

strategy day 2024

EU & I regional strategy update

Wouter Kolk



cautionary notice

This communication contains information that qualifies as inside information within the meaning of Article 7(l) of the EU Market Abuse Regulation.

This communication includes forward-looking statements. All statements other than statements of historical facts may be forward-looking statements. Words and expressions such as successfully, vision, purpose, 2025, 2028, inspiring, ambitions, by, values, future, success, accelerat(e)/(ating), strategic, priorities, strong, performance, key, growth, invest, densify, innovate, leverag(e)/(ing), deliver(ing), support(ing), through, reduc(tion)/(e), increasing, remains, committed, will, continue(d), monitor, developments, subject to, consistent, significant, driving, strength, steps, expand, optimiz(e)/(ing), focus(ed)/(ing), improve, leading, capabilities, create, experience, 2030, 2040, 2050, lead(ers), front-running, across, reach, engage, value, development, supporting, well positioned, strongest, impact, plans, will, raising, current, short term, long term 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.

Abbreviations and terms used in this presentation that are defined in the Ahold Delhaize Annual Report 2023 should be construed in accordance with the definitions and abbreviations appendix of the Ahold Delhaize Annual Report 2023 to the extent appropriate.



welcome to our

2024 strategy day

01

**Opening
& Group
Strategy**

02

**U.S.
Regional
Strategy**

03

**EU&I
Regional
Strategy**

04

**Deep
Dives**

- People & Communities
- Own Brand
- Technology & AI

05

**Financial
Ambitions**



AD EU&I is a
front-running retail organization



**>150
years
of heritage**

**>5600
stores across
Europe**



**11
great local
brands**



**~175k
associates**

we have continued to drive
growth across our markets

€34bn

net total sales
(2023)

7%

sales
growth
CAGR
(’19 – ’23)

3%

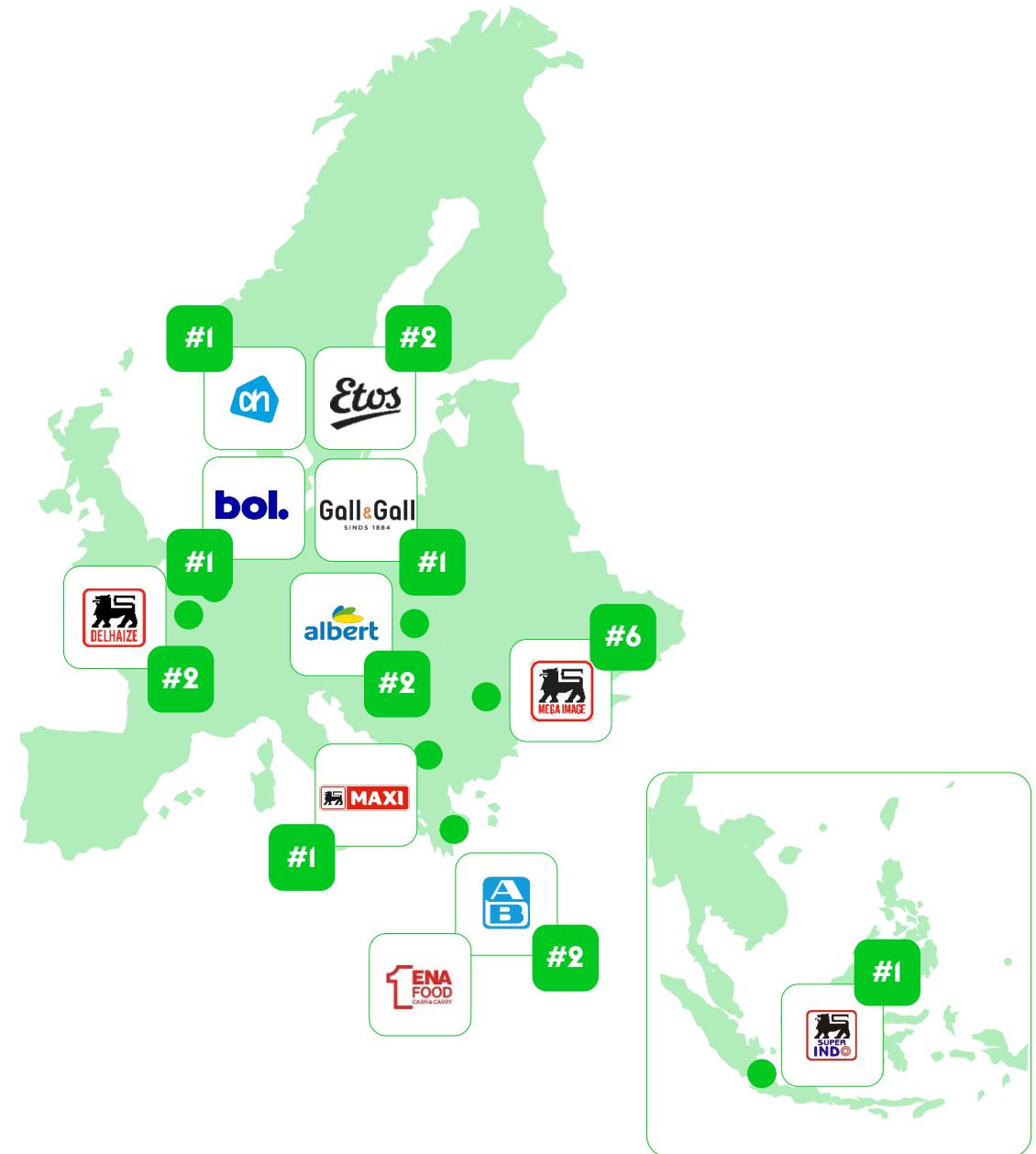
store growth CAGR
(’19 – ’23)

14%

e-commerce penetration
(including bol, 2023)

#1 or #2

leadership position
across almost all of
our markets



our past strategy
has driven a series of big wins

7000

price favorites
scaled across
europe



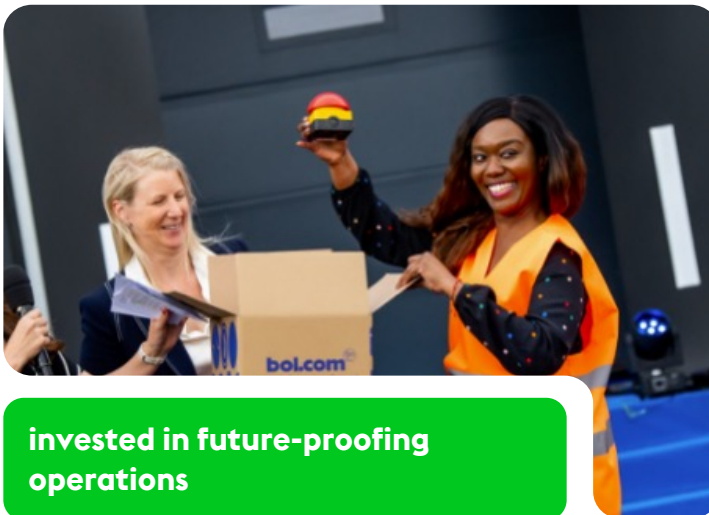
scaled own brands from NL to
other parts of Europe



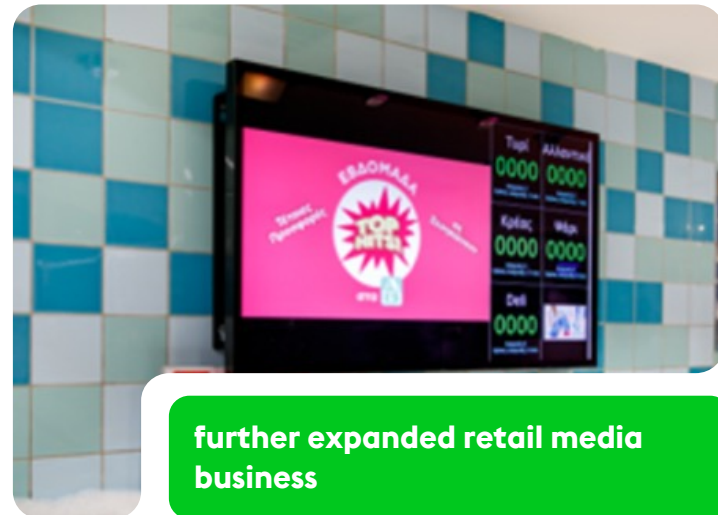
increased omnichannel
engagement with customers

1.5x

e-commerce
penetration
(since 2019)



invested in future-proofing
operations



further expanded retail media
business

54%

omnichannel loyalty
sales
(in 2023)

2x

save for our
customers
(since 2019)

5x

complementary
income streams
(2021-2023)



Wie wil er een ijsje?



Wanneer kiezen echt te moeilijk is...

Stel je eigen bittergarnituur samen.

Geschikt voor
overt en airfryer



Klein kopje €2,50

Middel kopje €3,50

Groot kopje €4,50



re €10
slozegel.



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 care
courage humor
teamwork

our growth model



trusted product

vibrant customer experiences

healthy communities & planet

driving customer innovation

portfolio & operational excellence

thriving people

our strategic priorities

profitable growth...

industry leading margins

strong free cash flow

growing shareholder returns

...and delivering on our purpose

our ambitions

2025-2028

what makes us stand out from others is

our purpose, local leadership and regional reach

**purpose
driven**

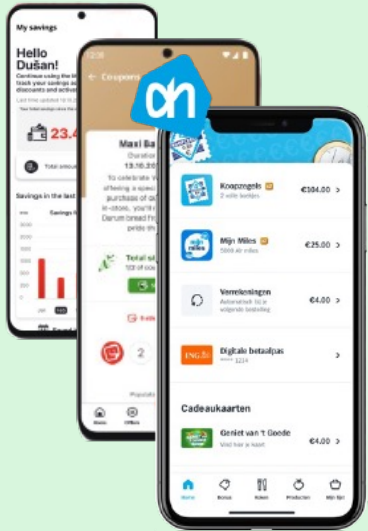


**deliver differentiated
experiences locally**



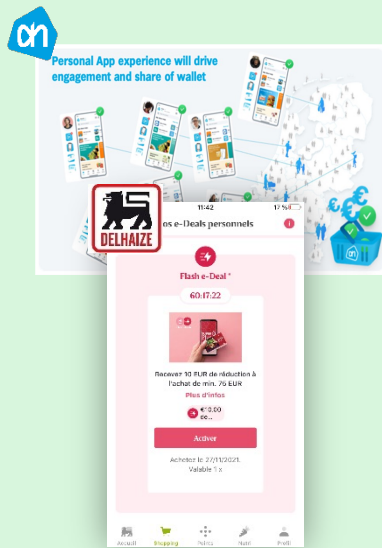
**scale capabilities
regionally**

additional features for deeper engagement



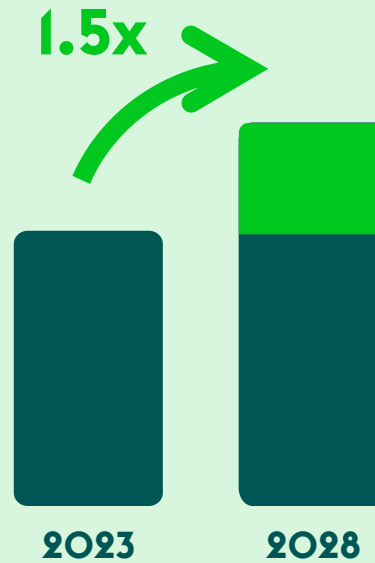
app first digital engagement

a unique experience for every user



personalization & relevance

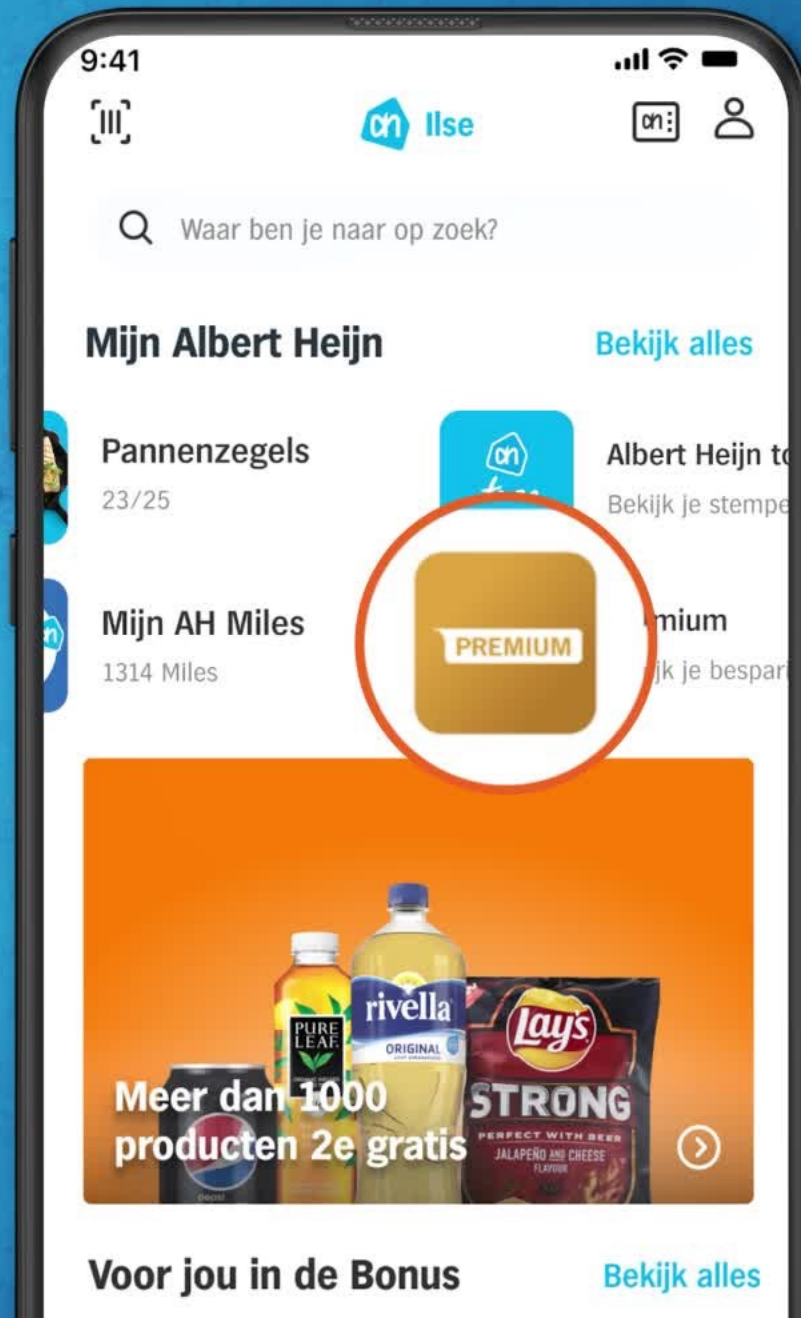
+~10% spend by app users



monthly active app users

invest in our winning CVP engaging with our customers deeper than ever before

Activeer Albert Heijn Premium.



& λυμ

ατε ε



ΠΡΟΣΟΧΗ:
Ο καθαρισμός της
επιφάνειας γίνεται
ΜΟΝΟ
με πανί και νερό.
ΝΑ ΜΗΝ
χρησιμοποιηθεί
κανένα καθαριστικό.





**Mijn
Tegoed**





differentiation

be more innovative: local assortment that meets customers changing needs



healthier choices

support healthier choices: fruit & vegetable assortment, easily available in our convenience section



price favorites



more value

serve more customers: affordable & accessible products

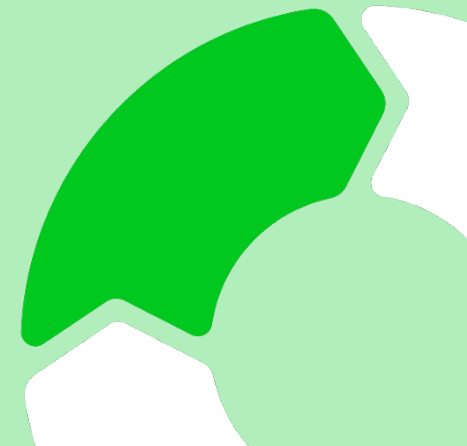
joint development

across EU to maximize own brand capabilities

invest in our winning CVP
trusted products are a key part of our CVP

>98%

of baskets at Albert Heijn contain an own brand product









Prijsfavorieten
Topkwaliteit.
Altijd laag geprijsd.





customer engagement

supporting customers to make healthier choices

Benieuwd naar de CO₂ uitstoot van dit product?

Dit staat vanaf nu steeds meer op eigen merk verpakkingen.

CO₂e
3,8 kg



low-carbon footprint products

informing customers on the impact of their choices



supplier & farmer engagement

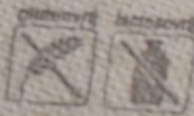
working closely with our extensive supply chain to reduce CO₂ emissions

invest in our winning CVP
we lead the way to a healthy & sustainable food system

SCHARRELEIEREN
EITSKLASSE A, GEWICHTSKLASSE S/M

10 stuks

Allergie-informatie:
bevat ei.



op te bewaren tot en met: zie bovenzijde
gekoeld bewaren (max. 7°C).

Voedingswaarde per 100 g: energie 544 kJ / 131 kcal,
vetten 9,1 g, waarvan verzadigde vetzuren 3,0 g,
waarvan onverzadigde vetzuren 4,5 g,
koolhydraten 0,2 g, waarvan suikers 0,2 g,
vezels 0 g, eiwitten 12 g, zout 0,38 g.

Dit is de uitstoot per kg
product in de gehele productieketen
t/m de winkel. Meer info op
ah.nl/klimaat

CO₂e
2,7 kg

Albert Heijn B.V.
Provincialeweg 11
1506 MA ZAANDAM
Nederland
ah.nl/ah.be

Eieren van verschillend
formaat. Minimum netto
gewicht 430 gram.



78402240



8 710

Benelux

the advanced growth model

densify and grow markets
we are leaders
in the Benelux
and are well
positioned
for continued
growth



>1m

members in the paid
loyalty program, premium



strongest

retail brand in Benelux
(9x in a row)



100%

of Delhaize stores sold
to local entrepreneurs





€5.8bn

GMV CAGR of 19%
(2019 - 2023)



strongest
local retail brand &
B-Corp status

7%
active
customers
growth CAGR
(2019-2023)

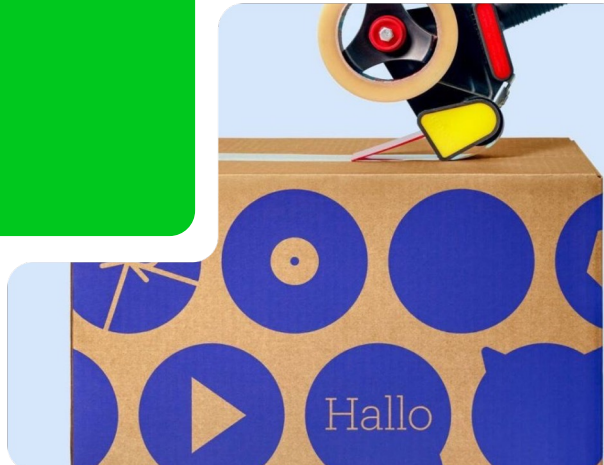
45%
advertising via bol CAGR
(2019-2023)



UOP
12.1% growth CAGR
(2019-2023)

>50K

partners
up 30K since 2019



50%
logistics via bol CAGR
(2019-2023)

~38m
products

densify and grow markets

we built a portfolio of brands that create impact for our customers & communities



harmonized organization
to drive efficiencies

CSE

the growth opportunity



top employer
in most CSE markets



multiple
sustainability awards

densify and grow markets

we combine
highly local
propositions
with regional
scale to
unlock value

regional strengths



stronger
**product
portfolio**



source
at scale



enhanced
**customer
experience**

densify and grow markets
our future plans
are being
supported by
deep local
engagement
and the scale of
our regional
portfolio

Benelux

the advanced growth model



grow through leading omnichannel model including personalization & complementary income streams



complete operating model turnaround & pursue dual brand expansion

CSE

the growth opportunity



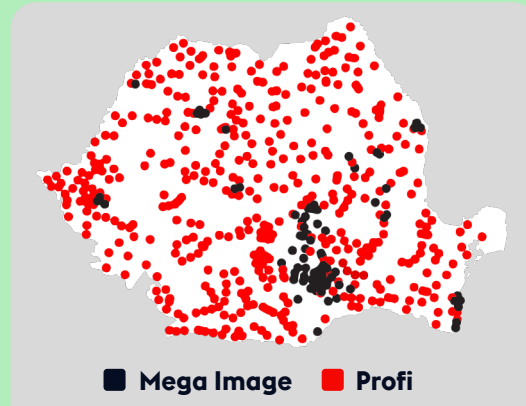
integrate Profi & grow regional presence

densify and grow markets

our planned acquisition of Profi is a great proof point of how we will grow regional presence

Profi

grow regional presence



densify

existing markets with geographical complementarity



strong format fit

and complementary customer propositions to Mega Image



strengthens

our relevance in the CSE region



innovate for growth
and efficiency

capture growth
through
innovation

retail media & insights monetization

retail media
growth

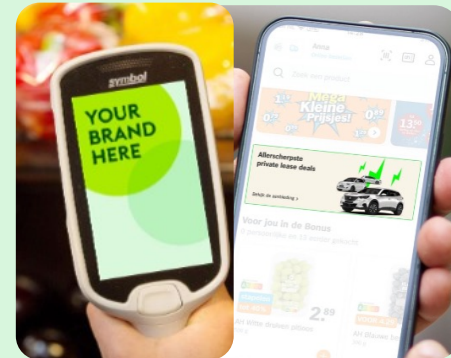
>2x



2023



2028



exploring new growth



refurbished at bol

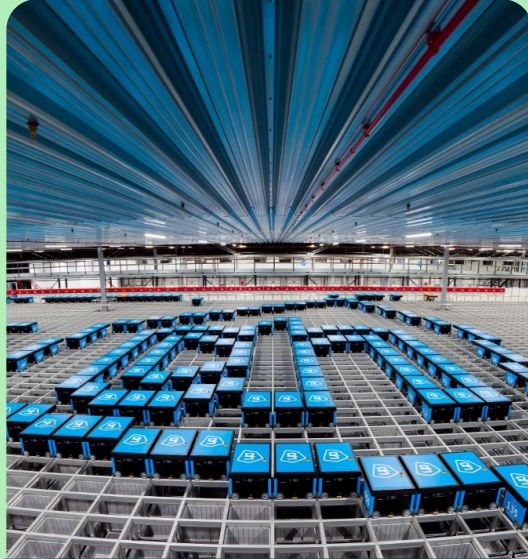


waste-to-value at Albert Heijn



**immediate
efficiency gains**

**joint
sourcing**



**future proof
operations**

**automation
& AI**



**scale partner models
to maximize efficiency**

**affiliate
model**

**leverage and lower
our cost base**

**unlock
a new level of
operational
excellence
and efficiency**

return to

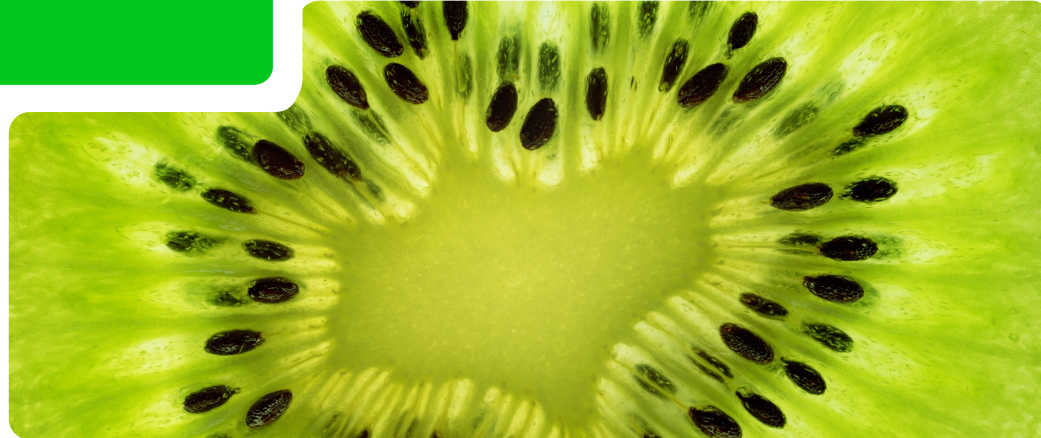
**historical
profit levels**

be the #1 in every market for our

**customers
& employees**

15%

square meter expansion
in our footprint



leverage existing
infrastructure for
**new revenue
opportunities**

unlock efficiencies

from scaled sourcing, automation & AI

50%

growth in monthly
active app users

>2x

growth in retail media

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 care
courage humor
teamwork

our growth model



trusted product

vibrant customer experiences

healthy communities & planet

driving customer innovation

portfolio & operational excellence

thriving people

our strategic priorities

profitable growth...

industry leading margins

strong free cash flow

growing shareholder returns

...and delivering on our purpose

our ambitions

2025-2028