

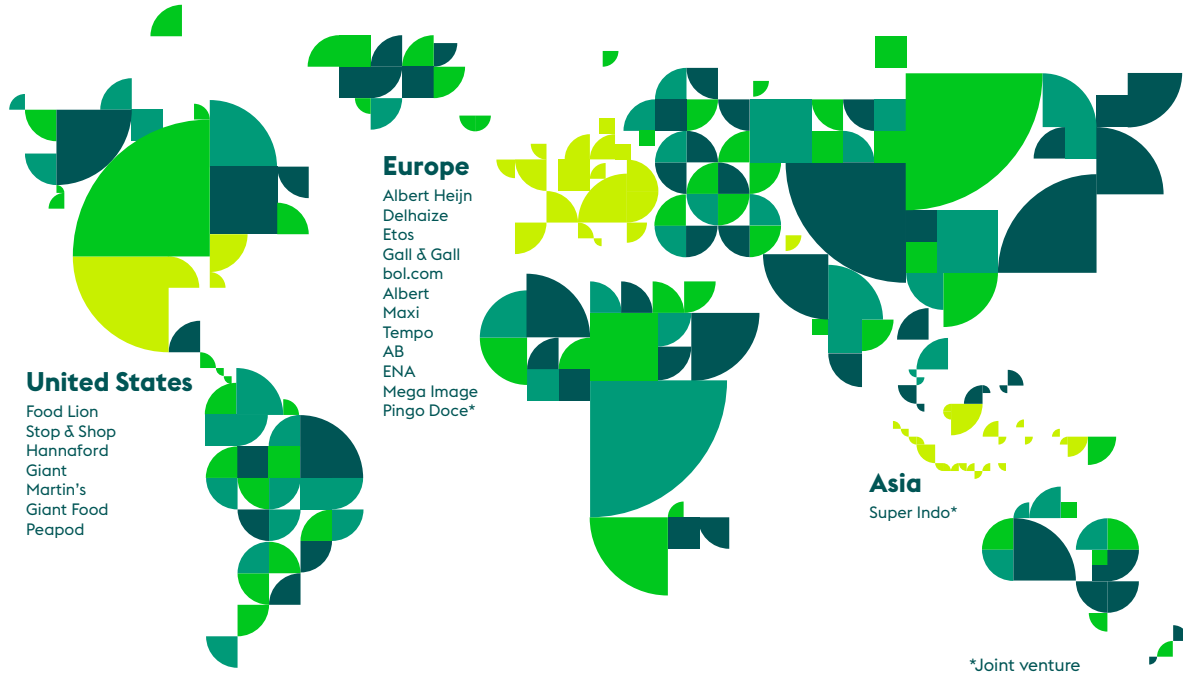
# Factsheet



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 more than 50 million customers each week in Europe, the United States and Indonesia. Together, these brands employ nearly 370,000 associates in over 6,700 grocery and specialty stores and 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): > 50 mln

Number of stores: ~6,700      Number of associates: ~370,000



## Strategic Framework - Leading Together

Our purpose **Together, we build Great Local Brands, bringing Fresh Inspiration Every Day**

### 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.

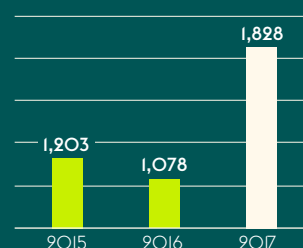
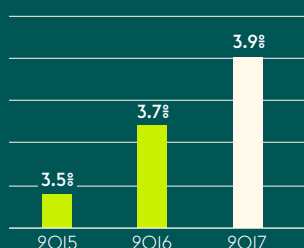
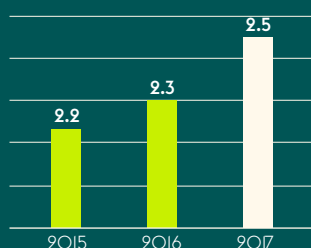
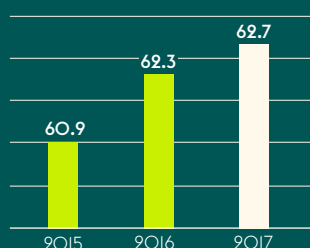
#### Humor

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



|                     |                                    |                                    |                      |
|---------------------|------------------------------------|------------------------------------|----------------------|
| <b>Net sales</b>    | <b>Underlying operating income</b> | <b>Underlying operating margin</b> | <b>Net income</b>    |
| €62.9bn<br>(+26.6%) | €2.5bn<br>(+29.3%)                 | 3.9%<br>(+0.1%)                    | €1,817m<br>(+118.9%) |

|                            |  |  |                             |
|----------------------------|--|--|-----------------------------|
| <b>Pro forma net sales</b> | <b>Pro forma underlying operating income</b> | <b>Pro forma underlying operating margin</b> | <b>Pro forma net income</b> |
| €62.7bn<br>(+0.6%)         | €2.5bn<br>(+6.9%)                            | 3.9%<br>(+0.2%)                              | €1,828m<br>(+69.6%)         |



|  |                                    |   |                                  |
|--|------------------------------------|---|----------------------------------|
| <b>Pro forma net consumer online sales</b> | <b>Free cash flow*</b>             | <b>Pro forma underlying income per share from continuing operations</b> | <b>Dividend per common share</b> |
| €2.8bn<br>2016: €2.3bn<br>(+21.1%)         | €1.9bn<br>2016: €1.4bn<br>(+33.7%) | €1.27<br>2016: €1.17<br>(+8.5%)   | €0.63<br>2016: €0.57<br>(+10.5%) |

**Own-brand sales from healthy products**

46%  
2016: 42%  
(+9.5%)

**Associate engagement score**

79%  
Industry benchmark: 81%  
Retail trade area benchmark: 69%

**Dow Jones Sustainability Index**

73  
Industry average: 45

**Carbon-equivalent emissions per m<sup>2</sup>**

467kg  
2016: 504kg  
(-7.3%)

\* In 2017, after €1.7 billion capital expenditure (2016: after €1.7 billion capital expenditure).

For the definition of pro forma and other alternative performance measures, see Definitions – performance measures section.

## United States



|                             |  |   |   |
|-----------------------------|--|---|---|
| <b>Market area</b>          | 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   | Supermarkets, superstores, online shopping                        | Supermarkets, online shopping                                       |
| <b>Number of stores</b>     | 1,027  | 414   | 181   |
| <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>          | Pennsylvania, Maryland, Virginia and West Virginia  | Delaware, District of Columbia, Maryland and Virginia | 12 states across the U.S. East Coast and Midwest plus the District of Columbia      |
| <b>Store formats</b>        | Supermarkets, superstores, online shopping  | Supermarkets, superstores, online shopping            | Online grocery shopping   |
| <b>Number of stores</b>     | 171   | 167   | Online store  |
| <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  | We make life easier. We give our customers the time back to do the things they love |

## 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>     | 1,010   | 764   | 552   |
| <b>Customer proposition</b> | Everybody Appie                                   | 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>        | Wine and liquor stores, online shopping | Online shopping for general merchandise |
| <b>Number of stores</b>     | 601                                     | Online store                            |
| <b>Customer proposition</b> | Everyone an expert                      | The store for all of us                 |

## Central and Southeastern Europe



|                             |   |                              |                                      |
|-----------------------------|---|------------------------------|--------------------------------------|
| <b>Market area</b>          | Greece  | Czech Republic               | Greece                               |
| <b>Store formats</b>        | Supermarkets, convenience stores, online shopping | Supermarkets, compact hypers | Supermarkets                         |
| <b>Number of stores</b>     | 396   | 329                          | 16                                   |
| <b>Customer proposition</b> | The joy of offering the best                      | It is worth it to eat better | Your partner for competitive grocery |



|                             |  |   |                  |
|-----------------------------|--|---|------------------|
| <b>Market area</b>          | Serbia                                 | Romania   | Serbia           |
| <b>Store formats</b>        | Supermarkets, online shopping          | Supermarkets, convenience stores, online shopping | Hypermarkets     |
| <b>Number of stores</b>     | 394                                    | 595   | 20               |
| <b>Customer proposition</b> | Always fresh, always near, always Maxi | Enjoy your life                                   | Always in action |

## Joint venture



|                             |                                    |                                 |
|-----------------------------|------------------------------------|---------------------------------|
| <b>Market area</b>          | Indonesia                          | Portugal                        |
| <b>Store formats</b>        | Compact supermarkets, supermarkets | Supermarkets                    |
| <b>Number of stores</b>     | 157                                | 422                             |
| <b>Customer proposition</b> | Fresher, affordable, closer        | It tastes good to pay so little |