



# Ahold Delhaize

# 11

Countries



Local,  
Personal &  
Convenient

Dependable  
Value

Best  
Own  
Brands

Fresher & healthier

Leading in  
sustainable retailing:  
Proud member of DJSI



~380,000  
associates

Great  
Local  
Brands

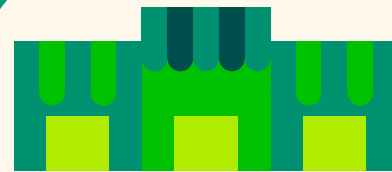
Sustainable



Leading  
in  
eCommerce



Strong  
financial  
profile



~6,967  
stores



Shopping  
anytime  
anywhere



top 10  
International  
food retailer



Weekly customer visits

>54m in stores

>20m online

150 years  
experience  
in food  
retailing

# Strategic Framework - Leading Together

Our purpose

**Eat well. Save time. Live better.**

Our business model

- Save for our customers:**
- Buy better
  - Operate smarter
  - Waste less

- Offer an omnichannel experience:**
- Supermarkets and smaller stores
  - eCommerce
  - Meal solutions



- Invest in our customer proposition:**
- Fresher & healthier
  - Best own brands
  - Local, personal & convenient
  - Dependable value
  - Sustainable

Our promises



Our values

**Courage**

We drive change, are open-minded, bold, and innovative.

**Integrity**

We do the right thing and earn customers' trust.

**Teamwork**

Together, we take ownership, collaborate, and win.

**Care**

We care for our customers, our colleagues, and our communities.

**Humor**

We are humble, down-to-earth, and we don't take ourselves too seriously.

FOODLION

STOP&SHOP



GIANT MARTIN'S

Giant



Etos

Goll&Goll

albert

bol.com  
de winkel van ons allemaal

MAXI

Tempo

Bacifónouēs

ENA FOOD



superpress



Peapod  
DIGITAL LABS

Retail Business Services

**BETTER EATING IS AT  
THE HEART OF BETTER  
LIVING**



# Regain trust through our products



ENREGISTREZ-VOUS ET RECEVEZ **-20%\*** SUR TOUTS LES PRODUITS AVEC UN NUTRI-SCORE A ET B.

**MIEUX MANGER, MOINS PAYER GRÂCE À VOTRE CARTE-PLUS.**

**DU CÔTÉ DE LA VRAIE VIE**

\*Plus d'infos sur Nutri-Score : [www.delhaize.be/nutriscore](http://www.delhaize.be/nutriscore)

## Devenez SuperPlus dès maintenant et profitez de...

- ÉCHANGEZ VOS POINTS SUPERPLUS CONTRE DES PRODUITS
- VOTRE NUTRI-PROFIL PERSONNALISÉ
- DES SUPER RÉDUCTIONS NUTRI-BOOST POUR MANGER PLUS ÉQUILIBRÉ
- PROMO-BOOST : DES PROMOS EXCLUSIVES QUI S'AJOUTENT AUX RÉDUCTIONS DU MOMENT

**VOUS AUSSI VOULEZ PAYER MOINS POUR MANGER MIEUX ?**

SCANNEZ LE QR CODE OU SURFEZ SUR [WWW.DELHAIZE.BE/SUPERPLUS](http://WWW.DELHAIZE.BE/SUPERPLUS) ET ENREGISTREZ-VOUS.

Offres valables du 09/07 au 14/10/2020 inclus

We care for you!  
**A ← B**  
Now better Nutri-score!

**NUTRI-SCORE**  
A B C D E

**A ← B**  
Now better Nutri-score

**NUTRI-SCORE**  
A B C D E

**MORE THAN 40 PRODUCTS** already reformulated with a **better nutri-score**

**DU CÔTÉ DE LA VRAIE VIE**

**GRATIS**  
SERIAL STOCKEURS  
SPECIAL VEGGIE

Examinez toujours avec attention les produits avec Nutri-Score A et B.

Now better Nutri-score!

**NUTRI-SCORE**  
A B C D E

**DELHAIZE**  
ENTVIETJE  
JAMBON  
DIEZGRASSE

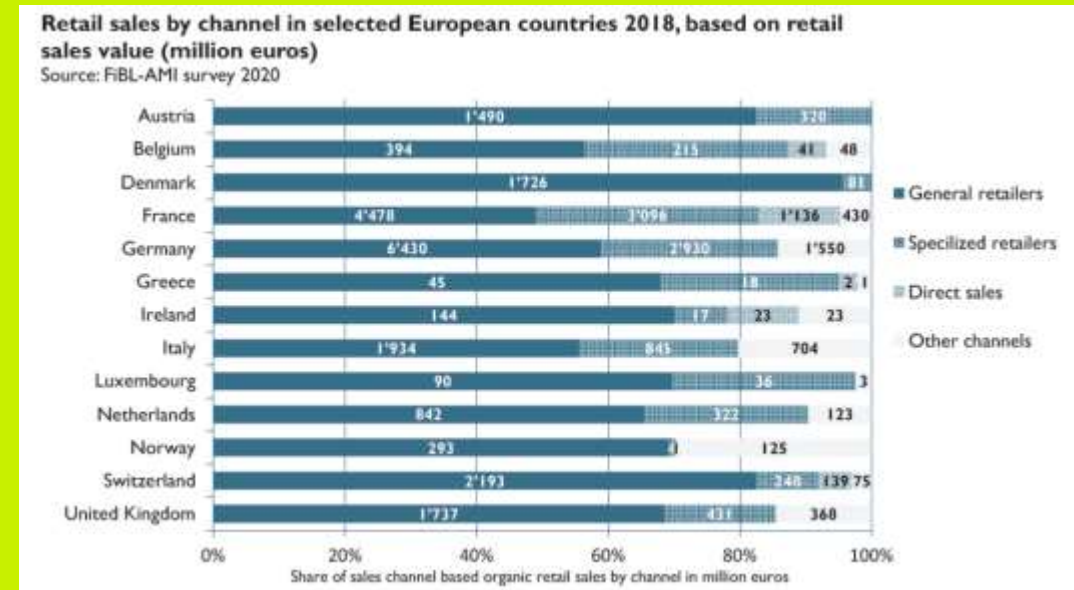
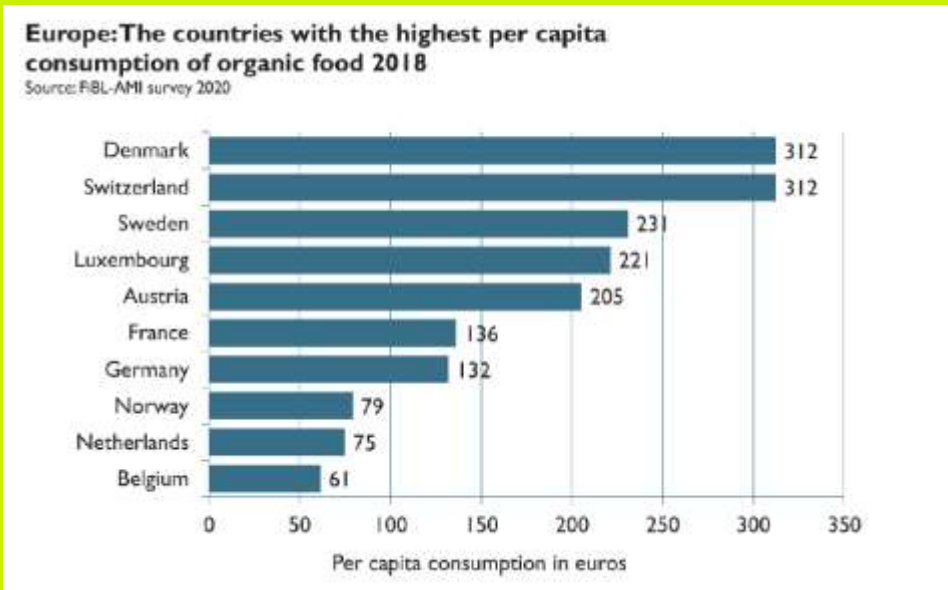
**7 TON**  
MINIEN ZOUT  
PER JAAR.

# Neutralize our planet's footprint



# Organic food retail sales – key figures & trends

- Organic market in EU grew to € 37,4 billion in 2018 (=+121% over 10y) (total retail sales = € 3,5 trillion)
  - ➔ most sales in general food retailers, followed by specialized organic retailers
- Organic food sales concentrated in Western EU (DE: € 11,97 billion, FR: € 9,69 billion)



- Consumers all over EU (especially younger ones) are increasingly interested in health and sustainability and choose to buy local, organic, ethically produced
- How can organic market grow further and faster? .... More supply and wider range of products