



Ahold Delhaize  
**Capital  
Markets  
Day 2018**

A hand with red-painted nails holds a black smartphone. The screen shows a Dutch supermarket app interface. At the top, there's a green bar with '€0,00'. Below it, a red banner says 'GRATIS' in large yellow letters, followed by 'VOORBEREIDINGSKOSTEN' in smaller white letters. Below the banner, there's a promotion for '2 pakjes' (2 packages) of 'Doritos' chips. The background is a blurred image of various fruits like apples and oranges.

# Europe eCommerce & Digital

Wouter Kolk

Chief Executive Officer Ahold Delhaize Europe & Indonesia

Chief Executive Officer Albert Heijn

# Leading brands in Europe fueled by eCommerce & Digital

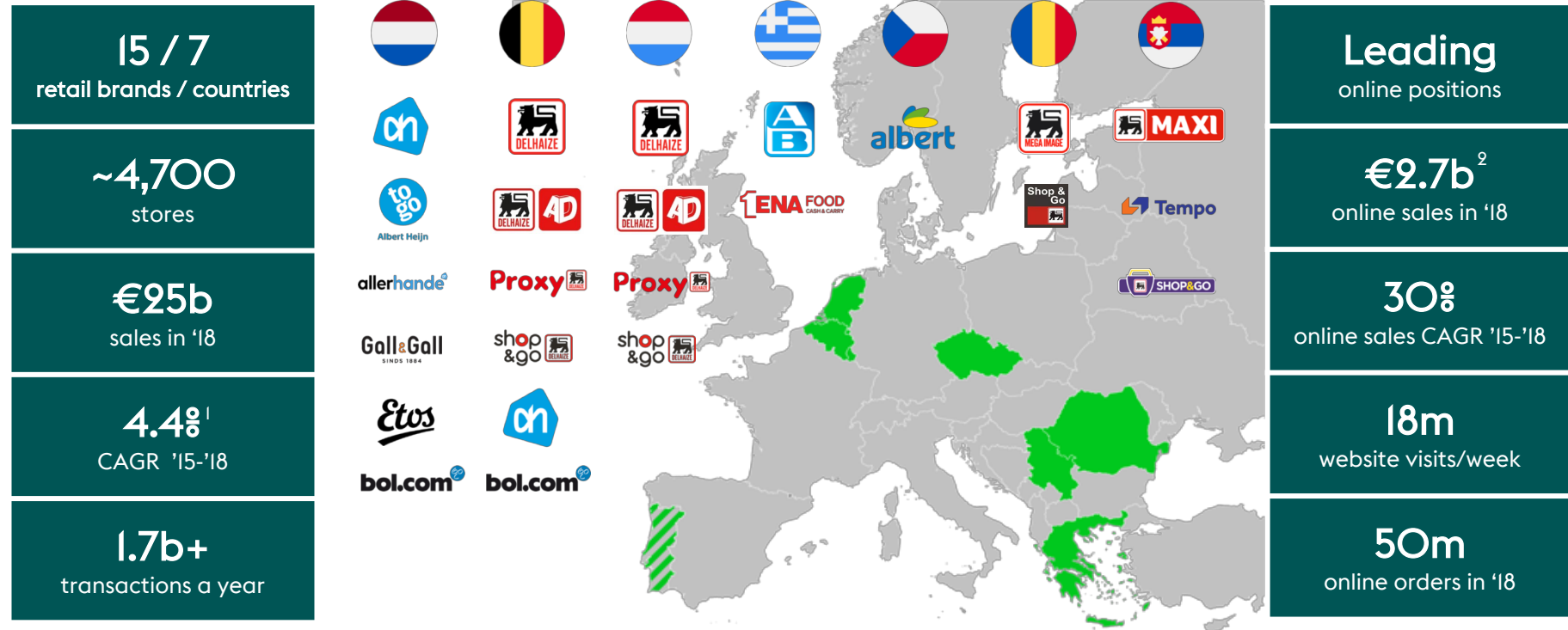
Unique ecosystem in BeNeLux creates opportunities to drive growth



- Ahold Delhaize Europe is in a **unique position to win**
- Europe eCommerce business is **growing by 30%** this year
- Albert Heijn, Delhaize and bol.com form the **leading retail ecosystem in BeNeLux**
- We will leverage scale to invest in **innovations & new capabilities** to widen our lead

# Excellent positions in Europe with unique position to win

## Great local brands, >30m customers, strong alliances for scale



<sup>1</sup> Pro forma numbers, 2015 excl. week 53

<sup>2</sup> Net consumer sales (Gross Merchandise Value)

# Excellent positions in Europe with unique position to win

## Great local brands, >30m customers, strong alliances for scale



<sup>1</sup> Pro forma numbers, 2015 excl. week 53

<sup>2</sup> Net consumer sales (Gross Merchandise Value)

# Leading retail ecosystem in BeNeLux with great local brands

Serving & reaching 90% of all Dutch & Belgian households



#1

Weekly  
visits

20 million

**bol.com**<sup>go</sup>

#1

10 million

**Etos**

#2

1.3 million

**Gall & Gall**  
SINCE 1884

#1

0.8 million



Belgium



#2

Weekly  
visits

6 million

**bol.com**<sup>go</sup>

#3

3 million



#6

0.5 million

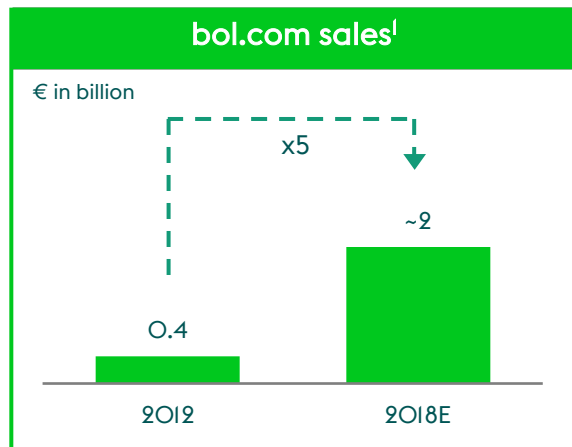


#.. Market position in main segment

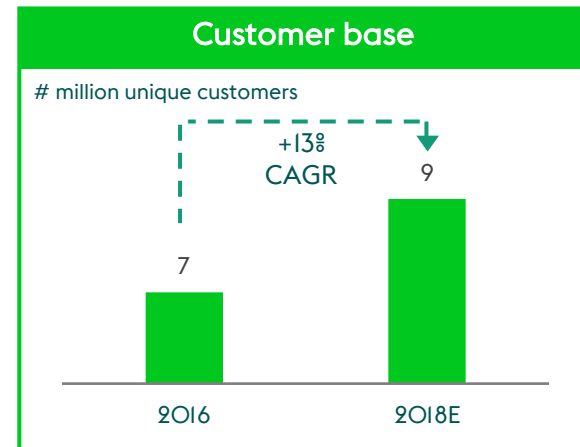
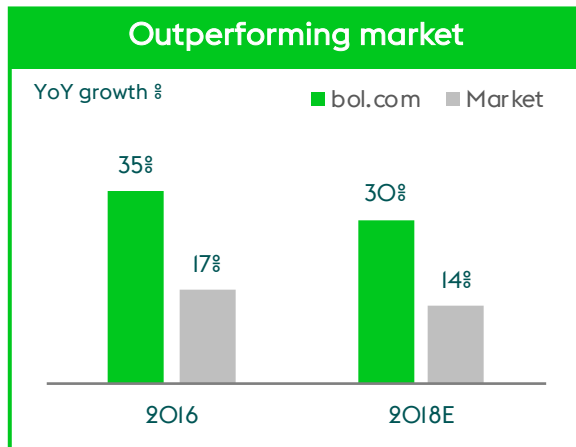
[..] million Weekly visits (stores+online)

# Bol.com is the largest eCommerce platform in BeNeLux

## Fast sales growth and EBITDA positive in 2018



<sup>1</sup> Net consumer sales (Gross Merchandise Value)



# Bol.com is a major growth driver for the BeNeLux with improving profitability

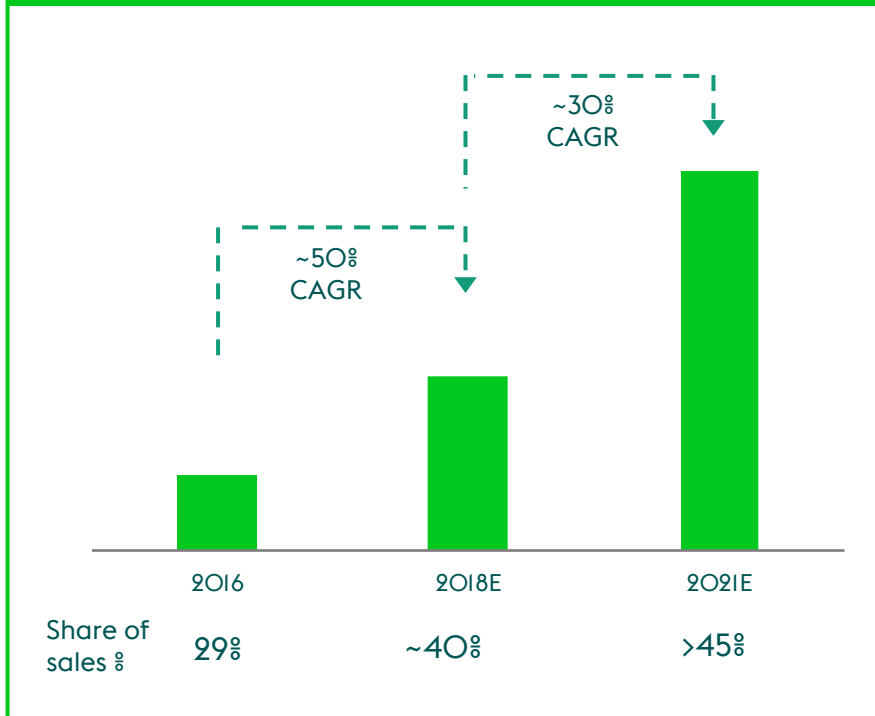


Comparing Q3 2018 with Q3 2017



# 3<sup>rd</sup> party sellers platform is a key growth engine for bol.com

3rd party seller sales 2016 - 2021



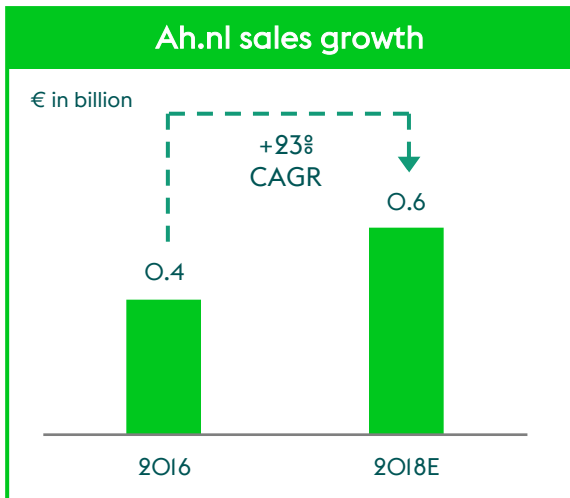
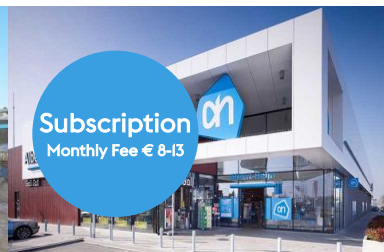
## Preferred platform for sellers

- 20k sellers; 40% sales
- Highest volume retail website
- # partners using fulfillment by bol.com up 80%



# Ah.nl is leading in food eCommerce with proven expertise

With well over 50% market share and growing rapidly

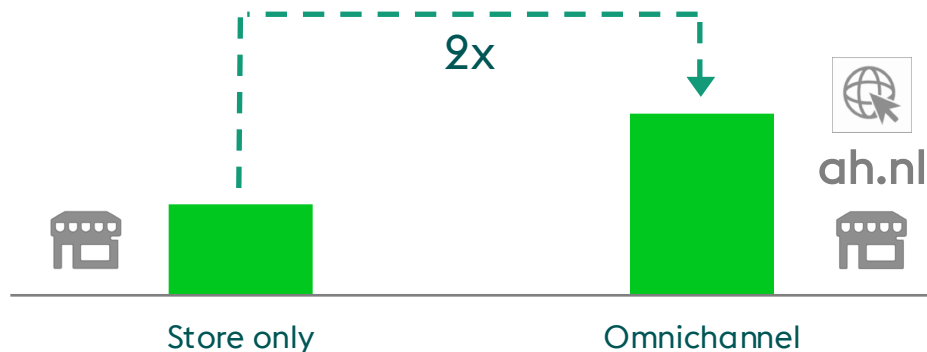


## Our winning proposition

- Most complete assortment with 25k SKUs
- Share of online fresh sales >55%
- State-of-the-art user interfaces & solutions
- Home delivery and click&collect with 90+ slots per week
- Unmatched online - store integration

# Ah.nl is key to our ecosystem so we continue to invest

## Omnichannel customers spend significantly more at Albert Heijn



### Subscription

- Subscription base spends 4x
- Grow members 50% per annum with 90% renewal rate
- Sales share of 50% in 2019

### Service everyone

- 86% reach; ambition ~100%
- Flexible fulfillment model
- Optimizing minimum order value & fee

### Business to Business

- Average B2B spend 3x B2C
- Profitable segment
- Expand assortment & services

# Our ecosystem works together for our customers...

>850 bol.com click & collect points at AH

bol.com afhaalpunt

Nieuw! Vandaag Ophalen

's morgens bestellen bij bol.com

's middags af ophalen bij

Drinks platform bol.com with Gall & Gall

bol.com Drankwinkel

Gall & Gall SINDS 1884

Hoge korting  
Wijn, bier & sterke drank

Ah.nl platform: one stop shop

Ah

Etos

Gall & Gall SINDS 1884

bloemist  
bezorgt verse bloemen

TaartenBakkers

Airmiles savings & redemption partners

AIR MILES FESTIVAL

VEUVE CLICQUOT PONSARDIN BRUT

bol.com

Joint subscription offering

een gratis Select voordeelbundel van bol.com

speciaal voor jou als Bezorgbundelklant

bol.com Select

Single sign on with bol.com credentials

inloggen

inloggen

inloggen

inloggen

... and captures spend at various points of a customer's journey

## The week of...



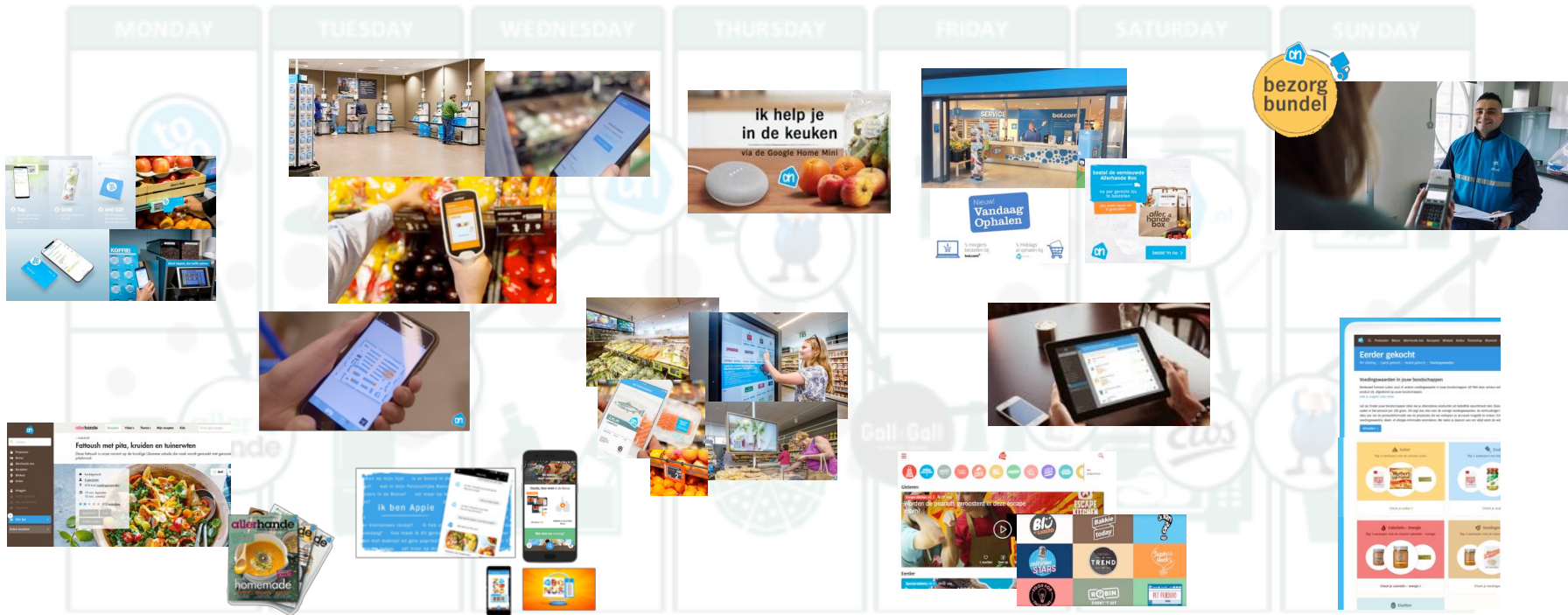


A young man and woman, both smiling and giving thumbs up, stand in a bakery. They are wearing white chef coats, blue aprons, and blue paper hats. The man is on the left, and the woman is on the right. They are surrounded by shelves of various breads, including large round loaves and smaller rolls. In the background, there is a large oven on the left and a digital display showing a 'BONUS 18%' sign. The word 'Video' is overlaid in the center of the image.

Video

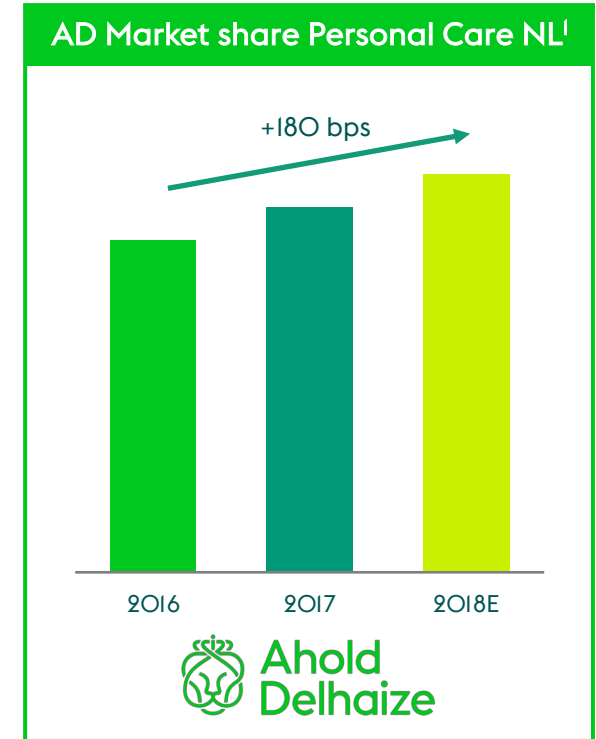
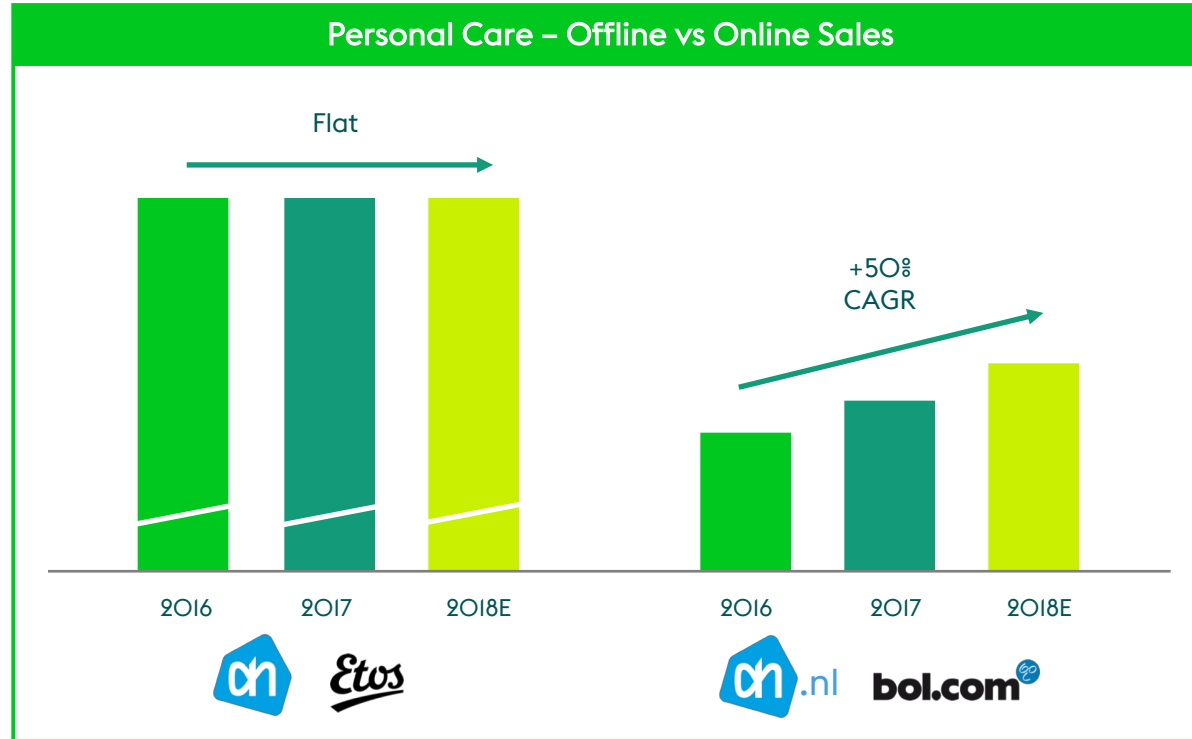
## Digital & eCommerce innovations in our customer's journey

# The week of...



# Ecosystem of complementary brands that strengthen our market position

## Category example – Personal Care in the Netherlands



<sup>1</sup> Ahold Delhaize internal analysis

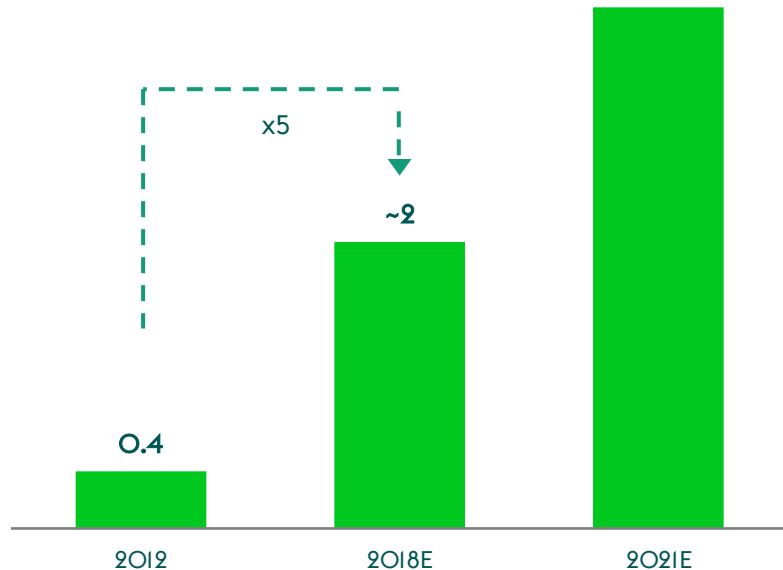


# We will invest to drive continued growth at bol.com

## Create the best network for our 3<sup>rd</sup> party partners

Bol.com sales 2012-2021

€ in billion



### Investment Priorities

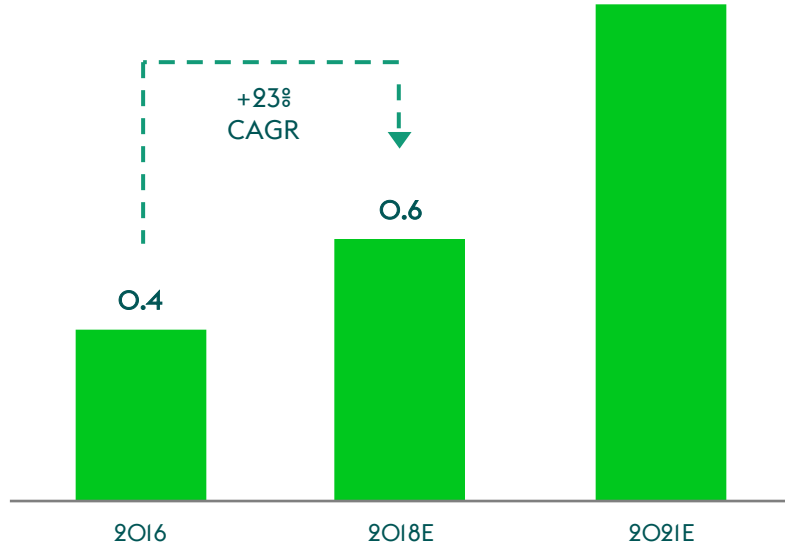
- Bol.com Fulfillment Center II with state-of-the-art mechanization
- Expand fulfillment & service solutions for bol.com partners
- Expand Select subscription membership benefits

# We will invest to drive continued growth at ah.nl

## Continue to remove barriers and attract more customers

Ah.nl sales 2016-2021

€ in billion



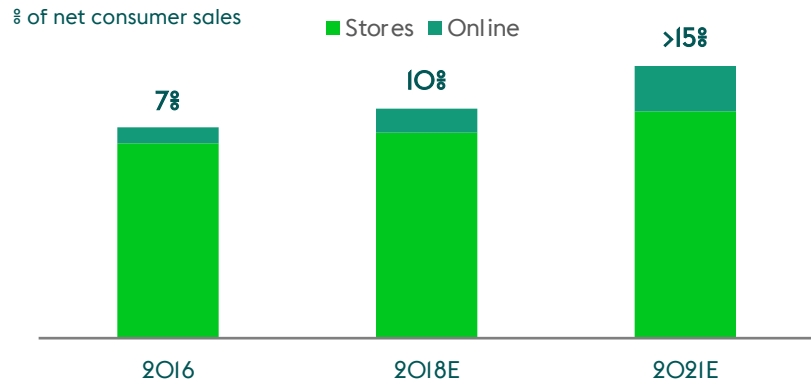
### Investment Priorities

- Remove key barriers shopping online
- Scale up infrastructure for ambitious growth
- Develop new mechanized fulfillment solution and last mile proposition

# Drive our eCommerce sales to >15% of our Europe sales

## Opportunity to build & roll out scalable solutions across markets in Europe

### Driving eCommerce share of sales in Europe to >15%



- Leverage BeNeLux capabilities & partnerships to scale eCommerce & Digital in rest of Europe
- Build scalable IT, Infrastructure and Tech solutions to support growth across the group, e.g.
  - Mechanized eCommerce fulfillment solutions
  - AH Tap to Go payment & loyalty solutions
  - Data & analytics across network
  - Talent exchange



# Leading brands in Europe fueled by eCommerce & Digital

Unique ecosystem in BeNeLux creates opportunities to drive growth



- Ahold Delhaize Europe is in a **unique position to win**
- Europe eCommerce business is **growing by 30%** this year
- Albert Heijn, Delhaize and bol.com form the **leading retail ecosystem in BeNeLux**
- We will leverage scale to invest in **innovations & new capabilities** to widen our lead


# 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 will, to grow by, driver, 2018F, 2019F, (will) continue to, 2020F, winning proposition, ambition, to 2020 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.

# APPENDIX

FOOD  LION

 StopsShop



GIANT

MARKT

 Giant

Peapod

 Albert Heijn



*Etos*

Gall & Gall  
MARKT

**bol.com**<sup>®</sup>

 albert

 **MAXI**

 Tempo

 Biedronka  
MARKT

 **ENA FOOD**  
MARKT



*pingo doce*



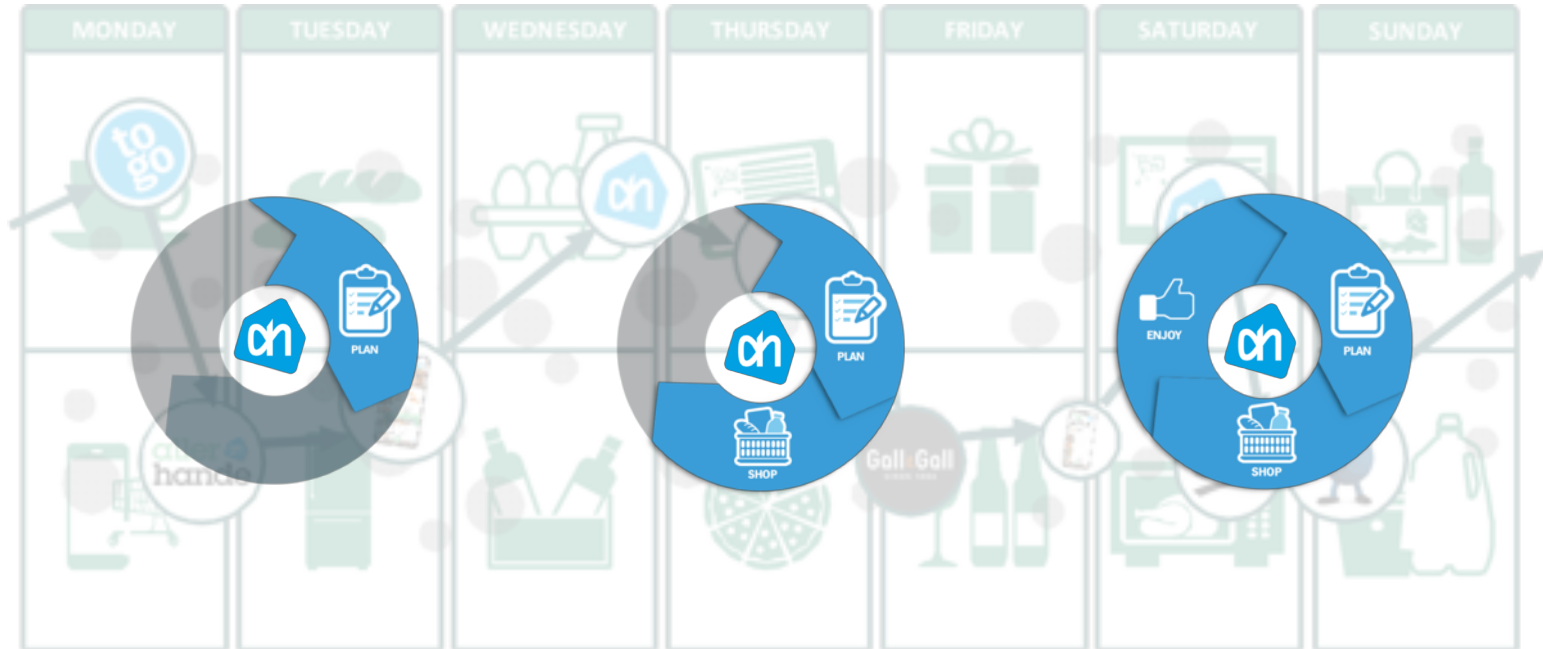


Ahold Delhaize  
**Capital  
Markets  
Day 2018**

Europe eCommerce & Digital

APPENDIX

# A peek into the customer's journey through our ecosystem





# Food & cooking inspiration from Allerhande

## The Netherlands's most loved recipe & cooking inspiration platform



2.5m unique  
visitors/month  
2m prints/month

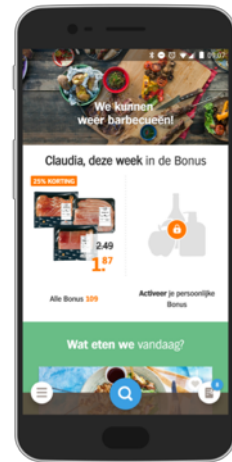
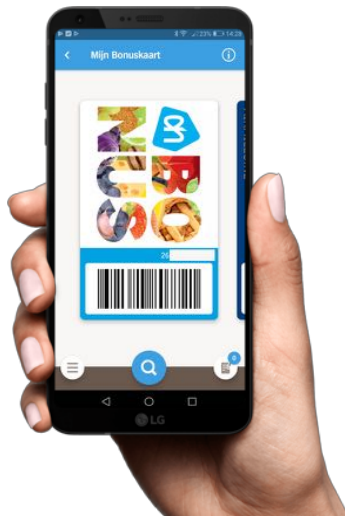


# Personalized offers, services & experience

## Digital services, Bonus program & benefits



4m MyBonus members  
0.5m unique Appie app users  
650m personal offers



# Digital integration in store

## Relevant & dynamic product information & online ordering



Electronic shelf tags in  
~10% of AH stores in '19,  
digital screens in ~40%

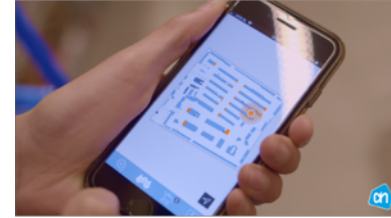


# Shopping services when you need them

## Mobile, web, app, voice services



- Find your products in store
- Algorithmic support to help customer shopping list building
- Appie voice assistant through multiple partners & interfaces





# Easy check-out enabled by variety of payment options

## Scan & go, handheld, mobile

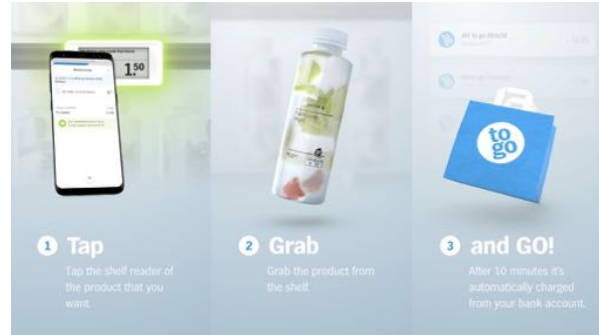


20% of transactions  
in all 1,000 AH  
stores in NL & BE



# Cashier less shopping in <30 seconds

## Tap To Go technology platform – rolling out in stores



# Easy online pick up services in store

## Pick-up pre-ordered online groceries and bol.com packages



2.Om pick ups  
at AH stores



Nieuw!  
**Vandaag  
Ophalen**



's morgens  
bestellen bij  
**bol.com**

's middags  
al ophalen bij  
**ah**



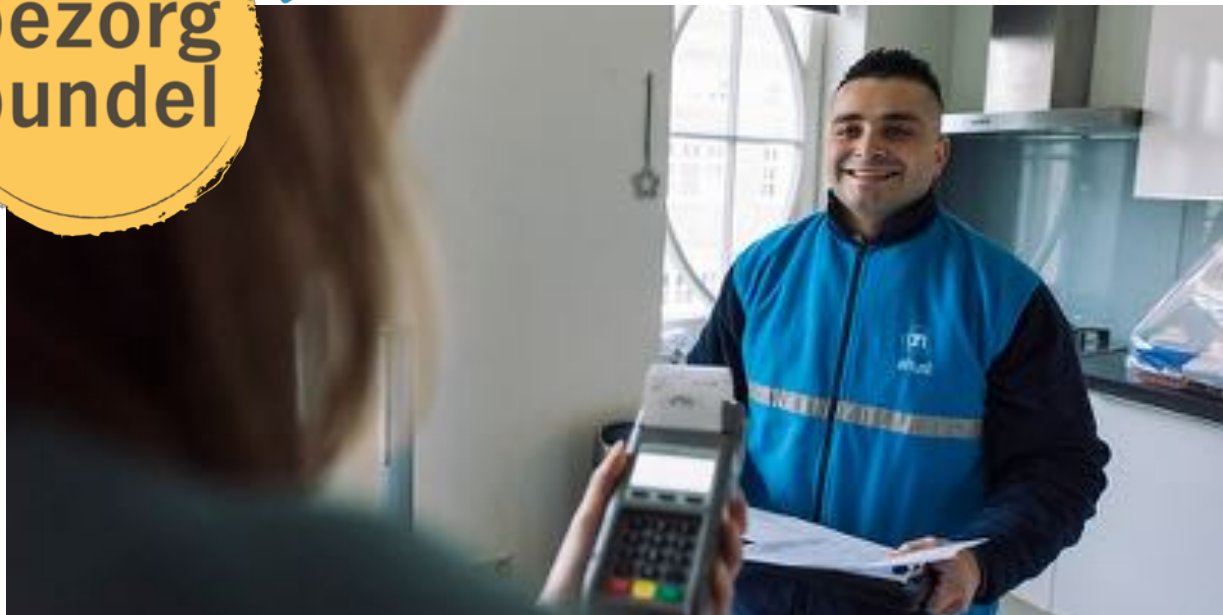
2017 figures for Netherlands

# Delivery into your kitchen with ah.nl, when you want it

## Home delivery with 90+ slots per week, reach 86% of households



>55% sales in fresh  
Home delivery to 86%  
of NL households





# Inspire to eat better and make healthy choices

## Personalized nutritional dashboard for Bonus members



an Q Producten Bonus Allerhande box Recepten Winkels Acties Ticketshop Bloemist

### Eerder gekocht

Per afdeling | Laatst gekocht | Vaakst gekocht | Voedingswaarden

#### Voedingswaarden in jouw boodschappen

Benieuwd hoeveel suiker, zout of andere voedingswaarde in jouw boodschappen zit? Met deze service vert product zit, afgestemd op jouw boodschappen.  
Heb je vragen? Lees meer.

Let op: Onder jouw boodschappen laten we je alternatieve producten uit hetzelfde assortiment zien. Deze suiker in het product per 100 gram. Dit zegt dus niks over de overige voedingswaarden, de verhoudingen alles aan om de productinformatie van de producten die we verkopen zo accuraat mogelijk te maken. Een voedingswaarden, dieet- of allergie-informatie veranderen. We raden je daarom aan om altijd eerst de verg

[Afmelden >](#)

#### Suiker

Top 3 aankopen met de meeste suiker

[Check je suiker >](#)

#### Zout

Top 3 aankopen met het

[Check je zout](#)

#### Calorieën / Energie

Top 3 aankopen met de meeste calorieën / energie

[Check je calorieën >](#)

#### Voedingsv

Top 3 aankopen met de mees

[Check je voedingsv >](#)

### Voedingsvezels

Top 3 aankopen met de meeste voedingsvezels

#### Suiker

Top 3 aankopen met de meeste suiker

[Check je suiker >](#)

#### Zout

Top 3 aankopen met het

[Check je zout](#)

#### Calorieën / Energie

Top 3 aankopen met de meeste calorieën / energie

[Check je calorieën >](#)

#### Voedingsv

Top 3 aankopen met de mees

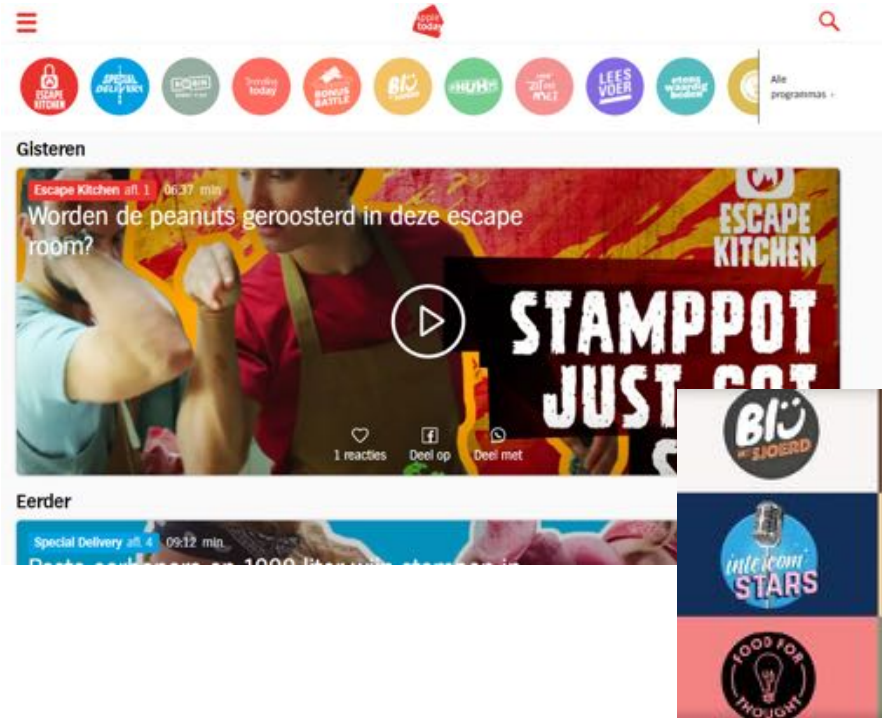
[Check je voedingsv >](#)

# Appie Today: 1<sup>st</sup> social online TV channel by a supermarket

## Inspiring our customers & associates with on trend videos & formats



Reach 60% target group  
18-35 year  
25m views; 35% >30 seconds



<https://www.appietoday.nl/>



Ahold Delhaize  
**Capital  
Markets  
Day 2018**