

strategy day 2024

ahold
delhaize USA

JJ Fleeman



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**



FOOD LION

 **Giant**[®]

 **The GIANT Company**



 **STOP&SHOP**[®]

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

consistent

UOM
performance



24m

customer trips
per week

>100
years
of heritage

>2040

stores across
19 states



1bn

meals
donated
since 2020



digitally engaged
customers since 2019

2x

5

great local
brands

\$59bn

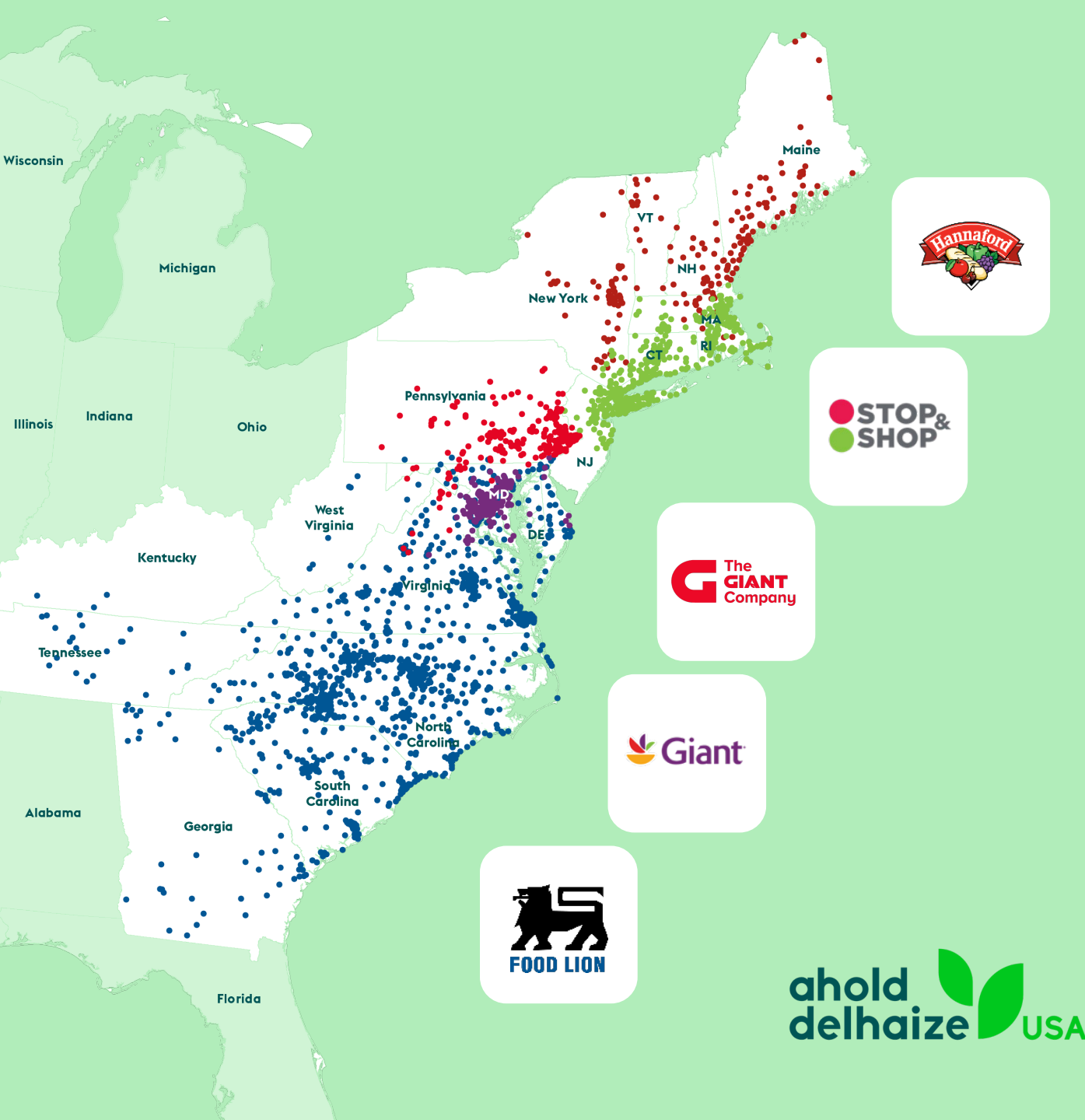
U.S. sales
in 2023



key
community
partners

>225k

associates across
all companies



deep local connections & significant scale is a winning combination

driving relative market share and brand strength



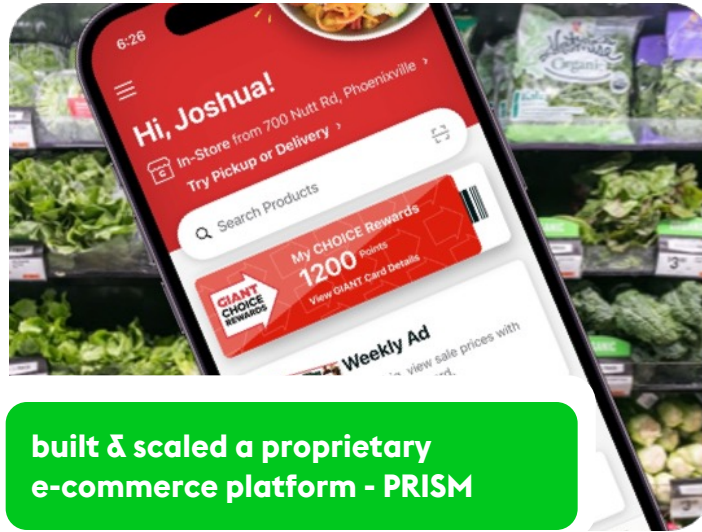
>7%
sales CAGR '19 – '23

>43%
e-commerce sales CAGR '19 – '23

>85%
DMAs¹ with positive share growth since '19

Note 1: DMA = designated market area

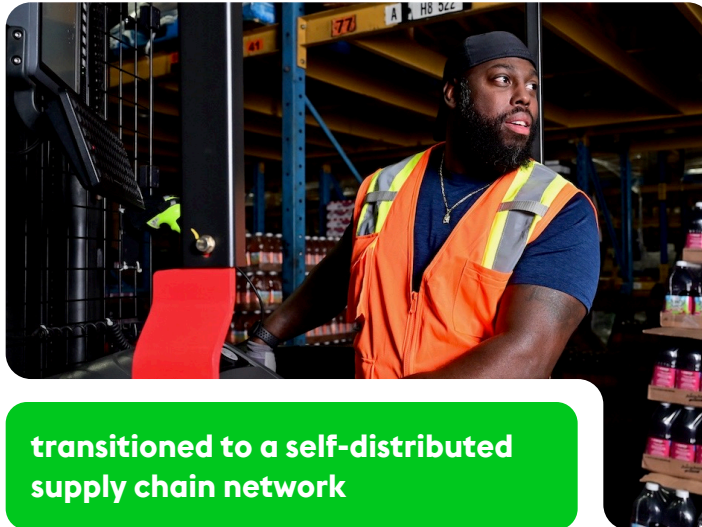
bold steps taken to strengthen the U.S. business are delivering results



built & scaled a proprietary e-commerce platform - PRISM



developed the click & collect and delivery infrastructure



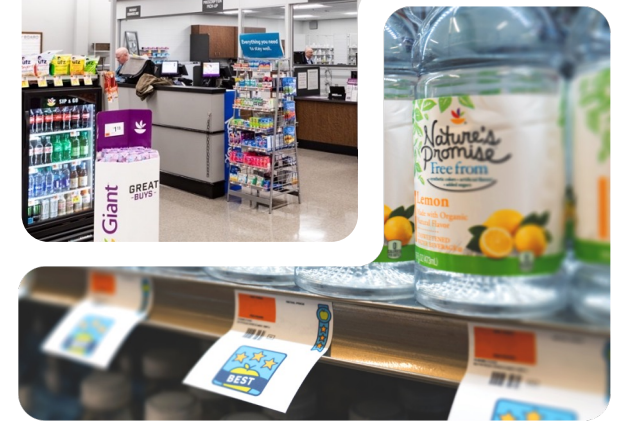
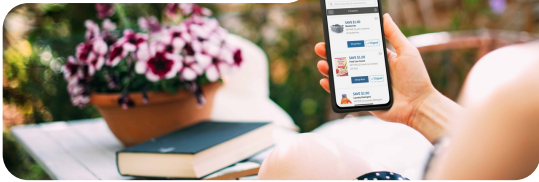
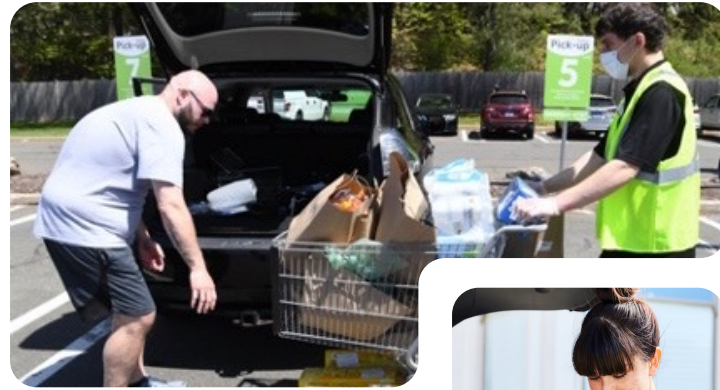
transitioned to a self-distributed supply chain network



executed operational programs and actions to drive efficiencies

85%
supply chain volume self distributed

>99%
customers with access to pick-up or delivery



our growth model



our strategic priorities

trusted
product

vibrant
customer
experiences

healthy
communities
& planet

driving
customer
innovation

portfolio & operational
excellence

thriving
people

densify and grow markets

**we have a
focused portfolio
approach to
expand our
winning positions
and optimize
high quality
growth over the
next 4 years**



~1000

new stores & remodels to
expand our reach

leading

with own brands to further
drive our winning CVP

>\$1bn

price investments to further
accelerate value
proposition

growing

complementary income
streams to reach more
customers

>50%

digital engagement to
create loyalty & connection

reducing

operating costs through
robust efficiency programs



solutions for you.

FOOD LION

PRICE LOW ~~4.99~~ 4.49

SALE! 2.99

3.99

FOOD LION

FOOD LION

FOOD LION MVP

2.49





Garden

So many stone fruit

White Peaches
Creamy, pale yellow flesh—less tart with extra sweet flavor.

Willow Peaches
Deep yellow inside with a balance of sweet and tart flavors.

Nectarines
Firm texture and a sweet-tart flavor similar to a peach.

Plums
Sweet, juicy fruit with a smooth, firm skin that turns red and to purple inside.

Apricots
Golden-orange fruit with a smooth, velvety texture and a sweet-tart flavor with a hint of almond.

High standards.
Low prices.

Cut by hand every day

4/5
TROPICAL MANGOES





BAK





FRESHNESS GUARANTEED

FRESHNESS GUARANTEED

OR DOUBLE YOUR MONEY BACK

OR DOUBLE YOUR MONEY BACK

FRESHNESS GUARANTEED

FRESHNESS GUARANTEED

OR DOUBLE YOUR MONEY BACK

FRESHNESS GUARANTEED

FRESHNESS GUARANTEED

OR DOUBLE YOUR MONEY BACK

OR DOUBLE YOUR MONEY BACK

Nature's Promise Organic

FOOD  LION

G The
GIANT
Company

 **STOP&SHOP®**

densify and grow markets
across the mid-
Atlantic region,
The GIANT
Company is
focused on...

Connecting
families
for a
better future





fresh, modern,
and sustainable
remodels

strategic price
investments

new stores
and formats

differentiating
with kindness

freshness

delivering
savings &
rewards

densify and grow markets

we've made investments to improve the Stop & Shop brand and have launched customer-centric offerings



remodeled stores with expanded services

strengthened the value proposition

e-commerce efficiency



densify and grow markets

Stop & Shop is focusing on its next phase



improving the cost structure

optimizing the footprint

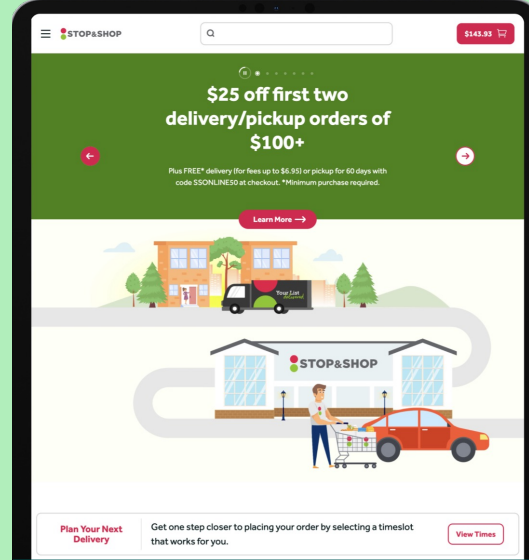
delighting the customer through CVP differentiation



**fresh and unique
assortment
available in every
shop**

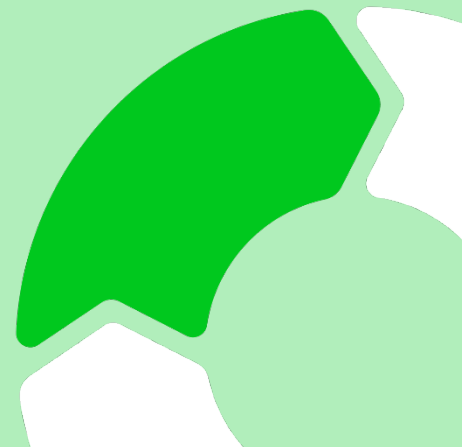


**personalized
value every day,
every way**



**one-of-a-kind
omnichannel
experiences and
solutions**

**invest in our winning CVP
the delivery of
our customer
experience will
grow trips &
baskets**





fresh

local

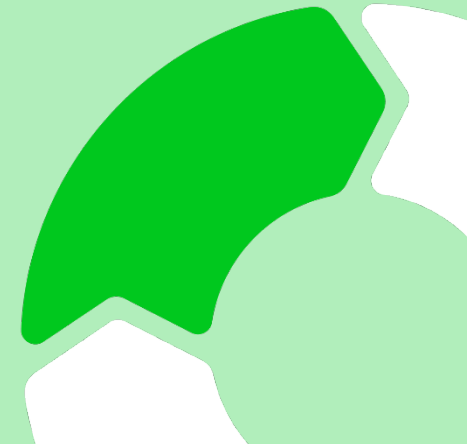
healthy & sustainable

invest in our winning CVP
we differentiate on quality with fresh, local, healthy & sustainable trusted products

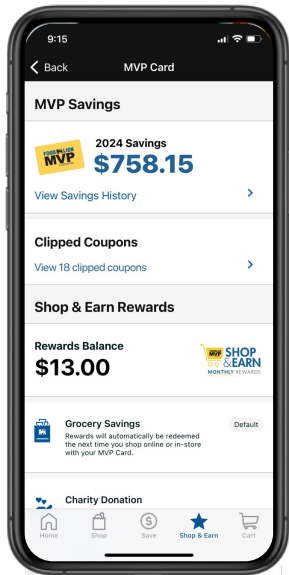
95%

baskets with own brand products

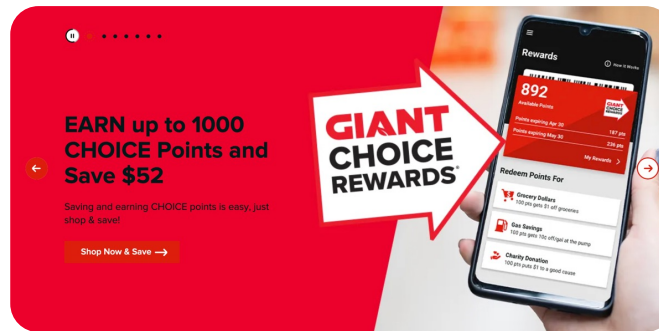
own brands of ADUSA



everyday value



personalized loyalty rewards & coupons



invest in our winning CVP
**personalized
everyday value**

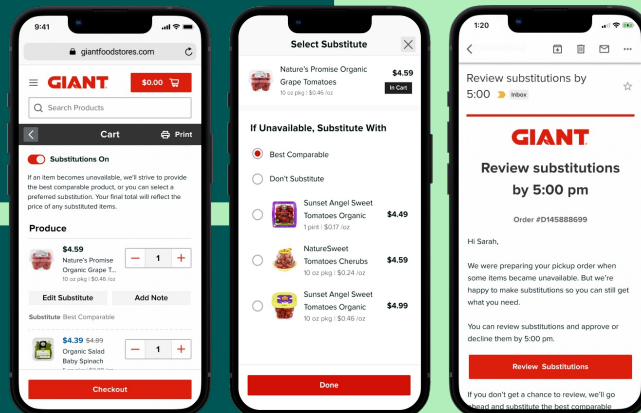
delivering everyday low
prices and value through
award-winning loyalty
programs

> \$1bn

investments in
price by 2028

personalized

proprietary algorithms to create a one-of-a-kind shopping experience



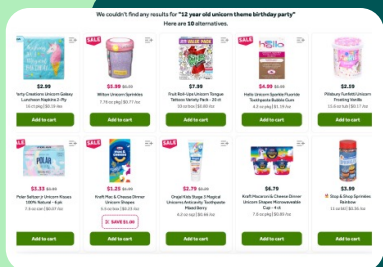
flexible

leveraging GenAI to anticipate customer's preferences to grow baskets while improving the experience



delightful

inspiring customers across physical and digital channels with shoppable recipes



convenient

creating frictionless touchpoints, eliminating clicks and driving conversion rates by enabling shopability across the customer journey

invest in our winning CVP
we're leading
with digital and
omnichannel
capabilities to
create a modern,
tech-enabled
experience

innovate for growth
and efficiency

**we've built a strong
media business and
we're accelerating it**

complementary income streams
make the shopping experience
better for the customer...



**unique shoppable content across several mediums for
a truly connected shopping experience**

inspirational offers and content to make shopping fun

**hyper targeted customer touch points personalized for
1:1 engagement**



**simplified
U.S. operating
model**



**supply chain
& e-commerce
efficiencies**



**leverage
tech & AI**



**save for our
customer**

**leverage and lower
our cost base**

**we're focused
on operating
efficiently,
generating fuel
to fund our
growth strategy**

we're committed to
**supporting our
healthy communities
& the planet**

healthy
communities

lbn

meals donated
since 2020

healthy
people



GUIDING STARS[®]
NUTRITIOUS CHOICES MADE SIMPLE

*Nature's
Promise*

healthy
planet

net zero

scope 1 & 2 by 2040
scope 3 by 2050

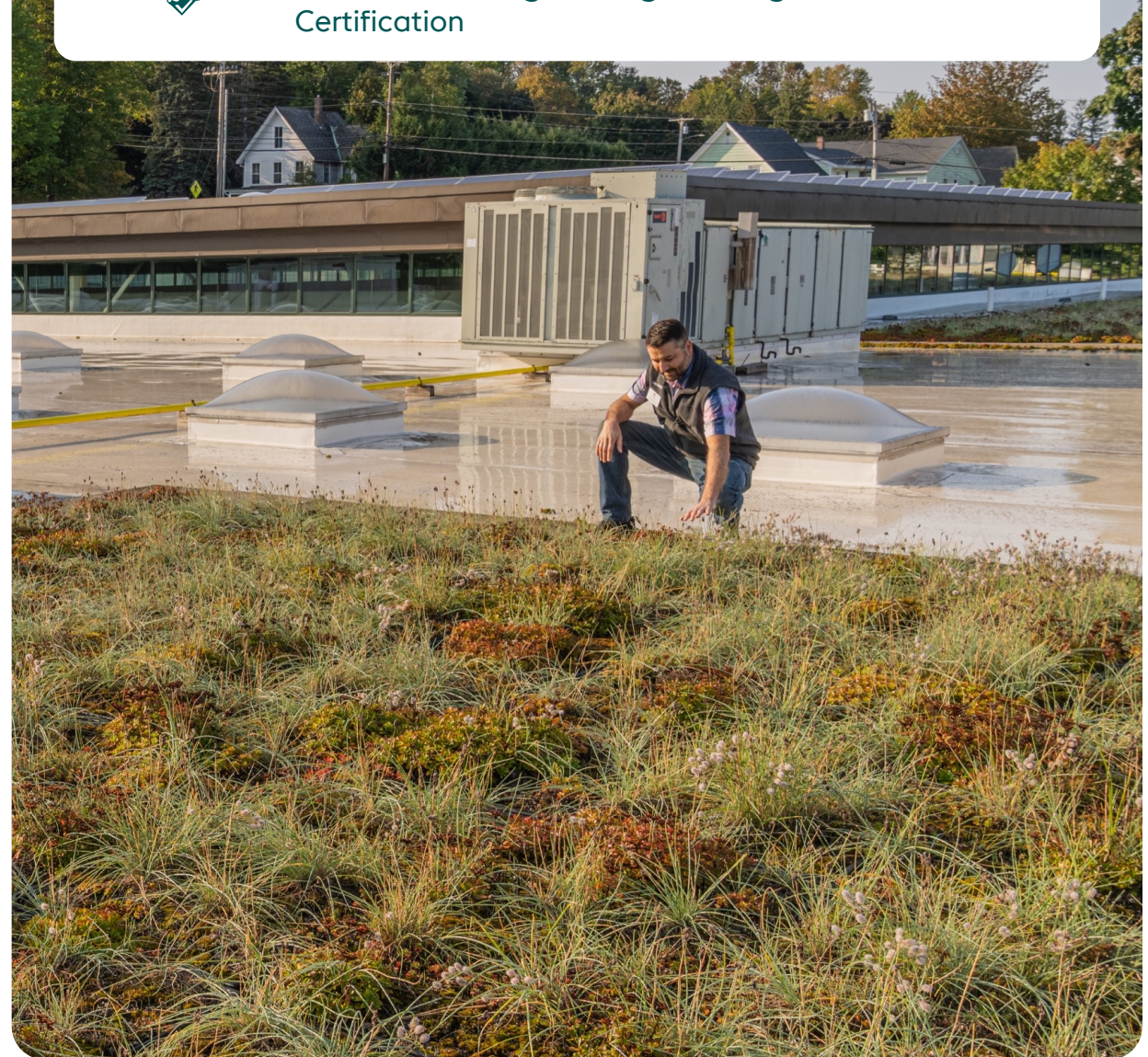
-50%

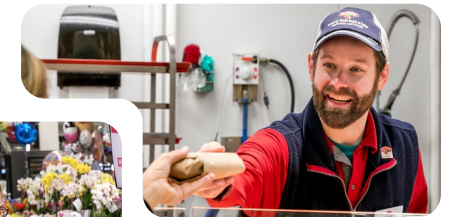
food waste
by 2030



cony street location in Augusta, Maine

platinum LEED certified & first supermarket in the U.S. to
achieve the Living Building Challenge Core for Interiors
Certification





passionate people
are at the center of
everything we do



thriving
people



uniquely local, trusted retailers

unlocked by scale & leading capabilities

deeply rooted in communities

>50%

digital engagement by 2028

reduce
operating costs

lead with

own brands

>\$1bn

investments
in price by 2028

ahold
delhaize USA



grow

complementary
income streams

Giant



The
GIANT
Company

FOOD LION

STOP&SHOP

~1000

new stores &
remodels

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