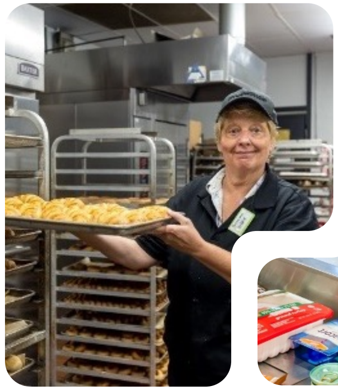
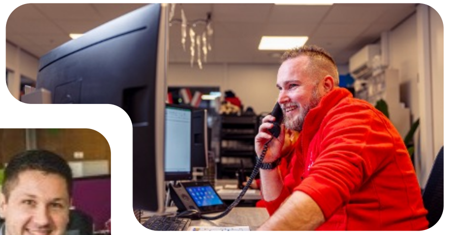
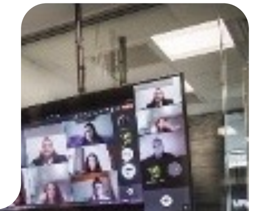
our great local brands

Ahold Delhaize



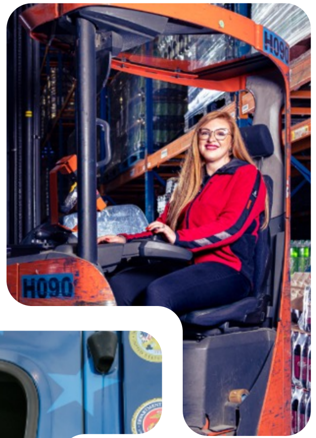


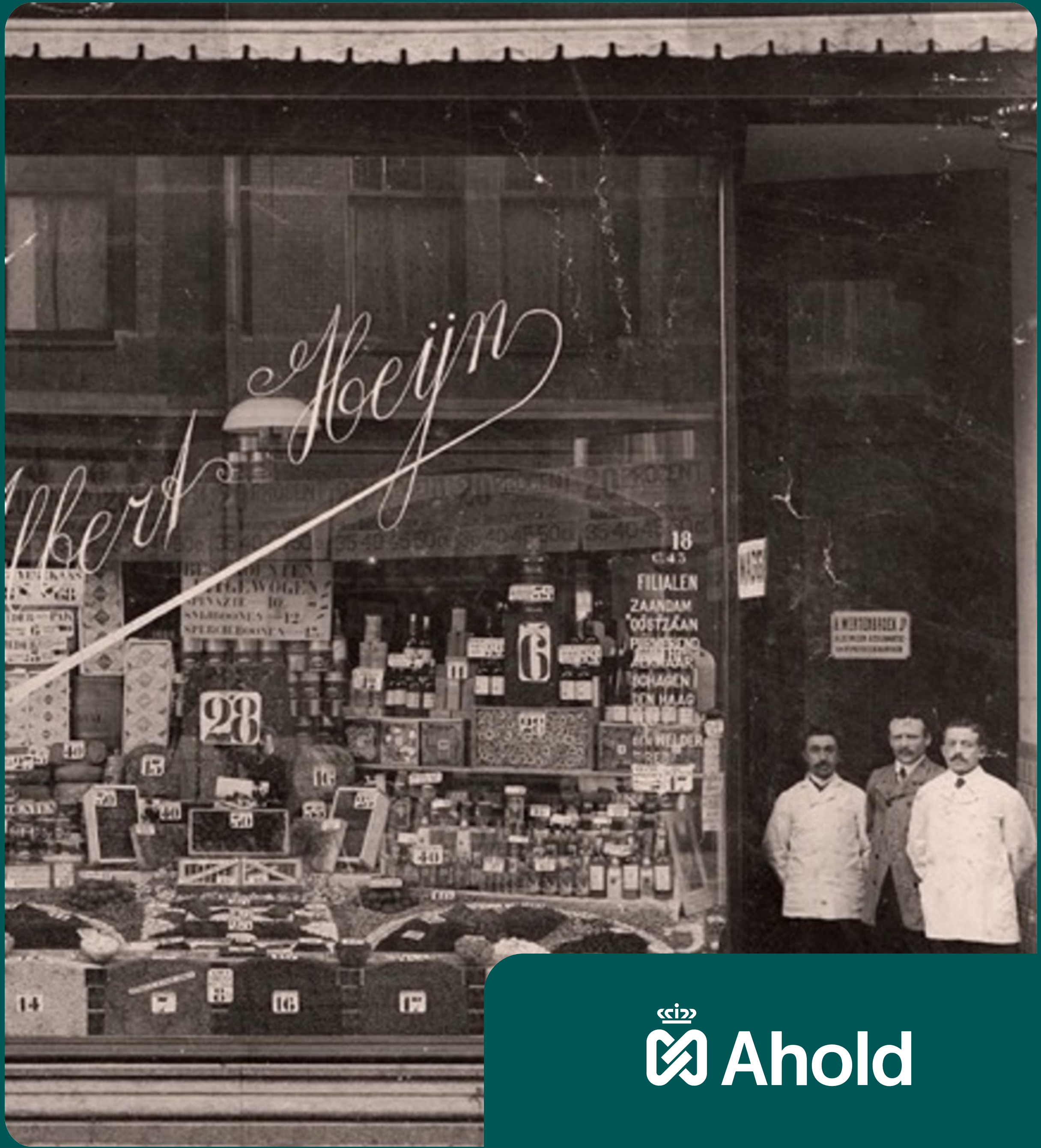


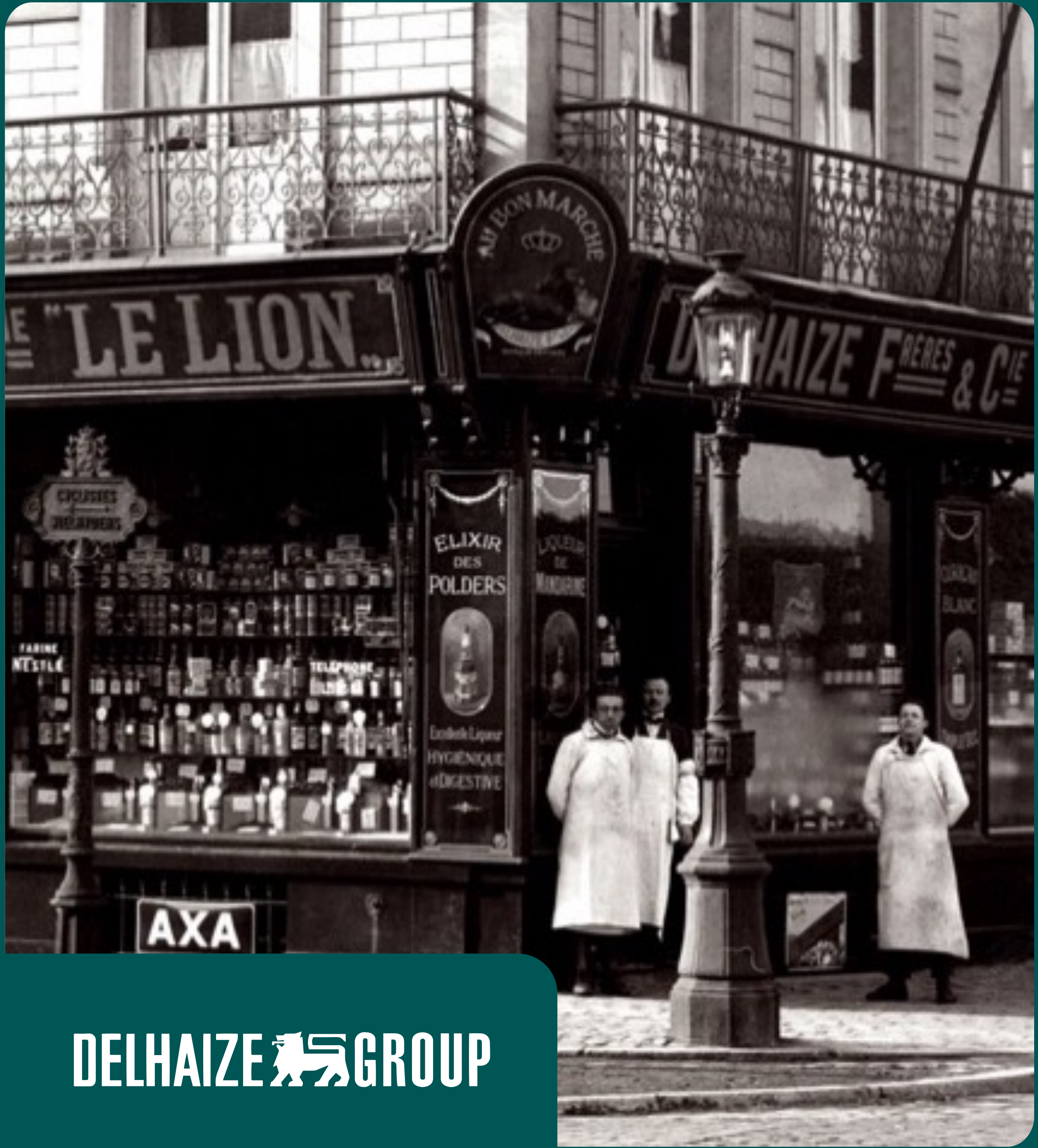









Ahold

DELHAIZE GROUP

our brands have been

successfully serving customers for more than 150 years

our foundation has positioned us well

for future success

2016 - 2018

better together

executed post-merger ambitions

created the new culture and ways of working

2019 - 2023

leading together

unlocked value by further leveraging transatlantic and regional scale

2024+

growing together

refreshed purpose, vision, strategic priorities

built

a strong foundation

accelerating

what makes a difference

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

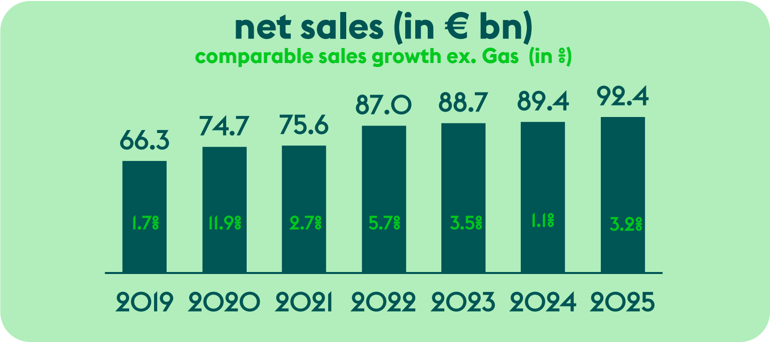
our strategic priorities

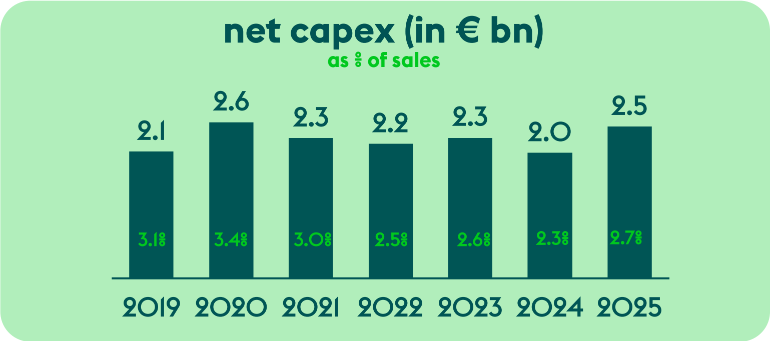
- trusted **product**
- vibrant **customer experiences**
- healthy **communities & planet**
- driving **customer innovation**
- portfolio & operational **excellence**
- thriving **people**

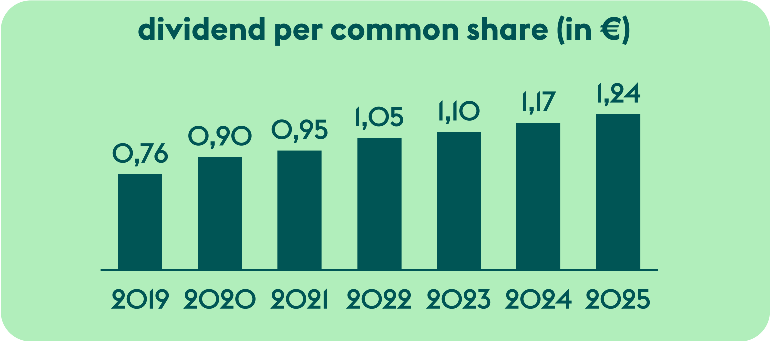
our ambitions 2025-2028

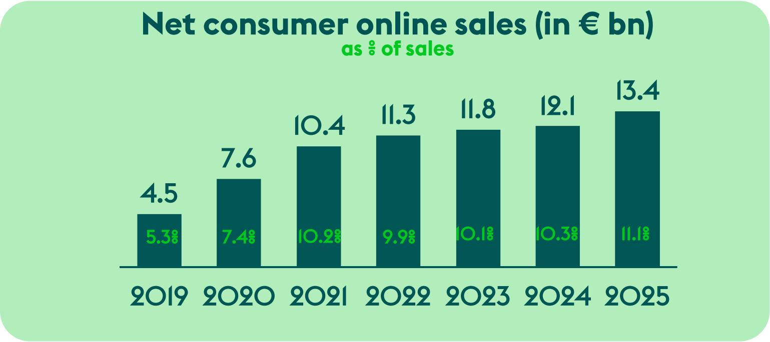
- profitable growth...
- industry leading margins
- strong free cash flow
- growing shareholder returns
- ...and delivering on our purpose

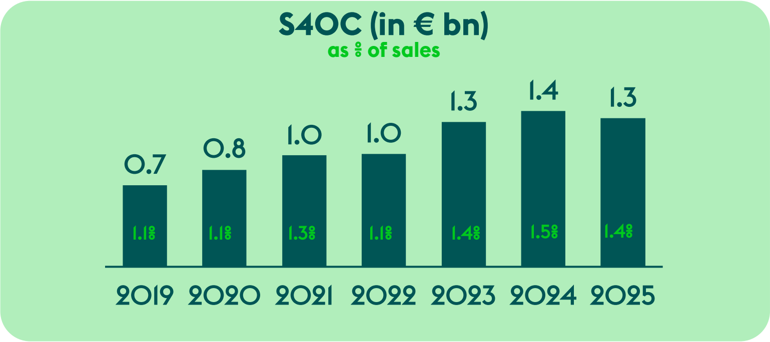
strong and consistent performance reiterates Ahold Delhaize's "safe haven" status

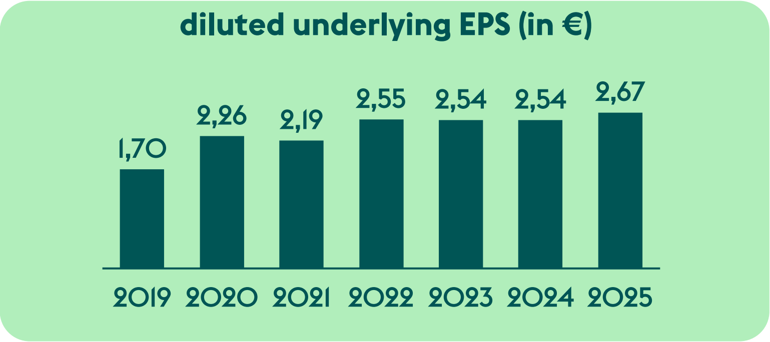


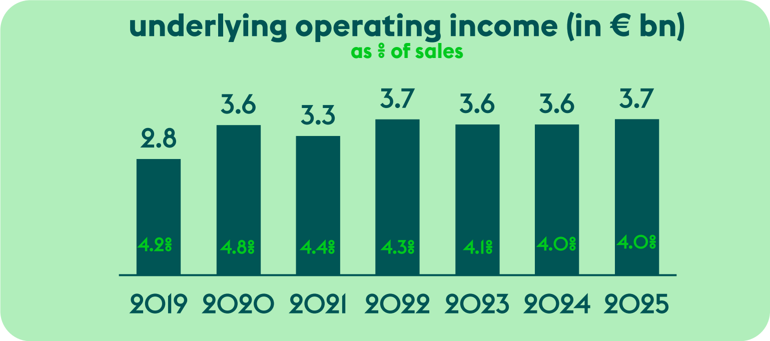


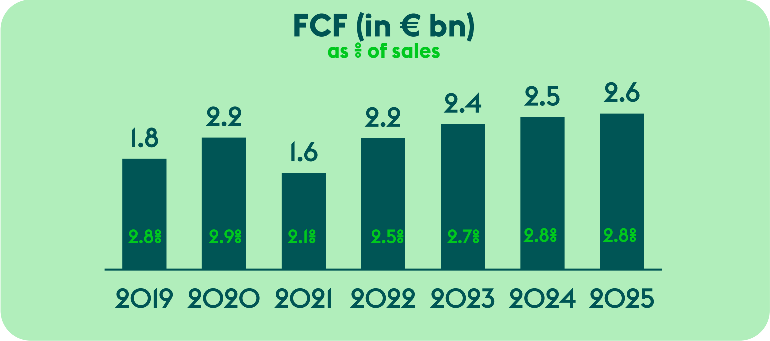


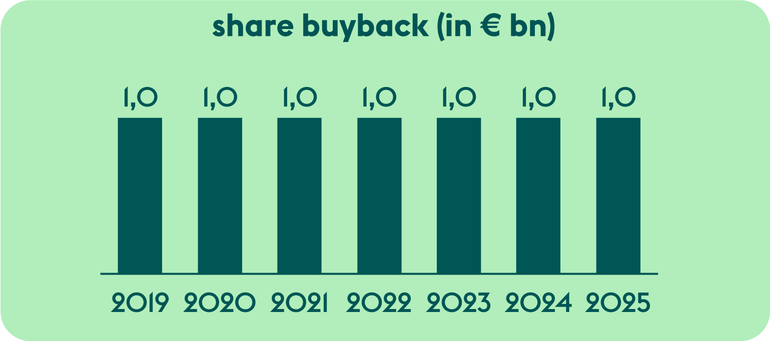




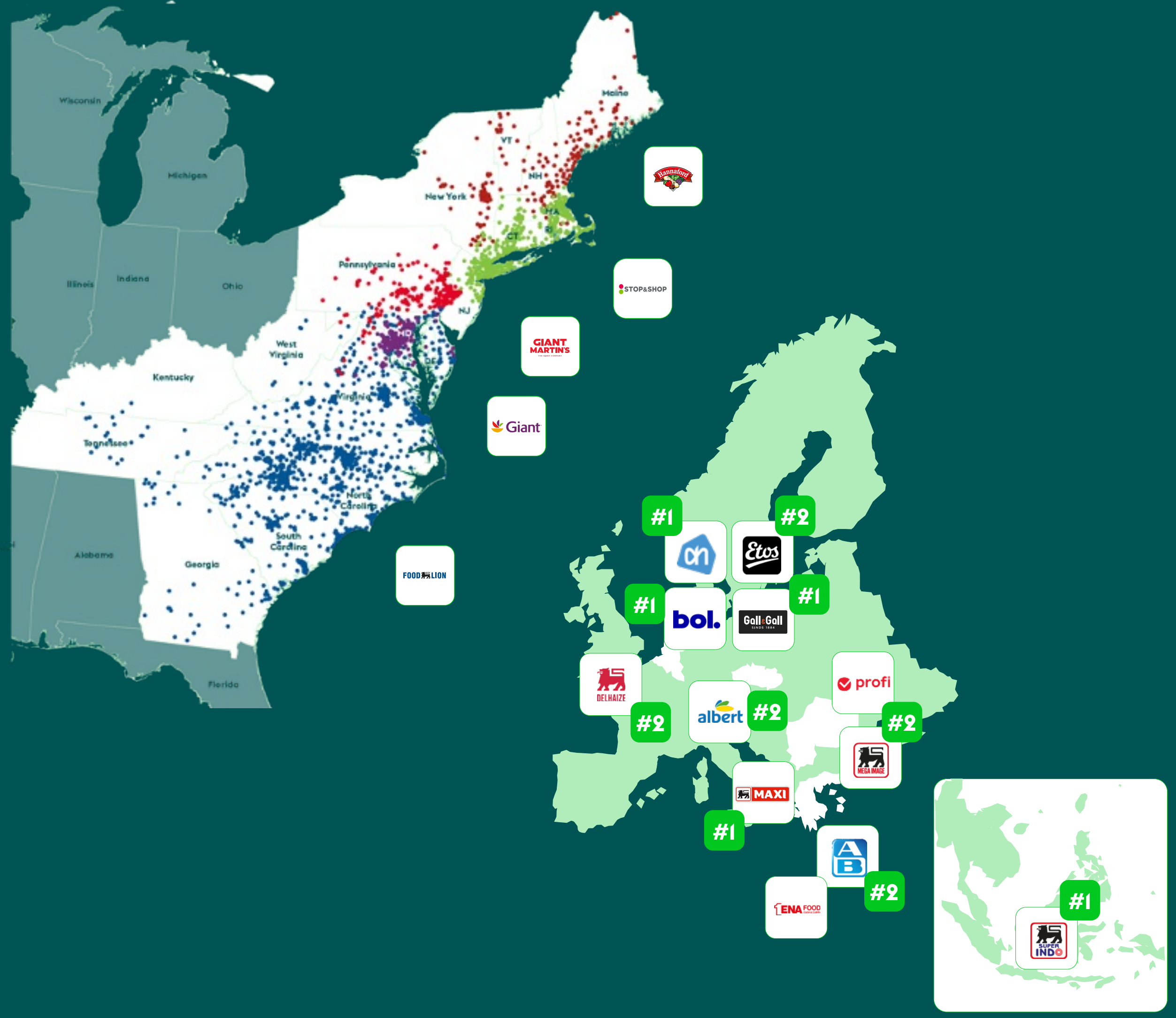








key figures 2025



countries
10

net sales
€92.4bn

# of stores
9,551

reduction in absolute CO_2-equivalent emissions[1] (Scope 1+2)
39.1%

customers per week
77m

free cash flow of
€2.6bn

local brands
17

own-brand food sales from healthy products
52.1%

# of associates[3]
384,000

monthly mobile app users
>21m

underlying operating margin
4.0%

net capex of
€2.5bn

reduction in food waste[2]
39.1%

Notes:
Key financial figures are taken from the 2025 annual report
1. % reduction is based on the cumulative trajectory towards the 50% reduction of absolute scope 1 and 2 CO-2 equivalent emissions by 2030 compared to our restated 2018 baseline. Amount is from own operations.
2. Measured in tonnes of food waste per food sales against the restated 2016 baseline
3. Excluding our joint venture brands' associates

outlook 2026

mid-to high-single digit growth
underlying EPS[2]

at least €2.3 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[3,4]

€1 billion
share buyback[3]

2026 is a 53-week calendar year
1. Based on constant rates
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.
3. Our dividend policy is to target a dividend payout ratio range of 40-50%

the local brands of ADUSA comprise
the largest grocery retail group on the East Coast

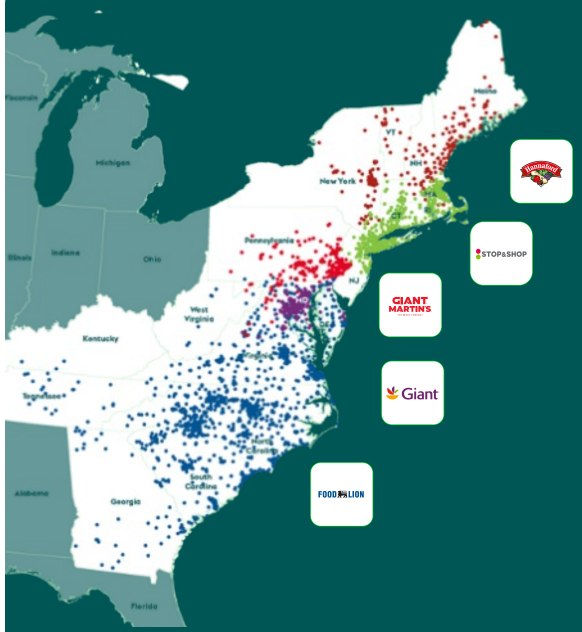
consistent UOM performance

>14.5m households served

32.5% digitally engaged customers

>2,015 stores across 19 states

4.5% underlying operating margin

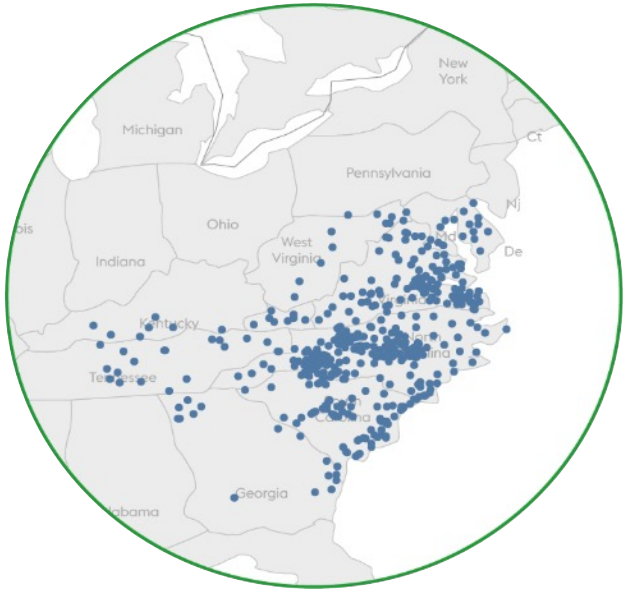


$60bn U.S. sales in 2025

>100 years of heritage

+26M weekly customer trips

>223k associates across all companies



FOOD LION

Easy, Fresh & Affordable... You Can Count on Food Lion Every Day!

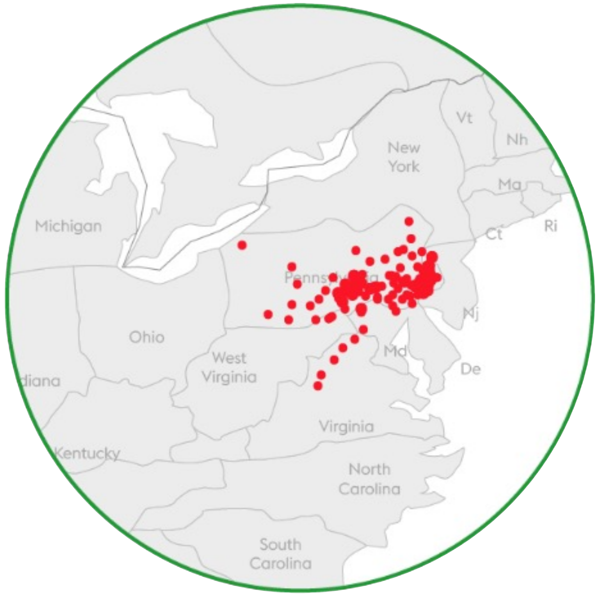
1957
established in

1,110
stores

793
pick-up points

We deliver value & freshness with kindness, everyday

- Omnichannel retail market leader with more than 130 shop-in-shop pharmacies
- Main competitors: Walmart, Weis, Acme, Wegmans, Aldi, and ShopRite
- **Investments in price, new stores and remodels** are the key priorities of Giant's future growth plan
- Raised **more than $50 million** for Children's Miracle Network hospitals over 23 years

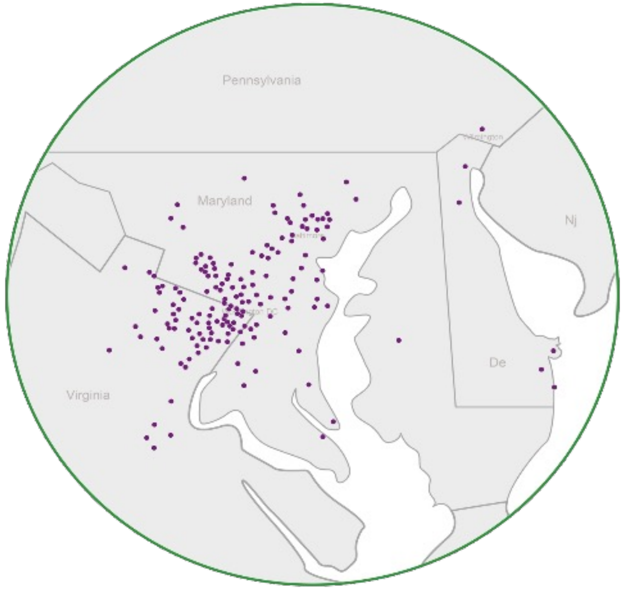


1923
established in

194
stores

189
pick-up points

Published in March 2026



Giant

Better Place to Shop, Better Place to Work, and Better Neighbor

- Online and physical grocery leader with more than 150 shop-in-shop pharmacies
- Main competitors: Safeway, CVS, Walmart, Kroger, Costco, and Wegmans
- High focus on cost reduction to realize growth plan by **investing in customer experience, stores and products**
- Donates more than **one million meals** every year to fight insecurity

1936
established in

163
stores

161
pick-up points

The full shop... fresh, local, priced right, healthy, great service

- Number one omnichannel grocery player in Northeast USA
- Main competitors: Market Basket, Walmart, Shaw's and Star Market, Price Chopper, ShopRite
- Hannaford donates the equivalent of **26 million meals** in rescue food every year
- **Investments in product development, stores and eCommerce** to drive the continuous strong performance of Hannaford

1883 established in

188 stores

175 pick-up points

STOP&SHOP

My Stop & Shop helps me save money, save time and eat well

- Leading grocer in Northeast market with high competitor density
- Main competitors: CVS, ShopRite, Market Basket, BJ's, Walmart, Costco and Whole Foods
- **Strong price investment plan** will improve Stop & Shops price perception
- Closure of stores has positive impact on profitability of Stop & Shop
- Stop & Shop raised **over $60 million** for the Dana-Farber Cancer Institute

1914
established in

362
stores

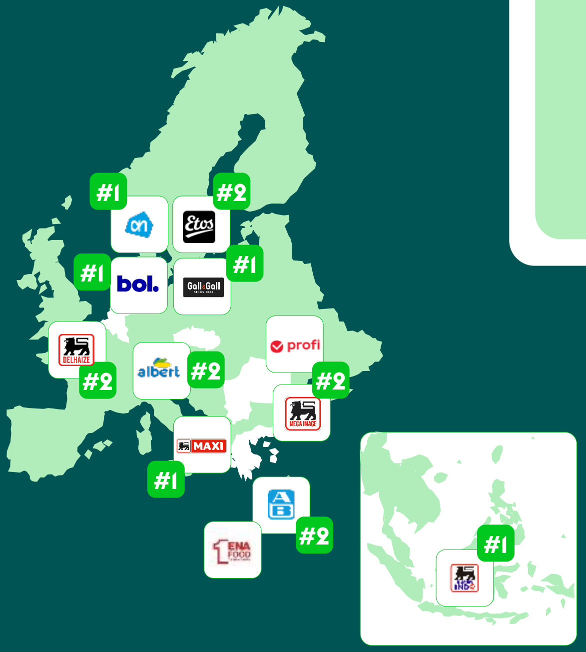
352
pick-up points

AD EU&I is a
front-running retail organization

>150 years of heritage

>7,530 stores across Europe

>161k associates



Albert Heijn

That is the good thing about Albert Heijn

- Omnichannel grocery leader with presence in both The Netherlands and Belgium
- Main competitors: Jumbo and Lidl
- **Strong financial performance** in combination with market share growth in The Netherlands and Belgium since 2020
- Focus on **customer loyalty** and **sales growth**

1887
established in

1,288
stores

29
pick-up points

The best drugstore with the best and affordable solutions for Health, Beauty, Care & Baby

- Strong omnichannel drugstore active in the Netherlands
- Main competitor: Kruidvat
- **Strong online proposition due to collaboration with Albert Heijn**
- Unlocked Derma market in The Netherlands in 2024
- Active in **rapidly growing market**

1919
established in

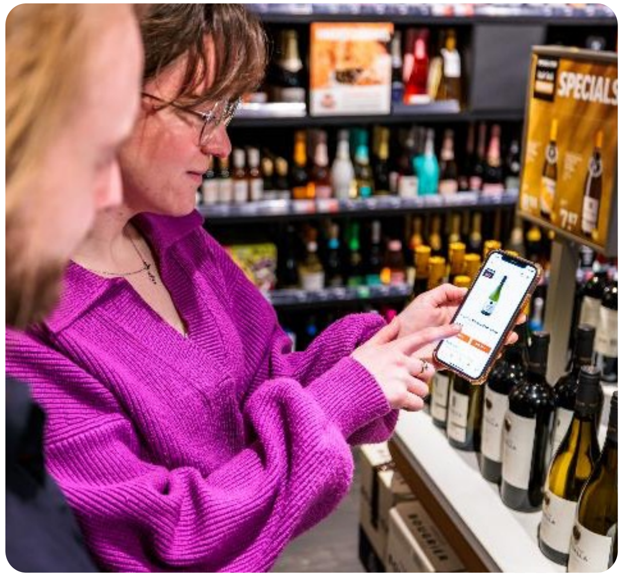
506
stores

-
pick-up points

Gall & Gall
SINDS 1884

Everyone an expert

- Leading wine and liquor retailer in The Netherlands
- Scattered competitive playing field
- Takes **leading role with regards to trends and product innovation** in its market
- **Working together with Albert Heijn to boost sales and market share of both parties**



1884
established in

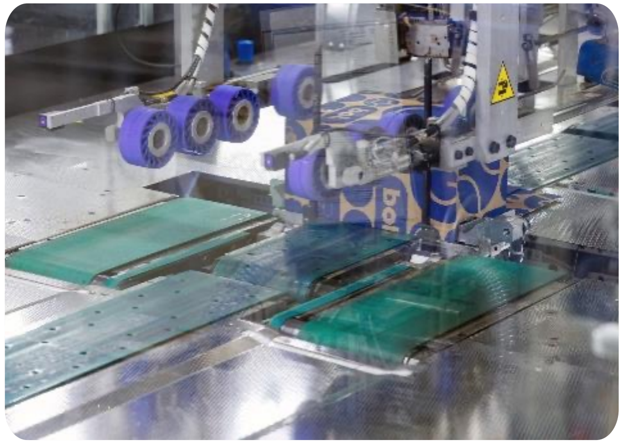
629
stores

-
pick-up points

bol.

The store for us all

- Number one online marketplace with a focus on general merchandise in both the Netherlands and Belgium
- Main competitors: Coolblue, Amazon, Zalando, Alibaba, Temu, Shein
- **Over 13.7 million people** in the Netherlands and Belgium shop at bol
- **Wide Assortment** - over 41 million products are offered by both bol itself and third parties



1999
established in

~45,500
Marketplace partners

-
pick-up points

DELHAIZE

On the side of life

- Omnichannel grocery player in Belgium
- Main competitors: Colruyt, Carrefour, Aldi and Lidl
- All store conversions to new affiliates model completed
- Converted stores performing better than expected due to **strong local presence, Sunday openings** and **entrepreneurial mindset** of affiliates
- Achieved a **market share of around 22%**

1867
established in

819
stores

131
pick-up points

albert

It is worth it to eat better

- Food retailer with physical and online presence in Czech Republic. Brick and mortar stores divided into three categories: Hypermarket, supermarkets and convenience stores
- Main competitors: Lidl, Kaufland and Billa
- Strategy and proposition has led to a **solid performances** and **market share gain** over the last years
- Leveraging momentum and investments to become market leader

1991
established in

349
stores

-
pick-up points

MAXI

Always fresh, always near, always Maxi

- **Grocery market leader in Serbia** with hypermarkets, supermarkets, convenience stores and online presence
- Main competitors: Mercator and Lidl
- Investing in Maxi's strong proposition to strengthen position as market leader
- Around **75%** of Maxi own-brand products come from **local producers**

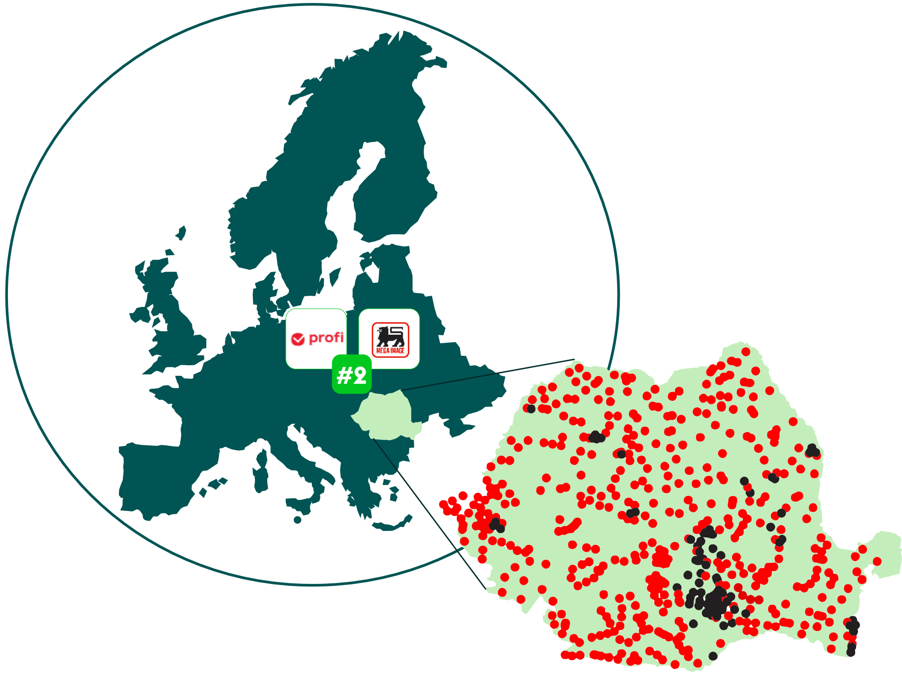
2000
established in

546
stores

-
pick-up points

Enjoy your life
Everyday low price

- Due to acquisition of Profi Ahold Delhaize became the second largest food retailer in Romania
- Main competitors: Kaufland, Lidl and Carrefour
- Mega Image stores are mostly located in cities especially in Bucharest where it is the market leader
- Profi has a **strong format fit** and is **complementary to Mega Image's customer propositions** due to its strong presence in rural area



1995/1979
established in

993/1,745
stores

-
pick-up points

Βασιλόπουλος ...και του πουλιού το γάλα!
ENA FOOD CASH & CARRY

Here, good is for everyone

- Omnichannel food retailer in Greece with supermarkets, cash & carry and convenience stores
- Main competitors: Sklavenitis and Lidl
- Leveraging the **franchise model** to drive future growth

1939/2001
established in

645/14
stores

-
pick-up points

Fresh, affordable, closer

- Number one supermarket chain in Indonesia
- Main competitors: Matahari group and Supra Boga Lestari
- Investments in **store expansion** and **online coverage**

1997
established in

275
stores

-
pick-up points


Good food to
eren,
ij de