

# Factsheet

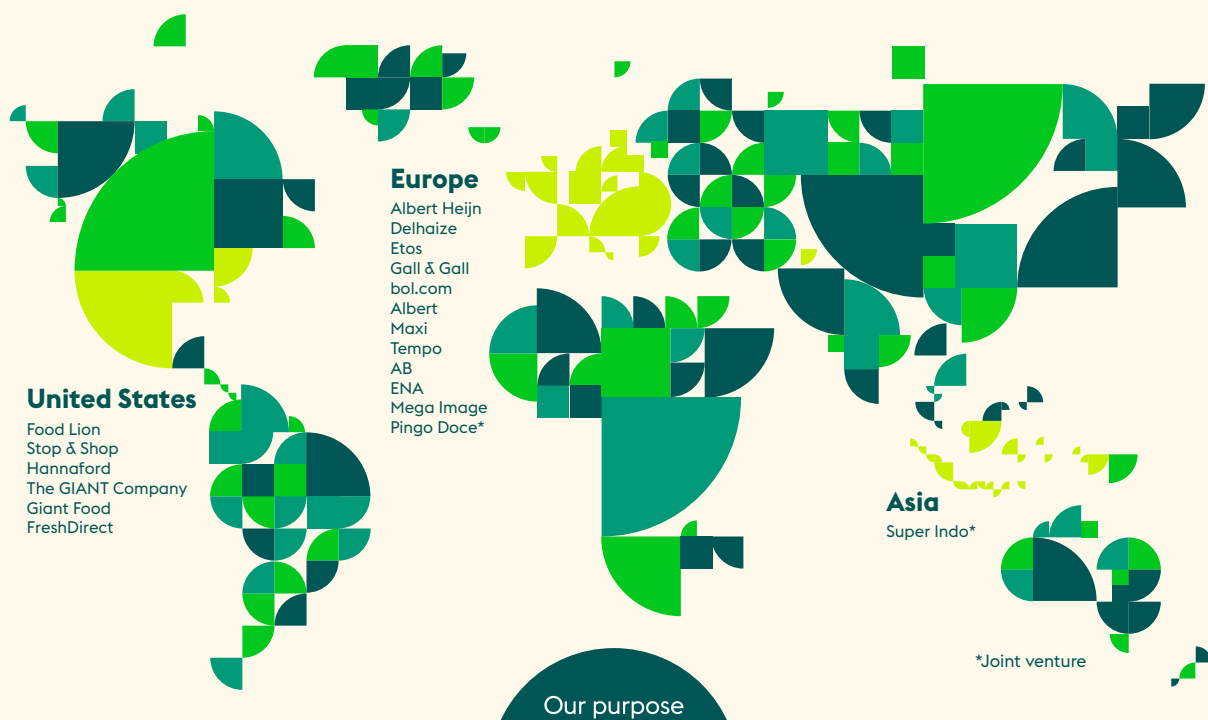


Ahold Delhaize is one of the world's largest food retail groups and a leader in both supermarkets and e-commerce. Its family of great local brands serves 54 million customers each week, both in stores and online, in the United States, Europe, and Indonesia. Together, these brands employ more than 410,000 associates in 7,137 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 it fulfil its purpose, achieve its vision and prepare its brands and businesses for tomorrow. Headquartered in Zaandam, the Netherlands.

**Number of customers (weekly): > 54 mln**

**Number of stores:**  
**~7,137**

**Number of associates:**  
**410,000+**



**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

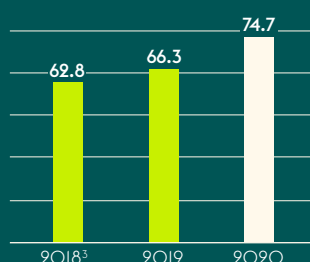


Group highlights <sup>1</sup>Net sales<sup>1</sup>

€74.7bn

2019: €66.3bn

+12.8% (+14.2% at constant rates)

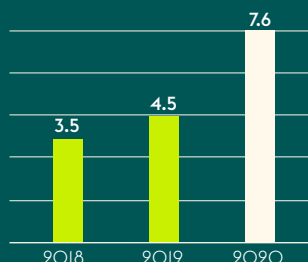


## Net consumer online sales

€7.6bn

2019: €4.5bn

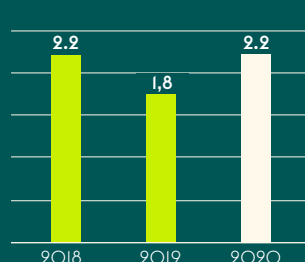
+66.6% (67.4% at constant rates)

Free cash flow<sup>2</sup>

€2.2bn

2019: €1.8bn

-19.3%

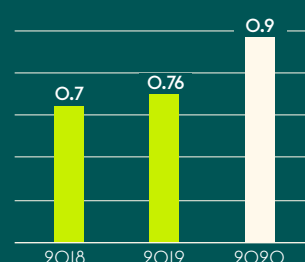


## Dividend per common share

€0.90

2019: €0.76

+18.4%

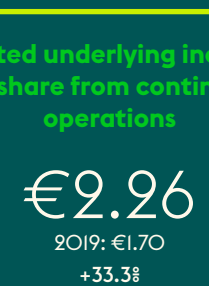


## Net income

€1.4bn

2019: €1.8bn

-20.9%



## Underlying operating income

€3.6bn

2019: €2.8bn

+29.4%



## Underlying operating income margin

4.8%

2019: 4.2%

+0.6% pp



## Diluted income per share from continuing operations

€1.3

2019: €1.59

-18%

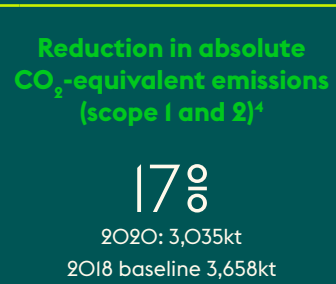


## Diluted underlying income per share from continuing operations

€2.26

2019: €1.70

+33.3%



## Own-brand food sales from healthy products

49.8%

2019: 47.9%

+1.9 percentage points (pp)

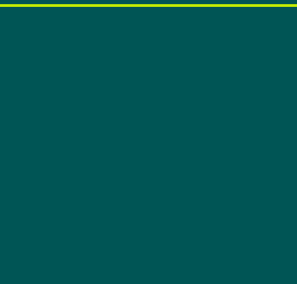


## Associate engagement score

81%

2019: 80%

Industry benchmark: 79%

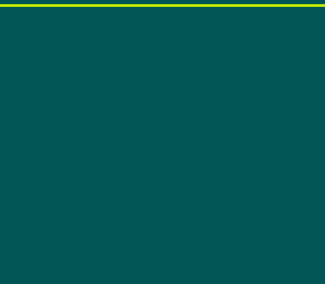


## Dow Jones Sustainability Index

83

2019: 69

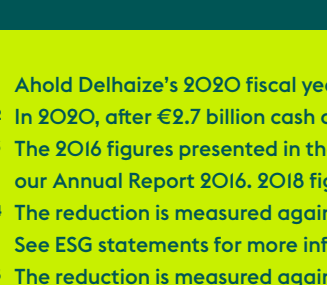
Industry average: 31

Reduction in absolute CO<sub>2</sub>-equivalent emissions (scope 1 and 2)<sup>4</sup>

17%

2020: 3,035kt

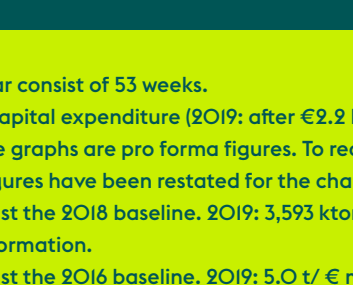
2018 baseline: 3,658kt

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

17%

2020: 4.5 t/€ million

2016 baseline: 5.48 t/€ million

<sup>1</sup> Ahold Delhaize's 2020 fiscal year consist of 53 weeks.<sup>2</sup> In 2020, after €2.7 billion cash capital expenditure (2019: after €2.2 billion cash capital expenditure).<sup>3</sup> The 2016 figures presented in the graphs are pro forma figures. To read more about the 2016 pro forma figures, please refer to our Annual Report 2016. 2018 figures have been restated for the change of accounting policies (IFRS 16 leases).<sup>4</sup> The reduction is measured against the 2018 baseline. 2019: 3,593 ktonnes, a reduction of 2% compared to the 2018 baseline. See ESG statements for more information.<sup>5</sup> The reduction is measured against the 2016 baseline. 2019: 5.0 t/ € million, a reduction of 9% compared to the 2016 baseline. See ESG statements for more information.

United States



<b>Market area</b>	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
<b>Store formats</b>	Supermarkets, online shopping	Supermarkets, online shopping	Supermarkets, online shopping
<b>Number of stores</b>	1,031	408	183
<b>Customer proposition</b>	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



<b>Market area</b>	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
<b>Store formats</b>	Supermarkets, small urban supermarkets, online shopping	Supermarkets, online shopping	Online with 2-hour express, same-day and next-day delivery
<b>Number of stores</b>	186	164	Online store with distribution from Bronx headquarters and six satellite locations
<b>Customer proposition</b>	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.



<b>Market area</b>	The Netherlands and Belgium	Belgium and Luxembourg	The Netherlands
<b>Store formats</b>	Supermarkets, convenience stores, online shopping	Supermarkets, convenience stores, online shopping	Drugstores, online shopping
<b>Number of stores</b>	1,050	819	535
<b>Customer proposition</b>	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



<b>Market area</b>	The Netherlands	The Netherlands and Belgium
<b>Store formats</b>	Liquor stores, online shopping	online shopping with a focus on general merchandise
<b>Number of stores</b>	582	more than 41,000 plaza partners
<b>Customer proposition</b>	Everyone an expert	The store for all of us



<b>Market area</b>	Greece	Czech Republic	Greece
<b>Store formats</b>	Supermarkets, convenience stores, cash and carry, online shopping	Supermarkets, hypermarkets, convenience stores	Supermarkets
<b>Number of stores</b>	528	328	14
<b>Customer proposition</b>	The joy of offering the best	It is worth it to eat better	Your partner for competitive grocery



<b>Market area</b>	Serbia	Romania	Serbia
<b>Store formats</b>	Supermarkets, convenience stores, hypermarkets, online shopping	Supermarkets, convenience stores, online shopping	Hypermarkets
<b>Number of stores</b>	445	856	9
<b>Customer proposition</b>	Always fresh, always near, always Maxi	Enjoy your life	Always in action



<b>Market area</b>	Indonesia	Portugal
<b>Store formats</b>	Compact supermarkets, supermarkets	Supermarkets
<b>Number of stores</b>	187	454
<b>Customer proposition</b>	Fresher, affordable, closer	It tastes good to pay so little

Netherlands, Belgium and Luxembourg

Central and Southeastern Europe

Joint venture