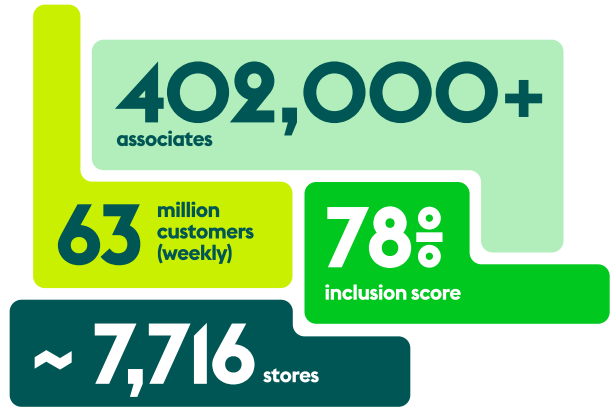


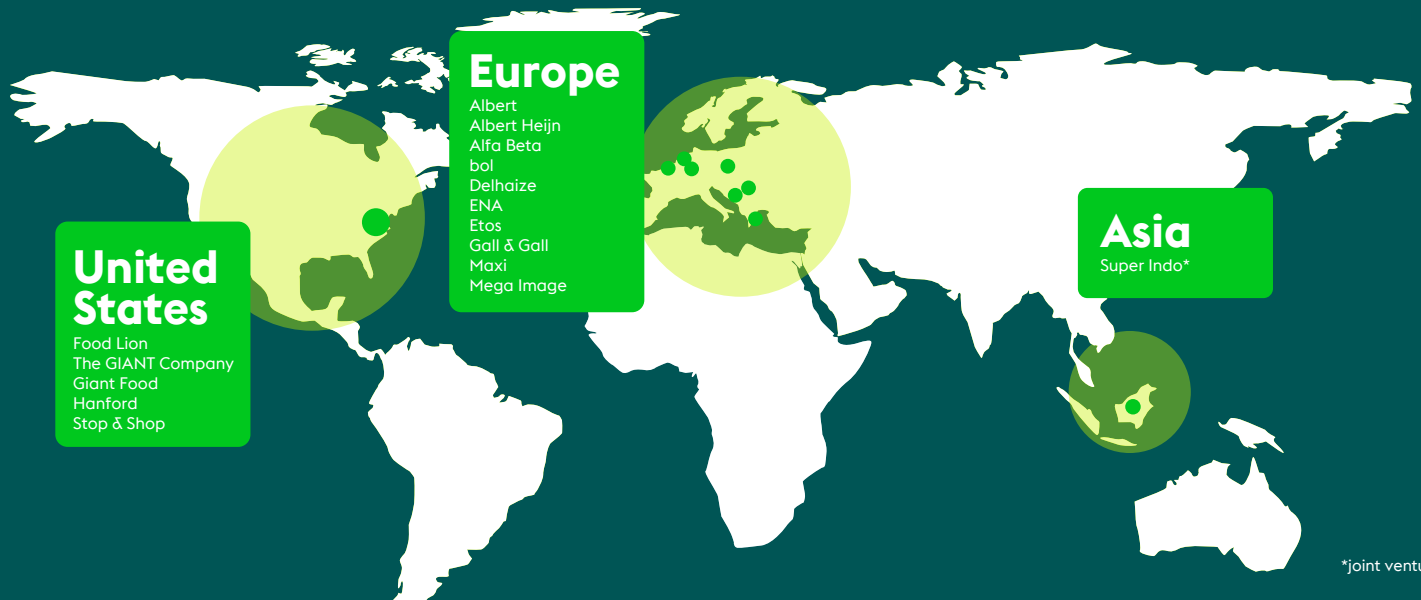
factsheet

Ahold Delhaize was formed in July 2016 from the merger of Ahold and Delhaize Group who have been retail innovators for more than 155 years. Over these years, our small family-owned businesses from Belgium and the Netherlands have evolved to an international family of great local brands in the U.S., Europe and Indonesia.

Together with our great local brands, innovation and sustainability have been in our DNA for decades, supported by our solid financial performance. We're now ready to take the next step by Growing Together. Our new strategy will ensure we're here for at least another 155 years. Just as our customers expect from us.



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.

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.

integrity

We do the right thing and earn customers' trust.

courage

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



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.

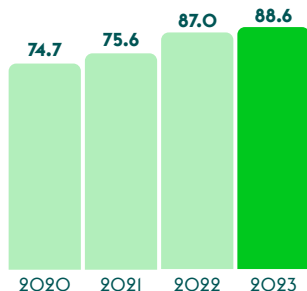
portfolio & operational excellence

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.

net sales¹

€88.6bn

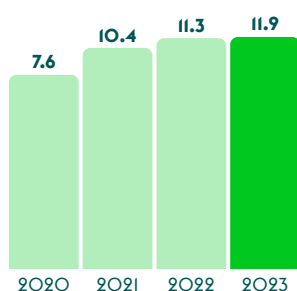
2022: €87.0bn
+1.9% (+3.8% at constant rates)



net consumer online sales

€11.9bn

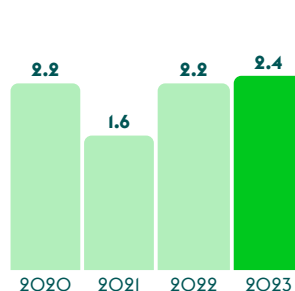
2022: €11.3bn
+4.8% (+5.9% at constant rates)



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

AA

2022: AA

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

35%

2023: 2,679 kt
2018 baseline 3,658kt

reduction 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

