



			Q4 2025				FY 2025				FY 2026			
			Consensus	Min	Max	# estimates	Consensus	Min	Max	# estimates	Consensus	Min	Max	# estimates
USA	USA Net sales	in millions of €	€ 12,964	€ 12,789	€ 13,092	14	€ 52,987	€ 52,812	€ 53,106	14	€ 52,655	€ 51,093	€ 53,391	14
	USA Net sales	in millions of \$	\$15,102	\$14,966	\$15,240	13	\$59,723	\$59,242	\$59,893	13	\$61,368	\$59,303	\$62,095	13
	USA Comparable sales growth excluding gas	in %	2.5%	2.0%	2.9%	14	3.0%	2.9%	3.1%	14	2.6%	1.9%	3.9%	14
	USA Underlying operating income	in millions of €	€ 546	€ 537	€ 558	14	€ 2,319	€ 2,310	€ 2,331	14	€ 2,280	€ 2,146	€ 2,351	14
	USA Underlying operating income	in millions of \$	\$637	\$630	\$648	11	\$2,615	\$2,591	\$2,630	12	\$2,647	\$2,491	\$2,740	12
	USA Underlying operating margin	in %	4.2%	4.2%	4.3%	14	4.4%	4.4%	4.4%	14	4.3%	4.2%	4.5%	14
Europe	Europe Net sales	in millions of €	€ 10,412	€ 10,234	€ 10,704	14	€ 39,253	€ 39,074	€ 39,544	14	€ 40,511	€ 39,679	€ 40,957	14
	Europe Comparable sales growth excluding gas	in %	2.3%	1.5%	3.1%	14	3.4%	3.2%	3.6%	14	2.9%	2.0%	3.4%	14
	Europe Underlying operating income	in millions of €	€ 408	€ 394	€ 417	14	€ 1,473	€ 1,459	€ 1,482	14	€ 1,577	€ 1,508	€ 1,628	14
	Europe Underlying operating margin	in %	3.9%	3.8%	4.0%	14	3.8%	3.7%	3.8%	14	3.9%	3.8%	4.0%	14
AD Group	Underlying operating income (loss) (including insurance activities)	in millions of €	(€ 36)	(€ 44)	(€ 28)	14	(€ 136)	(€ 161)	(€ 127)	14	(€ 145)	(€ 180)	(€ 125)	14
Total Ahold Delhaize	Total Net sales	in millions of €	€ 23,376	€ 23,091	€ 23,643	14	€ 92,239	€ 91,954	€ 92,506	14	€ 93,166	€ 91,676	€ 93,817	14
	Total Operating income	in millions of €	€ 913	€ 880	€ 1,013	11	€ 3,565	€ 3,513	€ 3,691	11	€ 3,669	€ 3,504	€ 3,796	11
	Total Underlying operating income	in millions of €	€ 918	€ 900	€ 931	14	€ 3,656	€ 3,622	€ 3,671	14	€ 3,711	€ 3,591	€ 3,826	14
	Total Underlying operating margin	in %	3.9%	3.9%	4.0%	14	4.0%	3.9%	4.0%	14	4.0%	3.9%	4.1%	14
	Net financial expenses	in millions of €	€ 162	€ 99	€ 199	13	€ 641	€ 598	€ 681	14	€ 664	€ 602	€ 775	14
	Income taxes	in millions of €	€ 164	€ 144	€ 180	12	€ 660	€ 635	€ 677	13	€ 668	€ 609	€ 715	13
	Underlying income from continuing operations	in millions of €	€ 598	€ 563	€ 656	13	€ 2,359	€ 2,327	€ 2,395	14	€ 2,387	€ 2,220	€ 2,516	14
	Net income	in millions of €	€ 592	€ 548	€ 656	11	€ 2,285	€ 2,233	€ 2,411	12	€ 2,350	€ 2,143	€ 2,443	12
	Underlying Basic EPS from continuing operations	in €	€ 0.67	€ 0.65	€ 0.73	9	€ 2.61	€ 2.60	€ 2.63	8	€ 2.71	€ 2.50	€ 2.83	8
	Underlying Diluted EPS from continuing operations	in €	€ 0.67	€ 0.63	€ 0.73	12	€ 2.62	€ 2.58	€ 2.70	14	€ 2.73	€ 2.50	€ 2.83	14
	Dividend per common share	in €					€ 1.20	€ 1.18	€ 1.25	14	€ 1.24	€ 1.19	€ 1.30	13
	€/ \$ exchange rate		1.16	1.13	1.17	12	1.13	1.12	1.13	12	1.17	1.16	1.20	13
	Capex	in millions of €					€ 2,525	€ 2,300	€ 2,705	12	€ 2,615	€ 2,356	€ 2,803	12
	Free cash flow	in millions of €					€ 2,154	€ 1,699	€ 2,279	11	€ 2,120	€ 1,614	€ 2,300	11

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