

Factsheet

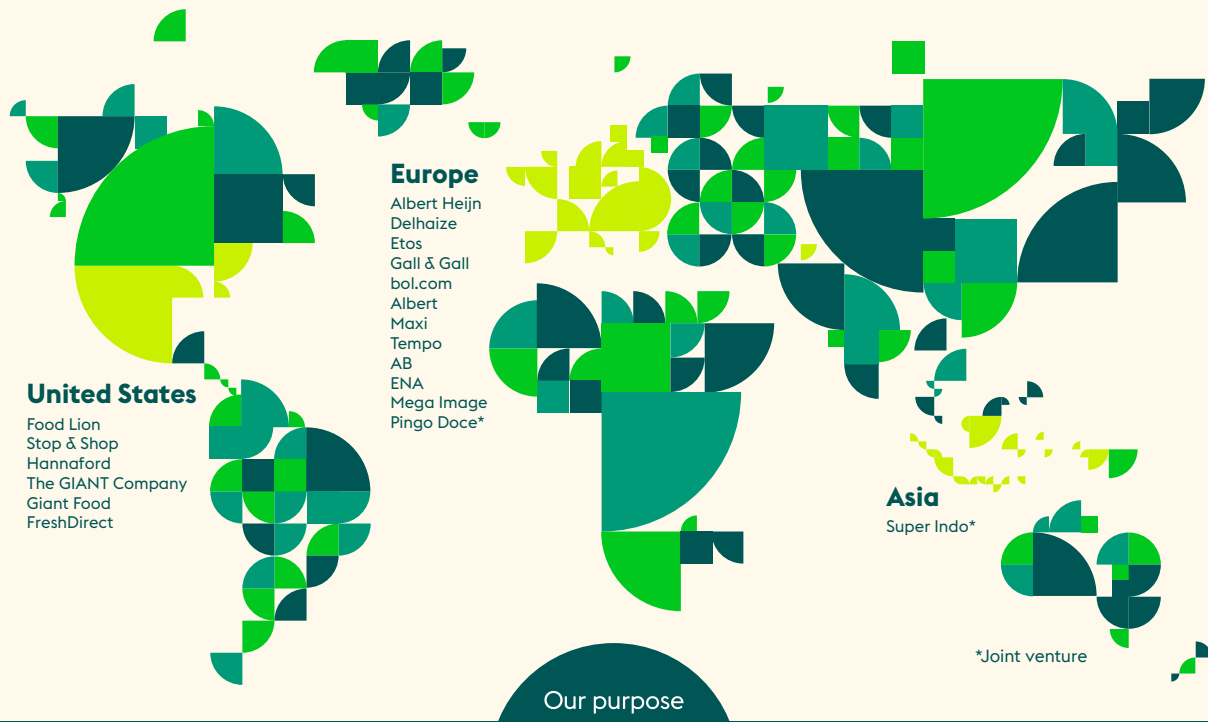


Ahold Delhaize is one of the world's largest food retail groups and a leader in both supermarkets and e-commerce. Its family of great local brands serves 55 million customers each week, both in stores and online, in the United States, Europe, and Indonesia. Together, these brands employ more than 413,000 associates in 7,452 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): > 55 mln

Number of stores:
~7,452

Number of associates:
413,000+



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



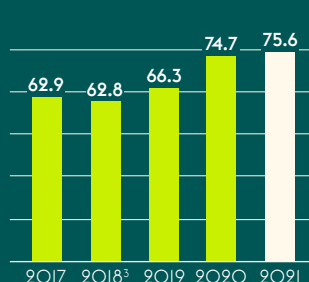
Group highlights

Net sales¹

€75.6bn

2020: €74.7bn

+1.2% (+3.3% at constant rates)

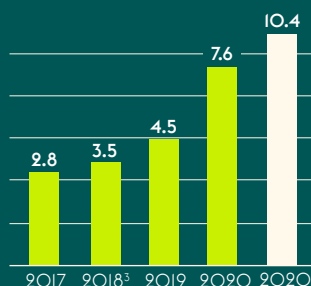


Net consumer online sales

€10.4bn

2020: €7.6bn

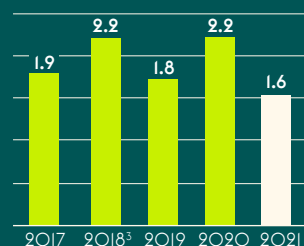
+37.3% (38.2% at constant rates)

Free cash flow²

€1.6bn

2020: €2.2bn

-26.4%

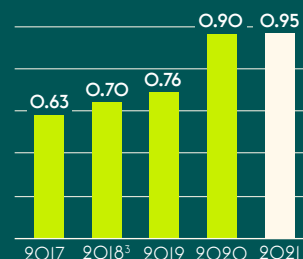


Dividend per common share

€0.95

2020: €0.90

+5.6%



Net income

€2.2bn

2020: €1.4bn

+60.8%

Underlying operating income

€3.3bn

2020: €3.6bn

-7.3%

Underlying operating income margin

4.4%

2020: 4.8%

-0.4 pp

Diluted income per share from continuing operations

€2.17

2020: €1.30

+66.6%

Diluted underlying income per share from continuing operations

€2.19

2020: €2.26

-3.4%

Own-brand food sales from healthy products⁴

53.6%

2020: 49.8%

Reduction in tonnes of food waste per food sales (t/€ million)⁵

18%

2021: 4.5t/€ million

2016 baseline: 5.48t/€ million

Reduction in absolute CO₂-equivalent emissions (scope 1 and 2)⁶

31%

2021: 2,827kt

2018 baseline: 4,073kt

Associate engagement score

79%

2020: 81%

Industry benchmark: 78%

MSCI INDEX

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2020: A

- Ahold Delhaize's 2021 fiscal year consisted of 52 weeks, while 2020 consisted of 53 weeks.
- In 2021, after €2.4 billion cash capital expenditure (2020: after €2.7 billion cash capital expenditure).
- The 2018 figures have been restated for the change of accounting policies (IFRS 16 Leases).
- Healthy sales percentage for 2021 is impacted by the transition to the Nutri-Score methodology instead of Choices in our European brands. See ESG statements for more information.
- The reduction is measured against the 2016 baseline. 2020: 4.5 t/€ million, a reduction of 17% compared to the 2016 baseline. See ESG statements for more information.
- The reduction is measured against the 2018 baseline. 2020: 3,148 ktonnes, a reduction of 23% compared to the 2018 baseline. Figures have been restated. See ESG statements for more information.

United States





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	1,104	406	184
Number of pick-up points	555	370	132
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	New York City, Connecticut, Westchester, Long Island & Hamptons, New Jersey, Philadelphia, Washington, D.C., Delaware, Maryland, Virginia
Store formats	Supermarkets, small urban supermarkets, online shopping	Supermarkets, online shopping	Online with 2-hour express, same-day and next-day delivery
Number of stores	190	164	3 million grocery items delivered to customers every week
Number of pick-up points	173	159	
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	FreshDirect makes great food easy to get.




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	1,122	834	527
Number of pick-up points	59	120	
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	609	More than 48,500 plaza partners
Customer proposition	Everyone an expert	The store for all of us





Market area	Greece	Czech Republic	Greece
Store formats	Supermarkets, convenience stores, cash and carry, online shopping	Supermarkets, hypermarkets, convenience stores	Supermarkets
Number of stores	578	334	14
Number of pick-up points	70		
Customer proposition	For all that you care about	It is worth it to eat better	Your partner for competitive grocery




Market area	Serbia	Romania	Serbia
Store formats	Supermarkets, convenience stores, hypermarkets, online shopping	Supermarkets, convenience stores, online shopping	Hypermarkets
Number of stores	457	920	9
Number of pick-up points	4		
Customer proposition	So good. So Maxi	Enjoy your life	Always in action



Market area	Indonesia	Portugal
Store formats	Compact supermarkets, supermarkets	Supermarkets
Number of stores	204	441
Customer proposition	Fresher, affordable, closer	It tastes good to pay so little

Netherlands, Belgium and Luxembourg

Central and Southeastern Europe

Joint venture