

Q4 & FY 2024

results

February 12, 2025



cautionary notice

This communication includes forward-looking statements. All statements other than statements of historical facts may be forward-looking statements. Forward-looking statements can be identified by certain words, such as “anticipate,” “intend,” “plan,” “goal,” “seek,” “believe,” “project,” “estimate,” “expect,” “strategy,” “future,” “likely,” “may,” “should,” “will” and similar references to future periods.

Forward-looking statements are subject to risks, uncertainties and other factors that are difficult to predict and that may cause the actual results of Koninklijke Ahold Delhaize N.V. (the “Company”) to differ materially from future results expressed or implied by such forward-looking statements. Therefore, you should not place undue reliance on any of these forward-looking statements. Factors that might cause or contribute to such a material difference include, but are not limited to, risks relating to the Company’s inability to successfully implement its strategy, manage the growth of its business or realize the anticipated benefits of acquisitions; risks relating to competition and pressure on profit margins in the food retail industry; the impact of economic conditions, including high levels of inflation, on consumer spending; changes in consumer expectations and preferences; turbulence in the global capital markets; political developments, natural disasters and pandemics; wars and geopolitical conflicts; climate change; energy supply issues; raw material scarcity and human rights developments in the supply chain; disruption of operations and other factors negatively affecting the Company’s suppliers; the unsuccessful operation of the Company’s franchised and affiliated stores; changes in supplier terms and the inability to pass on cost increases to prices; risks related to environmental, social and governance matters (including performance) and sustainable retailing; risks related to data management and data privacy; food safety issues resulting in product liability claims and adverse publicity; environmental liabilities associated with the properties that the Company owns or leases;

competitive labor markets, changes in labor conditions and labor disruptions; increases in costs associated with the Company’s defined benefit pension plans; ransomware and other cybersecurity issues relating to the failure or breach of security of IT systems; the Company’s inability to successfully complete divestitures and the effect of contingent liabilities arising from completed divestitures; antitrust and similar legislation; unexpected outcomes in the Company’s legal proceedings; additional expenses or capital expenditures associated with compliance with federal, regional, state and local laws and regulations; unexpected outcomes with respect to tax audits; the impact of the Company’s outstanding financial debt; the Company’s ability to generate positive cash flows; fluctuation in interest rates; the change in reference interest rate; the impact of downgrades of the Company’s credit ratings and the associated increase in the Company’s cost of borrowing; exchange rate fluctuations; inherent limitations in the Company’s control systems; changes in accounting standards; inability to obtain effective levels of insurance coverage; adverse results arising from the Company’s claims against its self-insurance program; the Company’s inability to locate appropriate real estate or enter into real estate leases on commercially acceptable terms; and other factors discussed in the Company’s public filings and other disclosures.

Forward-looking statements reflect the current views of the Company’s management and assumptions based on information currently available to the Company’s management. Forward-looking statements speak only as of the date they are made, and the Company does not assume any obligation to update such statements, except as required by law.





Q4 & FY 2024

welcome

speakers



**Frans
Muller**

President & Chief Executive Officer



**Jolanda
Poots-Bijl**

Chief Financial Officer



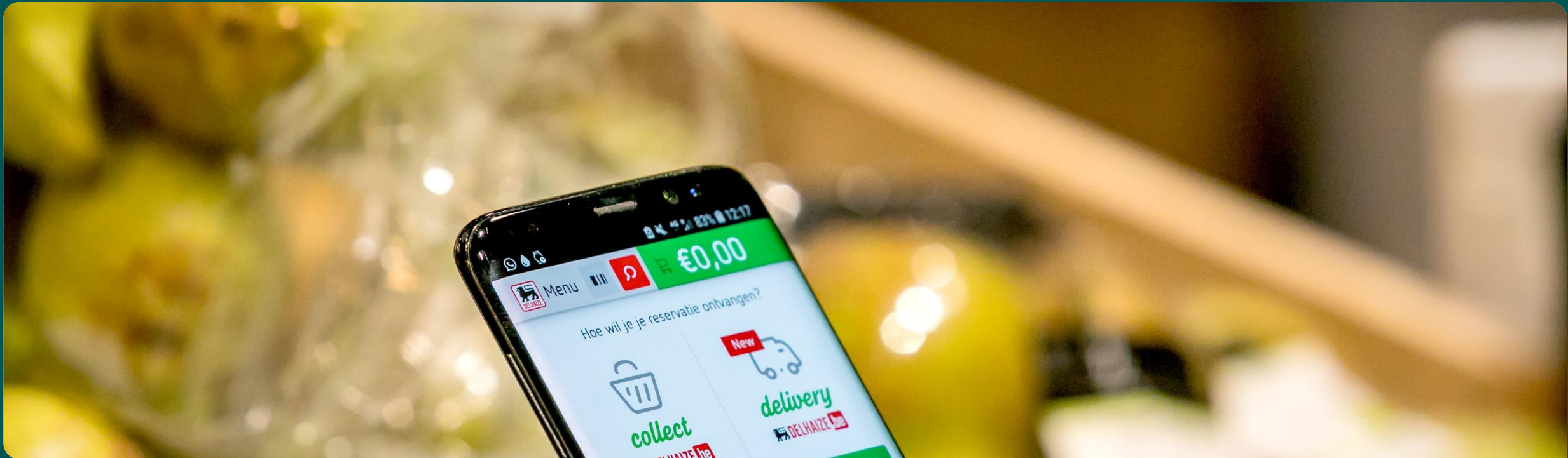
**JP
O'Meara**

SVP Investor Relations

Ahold Delhaize reports Q4 2024 financial results, introduces outlook for 2025 with projected growth in sales and earnings in line with its Growing Together strategic ambitions



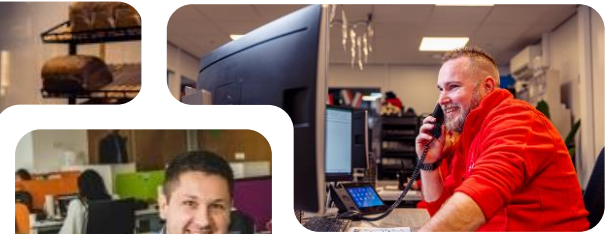
- Through increased price investments, new own-brand assortments and strong operational execution, our brands created value for customers in disruptive times. To invest in these activities, our teams delivered over €1.35 billion in cost savings. This commitment to strong and consistent performance further enabled a kick-start to several Growing Together strategic initiatives, which will fuel accelerated growth in 2025.
- Q4 Ahold Delhaize net sales were €23.3 billion, up 0.6% at constant exchange rates and up 1.0% at actual exchange rates. Excluding the impacts from the divestment of FreshDirect, the closure of Stop & Shop stores and the cessation of tobacco sales in the Netherlands, net sales would have been 2.1 percentage points higher.
- Q4 comparable sales excluding gasoline increased by 1.4% for Ahold Delhaize, up 1.4% in the U.S. and 1.2% in Europe. Comparable sales excluding gasoline were positively impacted by 0.2 percentage points in the U.S. due to weather and calendar shifts, and negatively impacted by 3.4 percentage points in Europe due to tobacco and calendar shifts.
- Ahold Delhaize online sales increased by 5.8% in Q4 at constant exchange rates and by 6.1% at actual exchange rates. This was driven by double-digit growth in online grocery excluding FreshDirect. The divestment of FreshDirect had a negative impact of 5.1 percentage points.
- Q4 underlying operating margin was 4.1%, a decrease of 0.2 percentage points. Continued strong performance in Europe was offset by price investments and lower non-recurring items in the U.S.
- Q4 IFRS operating income was €607 million and IFRS diluted EPS was €0.41. IFRS results were €351 million lower than underlying results. This was mainly due to an amendment to, and additional funding for, the Dutch pension plan, resulting in derisking of the balance sheet.
- Q4 diluted underlying EPS was €0.69, a decrease of 6.6% compared to the prior year at actual rates. 2024 full year Ahold Delhaize net sales were €89.4 billion, underlying operating margin was 4.0% and diluted underlying EPS was €2.54, in line with initial expectations for the year.
- 2024 full year IFRS operating income was €2,784 million and IFRS diluted EPS was €1.89. IFRS results were mainly impacted by the costs associated with the Belgium Future Plan, Stop & Shop store closures and an amendment to the Dutch pension plan.
- 2024 free cash flow was €2.5 billion, which is above our guidance of around €2.3 billion.
- Management proposes a cash dividend of €1.17 for the full year 2024, which is a 6.4% increase compared to 2023 and in line with our dividend payout policy.
- 2025 outlook: underlying operating margin of around 4%; mid- to high-single digit underlying EPS growth; free cash flow of at least €2.2 billion; and gross capital expenditures of around €2.7 billion.



Q4 & FY 2024

quarterly performance

Frans Muller



commitment:
staying true to our values
to deliver every day

thriving
people



consistency:

delivering on our promises



relentless focus on the customer



advancement of our own-brand strategies



simplification and modernization of our organization to sustain growth investments



laser focus on cost control and cash flow delivery

performance review: **key highlights**

key financial targets

group underlying operating margin

diluted underlying EPS growth
at actual rates

capital expenditures, net

free cash flow

dividend payout ratio

share buyback

save for our customers

2024 most recent guidance

≥ 4.0%

around prior year levels

around €2.2 billion

€2.3 billion

YOY growth in dividend per share
40-50% payout

€1 billion

≥ €1 billion

results in 2024

4.0%

+0.1%

2.0 billion

€2.5 billion

6.4% increase in dividend per share
46% payout ratio

€1 billion

1.35 billion



clarity: 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

integrity
courage
teamwork

care
humor

our growth model



trusted product

vibrant customer experiences

healthy communities & planet

driving customer innovation

portfolio & operational excellence

thriving people

our strategic priorities

profitable growth...

industry leading margins

strong free cash flow

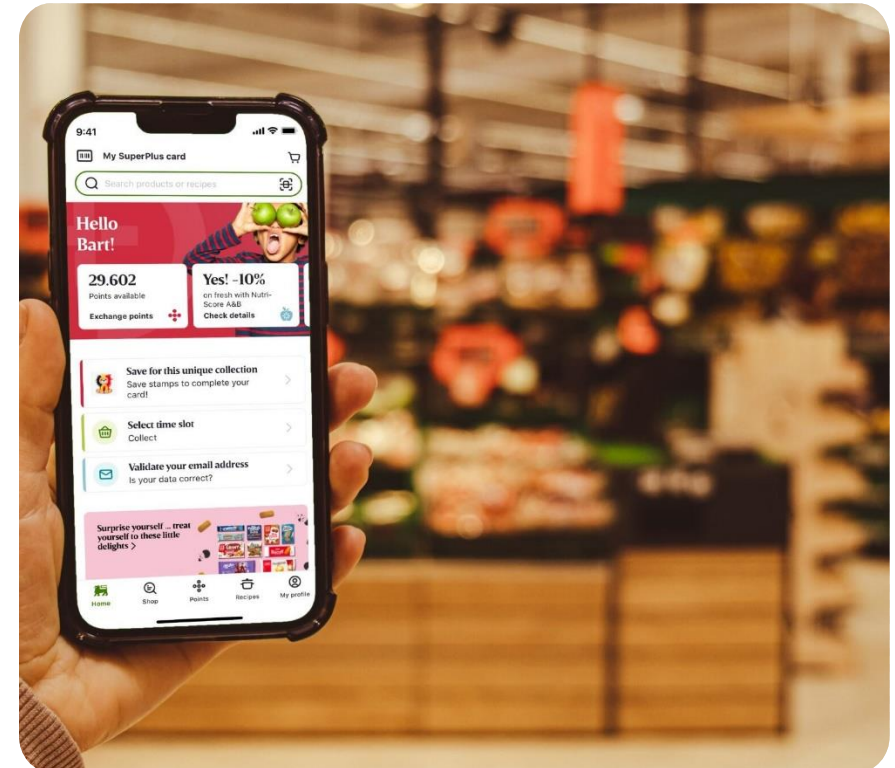
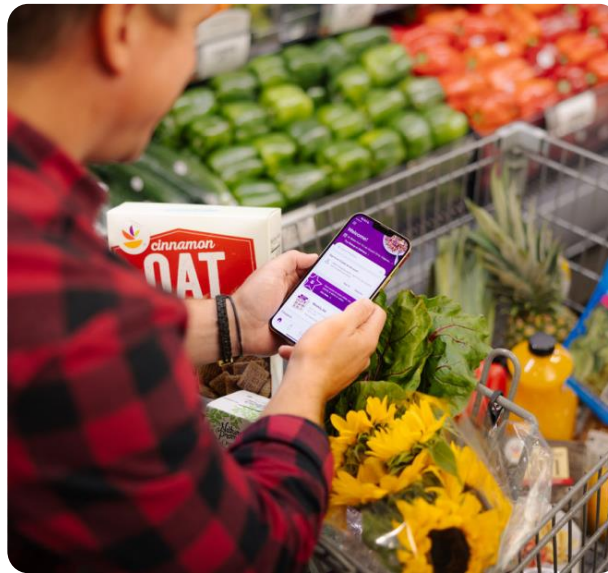
growing shareholder returns

...and delivering on our purpose

our ambitions

enhancing our CVP through deeper personalization & integrated solutions

- Over 12 billion personalized offers in 2024 across the U.S. brands
- New partnership in the U.S. with Inmar Intelligence to further improve personalization
- Alfa Beta transitioned to our modular e-commerce platform, the final in the series of six brands across the EU market





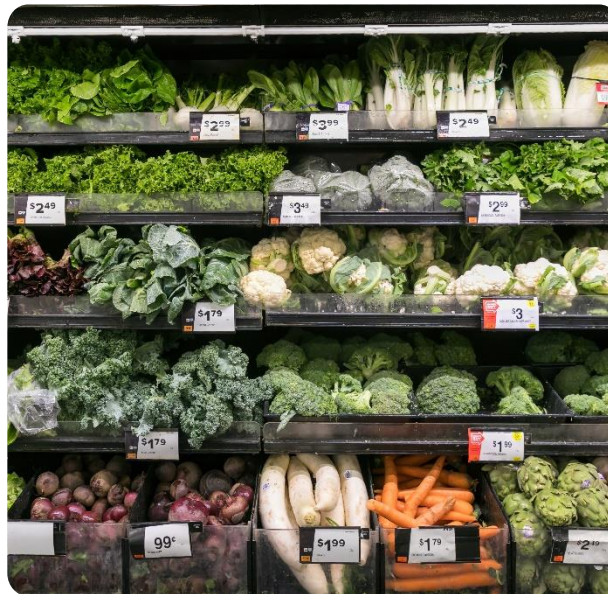
strengthening own-brand strategy

- Nearly 39% own-brand food penetration
- At Albert Heijn, more than 150 own-brand products and product lines were award-winning in consumer taste and quality
- CSE brands harmonized an additional 500 products
- Own brand sales in the U.S. outpace the rest of the store in dollars and units



The GIANT Company kicks off next round of growth

- Opened a new store in Philadelphia in December, with two new additional stores in Pennsylvania planned for 2025
- 95% of stores have been remodeled to reflect the current brand décor packages





completed challenging projects to elevate long- term performance

- Last Delhaize store converted to the affiliate model
- All underperforming Stop & Shop stores are now closed



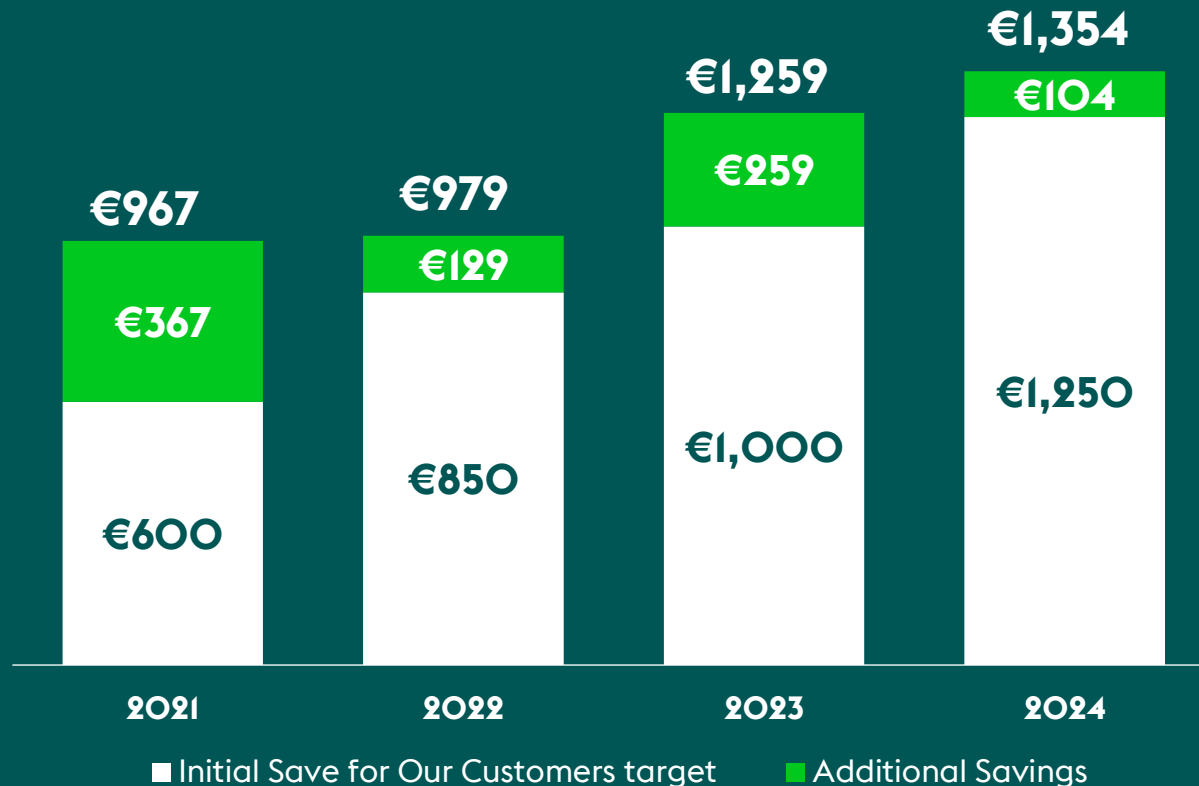
exceeded Save for Our Customers goal with 1,354 million for 2024

guidance of €5 billion of additional saving from 2025-2028

Save for Our Customers helps fund growth investments, absorbs cost pressures, and improves our customer value proposition

€5 billion cumulative savings from 2025 - 2028

2025 target of at least €1.25 billion





healthy communities & planet

Albert Heijn close-up

- Healthy own-brand sales increased close to 200 basis points compared to 2023¹
- More than 250 Albert Heijn Terra products
- Scope 1 & 2 emissions reduced by 90% compared to 2018
- Received B-corp certification

Certified



Corporation



1. Excluding impact from Nutri-Score 2.0



Q4 & FY 2024
financial highlights

Jolanda Poots-Bijl

fourth quarter results 2024

underlying results

1. Adjusted for impairments of non-current assets, gains and losses on the sale of assets and leases/subleases, restructuring and related charges and other items considered not to be directly related to the underlying operating performance
2. Negatively impacted by 5.1 percentage points from divestment of FreshDirect

underlying
operating
income¹

€958m

vs LY constant rates
(4.6)%

underlying income
from continuing op.¹

€631m

vs LY constant rates
(10.6)%

net sales

€23.3bn

vs LY constant rates
+0.6%

underlying
operating margin¹

4.1%

vs LY constant rates
(0.2) pts

online
sales²

€2.6bn

vs LY constant rates
+5.8%

comparable sales
growth excl. gas

+1.4%

U.S. +1.4%, EU +1.2%

diluted
underlying EPS

€0.69

vs LY actual rates
(6.6)%

full year results 2024

underlying results

1. Adjusted for impairments of non-current assets, gains and losses on the sale of assets and leases/subleases, restructuring and related charges and other items considered not to be directly related to the underlying operating performance
2. Negatively impacted by 6.9 percentage points from divestment of FreshDirect

underlying
operating
income¹

€3.6bn

vs LY constant rates
+0.2%

underlying income
from continuing op.¹

€2.4bn

vs LY constant rates
(3.2)%

net sales

€89.4bn

vs LY constant rates
+0.9%

online
sales²

€9.2bn

vs LY constant rates
+3.5%

comparable sales
growth excl. gas

+1.2%

U.S. +0.8%, EU +2.0%

underlying
operating margin¹

4.0%

vs LY constant rates
0.0 pts

diluted
underlying EPS

€2.54

vs LY actual rates
+0.1%

fourth quarter results 2024

IFRS-reported results

I. Negatively impacted by 7.6 percentage points from divestment of FreshDirect

operating
income

€607m

vs LY actual rates
(10.0)%

income from
continuing operations

€380m

vs LY actual rates
(15.6)%

net sales

€23.3bn

vs LY actual rates
+1.0%

online
sales^I

€2.6bn

vs LY actual rates
+6.1%

diluted EPS

€0.41

vs LY actual rates
(12.7)%

operating
margin

2.6%

vs LY actual rates
(0.3)pts

€351m lower than underlying results, largely due to costs associated with an amendment to the Dutch pension plan

full year results 2024

IFRS-reported results

operating income

€2.8bn

vs LY actual rates
(2.2)%

net sales

€89.4bn

vs LY actual rates
+0.7%

online sales¹

€9.2bn

vs LY actual rates
+3.4%

diluted EPS

€1.89

vs LY actual rates
(2.6%)

operating margin

3.1%

vs LY actual rates
(0.1)pts

€824m lower than underlying results, largely due to costs associated with:

- transition of stores as part of the Belgium future plan
- closure of Stop & Shop stores
- amendment to the Dutch pension plan

income from continuing operations

€1.8bn

vs LY actual rates
(5.9%)

1. Negatively impacted by 6.9 percentage points from divestment of FreshDirect

comparable sales growth trends by region

■ Actuals excluding gas
■ Ex weather/calendar/other

Q4 Group
 Comparable Sales
 Growth excl. gas
+1.4%

U.S. Q4
+1.4%

Europe Q4
+1.2%



*Q1 2024 impacts on European comparable sales of 1.1 pts restated from prior communications of 0.4 pts.

US
Q4
2024

expanding price investments and building sales momentum

net sales

€13.9bn

vs LY constant rates
(0.6%)

online sales growth¹

(0.9%)

vs LY constant rates

Underlying operating margin

4.2%

vs LY (1.0) pts



Food Lion

Achieved 49th consecutive quarters of comparable store sales growth



ADUSA

First quarter of positive volume growth

Stop & Shop

Completed 8 store remodels and closed 32 underperforming stores

Giant Food

Expanded its 'Fresh Low Prices' initiative, reducing prices on hundreds of items in its assortment

Hannaford

'Hannaford Holiday Helpers' assembled and distributed over 1,000 food boxes, enough to provide over 20,000 meals



1. Negatively impacted by 11.8 percentage points from divestment of FreshDirect

Europe Q4 2024

net sales

€9.4bn

vs LY constant rates
+2.4%

online sales growth

10.9%

vs LY constant rates

Underlying operating
margin

4.4%

vs LY +0.7 pts

strong performance led by Benelux



Delhaize

Belgian scientific study confirms Delhaize's leading position in health, and for the first time, sustainability



Albert Heijn

Achieved its 6th consecutive year of growth and further increased its market share to 37.7%

Albert

9th consecutive year of comparable sales growth



bol.

Recognized its highest ever quarter of sales



Mega Image

Hosted annual 'Fill the Boots for Saint Nicholas' campaign providing gifts to over 2,500 underprivileged children

bol.

full year results
2024



net sales
€3.1 bn
vs LY
+8.7%

net consumer online
sales¹
€5.9 bn
vs LY
+4.1%

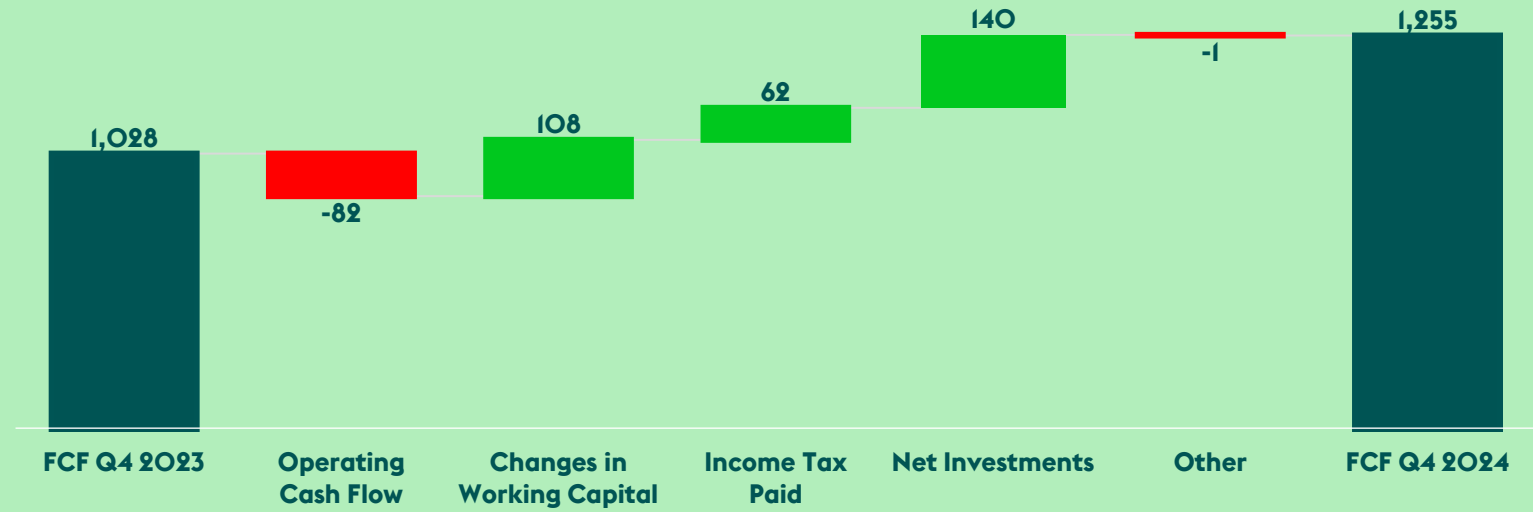
underlying EBITDA
€185 m
vs LY
+22.0%

capital expenditure
€110 m
vs LY
-13.8%

I. Net consumer online sales is defined as online sales including sales of third parties through bol's partners. Net consumer online sales excludes Value Added Tax (VAT).

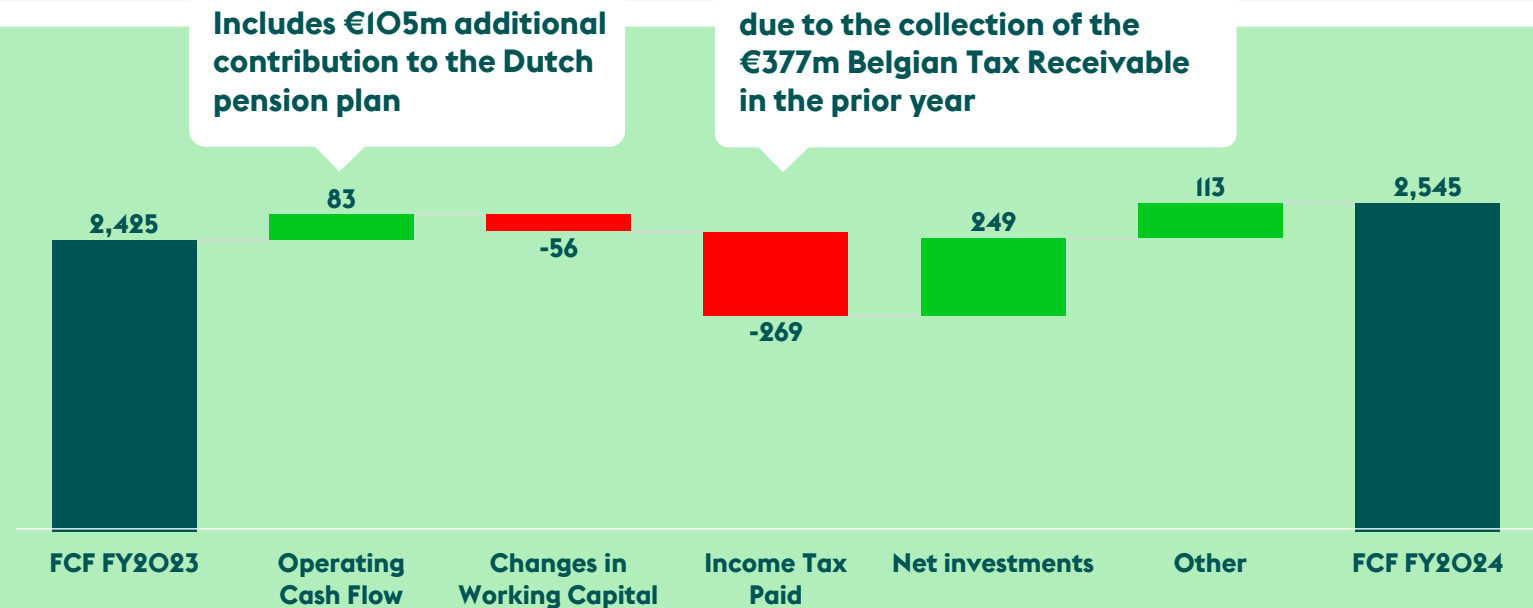
Q4 Free Cash Flow Bridge

FCF Q4 2024 vs Last Year (in €m)



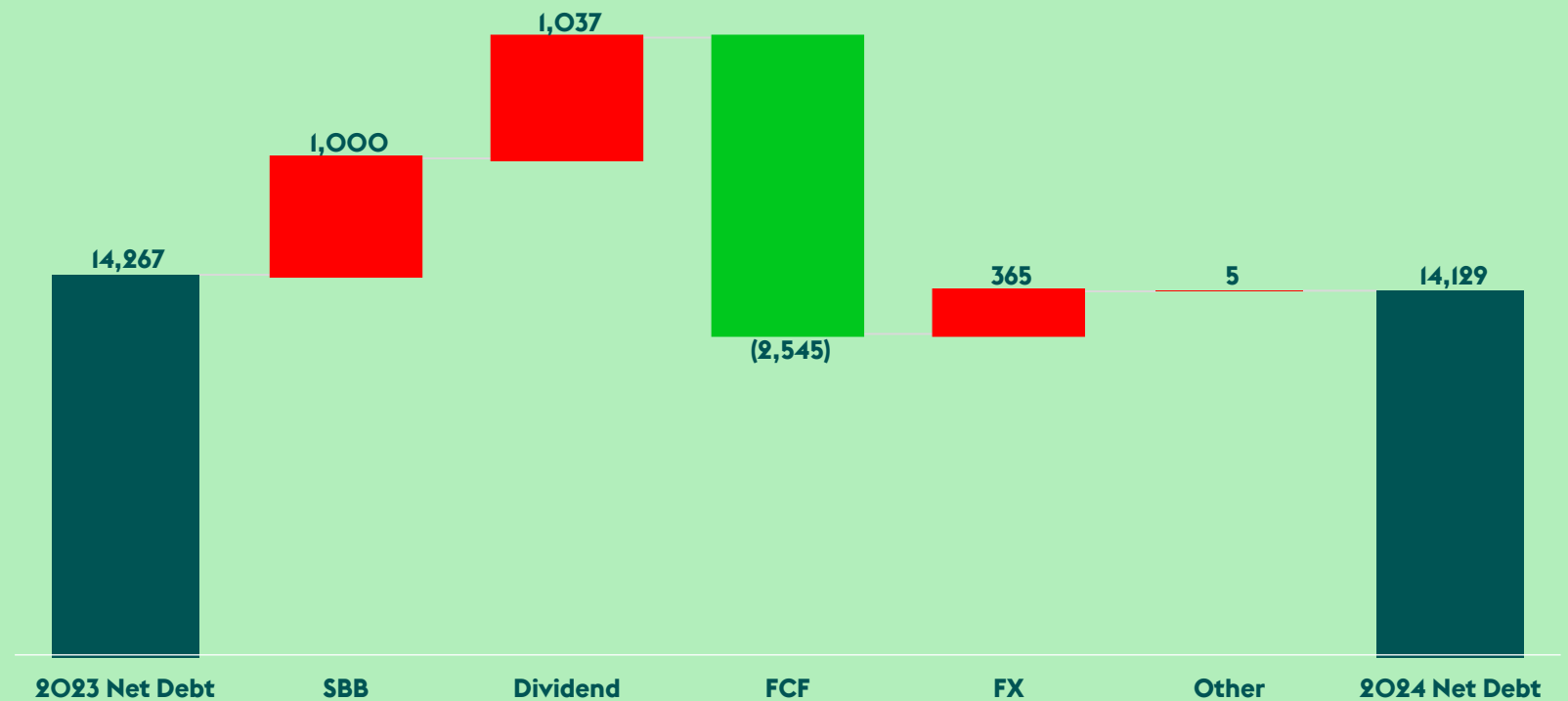
FY 2024 Free Cash Flow Bridge

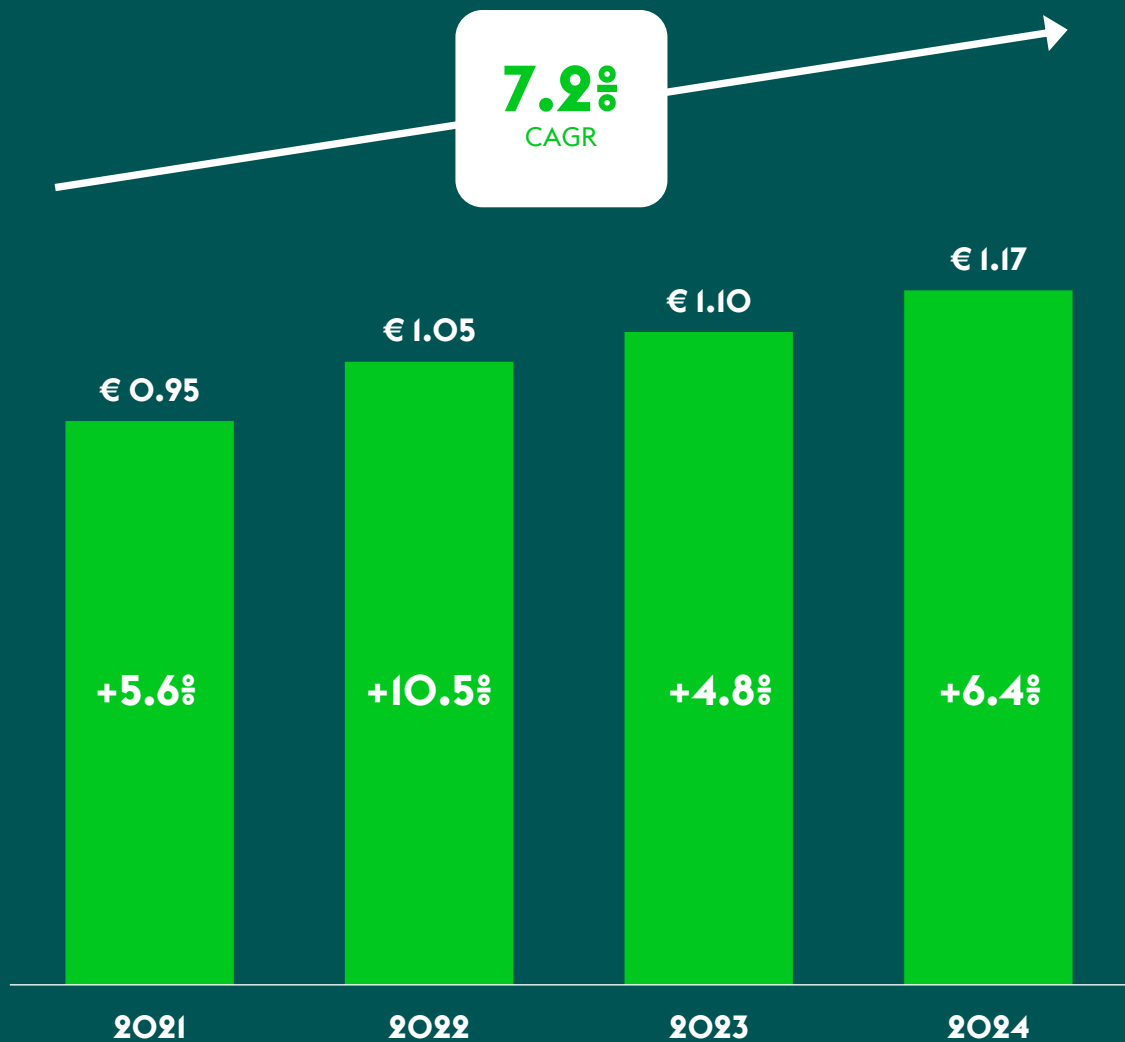
FCF FY2024 vs Last Year (in €m)



FY 2024 Net Debt Bridge

Net Debt FY2024 vs Last Year
(in €m)





**dividend
to increase
6.4% to €1.17**

reflecting our ambition to sustainably
grow the dividend per share

HC&P FY 2024

Healthy own brand
food sales

52.4%

vs LY (2.4)%pts

Nutri-score
algorithm change

Transition to Nutri-Score 2.0 algorithm had a negative impact of around 3.5%pts at group level.



Reduction in food
waste (T/ €million)

35%

vs LY 0%pt

Improved
data quality

Better measurement of waste recycling methods improved data quality. This negatively impacted performance with 4%pts vs LY

Reduction in
absolute CO2
equivalent
emissions (scope 1 &
2)

36%

vs LY +2% pts

Lower emissions
from refrigerants
in the US

Our US brands replaced and converted refrigeration systems lowering their Global Warming Potential (GWP) and leak rates



Reduction virgin
plastic packaging

10%

vs LY 0%pts

More
initiatives

Our brands implemented several initiatives replacing plastic packaging with paper or cardboard packaging.

prepared to navigate 2025



accelerate new store openings and remodels



add to the scope of price investments



enrich our omnichannel capabilities & drive growth in customer loyalty



scale technologies that have a proven and successful track record



starting the integration of Profi into our portfolio

2025 outlook

- Expected to add €3 billion in sales
- Dilutive impact to European margin in the first year will be offset by improvements in the rest of the EU region
- Net neutral expected impact to EPS taking net financial expenses into account
- Additional capital expenditure spend of €150 million with plans to open nearly 100 new stores

outlook 2025

1. Calculated as a percentage of underlying income from continuing operations
2. Management remains committed to the company's share buyback and dividend programs while continuously assessing macroeconomic, geopolitical, and legislative factors as part of its decision-making process. Additionally, the programs may be adjusted in response to corporate activities, including significant mergers and acquisitions.

**mid-to
high-single
digit growth**
underlying EPS

**at least
€2.2
billion**
free cash flow

**at least
€1.25 billion**
save for our customers

**around
€2.7 billion**
gross capital
expenditures

**underlying
operating margin
around 4.0%**

**year-over-
year growth**
in dividend per share^{1,2}

€1 billion
share buyback²

prepared to navigate 2025



accelerate new store openings and remodels



add to the scope of price investments



enrich our omnichannel capabilities & drive growth in customer loyalty



scale technologies that have a proven and successful track record

U.S. ready for more pronounced growth

- Expect to open an additional 10 new stores and over 220 remodels
- Accelerating Growing Together price investments, building on investments made in 2024
- Stop & Shop deploying CVP enhancements to improve customer perception





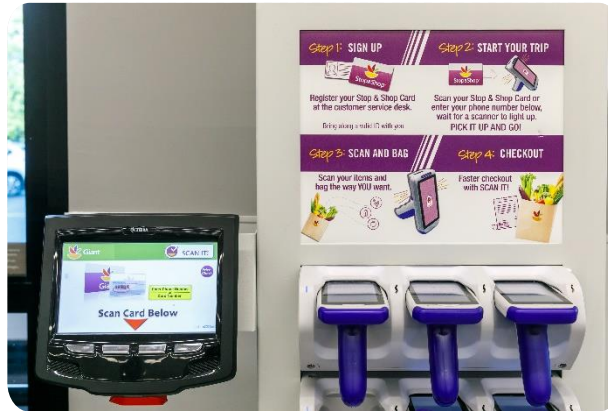
Delhaize Belgium shifts back to growth

- Plans to open 9 new stores
- Increasing Little Lions to 1,500 products
- Launching a new home shop center
- Bringing customers along on the sustainability journey
- Planned acquisition of Delfood, which includes 325 points of sale



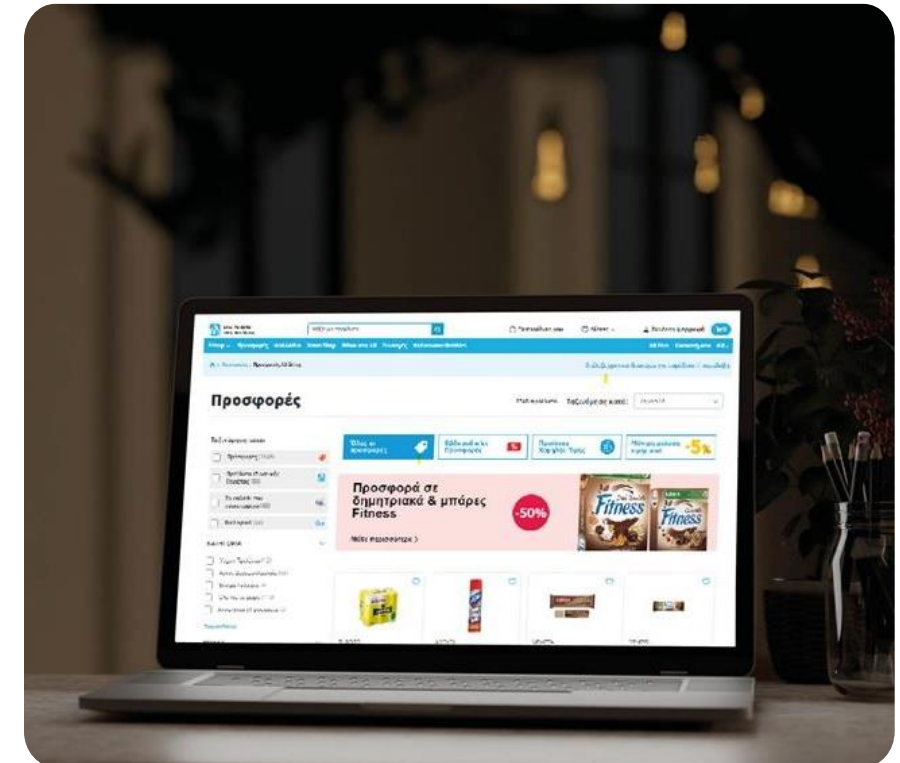
scaling and sharing technologies with a successful track record

- Rolling out SAP S/4HANA to our EU brands
- Ramping up operations at our AD/OI tech hub
- Bringing Gambit technology to the U.S. retail media business
- Implementation of PRISM technology at Food Lion and Hannaford

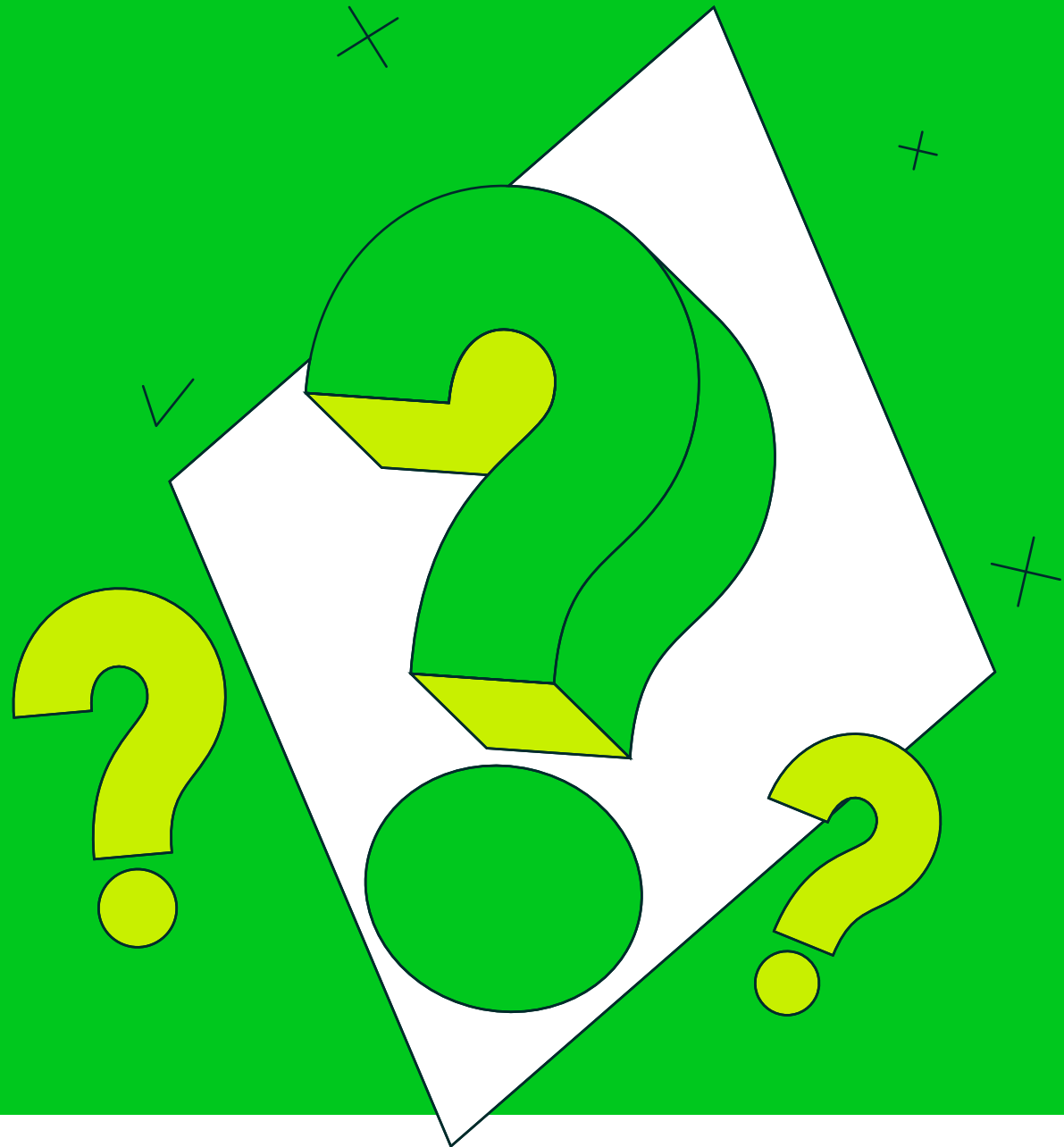


Join the AD/01 innovators and create the future of food retail.

ad/01 part of Ahold Delhaize



Q&A





Q4 & FY 2024
calendar

corporate calendar

rolling 12 months

