



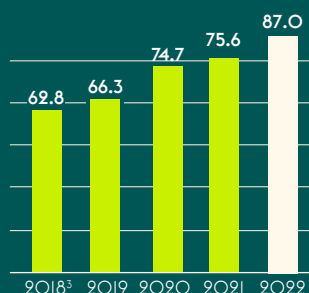
## Group highlights

## Net sales 1

€87.0bn

2021: €75.6bn

+15.1% (+6.9% at constant rates)

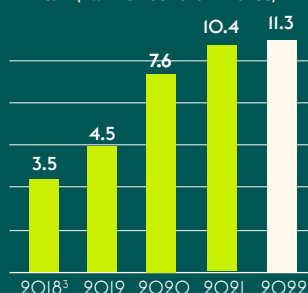


## Net consumer online sales

€11.3bn

2021: €10.4bn

+8% (4..9% at constant rates)

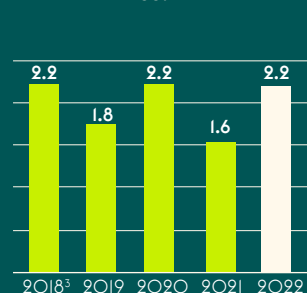


## Free cash flow

€2.2bn

2021: €1.6bn

+35.2%

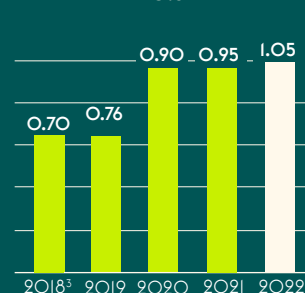


## Dividend per common share

€1.05

2021: €0.95

+10.5%



## Net income

€2.5bn

2021: €2.2bn

+13.4%\*

## Underlying operating income

€3.7bn

2021: €3.3bn

+11.9%\*

## Underlying operating income margin

4.3%

2021: 4.4%

-0.1 pp\*

## Diluted income per share from continuing operations

€2.54

2021: €2.17

+17.2%\*

## Diluted underlying income per share from continuing operations

€2.55

2021: €2.19

+16.5%\*

Own-brand food sales from healthy products<sup>4</sup>

54.4%

2021: 53.4%

Reduction in food waste (t/€ million)<sup>4,5</sup>

33%

2021: 20%

2022: 3.38t/€ million

Reduction in absolute CO<sub>2</sub>-equivalent emissions (scope 1 and 2)<sup>4,6</sup>

32%

2021: 31%

2022: 2,837kt

## Associate engagement score

79%

2021: 79%

Industry benchmark: 77%

## MSCI INDEX

AA

2021: AA

- Ahold Delhaize's 2018, 2019, 2021 and 2022 fiscal year consisted of 52 weeks, while 2020 consisted of 53 weeks.
- In 2022, after €2.5 billion cash capital expenditure (2021: after €2.4 billion cash capital expenditure).
- The 2018 figures have been restated for the change of accounting policies (IFRS 16 Leases).
- The 2021 figure was restated, see ESG statements in the Annual Report 2022 for more information.
- The reduction is measured against the restated 2016 baseline: 5.09 t/€ million. See ESG statements in the Annual Report 2022 for more information.
- The reduction is measured against the restated 2018 baseline: 4,164 thousand tonnes CO<sub>2</sub>-equivalent emissions. See ESG statements in the Annual Report 2022 for more information.

\*At current rate

<b>Market area</b>	Market Area: Delaware, Georgia, Kentucky, Maryland, North Carolina, Pennsylvania, South Carolina, Tennessee, Virginia and West Virginia	Connecticut, Massachusetts, New Jersey, New York and Rhode Island	Maine, Massachusetts, New Hampshire, New York and Vermont
<b>Store formats</b>	Supermarkets, online shopping	Supermarkets, online shopping	Supermarkets, online shopping
<b>Number of stores</b>	1,108	400	185
<b>Number of pick-up points</b>	655	375	170
<b>Customer proposition</b>	Easy, Fresh & Affordable... You Can Count on Food Lion Every Day!	My Stop & Shop helps me save money, save time and eat well	The full shop... fresh, local, priced right, healthy, great service



<b>Market area</b>	Maryland, Pennsylvania, Virginia and West Virginia	Delaware, District of Columbia, Maryland and Virginia	New York City, Connecticut, Westchester, Long Island & Hamptons, New Jersey, Philadelphia, Washington, D.C., Delaware, Maryland, Virginia
<b>Store formats</b>	Supermarkets, small urban supermarkets, online shopping	Supermarkets, online shopping	Online with 2-hour express, same-day and next-day delivery
<b>Number of stores</b>	193	165	3 million grocery items delivered to customers every week
<b>Number of pick-up points</b>	187	162	
<b>Customer proposition</b>	Dedicated to providing a great shopping experience, from food to fuel to pharmacy, through exceptional quality, value and service	My Giant helps me save money, save time and eat well	Food that delivers you.



<b>Market area</b>	The Netherlands and Belgium	Belgium and Luxembourg	The Netherlands
<b>Store formats</b>	Supermarkets, convenience stores, online shopping	Supermarkets, convenience stores, online shopping	Drugstores, online shopping
<b>Number of stores</b>	1,228	830	522
<b>Number of pick-up points</b>	59	120	
<b>Customer proposition</b>	That is the good thing about Albert Heijn	On the side of life	The best drugstore with the best and affordable solutions for Health, Beauty, Care & Baby



<b>Market area</b>	The Netherlands	The Netherlands and Belgium
<b>Store formats</b>	Liquor stores, online shopping	Online shopping with a focus on general merchandise
<b>Number of stores</b>	603	More than 51,000 plaza partners
<b>Customer proposition</b>	Everyone an expert	The store for all of us



<b>Market area</b>	Greece	Czech Republic	Greece
<b>Store formats</b>	Supermarkets, convenience stores, cash and carry, online shopping	Supermarkets, hypermarkets, convenience stores	Supermarkets
<b>Number of stores</b>	618	335	14
<b>Number of pick-up points</b>	84		
<b>Customer proposition</b>	For all that you care about	It is worth it to eat better	Your partner for competitive grocery



<b>Market area</b>	Serbia	Romania	Serbia
<b>Store formats</b>	Supermarkets, convenience stores, hypermarkets, online shopping	Supermarkets, convenience stores, online shopping	Hypermarkets
<b>Number of stores</b>	493	956	9
<b>Number of pick-up points</b>			
<b>Customer proposition</b>	So good. So Maxi	Enjoy your life	Always in action



<b>Market area</b>	Indonesia	Portugal
<b>Store formats</b>	Compact supermarkets, supermarkets	Supermarkets
<b>Number of stores</b>	180	465
<b>Customer proposition</b>	Fresher, affordable, closer	It tastes good to pay so little