

Omnichannel Growth – USA

Kevin Holt

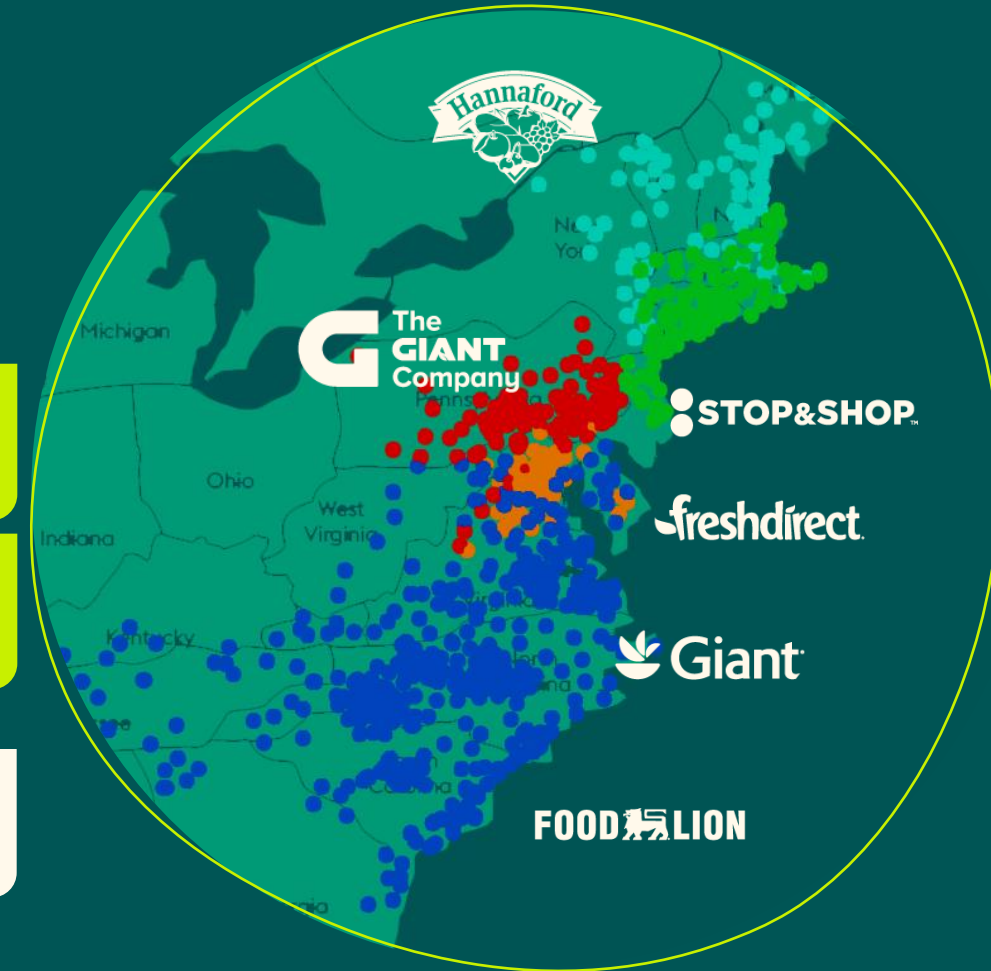
Chief Executive Officer Ahold Delhaize USA



The local brands of Ahold Delhaize USA

Largest grocery retail group on the East Coast

<p>~2,000 stores across all brands in the US</p>	<p>\$51.8b in sales in 2020</p>	<p>1,400+ Click & Collect locations in US (Q3 2021)</p>	<p>30m active loyalty card members</p>
<p>230k+ associates across ADUSA companies</p>	<p>105% online growth of sales reported for full-year 2020</p>	<p>90% customer reach e-commerce coverage with C&C and delivery (Q3 2021)</p>	<p>12b personalized offers by 2021</p>










Purpose. Culture. Community.



Thank
You





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

Connected Customer Strategy

Uniquely local brand
solutions to make
customers' everyday
lives a bit easier so they
can enjoy the

**Moments that
Matter**

Our brands are passionately aligned in leading the Connected Customer Strategy



Vibrant, Easy and
Modern Stores



Seamless
Omnichannel
For All



Right Pricing with
Personalized
Value



Compelling
Private Brands



Uniquely
Local

We are uniquely organized to effectively deliver the Connected Customer Strategy

Ahold Delhaize USA



Practices & Platforms

- ✓ Local
- ✓ Scale
- ✓ Leverage
- ✓ Capabilities
- ✓ Speed

Accelerating omnichannel for the US business through digital and commercial services

Private Brands

Standup of
Peapod Digital
Labs

Accelerating
Omnichannel CVP

Sourcing &
Commercial
Services

Retail Media

Proprietary
Platform

Peapod
DIGITAL LABS

Providing innovative solutions by leveraging scale and expertise so Local Brands can focus on serving customers



IT Evolution



Retail Innovation
Center of Excellence



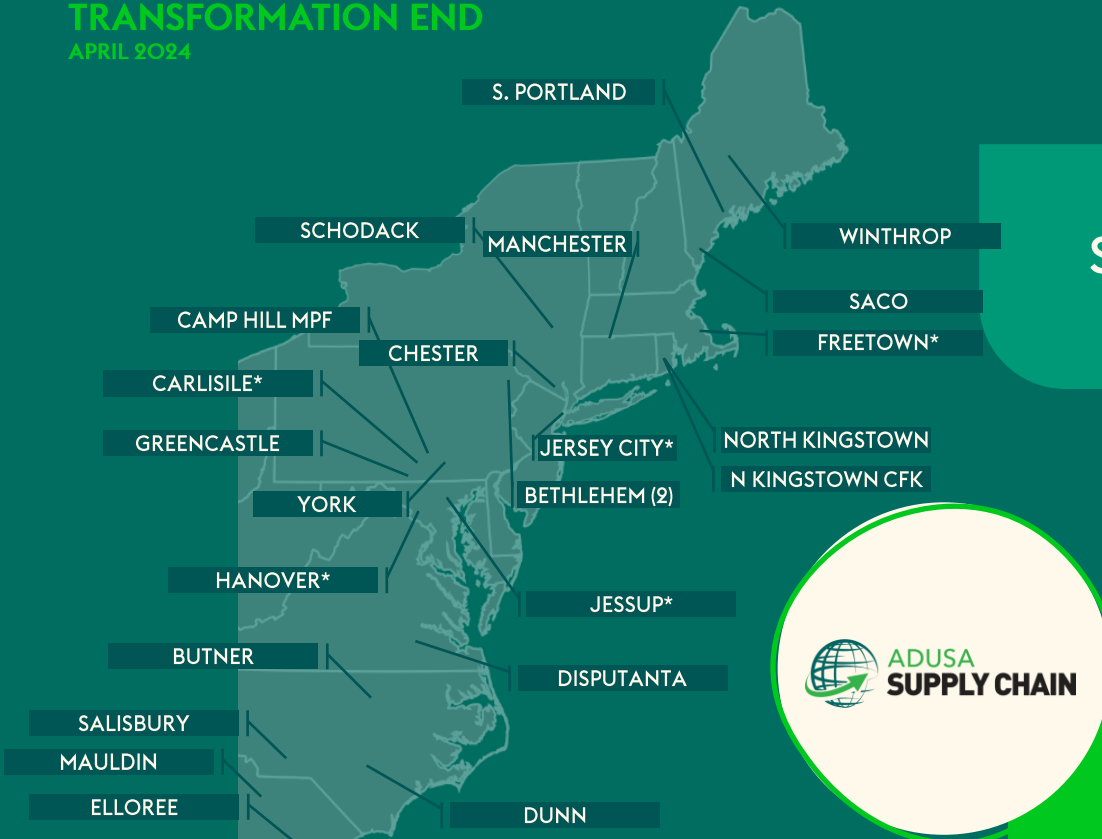
Scaled Indirect
Sourcing

Retail Business Services provide
by leveraging scale and expertise so
on building great local brands



Accelerating omnichannel for the U.S. business through digital and commercial services

TRANSFORMATION END
APRIL 2024



26 Facilities

In the integrated self-distribution network



Full Self-Distribution by 2024



Automation Enablement



Enabling Customer Options



Demonstrated strategic repositioning, discipline and continuous evolution to reach its customers



1,102 stores

Foundational & Price Investments



Strategic Remodels

Strategy Evolution



FOOD LION

*Easy
fresh &
affordable*



36
Consecutive
quarters of same
store sales growth

+2 ppt
Market share
gains
(Q2 2019-Q2 2021)

+69%
Sales per
square foot
(2010-2021 YTD)

Stop & Shop continues to shape and reposition the brand to achieve an omnichannel vision



406 stores

Foundational Capabilities



Improving CVP

Increased Competitiveness & Growth



STOP&SHOP

STOP&
SHOP

+6%

Incremental
sales from
remodeled
stores

+4 pts

NPS vs. 2018

+350 bps

eCommerce
penetration vs.
beginning 2020

Joining Forces to win in New York City



Dual brand
strategy in the
marketplace



Integrated
commercial
strategy



Synergies

Strengthening The Giant Company brand across its markets and driving omnichannel innovation in Philadelphia



Giant Heirloom Markets



Urban Flagship Store

eCommerce Fulfillment Center



+183%
eCommerce
sales vs. 2019

+138%
Omnichannel
customers vs.
2019

**Increased market
share overall and in
Philadelphia**



GIANT

4 priorities for the next 4 years

Offering a truly omnichannel experience

Solving for both digital and in-store expectations while integrating across channels

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

Thank you

