



Ahold Delhaize
**Capital
Markets
Day 2018**

Ahold Delhaize USA

Kevin Holt

Chief Executive Officer Ahold Delhaize USA



Video

Across all brands, Ahold Delhaize USA is the leader on the East Coast

~2,000

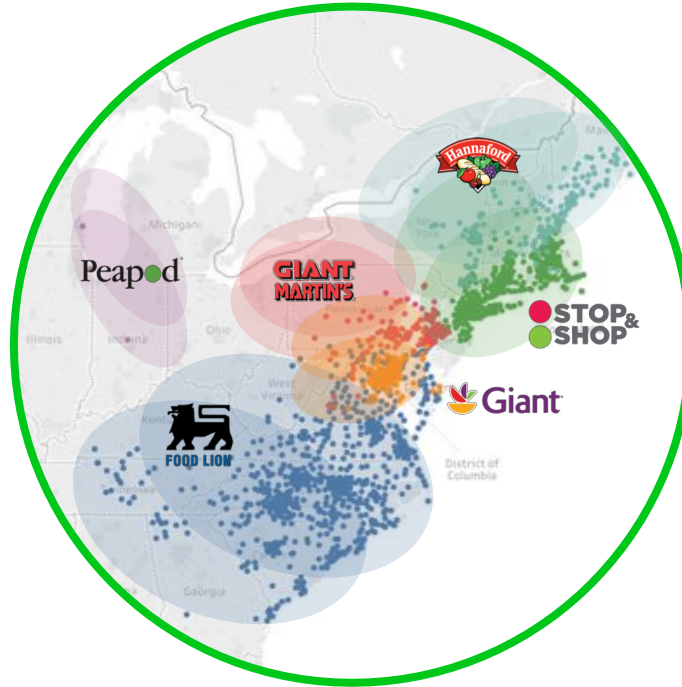
stores across all brands

\$43 billion+

sales

~95%

sales from DMAs where an
ADUSA brand has leading share*



~30 years

as online
grocery leader

6 million+

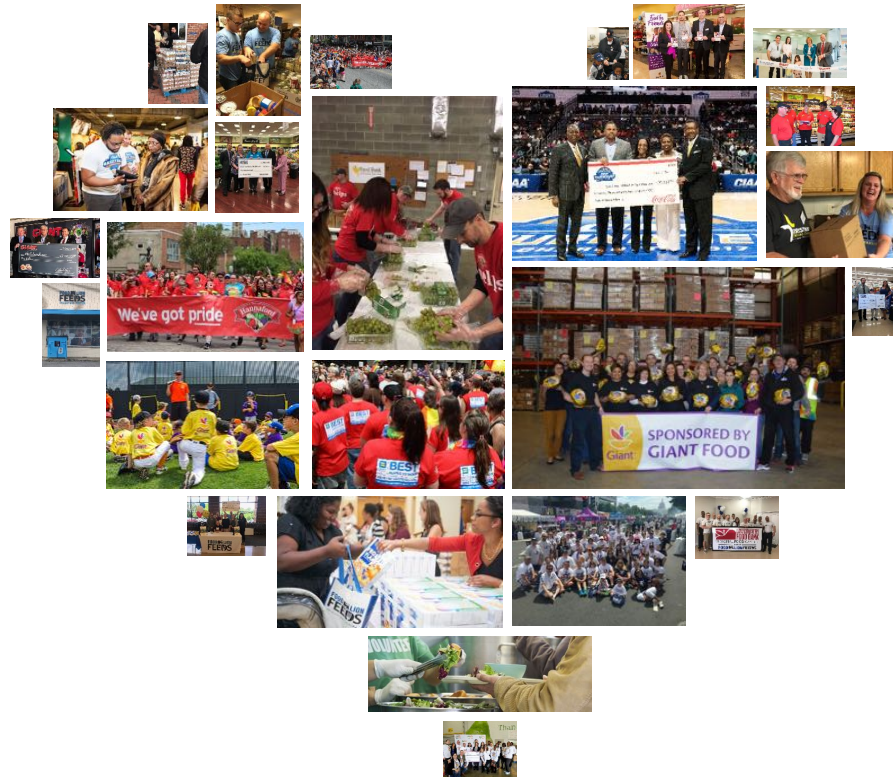
annualized online
grocery orders

2 billion+

digital offers in 2018

* DMAs in which an ADUSA brand has #1 or #2 market share

Purpose driven organizations



P E O P L E • P U R P O S E • C U L T U R E

Brand-centric structure designed to win locally



**Retail Business
Services**



Local



Scale



Innovation



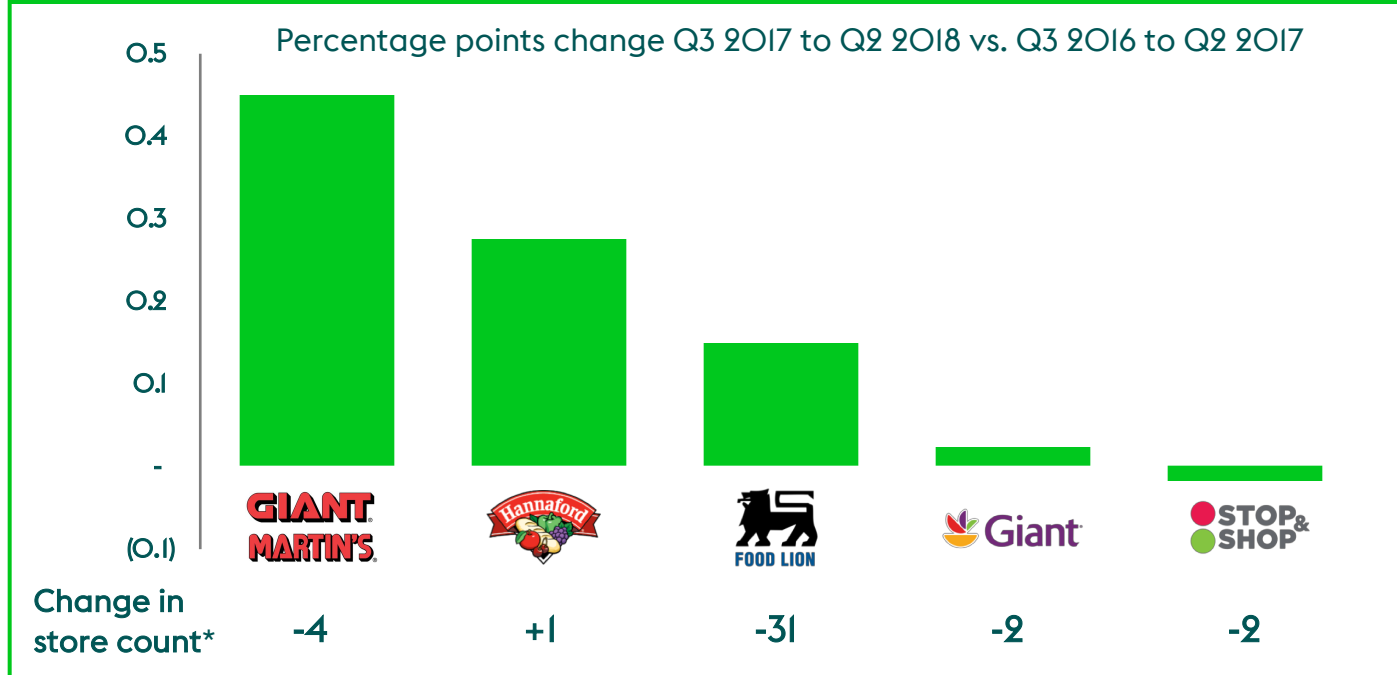
Insights



Capabilities

Ahold Delhaize USA's Brands are growing share within their markets

ADUSA CTAs Market Share Growth



ADUSA
Brands
+20bps

* Change in stores between Q2 2018 versus Q3 2016; primary cause of reduction in store count is due to merger divestitures

**Ahold Delhaize USA custom trade area

Proven track record

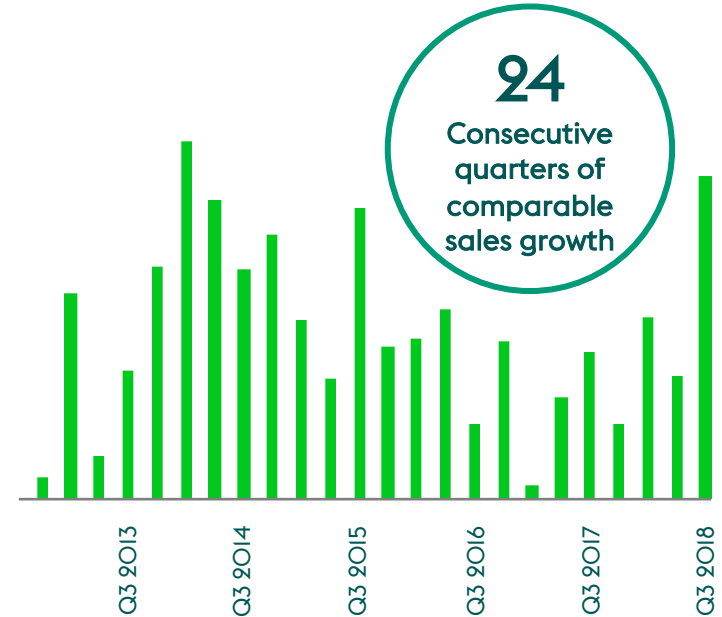
Food Lion local strategy

EASY
fresh &
Affordable

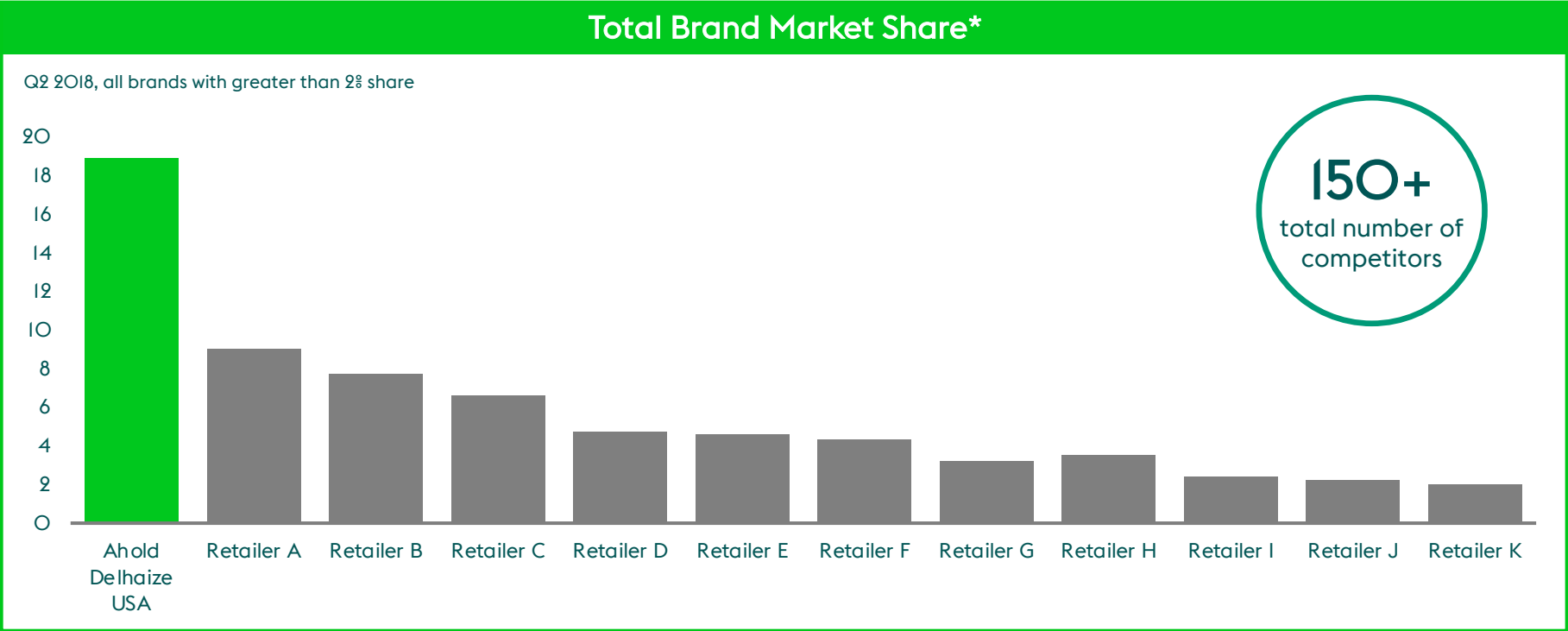
You can count on FOOD LION... Every day!

Food Lion sales growth

% growth, comparable quarter (prior year)

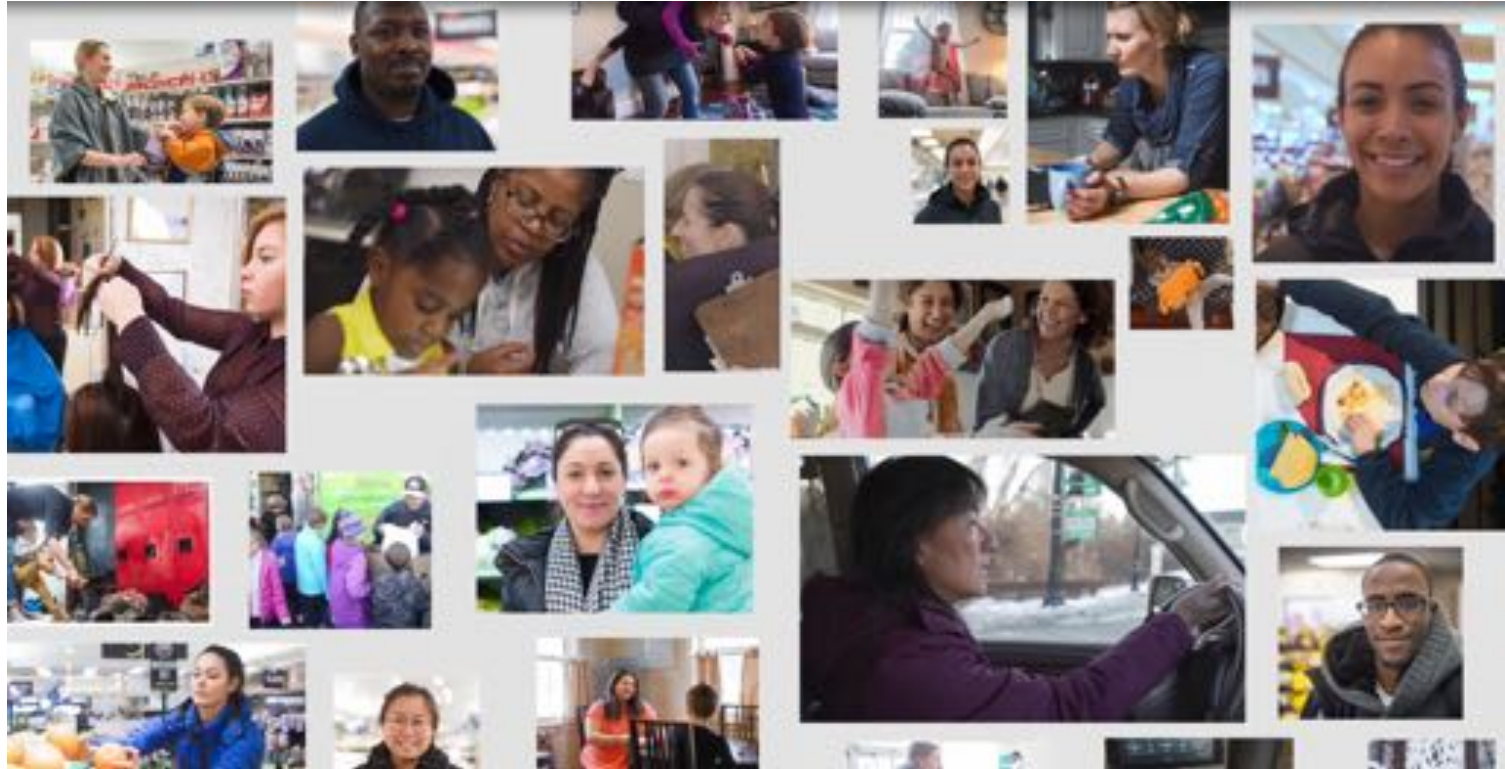


Fragmented markets provide further opportunity for brand growth



* Ahold Delhaize USA custom trade area Q2 2018

Customer needs are changing





Ahold Delhaize USA brands' customer priorities



Dependable Value and
Personalized
Solutions

Right Assortment and
Right Space

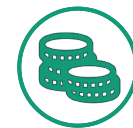


Easy for Her

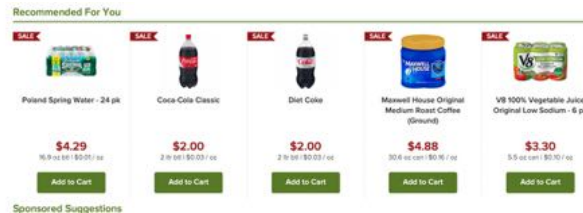
Better Neighbor



Dependable value and personalized solutions each brand



Price and promotion



Personalized programs



Unique programs



Bringing dependable value and personalized solutions to life



Locally, top-selling SKUs identified and priced within 2% of leading big box retailer and total basket within 10%



'Shop & Earn' offers



Personalized MVP loyalty



Digital and paper coupons

1.2 billion

total personalized Shop & Earn, coupons and temporary price reductions in 2018

\$23 million

Shop & Earn savings via web and app in 2018

15bps

market share growth at Food Lion*

* Q3 2016-Q2 2017 versus Q3 2017-Q2 2018; Food Lion's trade area

Right assortment and right space



Healthy



49%

of Own Brand food sales recognized for good nutritional value

Local flavors



+10%

Sales of locally grown products

Surprise and delight



+18%

Limited Time Originals

Meal solutions



~50%

YOY growth in meal kits

Enabled by:



Retail Business
Services



Partnerships



Data & Analytics



Assortment services



Own Brand development

Portfolio of distinct Own Brands



Lifestyle	Premium
	Organic / Free From
	Beauty
Everyday	Local Brand
	Health & Personal Care
	Home
	Baby
	Pet
Value	Dependable value



~27%
Own Brand sales
penetration
in 2018

1,500
Innovative, new
Own Brand SKUs
in 2018 YTD

\$1b+
Nature's Promise
2018E sales

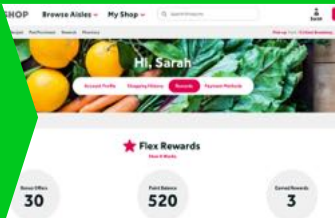
Enabled by:



Easy for Her: whenever, wherever, however she chooses



Fully integrated
digital brand experience



Seamless
sign-on

Integrated loyalty
and digital offers

Convenient offerings



New store designs
and layouts

65% of brands' customers access
Same-day by 2020

Discovery and inspiration



Easy recipe
suggestions

E-Merchandising
(e.g., Linz and Wildfire)

Better Neighbor



Reducing waste and emissions

- Zero waste efforts
- 900+ Energy Star certified stores
- EPA U.S. Food Loss and Waste Champion

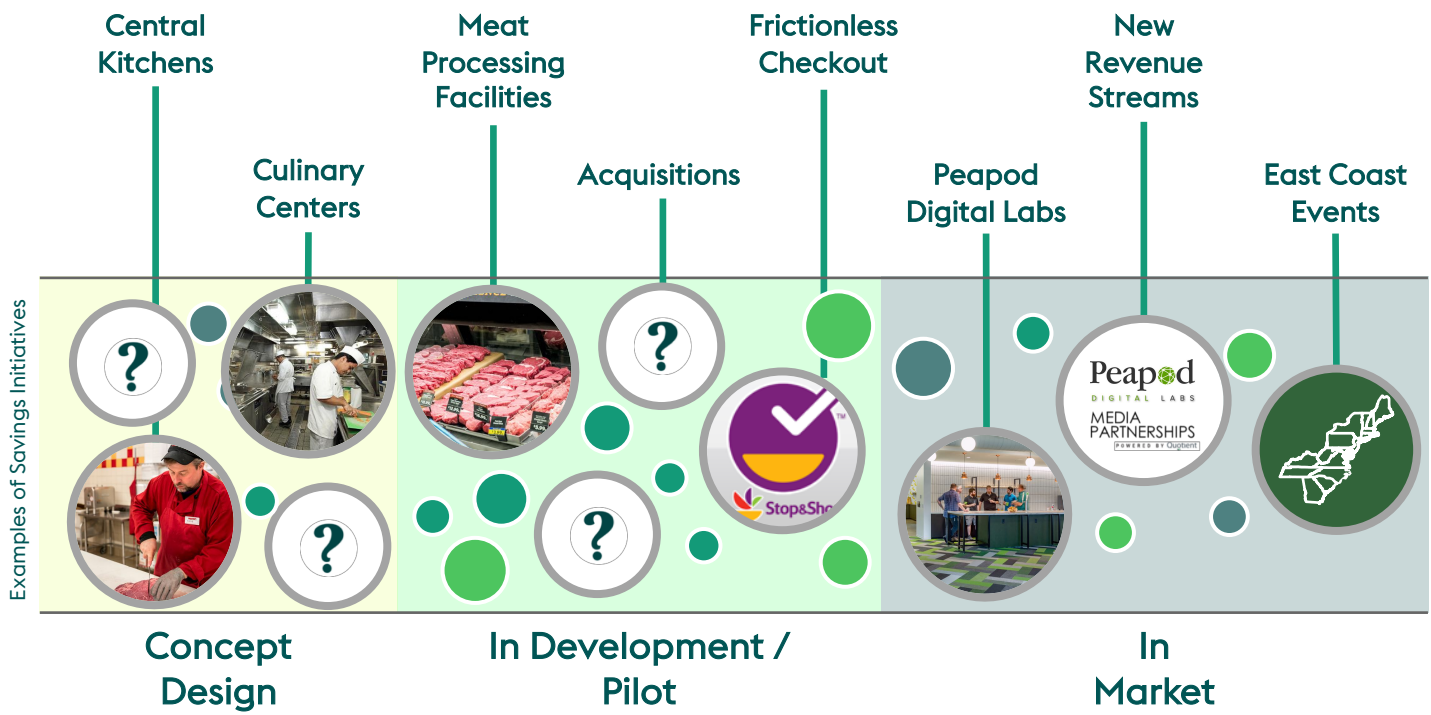


Removal of additives and transparency

- Clean Own Brands by 2025 and product renovations
- Product nutrition transparency through Guiding Stars



Save to invest



Ahold Delhaize USA and it's brands: Shaping food retailing on the East Coast



We are focused on growing our Great Local Brands and their market share



Customers are at the center of everything we do



Leveraging the power of local, omnichannel, and scale



A disciplined approach to investing for our future

Cautionary notice

This communication includes forward-looking statements. All statements other than statements of historical facts may be forward-looking statements. Words or expressions such as believe, will/will continue, by 2020, by 2025, key takeaways or other similar words or expressions are typically used to identify forward-looking statements.

Forward-looking statements are subject to risks, uncertainties and other factors that are difficult to predict and that may cause actual results of Koninklijke Ahold Delhaize N.V. (the “Company”) to differ materially from future results expressed or implied by such forward-looking statements. Such factors include, but are not limited to the risk factors set forth in the Company’s public filings and other disclosures. Forward-looking statements reflect the current views of the Company’s management and assumptions based on information currently available to the Company’s management. Forward-looking statements speak only as of the date they are made and the Company does not assume any obligation to update such statements, except as required by law.



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