

Omnichannel Growth – EU&I

Wouter Kolk

Chief Executive Officer Ahold Delhaize
Europe & Indonesia



Our footprint in Europe & Indonesia



11

great local
brands¹



>5,300

stores
across Europe



>170

thousand
associates



12% eCommerce
penetration
incl. bol.com



Market
share growth
in key
markets

bol.com[®]
de winkel van ons allemaal

Gall & Gall
SINDS 1884

ah Albert Heijn

Etos **albert**

Βασιλόπουλος
...Και του πουλιού το γάλα!

pingo doce
...και την pingo do doce

MAXI

MEGA IMAGE

SUPER INDO

DELHAIZE

¹Including JVs Pingo Doce and SuperIndo

In 2021 we accelerated further transformation across our EU&I Brands

In the service of our customer, focusing on our Omnichannel CVP



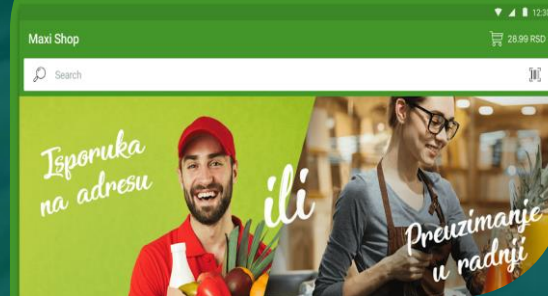
€7b

Net consumer sales
(NCS)

30%

NCS growth

Discover the Maxi App. Doing your groceries fast and easy.



>250

Store openings &

>130 remodels

10m

Addressable
cardholders



Accelerating the transformation towards 2025

In the service of our customer, focusing on our omnichannel CVP



€15b
NCS



20%
NCS CAGR



>800
Store openings



20m
Addressable cardholders

4 priorities for the next 4 years

For customers

Serve customers with deeper (digital) relationships

For operations

Accelerate the omnichannel transformation & continue to be the best local operators

For H&S

Lead the transformation into a healthy & sustainable food system

For our portfolio

Create the ecosystem for smarter customer journeys

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Our omnichannel CVP is at the heart of our great local brands

Driving the best customer
experience in every aspect



Great local brand CVP



Fresh & Healthy

Striving for a healthier and better living for all



Local & Trusted

Offering products from local suppliers



Relevant Assortment and Leading Own Brands

Optimize our OB assortment & choices



Bakery and deli
improvements



Local
delicacies



Expanding own
brand organic
& fresh offering

#1 bio: Nature's
Promise



Offering from
local farmers



Plaza **Partners**
at bol.com



Great local brand CVP



Great Value

Drive price & value



Price
Favorites & 2-
tier own brand



Personalized

Shaping loyalty with future proof
features & personalized offering



Loyalty
schemes
implemented
everywhere



Convenient

Drive seamless omnichannel
engagement



Self-scan & ESL
implementation

Optimization
price, promo
and assortment



Personalized
offers



Pick-up points &
home delivery
everywhere



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Create the ecosystem for smarter customer journeys

We share and scale the best customer experience for the customer across our omnichannel touchpoints

Joint EU&I frontrunner



Compact model



Fast model



Full-service model



One scalable warehouse management solution

Shaping our loyalty programs with new and future-proof features, and extended & personalized offering ...

Joint EU&I frontrunner



Combined delivery subscription with AH & bol.com

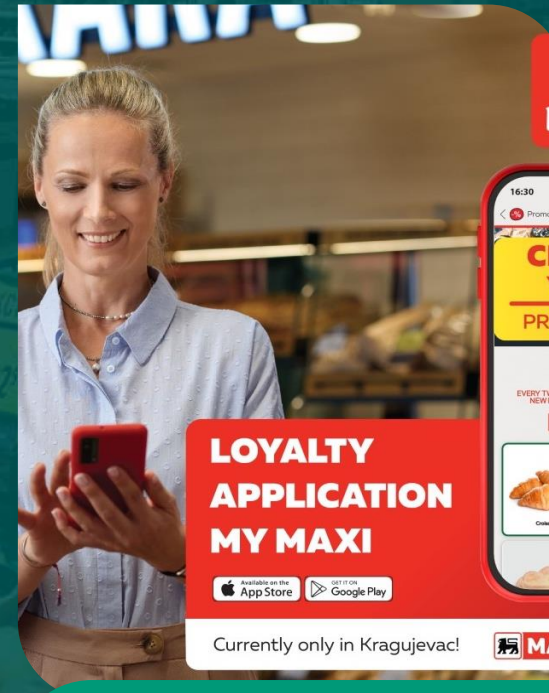
Scalable loyalty program across EU&I

Word nu SuperPlus en profiteer van...

- NUTRI-BOOST SUPERDRINGEN OM EYENWICHTIGER TE ETEN
- PROMO-BOOST EXTRA PROMO'S VENOP BESTAANDE PROMO'S
- JE PERSOONLIJKE NUTRI-PROFIEL
- SUPERPLUS-PUNTEN INHULEN VOOR GRATIS PRODUCTEN

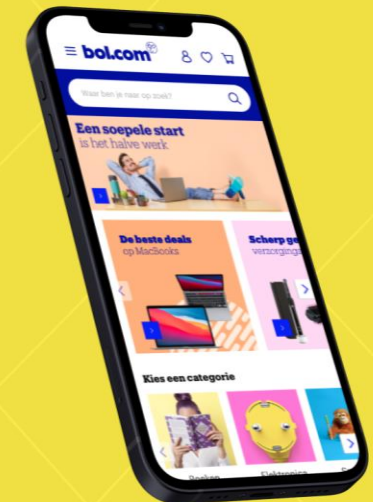
WIL JIJ OOK BETER ETEN EN MINDER BETALEN?

SCAN DE QR CODE OF GA NAAR WWW.DELHAIZE.BE/SUPERPLUS EN REGISTREER JE.



Towards loyalty penetration of 70%

Extended options & offerings



... while delivering our health & sustainability goals

Joint EU&I frontrunner



**SUPERPLUS
VOORDEEL #2**

Meer dan 5.000
Nutri-Score A & B
producten van
-5 % tot -15 %*
goedkoper!

Nutriscore



Subscription models

**HEALTHY
MEMBERSHIP
PROGRAM**

Initiative of **DELHAIZE** | Powered by **UNBOX**



Dynamic pricing



Dry misting



Smart cooling



Multi packaging system

4 priorities for the next 4 years

For customers

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For operations

Accelerate the omnichannel transformation & continue to be the best local operators

For H&S

Lead the transformation into a healthy & sustainable food system

For our portfolio

Create the ecosystem for smarter customer journeys

And, we are increasingly combining the power of our food/non-food platforms & options for new income streams

Joint EU&I frontrunner



4 priorities for the next 4 years

Offering a truly omnichannel experience

Delivering our best customer proposition and continuously building scalable, foundational capabilities

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Thank you

