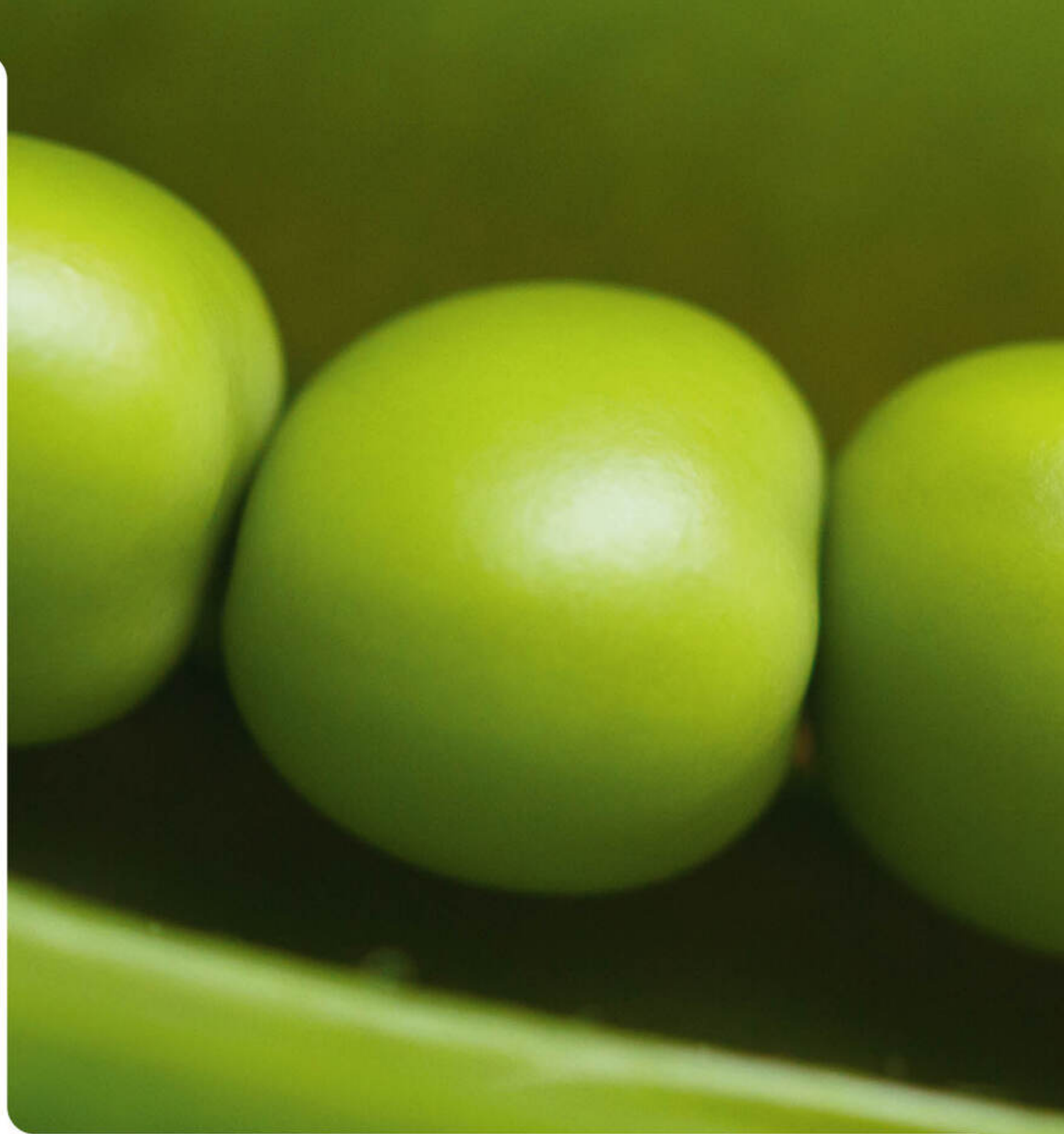
our growing together strategy

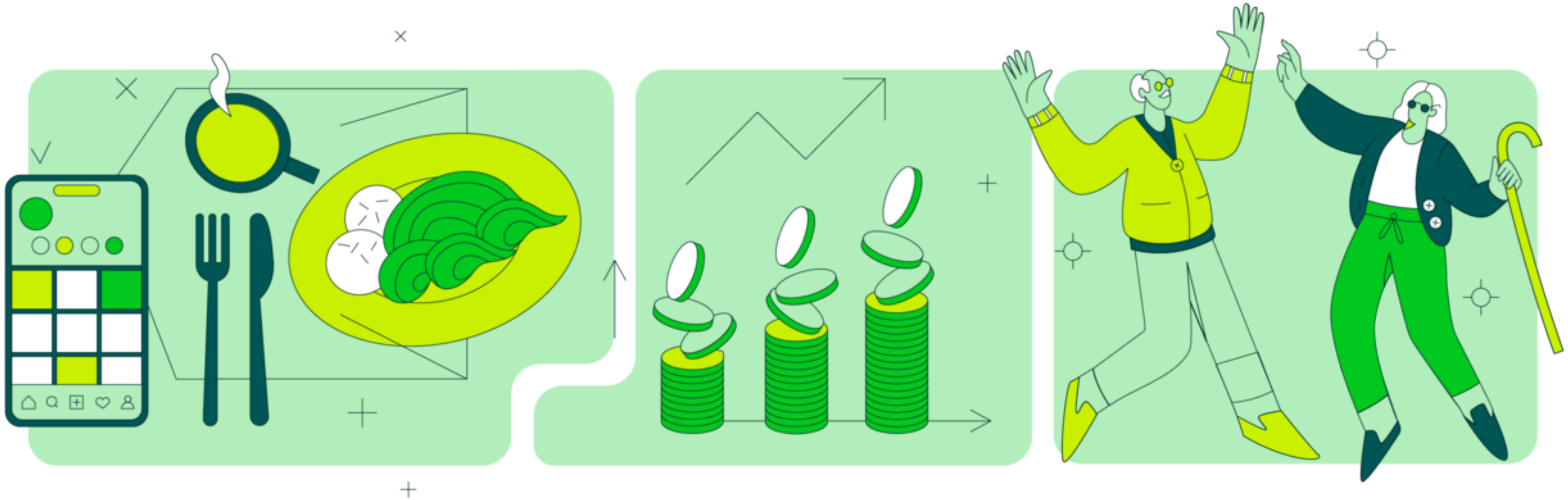


Building on our Growing Together strategy

Last year, we sharpened our purpose, vision and strategy to deliver a winning customer value proposition. This will allow us to grow our company, outperform the market and continuously reinvest in our customer value proposition to ensure it stays relevant and successful.

In 2025, we started executing our Growing Together strategy, focused on consistently delivering value to customers and stakeholders, both now and in the future.

In this section, we describe the most significant external trends that are influencing our strategic direction.



Macroeconomic dynamics

In 2025, the world continued to evolve rapidly – inflation and economic pressures persisted, government policies changed at a high speed and sometimes without warning, and society remained polarized. Our Growing Together strategy positions us well to address these changes and reinforces our brands' commitment to serving increasingly value-driven consumers with the best customer value propositions, while remaining sharply focused on our Save for Our Customers initiatives.

In both the U.S. and Europe, inflation rates continued to gradually moderate after years of record-high inflation. In the U.S., overall inflation cooled slightly throughout 2025 compared to late 2024, with the annual rate stabilizing at around 2.7%. Food-at-home inflation increased moderately from 1.9% at the start of the year to 2.4% in December, driven by persistent cost pressures across the value chain and, particularly, in staples such as beef and coffee.

In Europe, headline inflation levels hovered around 2.0% to 2.5%, slightly above the European Central Bank (ECB) standard of 2%, yet with strong variations across countries. The Netherlands and Belgium had an annual rate of 3.3% and 2.5%, respectively, while some Eastern European countries, like Romania, saw inflation levels above 9%, driven by regulations, such as the VAT increase. Food inflation was typically higher than headline inflation in our markets, driven by prolonged price hikes in commodities such as meat, coffee and cocoa.

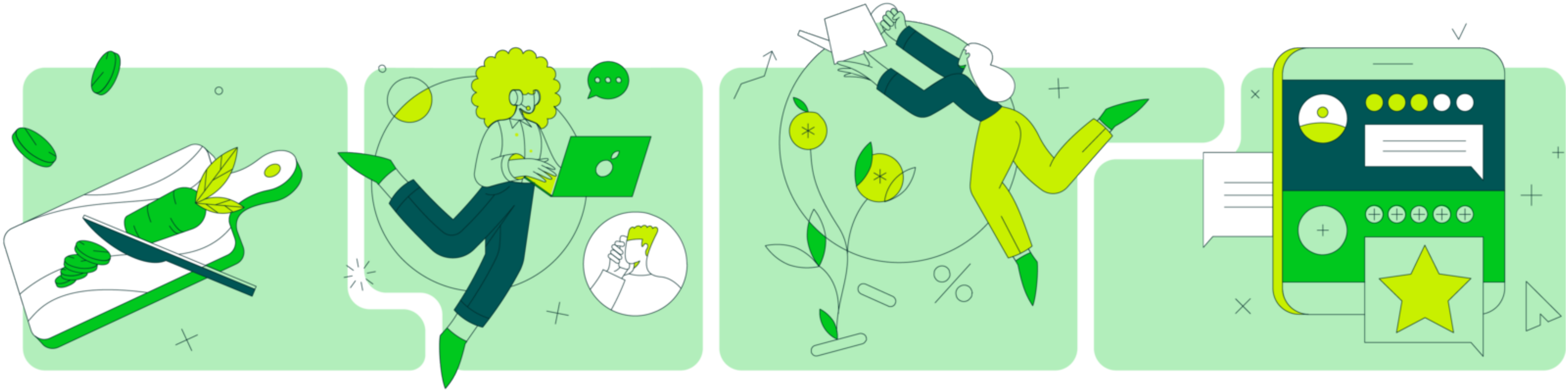
Overall, costs remained high, with labor, energy and supply chain pressures weighing on margins globally, as cost inflation outpaced retail inflation. Interest rates stabilized, although the cost base is unlikely to return to pre-pandemic levels. Volatility in the geopolitical environment and tariff frameworks actively shaped commodity prices, energy security and supply chains. Across the U.S. and Europe, wage growth moderated, but generally outpaced inflation. This has helped restore some purchasing power, although consumer sentiment remains fragile, weighed down by lingering concerns over housing affordability, high food prices, electricity and services costs and uncertainty about future economic conditions.

In Europe, consumer confidence remained stable but well below pre-pandemic levels, while the Consumer Confidence Index (CCI) reached a historic low in the U.S. As a result, consumers continued to remain value focused, which we saw through higher promotion shares and increased focus on private brands.

Evolving consumer preferences

Demographic shifts are accelerating, with the share of population aged 60 and above growing in Europe and the U.S., an increase in smaller households and rising multicultural populations. These shifts are reshaping spending patterns and influencing food preferences. For instance, smaller households are driving demand for smaller pack sizes and convenience formats. Ready-to-heat and ready-to-eat meals are gaining traction, especially among Gen Z consumers, who cook at home less and prioritize convenience.

Building on our Growing Together strategy continued



Online and omnichannel shopping are now fully embedded in routines, for both high- and lower-income households. Consumers seek reliable, practical, budget-friendly solutions. Same-day delivery is standard in the U.S., supported by our store-first model, where physical locations serve as fulfillment hubs for online orders.

A focus on health has become mainstream, and consumers seek both value and health in everyday staples. Wearable technology is increasingly influencing food and lifestyle choices, and nutritional quality is capturing growing attention. Gen Z is driving interest in functional foods while moving away from traditional supplements. And the rising use of GLP-1 medications is beginning to influence food demand and consumption patterns, reinforcing broader health-conscious behaviors. Alongside these trends, ultra-processed foods and ingredient transparency (including additives and colorants) are emerging as key health topics for consumers and other stakeholders. We continue to monitor developments and update our assortment based on changing consumer preferences.

Despite these shifts, a focus on value remains paramount, and we see consumers appreciate our brands' offerings of products that are both healthy and affordable.

Technology

Technology – especially AI – is advancing at an unprecedented pace from pilots to scaled deployment. Already-visible impacts target both front-end and back-office operations. For instance, we are accelerating investments in mechanized warehouses and automated fulfillment infrastructure, using robotics and AI-driven optimization to reduce handling costs and speed up delivery. Agentic AI is also emerging as an avenue for customers to optimize their shopping for value and convenience. While this creates new challenges and opportunities, core elements of our winning value proposition – such as vibrant customer experiences, trusted products and a strong physical infrastructure network – ensure we maintain brand loyalty as we embrace these advancements.

Meanwhile, cybersecurity remains a top-level issue, as hackers increasingly target industries. We consistently invest in our cyber-defense capabilities in order to address this ever-changing landscape.

Retail media has become a key pillar in growth strategies, driving profitability and unlocking supplier budgets traditionally spent on national media. Data monetization and B2B services are becoming structured business lines.

Sustainability transformation

Climate and nature risks are increasingly acute; we're seeing more frequent extreme events, such as wildfires, droughts and unpredictable weather. Although we did not experience significant climate-related disruption to our brands' own operations, these events had a significant impact in the regions where our brands operate and throughout our value chains. Mitigation through partnerships that drive sustainability across the value chain is key.

From a consumer perspective, sustainability is viewed as important, but price and convenience remain key drivers. Price premiums for sustainability are decreasing, and there is a small but growing awareness of the link between the health of individuals and the health of the planet.

While our operating environment is changing, we remain committed to our purpose: to inspire everyone to eat and live better, for a healthier future for people and planet. We do this through our healthy communities & planet priority, by helping the communities our brands serve live healthier lives; reducing emissions within our operations and across the value chain; using resources efficiently; and reducing waste.

Impact on our Growing Together strategy

While the external environment evolves, our Growing Together strategy was developed to help us respond to these changes – though some areas will require closer attention and faster scaling. We remain laser focused on what matters the most to customers and stakeholders: creating value every day.

Building on our Growing Together strategy continued

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

Ahold Delhaize

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 **accelerate** the transition to a **healthier** and **more 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.

Building on our Growing Together strategy continued

We have identified four areas of focus that will deliver long-term growth.

our growth model

Our six strategic priorities will collectively feed into and drive our growth model.

our strategic priorities

trusted
product

vibrant
customer experiences

healthy
communities & planet

driving
customer innovation

portfolio & operational
excellence

thriving
people

Building on our Growing Together strategy continued

Our Growing Together strategy, introduced last year, gives us the right toolkit to accelerate growth – and sets us apart in the industry.

Our strategy is anchored in the core attributes of what it takes to be a great local food retailer while leveraging our cross-brand scale. At its heart is our growth model, which balances investment and cost control to deliver a winning customer value proposition, regardless of the market environment.

This model is the engine behind our ambition – enabling us to adapt, invest and thrive. We leverage it to create long-term value for customers, associates, communities and other stakeholders, fueling sustainable growth for the future.

Our growth model and strategic priorities work in tandem: the growth model defines what we aim to achieve, while the strategic priorities guide how we get there. Together, they position us to respond to external developments, leverage our strong foundation of local brands and unlock new opportunities for future growth.

Our growth model is built on four foundational levers:

Investing in our winning customer value proposition

by delivering trusted products that are healthy and affordable and creating vibrant omnichannel experiences to build loyalty and engagement. To this end, the U.S. brands made further price investments to lower prices on hundreds of products – including through a commitment to invest $1 billion in U.S. prices from 2025 to 2028. Our brands are also transforming their loyalty programs, aiming to drive omnichannel loyalty sales penetration to 80% by 2028. At the same time, we're expanding local own-brand ranges, building differentiation and providing quality products at competitive prices, with the goal of increasing toward 45% own-brand food share.

Densifying and growing markets

by expanding our reach, optimizing our portfolio and extending our brands' leadership across existing and new geographies in order to hold a number one or two position in each market. For example, our integration of Profi marks a major step toward this goal in Romania, while unlocking new growth and synergy opportunities in CSE.

At the same time, our U.S. brands are working to complete 1,000 remodels and new store openings by 2028 – and will replace or relocate stores in order to improve their market positions. To support the growth of Ahold Delhaize USA, we are continuing to invest wisely in long-term infrastructure projects, such as the state-of-the-art DC that we will begin constructing in North Carolina in 2026. This facility – which will feature proven supply chain automation – will support the growth of Food Lion.

Innovating for growth and efficiency

by accelerating innovation, consolidating business models and developing new ways to serve B2C customers, while investigating fresh approaches to creating value for B2B customers. Harnessing AI and customer data is helping our brands improve the customer experience, build proximity with customers through personalization and optimize processes. Our work to expand digital platforms and services and launch new solutions for retail media and e-commerce, with the aim to reach €3 billion in complementary income streams by 2028, ensures we stay agile, competitive and ready for future opportunities.

Leveraging and lowering our cost base

by capitalizing on our scale to drive operational and financial excellence. Our success in achieving e-commerce profitability on a fully allocated basis in the first half of 2025 showed the strength and scalability of our omnichannel model. Important enablers including supply chain optimization, technology, mechanization and purchasing alliances are helping us unlock efficiencies so that we can consistently invest in our brands and reach our Save for Our Customers target of €5 billion between 2025 and 2028. We will reinvest these savings in our winning customer value proposition, technology and sustainability agenda to fuel future growth.

These four levers are brought to life through our six strategic priorities, which collectively define how we realize our vision and remain true to our purpose:

- **Trusted product** is all about translating our passion for food into healthy, fresh and affordable products that are accessible to our brands' customers.
- **Vibrant customer experiences** supports our ambition to serve our customers' life needs through our core business and an expanding ecosystem of integrated products, services, channels and data.
- **Healthy communities & planet** is about accelerating the transition to a healthier and more sustainable food system and creating a brighter future for our communities.
- **Driving customer innovation** focuses on driving further growth by building profitable complementary businesses and innovating to support the customers of tomorrow.
- **Portfolio & operational excellence** is about using technology and data, saving for our customers every day and leveraging scale to become the most operationally efficient in our industry.
- **Thriving people** supports our ongoing dedication to creating a caring place to work, inspiring growth and collaboration, where everyone is heard and valued and finds purpose in serving our communities.

Our strategic priorities

thriving people

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

aspirations

#1 or 2
employer of choice in each of our brands' markets

drive progress to
100/100/100
gender equity, reflective of our communities and inclusive

Our strategic priorities continued
Thriving people continued

Why is this a strategic priority?

Ahold Delhaize operates at the heart of society. Each of our great local brands understands and reflects the unique character and needs of its communities. As we work to be the most local, future-proof and inclusive grocery retailer, we empower associates with the right resources, supportive conditions and meaningful opportunities. By investing in people, we enable them to serve customers well every day and feel a sense of purpose in their work.

What are we doing about it?

Local

Building great local brands starts with building strong talent pipelines – attracting, developing, and retaining the best people, who reflect their communities. Each brand aspires to be the leading employer in its market – this goal is reflected in our people promise. See *Own workforce* for more details.

Supporting communities is deeply rooted in who our local brands are. During the Dutch Week Against Loneliness, Albert Heijn sponsored dinners at around 50 neighborhood Resto VanHarte restaurants to bring people together over a three-course meal. In the U.S., Food Lion Feeds achieved a historic milestone by donating 1.5 billion meals to neighbors facing food insecurity, reflecting our commitment to nourishing the towns and cities our brands serve.

Future-proof

At Ahold Delhaize and our brands, we believe that delivering the best customer experience requires an outstanding associate experience. Roles across our stores, DCs and offices continuously change due to shifting customer expectations and technological advancements. Our brands invest in upskilling and reskilling associates, providing them with opportunities for continuous learning and growth. For example, our "Get AI-quipped" series helps associates and leaders explore the impact of AI in their day-to-day work through learning sessions, hands-on workshops and leadership discussions. Our great local brands see the impact of their commitment to associates in the positive results of their annual Associate Engagement Surveys.

The brands support associates' development to help them prepare for the future of work while also leveraging technology to support productivity, efficiency and job satisfaction. For example, several of our brands launched AI-powered digital assistants to empower teams with instant access to information and provide answers to daily questions – about things like product locations or stock levels – making their work easier and more enjoyable. At Albert Heijn, around 80,000 store associates use the Assistant, initiating over 40,000 conversations weekly. It reached a peak of 25,000 conversations a day around Christmas, as associates helped customers find their holiday products. These real-time answers help associates serve customers better, reflecting our commitment to technology that truly supports people and improves work life.

Inclusive

Our pledge is simple: each Ahold Delhaize brand aspires to be open for everyone. Across the brands, this ambition comes to life and is anchored in our 100/100/100 diversity, equity and inclusion (DE&I) aspiration: to achieve 100% gender equity, be 100% reflective of the communities the brands serve and have a culture that is 100% inclusive. In 2025, women made up 50.5% of our collective workforce. For more information, see *Equal treatment and opportunities for all*.

Our people's expertise, care and passion for serving customers set us apart. They power our aspiration to be the most local, future-proof, and inclusive company – leading, innovating, and serving our markets better every day.

Honoring days that matter

At Ahold Delhaize, we're proud to be open for everyone. We employ associates who bring a rich mix of traditions, cultures and beliefs – and strive to honor the moments in life that matter most to them. That's why many of our brands offer paid time off and additional holiday or well-being days that associates can use to mark these meaningful occasions.

Inspired by similar arrangements in our brands – including Mega Image, bol and the U.S. brands – in 2025, as part of our Life Events Framework, Ahold Delhaize Group launched a pilot of a new floating holidays policy.

It gives Netherlands-based associates from the Ahold Delhaize Group and Ahold Delhaize EU&I the flexibility to celebrate the cultural or religious holidays that matter most to them. These associates can swap any Dutch public holiday for a day that holds personal cultural or religious significance.

We highlighted the program during the first-ever Diwali celebration at the Ahold Delhaize Group office in Zaandam in October and are working to expand the policy to more European brands in 2026.

Our strategic priorities continued

healthy communities & planet

We accelerate the transition to a healthier and more sustainable food system and create a brighter future for our communities.[1]

ambitions 2025-2028

net zero
across our value chain by 2050[2]

grow
healthy sales

1. For us, this means providing affordable, healthy food while partnering to drive decarbonization, sustain nature and reduce waste.
2. In the setting of our long-term and net-zero SBTi targets, we are planning to also make use of removals to the extent permitted by SBTi guidance.

Our strategic priorities continued
Healthy communities & planet continued

Connecting ambition with action

In early 2025, we surveyed associates across the Ahold Delhaize brands and businesses about their knowledge of health and sustainability. We found that while they are passionate about our healthy communities & planet ambitions, only a small percentage feel confident they know how to support them in their day-to-day work.

That's why we launched the Healthy Future Academy. This online learning platform, combined with in-person workshops, equips associates with the knowledge and confidence they need to take action in their roles and build a healthier future for people and the planet. It aims to help them understand the challenges we face in areas like climate, circularity and healthier diets; explore how we can create lasting change together; and discover how to inspire others and make health and sustainability part of our daily work.

The Healthy Future Academy provides bite-sized, 20-minute interactive learning modules that include videos of experts and colleagues who are already making a difference. In addition to a foundational course, we also developed custom modules for finance, sourcing and business technology to better fit the work of associates in these fields. "The Healthy Future Academy does a brilliant job of connecting our health and sustainability goals to procurement realities. It helps our teams think more strategically about how we source and partner for sustainable long-term value creation," said Tom Rood, Head of Procurement, Ahold Delhaize EU&I.

creating value every day

healthy future academy

Why is this a strategic priority?

Food is at the heart of our lives. It nourishes us, brings us together and shapes the places we call home. What we put on our plates has an impact on our health and on the world beyond our kitchen table. Without a thriving planet, food itself is at risk – and so is the future of our business. That's why the everyday choices we all make matter. Together, they shape our health, our communities and the tomorrow we are building.

At Ahold Delhaize, our purpose is to inspire everyone to eat and live better, for a healthier future for people and planet.

As a family of great local brands, we are ambitious about the positive impact we can have, and about making measurable progress. We act every day, learning and improving as we go. Constantly innovating to find new ways to make progress where it matters most for people and planet. But we can't get there alone. Together with our partners, we're taking meaningful steps that help build healthier communities and planet.

Within our Growing Together strategy, this work focuses on three areas where we can have the greatest impact: healthier communities, nature and climate, and circularity.

What are we doing about it?

Healthier communities

To help communities live healthier lives, we focus on making healthier food choices accessible, improving food security and respecting human rights.

We strive to make healthier options more accessible and affordable, so customers can choose well every day. This means reformulating products to improve nutrition, rewarding better habits and inspiring others to do the same. Fresh, healthy and affordable food is central to this – it strengthens our brands' connection with customers and earns their loyalty over time.

As the demand for healthier food grows, the Ahold Delhaize brands help drive it, offering products and services with the right balance of price, convenience and quality. This focus creates growth for our business while supporting healthier lives and food security in the communities our brands serve.

We know that creating healthier communities is not just about food. It's also about respect for the people who grow, make and transport it. Together with peers and partners, we work to uphold human rights and working conditions for workers and communities across our value chain.

Nature and climate

Our business depends on nature's ability to sustain the land and water systems that farming and the wider food system depend on. It takes many partners to deliver for our brands' customers, which is why we're working to reduce emissions within our operations and across the value chain. To support this, we're shifting to renewable energy, lowering costs over time while helping to sustain the natural systems that underpin food production.

Working with partners on nature and climate is the only way to build long-term business resilience and deliver meaningful impact. Together, we're exploring new ways to grow, source, transport and sell food – strengthening the food system and supporting healthy, sustainable diets for generations to come.

Circularity

Using resources efficiently and reducing waste are essential to a stronger food system. We value what goes into every product and take our responsibility seriously: cutting food waste and enabling materials to circulate for as long as possible. By optimizing resources, we minimize costs, lower emissions in our value chain and help eliminate waste and pollution.

Our strategic priorities continued

vibrant customer experiences

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

ambitions 2025-2028

~30m
monthly active app users

80%
omnichannel loyalty sales

creating value every day

Food Lion, U.S.

Our strategic priorities continued
Vibrant customer experiences continued

Why is this a strategic priority?

Customers increasingly expect seamless, tailored and engaging shopping experiences – whenever and however they choose to shop. They engage with our brands across multiple touchpoints, from click and collect and mobile apps to in-store visits, creating opportunities to build stronger connections and deliver products, services and solutions that feel personal and relevant. We want to make every interaction vibrant and meaningful, through community engagement, inspiring store experiences and seamless digital integration.

What are we doing about it?

Driving omnichannel engagement

In 2025, we continued to accelerate our omnichannel transformation, building on a strong foundation. Our brands offer customers a seamless, integrated experience – in-store, online and via mobile apps – supported by agile fulfillment networks and innovative partnerships. With growing e-commerce market share in both regions, our omnichannel proposition is a key differentiator.

In the U.S., our local brands are transforming stores to be more modern, convenient and welcoming, for easier and more enjoyable shopping. Partnerships with DoorDash and Instacart enhance home delivery speed and convenience, while addressing customers' demand for practical, time-saving solutions. For seven consecutive quarters, online grocery sales have generated double-digit growth, proving that our digital and physical shopping experiences are working in harmony to meet customers' evolving needs.

In Europe, we are also continually strengthening our presence through our stores – they serve as community hubs, supporting local residents and businesses while anchoring the customer experience. Bringing Profi on board, together with our existing brand Mega Image, has strengthened our omnichannel presence in rural and urban markets in Romania. To better integrate online shopping, personalized promotions and loyalty programs, we have also expanded a unified modular app across Albert, Delhaize, Maxi, Mega Image and Alfa Beta. This creates a more connected customer journey that fits the way people want to shop today.

Growing loyalty through personalization

Personalized value remains a critical driver of customer loyalty and repeat business. We are transforming our programs to reach 80% omnichannel loyalty sales penetration by 2028.

During 2025, our U.S. brands delivered over 14.2 billion personalized offers, up 18% year over year. Many of their loyalty programs were recognized by the industry in 2025, including My Hannaford Rewards, named by Newsweek as one of America's Best Loyalty Programs. In Europe, Albert Heijn Premium has over one million subscribers.

In some cases, loyalty and health can reinforce one another, as in Czech Republic where My Albert offers 15% off Nature's Promise own-brand products and credits on selected healthy products along with weekly personalized rewards and incremental rewards at spend thresholds. These new features have doubled customer engagement and discounts redeemed and increased loyalty sales penetration.

Our brands have also enhanced their digital engagement through inspirational, health-focused personalization, such as personalized Mediterranean diet meal planning at Alfa Beta in Greece and weight loss meal plans at Stop & Shop, including access to licensed dietitians. By keeping the customer at the center of all we do, we continue to build trust, deepen loyalty and set the standard for vibrant, personalized retail experiences.

Savings for all, zero barriers

Stop & Shop is making digital couponing more accessible to all its customers through its innovative new Savings Station kiosks. They ensure all customers can benefit from the store's weekly circular digital coupons and personalized offers – no smartphone, internet access or computer required.

Customers can activate the offers by scanning their loyalty card or entering their phone number. Or for those who prefer a contactless option, a QR code is also available. Then the coupons are automatically applied at checkout.

During these times of economic uncertainty, Stop & Shop's Savings Station kiosks help address barriers faced by seniors and low-income customers to access digital offers that make a dent in their grocery bills. It's all part of our mission to create seamless shopping experiences that benefit all customers.

"I don't have to download the digital coupons; being an elderly [person] the kiosk makes it so easy for me! Thank you!!"

Stop & Shop customer in Bristol, Connecticut

creating value every day

Our strategic priorities continued

trusted product

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

aspirations

enhance

price position

~45%

own-brand food share

Our strategic priorities continued
Trusted product continued

Supporting healthier choices

Delhaize Belgium has led its market in making healthy, fresh and affordable products accessible since it became the first Belgian retailer to introduce Nutri-Score in 2018, helping customers make informed choices about their food. Today, it offers the largest share of Nutri-Score A and B products in Belgium and Luxembourg, highlights the Nutri-Scores on shelf price labels so they're even easier to spot, and further encourages healthier choices through "Nutri-Boost" 10% price reductions for loyalty customers.

Delhaize also reformulates 1,500 products each year to improve nutritional quality and Nutri-Scores and has committed to overhauling its own-brand canned vegetables: by 2026, 87% will be completely free of added salt, resulting in 7.71 tonnes less salt in Belgian kitchens.

In 2025, the brand raised awareness even further by running two major national marketing campaigns – during the summer and at back-to-school time – encouraging customers to choose a healthy range of seasonal fruits and vegetables.

All this hard work to support healthier choices – and also advance Delhaize's other sustainability goals – was affirmed when the brand was named Belgium's number one retailer in health and sustainability in the Sciensano 2025 Business Impact Assessments study for its efforts to build a resilient supply chain, promote healthier and sustainable diets and advance circularity.

creating value
every day

Why is this a strategic priority?

Consumers are increasingly seeking products that are healthy, locally sourced, fresh and produced sustainably, while still prioritizing value. In 2025, despite rising commodity prices, our brands remained committed to offering trusted products at competitive prices that meet health and local preferences without sacrificing affordability or quality. Ahold Delhaize continues to support households in managing grocery budgets through price cuts, expanded savings programs and innovative own-brand options – making it easier for customers to shop smart and save.

What are we doing about it?

Driving price, value and assortment

Supporting customer choice by providing easy access to affordable and healthy food options is at the center of the customer value proposition at all our great local brands. In 2025, as household budgets remained under pressure, our brands continued to act with purpose to ensure grocery shopping stays accessible and relevant.

Strategic price investments – including $1 billion committed in the U.S. – are helping us maintain a competitive edge while supporting families through economic uncertainty. In the U.S., Giant Food has lowered prices on hundreds of items through its "Fresh Low Prices" program, while Stop & Shop is executing a multi-year strategy to reduce everyday prices. Meanwhile, each of our European brands now offers at least 900 "Price Favorite" everyday low-priced products.

Our commitment to affordability is also reflected in our longstanding participation in purchasing alliances, such as Eurelec and Coopernic, as well as newer initiatives to align product specifications and grow strategic supplier relationships.

Through these efforts, our brands leverage our scale to deliver value to customers amid increasing costs, while maintaining robust relationships with suppliers.

Own brands

Own brands are a key lever of our strategy to help families access quality products at competitive prices. They are also a key differentiator, as customers can only get these products in our brands' stores. In 2025, our brands accelerated efforts to grow own-brand food penetration and reached 39.8% of total food sales, by expanding their assortments, including with healthier options, and introducing innovative formats that meet evolving customer preferences, such as new hybrid meat- and plant-based products and convenient ready-to-eat offerings. The brands also continue to reformulate core own-brand products with less sugar, salt and fat, while maintaining affordability.

Our brands offer thousands of own-brand products across both regions, with a continued emphasis on quality and value. In 2025, the U.S. brands launched 1,100 new own-brand products, and the European brands introduced 1,450 more, featuring a wider selection of plant-based and organic options.

These efforts were recognized by many external awards over the years. Alfa Beta's Nature's Promise and Close to the Greek land product lines earned prestigious distinctions this year at the Superior Taste Awards and World Quality Awards 2025, respectively.

Across all our brands' markets, we remain dedicated to helping households manage their grocery budgets without compromising on quality. Through price reductions, savings programs and innovative own-brand offerings, our brands make it easier for families to shop smart and save more.

Our strategic priorities continued

driving customer innovation

We drive further growth by building profitable complementary businesses and innovating to support the customers of tomorrow.

ambitions 2025-2028

€3bn
complementary income streams

accelerate
innovation

Our strategic priorities continued
Driving customer innovation continued

Why is this a strategic priority?

Just as our brands continually enhance their stores, we also prioritize investments in innovation and technology to ensure they can deliver exceptional and personalized service to customers every day. These efforts strengthen our omnichannel capabilities and drive our sustainability agenda, creating lasting impact and helping us stay ahead in a competitive market. By embracing innovation, we unlock new avenues for revenue growth and operational efficiency. Building complementary businesses allows us to diversify our income streams, often at higher margins than traditional grocery operations.

What are we doing about it?

We're harnessing innovation to maximize the value of our brands' extensive customer base and established infrastructure. For instance, we're making ongoing investments in our technology platforms, data and AI expertise, enabling swift adoption of emerging technologies while maintaining data reliability, accessibility and security.

We're actively exploring the potential of generative AI, a technology poised to influence many aspects of our business – from associates and operations to customers and environmental impact. For instance, this year, bol introduced the *Gift Finder,* a new AI-powered feature in the brand's app that helps customers quickly find suitable gifts based on a few short questions. Albert is using AI to enhance customer service at the register by automatically recognizing unpackaged products, such as fruit and vegetables, while our U.S. brands use it to minimize store theft at the checkout. Beyond front-of-store operations, AI contributes to supply chain optimization, automates administrative processes such as invoice management and human resources workflows, and improves logistics efficiency.

Furthermore, AI plays a role in app rationalization, engineering prompt development and other key technology implementations.

We're also seizing the momentum to grow complementary income streams by:

- Expanding retail media, data and insights through Gambit and Edge, our proprietary advertising platforms in Europe and the U.S.
- Advancing B2B business models, such as Branded Shelves, a new advertising product from bol that gives partners their own digital storefronts to showcase their brands' stories
- Growing digital services, such as the digital health offering provided by some of our brands
- Investing in innovative start-ups and scale-ups, such as Harmonya, Protex AI, Keychain and Topsort through W23 Global, a retail venture capital fund. Through this fund, we invest in start-ups and scale-ups that deploy technology to improve customer experiences, transform the grocery value chain and help address the sector's sustainability challenges, together with four other retailers.

In the U.S., as mentioned above, we have taken bold steps to grow our retail media business. Starting in January 2026, we launched Edge, our proprietary advertising platform powered by Gambit's technology, which was tried, tested and proven across our European brands. Edge powers on-site display, sponsored search and in-store digital screens, enabling CPG partners to reach over 26 million weekly customers through fast, measurable campaigns. Our omnichannel model spans physical and digital stores, driving personalized offers and new revenue opportunities.

Our approach to innovation is rooted in our ability to experiment locally and scale successful solutions across all our brands and markets.

Using AI to help shop, cook and work

Albert Heijn has introduced AI innovations that create value for customers and associates by making shopping, cooking and daily work easier and more convenient.

Albert Heijn's new AI kitchen assistant, *Steijn*, helps customers with all kinds of cooking questions, like what to eat, what drink pairs well with your meal, or how to cut onions without tears. Integrated in the AH app, most conversations with *Steijn* happen around 4:00 pm, when customers are looking for dinner inspiration. The *Scan & Cook* functionality, also integrated into the app, generates tasty recipes for customers after scanning a photo of ingredients in their fridge or in the store.

AI innovations are also making associates' work easier and more rewarding. The brand launched an AI Store Associate Assistant that provides instant access to key information right when associates need it, enabling them to assist customers faster and better.

Through its AHGPT Marketplace, the brand has even empowered colleagues in the Albert Heijn headquarters to build their own AI agents for work, with clear guardrails. Associates have built over 500 agents, helping with tasks like drafting and translating emails, answering questions using internal sources and analyzing Excel files.

creating value every day

Our strategic priorities continued

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.

ambitions 2025-2028

differentially

invest and grow

€5bn

Save for Our Customers

Our strategic priorities continued
Portfolio & operational excellence continued

Why is this a strategic priority?

We are known for our ability to deliver consistent financial and business performance by leveraging our scale and operational discipline. Our brands remain focused on driving efficiencies that enable us to reinvest in our customer value proposition and digital and sustainability agenda. By simplifying processes and identifying saving opportunities, we create headroom for growth and sustainable long-term value creation.

What are we doing about it?

Portfolio excellence

We continue to evolve our portfolio through a disciplined blend of organic expansion and strategic acquisitions, with a clear focus on businesses that deliver sustainable, long-term returns. Strengthening our leading brands remains central to our strategy. In Europe, we build on our Benelux leadership through Albert Heijn and Delhaize, while accelerating growth in CSE. The acquisition of Profi has doubled our presence in Romania and unlocked synergies with Mega Image, reinforcing our ambition to lead in the markets our brands serve.

Our brands also invest in store remodels, relocations and new openings to enhance their market positions and community impact.

When necessary, our brands act to strengthen future performance, as we continue to do with Stop & Shop in the U.S. With a clear capital approach, we prioritize initiatives that elevate the customer value proposition and support vibrant retail hubs across our brands' markets.

Early results at Stop & Shop are encouraging – where we have made investments, we are attracting new customers, increasing volumes and seeing substantial improvements in net promoter scores.

Operational excellence

We continue to invest in our local brands while maintaining a disciplined focus on cost and operational efficiency. We leverage our scale to combine sourcing power by building strategic purchasing alliances, participating in joint sourcing initiatives and scaling own-brand portfolios. These initiatives help us reduce the cost of goods sold and strengthen procurement negotiations, allowing us to balance price investments in the U.S. and the integration of new brands like Profi while maintaining healthy margins.

Technology is a key enabler, helping the brands to better serve customers, making work easier, and lowering costs to reinvest in our business. AI and automation simplify logistics, store operations and back-office processes. For instance, automating two Albert Heijn Home Shop Centers (HSCs) has increased productivity by 20%. Automated packaging machines at bol help us deliver orders at a higher speed and with 27% less packaging materials. Along with other strategic initiatives, these investments have enabled us to reach e-commerce profitability for 2025 on a fully allocated basis.

By leveraging scale and innovation, we continue to deliver value for customers and communities.

Save for Our Customers

In recent years, we have further strengthened our cost savings power through our Save for Our Customers program, a strategic enabler helping us grow and stay resilient in a changing retail landscape. We raised our target to €5 billion in savings from 2025 to 2028, which will be reinvested in our customer value proposition, technology and sustainability agenda to fuel growth. Both regions are on track to reach our target, leveraging scale and synergy to deliver impact.

Scaling tech to deliver local impact

By cooperating across brands to build unified digital platforms, we are bringing major benefits to the company – and, even better, to our brands' customers.

In early 2025, we finished a year-long rollout of a unified modular app across our European brands Delhaize, Albert, Mega Image, Maxi and Alfa Beta that gives customers an improved shopping experience and more personal offers and recommendations. Since go-live, this has resulted in higher e-commerce sales in the app (+12% over 2024), as well as more weekly app users (+31% over 2024) and personal offer activations (+33% over 2024).

Later in the year, we wrapped up a major, multi-year project in the U.S., with the launch of PRISM, a proprietary omnichannel platform for the Ahold Delhaize USA brands.

The scalable platform provides a great customer experience localized for each brand's customers, while enabling a strong foundation to better serve omnichannel U.S. shoppers, both now and in the future. Customers benefit from expanded payment options, like EBT and Apple Pay, smarter substitutions and enhanced convenience, personalization and control. Behind the scenes, adjacent technology gives store teams better tools to serve customers with speed and accuracy, for a digital experience that's simpler, smarter and more seamless.

Both projects have shown us how, by working together across technology teams and brands, we can truly elevate the experience for local customers.

creating value every day