



Management's Prepared Remarks
Q3 2025 Earnings Call
November 5, 2025

JP O'Meara
Senior Vice President, Head of Investor Relations

Thanks Sharon and I am delighted to welcome you to our Q3 2025 results conference call.

On today's call are Frans Muller, our President & CEO and Jolanda Poots-Bijl, our CFO. After a brief presentation, we will open the call for questions.

In case you haven't seen it, the earnings release and the accompanying presentation slides can be accessed through the Investors section of our website aholddelhaize.com, which also provides extra disclosures and details for your convenience.

To ensure everyone's opportunity to ask their questions, I ask that you limit yourself to 2 questions. If you have further questions, then feel free to re-enter the queue.

To ensure ease of speaking, all growth rates mentioned in today's prepared remarks will be at constant exchange rates unless otherwise stated.

I'll now turn the call over to Frans.

Frans Muller
President, Chief Executive Officer

Thank you, JP, and a very good morning to you all.

As you will have seen in our interim release this morning, our 2025 year-to-date performance is a great proof point of the potential and value creation we are excited about with our Growing Together strategy.

From a macro, social and political perspective, there is a lot going on in the world, the effects of which are felt in our stores, every day in real time.

With rising inflation, stagnating economic growth and changes in governmental policy, (which in some cases are becoming more frequent and more unpredictable), the business and customer climate is for sure volatile.

Whether it is the current delay to the distribution of SNAP benefits and rising health and medical costs in the U.S., timing of the food stamp payment schedule in Romania, the recent limitations on the grocery trade market implemented by the government in Serbia, this creates uncertainty, tough choices and headwinds for consumers and businesses alike.

At the same time, the industry is evolving, be it: omnichannel, data, AI, mechanization.

Those companies, (and I would include Ahold Delhaize in that group), who are at the forefront of these changes; who are well-prepared; well-invested; and can leverage the experience and creativity of their people; those companies will outperform.

Therefore, to ensure we continue to sail successfully in this dynamic, I believe three things are essential to keeping the rudder steady:

- Flexibility
- Resilience
- and Culture.

These qualities become truly powerful when they are aligned behind a focused and well-articulated plan — which is exactly what our Growing Together strategy provides.

It connects how we serve customers, run our operations, invest in our people, and deliver strong financial performance — all while advancing our commitments to health, sustainability, and responsible growth.

So let me share a few examples on how this tangibly shows up across our business – in how we innovate for customers, build trust through transparency and act responsibly in our communities.

Flexibility comes to life through our work in own brands, where we adapt quickly to evolving customer needs and local market dynamics. By harmonizing assortments, accelerating innovation and aligning product

development across regions, our teams can respond faster and with greater precision to what customers want compared to competition. This agility helps us deliver differentiated value and quality while simplifying operations and improving profitability.

All of our brands have seen year-over-year growth in own brand penetration, and in both regions, we are seeing own-brand sales growth outpace the rest of the store in both dollars or euros and units.

But this is not the time to sit back and relax. Therefore, we are stepping up our own-brand game and have undertaken a comprehensive cross functional and cross regional review, to identify further opportunities. We will lean into this more heavily as we move through the next seasons.

We have the biggest own brand share-of-store growth opportunity in the U.S. Some of the foundational work put in place to sustain momentum in 2026 and beyond includes:

- the review of over 90 percent of our categories to harmonize assortments, align product specifications, and reduce supplier complexity,
- the identification of a pipeline for new products in high growth categories,
- the activation of commercial plans across the brands to raise own-brand awareness and drive higher consistency and efficiency in execution.

In Europe, we are building on a very strong position, with own brand share already around 50 percent. Therefore, we are concentrating on further strengthening competitiveness through continued assortment harmonization, expansion of our health-oriented brands, like Nature's promise and Terra, and expansion of our everyday low-priced products or Price Favorites. All our European brands now have a minimum of 900 Price Favorite products across their assortments.

Through our family of great local brands, we have unparalleled proximity and rich anonymized data through loyalty programs that give us a real-time understanding of what matters most to our customers. During challenging times, it's important that our customers do not have to choose between eating a healthy, nutritious meal and paying their rent. This mindset keeps our people motivated and connected to our purpose.

Resilience for our customers comes from transparency — being open and consistent about the value, quality and health choices we provide. We strengthen trust by clearly communicating nutritional information, offering price certainty, and helping customers make informed, affordable and healthy decisions. Here visibility and education are equally important.

- Customers increasingly value the healthy options accessible across our brands. They also appreciate the simplicity of easily identifying the health differences between comparable products, such as with the Guiding Stars and NutriScore nutritional rating systems used for our own-brand products. In the U.S., we are partnering with Circana

to expand the accessibility of the system to a broader range of suppliers.

- Albert Heijn is revamping its fresh produce aisle, expanding its offering with more convenience, new snacks and ready-made meal kits. It is also introducing new fresh food packages to inspire customers to eat fresh and nutritious meals more quickly and easily.
- Maxi Serbia held its third 'Healthy Food Every Day' school program to encourage healthy eating among children. In the program, students across Serbia learn about the importance of a balanced diet, eating fruits and vegetables, and physical activity.

And finally, our culture is reflected in how we show up for our communities. Through partnerships with organizations such as The Global FoodBanking Network and local initiatives like Food Lion Feeds and Hannaford's school pantries, we help families access nutritious food and reduce waste across our value chain.

- It's been just over a year since Ahold Delhaize partnered with The Global FoodBanking Network. Since then, we've helped provide the equivalent of 2.9 million meals to those in need.
- Hannaford launched its 200th school-based food pantry for students in need. Through partnerships with school districts, food banks and hunger relief organizations, the program has helped expand food access for students from pre-school through college.
- As part of its annual Great Pantry Makeover initiative, the Food Lion Feeds program restocked 33 food pantries to better serve neighbors experiencing food insecurity. More than 92,000 pounds of items

were donated and associates contributed more than 1,500 volunteer hours. And don't forget by 2032, Food Lion has committed to donating 3 billion cumulative meals.

- Albert Heijn held their annual 'You Can't Learn on an Empty Stomach' campaign, where customers could buy healthy breakfast or dinner products at a discount and donate them to the Dutch Food Banks. Through the campaign, more than 350 thousand products were donated.

These efforts are not side projects — they are part of who we are. They demonstrate that our culture of care and connection extends well beyond our stores and that we define success by the positive impact we create.

Delivering for our customer and communities today sets the standard for how we build the business for tomorrow. We're translating the same flexibility, resilience and culture into our physical network, supply chain infrastructure and technology investments - expanding and densifying in growth markets, modernising logistics and embedding AI-driven innovation that will enhance both customer experience and productivity.

Our U.S. brands are solidifying their real estate pipelines to accelerate new store openings in the coming years. We see the strongest opportunities for growth in the markets served by our Food Lion brand. In some of our markets, like Raleigh and Charlotte, we have seen population growth of 7 to 8 percent in the past 5 years and it is not slowing.

Having achieved its 52nd consecutive quarter of same store sales growth, Food Lion is well-positioned to extend its record performance. Today, Food Lion is launching their omnichannel remodels at 153 stores in the Charlotte market. These remodels enhance the omnichannel shopping experience and include:

- Updated assortments and easy meal solutions that are ready-to-eat, -cook, or -heat and of course priced right.
- self-checkouts for an enhanced and efficient shopping experience; and
- e-commerce options for all customers through Food Lion to Go or store pick-up.

This is now the third market to complete the omnichannel remodels. Where we have previously launched remodels, in Raleigh and Wilmington, we continue to see strong sales performance with average weekly sales outpacing non-remodelled stores. Construction is also underway on 92 store remodels in the Greensboro market, which will be launched in 2026.

In Europe, Delhaize Belgium is expanding its footprint with eight new supermarkets that will open in early 2026 under the brand's affiliate model. The new stores complement Delhaize's existing network and reinforce our growth ambitions in Belgium. Additionally, we expect the Delfood transaction (which are the former Louis Delhaize stores) to close in Q1 2026, allowing Delhaize to further differentiate itself in the convenience store segment.

We also continue to make good progress on the integration of Profi, where we see a strong future growth path. Over the past three years, the brand has opened over 200 stores and intends to ramp up expansion plans in the next three years. A few of the things we have done this year to set ourselves up for future success include:

- Introducing our own-brand assortment to Profi customers, enhancing value and differentiation.
- Expanding Profi's strong quick-meal service offerings of coffee, fresh pastries, and convenient meal options to our Mega Image and Shop & Go stores, to meet evolving customer needs.
- And we slowed our cadence of store openings to finalize the commitments we made to the competition authority. At the same time our Romanian teams have used the time to identify optimal locations for each of our local brands to ensure we leverage their unique strengths and create a better fit to local market dynamics. And you will see accelerated growth in 2026 on this front.

With our customer value proposition advancing and our footprint ambitions taking shape, let me spend a few minutes on where we are on strengthening the capabilities that will support the next phase of growth.

The same flexibility, resilience and culture that guide our brands also drive how we invest in infrastructure, automation, technology and data. These enablers make us more efficient, deepen our customer relationships and ensure we use our data — to create a faster and more connected business. So, here are a few examples of that.



To facilitate growing capacity demands, two weeks ago we announced plans for Ahold Delhaize USA to build a new state-of-the-art distribution center in Burlington, North Carolina. The new facility, which will add over 1 million square feet of DC space, is expected to begin operations in 2029. To maximize efficiency, the site will leverage proven supply chain mechanization technology. This investment is within the scope and parameters of the Growing Together financial framework.

Our culture of innovation is also providing new and powerful ways to interact and serve our customers as we explore use cases for new technologies and business process improvement.

With the rapid developments in AI, we see many opportunities to accelerate across selected domains of our business, focusing on the ones that can have real impact on our business. I am confident that, under the leadership of our new CTO Jan Brecht, we will make fast progress building the right foundational AI platforms that will enable effective future scaling of winning AI solutions

Our teams will scale our proprietary retail media platform, Edge to our U.S. brands in the coming year. This is an important step as retail media becomes an increasingly effective way to create a relevant customer experience and provide additional revenue streams. The platform powers on-site display, sponsored search and in-store digital screens and has already proven successful at several of our European brands.

As 2025 draws to a close, I am proud of our progress and, more importantly, that we have sustained and strengthened brand equity and leading market positions across the portfolio. I am confident we are doing the right things to reinforce our strategic levers to capture growth, volume and market share. At the same time, we are staying close to our customers and associates, working hard to navigate these turbulent times together successfully.

As we turn our attention to delivering a strong holiday experience for our customers, prioritizing value, healthy assortments, convenience and everything they need to create their own special and unique holiday moments, I also wish you Happy Holidays starting with Thanksgiving in a few weeks.

Now over to you Jolanda to talk more about the specifics of our third quarter and provide more colour on our outlook.

Jolanda Poots-Bijl
Chief Financial Officer

Thank you Frans and good morning to everyone.

We've delivered a strong quarter, with steady sales growth, solid execution, and continued progress on our Growing Together ambitions.

What I'm particularly proud of is our ability to deliver a balanced and consistent performance, even in a dynamic environment.

The backbone is our passionate and dedicated people, supported by a strong portfolio of brands that stay close to their customers and local markets. By combining that deep local insight with the scale and capabilities of our Group, we continue to adapt quickly, find efficiencies, and create new opportunities in real time.

This balance of flexibility, resilience, and culture is what underpins our financial strength and long-term value creation.

Let's have a look at the key underlying results for the quarter, as shown on slide 17.

- Net sales grew 6.1 percent to 22.5 billion euro. This reflects good momentum across our regions fuelled by our growth model and strategic priorities, which has been a key catalyst contributing to a solid volume performance. The closure of Stop & Shop stores and

the cessation of tobacco sales in Belgium negatively impacted net sales growth by 0.7 percentage points.

- Underlying operating margin was 4.1 percent. Strong performance in the U.S. more than offset the first-time consolidation of Profi and planned strategic price investments in the U.S.
- Diluted underlying earnings per share was 67 euro cents up 8.7 percent at actual rates. Higher underlying operating profit and the impact from the share buyback program, was partially offset by higher taxes and financial expenses.

Slide 18 shows our results on an IFRS-reported basis for Q3, which were 31 million euros lower than our underlying results, primarily due to impairment charges on operating stores in the U.S. and an adjustment on the losses related to affiliation in Belgium.

Let's turn now to our regional performance. On slide 19, you see comparable sales growth by region including and excluding weather, calendar and other effects, which shows we delivered another solid quarter of steady sales growth.

Looking at the regions in more detail...

U.S. net sales were 12.9 billion euro, an increase of 1.9 percent. Comparable sales excluding gas increased 3.1 percent excluding a



negative impact from weather of 0.2 percentage points. This reflects solid comparable performance and continued customer momentum.

In addition to the positive impact from comparable sales, net sales were negatively impacted by the following:

- around 80 basis points from the impact of Stop & Shop closures and
- around 20 basis points from a decline in gasoline sales

Underlying operating margin in the U.S. was 4.6 percent. Excluding non-recurring items, margins were up 20 basis points from the prior year due to higher sales leverage and careful timing of promotions, using our learnings, heading into the holiday season. This more than offset our price investments and the dilutive impact from a change in sales mix from online and pharmacy sales.

The non-recurring items included a release of a provision on our self-insurance program. This primarily resulted from continued improvements in workplace safety. Given all the stresses in the health and medical market, creating a healthy, safe workplace is equally a vital part of what we do as a company.

The Stop & Shop team has been laser-focused on executing their pricing strategy and have extended key elements and refinements to an additional 88 stores in Massachusetts. At the same time, our associates are improving the quality of service and in-store execution, optimizing promotional effectiveness, and tightening day-to-day operations. While there is still plenty of hard work ahead, I am encouraged by the positive

first response from customers which we see in our improved promotor scores.

As we close out the year, I expect our fourth quarter U.S. margin to be roughly in line with the prior year, as we continue to invest in value, service and in the customer experience, ensuring sustained momentum into the new year.

Turning now to Europe, sales were 9.6 billion euro, an increase of 12.4 percent. The integration of Profi had a positive impact of 9.1 percent. Adjusted comparable sales growth was 3.4 percent, excluding the impact of 0.6 percentage points from tobacco. We expect to see a similar impact for the coming two quarters, when we cycle the tobacco regulation in Belgium coming into effect.

As we saw in Q3, comparable sales growth eased partly due to the some of the macro facts Frans mentioned earlier. Also, to a certain extent, as we begin to comp our own successes of the past years in the region. In the CSE region, we expect to see slightly slower growth persist as market growth is pressured due to rising inflation (which in this case is more policy-driven e.g. VAT increases in Romania than supply-driven).

Underlying operating margin in Europe was 3.9 percent, stable versus last year. Margin improvements in Belgium and better labour productivity in general were offset by the impact of the first-year consolidation of Profi and lower profitability levels in Serbia due to the new governmental decree on grocery industry pricing.



The decree started from September first and remains in effect until February 2026. Given this new headwind, as we look to the fourth quarter, we expect that the margin profile for Europe will be at a similar level to that of the third quarter.

I remain encouraged by how our local brands continue to balance affordability and innovation while protecting profitability - a clear sign of operational resilience. Our relative performance remains strong, and we continue to see the long-term growth and margin opportunities in line with our Growing Together plan, particularly as we drive more alignment of best practices and leverage our scale.

Our omnichannel ecosystems continue to drive growth and differentiation and are helping us build market share. During the quarter, online grocery sales grew 15.4 percent in the U.S. and 11.9 percent in Europe, marking a sixth consecutive quarter of double-digit online growth.

In the U.S., this reflects our disciplined, store-first model, which we pivoted to in 2023. This strategy supports enhanced convenience, delivery immediacy, optionality, order quality, and profitability. With over 2,000 stores across our network, our customers can shop nearly the full store assortment and can take advantage of our same-day fulfillment options.

Over the past three years, we have seen same day delivery increase from 65 percent of our orders to nearly 90 percent. We also completed the roll-out of PRISM at Food Lion and Hannaford. With that, all five U.S. brands

are now on our proprietary platform, which will amplify speed and impact of innovation in omnichannel convenience for customers moving forward.

As online further evolves, so too will our operations and infrastructure with it. We will further evaluate our fulfilment operations to optimize the customer experience and improve online profitability.

At Albert Heijn, double-digit growth was supported by a 10 percent increase in orders. To support its growth Albert Heijn has enhanced its real-time delivery slot system to offer personalized delivery windows during checkout, based on location and order history. Using AI, this system dynamically recalculates routes and timeslots to minimize emissions and maximize efficiency, even as orders come in.

Bol enjoyed another strong quarter, growing 8.4 percent and is on track to deliver a very good year. As the clear number one in the market with a reliable assortment, local relevance and a growing network of international partners, bol is a well-scaled and innovative e-commerce business, with the personality of a great local brand. During the quarter, bol launched branded shelves – a new self-service advertising product giving sales partners and suppliers their own digital storefront. This marks the next step in bol's development as a full-fledge retail media platform.

Moving on to slide 23, Q3 free cash flow was 389 million euro, lower year-on-year due to phasing in lease repayments. Even with headwinds from foreign currency, we remain on track to deliver on our full-year 2025 free cash flow commitments.

Our strong balance sheet gives us the flexibility and resilience to keep investing in the business while also returning cash to shareholders. In that context, we are pleased to confirm the continuation of our 1 billion euro annual share buyback program for 2026, underlining our confidence in future cash generation and earnings growth.

Alongside financial results, we continue to advance our Healthy Communities and Planet ambitions. Our MSCI AA and Sustainalytics Low Risk ratings have been reaffirmed, reflecting consistent ESG performance.

Through initiatives such as the new Healthy Future Academy, we are equipping associates with knowledge, skills and confidence to further integrate health and sustainability in their daily work. The program takes learners on a journey from farm to plate, covering topics like nature and climate, circularity and health throughout Ahold Delhaize's value chain.

Across our brands, we're making healthier and sustainable products more affordable and accessible - from Delhaize Belgium reformulated own-brand canned vegetables to new hybrid meat-and-plant based products. In addition, we continue to foster collaboration with suppliers across our value chain to support regenerative farming and reduce greenhouse gas emissions. Ahold Delhaize USA recently introduced their partnership with Danone North America and The Nature Conservancy aiming to reduce methane from yogurt production over the next five years. This follows earlier partnerships with Kellanova, General Mills and Campbell's Soup.

These examples show how commercial performance across our brands and responsibility go hand in hand.

As we move into Q4, our priorities are clear: deliver a strong holiday season serving our customers with healthy and affordable products.

I am confident that our strong foundations, dedicated associates and customer-first mindset enable us to deliver on our promises for the year, which you can see reiterated on Slide 25.

As it is important to track the underlying operational performance in both our reporting and our outlook, for 2026, we will align our external guidance to a currency-neutral basis which is also more attuned to market practice for multi-currency companies.

In summary, our strong year-to-date performance reflects a company that is flexible in execution, resilient in performance, and guided by a culture of accountability and care. These qualities together with our clear strategic focus, position us well to continue driving sustainable growth and long-term value creation.

With that, I thank you for tuning in and Sharon, please open the lines for questions.

Cautionary notice

This communication includes forward-looking statements. All statements other than statements of historical facts may be forward-looking statements. Forward-looking statements can be identified by certain words, such as “anticipate,” “intend,” “plan,” “goal,” “seek,” “believe,” “project,” “estimate,” “expect,” “strategy,” “future,” “likely,” “may,” “should,” “will” and similar references to future periods.

Forward-looking statements are subject to risks, uncertainties and other factors that are difficult to predict and that may cause the actual results of Koninklijke Ahold Delhaize N.V. (the “Company”) to differ materially from future results expressed or implied by such forward-looking statements. Therefore, you should not place undue reliance on any of these forward-looking statements. Factors that might cause or contribute to such a material difference include, but are not limited to, risks relating to the Company’s inability to successfully implement its strategy, manage the growth of its business or realize the anticipated benefits of acquisitions; risks relating to competition and pressure on profit margins in the food retail industry; the impact of economic conditions, including high levels of inflation, on consumer spending; changes in consumer expectations and preferences; turbulence in the global capital markets; political developments, natural disasters and pandemics; wars and geopolitical conflicts; climate change; energy supply issues; raw material scarcity and human rights developments in the supply chain; disruption of operations and other factors negatively affecting the Company’s suppliers; the unsuccessful operation of the Company’s franchised and affiliated stores; changes in supplier terms and the inability to pass on cost increases to

prices; risks related to environmental, social and governance matters (including performance) and sustainable retailing; risks related to data management and data privacy; food safety issues resulting in product liability claims and adverse publicity; environmental liabilities associated with the properties that the Company owns or leases; competitive labor markets, changes in labor conditions and labor disruptions; increases in costs associated with the Company's defined benefit pension plans; ransomware and other cybersecurity issues relating to the failure or breach of security of IT systems; the Company's inability to successfully complete divestitures and the effect of contingent liabilities arising from completed divestitures; antitrust and similar legislation; unexpected outcomes in the Company's legal proceedings; additional expenses or capital expenditures associated with compliance with federal, regional, state and local laws and regulations; unexpected outcomes with respect to tax audits; the impact of the Company's outstanding financial debt; the Company's ability to generate positive cash flows; fluctuation in interest rates; the change in reference interest rate; the impact of downgrades of the Company's credit ratings and the associated increase in the Company's cost of borrowing; exchange rate fluctuations; inherent limitations in the Company's control systems; changes in accounting standards; inability to obtain effective levels of insurance coverage; adverse results arising from the Company's claims against its self-insurance program; the Company's inability to locate appropriate real estate or enter into real estate leases on commercially acceptable terms; and other factors discussed in the Company's public filings and other disclosures.

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