

Q1 2024 Ahold Delhaize Results

May 8, 2024



Cautionary notice

This communication includes forward-looking statements. All statements other than statements of historical facts may be forward-looking statements. Words and expressions such as reports, solid, outlook, through(out), value, continue(d), hard, ensur(e)/(ing), see, full-year, preparing, strategy, journey, growth, innovation, focused, provide, encouraging, performing, offers, drive, accelerate, reduc(e)/(ing), simplify, advantage, leads, strength, aim, working on, expanding, reinforces, ambitions, impact, help, progress, towards, remains, committed, will, subject to or other similar words or expressions are typically used to identify forward-looking statements.

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. Such factors 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; 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.

Welcome

JP O'Meara

SVP Investor Relations





Ahold Delhaize reports solid first quarter and reiterates 2024 outlook

- Throughout Q1 2024, our brands delivered value for customers despite continued economic headwinds. Teams in all our brands are working hard to offset inflation and ensure healthy food remains affordable for customers. We are starting to see the benefits from structural changes in our business related to the Belgium Future Plan and cost savings initiatives in the prior year
- Q1 Group net sales were **€21.7 billion**, up **1.3%** at constant exchange rates and up **0.4%** at actual exchange rates. Q1 comparable sales excluding gas increased by **1.6%** for the Group, with an increase of **0.8%** in the U.S. and an increase of **2.8%** in Europe.
- Net consumer online sales decreased by **1.0%** in Q1 at constant exchange rates, negatively impacted by 5.7 percentage points from the divestment of FreshDirect. This was partially offset by double-digit growth at Food Lion and Hannaford and accelerating growth at Albert Heijn.
- Q1 underlying operating margin was **4.0%**, in line with the prior year. Improvements in European performance were offset by modest declines in the U.S.
- Q1 IFRS operating income was **€803 million** and IFRS diluted EPS was **€0.54**. IFRS results were **€58 million** lower than underlying results primarily due to costs related to the Belgium Future Plan.
- Q1 diluted underlying EPS was **€0.59**, a decrease of **2.9%** compared to the prior year at actual rates.
- The Company reiterates its 2024 full-year outlook, including underlying operating margin of $\geq 4.0\%$; underlying EPS at around 2023 levels; free cash flow of around **€2.3 billion**; and net capital expenditures of around **€2.2 billion**.

Q1 2024

Business Highlights

Frans Muller



Preparing for our refreshed strategy and next phase of our journey

Elevating our
**customer value
proposition**



**Simplification of
organization** to
sustain growth
investments & drive
innovation

Focused on **cost
control and cash
flow delivery**



Leveraging our CVP to provide quality and savings to customers

Stop & Shop
participates in
**pilot SNAP
Rewards Program**



**W! Giant
SAVINGS
ON GIANT BRANDS**

Lower prices,
same quality
you love.



Giant Food **lowers prices** on hundreds of own brand items & **expands Flexible Rewards** loyalty program

Albert introduced **15% discount** on valid healthy foods for active users of My Albert app

OD TEĎ S APLIKACÍ
15% SLEVA



Newly converted Delhaize Belgium stores see encouraging results



Highlights

- All **128** stores have now signed agreements with independent buyers
- Over half way through store conversions with **76** stores complete
- Market share recovered to pre-announcement levels
- Converted stores performing better than expected due to strong local presence



One support organization for U.S. businesses: Ahold Delhaize USA



Albert Heijn offers innovative proposition for business customers



Highlights

- Grew on the B2B market with **new partnerships** with large childcare services and healthcare providers
- Offers all business customers a standard **10% discount** on all organic and AH Terra products, the fully plant-based own-brand line
- Over **1 million** AH premium customers



1/23



Investing in new initiatives to drive innovation and accelerate our digital transformation

The home of techies with taste.



ad/01 The shells that build the future of food retail.

AD/O1

Q1 2024

Financial Highlights

Jolanda Poots-Bijl, CFO



First Quarter results 2024

Underlying Results



Net sales
€21.7bn
vs LY constant rates
+1.3%

Comparable
Sales Growth
excl. gas
+1.6%
U.S. +0.8% EU +2.8%

Underlying
operating income²
€861m
vs LY constant rates
+0.7%

Underlying
operating
margin²
4.0%
vs LY constant rates
0.0 pts

Net Consumer
Online Sales^{1,3}
€2.9bn
vs LY constant rates
(1.0%)

Underlying
income
from continuing op.²
€557m
vs LY constant rates
(5.1%)

Diluted
Underlying EPS
€0.59
vs LY actual rates
(2.9%)

1. 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).
2. 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
3. Negatively impacted by 5.7 percentage points from divestment of FreshDirect

First Quarter results 2024

IFRS-Reported Results



Net sales
€21.7bn
vs LY actual rates
+0.4%

Online Sales¹
€2.2bn
vs LY actual rates
(1.2%)

Operating income
€803m
vs LY actual rates
(2.3%)

Operating
margin
3.7%
vs LY actual rates
(0.1) pts

- €58m in costs driven primarily by the Belgium Future Plan

Income
from continuing
operations
€513m
vs LY actual rates
(8.6%)

Diluted
EPS
€0.54
vs LY actual rates
(5.4%)

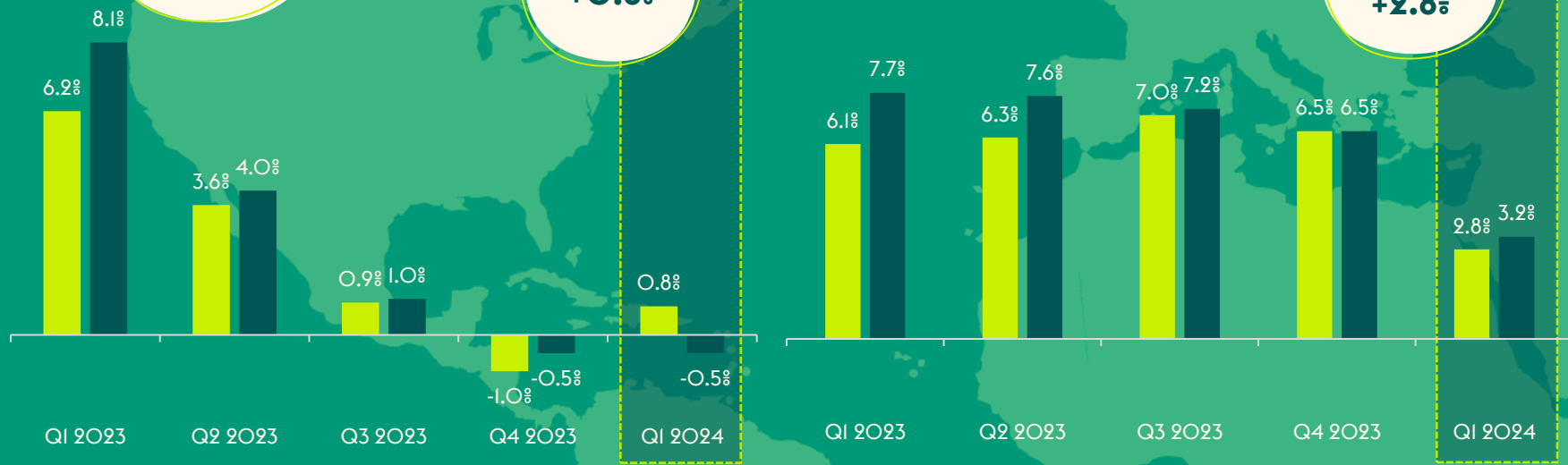
Comparable sales growth trends by region

Ex. Gas

**Q1 Group
Comparable
Sales Growth
excl. gas
+1.6%**

**U.S. Q1
+0.8%**

**Europe
Q1
+2.8%**



USA: Q1 2024

Net sales
€13.3bn
 vs LY constant rates
 (0.6%)

Comparable
 sales growth ex gas
0.8%
 vs LY

Online
 sales growth¹
(10.1%)
 vs LY constant rates

Underlying
 operating margin
4.6%
 vs LY
 (0.2 pts)

Ahold Delhaize USA

Moved to one support brand, **Ahold Delhaize USA**, to reduce complexity and simplify the support function operating model

Stop & Shop

Invested over **\$800,000** in its School Food Pantry Program -- ensuring kids don't go to school hungry, and bringing the number of schools to over 230



Giant Food

For fourth year in a row, Giant Food's Flexible Rewards Program named one of the **top grocery rewards programs** in the U.S. by Newsweek

The GIANT Company

1.2 million customers took advantage of **'Weekly Pro Pick'**, a newly launched program that features items customers need the most at the best value



Hannaford

Opened **2 new stores** from Paradis Shop 'n Save acquisition, bringing store count to 189



1. Negatively impacted by 14.8 percentage points from divestment of FreshDirect

Food Lion leads US brand performance



FOOD LION



Highlights

- Achieved **46th** quarter of consecutive sales growth
- Remodeled stores in the Wilmington & Greenville markets continue to deliver against expectations
- Recognized as the **#1 Grocery Loyalty Program** on the East Coast by Newsweek
- Honored with the Energy Star Award for the **23rd** consecutive year



Europe: Q1 2024

Net sales

€8.5bn

vs LY constant rates
+4.6%

Comparable
sales growth ex gas

2.8%

vs LY

Underlying
operating margin

3.2%

vs LY
+0.3 pts

Online
sales growth

8.9%

vs LY constant rates

EU Tech

Launched a **new Tech Studio** in Romania to strengthen digital, data and tech talent, capabilities and innovation for EU brands

Alfa Beta

Opened new **Export Hub** to deliver over 70,000 tons of Greek fruits, vegetables and other goods to CSE brands



Maxi Serbia

Organized a climate seminar with suppliers with the aim of jointly working on reducing the carbon footprint in the supply-chain

Albert

First EU brand to **launch converged app**. The new app enhances the customer online shopping experience while scaling technology in the region



bol

Celebrated its **25th anniversary** by holding a strategy event looking to a future focused more on circular, sustainable shopping

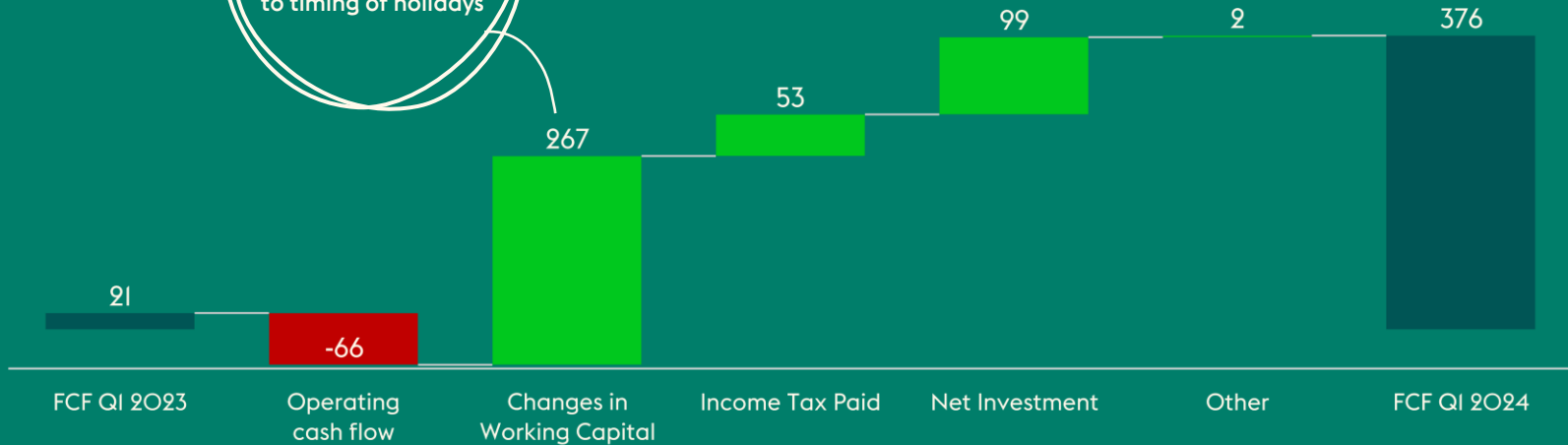


Q1 Free Cash Flow Bridge

FCF Q1 2024 vs Last Year (in €m)

Divestments were
€129 million higher
primarily due to sale
of two U.S. meat
packaging facilities

Largely due to
favorable changes in
inventory in the US due
to timing of holidays



Sustainable financing reinforces continued alignment of funding strategy to sustainability strategy and ESG ambitions

2024 Financing

- Priced a €1.6 billion multi-tranche EUR transaction, including:
- €500 million green bond
- €700 million sustainability-linked bond
- €400 million floating-rate note

Impact of 2023 Green Bonds

- Issued green bond impact & allocation report for 2023 bonds
- Proceeds have contributed to green buildings, energy efficiency, pollution prevention & control, and clean transportation.
- Green projects help Ahold Delhaize progress towards our Net Zero ambitions



≥4.0%
Underlying
Operating Margin

**around
2023
levels**
Underlying
diluted EPS

**around
€2.2
billion**
Net Capital
Expenditures

**around
€2.3
billion**
Free Cash Flow

€1 billion
Share Buyback²

**≥€1
billion**
Save for
Our Customers

**YOY
growth**
in dividend per
share^{1,2}

1. Calculated as a percentage of underlying income from continuing operations.
2. Management remains committed to our share buyback and dividend programs, but, given the uncertainty caused by the wider macro-economic consequences due to increased geopolitical unrest, will continue to monitor macro-economic developments. The program is also subject to changes resulting from corporate activities, such as material M&A activity.

2024

Register for Strategy Day!

Thursday, May 23
2.00 pm to 6.00 pm CEST

Sign up for the webcast via the website



Q&A

FOOD  LION

 STOP & SHOP



 The
GIANT
Company

 Giant

 Albert Heijn



Etos

 albert

bol.

 MAXI



 Βασιλόπουλος
...και σας βοηθάει το γιατί!



 ENA FOOD
CASH & CARRY

Gall & Gall
SINCE 1864

Corporate Calendar 2024

Q2 2024

April - June

April 10
Annual Shareholder Meeting

April 25
**Final dividend 2023
payment date**

May 8
Q1 2024 Results

May 22-23
Strategy Day

Q3 2024

July - Sept

August 7
Q2 2024 Results

End of August
**Interim dividend 2024
payment date**

Q4 2024

Oct - Dec

November 6
Q3 2024 results

Thank you

FOOD  LION

 STOP & SHOP



 The
GIANT
Company

 Giant

 Albert Heijn



Etos

 albert

bol.

 **MAXI**



 Βασιλόπουλος
...και του σουβιτσο το γιατί!



 **ENA FOOD**
CASH & CARRY

Gall & Gall
SINCE 1884