

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 63 million customers each week, both in stores and online, in the United States, Europe, and Indonesia. Together, these brands employ more than 402,000 associates in 7,716 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): 63 million

Number of stores
7,716

Number of associates
402,000

Inclusion score
78%



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

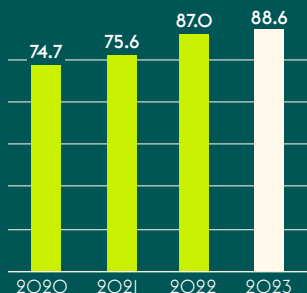
Strengthen Operational Excellence: Save for our customer, leverage scale, and use **technology and data** to build the future



Group highlights

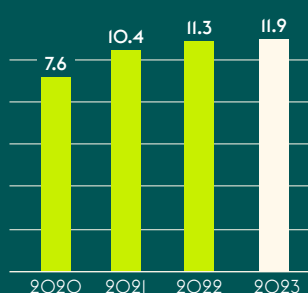
Net sales¹

€88.6bn

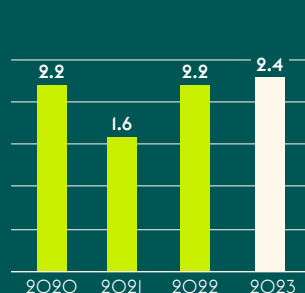
2022: €87.0bn
+1.9% (+3.8% at constant rates)

Net consumer online sales

€11.9bn

2022: €11.3bn
+4.8% (+5.9% at constant rates)Free cash flow²

€2.4bn

2022: €2.2bn
+0.2bn

Dividend per common share

€1.10

2022: €1.05
+€0.05

Net income

€1.9bn

2022: €2.5bn
-26.4%

Underlying operating income

€3.6bn

2022: €3.7bn
-3.3%

Underlying operating income margin

4.1%

2022: 4.3%
-0.2 pp

Diluted income per share from continuing operations

€1.94

2022: €2.54
-23.7%

Diluted underlying income per share from continuing operations

€2.54

2022: €2.55
-0.4%

Own-brand food sales from healthy products

54.8%

2022: 54.4%
+0.4 pp

Associate engagement score

78%

2022: 79%
Industry benchmark: 78%

MSCI INDEX

AAA

2022: AA

Reduction in absolute CO₂-equivalent emissions (scope 1 and 2)^{4,5}

35%

2023: 2,679 kt
2018 baseline 3,658ktReduction in tonnes of food waste per food sales (t/€ million)³

37%

2023: 3.17 t/€ million
2016 baseline: 5.48 t/€ million

¹ Ahold Delhaize's 2019, 2021, 2022 and 2023 fiscal year consisted of 52 weeks, while 2020 consisted of 53 weeks.

² In 2023, after €2.4 billion cash capital expenditure (2022: after €2.5 billion cash capital expenditure).

³ The reduction is measured against the restated 2016 baseline: 4.99 t/€ million. See ESG statements for more information.

⁴ The 2022 number was restated; see ESG statements for more information.

⁵ The reduction is measured against the restated 2018 baseline: 4,095 thousand tonnes CO₂-equivalent emissions. See ESG statements for more information.



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	395	187
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
Store formats	Supermarkets, small urban supermarkets, online shopping	Supermarkets, online shopping
Number of stores	193	165
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



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	1,268	818	523
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	628	Approximately 751,000 plaza partners
Customer proposition	Everyone an expert	The store for all of us



Market area	Greece	Czech Republic
Store formats	Supermarkets, convenience stores, cash and carry, online shopping	Supermarkets, hypermarkets, convenience stores
Number of stores	585	340
Customer proposition	The joy of offering the best	It is worth it to eat better



Market area	Serbia	Romania
Store formats	Supermarkets, convenience stores, hypermarkets, online shopping	Supermarkets, convenience stores, online shopping
Number of stores	529	977
Customer proposition	Always fresh, always near, always Maxi	Enjoy your life



Market area	Indonesia	Portugal
Store formats	Compact supermarkets, supermarkets	Supermarkets
Number of stores	177	422
Customer proposition	Fresher, affordable, closer	It tastes good to pay so little