

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 more than 50 million customers each week in Europe, the United States and Indonesia. Together, these brands employ nearly 372,000 associates in more than 6,700 grocery and specialty stores. They include the top online retailer in the Benelux and the leading online grocers in the Benelux and the U.S. Ahold Delhaize brands are at the forefront of sustainable retailing and are committed to sourcing responsibly, supporting local communities and helping customers make healthier choices. Headquartered in Zaandam, the Netherlands.

Number of customers (weekly): > 50 mln

Number of stores: ~6,769
 Number of associates: ~372,000



Strategic Framework - Leading Together

Our purpose **Eat well. Save time. Live better.**

Our business model



Our promises



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 we don't take ourselves too seriously.

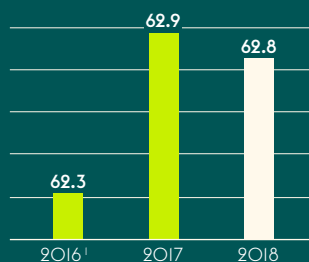


Net sales

€62.8bn

2017: €62.9bn

-0.2% (+2.5% at constant rates)

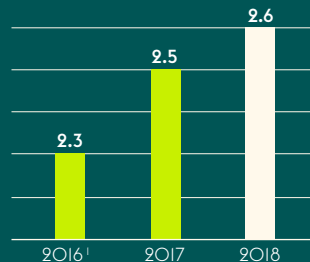


Underlying operating income

€2.6bn

2017: €2.5bn

+4.0% (+6.7% at constant rates)

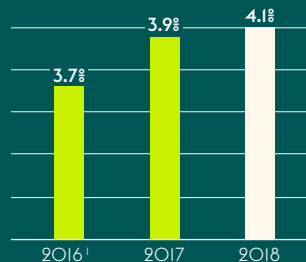


Underlying operating margin

4.1%

2017: 3.9%

+0.2% pt

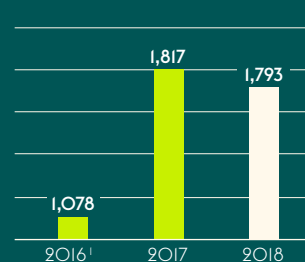


Net income

€1.8bn

2017: €1.8bn

-1.4% (0.0% at constant rates)



Net consumer online sales

€3.5bn

2017: €2.8bn

+23.4%

Free cash flow²

€2.3bn

2017: €1.9bn

+21.6%

Underlying income per share from continuing operations

€1.60

2017: €1.26

+26.3%

Dividend per common share

€0.70

2017: €0.63

+11.1%

Own-brand sales from healthy products

47%

2017: 46%

+1% pt

Associate engagement score³

79%

2017: 78% between 79% and Industry benchmark
Industry benchmark: 80%

Dow Jones Sustainability Index

72

2017: 67⁴

+5

Industry average: 35

Carbon-equivalent emissions per m²

456kg

2017⁵: 471kg

-3.2%

¹ The 2016 figures presented in the graphs are pro forma figures. To read more about the 2016 pro forma figures, see our Annual Report 2016

² In 2017, after €1.7 billion capital expenditure (2016: after €1.7 billion capital expenditure).

For the definition of pro forma and other alternative performance measures, see Definitions – performance measures section.

³ 2018 and 2017 figures include Peapod, Gall&Gall and Etos

⁴ DJSI changed its methodology in 2018 and restated the 2017 score from 73 to 67 for comparability to 2018.

⁵ We have restated our 2017 figures to include more accurate GWP for our refrigerants, sales area and actual fuel usage.

The 2017 figure excludes Gall&Gall and Etos

United States



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	Supermarkets, superstores, online shopping	Supermarkets, online shopping
Number of stores	1,029	415	181
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	Pennsylvania, Maryland, Virginia and West Virginia	Delaware, District of Columbia, Maryland and Virginia	12 states across the U.S. East Coast and Midwest plus the District of Columbia
Store formats	Supermarkets, superstores, online shopping, convenience stores	Supermarkets, superstores, online shopping	Online grocery shopping
Number of stores	172	164	Online store
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	We make life easier. We give our customers the time back to do the things they love

Netherlands, Belgium and Luxembourg



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	1,012	777	547
Customer proposition	Everybody Appie	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	Wine and liquor stores, online shopping	Online shopping for general merchandise
Number of stores	592	Online store
Customer proposition	Everyone an expert	The store for all of us

Central and Southeastern Europe



Market area	Greece	Czech Republic	Greece
Store formats	Supermarkets, convenience stores, online shopping	Supermarkets, compact hypers	Supermarkets
Number of stores	444	326	16
Customer proposition	The joy of offering the best	It is worth it to eat better	Your partner for competitive grocery



Market area	Serbia	Romania	Serbia
Store formats	Supermarkets, online shopping	Supermarkets, convenience stores, online shopping	Hypermarkets
Number of stores	400	674	20
Customer proposition	Always fresh, always near, always Maxi	Enjoy your life	Always in action

Joint venture



Market area	Indonesia	Portugal
Store formats	Compact supermarkets, supermarkets	Supermarkets
Number of stores	168	432
Customer proposition	Fresher, affordable, closer	It tastes good to pay so little