

factsheet

We are Ahold Delhaize, a big family of great local brands. And yet, we put all our efforts into being small. Because by being small, we can be part of our local communities. We can see the needs of our neighborhood customers and the people we work with, while understanding the responsibility of our scale. That's how we can make a difference.

Having evolved from beautiful family businesses to a family of great local brands, we know what our customers expect from us - and we know how important healthy and affordable food options are to them.



our family of great local brands



our growing together strategy

our purpose

inspiring everyone to eat and live better, for a healthier future for people and planet



our vision

together, we are your trusted local food retailer



our values

teamwork

Together, we take ownership, collaborate and win.

integrity

We do the right thing and earn customers' trust.

care

We care for our customers, our colleagues, and our communities.

courage

We drive change, are open minded, bold and innovative.

humor

We are humble, down-to-earth, and don't take ourselves too seriously.



strategic priorities

thriving people

We create a caring place to work inspiring **growth and collaboration**, where **everyone is heard, valued and finds purpose** in serving our communities.

healthy communities & planet

We lead the transition to a **healthy and sustainable food system** and create a brighter future for our communities.

vibrant customer experiences

We serve our **customers' life needs** through our core, and an **expanding ecosystem** of integrated products, services, channels and data.

trusted product

We translate our passion for food into **healthy, fresh and affordable products that are accessible** for our customers.

driving customer innovation

We drive further growth by building profitable **complementary businesses** and through **innovation** to support our customers of tomorrow.

portfolio & operational excellence

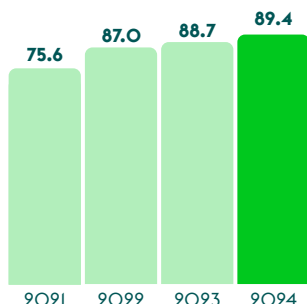
We use **technology and data**, we **save for our customers** every day and we leverage **scale** to become the most operationally efficient in our industry.

group highlights

net sales

€89.4bn

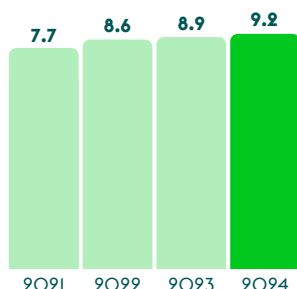
2023: €88.7bn



online sales

€9.2bn

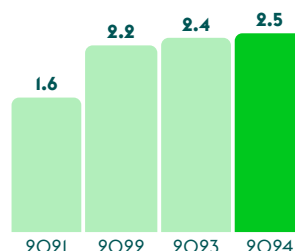
2023: €8.9bn



free cash flow¹

€2.5bn

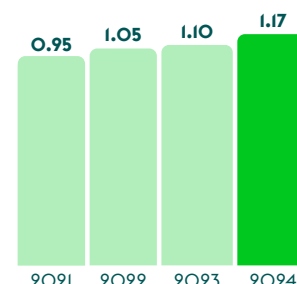
2023: €2.4bn



dividend per share

€1.17

2023: €1.10



net income

€1.8bn

2023: €1.9bn

underlying operating income

€3.6bn

2023: €3.6bn

operating margin

4.0%

2023: 4.1%

diluted income per share from continuing operations

€1.89

2023: €1.94

diluted underlying income per share from continuing operations

€2.54

2023: €2.54

own-brand food sales (healthy products)

52.4%

2023: 54.8%

associate engagement score

78%

2023: 78%

MSCI Index

AA

2023: AAA

reduction in CO₂-equivalent emissions (scope 1 and 2)²

36%

2024: 2,584 kt
2018 baseline: 4,010 kt

reduction in food waste per sales³

35%

2024: 3.17 t/€ million
2016 baseline: 4.89 t/€ million

¹ In 2024, after €2.3 billion cash capital expenditure (2023: after €2.4 billion cash capital expenditure)

² The reduction is measured against the restated 2018 baseline: 4,010 kt CO₂e emissions. See Sustainability statements for more information.

³ The reduction is measured against the restated 2016 baseline: 4.89 t/€ million. See Sustainability statements for more information. See Food waste performance review for more information on our 2024 performance.



market area	USA
store formats	Supermarkets, online shopping
number of stores	1,109 stores
customer proposition	Easy, Fresh & Affordable... You Can Count on Food Lion Every Day!



market area	USA
store formats	Supermarkets, online shopping
number of stores	362 stores
customer proposition	My Stop & Shop helps me save money, save time, and eat well.



market area	USA
store formats	Supermarkets, online shopping
number of stores	189 stores
customer proposition	The full shop... fresh, local, priced right, healthy, great service.



market area	USA
store formats	Supermarkets, small urban supermarkets, online shopping
number of stores	193 stores
customer proposition	Dedicated to providing a great shopping experience, from food to fuel to pharmacy.



market area	USA
store formats	Supermarkets, online shopping
number of stores	164 stores
customer proposition	My Giant helps me save money, save time, and eat well.



market area	The Netherlands and Belgium
store formats	Supermarkets, convenience stores, online shopping
number of stores	1,276 stores
customer proposition	That is the good thing about Albert Heijn.



market area	Belgium and Luxembourg
store formats	Supermarkets, convenience stores, online shopping
number of stores	818 stores
customer proposition	On the side of life.



market area	The Netherlands
store formats	Drugstores, online shopping
number of stores	510 stores
customer proposition	The best drugstore with the best and affordable solutions for Health, Beauty, Care & Baby.



market area	The Netherlands
store formats	Liquor stores, online shopping
number of stores	629 stores
customer proposition	Everyone is an expert.



market area	The Netherlands and Belgium
store formats	Online shopping with a focus on general merchandise
number of stores	47,000 partners
customer proposition	The store for all of us.



market area	Greece
store formats	Supermarkets, convenience stores, cash and carry, online shopping
number of stores	613 stores
customer proposition	Here, good is for everyone.



market area	Czech Republic
store formats	Supermarkets, hypermarkets, convenience stores
number of stores	347 stores
customer proposition	It is worth it to eat better.



market area	Romania
store formats	Supermarkets, convenience stores
number of stores	1,770 stores
customer proposition	Everyday low price.



market area	Serbia
store formats	Supermarkets, convenience stores, hypermarkets, online shopping
number of stores	556 stores
customer proposition	Always fresh, always near, always Maxi.



market area	Romania
store formats	Supermarkets, convenience stores, online shopping
number of stores	985 stores
customer proposition	Enjoy your life.



market area	Greece
store formats	Supermarkets, convenience stores
number of stores	14 stores
customer proposition	Together, for your benefit!



market area	Indonesia
store formats	Compact supermarkets
customer proposition	Fresher, affordable, closer



market area	Portugal
store formats	Supermarkets
customer proposition	It tastes good to pay so little