

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 60 million customers each week, both in stores and online, in the United States, Europe, and Indonesia. Together, these brands employ more than 414,000 associates in 7,659 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): > 60 mln

Number of stores
~7,659

Number of associates
+414,000

Inclusion score
80%



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

FOOD LION

STOP & SHOP



The GIANT Company

Giant

Albert Heijn



Etos

Gall & Gall

albert



bol.com
de winkel van ons allemaal

MAXI

Tempo

Βασιλόπουλος
...και του σουρσου το γάιτο!

ENA FOOD
enahold.com

freshdirect

pingo doce



Peapod
DIGITAL LABS

Retail Business Services

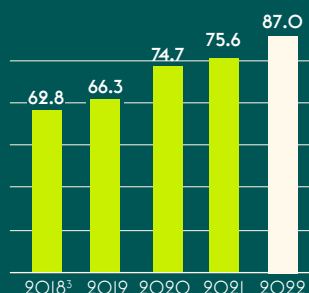
Group highlights

Net sales 1

€87.0bn

2021: €75.6bn

+15.1% (+6.9% at constant rates)

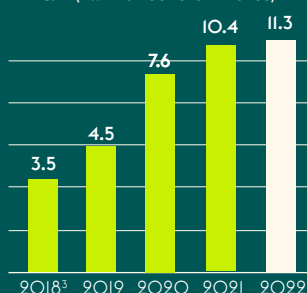


Net consumer online sales

€11.3bn

2021: €10.4bn

+8% (4..9% at constant rates)

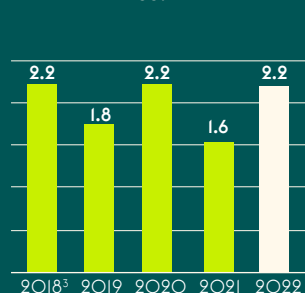


Free cash flow

€2.2bn

2021: €1.6bn

+35.2%

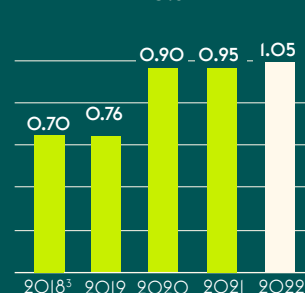


Dividend per common share

€1.05

2021: €0.95

+10.5%



Net income

€2.5bn

2021: €2.2bn

+13.4%*

Underlying operating income

€3.7bn

2021: €3.3bn

+11.9%*

Underlying operating income margin

4.3%

2021: 4.4%

-0.1 pp*

Diluted income per share from continuing operations

€2.54

2021: €2.17

+17.2%*

Diluted underlying income per share from continuing operations

€2.55

2021: €2.19

+16.5%*

Own-brand food sales from healthy products⁴

54.4%

2021: 53.4%

Reduction in food waste (t/€ million)^{4,5}

33%

2021: 20%

2022: 3.38t/€ million

Reduction in absolute CO₂-equivalent emissions (scope 1 and 2)^{4,6}

32%

2021: 31%

2022: 2,837kt

Associate engagement score

79%

2021: 79%

Industry benchmark: 77%

MSCI INDEX

AA

2021: AA

1. Ahold Delhaize's 2018, 2019, 2021 and 2022 fiscal year consisted of 52 weeks, while 2020 consisted of 53 weeks.
2. In 2022, after €2.5 billion cash capital expenditure (2021: after €2.4 billion cash capital expenditure).
3. The 2018 figures have been restated for the change of accounting policies (IFRS 16 Leases).
4. The 2021 figure was restated, see ESG statements in the Annual Report 2022 for more information.
5. The reduction is measured against the restated 2016 baseline: 5.09 t/€ million. See ESG statements in the Annual Report 2022 for more information.
6. The reduction is measured against the restated 2018 baseline: 4,164 thousand tonnes CO₂-equivalent emissions. See ESG statements in the Annual Report 2022 for more information.

*At current rate

United States

FOOD LION

STOP & SHOP



| | | | |
|--------------------------|---|---|---|
| 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 | 1,108 | 400 | 185 |
| Number of pick-up points | 655 | 375 | 170 |
| 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 | Maryland, Pennsylvania, Virginia and West Virginia | 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 | 193 | 165 | 3 million grocery items delivered to customers every week |
| Number of pick-up points | 187 | 162 | |
| 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 | Food that delivers you. |



| | | | |
|--------------------------|---|---|---|
| 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 | 1,228 | 830 | 522 |
| Number of pick-up points | 59 | 120 | |
| 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 | 603 | More than 51,000 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 | 618 | 335 | 14 |
| Number of pick-up points | 84 | | |
| Customer proposition | For all that you care about | 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 | 493 | 956 | 9 |
| Number of pick-up points | | | |
| Customer proposition | So good. So Maxi | Enjoy your life | Always in action |



| | | | |
|----------------------|------------------------------------|---------------------------------|--|
| Market area | Indonesia | Portugal | |
| Store formats | Compact supermarkets, supermarkets | Supermarkets | |
| Number of stores | 180 | 465 | |
| Customer proposition | Fresher, affordable, closer | It tastes good to pay so little | |

Netherlands, Belgium and Luxembourg

Central and Southeastern Europe

Joint venture