

Q4 & FY 2021

Ahold Delhaize Results

February 16, 2022

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 remains, committed, uncertainty, will, continue, subject to, continuing, targets, priorities, next 4 years, transformation, enhance, long-term, strategy, accelerating, maintains, further, forward, 2040, constant, expectations, expected, fully on track, due course, ambitions, propose, outlook, goal, forecasting 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 on consumer spending; turbulence in the global capital markets; political developments, natural disasters and pandemics; climate change; 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; 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; 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



Q4 & FY 2021 Business Highlights

Frans Muller, President & CEO



Giving back to our communities



Performance Review: Key Highlights

Key Financial Targets		Target 2021	Results in 2021
	Group underlying operating margin	≥ 4.0%	4.4%
	Diluted underlying eps growth ¹	Mid-to-high single-digit % vs. 2019	28.8%
	Capital expenditures, net ²	~ €2.2 billion	€2.3 billion
	Free cash flow ²	~ €1.6 billion	€1.6 billion
	Dividend payout ratio ³	40-50% and yoy increase in dividend per share	42%
	Share buyback ³	€1 billion	€1 billion

1. Diluted Underlying EPS growth of 2022 is shown versus 2021

2. Target excludes M&A; actuals show reported capex.

3. Management remains committed to the share buyback and dividend program, but given the uncertainty caused by COVID-19, they will continue to monitor macro-economic developments. The program is also subject to changes in corporate activities, such as material M&A activity. The dividend payout ratio for results in 2021 is calculated as a percentage of

underlying income from continuing operations on a 52-week basis. Targets are based on previous year's full year results unless stated otherwise.

Our omnichannel customer value proposition is at the core of how our brands grow



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

Highlights: Customer Priority



Create a uniquely local omnichannel **customer experience** for every brand

- Launched Albert Heijn **Premium Loyalty subscription** program; already **>300,000** customers
- Giant Food soft-launched **Ship2Me**, an online marketplace solution, initially offering an additional **~40,000** general merchandise and food items
- Delhaize starts first **in-store kitchen** in collaboration with Tastyoo
- In CZ, Albert expanded their **eCommerce service** to greater Brno and Olomouc
- Optimized **urban store format** translated from Europe to the US
- US brands added **59 click & collect** points added in Q4, to a total of **1,386**

Outlook: Customer Priority



Create a uniquely local omnichannel **customer experience** for every brand

- Completing roll out **Albert Heijn To Go** at **100 BP gas stations**
- **Alfa Beta** successfully opened its **100th AB Shop & Go store**, aspiring to grow with another **45 stores** in 2022
- Full national launch of **“My Maxi” loyalty app** at **Delhaize Serbia** in Q1 2022, following successful pilot
- **The GIANT Company** partners with Instacart on **instant delivery** from all stores

Highlights: Operational Priority



Enhance the long-term durability of our strategy by building scale and accelerating the **omnichannel transformation**

- Opened our new **eCommerce fulfillment** facility in the Philadelphia market at The GIANT Company, scaling learnings to EU in 2022
- **Machine Learning** based store optimization tool for store managers at Albert Heijn
- Proprietary **network optimization engine** rolled out in the US, leveraging **predictive analytics**, scaling to Europe in 2022

Outlook: Operational Priority



Enhance the long-term durability of our strategy by building scale and accelerating the **omnichannel transformation**

- In cross-EU collaboration, we are finalizing the roll-out of Price and Assortment optimization tooling at all our Europe brands with promo to follow in 2022
- U.S. network transformed to **85%** in-house full self-distribution by end of 2022, two fully automated frozen facilities live beginning of 2023; **100%** integrated, self-distributed US **supply chain network** by 2024
- Prism **eCommerce platform** servicing all US brands by 2023
- By 2024, **>80%** of stores in EU will have **ESL** and **>70%** will have **self-checkout**, and **scaling** across US

Outlook: Portfolio priority



Create the ecosystem for **smarter customer journeys**

- **Bol.com** is cornerstone of our Winning in Benelux strategy announced at Investor Day
- For 2022, the sub-IPO of bol.com is one of our top priorities
- Benelux **eCommerce** market highly attractive with **Total Addressable Market** (including VAT) estimated to increase from **€46 billion** in 2021 to **€63 billion** in 2025 according to Euromonitor
- With a Gross Merchandise Value (including VAT) of over **€6.5 billion**, bol.com has significant headroom to grow
- Additional highly attractive growth to come from new services in advertising and logistics, with Benelux Digital Advertising market currently estimated to have a **Total Addressable Market** of just under **€5 billion**

Highlights: Healthy & Sustainable



Lead the transformation into a **healthy & sustainable** food system

- Ahold Delhaize achieves **“AA”** MSCI ESG 2021 ranking
- Ahold Delhaize maintains position as a **world leader in the DJSI ranking, second in the world**
- **Hannaford** became the first large-scale supermarket chain in the Northeast United States to achieve **zero food waste to landfills**
- Albert Heijn **launched** Foodfirst lifestyle Coach **app**
- **Delhaize** is committed to sustainability, and this now also applies to its **fish range**, by working with local Belgian sea fishermen as much as possible, ensuring that its entire range is now CO₂ neutral
- Ahold Delhaize accelerates **net-zero target** to 2040 for direct carbon emissions

MSCI 

Member of
Dow Jones
Sustainability Indices

Powered by the S&P Global CSA

Outlook: Healthy & Sustainable



Lead the transformation into a **healthy** & **sustainable** food system

Own brand
healthy food sales

>55%

By 2025

Carbon emissions
in own operations
to net-

ZERO

By 2040

Carbon emissions
in full business net-

ZERO

By 2050

Food waste
reduction

-50%

By 2016-2030

Recyclable, reusable
or compostable own
brand plastic
product packaging

100%

2022 Outlook reflects positive comparable sales growth

Well set up to manage inflation through “should-cost” models, attractive private label assortment, good promotions and loyalty programmes

2022



At least 4%

Underlying
Operating Margin



**Decline by
low- to mid-
single-digits**

Underlying EPS



≥€850 million

Save for Our
Customers



~€2.5 billion

Capital Expenditures



~€1.7 billion

Free Cash Flow¹



**40-50% payout;
yoy growth in
dividend per share**

Dividend payout ratio ^{2 3}



€1 billion

Share Buyback³

¹ Excludes M&A.

² Calculated as a percentage of underlying income from continuing operations.

³ Management remains committed to the share buyback and dividend program, but, given the uncertainty caused by COVID-19, will continue to monitor macroeconomic developments. The program is also subject to changes in corporate activities, such as material M&A activity.

Q4 2022

Financial Highlights

Natalie Knight, Chief Financial Officer

Plant Based



Q4 Underlying Performance

Net sales

€ 20,148

Million

vs LY constant rates **0.1%**

Comparable Sales
Growth excl. gas

3.2%

U.S. **4.8%**
E.U. **1.0%**

Net Consumer
Online Sales

€ 2,981

million

vs LY constant rates **13.2%**

Underlying operating
income

€ 838

Million

vs LY constant rates **1.0%**

Underlying
operating margin

4.2%

vs LY constant rates **0.04 pts**

Underlying Income from
continuing operations

€ 598

Million

vs LY constant rates **4.2%**

Diluted Underlying
EPS

€ 0.59

vs LY constant rates **7.6%**

Q4 IFRS-reported results

Net sales

€ 20,148

Million

vs LY constant rates 0.1%

Online Sales

€ 2,176

million

vs LY constant rates 14.7%

Operating
income

€ 895

Million

vs LY constant rates NM

Operating margin

4.4%

vs LY constant rates 4.6 pts

Income from
continuing operations

€ 634

Million

vs LY constant rates NM

Diluted
EPS

€ 0.62

vs LY constant rates NM

NM: Not meaningful, as Q4 2020 Group operating income and income from continuing operations at constant rates were losses, and diluted EPS was negative in Q4 2020

Full year 2021 underlying performance

Net sales¹

€ 75,601

in million

vs LY constant rates **3.3%**

Comparable Sales
Growth excl. gas

2.3%

U.S. **1.9%**
E.U. **2.8%**

Net Consumer
Online Sales^{1/2}

€ 10,401

in million

vs LY constant rates **38.9%**

Underlying operating
income

€ 3,331

in million

vs LY constant rates **(4.5%)**

Underlying
operating margin¹

4.4%

vs LY constant rates **(0.4) pts**

Underlying Income from
continuing operations

€ 2,262

in million

vs LY constant rates **(4.0%)**

Diluted Underlying
EPS¹

€ 2.19

vs LY constant rates **(-0.5%)**

1. For comparable information on a 13/52-week basis, refer to section Pro forma information: financial data on a 13/52-week basis in the appendix slide 34

2. Net consumer online sales is defined as online sales including sales of third parties via bol.com's Plaza. Net consumer online sales excludes Value Added Tax (VAT). Ahold Delhaize's management believes that this measure provides more insight into the growth of our online businesses.

Full year 2021 IFRS-reported results

Net sales¹

€ 75,601

in million

vs LY constant rates **3.3%**

Online sales^{1/2}

€ 7,704

in million

vs LY constant rates **40.1%**

IFRS reported
operating income

€ 3,320

in million

vs LY constant rates **62.2%**

IFRS reported
operating margin

4.4%

vs LY constant rates **1.6pts**

Income from
continuing operations

€ 2,246

in million

vs LY constant rates **72.7%**

Diluted EPS

€ 2.17

vs LY constant rates **79.0%**

1. For comparable information on a 13/52-week basis, refer to section Pro forma information: financial data on a 13/52-week basis in the appendix slide 38

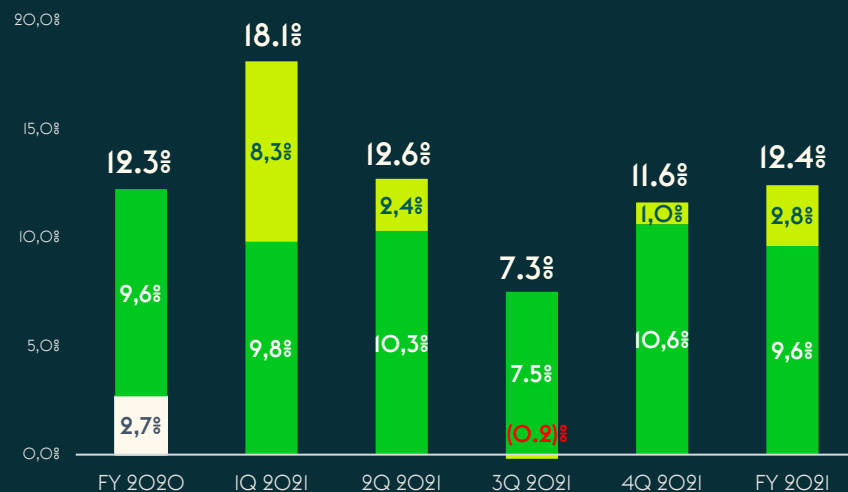
2. Online sales are net sales generated through electronic ordering by the final customer at the fair value of the consideration received or receivable. Online sales includes both business-to-consumer and business-to-business sales as long as the purchaser is the end user, sales generated through third-party platforms (e.g., Instacart and eMag), delivery fee income, other income derived from online sales generated through third-party platforms (e.g. price markups), fees and commissions when Ahold Delhaize acts as an agent. Online sales excludes Value Added Tax (VAT).

Two-year comparable sales stack¹ in Q4

U.S.



Europe



¹Two-year comparable sales stack is the comparable sales growth excluding gasoline in the current year period added to the comparable sales growth excluding gasoline in the prior year period. This measure may be helpful to improve the understanding of trends in periods that are affected by variations in prior year growth rates.

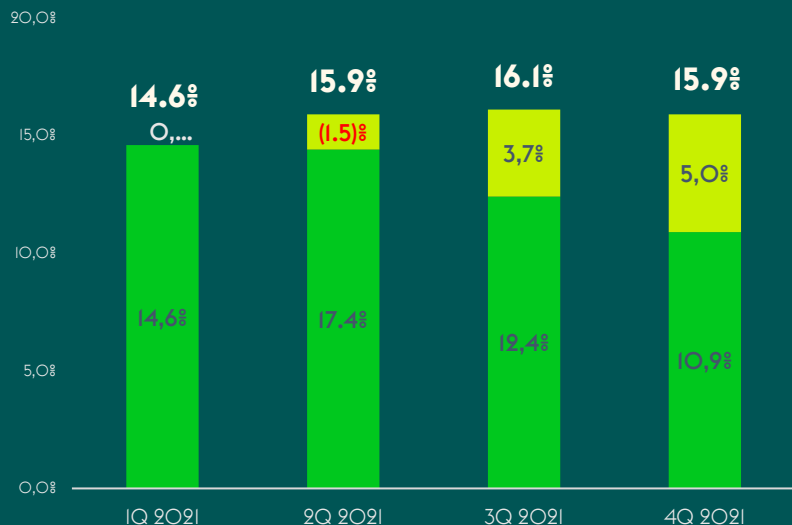
Adjusting for the effects of weather and calendar

Q4 2021 two-year comparable sales stack maintained mid double-digit rates in the U.S., and accelerated in Europe

U.S.

Value above the bar is 2-year comparable sales ex-gas stack; within the bar is the 1-year comparable sales ex-gas for each quarter

Europe



. Adjustments exclude U.S. calendar shift and weather impacts Q1 2020, Q1 2021 and Q3 2021 periods; excludes lapping effect of Stop & Shop strike in Q2 2020; excludes Europe calendar shift impacts Q1 2021, and Q1 2020, Q2 2020, and Q2 2021; excludes Europe weather impacts of Q3 2021

! Two-year comparable sales stack is the comparable sales growth excluding gasoline in the current year period added to the comparable sales growth excluding gasoline in the prior year period. This measure may be helpful to improve the understanding of trends in periods that are affected by variations in prior year growth rates.

Highlights: United States

- Net sales grew **1.5%** at constant rates, **5.9%** at actual rates to **€13.8 billion**. Excluding last year's 53rd week, fourth quarter net sales grew by **9.2%** at constant exchange rates
- **30.5%** online sales growth in Q4 (constant rates); Excluding the Fresh Direct acquisition, U.S. online sales grew **7.5%** in Q4 2021 (constant rates), building on top of the significant **128.5%** growth in the same quarter last year
- Opened our new ecommerce fulfillment facility in the Philadelphia market at **The GIANT Company**
- Completed 19 **Stop & Shop** remodels in Q4 bringing total remodeled stores in 2021 to **55**; remodeled stores continue to exceed sales expectations
- **59 click & collect** points added in Q4; ended the year **with 1,386 click & collect locations** in the U.S.
- **Food Lion** achieved its **37th** consecutive quarter of positive comparable sales growth; The **71** stores added in early 2021 continue to exceed sales expectations



Highlights: Europe

- Net sales in the fourth quarter decreased **1.9%** at constant exchange rates and by **1.5%** at actual rates to **€8 billion**. Excluding last year's 53rd week, Q4 net sales in Europe grew by **3.0%** at constant exchange rates.
- **Q4 market share gains in the Benelux**, market share remained stable in CSE
- **7.4% net consumer online sales growth** in Q4, on top of **73.4% growth** in the prior year
- **Albert Heijn completed its remaining remodeling** of the 38 stores acquired from DEEN to the new AH fresh format
- **Albert Heijn To Go** introduced at 86 BP fueling station locations
- In CZ, Albert **expanded their eCommerce service** to greater Brno and Olomouc, and moved in-store pick to the **first HSC**, with further HSC updates end 2022, based on EU scaling and sharing
- In cross-EU collaboration, we are finalizing the roll-out of **Price and Assortment optimization tooling** at all our EU brands with **Promo to follow in 2022**



Highlights: **bol.com**

- **Bol.com** grew net consumer online sales growth by **7.8%** in **Q4**; on top of **69.6% growth** in the year ago period
- **Bol.com** added approximately 1,000 merchant partners to the platform in Q4, bringing the total to **~49,000** merchant partners; sales from third-party sellers grew **9.1%** in Q4
- **Bol.com** reached an agreement to enter a strategic alignment with **delivery expert Cycloon**, focused on making delivery more sustainable and social; the transaction is expected to close in the first half of 2022
- Sub-IPO process formally kicked off in December 2021; internal working teams established, and external advisors appointed
- We are **fully on track** with our preparations **to be ready to launch a sub-IPO in the second half of 2022**. More details on bol.com will be shared with the prospectus and other documents in due course



Bol.com delivers record sales and free cash flow in 2021

Net sales

€ 2,765

in million

2020 : €2,282 million

Gross Merchandise Value
excluding VAT¹

€ 5,591

in million

2020 : €4,458 million

Retailer I **39%**
Network **61%**

Net Consumer Online sales

€ 5,461

in million

2020 : €4,313 million

Underlying EBITDA

€ 166

in million

2020 : €167 million

IFRS FY21 reported
operating income

€ 95

in million

2020 : €110 million

Capital expenditure

€ 159

in million

2020 : €139 million

Free cash flow

€ 162

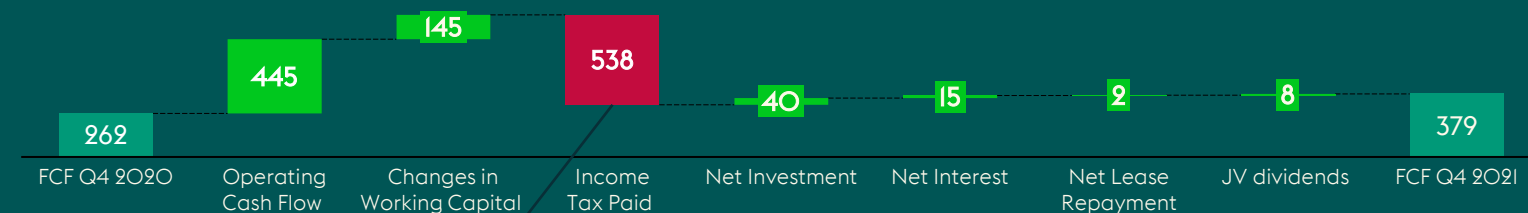
in million

2020 : €135 million

¹ Gross merchandise value ("GMV") is the total gross value of goods sold through bol.com's online platform (either Retailer I or Network), exclusive of value added taxes and not taking into account any shipping costs, discounts, returns and cancellations

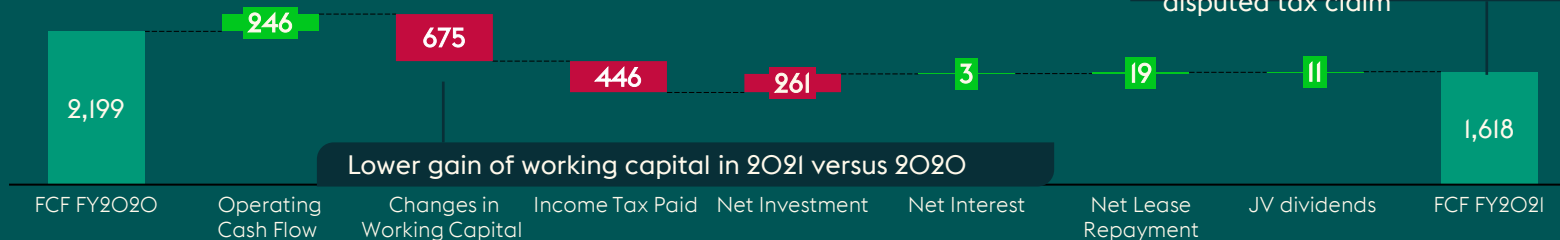
Q4 and Full Year Free Cash Flow Bridge

FCF Q4 & FY 2021 vs Last Year (in €m)






Unfavorably impacted by disputed Belgium tax claim of €380 million

€2.2 billion strong free cash flow generation, excl. US pension payments & disputed tax claim



Lower gain of working capital in 2021 versus 2020



Outlook: Key Targets 2022 (1/2)

Key Financial Targets		Target 2021	Results in 2021	Target 2022
	Group underlying operating margin	≥ 4.0%	4.4%	≥ 4.0%
	Diluted underlying eps growth ¹	Mid-to-high single-digit growth % vs. 2019	28.8%	Mid-to-low-single-digit % decline vs 2021 ¹
	Capital expenditures, net ²	~ €2.2 billion	€2.3 billion	~ €2.5 billion
	Free cash flow ²	~ €1.6 billion	€1.6 billion	~ €1.7 billion
	Dividend payout ratio ³	40-50% and yoy increase in dividend per share	42%	40-50% and yoy increase in dividend per share
	Share buyback ³	€1 billion	€1 billion	€1 billion

1. Diluted Underlying EPS growth of 2022 is shown versus 2021. Target excludes M&A; actuals show reported copec.

2. Management remains committed to the share buyback and dividend program, but given the uncertainty caused by COVID-19, they will continue to monitor macro-economic developments. The program is also subject to changes in corporate activities, such as material M&A activity. The dividend payout ratio for results in 2021 is calculated as a percentage of underlying income from continuing operations on a 52-week basis. Targets are based on previous year's full year results unless stated otherwise.

Outlook: Key Targets 2022 (2/2)

Drive Omnichannel Growth		Target 2021	Results in 2021	Target 2022
	Net consumer online sales growth / US online sales growth ¹	≥ 30% / ≥ 60%	+42% / +74%	mid-teens
	Stop & shop store remodels	~ 60	55	~ 40
	Complementary revenue streams	-	€355 million	≥ 20%
Strengthen Operational Excellence				
	Save for Our Customers savings	≥ €750 million	€967 million	≥ €850 million
	Supply chain initiatives	Transition of five facilities into the integrated network	Five facilities transitioned from C&S into our integrated supply chain network	U.S. network transformed to 85% in-house full self-distribution in 2022
	In-store initiatives	≥ 50% of the European brands' grocery stores with electronic shelf labeling	Rolled out electronic shelf labeling to >50% of European brands' grocery stores, including almost 100% of owned Benelux supermarkets	≥ 80% of European grocery stores with electronic shelf labeling
	Improving online productivity	Launching U.S. Autostore/Swisslog micro-fulfillment center and increasing automated capacity at bol.com	AutoStore/Swisslog micro-fulfillment center launched in Q4 and automated capacity at bol.com further increased	Continued semi-automated capacity expansion at bol.com and facility expansion in Europe. Ramping up micro fulfillment center in Philadelphia in U.S.

¹ Comparable 52 week basis

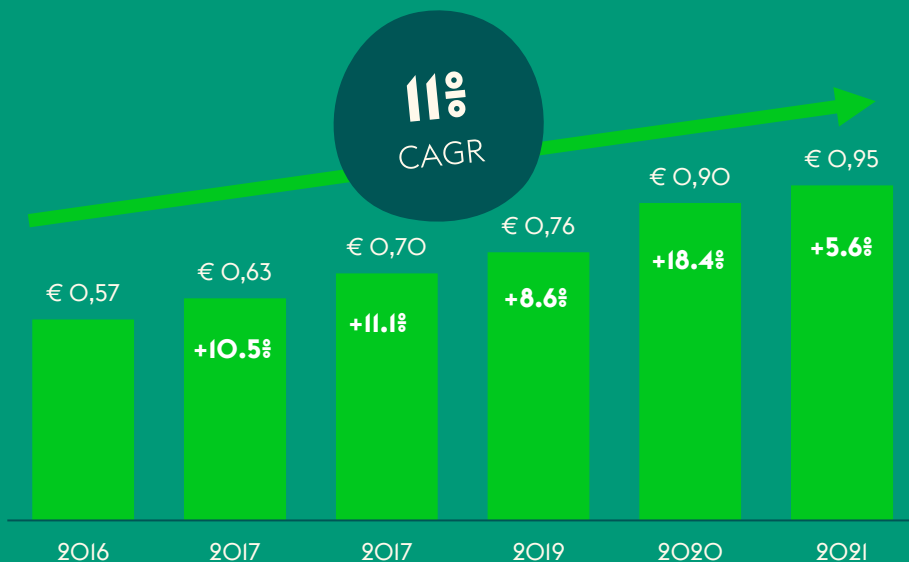
Exceeded Save For Our Customers goal with € 2.5 billion of cumulative savings from 2019-2021

Forecasting €4 billion of additional savings from 2022-2025



- Save for Our Customers helps fund growth investments, absorbs cost pressures, and improves customer value proposition
- Cumulative 2019-2021 savings of €2.5 billion well above the initial target of €1.8 billion
- 2022 target of at least €850 million

Strong dividend growth from 2016 through 2021



- We propose a cash dividend of **€ 0.95** per common share for the financial year of 2021
- This reflects our ambition of sustainable growth of the dividend share. This represents a payout ratio of **42%**, based on the expected dividend payment on underlying income from continuing operations (52-week basis), which is in line with our dividend policy

Our financial ambitions

2025



+€10b

Sales growth vs. 2022



2x

Net consumer online
sales growth vs. 2021



Profitable

Fully allocated eCommerce
by 2025



€1b

Complementary revenue
streams by 2025



>€6b

Cumulative
Free Cash Flow



High-Single Digit

Annual
underlying EPS
growth vs. 2022

Additional granularity on 2025 Free Cash Flow and Capex guidance

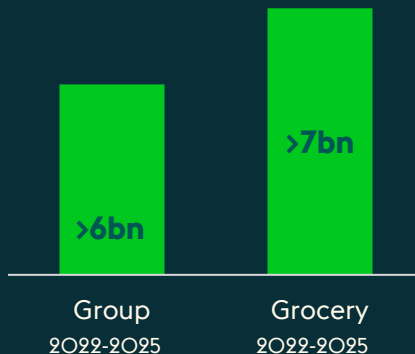
Capex as % of sales

Step up in Group capex related to bol.com



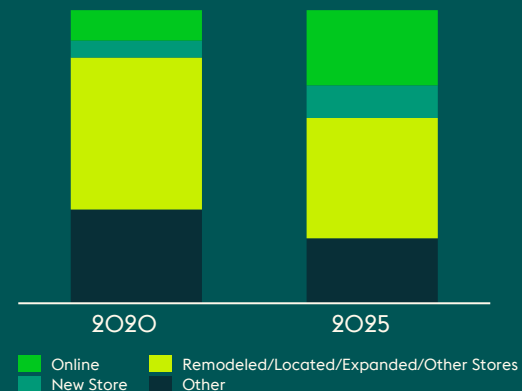
Free Cash Flow € billion

Grocery FCF Consistent with historical performance



Capex split per Category

~20pp shift to growth investments in Online and New stores





Ahold Delhaize ends 2021 with accelerating Q4 comp sales; 2022 outlook forecasts **solid margins** and continued **strong free cash flow generation**

- On a two-year comparable sales growth basis¹, Q4 comparable sales excluding gas increased **16.0%** in the U.S. and **11.6%** in Europe, accelerating versus Q3 in both segments
- Q4 Group net sales were **€20.1 billion**, up **0.1%** at constant exchange rates compared to Q4 of 2020, which contained a 53rd week. Excluding last year's 53rd week, Q4 net sales grew by **6.7%** at constant rates. Full year 2021 Group net sales of **€75.6 billion** were up **3.3%** over 2020 at constant exchange rates, and up **5.0%** on a comparable 52-week basis
- In Q4, net consumer online sales grew **13.2%** at constant exchange rates. 2021 net consumer online sales grew **38.2%** at constant exchange rates
- In 2021, we invested **€364 million** in COVID-19 care, including a commitment of **€20 million** in additional charitable donations spread evenly between the U.S. and Europe. In total, our brands contributed over **€199 million** in monetary value to charitable initiatives in 2021
- Q4 underlying operating margin was **4.2%**, flat year-over-year at constant exchange rates. 2021 underlying operating margin was **4.4%**
- Q4 diluted underlying EPS was **€0.59**, an increase of **7.6%** at constant currency rates versus the prior year. 2021 diluted underlying EPS was **€2.19**, down **3.4%** or down **0.5%** at constant currency rates. Q4 IFRS-reported operating income was **€895 million**; Q4 IFRS-reported diluted EPS was **€0.62**, and 2021 IFRS-reported diluted EPS was **€2.17**
- Strong 2021 free cash flow generation of **€2.2 billion** was used to pay a **\$190 million (~€170 million)** pension liability in the U.S. following 2020 U.S. MEP withdrawals, ahead of schedule, and fund the Company's decision to pay approximately **€380 million** related to a disputed tax claim, resulting in **€1.6 billion** reported free cash flow for 2021
- We propose a cash dividend of **€0.95** for fiscal 2021, which is a **5.6%** increase compared to 2020
- 2022 outlook: underlying operating margin to be at least **4%**; underlying EPS to decline by low- to mid-single-digits vs. 2021; free cash flow of approximately **€1.7 billion**; net capital expenditures of **€2.5 billion**

1. Two-year comparable sales growth is a stack of the comparable sales growth excluding gasoline in the current year period added to the comparable sales growth excluding gasoline in the prior year period. This measure may be helpful in improving the understanding of trends in periods that are affected by variations in prior-year growth rates.

Thank you



Appendix

Pro Forma information: Q4 and Full Year 2021 financial data on a 13/52-week basis

- Considering that the 2020 financial year consisted of 53 weeks, compared with 52 weeks in 2021, with the last quarter of 2020 having 14 weeks, compared to 13 weeks in Q4 2021, Ahold Delhaize has prepared proforma information in order to provide a comparable base for the results. The pro forma information presented below is intended to provide comparable information on a 13-week basis for the fourth quarter and 52-week basis for the full year of 2021 versus 2020.
- This pro forma information represents an estimate of the results related to a 13-week period for Q4 2020 and a 52-week period for the full-year 2020 and is calculated by deducting the estimated results related to the 53rd week of 2020 from the reported results for the fourth quarter and the full-year 2020, as presented in the other sections of this summary report.

€ million, except per share data	Pro forma information											
	Ahold Delhaize Group		The United States		Europe		Ahold Delhaize Group		The United States		Europe	
	Q4 2021	% change constant rates	Q4 2021	% change constant rates	Q4 2021	% change constant rates	2021	% change constant rates	2021	% change constant rates	2021	% change constant rates
	(13 weeks 2021 vs. 2020)						(52 weeks 2021 vs. 2020)					
Net sales	20,148	6.7 %	12,099	9.2 %	8,049	3.0 %	75,601	5.0 %	45,455	5.6 %	30,147	4.2 %
Online sales	2,176	23.0 %	863	42.4 %	1,314	13.0 %	7,704	43.4 %	3,228	73.7 %	4,477	27.7 %
Net consumer online sales	2,981	21.5 %	863	42.4 %	2,118	14.6 %	10,401	41.5 %	3,228	73.7 %	7,173	30.8 %
Underlying operating margin	4.2 %	0.3 pts	4.4 %	0.9 pts	4.1 %	(0.9)pts	4.4 %	(0.3)pts	4.7 %	(0.6)pts	4.3 %	(0.2)pts
Diluted underlying EPS	0.59	23.3 %					2.19	2.7 %				