	Online with 2-hour express, same-day and next-day delivery
Number of stores	188	164	Online store with distribution from Bronx headquarters and six satellite locations
Customer proposition	For Today's Table – Helping families gather around the table for a meal, no matter where their table may be.	We make great food easy because we know that the little things are Giant	FreshDirect makes great food easy to get.



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	1,102	831	530
Customer proposition	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



Market area	The Netherlands	The Netherlands and Belgium
Store formats	Liquor stores, online shopping	online shopping with a focus on general merchandise
Number of stores	589	more than 48,000 plaza partners
Customer proposition	Everyone an expert	The store for all of us



Market area	Greece	Czech Republic	Greece
Store formats	Supermarkets, convenience stores, cash and carry, online shopping	Supermarkets, hypermarkets, convenience stores	Supermarkets
Number of stores	564	329	14
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, convenience stores, hypermarkets, online shopping	Supermarkets, convenience stores, online shopping	Hypermarkets
Number of stores	449	896	9
Customer proposition	Always fresh, always near, always Maxi	Enjoy your life	Always in action



Market area	Indonesia	Portugal
Store formats	Compact supermarkets, supermarkets	Supermarkets
Number of stores	187	454
Customer proposition	Fresher, affordable, closer	It tastes good to pay so little

Netherlands, Belgium and Luxembourg

Central and Southeastern Europe

Joint venture