sustainability statements

general information

in this section

General information
Introduction

How the sustainability statements connect with our Growing Together strategy

In 2025, we started executing our Growing Together strategy, focused on consistently delivering value to customers and stakeholders, both now and in the years ahead.

Growing Together is driven by our purpose of inspiring everyone to eat and live better, for a healthier future for people and planet and our vision that together, we are your trusted local food retailer.

Healthy communities & planet is one of the strategic priorities of our Growing Together strategy. It is central to our long-term resilience, guiding how sustainability and responsibility are applied across our operations and supply chain. Our work on the healthy communities & planet strategic priority focuses on three areas where we can have the greatest impact: healthier communities, nature and climate, and circularity. See also the *Healthy communities & planet* section under *Strategic report*.

Another priority, thriving people, underscores our belief that our success is only possible when our people grow, collaborate and feel a sense of belonging.

These two priorities form the foundation of our sustainability approach – and guide these sustainability statements.

We are ambitious about the positive impact we can have as we execute on these two strategic priorities, and about making measurable progress. We act every day, learning and improving as we go – constantly innovating to find new ways to take steps forward where it matters most for people and planet.

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

Growing Together strategic priorities

- Thriving people
- Healthy communities & planet
- Vibrant customer experiences
- Trusted product
- Driving customer innovation
- Portfolio & operational excellence

Environment

The Environment chapter aligns with our healthy communities & planet strategic priority, reflecting our approach to strengthening the food system and supporting healthy, sustainable diets for generations to come.

Nature
Read more page 106

Climate
Read more page 92

Circularity
Read more page 117

Social

The Social chapter aligns with our thriving people and healthy communities & planet strategic priorities, reflecting our approach to empower our own workforce, respect labor and human rights and support our customers in making healthier choices.

Own workforce
Read more page 130

Labor & human rights
Read more page 141

Customers
Read more page 149

Governance

Good corporate governance is fundamental to Ahold Delhaize's values, specifically to ensure we operate our business with integrity.

Corporate culture
Read more page 157

General information continued
Basis of preparation

Ahold Delhaize's long-term resilience is linked to our planet's well-being, and to the people who grow, make and transport products to customers – within both our brands' value chains and own operations.

Reporting on how we manage these impacts – where we follow the guidance of both the Corporate Sustainability Reporting Directive (CSRD) and the European Sustainability Reporting Standards (ESRS) – plays an important role in helping us to continuously improve.

In this Annual Report, we use the terms environmental, social and governance (ESG) and the term sustainability to explain our impact on the world around us, and the impact of the world on our business. Within Ahold Delhaize, however, we differentiate between these terms:

- **Sustainability** is about ensuring sustainable long-term value creation and resilience by balancing environmental, social and economic impact.
- **ESG** is a framework used to evaluate performance in terms of environmental impact, social responsibility and governance. It serves as an input to our sustainability strategy.

In the *Remuneration* section, we refer to "ESG and other strategic imperatives" in relation to the Management Board remuneration – consistent with the definition used in the Management Board remuneration policy and plan documents.

Basis of preparation

Framework and data selection

The EU Accounting Directive (2013/34/EU) (as amended by the CSRD) requires large companies, among others, to include, in a dedicated section of their management report, the information necessary to understand the entity's impacts on sustainability matters and how these matters affect the Company's development, performance and position.

Last year, Ahold Delhaize prepared its sustainability statements to voluntarily apply the ESRS. While legislation process on the Omnibus Directive is ongoing, we continue our early adoption in accordance with the ESRS, and will consider any changes to our sustainability statement once this process is concluded and the ESRS are transposed into Dutch law.

Measurement basis

We have applied our ESG accounting policies consistently during the financial year, as well as for comparative figures. In most situations, we provide comparative figures, but where new indicators were implemented in 2025, comparative data is not available.

Estimates and uncertainties

We recognize that ESG reporting under ESRS is complex and evolving. We see potential changes in market views and perspectives on the nature of voluntarily adopted targets, commitments and ambitions. For this reason, we will periodically review and adjust our approach, methodologies and disclosures in line with updates to the regulations and guidance and emerging best practices and views in the market.

See *Sustainability notes* for more detail on our calculation methods, methodologies and assumptions and how we use estimates and judgments for all our ESG data points.

Consolidation

Ahold Delhaize's Annual Report 2025 covers the period from December 30, 2024, to December 28, 2025 (see *Note 2* to the consolidated financial statements for more information on the basis of preparation). The consolidated quantitative ESG data reported comes from Ahold Delhaize and all its subsidiaries. We use the financial control approach for our ESG reporting scope, in line with what is used in the consolidated financial statements. See *Note 3* to the consolidated financial statements for more information about the general accounting principles followed for consolidation, *Note 1* for more information on the Company and its operations, and *Note 35* for a list of subsidiaries, joint ventures and associates.

In January 2025, Ahold Delhaize acquired Profi Rom Food SRL. Shortly thereafter, Profi began aligning its ESG data collection with Ahold Delhaize's methodology. At this point, Profi's ESG data collection is not yet at the appropriate level of accuracy to consistently cover all Ahold Delhaize's material topics. As a result, the 2025 sustainability statements do not include Profi's ESG data.

Profi actively continues its ESG data collection process, in close collaboration with its suppliers and service providers. We intend to include Profi's ESG data in Ahold Delhaize's sustainability statements as of 2026.

The European Commission also identified that, in the first year of acquisitions, challenges might exist regarding the ESG data quality of acquired entities. This has also been reflected in the "Relief for acquisitions and disposals," as included in EFRAG's technical advice on draft simplified ESRS to the European Commission dated December 3, 2025.

Changes in presentation of sustainability information

We have merged the chapters on workers in the value chain and community impacts into the chapter Labor and human rights in the value chain and merged the chapters on biodiversity, water and pollution into the Nature chapter. In addition, we have incorporated access to healthy and affordable products into the topic Customers' health and nutrition and, therefore, removed it from the title. Finally, we included corporate culture in the governance section of the sustainability statements. These changes were a result of the *DMA update* and more closely align our reporting with how the topics are managed.

Restatements of prior period or baseline figures, where applicable, are disclosed under each metric in the *Sustainability notes*.

For more information on the basis of preparation on consolidation, external audit, disclosures incorporated by reference, time horizons and sources of estimation and outcomes of uncertainty, see *Sustainability notes*.

General information continued
Governance

How we manage sustainability and ESG

Our Management Board is accountable for the overall management of the Company and for the actions and decisions of the Executive Committee, which manages our general affairs and ensures effective implementation of the strategy and achievement of the Company's objectives.

The Health & Sustainability Group function at Ahold Delhaize reports directly to our Chief Sustainability Officer (CSO), who also chairs the Sustainability Leadership Team.

The Chief Human Resources Officer (CHRO) is responsible for aspects of own workforce; HR, including DE&I; associate well-being; and worker safety, and chairs the HR Leadership Team.

The Compliance and Ethics function on Group level, whose responsibilities include product safety and our corporate culture, reports to the Chief Legal Officer (CLO).

Our Chief Financial Officer (CFO) maintains oversight of our sustainability-related financial activities and reporting. The CSO, CLO and CHRO are part of the Executive Committee, while the CFO is part of both the Executive Committee and the Management Board.

Topic-specific targets and ambitions are agreed by the Management Board and Executive Committee. This process is guided by the CFO, CSO and other relevant Executive Committee members, with the support of their teams.

Our overall healthy communities & planet and thriving people strategic priorities are overseen by the Supervisory Board.

Our sustainability governance framework

Two-tier board structure

Supervisory Board

Supervises the Management Board and advises both the Management Board and Executive Committee.

Five appointed committees

Sustainability and ESG oversight – from guiding audits and aligning remuneration with sustainable long-term value creation, to advancing the Company's sustainability strategy, promoting strong governance and diversity, and leveraging technology and innovation to accelerate progress – is embedded across all Supervisory Board committees.

- **Audit, Finance & Risk Committee**
- **Governance & Nomination Committee**
- **Remuneration Committee**
- **Health & Sustainability Committee**
- **Technology Committee**

Read more in the *Supervisory Board report*.

Management Board

Chief Executive Officer (CEO), Chief Financial Officer (CFO), CEO Ahold Delhaize USA, CEO Europe and Indonesia

Responsible for the overall management of the Company.

Executive Committee

Manages our general affairs and ensures effective implementation of the strategy and achievement of the Company's objectives.

Agrees with the Management Board on the topic-specific targets and ambitions.

Chief Sustainability Officer (CSO)
Responsible for the implementation of the sustainability policy and related standards

Chief Human Resources Officer (CHRO)
Responsible for aspects of own workforce; HR, including DE&I; associate well-being; and worker safety

Chief Legal Officer (CLO)
Responsible for all legal affairs of the Company, including compliance with product safety, ethics, public affairs and governance

Chief Technology Officer (CTO)
Responsible for technology matters, including IT architecture and strategy, digital innovation, scalable platforms, data and analytics, and cybersecurity.

Sustainability Leadership Team | **HR Leadership Team** | **Legal Leadership Team** | **Technology Leadership Team**

General information continued
Governance continued

Policies

We have a Group sustainability policy that applies to Ahold Delhaize and its subsidiaries. This policy outlines Ahold Delhaize's approach to sustainability and ESG within its own operations and across its value chain. We also maintain internal sustainability standards that address key material sustainability matters, offering guidance on these topics to the local brands. The CSO is responsible for the implementation of the sustainability policy and the related standards.

Ahold Delhaize's Group policies are formal statements or principles intended to build a foundation for the implementation of our sustainability approach. Our Group standards are mandatory minimum Company-wide requirements, rules or goals that provide support and direction for the Group policies.

See *Environmental information*, *Social information* and Governance Information for further details on policies related to each material sustainability matter.

See the *Corporate Governance* section for information about the matters addressed by management and the *Supervisory Board report* for information on topics discussed by the Supervisory Board during 2025.

See *Remuneration policy for the Management Board* for further details on the integration of sustainability-related performance in incentive programs.

Statement on due diligence

Since 2023, we have been executing our Group sustainability due diligence process to identify, address and mitigate social and environmental impacts in our own organization and throughout our value chain. The due diligence steps align with the OECD due diligence steps.

This process was also the starting point for – and reflects the "do no harm" aspect of – our double materiality assessment (DMA). As part of the sustainability due diligence process, we continuously identify gaps in how we mitigate our salient impacts and develop a due diligence roadmap that will also help us meet the requirements of the Corporate Sustainability Due Diligence Directive (CSDDD). We will potentially adapt our process when further guidance is available in relation to the CSDDD.

For an effective sustainability due diligence process, it is important to engage with affected stakeholders. We recognize that impacts on people often occur locally, in the day-to-day operations and supply chains of our great local brands. So, throughout the Group sustainability due diligence process, in 2023 and 2024, we engaged with more than 40 internal regional and local experts across our brands; conducted a survey completed by more than 70 associates in key roles across all regions and brands; and engaged with external representatives of potential affected stakeholders in both our own operations and our supply chain through interviews, a stakeholder workshop and a survey. The results of this engagement remain valid and as part of the execution of the due diligence roadmap (anticipating CSDDD requirements), future internal and external engagement will take place.

See also our 2024 *Human Rights Report* issued in July 2024 for more information.

Overview of salient impacts

Our social and environmental salient impacts are presented in the table below. These salient impacts were included in the DMA as input, where the majority also became part of the material sustainability matters for reporting under the CSRD.

Environmental salient impacts	Social salient impacts
GHG emissions (OO/VC)	Child labor (VC)
Water scarcity and overuse (VC)	Forced labor (VC)
Ecosystem conversion, incl. deforestation (VC)	Community impacts, incl. land rights, access to water (VC)
Overfishing and depletion of fish stocks (VC)	Inadequate wages (OO/VC)
Plastic pollution (VC)	Freedom of association and collective bargaining (OO/VC)
Soil degradation (VC)	Discrimination (incl. gender inequality) (OO/VC)
Food waste (OO)	Harassment and violence (OO/VC)
Inadequate animal welfare (VC)	Insufficient access to healthy food (OO)
	Inadequate working time (OO/VC)
	Unhealthy and unsafe working conditions (OO/VC)

VC – value chain
OO – own operations

Due diligence roadmap

In 2024, we started putting in place steps to address our salient social and environmental impacts and help us work continuously to improve our performance across both topics. The high-level steps are:

1. Develop due diligence guidance and policy to embed due diligence within the organization
2. Build out the sustainability risk assessment to enhance the identification and assessment of adverse impacts
3. Develop mitigation toolbox to help stop, prevent and mitigate negative impacts
4. Measure progress to track implementation and results
5. Implement due diligence reporting in line with CSRD and CSDDD to communicate how impacts are addressed
6. Engage with stakeholders along the way and identify supply chain grievance mechanisms

See also *Index: Statement on due diligence*.

Risk management and internal controls

Ahold Delhaize measures, tracks and reports on various ESG-related KPIs to demonstrate our performance against our strategy and compliance with regulatory reporting requirements.Our risk management and control systems are designed to facilitate our ability to deliver limited assurance on sustainability disclosures. We maintain process documentation and evidence of control procedures to demonstrate our review, reconciliation and validation of data reported; see *Governance, risk and compliance* for more information.

General information continued
Sustainability strategy

Sustainability strategy, business model and material impacts, risks and opportunities (IRO)

Health and sustainability are integral to how we create sustainable long-term value through our Growing Together strategy. Our six strategic priorities define how we deliver on our purpose and vision, and two of these priorities – healthy communities & planet and thriving people – provide the strategic direction for our sustainability statements.

Our strategic priorities operate in close connection with our growth model. While the growth model sets out what we aim to achieve, the strategic priorities guide how we do so in practice. Together, they help us respond to external developments, build on the strength of our local brands and identify opportunities that support resilient, sustainable growth over time.

While sustainability plays an important role in value creation across our business, as a food retail group operating in diverse markets, we navigate a range of interrelated and sometimes competing priorities. Many actions contribute to multiple outcomes at once – for example, supporting healthier diets can also reduce environmental impact and strengthen the resilience of our value chain. At the same time, progress can involve trade-offs, where investments in one area influence the pace or scale of others. For example, investing in more sustainable refrigeration systems may require allocating capital that could otherwise be directed to other operational growth priorities. Recognizing and managing these dynamics is central to how we allocate resources responsibly and advance our strategic priorities.

Sustainability is embedded in our financial planning and business review processes. We operate a structured planning cycle to build toward our longer-term commitment, while capital allocation decisions are reviewed regularly and revisited if needed. This ensures we remain focused on the processes that enable progress toward our long-term goals. At the same time, we recognize that unforeseen developments can arise at a scale or pace that requires us to review our priorities, consider new trade-offs and ensure that our investments continue to deliver the best value for our customers.

Several of our ESG targets and ambitions sunsetted at the end of 2025. We continue to see these metrics as important drivers for our approach to sustainability and we will use our performance and business review cycles to discuss our approach for the foreseeable future. We will continue to be transparent on our progress in our 2026 Annual Report.

The sections that follow provide further insight into how we identify, manage and monitor our material impacts, risks and opportunities, and how these considerations shape our actions across the value chain.

Ahold Delhaize's overall strategy is further explained in *Our Growing Together strategy*. For an overview of the markets our brands serve, see *Our great local brands*. See also *Our value chain* and *Our value creation model* under *Strategic report*.

For an overview of our associates (headcount) by geographical area, see the *social indicators* on Own workforce, as disclosed in the *Sustainability notes*.

For a breakdown of revenue, including sales from gasoline, see *Note 7* to the consolidated financial statements.

See *IRO management* for an overview of our sustainability material matters and how they interact with our Growing Together strategic priorities.

For an overview of our actions and projects related to these matters, see the topical sections in the sustainability statements where we discuss our material *environmental*, *social* and *governance* matters.

We provide an overview of the impacts, risks and opportunities we have identified relating to the material sustainability matters in the the appendix in the *Our material sustainability matters* section.

Current and anticipated financial effects

See *Performance review* for more information about the financial results and position of the Company. Our 2025 results have not been affected significantly by the impacts, risks and opportunities related to the material sustainability matters compared to the prior year.

See *Note 2* to the consolidated financial statements for information on how we consider the effects of climate change in the preparation of the financial statements. Specifically, see *Note 11* to the consolidated financial statements for information on where we have included climate- and sustainability-related risks and opportunities as part of our impairment test.

The table below provides an overview of operating expenses directly or indirectly linked to the effects of the impacts, risks and opportunities and our data collection and reporting efforts under ESRS. None of these expenses were significant enough for individual disclosure.

Anticipated financial effects include operating expenditure (OpEx) and CapEx to be incurred in the coming years as part of our efforts to reduce our GHG emissions. See also *Climate change: Transition plan for climate change mitigation*.

The implementation of our action plans relating to material sustainability matters does not require significant, separately identified CapEx and OpEx in the future, as these activities and costs are integrated into our business model and reported as business as usual, with the exception of climate change (see *Climate change: Transition plan for climate change mitigation*). For example, costs incurred due to food waste are included in inventory write-offs, and operational costs are included in store operations.

Operating and capital expenses linked to the effects of IROs and data collection and reporting efforts.	Notes for reference
Labor costs, which include the expenses relating to associates working in a dedicated capacity or indirectly on material sustainability matters	Note 8 to the consolidated financial statements
Other operating expenses, which include costs incurred to implement the ESRS and policies and standards relating to material sustainability topics	Note 8 to the consolidated financial statements
Independent accountant fees relating to the limited assurance on the sustainability statements	Note 4 to the parent financial statements
Inventory write-off during 2025, which includes losses related to food waste	Note 17 to the consolidated financial statements
Eligible (and aligned) CapEx spent in 2025, impacting our financial position	EU Taxonomy

General information continued
Strategy continued

Interests and views of stakeholders

Ahold Delhaize and its brands take into account the needs of many different stakeholder groups while doing business each day. We define stakeholders as individuals, groups or organizations that can affect or are affected by our business.

The value we create depends not only on our own efforts, but also on factors in the external environment, market developments and the relationships we build with our stakeholders. We view the natural environment and animals as "quiet" stakeholders and strategically incorporate their needs into our policies and decision making to ensure long-term resilience and responsible growth.

We proactively manage our relationships to foster open dialogue with and capture feedback from our stakeholders in both formal and informal ways. As part of our sustainability due diligence and DMA update, we gained further insight into our key affected stakeholders' diverse perspectives on our impacts, risks and opportunities. These insights help us identify matters that are material and impactful for sustainability, aligning our strategy with our goals and societal expectations so we can add short-, medium- and long-term value. To enhance transparency on how we do this and to comply with the Dutch Corporate Governance Code, we have published our *Policy on Stakeholder Engagement*. We have also published our *Health & Sustainability Engagement Guidelines*. See *Impact, risk and opportunity management* and the separate sections on sustainability material matters for more information on how we address the outcome of our engagement with stakeholders and how they interact with our strategy and business model.

Customers

Expectations

- A seamless and easy shopping experience, enabled by technology
- High-quality products that are healthy, tasty and affordable
- Empowering customer choice through great value and easy access to affordable and healthier food options

How we engage with them

- Brands' customer service in stores, on the telephone and through in-store feedback, email, online communications and engagement as part of everyday business
- Direct feedback to our brands' associates, websites and social media
- Customer surveys, studies and focus groups
- Communications campaigns to support customers in making local, affordable, healthier and more sustainable food choices
- Customer research, such as consumer insights, engagement studies and research we performed as part of the DMA

What they tell us

- Consumers expect to have choice and are looking for affordable and convenient products.
- Customers want convenient online shopping with pick-up or delivery options.
- In general, customers value products that are made with respect for people, animals and the planet, and they share our ambitions to reduce food waste and plastic product packaging.

Associates

Expectations

- A caring place to work, where there is opportunity for growth and collaboration, and a thriving culture
- Equal pay for equal work
- A safe and supportive environment where everyone is heard and valued

How we engage with them

- Frequent touchpoints, including performance review processes, recognition, rewards and benefits programs and training
- Virtual town halls, expert sessions and other meetings and events that facilitate connections
- Associate mental health initiatives
- Annual Associate Engagement Surveys
- Sponsorship and support of Business Resource Groups (BRGs)
- Our DMA
- Regular interaction with Works Councils

What they tell us

- Associates take pride in working for Ahold Delhaize and its brands and have access to support, resources and training to maximize their growth.
- Workplace conditions-related topics, such as working hours, equal treatment and safety, are important topics for associates.

Shareholders

Expectations

- Delivering consistent earnings growth, strong free cash flow, dividends and share buyback programs
- Being a sustainable food retailer: meeting our health and sustainability objectives and transparently reporting opportunities and challenges

How we engage with them

- Annual and extraordinary General Meetings of Shareholders
- Quarterly disclosures on financial performance briefings and presentations
- Individual or group meetings with analysts and shareholders
- Regular regional roadshows and conferences

What they tell us

- Shareholders appreciate our delivery against our Growing Together strategy; consistent, stable earnings growth; strong free cash flow; dividends; and share repurchase programs.
- Sustainability topics considered important by shareholders include climate, nature and consumer health and nutrition, as well as product packaging and human rights in our value chain.
- Shareholders value timely and transparent communications on developments within the organization.

General information continued
Strategy continued

Communities

Suppliers

Expectations
- Building long-term relationships that are mutually beneficial and cooperating on important topics, such as health, human rights, product safety and climate

How we engage with them
- Individual meetings, online communication, supplier events and partnerships

What they tell us
- Suppliers give us input on how our brands can create healthier and more sustainable products for customers; reduce food waste; and increase economic, social and environmental value for communities in the supply chain.
- Strategic suppliers believe we should work together on mitigating the negative impacts of climate change.

Community organizations

Expectations
- Being an integral part of the communities our brands serve and helping addressing broader societal challenges

How we engage with them
- Partnerships with local community organizations and charities, either directly or via brand-owned foundations or sponsorships, such as our partnership with The Global FoodBanking Network, an international non-profit organization dedicated to alleviating food insecurity while reducing food loss and waste

What they tell us
- They give us insights into community needs and how our brands can be stronger partners in creating healthier communities.

Public policy NGOs

Expectations
- Contributing to progress on global challenges related to climate, health, animal welfare, human rights and other topics. We recognize NGOs as important representatives of community, worker and environmental perspectives across our value chain.

How we engage with them
- Ongoing dialogue through individual and multi-stakeholder meetings, consultations and written exchanges.
- Being a proactive partner and member of various sustainability-related networks and institutions

What they tell us
- NGOs make us aware of opportunities to improve our performance and transparency on a wide range of topics including animal welfare, human rights and climate change.
- In some cases, NGOs expect us to change policies or work with our brands' suppliers to improve their ESG performance.

Governments

Expectations
- Respecting regulations and adopting a stakeholder approach that takes into account society and the environment

How we engage with them
- In the U.S., engaging with lawmakers and regulators at the federal and state levels to assist in understanding their views
- Engaging with the European Commission on the importance of a well-functioning EU internal market for both the agri-food chain and consumers

What they tell us
- Our views, insights and support are valued, and we can help to create a favorable policy and regulatory framework for the Company and society.

Franchisees and affiliates

Expectations
- The opportunity to build a long-term profitable business, with a reliable supply of high-quality products at competitive prices and insights to improve their businesses

How we engage with them
- Individual meetings; strategic and commercial business reviews; training courses; and events on commercial and operational management, leadership and sustainability
- Simplification and acceleration of store opening and remodeling process

What they tell us
- They give us input on operating stores, engaging with local communities and competing in their markets.

Industry associations

Expectations
- Commitment by Ahold Delhaize and its brands to address industry challenges, establish partnerships, drive implementation and work together to shape operational standards

How we engage with them
- Pre-competitive forums, such as the Roundtable on Sustainable Palm Oil
- Industry association memberships, chambers of commerce and national retail federations, such as the Consumer Goods Forum (CGF), VNO-NCW (Netherlands), Eurocommerce (EU) and FMI: The Food Industry Association (U.S.)

What they tell us
- They help us anticipate and understand local, national and regional public policy developments and drive change in specific sectors.

Schools and research institutes

Expectations
- Funding, (customer) insights and sponsorship for joint research projects

How we engage with them
- Responses to academic surveys, sponsorships, scholarships and other educational initiatives
- Co-creating solutions through joint project work and internships

What they tell us
- Academic research on topics, such as robotics and nature, is often very specific and theoretical. Collaboration with Ahold Delhaize helps universities find real-life use cases for their technologies and co-create scalable solutions.

Navigating polarization

We are operating in an increasingly polarized society, where stakeholders across the entire food system have increasingly divergent expectations of businesses on sustainability and corporate accountability. This heightens reputational risk and places different parts of the Company under conflicting pressures, making strong cross-functional collaboration, open engagement with our external partners and disciplined dialogue essential.

We focus on building our capability to navigate productive tension. In 2025, we convened a cross-functional workshop on “Leadership in an Era of Moral Polarization,” bringing together colleagues from Sustainability, Legal, Communications, HR and Finance to explore how polarization and heightened risk show up across our Company, and build shared capability to better balance business and sustainability imperatives.

General information continued
Impact, risk and opportunity management

Our DMA update

In 2025, we conducted an update of our Double Materiality Assessment (DMA), taking the 2024 assessment as a baseline and applying the EFRAG's Materiality Assessment Implementation Guidance. In this section, we set out the methodology and process followed. We performed a full DMA in 2024 and published detailed results in our 2024 Annual Report. We took the following steps in our 2025 updated DMA:

Step 1: Determine scope and need for the update

We reviewed the latest CSRD reporting framework updates and proposals and assessed whether any potential "triggers" could affect our existing IROs. These triggers included, for example, significant changes in key suppliers or entrance into a new sector. In parallel, we benchmarked material topics and IROs against the annual reports of peer companies including first-wave CSRD reporters.

This review led to two conclusions that defined the scope for Step 2:

1. First, based on the assessment of potential "triggers," we concluded that there were no material changes that would create new IROs or materially modify existing ones.
2. Second, our benchmarking indicated that the outcomes of our 2024 DMA were broadly aligned with those of peers. One notable difference related to governance, where other companies identified material IROs. In addition, we identified a higher number of material IROs overall, particularly in relation to pollution and biodiversity and ecosystems.

Step 2: (Re-)assess material IROs

Based on the Step 1 assessment, new insights from additional research and the evolving role of pollution and biodiversity and ecosystems within our strategy, we selected governance and community impact for re-assessment. Using the same scoring methodology and materiality thresholds as in our 2024 DMA, topic experts re-assessed the relevant IROs, drawing on expert judgment and new data and insights generated since the 2024 assessment.

Key changes in materiality

In general, the outcomes of our 2025 light update are largely in line with the outcomes of our 2024 DMA. The light update resulted in the following key changes compared to the 2024 DMA:

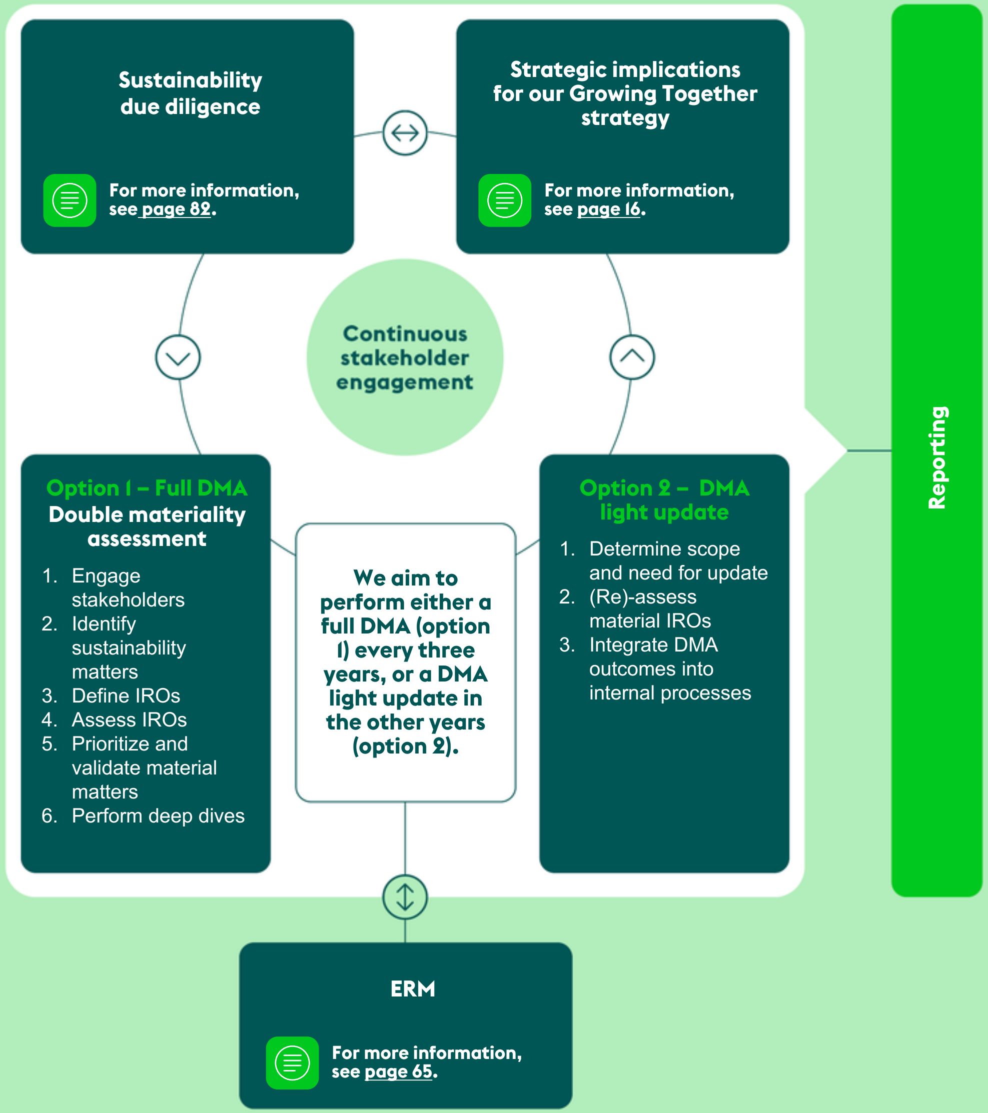
- Less duplication in material IROs
- Updated materiality of specific IROs
- Integration and other refinements

The updated IRO overview can be found in *Appendix – Our material sustainability matters*.

Step 3: Integrate DMA outcomes into internal processes

We integrate the outcomes of the DMA into our business processes to strengthen alignment between our material IROs and the Growing Together strategy, ensuring that material sustainability topics are reflected in decision-making and execution across the business.

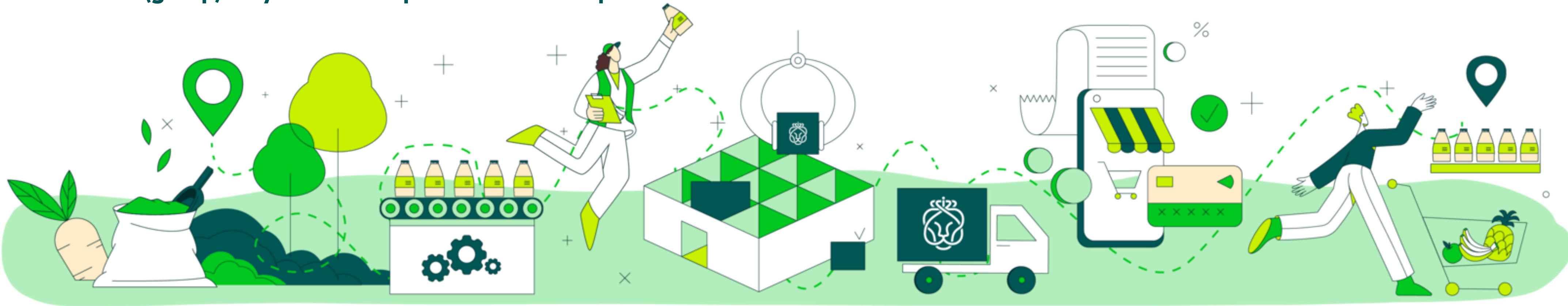
Interaction between our DMA and other processes



General information continued

Material impacts, risks and opportunities across our value chain

The visual below shows an overview of our material topics and the relevant value chain steps connected to these material topics. In the environmental, social and governance chapters of the sustainability statements, we go deeper into the sub-topics under each material topic. We present a full list of the material IROs and an overview of the revisions resulting from the DMA update in the Appendix. Please note that the sustainability statements may not include every IRO or additional entity-specific disclosure that each individual stakeholder (group) may consider important in its own particular assessment.



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environmental information

Environmental: at a glance

Our ambition

Our business depends on nature's ability to sustain the land and water systems that farming and the wider food system rely on.

It takes many partners to deliver for our customers, which is why we are working to reduce emissions in our operations and across the value chain.

Working with partners on nature and climate is the only way to build long-term business resilience and deliver meaningful impact. Together, we are exploring new ways to grow, source, transport and sell food – strengthening the food system and supporting healthy, sustainable diets for generations to come.

1. In the setting of our long-term and net-zero SBTi targets, we are planning to also make use of removals, to the extent permitted by SBTi guidance.

nature

Key topics: Water and marine resources, biodiversity and ecosystems, pollution and animal welfare

By working with partners across our value chain, we can turn shared challenges into shared progress for the industry. Together, we aim to enhance soil, water and biodiversity – the essential resources that food depends on.

>93%

certification or compliance with our guidance for all seven critical commodities

(compared to >91% in 2024)

climate

Key topics: Climate change mitigation, energy use, climate adaptation

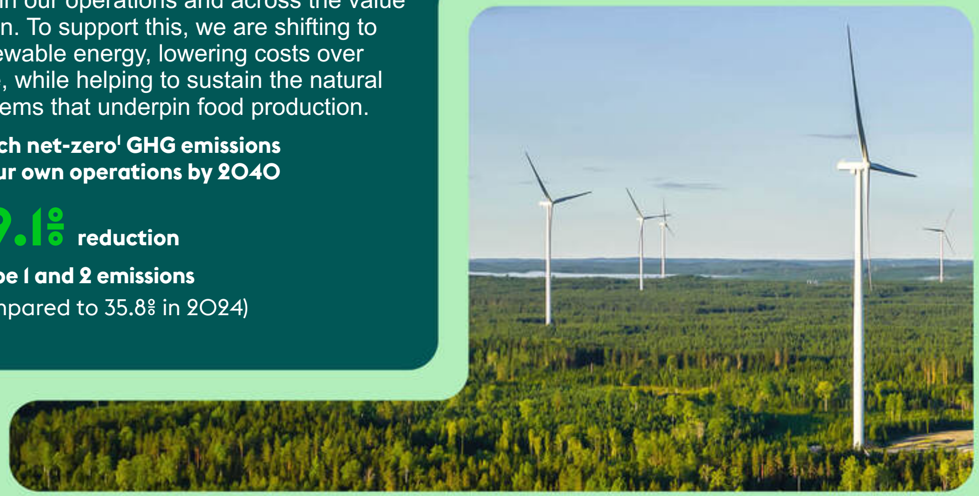
We are working to reduce emissions within our operations and across the value chain. To support this, we are shifting to renewable energy, lowering costs over time, while helping to sustain the natural systems that underpin food production.

Reach net-zero[1] GHG emissions in our own operations by 2040

39.1% reduction

Scope 1 and 2 emissions

(compared to 35.8% in 2024)



circularity

Key topics: Packaging, waste

We value what goes into every product and take our responsibility seriously: cutting food waste and enabling materials to circulate for as long as possible. By optimizing resources, we minimize costs, lower emissions in our value chain and help eliminate waste and pollution.

50% reduction of total tonnes of food waste per €1 million of food sales against our 2016 baseline by 2030

39.1% reduction

of total food waste per €1 million of food sales, at constant rates

(compared to 34.6% in 2024)

Environmental continued
Sustainable and regenerative agriculture

Nature

Nature is a key solution to climate change. Forests, oceans, wetlands and healthy soil absorb carbon and keep it out of the atmosphere. However, when oceans warm and soils degrade, their ability to store carbon decreases. When nature is weakened by climate change, living organisms are less able to effectively slow the warming impact.

Nature and climate are inextricably linked

Climate

Climate change is a key driver of nature loss. Rising temperatures in the oceans and on land can disrupt animal habitats. More frequent droughts and floods can damage forests and wetlands and reduce biodiversity. Extreme weather can destroy ecosystems. All of this undermines nature's ability to regulate emissions and adapt to weather events, accelerating climate change.

Through our approach to sustainable and regenerative agriculture, we aim to strengthen ecosystems, reduce climate impacts and improve yields – addressing the interconnected challenges of nature loss and climate change.

See the case studies on this and the next page.

Ahold Delhaize USA

Ahold Delhaize USA is running a number of pilots focused on regenerative agriculture.

They are partnering with The Campbell's Company, General Mills and Kellanova, which together represent a bold new model for retailer-supplier collaboration. By connecting expertise, investment and scale, Ahold Delhaize USA and its partners are working together to learn what is needed and how to build a foundation for systemic change. They are partnering to drive reduced environmental impact, strengthen food security and build a more resilient supply chain.

In addition, Hannaford is partnering with Wolfe's Neck to support local growers with smart farming assistance.

Ahold Delhaize USA also introduced a value chain collaboration with Danone North America to explore methane emissions reductions. For more information on this pilot, see *Reducing GHG emissions in our dairy supply chain*.

Environmental continued
Sustainable and regenerative agriculture continued

Maxi, Serbia

Maxi Serbia's longstanding Zero Pesticide Residue program expanded in 2025 to a total of six suppliers with 19 SKUs.

It helps to ensure that products, including raspberries, blueberries, blackberries, watermelons, pumpkins, cherries and cherry tomatoes, stay free from pesticide residue.

Developed in partnership with the University of Belgrade, which provides robust, quality data, the program helps suppliers optimize their use of pesticides and fertilizers – resulting in pesticide reduction and benefitting soil health, local biodiversity and local waterways.

Mega image, Romania

Mega Image has been running its Romanian Tastes from Households program for over a decade, covering more than 350 growers and 29 SKUs.

In 2025, the program delivered a record 3,000 tonnes of tomatoes to the shelves and record net sales – up approximately 45% over the previous year. Mega Image continuously invests in the development of the program. In the last two years, their total investment has reached €3.3 million.

The program supplies producers with the inputs they need for cultivation, including seeds and fertilizers, along with technologies for biological control of diseases and pests.

It also helps them to perform soil, water and residue analyses, and obtain certification in accordance with local legislation and Mega Image policies. Horticultural engineers also work directly with growers to improve soils and water efficiency and reduce pesticides and fertilizers.

Albert Heijn, the Netherlands

Albert Heijn's Positive Produce for People & Planet (PPPP) program offers clear guidelines and targets for international fruit and vegetable suppliers, focused on people and environment.

It encompasses a range of initiatives to reduce our climate impact and promote biodiversity, and addresses business ethics, equal treatment and the improvement of living conditions for employees and their communities in the regions where our products are grown.

In 2025, the program's first year, we launched pilot regenerative farming projects for mango (Peru), avocado (Colombia), banana (Ecuador, Colombia) and pineapple (Ecuador) suppliers. Regenerative practices were also embedded into our overall fruit and vegetable program, and the PPPP was acknowledged by the IDH's Sustainability Initiative Fruit and Vegetables (SIFAV) and Sustainability Initiative of South Africa (SIZA).

All non-domestic Albert Heijn fruit and vegetable suppliers are required to participate in the program.

They must also sign the Ahold Delhaize Standards of Engagement and comply with minimum food safety, environmental and social certification standards required as part of the program.

Environmental continued

climate

Our climate focus area relates to the material topic climate change, which covers both our impact on climate change (mainly due to GHG emissions) – including the impact on nature – and the impact of climate change on our value chain (mainly physical and transition risks). In the Nature section of this report, we will focus on the drivers of nature loss other than climate change.

For the list of ESRS disclosure requirements complied with and incorporated by reference, see page 348.

in this section

Image credit: OX2 / Petteri Löppönen

Environmental: climate continued
Climate at a glance

Our ambition

We aim to reduce our impact on the climate through our commitment to reaching net-zero[1] GHG emissions across our own operations by 2040 (scope 1 and 2) and becoming a net-zero business across the entire value chain, products and services no later than 2050 (scope 3).

Why climate change is important

Climate change will materially impact our business both now and in the years to come – from the way food is grown and how and where products are sourced to what our brands' stores look like and how we heat or cool them.

Our approach focuses on both the impact of extreme weather events caused by climate change on our business and how our business activities impact the climate.

Our transition plan sets out our commitment to lowering GHG emissions, both in our brands' own operations and throughout our value chain. It is embedded in and aligned with our overall business strategy.

See Our transition plan on page 98

Our 2025 progress

39% reduction — 36% in 2024

scope 1 and 2 GHG emissions
(2030 target: 50% decrease vs. 2018 SBTi baseline)

47% — 49% in 2024

zero-emissions electricity used
(2035 target: 100% zero-emissions electricity)

5.2% increase — 7.9% increase in 2024

scope 3 FLAG emissions
(2030 target: 30.3% decrease vs. 2020 SBTi baseline)

5.0% decrease — 3.8% decrease in 2024

scope 3 E&I emissions
(2030 target: 42.0% decrease vs. 2020 SBTi baseline)

41%

of Ahold Delhaize's top suppliers have set science-based targets
(2025 target: top 70% suppliers asked to commit to science-based targets)

Environmental: climate continued
Climate change

climate change

Climate change is a planetary issue that affects us all – and some more than others. As an international food retail group, we are dedicated to working across our industry to address the impact of a changing climate. To this end, we not only work to drive improvements in our own operations, we also partner across the value chain. We work with others in our industry to accelerate the transition to a more healthy, sustainable and resilient food system.

Our impacts, risks and opportunities

Value chain and material IROs

While the shift to a low-carbon economy presents risks – such as changing consumer preferences and future policy and regulation – it also presents opportunities for our business.

We have identified the following impacts and risks with respect to climate change: climate change mitigation and energy use, and climate change adaptation (CCA).

The visualization below outlines where the IROs we have identified are material across our value chain.

For more details on our climate change-related IROs, see *Our material sustainability matters.*

Our IROs across our value chain

upstream
- Raw materials sourcing
- Production
- Transport

upstream and own operations
- Warehouse
- Distribution

own operations
- Retail

downstream
- Customer experience
- Waste and end-of-life

Our impacts

Our impact comes from the direct and indirect GHG emissions we produce – from fossil fuels burned for heating and during transportation, electricity consumed throughout our facilities and the refrigerants we use for cooling the products in our stores, to the way the products we source are produced, their use by our brands' customers and how waste is treated.

GHG emissions contribute to climate change and exacerbate biodiversity loss and damage to ecosystems, which can include increased temperatures or extreme weather events.

Refrigerants, electricity, heating and transport form our scope 1 and scope 2 carbon footprint. The remaining emissions categories form our scope 3 footprint, representing around 96% of our total direct and indirect carbon footprint in 2025. For a further breakdown of our GHG emissions, see *Sustainability notes*.

For more information on our strategy and its link to the material sustainability matters identified, see *Our material sustainability matters*.

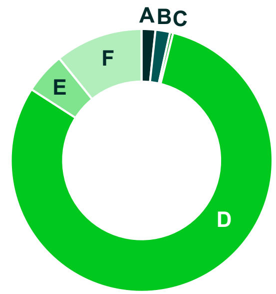
Disclosure on EU Paris-aligned benchmarks

ESRS E1 requires companies to disclose whether they are excluded from the EU Paris-aligned benchmarks, in accordance with the exclusion criteria stated in the Climate Benchmark Standards Regulation[1]. This regulation requires administrators of EU Paris-aligned benchmarks to exclude from those benchmarks the companies that derive revenues over specified thresholds from certain activities (e.g., coal-, oil- or natural gas-related activities, or high-GHG-intensity electricity generation) and the companies found or estimated to significantly harm one or more of the EU Taxonomy environmental objectives. Ahold Delhaize does not meet any of the exclusion criteria and, therefore, is not excluded from the EU Paris-aligned benchmarks.

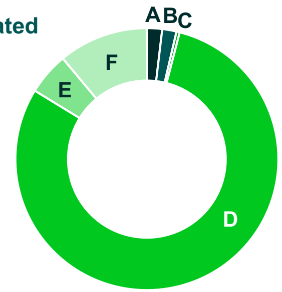
1 *Climate Benchmark Standards Regulation*.

Our total carbon footprint

2025



2024 restated



	2025	2024 restated
Scope 1 and 2[1] ($MtCO_2e$)	**2.44**	**2.57**
A Refrigerants[2]	1.7%	1.9%
B Electricity, heating and cooling[2]	1.8%	1.8%
C Transport[2]	0.4%	0.4%
Scope 3 ($MtCO_2e$)	**60.40**	**61.43**
D Purchased goods and services[2]	80.2%	79.7%
E Use of sold products[2]	5.1%	5.2%
F Other scope 3[2]	10.8%	11.0%
Total GHG emissions[1] ($MtCO_2e$)	**62.84**	**64.00**

1. Includes market-based scope 2 GHG emissions
2. Calculated as a percentage of total GHG emissions

Environmental: climate continued
Climate change continued

Climate risk scenario analysis

Ahold Delhaize recognizes climate risk as a principal risk that may impact our business to varying degrees in the short, medium and long term. See *Risks and opportunities* for more information on our principal risks. We have identified six significant climate-related risks, encompassing both physical and transition risks. The outcomes of our tool-based scenario analysis represent gross risk without accounting for any adaptation or mitigation measures. The analysis below illustrates how risks could evolve across two hypothetical scenarios. See *Sustainability notes* for details on the scenarios analysis, including scope, assumptions and limitations. We categorize climate risk using a three-level impact scale, ranging from low to high potential risk impact. The thresholds are defined by financial impact, reflecting either a profit impact (e.g., direct loss or increased cost) or a revenue impact (e.g., reduction in net sales). See the next page for more information about the table below.

				Gross risk exposure per scenario and timeframe (outcomes of 2025 climate scenario analysis)			
				Paris ambition (2°C)/ Net zero 2050 (1.4°C)[2]		No policy (4°C)/ Current policies (3°C)[2]	
Key risk[1]	Type of impact	Tool-based scenario analysis performed?	Model used	Five-year outlook	2040 outlook	Five-year outlook	2040 outlook
Physical risks							
Material IRO[3] Adaptation: Physical risks from climate change in own operations							
Revenue losses resulting from disruption of stores and DCs (operations) due to climate events	**Revenue**	Yes	Market disruption model	Low	Low	Low	Low
Increased costs resulting from asset damage due to climate events	**Profit**	Yes	Facility disruption model	Moderate	Moderate	Moderate	Moderate
Material IRO[3] Adaptation: Physical risks from climate change in the supply chain							
The impact of agricultural yield decreases and yield losses on revenue and gross margin	**Profit** **Revenue**	Yes	Raw material model	The top three commodities most at risk of yield decreases due to temperature and precipitation change under each scenario and time horizon are: • Cocoa • Rice • Onion	• Cocoa • Rice • Onion	• Cocoa • Rice • Onion	• Cocoa • Sugar beet • Rice
Transition risks							
Material IRO[3] Adaptation: Transition risks from climate change in own operations							
Regulatory risk: The impact of carbon pricing on gross margin	**Profit**	Yes	Carbon pricing model	High	High	—	—
Market risk: Changes in gross margin from changing customer diets	**Revenue**	Yes	Consumer sentiment model	Moderate	High	Low	Low
Market risk: The impact of climate change on energy costs	**Profit**	No	N/A	While this risk remains material, its impact is considered to be relatively lower than the other risks listed above, as our commitments and progress in this area provide a degree of resilience. The brands already implement several mitigation efforts, e.g., enhancing operational energy efficiency.			

High – Significant disruption requiring major resources and reprioritization of objectives to mitigate risk

Moderate – Moderate impact requiring some adjustments to objectives, resources and timelines to manage risks

Low – Low impact, manageable with existing resources, causing limited disruption

— Neutral – No impact expected

1. Six key risks identified in initial 2021 climate-risk analysis
2. The physical risk analysis is underpinned by the Intergovernmental Panel on Climate Change's (IPCC's) Shared Socioeconomic Pathways (SSPs), including Paris Ambition (2°C) and No Policy (4°C). The transition analysis is underpinned by the Network for Greening the Financial System (NGFS) scenarios, including Net Zero 2050 (1.4°C) and Current Policies (3°C).
3. Identified via our DMA

Environmental: climate continued
Climate change continued

Ahold Delhaize faces potential physical risks from short-term event-driven (acute) or longer-term (chronic) shifts in climate patterns that may pose financial implications for our business. The magnitude of climate-related risks and opportunities varies, depending on the interaction between hazards (triggered by climate trends or events), vulnerability (susceptibility to harm) and exposure (people, assets or ecosystems potentially affected), in line with Intergovernmental Panel on Climate Change (IPCC) definitions.

Changing consumer preferences and future policy and regulation associated with the shift to a low-carbon economy present both transition risks and opportunities for our business. The impact of financial, operational and reputational risks or opportunities for our business will vary depending on the nature, speed and focus of the changes related to the transition.

For a definition of climate-related physical and transition risks, see *Note 2* to the consolidated financial statements. For further details on our identification of physical and transition risks, as well as the scope of the assessment, see *Sustainability notes*. See our *2024 CDP response* for further detail on how we are responding to climate impacts.

Physical risks outcomes

Own operations

Our 2025 scenario analysis suggests that flood-related hazards remain the most significant drivers of risk, with flash floods and riverine floods continuing to pose the greatest impact on both assets and revenue under the Paris Ambition and No Policy scenarios. Compared to 2024, temperate windstorms have replaced tropical windstorms as the second most significant asset risk (behind flash floods), while wildfire and heatwaves have emerged as primary revenue risks.

These changes are attributable to refinements in our climate risk assumptions and an expanded scope of analysis.

When not considering existing mitigation or adaptation efforts, the model suggests that exposure to physical climate hazards may result in a moderate impact on asset damage and a low impact on revenue disruption. This represents a shift from our previous assessment of high asset-damage impact and moderate revenue-disruption impact, reflecting refinements we made to our climate risk assumptions based on stakeholder feedback.

Although our modeling does not predict significant differences in physical risk exposure across scenarios, the potential for adverse (financial) impact is more pronounced in a No Policy scenario. This is because the Paris Ambition scenario assumes more ambitious climate policy action and mitigation efforts to curb the impacts of climate change and, therefore, reduced overall physical impacts.

Against the backdrop of increasing frequency and severity of climate-related events globally, no climate-related incidents during 2025 resulted in material impacts on Ahold Delhaize's operations.

The modeled outcome represents a combined physical risk exposure across our facilities. The geographical spread of our locations likely reduces the risk of any event significantly impacting our business.

Our climate risk scenario assessment is ongoing, and we will continue to enhance our analysis. As noted, we have not yet come to a final conclusion about the potential financial value at risk as a result of the residual exposure to climate hazards, taking into account existing mitigation efforts such as site-level adaptation plans or insurance coverage.

The outcomes of the 2025 climate scenario analysis were considered in the "nature and climate" principal risk in our ERM profile.

Supply chain

In 2025, we conducted the first analysis of the physical risks from climate change in our supply chain. We leveraged the raw materials model to analyze which raw materials may be at supply risk due to temperature and precipitation change. We assessed the potential yield change but did not analyze the financial impacts. The model showed that, under all scenarios and time horizons, cocoa is the most at-risk raw material of those analyzed. We will use the outcomes of the raw materials model to inform long-term sourcing strategies.

Transition risk outcomes

The carbon pricing model analyzes how adjustments in carbon pricing might impact operational costs, such as the cost of power and utilities, and the prices we pay our suppliers.

Currently, in the jurisdictions where we operate, Ahold Delhaize is not subject to material policy requirements on carbon pricing, as the focus for GHG emission trading systems and certificates has been centered on energy-intensive sectors. In a Current Policies scenario, the model assumes a roll-back of any and all existing carbon pricing systems.

The Net Zero 2050 scenario models a far-reaching adoption of increasing rates of carbon taxation, which could present a significant financial burden for our business if mitigating actions are not taken.

Whatever the scenario, as we recognize the need to incentivize decision-making to align with our climate-related targets, we apply internal carbon pricing to relevant CapEx investment decisions. See *Internal carbon pricing* for more details.

The significant differences identified in the potential exposure to transition risks between scenarios creates further incentives to mitigate transition risks by continuing to work toward achieving our emissions reduction targets as outlined in our *Transition plan for climate change mitigation* section below.

The consumer sentiment model examines the impact of consumers' sustainable buying habits on our sales. In a Current Policies scenario, the model assumes limited to no uptake in products that are perceived as more sustainable, resulting in an expected low impact on our financial position.

To meet the Net Zero 2050 going forward, the model predicts a significant increase in the risk value as customer purchasing decisions are expected to shift drastically toward lower-carbon impact products. This shift could create a moderate unmitigated risk for our business within the next five years, moving to a high risk by 2040. See *How we respond to climate risks* for details on our risk response. In the current context, although our brands' customers are becoming increasingly climate-aware, elements such as affordability and quality remain as the key drivers for purchasing decisions.

Our opportunities

In our view, the climate transition resulting from the impact of climate change also offers opportunities. By reducing emissions and accelerating adaptation strategies, we believe we can improve operational efficiency, enhance resilience across our supply chain and attract talent. Key initiatives that we are undertaking include more efficient cooling systems, low-impact refrigerants and smart metering to maintain product quality during heatwaves or power disruptions.

Environmental: climate continued
Climate change continued

How we measure performance: Targets

To ensure we take action on our climate plan and commitment to become net-zero[1] in our own operations and value chain, we have set the targets detailed in the tables below. These targets were developed through a structured and iterative engagement process involving key stakeholders, senior leadership teams across our brands and the Executive Committee. We share progress against targets with internal stakeholders through quarterly reporting cycles.

We have set science-based emissions reduction targets for our own operations (scope 1 and 2) as well as our entire value chain (scope 3) to support the objective of limiting global warming to 1.5°C in line with the Paris Agreement. We used a 1.5°C-aligned pathway to determine the levers and contributions for each scope and did not consider any other scenarios in the development.

We currently have no additional targets set on climate-related risks and opportunities, CCA or transition risk mitigation. As we advance our work on climate, we will evaluate the need to define and update our targets.

For setting our long-term and net-zero SBTi targets, we are making use of removals to the extent permitted by the applicable SBTi guidance.

1. In the setting of our long-term and net-zero SBTi targets, we are planning to also make use of removals, to the extent permitted by SBTi guidance.

The use of carbon credits is not counted as emissions reductions toward the achievement of a company's near-term science-based targets. Carbon credits are considered only for the neutralization of residual emissions or to finance additional climate mitigation beyond science-based emissions reduction targets. This principle is reflected in our target-setting approach. See *GHG removals and carbon credits* for more details on our approach to carbon credits.

Avoided emissions fall under a separate accounting system from corporate inventories and do not count toward science-based targets.

Scope 1 and 2 targets

Timeline	Target
Scope 1 and 2 (market-based) (2018 SBTi baseline[1])	
Short term	>38% reduction by 2025
Near term	50% reduction by 2030
Long term	Net zero: 90% reduction and 10% removals by 2040
Milestone	
Near term	We plan to reduce electricity emissions to zero by 2035.

Our targets are aligned to the pathways of the SBTi and both our near- and long-term emissions reduction targets for scope 1 and 2 have been formally validated.

In accordance with SBTi technical guidance on setting SBTs, we selected 2018 as the baseline year since it was the most recent year with robust scope 1 and 2 footprint data; see *Sustainability notes* for further details.

Scope 3 targets

Timeline	Target
Scope 3 (2020 SBTi-methodology baseline)	
Short term	• Suppliers representing 70% of our footprint will be asked to commit to the SBTi by 2025. • All our suppliers will be asked to report on scope 3 by 2025.
Near term[1]	• We commit to reduce absolute scope 3 FLAG GHG emissions by 30.3% by 2030 from the 2020 SBTi baseline for near-term target[1]. • We commit to reduce absolute scope 3 E&I GHG emissions by 42.0% by 2030 from the 2020 SBTi baseline for near-term target[1].
Long term	• We commit to reduce absolute scope 3 FLAG GHG emissions by at least 72% by 2050 from the 2020 SBTi baseline for long-term target[2]. • We commit to reduce absolute scope 3 E&I GHG emissions by 90% by 2050 from the 2020 SBTi baseline for long-term target[2].
Net zero	• We commit to reach net-zero[1] GHG emissions across our value chain by 2050.

2. See table *Overview of the calculation of our SBTi-methodology baseline for scope 3* in the *Sustainability notes* for more detail.

In 2023, in line with the SBTi guidance on land-related (forest, land and agriculture sector or FLAG) and non-land-related (Energy and Industrial sector or E&I) emissions, we replaced our near- and long-term scope 3 GHG emissions reduction targets with FLAG and E&I sector targets.

Our scope 3 targets were formally validated by the SBTi in 2025.

We continue to use 2020 as our baseline year for scope 3, consistent with the prior submissions, given the improved quality and robustness of our local brands' data for that year.

In line with the SBTi guidance, the near-term (2030) reduction targets cover 67% of category 1 purchased goods and services emissions, 0% of categories 14 and 15 and 100% of emissions under the remaining scope 3 categories, while the long-term (2050) reduction targets cover 90% of category 1 purchased goods and services emissions, 0% of categories 14 and 15 and 100% of emissions under the remaining scope 3 categories. See *Climate change note* for more details on the calculation.

For more detail about the metrics and methodology relating to Ahold Delhaize's commitments and targets, see *Climate change note*.

Environmental: climate continued
Climate change continued

Policies

We have an overarching sustainability policy covering our approach on climate and specific climate-related standards that provide further guidance to our brands. See also *General information: Governance*.

In addition to the sustainability policy, we have a more detailed climate standard that provides further guidance to our brands on climate change mitigation and adaptation.

Within our climate approach, we are guided by the standards of the GHG Protocol. See *Climate change* in the *Sustainability notes* for more details on our methodology.

Our standard on renewable energy introduces the approach of Ahold Delhaize and its local brands to sourcing renewable energy and implementing energy efficiency measures, which are linked to the key levers identified in our transition plan. It concerns the sourcing of renewable energy to achieve net-zero emissions in the Company's market-based scope 2 footprint. It is applicable to our Company-wide operations and excludes renewable energy consumed outside our own operations, i.e., in the value chain, and energy carriers, such as fuels. By adhering to these guidelines, we strive to achieve zero-emissions electricity by 2035.

Our standard on carbon offsets includes our approach on the use of offsets to achieve our net-zero goals. It covers the neutralization of residual emissions in Ahold Delhaize's own operations (scope 1 and 2) through carbon removal projects outside of the Company's own operations and value chain. The standard establishes a framework for purchasing high-integrity offsets that contribute to our net-zero targets, while remaining aligned with Ahold Delhaize's overall sustainability values. See also *GHG removals and carbon credits*.

Actions and resources

Transition plan for climate change mitigation

Our transition plan is embedded in and aligned with our overall business strategy, as one of our strategic priorities is *healthy communities & planet*. To contribute to achieving a healthy planet, we are committed to lowering our GHG emissions, both in our brands' own operations and throughout our value chain.

Own operations (scope 1 and 2)

Our first goal is to reduce emissions from our local brands' operations, as these are the emissions over which we have direct control and can have the biggest direct impact.

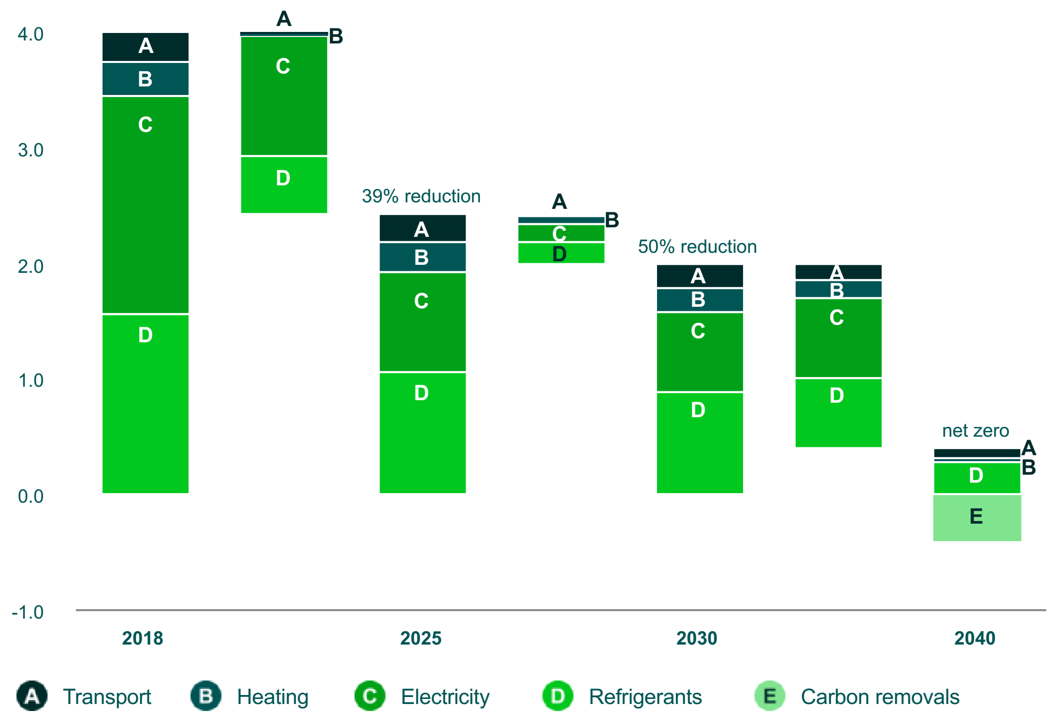
The primary sources of our scope 1 and 2 CO_2e emissions are refrigerant leakage and electricity consumption – which together represent approximately 79% of the total – as well as heating and transportation.

There are locked-in emissions[1] associated with the capital goods we procure, for example, refrigerant systems. These emissions are factored into our scope 1 and 2 transition plans.

The actions we take to reduce emissions from refrigerants, transportation and on-site heating directly influence our scope 1 emissions, while the transition to zero-emissions electricity and improving energy efficiency will reduce our scope 2 emissions. Electrifying our fleet and our heating where reasonably possible will also impact electricity use and, therefore, scope 2 emissions. However, as we increase the share of zero-emissions electricity over time, the additional impact on scope 2 emissions will also reduce over time, eventually reaching zero.

1. Estimates of future GHG emissions that are likely to be caused by key assets or products sold within their operating lifetimes.

Scope 1 and 2 road to decarbonization: Achieved reduction as per 2025 and expected reduction plan based upon our current best estimate for the period 2026 to 2040 (in $MtCO_2e$)



Emissions reduction per lever in $MtCO_2e$	Base year (2018)	Achieved reduction 2025 vs. 2018	Estimated reduction 2030 vs. 2025	Estimated reduction 2040 vs. 2030
Total GHG emissions	4.0	2.4	2.0	0.4
Refrigerant replacement and conversion		(0.5)	(0.2)	(0.6)
Electricity: Reach 100% zero-emissions electricity		(1.0)	(0.2)	(0.7)
Heating switch to fossil fuel-free heating		—	(0.1)	(0.2)
Transport switch to fossil fuel-free vehicles		—	—	(0.1)

Environmental: climate continued
Climate change continued

Key levers

To address the emissions in our brands' operations, we've identified four key levers that will contribute the most in helping us reach our medium-term target of 50% reduction against the 2018 baseline of 4.0 $MtCO_2e$, and our long-term target of becoming net zero (90% reduction and 10% removals) by 2040.

Transition to lower-GWP and natural refrigerants

In 2025, nearly half (44%) of our total scope 1 and 2 emissions came from our mix of refrigerant types and associated leakage. Our brands aim to reduce refrigerant emissions by executing local climate plans.

To achieve our net-zero[2] target, we need to replace or retrofit our refrigeration systems with low-climate-impact alternatives that can use natural or lower-GWP refrigerants – those with a GWP under 1,500 – to minimize and prevent leakage and consume less energy.

Replacing refrigeration systems is a complex and resource-intensive undertaking for our brands. In the U.S., in particular, this complexity is increased by the fact that refrigeration equipment is typically integrated into the store's core infrastructure, making replacement more disruptive and time consuming.

The transition to lower-carbon refrigeration systems is, therefore, expected to be delivered over a reasonably long time horizon, primarily through capital investments made in the normal course of business. Our cash flow projections incorporate an assessment of potential additional CapEx required to comply with evolving climate-related laws and regulations and to support the transition to a lower-carbon business. We have included the required CapEx within our explicit forecast period of 2026 to 2028.

Beyond CapEx, these investments affect other performance metrics used to assess our brands' store portfolios, including asset lifecycles and operational efficiency.

We are actively assessing how these impacts may influence the timing and design of our transition plan going forward.

Despite the operational complexity associated with refrigeration systems replacement, we have made progress. Our brands have continued to convert systems to lower GWP and natural refrigerants, which resulted in an average GWP of 2,256 compared to 2,341 in 2024.

Given the complexity of the transition, the related emissions make up the largest part of the residual emissions for our U.S. businesses. For our European brands, the current plan is to only convert systems to natural refrigerants.

Transition to zero-emissions energy

In 2025, approximately 35% of our scope 1 and 2 emissions came from electricity consumption – and our total electricity consumption is forecasted to further increase due to the electrification of our transportation and heating systems, among other factors. We plan to reduce electricity emissions to zero by 2035.

In 2025, the use of solar panels enabled us to increase the electricity generated and used on-site by 62% compared to 2024. By 2035, we plan to source nearly all other electricity through virtual and direct PPAs in Europe. In the U.S., we will use a combination of PPAs, bundled supply contracts, unbundled renewable energy certificates (RECs) and nuclear energy purchases, depending on the electric market rules. In 2025, we used 47% zero-emissions electricity[1].

We actively invest in renewable energy initiatives. Our solar projects include widespread photovoltaic installations, while our pan-European PPAs are expected to start generating renewable energy in 2026.

1. For Ahold Delhaize, zero-emissions electricity includes electricity from renewable sources and from nuclear sources.
2. In the setting of our long-term and net-zero SBTi targets, we are planning to also make use of removals, to the extent permitted by SBTi guidance.

PPAs signed supporting our ambition to reduce electricity emissions to zero by 2035

To support our transition to zero-emissions energy, in 2024 and 2025, we signed several renewable energy PPAs and now cover 76% of Ahold Delhaize's future renewable electricity in Europe, based on projected consumption across our European brands.

In 2024, we signed our first virtual PPA with renewable energy company BRUC to support the financing and construction of a cluster of five solar power plants in Spain. Energy generation is expected to begin in 2026, adding 515 GWh per year of new solar energy capacity to the grid. We will contract around 90% of the cluster's installed capacity and receive Guarantees of Origin (GOs, or renewable energy certificates) for a 15-year period.

In 2025, we signed two additional virtual PPAs in Europe. One relates to a new-to-be-built onshore wind farm in Romania. The wind farm, expected to become operational in 2027, is projected to generate around 309 GWh of electricity annually. We will contract approximately 50% of the wind farm's output and receive GOs for a period of 12 years.

The other virtual PPA signed in 2025 supports the development of two new-to-be-built onshore wind farms in Finland, expected to become operational in 2028. The wind farms are projected to generate around 472 GWh of renewable energy annually. We will contract around 70% of the wind farms' output and receive GOs for a period of 10 years.

In the U.S., in 2024 and 2025, our brands signed eight agreements tied to underlying PPAs for renewable energy to support the construction of projects on the East Coast, between Maine and Maryland/DC. The newly signed PPAs bring the U.S. portfolio to 11 solar projects. In total, they will generate around 600 GWh of electricity annually. Our U.S. brands will contract 100% of the output in all but one project where we will contract more than 70% of the capacity, and will receive 100% renewable energy as part of the deals.

Environmental: climate continued
Climate change continued

Increase energy efficiency
Reducing electricity consumption is a core component of managing energy-related emissions. While total electricity demand is expected to increase as part of broader decarbonization measures, energy efficiency continues to play an important role in limiting overall environmental impacts.

Energy-efficient solutions are routinely incorporated into store design, refurbishment and operational upgrades. These include the installation of LED lighting, doors on refrigerated cabinets, heat recovery systems, heat pumps, updated refrigeration systems, improved insulation and passive doors on freezers. By integrating these measures as part of standard remodeling and maintenance activities, our brands continue to improve the energy performance of their store portfolios.

Transition from fossil fuels in heating and transportation
Our fossil fuel-related emissions primarily arise from transport and heating. Transport emissions from our own fleet include distribution to stores and customers, as well as personnel vehicles, and together account for approximately 10% of our total scope 1 and 2 emissions. Our long-term ambition is to achieve fossil fuel-free transport across Europe and the United States by 2040, supported by the adoption of cleaner alternatives, such as electric and hydrogen vehicles.

Natural gas and propane used for heating currently comprise 10% of our scope 1 and 2 emissions. Our aim is to gradually electrify our heating systems to eliminate fossil fuel use in both the U.S. and Europe by 2040. Our plans to transition stores from fossil fuels are subject to change, and there are currently no plans to transition certain stores away from district heating systems or to implement electrified heating in select northern U.S. locations, where severe winter conditions may limit its effectiveness.

Challenges, assumptions and estimates used in scope 1 and 2 emission reduction calculations

The further into the future actions are planned, the greater the uncertainty around their feasibility, achievability and associated costs. For actions scheduled between 2026 and 2028, we have developed plans bottom up at brand level, and incorporated the estimated CapEx required to deliver these actions into our long-range planning. For this period, we have assessed feasibility and emissions reduction potential with a reasonable degree of confidence and consider the Group to be on a positive trajectory toward achieving a 50% reduction by 2030. Actual outcomes may nevertheless differ and remain subject to the assumptions and estimates described above.

For the period from 2030 to 2040, our plans are more high level and rely on a greater number of assumptions. As a result, there is increased uncertainty regarding the feasibility of the actions planned and the extent to which the estimated emissions reductions will be realized. We will continue to refine these plans over time, taking into account technological developments, emerging solutions and improved data and insights.

Due to the long-term nature of these actions, evolving regulations, associated costs, and reliance on technologies and infrastructure that are not yet fully proven or widely deployed, our plans and ability to achieve our GHG emissions reduction targets for scope 1 and 2 depend on a number of assumptions, as described below:

- Cost, capability and systems-integration challenges in our U.S. brands' refrigeration roadmap require ongoing optimization and evaluation of alternatives. To ensure we consider all potential solutions and track innovations, we actively engage with industry partners, academic institutions, technical experts and peers.
- Our European brands plan to use natural refrigerants to replace the current refrigerant systems. In the U.S., our brands plan to use a combination of natural and lower-GWP refrigerants.
- The feasibility of transitioning our own fleet away from fossil fuels depends on addressing infrastructure readiness. Depending on location, electrifying our fleets and equipment remains challenging, particularly for long-haul vehicles and due to the charging infrastructure in the U.S. We continue to explore other fuel options, such as hydrogen and biofuels.
- Both regions will generate more of their own electricity by installing solar panels. However, as transport and heating electrify, our reliance on the grid will grow, making potential limitations in grid availability and reliability a risk to operations.
- 100% zero-emissions energy can be acquired at close to parity with grid power.
- Abatement and reduction initiative costs were determined using current costs, including the costs associated with leased assets. We did not assume potential cost reduction as technology scales and matures.
- We remain committed to full compliance with all applicable laws and regulations, and where local requirements demand faster investment, we will act promptly to ensure continued compliance.

To reach net zero in 2040, we will offset our residual emissions by sourcing carbon removal credits. Our current projection is that we will reduce 90% of scope 1 and 2 emissions and offset the remaining 10%. Based on our transition plan, we expect that our residual emissions will come from lower-GWP refrigerants and fossil fuels for heating and transportation. For more details on our carbon removals, see section *GHG removals and carbon credits* below.

Funding

The funding required to implement the actions outlined in our transition plan for our brands' own operations (scope 1 and 2) – which will require significant investment in clean, low-emissions and zero-emissions technologies – is integrated into our financial planning for the strategic period through 2028. This ensures that our financial resources are allocated effectively to support our sustainability goals, reinforcing our dedication to contributing to a healthy planet.

These investments are covered in our Growing Together strategy, which includes a gross cash CapEx cadence of 3% of net sales. It is also important to note that the further we project into the future, the more uncertain these costs become. Factors such as advancements in technology should potentially reduce costs, while high demand might drive them up. In addition, the plans themselves are subject to change as new information and technologies emerge.

The investments related to the transition plan consist of additions to the property, plant and equipment and right-of-use assets. See also *EU Taxonomy* for a reconciliation of the additions included in the financial statements (*Note 11*, *Note 12*, *Note 13* and *Note 14* to the consolidated financial statements) to the total CapEx under the EU Taxonomy. See also *Sustainability notes*.

The operating expenses related to the transition plan measures consist mainly of costs related to electricity purchased, diesel/ gasoline for transportation and fuels used for heating and cooling. These are fully integrated into the daily operations and are recorded as part of other operating expenses; see *Note 8* to the consolidated financial statements.

Environmental: climate continued
Climate change continued

Value chain (scope 3)

In 2025, 96% of our GHG emissions fall under scope 3 – indirect emissions that take place across our value chain. This includes, for example, emissions generated through the production and manufacturing of the products our brands sell and the subsequent use of those products. Our value chain consists of tens of thousands of suppliers, producers and farmers who supply hundreds of thousands of products sold to millions of customers across the U.S. and Europe each day.

Our scope 3 emissions are driven by purchased goods and services, use of sold products and other categories (business travel, for example). The category "purchased goods and services" represented 83% of our scope 3 emissions in 2025 – and 80% of our total carbon footprint (scope 1, 2 and 3) – and, therefore, we prioritized it when we started working on concrete plans for reducing scope 3 emissions.

We have scope 3 locked-in emissions that are calculated in category 11 – use of sold products, which relate to the direct use-phase emissions from electrical goods. We recognize the lifetime emissions of the electrical goods we sell in our GHG inventory. We aim to reduce the emissions intensity of the goods we sell, and electrical goods are a component of this strategy. The majority of emissions in category 11 for electrical products occur within the Netherlands, in which the planned decarbonization of the grid is aligned to the achievement of our scope 3 reduction targets.

To reduce GHG emissions within our supply chain, we have identified three key priorities, underlying seven decarbonization levers, which include an "other" category.

Since we set our scope 3 targets, our decarbonization levers have remained the same. In 2025, we refreshed our calculation of estimated reductions per lever with updated evidence. This analysis was informed by a structured review of peer-reviewed university and scientific research, as well as selected supplier pilots and credible industry initiatives.

We calculated the assessment using three factors under each of the identified levers: total emissions to be addressed, reduction potential and achievable extent of reduction. The estimated reduction potential range was informed by scientific research papers from authoritative public institutions and leading academic bodies, complemented by evidence from suppliers and relevant industry initiatives. In every case, we chose a final number that was on the conservative end of the range. We estimated the extent of the reduction we could achieve using brand and national targets and market trends, and, where helpful, used information from scientific papers to specify some drivers, such as technical feasibility or expected availability and market penetration.

We considered two scenarios in our analysis. The theoretical reduction potential of the levers remained the same across the scenarios; however, in the lower boundary, we assumed moderate achievability, while, in the upper boundary, we assumed accelerated achievability.

We estimated these two scenarios to understand what the outcomes may be with limited engagement and what would be possible with accelerated engagement.

All potential reductions in this section are disclosed as percentages against our SBTi 2020 baselines. As data insights increase, assumptions are clarified and methodologies evolve, absolute emissions will change.

Since our targets are relative, we are disclosing the potential reductions as relative.

Key priorities and levers

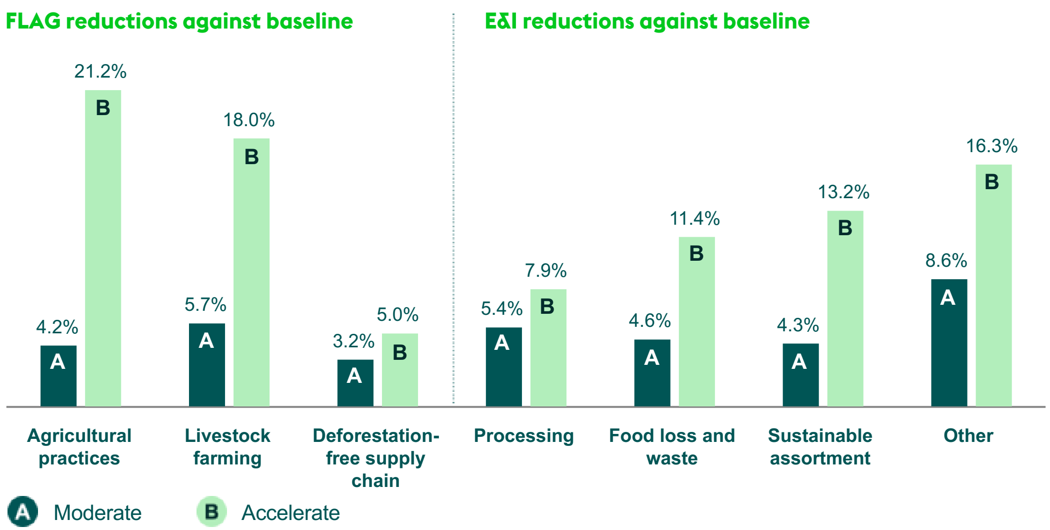
Supplier engagement and action priority

Our brands encourage suppliers to set emissions-reduction targets in line with the latest science. These commitments will accelerate improvements in livestock farming, raw material sourcing, processing, transport, packaging, deforestation and food waste reduction – and could help address the majority of our scope 3 emissions by 2030. To support suppliers in reducing their carbon emissions, our European brands launched *open-source climate hubs* last year.

We focus our supplier engagement on the top 70% of our emissions from suppliers. As of January 2026, 41% of our suppliers by emissions have set or committed to set science-based targets.

Agricultural practices lever: Most of our products are agriculture based. Agriculture can have net positive or negative emissions, depending on underlying practices. Ahold Delhaize brands seek to engage with suppliers and farmers to reduce or sequester emissions by incentivizing sustainable change through longer-term contracts with concrete environmental requirements and through co-investments on farms. Activities include optimizing the use of fertilizers and pesticides; using regenerative agricultural methods, such as no-till farming and cover cropping; and taking measures related to agroforestry, afforestation and reforestation. See *Climate and nature are inextricably linked* and *Nature* for more details.

Estimated reductions across scope 3 decarbonization levers by 2030



Environmental: climate continued
Climate change continued

Livestock farming lever: GHG emissions from livestock can be reduced by focusing on enteric fermentation and manure management. This involves strategies such as improving animal feed formulas, using feed additives (including bovaer and red algae) to reduce methane emissions, harnessing biogas from liquid manure and adjusting manure pH with sulfuric acid.

Processing lever: Emissions from production processes can be reduced through energy efficiency, new machines or switching to renewable energy sources.

Food loss and waste lever: We seek to combat food loss and waste throughout the value chain across all product categories. This includes losses in agriculture, such as those due to machine failure; post-harvest losses, including from quality defects; losses during processing; and operational waste within our brands' stores. We tackle food waste through various approaches, including maximizing product utilization, for example, through upcycling; refining product management, such as through enhanced demand planning; and enhancing product distribution, including through decreased transit times or optimized routes. See also *Waste*.

Deforestation-free supply chain lever: In line with the SBTi FLAG Guidance, we aim for no deforestation across our primary deforestation-linked commodities (such as soy, palm oil, wood fiber, cocoa and coffee). While we have made good progress on no deforestation through our critical commodity program for our own brands, achieving the same for our whole product assortment is a challenge.

We are activating levers like supplier and industry engagement, sourcing strategies, and alignment with the European Union Regulation on Deforestation-free Products (EUDR). Progress will require industry change and the ability to bring stakeholders across our value chain along on the journey. See *Nature* for more details on our approach to no deforestation across our primary deforestation-linked commodities.

Lower-carbon footprint products priority

Sustainable assortment lever: In collaboration with suppliers, our brands seek to reduce the carbon footprint of their local assortments. Our local brands remain committed to empowering customers to make environmentally conscious choices. This strategy varies across our different brands and can include promoting a health-focused and reduced-GHG-emissions product range, investing in product development, and transitioning from high-emission protein sources – such as red meat – to lower-emission sources such as white meat or plant-based alternatives.

Our European brands agreed to a regional target of at least 50% plant-based sales by 2030. At the same time, this action also reinforces our dedication to a healthier and more sustainable food system and inspires our brands' customers to make healthier choices. See also *Customers' health and nutrition*.

Customer engagement priority

Our local brands encourage customers to shift toward lower-emission products and continue to help them understand the impact of their buying decisions. This includes stimulating and rewarding sustainable choices through loyalty programs and discounts, increasing product transparency through navigation systems and product labeling, and improving assortments and products with more vegan and vegetarian choices.

Recognizing the challenges of behavior change, we focus on addressing the barriers customers have identified – facilitating easier, informed choices through accessible information, inspiration and incentives. We are dedicated to continuously improving our brands' product offerings, ensuring affordable, healthier and more sustainable options remain accessible.

Challenges and assumptions used in scope 3 emission reduction calculations

With most of our value chain emissions falling outside our direct control, we will need to collaborate within our brands' communities – we cannot achieve our scope 3 targets without working closely with our brands' suppliers and customers. Playing our part in wider society and cooperating across our brands' value chains are integral parts of our plan.

In focus: Evolving approach to data

Collecting accurate scope 3 data remains a challenge across the commercial goods industry, due to its large and complex value chains. Our current approach for scope 3 data involves estimating a significant portion of our purchased goods and services emissions using high-level, industry-average emission factors.

Our biggest challenge when relying solely on this secondary data is the lack of actionable insights. Since these factors represent industry averages, it is more difficult to identify specific emissions-reduction opportunities, recognize real-world supplier reductions, reflect changes in own-brand products and track our progress effectively over time. This partially explains why we have not yet seen a proportional reduction in our reported scope 3 footprint through these measurement methods alone.

However, the landscape for scope 3 data is changing fast, and presenting big opportunities for improvement. The industry is moving toward more granular, activity-based data collection methods. We are starting to use more detailed product footprint methodologies, including comprehensive life-cycle assessments (LCA) and standardized calculations like the EU Product Environmental Footprint (PEF) and Product Carbon Footprint (PCF).

We are working together with suppliers, industry bodies and third-party software providers to implement these standardized product footprint calculations. This improved, data-driven approach will help us to identify reduction opportunities at a product level and more accurately reflect them in our reported footprint moving forward.

Environmental: climate continued
Climate change continued

In focus: Reducing GHG emissions in our dairy supply chain

Dairy production is a significant source of GHG emissions in our value chain, driven largely by methane generated from enteric fermentation and manure management. Because methane is far more heat intensive than carbon dioxide but remains in the atmosphere for a shorter time, cutting these emissions offers one of the fastest pathways to reduce greenhouse gas emissions.

Ahold Delhaize USA, Danone North America and The Nature Conservancy are collaborating on a pilot aimed at lowering scope 3 emissions from the dairy used in selected Danone yogurt products sold in our U.S. brands' stores. Over the next five years, the project will support participating dairy farms in adopting practices such as manure separation, composting technologies and improved application tools. These interventions help reduce methane generation while strengthening resource efficiency and farm resilience.

The size and diversity of our supplier network also presents challenges as we seek to influence, scale and track decarbonization practices. In some of our local brands' operating regions, industry bodies are not pursuing climate action until 2030 – inaction that will create barriers to value chain decarbonization. As part of their scope 3 plans, our local brands are encouraging suppliers to set science-based climate targets and engaging with them on specific decarbonization measures.

Our ability to achieve our GHG emissions reduction targets with the actions above is based on the following assumptions:

- To a large extent, achieving our scope 3 targets will require specific actions by suppliers, their suppliers and farmers – to be driven by those third parties independently.
- To enable cost-based prioritization across the Group, we will need further analyses to increase our confidence in our estimates of investment costs and the financial upside related to cost efficiency improvement or new value streams. These analyses might result in changes to how we prioritize activities and, therefore, reduce emissions over time.
- The reduction potential of some of the levers is driven by uncertain consumer behavior – slow adoption of less carbon-intensive meat and increased focus on value, for example. Reduction potential is also limited or uncertain due to a lack of available solutions, high upfront costs and the upskilling required.
- We expect new technology and enhancements to existing ones will create new opportunities for reducing emissions and achieving our net-zero[1] targets.

1. In the setting of our long-term and net-zero SBTi targets, we are planning to also make use of removals, to the extent permitted by SBTi guidance.

Funding the systems transition

Reducing scope 3 carbon emissions requires a shift in how food is currently produced and consumed – and collaboration across our industry is necessary to achieve this change. Together with our suppliers, we can develop more sustainable production methods, including regenerative agriculture. Governments can create level playing fields, and research institutes can support the transition through innovations to mitigate carbon emissions during production. Customers can make an impact by changing their diets – and our brands can support them by providing affordable and sustainable options.

Because it requires support from different stakeholders and the way food is produced is constantly changing, it is challenging to estimate the total OpEx and CapEx required for this systems transition. Therefore, we cannot report a total cost estimate for Ahold Delhaize.

How we respond to climate risks

Ahold Delhaize's business strategy provides a degree of resilience to some of the risks we identified and explained in the *Climate risk scenario analysis* section. For example, our diversified supply chain approach provides some resilience to the physical impacts of climate change in certain areas. Our large physical store footprint, widespread reach, continuity plans and multi-channel business also provide a level of resilience to potential local flooding and hurricane hotspots. As we strive to make healthier and more sustainable options more accessible and affordable, we are strengthening our business resilience as consumer demand for lower-carbon products continues to evolve.

Environmental: climate continued
Climate change continued

Through scenario modeling we've been able to both understand the potential financial impacts of climate change on our business and work to embed this understanding into our wider risk management processes. Our actions and progress to address the impact of climate-related risks on our business are further explained below:

Physical risks: Own operations

- We limit financial losses by procuring property damage and business interruption (PDBI) insurance against damage from natural catastrophes and weather-related events.
- Our Group Asset Protection function runs a comprehensive risk engineering program across all our brands to understand, quantify and mitigate hazards. Risk engineering specialists visit our distribution network and HSCs on an annual rotation to perform risk assessments and provide recommendations – assisting site management and Group Asset Protection in implementing risk mitigation measures, ensuring better resilience against physical risks.
- On a forward-looking basis, we leverage the expertise of the risk engineers for new building designs and construction projects to implement risk mitigation elements during the planning phase.
- Our brands implement a range of climate adaptation measures, including upgrading infrastructure for extreme weather, enhancing drainage and rainwater collection for flood or drought risk, and maintaining contingency plans for business continuity and community support.

Physical risks: Supply chain

- Our food retail brands engage with suppliers to implement sustainable agricultural practices to mitigate risks around product procurement and decreasing agricultural yields.

Transition risks: Regulatory and market risks

- We aim to reduce our carbon footprint by identifying and implementing ways of making equipment in use and buildings more energy efficient – see *Own operations (scope 1 and 2)*.
- Our net-zero[1] commitments identify the use of renewable energy as a way to reduce our carbon footprint. While our brands continue to make use of opportunities to install more solar panels, they also actively pursue the acquisition of other sources of renewable energy, such as (virtual) PPAs for green energy.
- Our brands are developing and diversifying their product offerings to provide customers with more plant-based meat and dairy alternatives, to ensure that our business model and product assortments remain competitive and compatible with changing customer demands – see *scope 3 key levers*.
- We are mitigating market risks through our work on sustainable packaging, food waste, sustainable sourcing, reformulation of own-brand products, product transparency and the expansion of our brands' ranges to include more low-carbon products.

1. In the setting of our long-term and net-zero SBTi targets, we are planning to also make use of removals, to the extent permitted by SBTi guidance.

GHG removals and carbon credits

By setting net-zero targets, we aim to neutralize residual emissions by our target dates. Carbon removal solutions are, therefore, an essential component of our long-term net-zero planning. Our primary focus remains on reducing emissions to minimize residuals as much as possible.

For our scope 1 and 2 emissions, to achieve net zero by 2040, we will reduce at least 90% of our baseline emissions and neutralize up to 10% with carbon removals sourced outside our value chain.

Currently, we are focused on emissions reductions and, in 2025, we did not purchase carbon removals. To prepare for future needs, we are developing a sourcing strategy with a portfolio of solutions to:

- Secure the supply of high-quality removals necessary to meet our net-zero goals
- Incentivize the development and scaling of removal technologies
- Ensure removals align with the durability and integrity standards required for our residual emissions

Our net-zero strategy excludes the use of avoidance offsets, as they do not contribute to the neutralization of residual emissions. Instead, we focus solely on carbon-removal solutions that actively remove carbon from the atmosphere and store it in alignment with the characteristics of our residual emissions, specifically:

- Fossil-based residual emissions: We aim to neutralize these with removal solutions offering high-permanence storage.
- Nature-based and short-lived residual emissions: We use removal solutions with lower-permanence requirements, appropriate to the emission source.

For scope 3 residual emissions, our approach is still in development and reflects the complexity of addressing emissions across our value chain. Our approach involves engaging with suppliers, particularly those in agriculture, to explore applying nature-based solutions in their operations. For fossil-based residuals, we aim to support suppliers in identifying appropriate removal solutions.

As policies and regulations evolve, and as advancements in carbon removal technologies progress, we will continue refining our approach to ensure it meets our commitments and contributes meaningfully to global climate goals.

Internal carbon pricing

Our Company applies an internal carbon price to support investment decisions and advance our climate ambitions. All new store and DC proposals assess both financial returns and environmental impacts, including impacts from electricity use, fossil fuel consumption and refrigerants, to estimate annual scope 1 and 2 GHG emissions. We apply a carbon price of $180/€150 per tonne – established in 2021 and reviewed regularly – which is incorporated into total investment costs. This mechanism incentivizes, along with our broader set of climate requirements, low-carbon technologies and supports progress toward our emissions-reduction targets.

Our internal carbon pricing scheme is applied across all brands in the U.S. and Europe. This approach addresses scope 1 and 2 emissions, specifically refrigerants, heating and cooling and electricity, which amounted to 2,194 ktCO_2e in 2025, representing approximately 90% of our total scope 1 and 2 emissions over the year. The approach does not cover our own transportation, business acquisitions and scope 3 emissions.

Environmental: climate continued
Climate change continued

Metrics

We are guided by the standards of the GHG Protocol, which defines a global standardized framework for the measurement and management of GHG emissions from the private and public sectors. Our carbon footprint methodology follows the guidelines of the World Business Council for Sustainable Development (WBCSD)/World Resources Institute (WRI) and we report our GHG emissions data with reference to the Greenhouse Gas Protocol Corporate Accounting and Reporting Standard.

Our methodology, estimates and judgments around the metrics used are included in the *Sustainability notes*.

Energy consumption and mix

For details on the energy consumption and mix and energy intensity, see *Climate change note*.

Gross scope 1, 2, 3 and total GHG emissions

For details on the GHG emissions and GHG intensity, see *Climate change note*.

Performance management

GHG emissions (scope 1 and 2)

	2025	2024	Change vs. prior year	Target 2030
Absolute CO_2e emissions from own operations ($MtCO_2e$)	**2.44**	2.57	(0.13)	
% reduction in absolute CO_2e emissions from own operations against 2018 baseline[1]	**39%**	36%	3pp	50%

1. Compared to the 2018 baseline of 4.0 $MtCO_2e$

Compared to our 2018 baseline, our scope 1 and 2 emissions decreased by 39% in 2025. The main driver for the higher reduction percentage compared to last year was our reduction in emissions coming from refrigerants, demonstrating that our investments in cleaner refrigerants are paying off.

GHG emissions from refrigerant leakages remained our largest source of emissions. In 2025, these emissions totaled 1,070 kilotonnes, compared to 1,199 kilotonnes in 2024. In 2025, we saw a decrease in our leak rate. Furthermore, because we replaced high-GWP refrigerants with lower-GWP and natural refrigerants, the average GWP of these leakages decreased. Refrigerant emissions per square meter of sales area were 131 kilograms CO_2e compared to 144 kilograms CO_2e last year.

Emissions from electricity and heat consumption were 1,123 kilotonnes in 2025, compared to 1,125 kilotonnes in 2024. This includes emissions from electricity, fuels used for heating and imported heat and cooling. Emissions per square meter of sales area from these types of energy consumption in 2025 were 137 kilograms, compared to 135 kilograms in 2024. In 2025, 47% of electricity consumed came from zero-emissions sources, compared to 49% in 2024. The decline was caused by a lower consumption of nuclear energy and reduced bundled renewable energy contracts in the U.S. We have achieved our 2025 scope 1 and 2 emissions-reduction target and are still on track to reach 100% zero-emissions electricity by 2035.

Total emissions from transportation declined to 246 kilotonnes compared to 251 kilotonnes in 2024, due to lower fuel (mainly diesel) consumption.

See *Climate change note* for detailed calculations.

GHG emissions (scope 3)

Scope 3 emissions under our current methodology are closely linked to product volumes sold, product mix and spend-based emission factors rather than supplier-specific decarbonization outcomes. In 2025, our brands reported scope 3 emissions that were reduced by 1.8% compared to 2024, reflecting a 2.6% reduction in FLAG-related emissions and a 1.2% decrease in E&I-related emissions.

Under the current accounting model, year-on-year movements primarily reflect market dynamics and portfolio effects. Compared to our 2020 baseline, scope 3 reported emissions were 0.8% lower, with a 5.0% reduction in E&I-related emissions partially offset by a 5.2% increase in FLAG emissions. Product data refinement and recategorization also influenced the allocation of reported emissions between FLAG and E&I categories.

These movements reflect the mechanics of the current methodology rather than structural value chain decarbonization.

Our approach relies on globally recognized emissions databases and average emission factors widely used across the sector. As part of the broader evolution in carbon accounting, we are increasing data granularity and supplier-specific differentiation and will transition to a more product-level accounting approach to better reflect supplier-specific actions and underlying transition progress.

At the end of 2025, our brands asked at least the top 70% of suppliers by emissions to set science-based targets. As a result, 41% of suppliers currently have an SBTi target or are in the process of setting an SBTi target.

Our brands asked at least the top 70% of suppliers by emissions to report their data through scope 3 surveys, such as the CDP Supply Chain module. We did not ask all our suppliers, as we decided to focus our efforts and resources on suppliers that are the most material contributors and, therefore, have the largest impact.

	2025 SBTi methodology	2024 SBTi methodology	Change vs. prior year	Target 2030
FLAG-related emissions				
Absolute CO_2e emissions from the value chain ($MtCO_2e$) – using SBTi target methodology	**17.72**	18.17	(0.45)	
% reduction/(increase) in absolute CO_2e emissions from the value chain – against the 2020 SBTi methodology baseline[1]	(5.2)%	(7.9)%	2.6 pp	30.3%
E&I-related emissions				
Absolute CO_2e emissions from the value chain ($MtCO_2e$) – using SBTi target methodology	**22.38**	22.67	(0.29)	
% reduction/(increase) in absolute CO_2e emissions from the value chain – against the 2020 SBTi methodology baseline[2]	5.0%	3.8%	1.2 pp	42.0%

1. Compared to the restated 2020 SBTi FLAG baseline of 16.85 $MtCO_2e$
2. Compared to the restated 2020 SBTi E&I baseline of 23.57 $MtCO_2e$.

Environmental continued

nature

We depend on a healthy and productive natural environment to put high-quality and affordable products on our shelves – most are derived from biological resources and are dependent on productive soils, healthy waterways and effective pollination. But food value chains place significant pressure on nature and biodiversity, for example, through ecosystem conversion and deforestation, water use, overfishing, GHG emissions and pollution to soil and water.

Around the world, nature is declining at unprecedented rates. On average, there has been an approximate 73% decline in the size of populations of mammals, birds, fish, reptiles and amphibians in just over 50 years. And six of the nine planetary boundaries have now been crossed – including climate change, biodiversity loss and land-system change.

For the list of ESRS disclosure requirements complied with and incorporated by reference, see page 348.

in this section

Environmental: nature continued
Nature at a glance

Our ambition

Working with partners on nature and climate is the only way to build long-term business resilience and deliver meaningful impact. We aim to help sustain nature and biodiversity by promoting sustainable and regenerative agriculture and water stewardship and work to stop ecosystem conversion and pollution, while respecting people, animals and habitats.

Why nature is important

Nature refers to the natural world, emphasizing the diversity of living organisms, including people and our interactions with each other and our environment. It spans four interconnected realms – land, ocean, freshwater and atmosphere – and provides a high-level framework for assessing how we rely on nature and how nature shapes our lives.

For the purposes of this report, climate change, as it relates to nature, is dealt with as part of the overall climate topic; see *Climate change*.

Our 2025 progress

>93% — **>91%** in 2024

certification or compliance with our guidance for all seven critical commodities

(2025 target: 100%)

53% — **47%** in 2024

cage-free eggs

(2032 target: 100%)

56%

group-housed pork

(2028 target: 100%)

Environmental: nature continued
Pollution, water and marine resources, biodiversity and ecosystems

nature

For Ahold Delhaize, material topics under nature are:

Water consumption and marine resources. We focus on understanding and managing impacts, dependencies and risks linked to freshwater withdrawals and consumption in our upstream value chains. We focus on water use in cultivation, production and the processing of commodities harvested from both wild catch and aquaculture operations.

Biodiversity and ecosystems, which focuses on the business's connection to relevant material drivers of biodiversity loss, including climate change, pollution, ecosystem conversion (including deforestation) and direct exploitation through seafood sourcing.

Pollution of soil and water through the emissions of pollutants including, but not limited to, nitrates, phosphates, pesticides and microplastics, which may be harmful to human health and the environment.

Our impact, risks and opportunities

Value chain and material IROs

Our IROs across our value chain

upstream

- **Raw materials sourcing**
- **Production**
- **Transport**

In our DMA, we identified the following sub-topics relating to nature that are most relevant to our business. All of these relate to our upstream value chain:

- The impact on the local environment and water availability through withdrawal and consumption of water for producing products and the impact on marine ecosystems through the extraction and disturbance of marine resources for the production and sale of products by Ahold Delhaize brands
- The impact on biodiversity and ecosystems through land-use change, freshwater-use change and sea-use change and direct exploitation of species, which could lead to reduced availability, increased cost and liabilities. We also see a potential impact and dependency on ecosystem services such as pollination, water availability and healthy soils.
- The impact from pollution of soil, water and biodiversity through agriculture production and the use of chemical fertilizers, pesticides and microplastics.

For more details on our nature-related IROs, see *Our material sustainability matters*.

Risk assessment

As part of embedding the nature risk work into our risk management process, we held a series of workshops with our brands to validate and further assess our nature risk. These workshops included the Sustainability and Finance teams and sourcing leads. As a result of these workshops, we identified the most severe physical and transition risks to our business:

Risk assessments

Each of our brands, as part of their sustainability due diligence processes, identifies social and environmental risks linked to our sourcing practices, considering environmental impacts such as land conversion, pesticide use and water use, as well as a range of social impacts. The outputs inform our brands' ongoing work on these topics in their supply chains.

Physical risks	Explanation	Adaptation or mitigation
Water availability	Low water availability, unpredictable or extreme rainfall and droughts can result in higher costs and reduced product availability and/or quality.	The following measures address multiple risks simultaneously: • Diversification of sourcing origins • Diversification of products • Dual sourcing of high-risk value chains • Supplier partnerships • Performance of climate/nature risk assessments by suppliers • More resilient crop varieties • Sustainable and regenerative agriculture • Organic agriculture • Intensified agriculture (greenhouses, hydroponics and vertical farming)
Soil condition	Long-term degradation of soils can result in yield reduction.	
Pests and diseases	Pests and diseases, such as avian flu, can result in higher costs and reduced product availability and/or quality.	

Transition risks	Explanation	Adaptation or mitigation
Litigation and liability	Failure to comply with or respond to evolving policies and regulations on nature and biodiversity can pose compliance risks and create exposure to litigation. In addition, failure to address stakeholder expectations on nature and biodiversity matters or a lack of proof points to effectively respond to related media or NGO attention may cause exposure to reputational risks.	• Active management of risks concerning nature and biodiversity-related policies and regulations as part of our GRC framework • Implementation of measures to ensure compliance with relevant laws and regulations • Implementation of an approach to nature, including policies on Ahold Delhaize's most material impacts • Response to and active engagement with external stakeholders on sustainability matters, including those related to nature and biodiversity
Policy and regulations		
Adverse media and NGO attention		

Environmental: nature continued
Pollution, water and marine resources, biodiversity and ecosystems continued

Strategy
Our approach to nature

We have been taking steps toward a group-level nature strategy. As a starting point, we are using the outcome of the DMA as well as the detailed assessment of the impacts, dependencies, risks and opportunities of our own operations and our own-brand supply chain we conducted in 2024, and that is helping us to understand where and how we need to focus in our supply chain.

In 2025, we advanced our understanding and prioritization of high-impact value chains by engaging internally with our brands and with several investors. This engagement also established nature as a key lever to enhance climate adaptation and mitigation. It helped to build awareness and understanding of barriers and opportunities that exist in relation to embedding nature risk, and begin to select evolved levers for action. It also allowed us to validate the results of the assessment and further prioritize our value chains.

For each of the negative impacts on nature, we have identified the following high-impact value chains for additional exploration:

- Land use, soil, air and water pollution: Animal value chains such as beef, poultry, pigs and dairy (includes feed) in selected locations.
- Deforestation and conversion: Palm oil, soy, cocoa, coffee, pulp, avocado and beef value chains in selected locations.
- Water use: Almonds, cocoa, beef, cashew nuts, dairy and avocado value chains in selected locations.

As a result of the validation, we removed banana from our list of high-impact value chains for deforestation and land conversion, as NGOs and certification bodies advised that our sourcing regions have low risk of conversion and deforestation. We also removed cotton and rice as priorities for water use, due to relatively limited materiality in volume, compared to other value chains.

We refined the tree nut category into high- and lower-impact value chains, with almonds and cashews, specifically, remaining a priority for water use.

After validation with our local brands, we are currently developing a nature approach which focuses on:

- Scaling our efforts in sustainable and regenerative agriculture, including the protection and restoration of nature.
- Enhancing sustainable sourcing policies, including our existing program of work on deforestation and conversion and seafood.
- Shaping the future of protein, including animal welfare and alternative proteins.
- Maintaining a sustained focus on circularity and decarbonization.

The identified sub-topics we focus on under nature are pollution, water consumption and marine resources and biodiversity and ecosystems.

Water consumption and marine resources

Our approach to water consumption has to do with understanding and managing impacts, dependencies and risks linked to freshwater usage in our upstream value chains. This topic focuses on water use in cultivation, production and processing of commodities and products sold by Ahold Delhaize and its brands.

For marine resources, we focus on understanding and managing impacts, dependencies and risks linked to the harvesting of seafood from both wild catch and aquaculture operations in our upstream value chains.

The impacts identified as material are negative effects on the environment due to the extraction and use of marine resources and water consumption and withdrawals. We have identified both physical and transition risks for water consumption and withdrawals, as well as marine resource extraction and use.

Biodiversity and ecosystems

Our approach to biodiversity and ecosystems focuses on understanding and managing Ahold Delhaize's impacts and dependencies on biodiversity and ecosystems in upstream value chains as well as the related risks. This topic includes consideration and mitigation of the business' connection to relevant material drivers of biodiversity loss, including climate change, pollution, ecosystem conversion (including deforestation) and direct exploitation through seafood sourcing.

The DMA identified a potential material negative impact relating to land degradation in the upstream value chain.

Ahold Delhaize and its brands operate some sites, primarily stores, that are located in or near biodiversity-sensitive areas. Based on our analysis, we have not identified any significant biodiversity impacts from these sites that would require mitigation measure.

See *Our material sustainability matters* for the impacts and risks we have identified and assessed as material through our DMA process.

Pollution

When we use the term pollution, we refer to the pollution of soil and water through the emission of pollutants including, but not limited to, nitrates, phosphates, pesticides, non-GHG air pollutants and microplastics, which may be harmful to human health and the environment. This occurs during the mining, cultivation, production or transport of products and services sold by Ahold Delhaize and its brands.

The material upstream impacts identified relate to negative effects on the environment due to soil and water pollution, and microplastics, and transition risks around microplastics.

Environmental: nature continued
Pollution, water and marine resources, biodiversity and ecosystems continued

How we measure our performance: Ambition

Marine resources

For marine resources, we have the following ambition in place, focused on the sustainable sourcing of own-brand seafood products from our upstream value chain:

Timeline	Ambition
Short term	100% of own-brand seafood products certified against an accepted standard, from sources assessed by an accepted third party, or from an accepted Fishery Improvement Project (FIP) or Aquaculture Improvement Project (AIP) by 2025.

Biodiversity and ecosystems

For biodiversity and ecosystems, we have the following ambition in place addressing land conversion and deforestation, focused on the sourcing of own-brand critical commodities (tea, coffee, cocoa, palm oil, wood fiber and soy):

Timeline	Ambition
Short term	By 2025, Ahold Delhaize and its brands aimed to be 100% deforestation- and land-conversion free for own-brand products containing soy, palm oil, cocoa, coffee, wood fiber and tea. We refer to no deforestation or land conversion as defined by the *Accountability Framework Initiative* or the *Forest Resources Assessment*. The cut-off date we use is December 31, 2020, or the date of the applicable certification, whichever is earlier. We aimed to achieve this by having: • 100% of own-brand products containing coffee, cocoa, palm oil and tea certified against an accepted standard • 100% of high-risk (South American) soy volume in own-brand supply chains covered by accepted physical certification or credits • 100% of own-brand wood fiber-based products either certified against an accepted standard, classified as low-risk or recycled[1]

1. Wood-fiber target aligned with original target reported on in annual reports prior to 2024.

On the following pages, we explain what we have done to drive our performance and how we have progressed on these ambitions.

Pollution

As we do not yet have targets on all upstream value chain material sustainability sub-topics, including for pollution and water consumption, we will make use of the transitional provisions on value chain topics. For metrics, we expect that our efforts in scope 3 – focusing on the collection of product carbon footprint (PCF) data at scale – could generate synergies for data collection for pollution and water consumption in the near future.

Policies

We have an overarching sustainability policy that includes several nature-related topics – covering impacts and risks related to marine resources and biodiversity and ecosystems – and is applicable to all Ahold Delhaize brands. We do not currently have Company-wide policies on pollution or water. See our actions and resources below for more information on these topics.

In addition to the sustainability policy, we have a more detailed nature standard that provides further guidance to our brands on specific nature-related topics, including:

- Land-use change, including deforestation and conversion
- Land degradation
- Sea-use change
- Extraction and use of marine resources
- Direct exploitation

We continue to monitor developments around nature and update the nature standard when necessary.

Our Standards of Engagement

These Standards apply to all suppliers, are rolled out as new contracts are entered into and have an implementation period of three years.

Among other commitments, our Standards require suppliers to comply with all applicable environmental legislation and maintain all relevant permits, utilize practices that protect fish stock species and not source materials associated with deforestation or land conversion.

Effective January 1, 2026, we have implemented version 5.0 of our *Standards of Engagement* to replace version 4.0, which was applicable from 2024 onwards.

See also *Workers in our value chain* for more information about our Standards of Engagement.

Environmental: nature continued
Pollution, water and marine resources, biodiversity and ecosystems continued

Seafood traceability

The Ahold Delhaize USA brands are aiming to source seafood from fisheries and farms that are well managed to ensure that fish populations remain healthy, and fishing and farming methods have minimal environmental and social impacts. All seafood sold across the Ahold Delhaize USA brands, whether it is fresh, frozen, or canned, must meet important sustainability criteria, and suppliers must provide detailed traceability information based on the Global Dialogue on Seafood Traceability (GDST).

To facilitate data collection, Ahold Delhaize USA has implemented the use of Trace Register's TR5 platform, through which they can receive and monitor GDST-compliant data in a way that provides full-chain traceability.

As of January, 2026, over 80% of Ahold Delhaize USA's seafood suppliers had either a Trace Register account or alternative GDST-capable system. Ahold Delhaize USA is now focused on onboarding the remaining suppliers and ensuring all are reporting full-chain data – helping the brands ensure traceability and track toward their sustainability targets.

Actions and resources

Ahold Delhaize brands have dedicated Health and Sustainability teams that address matters relating to water consumption, seafood and marine resources; biodiversity and ecosystems; and pollution, alongside other sustainability topics.

Water consumption

Through our Standards of Engagement, we ask suppliers to comply with the applicable environmental legislation and maintain the relevant permits related to water abstraction, use and management.

Some of the Ahold Delhaize brands, in close collaboration with the Sustainable Initiative of Fruits and Vegetables, are implementing stringent water management standards. In 2025, Albert Heijn engaged with national and foreign growers of fresh fruits and vegetables, requiring water certificates in high-risk areas and annual water consumption monitoring.

Marine resources

Through our Group sustainability policy, nature standard and Standards of Engagement, we aim to manage our impacts and dependencies by increasing the proportion of seafood produced in an environmentally and socially responsible manner.

Consistent with other commodities, our approach is focused on own-brand seafood products, as this is where Ahold Delhaize can make the greatest direct impact. To prevent, reduce or mitigate negative impacts and manage risks, we source seafood for our own brands that has either been certified, assessed by a third party, or is in an FIP or AIP.

For all seafood products, including national brand products, our Standards of Engagement set expectations for suppliers with regard to fish stock management and practices to protect fish species.

We also support collaboration across the value chain (both own- and national-brand) by participating in partnerships and initiatives to address the challenges faced by the seafood sector.

Zooming in on high-risk seafood species:

Due to the lack of international agreement on fishing quotas, the stocks of North East Atlantic mackerel continue to decline. The latest scientific advice shows they are now below the precautionary limit. Therefore, we engage – together with other processors, feed companies and retailers – in a FIP with the North Atlantic Pelagic Advocacy Group (NAPA), which should prevent overfishing until early 2026.

Multi-stakeholder partnerships

Multi-stakeholder collaboration	Focus
Global Tuna Alliance	An independent group of retailers and supply chain companies working to improve the social and environmental conditions in tuna supply chains.
Global Sustainable Seafood Initiative	A global multi-stakeholder initiative on sustainable seafood. Conducts benchmarking of certification schemes.
Seafood Task Force	Multi-stakeholder initiative on human rights in tuna and shrimp supply chains, with some focus on ecosystem conversion.
North Atlantic Pelagic Advocacy Group	FIP in the North Atlantic Pelagic fishery, with relevance to our sourcing of mackerel and herring, and indirect sourcing of blue whiting via inclusion in salmon feed.

Environmental: nature continued
Pollution, water and marine resources, biodiversity and ecosystems continued

Biodiversity and ecosystems

In addition to the actions discussed on the next page, many other elements of our healthy communities & planet strategic priority also reduce our negative impacts on nature and biodiversity. These include actions to reduce plastic packaging and food waste and lessen our climate impact and efforts. We strive to make healthier options more accessible and affordable, so customers can choose well every day.

Deforestation and land conversion

As a retail group with an international footprint, we source several commodities that are considered to have a high risk of deforestation and/or land conversion. We use verification and, where possible, certification programs to address and minimize these risks. Where certified material is not available – for example, in the case of embedded soy coming from South America – we buy credits to directly support farmers producing certified soy.

We will use the results of our ongoing focus on nature to review and determine what the next steps will be. We currently focus on our own-brand supply chain, as this is where we have the greatest oversight and control over the way products are farmed, produced and packaged. We continue to improve our understanding and approach to deforestation risks across the supply chains of our brands' assortments.

Our approach to deforestation-free sourcing

Ahold Delhaize has made significant progress toward achieving 100% deforestation- and conversion-free sourcing in own-brand product supply chains. We also recognize these efforts are a foundation to increasing our impact, consistent with our science-based scope 3 FLAG target.

During 2025, Ahold Delhaize assessed current deforestation-free sourcing efforts by our local brand teams, identifying best practices and areas where our approach could be strengthened. Based on the results of that assessment, we have identified priorities that will form the basis of a plan intended to guide our local brand teams in pursuing deforestation-free sourcing in their respective regions.

Key priorities identified are:

1. **Expanding the scope of our deforestation-free sourcing ambitions**

   Ahold Delhaize and the brands are investigating expanding our deforestation-free ambition for critical commodities to have greater coverage across our brands' assortments.

   We will look to incorporate beef in our primary deforestation-linked commodity list.

2. **Strengthening our deforestation-free sourcing policies**

   Building upon our current own-brand certification requirements, Ahold Delhaize and the brands will seek to formalize our deforestation-free sourcing requirements into our sourcing standards and policies, with relevant monitoring and verification procedures.

3. **Improving the traceability of priority deforestation-linked commodities**

   To improve verification of deforestation-free sourcing, Ahold Delhaize and the brands will seek to expand supplier engagement on priority deforestation-linked commodity supply chain traceability.

Sustainable and regenerative agriculture

Poor farming practices can have adverse impacts on soil, waterways and biodiversity. As well as resulting in environmental damage, these practices can also undermine the resilience and productivity of food supply chains, which has consequences for food security, communities and businesses alike.

Many of our brands work with initiatives such as the GLOBALG.A.P. to contribute to sustainable agriculture in their upstream value chains, and are working to further integrate sustainable agriculture expectations into sourcing requirements. The brands also work directly with suppliers to adopt sustainable agriculture practices that include conserving natural resources, reducing land conversion and improving soil health.

All the brands are encouraged to support sustainable and regenerative agriculture practices. The nature of this support will depend on the resources and capacity of the brand and the make-up and structure of its supply chain. Ahold Delhaize does not currently have a Company-wide policy.

Environmental: nature continued
Pollution, water and marine resources, biodiversity and ecosystems continued

Shaping the future of protein

We aim to encourage customers – through our product offering, for example – to increase their consumption of plant-based proteins. When produced sustainably, these have fewer environmental impacts than animal-based proteins; see *Climate change: scope 3 key levers*. This action relates to the mitigation hierarchy layer of reducing the impact and risk of our supply chains on nature.

Multi-stakeholder partnerships

We know that transitioning to a more sustainable food system will require coordinated action from a variety of actors across governments and NGOs and within food and beverage value chains. For this reason, we are involved in several multi-stakeholder forums centered on critical social and environmental challenges and solutions linked to biodiversity and ecosystems.

EUDR

We support the upcoming EUDR legislation, which has been an important factor in how our EU brands are approaching deforestation-free sourcing. This year, the European Parliament and Council reached an agreement on a revision of the EUDR with the aim to simplify the implementation of the existing rules and to further postpone their application. Ahold Delhaize and its EU brands will now need to be in compliance when the EUDR comes into effect on December 30, 2026. Our teams are evaluating the impacts of the proposed simplifications and, if required, integrating these into our deforestation-free sourcing plans.

Multi-stakeholder collaboration	Focus
To advocate progression in supply chains and promote system change:	
The Tropical Forest Alliance (TFA)	A multi-stakeholder partnership platform supporting companies in the global transition to deforestation-free supply chains for commodities like palm oil, soy, beef and paper/pulp.
The Roundtable on Sustainable Palm Oil (RSPO)	A global partnership promoting sustainable palm oil production, processing, trade and use through the development and implementation of global standards.
The Retailer Palm Oil Group (RPOG)	A non-competitive coalition of retail companies committed to using sustainable palm oil in their products, aiming to make sustainable palm oil the norm.
The Palm Oil Transparency Coalition (POTC)	A pre-competitive coalition working to remove deforestation and exploitation from palm oil production. It focuses on transparency, traceability and sustainability in palm oil supply chains through, for example, an annual trader assessment.
The Round Table for Responsible Soy (RTRS)	A global partnership that promotes responsible soy production, processing, trade and use. It develops and implements global certification standards for sustainable soy.
The Retailer Soy Group (RSG)	A non-competitive group of retail companies committed to increasing the use of sustainable soy in their products, aiming to make sustainable soy the norm and increase transparency in the soy supply chains.
Transitioning farming systems:	
Sustainable Agriculture Initiative (SAI) Regenerating Together Group	Ahold Delhaize was a founding member of the SAI's "Regenerating Together" group and subsequent program. The working group has members spanning food value chains and supports the development of a regenerative agriculture framework.

Pollution

In 2025, we worked to better understand our impacts on pollution across the value chain. We identified soil, water and microplastics as the most material impacts. Soil and water pollution occurs within our agricultural value chain, and is linked to pesticide and fertilizer use and animal manure. Our brands address soil and water pollution in our agricultural value chains through actions on sustainable and regenerative agriculture, working closely with value chain partners and farmers.

Albert Heijn announces new 2030 pesticide ambition

In 2025, Albert Heijn announced new ambitions around pesticide reduction for all fresh fruit and vegetable supply chains, both in the Netherlands and abroad, through the *Better for Farmer and Nature and PPPP programs*. They are phasing out the "toxic 12" pesticides, reducing the maximum residue limit from 50% to 25% of the legally accepted norm, and limiting pesticide residues to a maximum of three substances.

Delhaize Serbia's contributions to safer, sustainable produce

Since 2022, Delhaize Serbia has been working on a program – developed in conjunction with the Faculty of Agriculture, University of Belgrade – that aims to achieve zero pesticide residue product lines. With a focus on optimizing the use of pesticides and fertilizers, the program significantly reduces pesticide use with benefits for soil health, local biodiversity and waterways. The program is also delivering scope 3 reductions, for which the benefits depend on the product. In 2025, there were six suppliers in the scope of the program, with a total of 19 SKUs, including raspberries, blueberries, special varieties of watermelons and melons, pumpkins, baby spinach, apples and cherry tomatoes.

Mega Image – reducing pesticide use for over a decade

Mega Image launched its pesticide reduction program in 2014. Today, it covers over 350 producers and cooperatives and around 29 vegetable SKUs. As part of the program, agronomists provide growers with tailored step-by-step advice to improve soils, reduce pesticides and fertilizers and improve water efficiency. Their focus is on optimizing soil health, which is good for nature and climate, and has benefits for the taste of the produce and the resilience of local production.

Through the Mega Image program, the team has supported growers with costs for seeds and fertilizers, early-stage forecasting, annual soil health and water quality analyses. Over the last four years, growers have implemented an integrated pest management approach, enabling them to reduce the quantity of pesticides used in production.

Environmental: nature continued
Pollution, water and marine resources, biodiversity and ecosystems continued

Metrics

Performance management

Marine resources

We track our progress and performance through our use of certification for own-brand seafood products.

	2025	2024	Change vs. prior year
Percentage of own-brand seafood products certified against an accepted standard, from sources assessed by an accepted third party, or from accepted FIPs or AIPs	**98.0%**	96.7%	1.3 pp

In 2025, the percentage of certified own-brand seafood products improved compared to 2024. Despite improvement across brands in certified seafood, it remains challenging to source certain local, freshwater species as certified. When certification is not available, we aim to partner with local research organizations or NGOs. As a result, our CSE brands are expanding partnerships with local NGOs to better assess the sustainability impact of these specific local, freshwater species.

Although our target sunsetted in 2025, we are continuing to work toward achieving our sustainably sourced seafood ambition.

See *Sustainability notes – Water and marine resources* for more information.

Biodiversity and ecosystems

We track our progress and performance by certifying own-brand products, with a focus on six critical commodities.

Performance indicator description	2025	2024	Change vs. prior year
Tea, coffee and cocoa			
% of own-brand products containing **tea** (as defined) certified against an accepted standard	**100%**	99.5%	0.5pp
% of own-brand products containing over 1% **coffee** by weight certified against an accepted standard	**98.1%**	97.4%	0.7pp
% of own-brand products containing over 5% **cocoa** certified against an accepted standard	**97.1%**	96.5%	0.6pp
Palm oil			
% of certified palm oil in own-brand products	**98.3%**	96.4%	1.9pp
Wood fiber			
% of own-brand wood-fiber-based products either certified against an accepted standard, classified as low-risk or recycled	**93.8%**	91.6%	2.2pp
Soy			
% of high-risk own-brand soy certified against acceptable standards or covered by accepted credits[1]	**100%**	100%	0pp

1. This also includes credits purchased in the first quarter of the next financial year. See *Sustainability notes – Biodiversity and ecosystems* for more information.

We have achieved our ambitions for tea and soy and continue to make progress across all of our deforestation-linked commodities. Despite these efforts, and although we made year-over-year progress, we did not meet our 2025 targets for coffee, cocoa, palm oil and wood fiber. We remain committed to our targets on deforestation and are working towards closing remaining gaps in a time-bound manner. To ensure continuous delivery, we will embed this way of working into our standard way of business within 2026. Unique challenges remain for each commodity:

Coffee: There are 12 own-brand products that still contain non-certified coffee, in part, due to some seasonal products containing small amounts of coffee.

Cocoa: There are 40 cocoa products that are not yet certified, due to sourcing challenges with some local bakery items.

Palm oil: We improved on our palm oil ambition, with the remaining gap partly comprised of non-food and cosmetic products that contain low to extremely low levels of palm oil derivatives. For palm oil volumes that we cannot yet source certified, we purchase RSPO credits to mitigate risk.

Wood fiber: The share of own-brand wood-fiber products that are certified, low-risk, or recycled increased compared with 2024, alongside a significant increase in the number of certified products. We invested in data quality and classification improvements, giving more visibility into where improvement is still needed.

See *Sustainability notes – Biodiversity and ecosystems* for more information.

In the coming year, we will review our approach to critical commodities to reflect our strengthening nature approach.

We remain committed to our targets on deforestation and are currently exploring how to close the remaining gaps in a time-bound manner.

To meet these ambitions, one of our actions is to evaluate how to include these critical commodities in our sourcing requirements.

Environmental: nature continued
Animal welfare

animal welfare

As an international retailer, we realize that animal-derived proteins are an important part of the human diet – predominantly eggs, chicken, pork, dairy and beef – but the economics of their production can have an inversely proportional relationship to the welfare of the animals.

Through our work on animal welfare, we aim to understand how animals are affected by activities along our supply chains and take steps to reduce harm and promote good conditions. This includes considering five key areas: nutrition, physical environment, health, opportunities for natural behaviors and mental well-being.

Our impacts, risks and opportunities

Our *DMA* process identified a material animal-welfare-related impact, which refers to the negative impact on the well-being of animals through use of animals for food production, sourced from suppliers and sold by Ahold Delhaize brands.

Our IROs across our value chain

upstream

- **Raw materials sourcing**
- **Production**

Our current animal welfare approach addresses select species and industry practices. We started conducting further analysis to refine priority topics and actions. The Company makes use of the transitional provision related to value chain topics to phase in reporting on animal welfare.

See *Our material sustainability matters* for details on the animal welfare-related IROs.

How we measure our performance: Ambition

Currently, we have animal welfare ambitions for laying hens and pork, which are focused on improving the physical environment and opportunities for rewarding species-specific behaviors:

Timeline	Ambition
2032	All Ahold Delhaize brands have the ambition of being 100% cage free for own-brand and national-brand shell eggs by 2032.
2028	Our U.S. brands have the ambition to sell 100% pork products from group-housed swine by 2028. Our European brands continue to ensure compliance with EU legislation that limits the use of gestation crates for swine for extended periods, which is comparable to our ambition for our U.S. brands.

Policies

We have an overarching sustainability policy that is applicable to all Ahold Delhaize brands. In addition to the sustainability policy, the Company also has a specific animal welfare standard that provides further guidance on our approach to animal welfare.

The animal welfare standard applies to both terrestrial farm animals and (aquaculture-farmed) seafood. For more information on the responsible sourcing of seafood, see *Nature*.

Ahold Delhaize and its brands support the welfare of animals and the provision of safe food, while, at the same time, preserving access to affordable, fresh products.

Animal welfare refers to the physical and mental state of an animal in relation to the conditions in which it lives and interacts. Animal welfare is grounded in the recognition that animals are sentient beings, with the capacity to have subjective feelings, emotions and experiences that matter to them, encompassing both negative states (pain, fear and boredom) and positive ones (pleasure, comfort and interest). The capacity to have subjective experiences, including negative and positive feelings, is the fundamental basis of the Five Domains model of animal welfare.

The Five Domains model is an established framework used to identify animal welfare risks and opportunities for improvement. It provides a comprehensive approach by integrating physical and psychological dimensions of well-being.

The domains are:

Nutrition domain: Availability of sufficient, balanced and appropriate food and water to maintain health and vitality.

Physical environment domain: Conditions such as shelter, climate and space that support comfort, safety and choice.

Health domain: Proactive management of physical well-being, including disease prevention, injury care and overall fitness.

Behavioral interactions: Opportunities for agency, exploration and positive social or environmental engagement.

Mental state: The cumulative impact of the first four domains on subjective experiences, aiming to maximize positive states (e.g., comfort, security and pleasure) and minimize negative ones (e.g., fear and frustration).

Environmental: nature continued
Animal welfare continued

Effective January 1, 2026, we have implemented version 5.0 of our *Standards of Engagement* to replace version 4.0. The standards incorporate the five domains as our vision on animal welfare: in addition to complying with applicable legislation, we expect suppliers to commit to sound, science-based animal care practices and the elimination of animal cruelty, abuse and neglect. In addition, the revised standards reflect our transition from the five freedoms to the Five Domains framework; Ahold Delhaize expects suppliers to incorporate the Five Domains of animal welfare, as well.

Actions and resources

Ahold Delhaize operates a diverse portfolio of international brands, each navigating different legislative frameworks, market dynamics and customer expectations. In 2025, we began a strategic review to update and align our approach to animal welfare across the organization. This process led to the development of a conceptual Animal Welfare Roadmap, designed to bring consistency and clarity by:

- Refining the identification and prioritization of key welfare issues across all brands
- Aligning and standardizing sourcing requirements to ensure consistency
- Expanding species-specific welfare commitment

Our brands are able to utilize several actions, some of which are outlined below, to support the delivery of our animal welfare goals.

Day-to-day implementation

Our local brands translate the guidance provided in our animal welfare standard into day-to-day decision making, taking into account local market conditions and local legislation. More information on specific brand approaches is available on the brand websites (see *www.aholddelhaize.com*).

Each brand has one or more sustainability experts in-house, who also look after animal welfare topics. There are no specific, separately identifiable, dedicated resources allocated to the topic, but it is fully integrated into our sourcing of products where agreements are made with suppliers on animal welfare.

Cross-functional shared objectives

Ensuring internal alignment and having shared objectives across our brand's technical and commercial functions can help drive progress toward our ambitions and animal welfare goals.

Long-term supply agreements

The use of long-term supply agreements with strategic suppliers is one way to help ensure welfare requirements are met. Building these long-term relationships gives suppliers the confidence to invest and innovate in their businesses and supply chains, supporting the delivery of better animal welfare and fostering a culture of innovation.

Partnerships and Collaborations

Ahold Delhaize is a member of several multi-stakeholder initiatives, such as Sustainable Agriculture Initiative Beef (European Roundtable for Beef Sustainability) and GLOBAL G.A.P. (for pork and chicken). Key areas of action are antimicrobial use and mortality rates. We also engage with animal welfare NGOs at a Company and brand level.

Innovation

We see applied research and development within commercial supply chains as a key driver in supporting the adoption of higher welfare practices within our supply chains. We work with our suppliers to trial new higher welfare practices and technologies to understand the welfare benefits, challenges and opportunities for wider uptake within our supply chains.

Customer communications

In-store messaging, clear on-pack labeling and information provided through our brands' websites and customer communications (email, magazines and advertising) can help customers make more informed choices about their purchasing decisions and signpost them toward higher welfare products.

Challenges and assumptions

It is important to note that availability within the supply chain, demand among customers, disease-related outbreaks (e.g., avian flu), inconsistent legislation in the U.S. and regulatory compliance with programs like the U.S. Special Supplemental Nutrition Program for Women, Infants, and Children (WIC) are all critical factors to achieve our cage-free eggs ambition in the U.S.

While EU legislation mandates that sows must be kept in groups for most of their gestation, they still permit the use of stalls during the initial four weeks of pregnancy for breeding and stabilization purposes.

We recognize that this work cannot be done alone. The transition to cage-free eggs and group-housed pork will require strong collaboration and partnership among partners, farmers, suppliers and customers.

Metrics

We currently report on the cage-free eggs and the group-housed pork meat metric.

Performance management

	2025	2024	Change vs. prior year
Percentage of shell eggs that are cage free[1]	53%	47%	6pp
Percentage of group-housed pork meat[1]	56%	not reported	n/a

1. See *Animal Welfare* for "methodology" and "data collection and considerations" to calculate these performance indicators.

In 2025, our U.S. brands introduced six new cage-free SKUs and advanced their plans to further reduce conventional-caged SKUs in 2026, while maintaining access to this affordable, nutritious protein, which is extremely important to their customers.

All of the U.S. brands completed a pilot of customer signage in 2025, according to their original goal, and afterwards rolled out the signage to all stores.

Albert Heijn, Delhaize Belgium, Alfa Beta and Mega Image have already achieved 100% cage-free own-brand and national-brand eggs. All other brands have plans in place to meet our goal of 100% cage-free eggs by 2032.

We continue to progress toward the 2028 goal of 100% group-housed pork for fresh, whole-muscle, single-ingredient products. Currently, three of the Ahold Delhaize USA brands are nearing full transition with more than 90% completion. The remaining two brands continue to advance these efforts through supplier collaboration. We anticipate additional progress in 2026 and 2027, as we continue to execute our internal plans to achieve our goals. We are currently on track to achieve our 2028 target. See *Animal welfare note* for more information on our methodology.

Environmental continued

circularity

Using resources efficiently and reducing waste are essential to a stronger food system. We value what goes into every product and take our responsibility seriously: cutting food waste and enabling materials to circulate for as long as possible. By optimizing resources, we minimize costs, lower emissions in our value chain and help eliminate waste and pollution.

For Ahold Delhaize, the sustainability matters most closely linked to circularity, and therefore our primary focus areas, are packaging and food waste. These topics are closely connected to our healthy communities & planet strategic priority and serve as starting points for our efforts to manage resources more efficiently across the value chain.

For the list of ESRS disclosure requirements complied with and incorporated by reference, see page 348.

in this section

Environmental: circularity continued
at a glance

Our ambition

For our own-brand primary product packaging, we aim to reduce the use of virgin plastic, increase the use of recycled content and use packaging that is recyclable.

For waste, we aim to reduce total tonnes of food waste by 50% per €1 million of food sales by 2030, against our 2016 baseline.

Why circularity is important

Across the globe, millions of tonnes of plastic end up in landfills, are burned or leak into the environment – and that amount is rising every year. Ahold Delhaize is dedicated to moving to a more circular system to reduce the negative impacts of plastic product packaging.

In addition, food loss and waste negatively impacts food security worldwide and fuels climate change. We aim to reduce food waste and, at the same time, offer customers affordable, fresh and nutritious products so they can choose healthier options.

Our 2025 progress

10.9% — **10.2%** in 2024
reduction in virgin plastic
(2025 target: 5% compared to 2021 baseline)

17.7% — **15.7%** in 2024
recycled content
(2025 target: 25%)

35.8% — **32.9%** in 2024
reusable, recyclable, compostable
(2025 target: 100%)

39.1% — **34.6%** in 2024
reduction in food waste per food sales, at constant exchange rates[1]
(2025 target: >40% compared to 2016 baseline)

1. Performance measured at constant exchange rates (rates that applied at the time the target was set).

Environmental: circularity continued
Packaging

packaging

Our brands continue to source product packaging that relies less on finite resources and is designed for multiple cycles of use when possible. The more we adopt packaging designed to be recyclable, the more recycled content should become available, reducing the need for virgin materials in new packaging.

Regulatory responses to the environmental impacts of packaging are increasing worldwide, and aim to create a level playing field to tackle packaging waste. Ahold Delhaize supports these efforts, which include the EU Packaging and Packaging Waste Regulation, Extended Producer Responsibility (EPR) programs in the United States and ongoing negotiations for a UN Global Plastics Treaty. The path forward is complex and we are learning to navigate this evolving landscape while exploring how to strengthen our response to the IROs related to the packaging of the products sold by Ahold Delhaize's brands.

Our impact, risks and opportunities
Value chain and material IROs

Our IROs across our value chain

upstream
- Raw materials sourcing
- Production
- Transport

upstream and own operations
- Warehouse
- Distribution

own operations
- Retail

downstream
- Customer experience
- Waste and end-of-life

The packaging-related impact we have identified as material through our DMA process (see *Our material sustainability matters*) is the negative impact on the environment through the production, use and disposal of (virgin) plastics, cardboard and other (non-) compostable primary and secondary packaging materials used and sold by Ahold Delhaize's brands. In addition, we have identified a transition risk around increased regulatory pressures. These IROs are upstream in the value chain.

Ahold Delhaize and its brands do not manufacture packaging. Our approach and actions to address packaging-related IROs depend on the classification of the packaging.

We aim to prioritize our policies and actions in the areas where we can maximize our impact and where we have more data available. Therefore, our approach is mainly focused on own-brand products and their primary plastic packaging, as we better control the related processes within the value chain. The infographic displayed on the next page highlights our current packaging scope.

For more details on our IROs related to circularity, see *Our material sustainability matters.*

For the definitions of own-brand and national brand, see *Definitions and Abbreviations: Non-financial performance measures.*

How we measure our performance: Targets

Ahold Delhaize, as a signatory to the Global Commitment 2025 (led by the Ellen MacArthur Foundation and the United Nations Environment Programme), has set the following voluntary plastic packaging-related targets for 2025:

Timeline	Target
Short term	By 2025, our brands commit to reduce the use of virgin plastic in their own-brand primary product packaging by 5% compared to the 2021 baseline.
	25% of our total own-brand primary plastic packaging weight will be made from recycled content by 2025.
	100% of primary own-brand plastic packaging will be reusable, recyclable or compostable in practice and at scale by 2025.

Plastic challenge

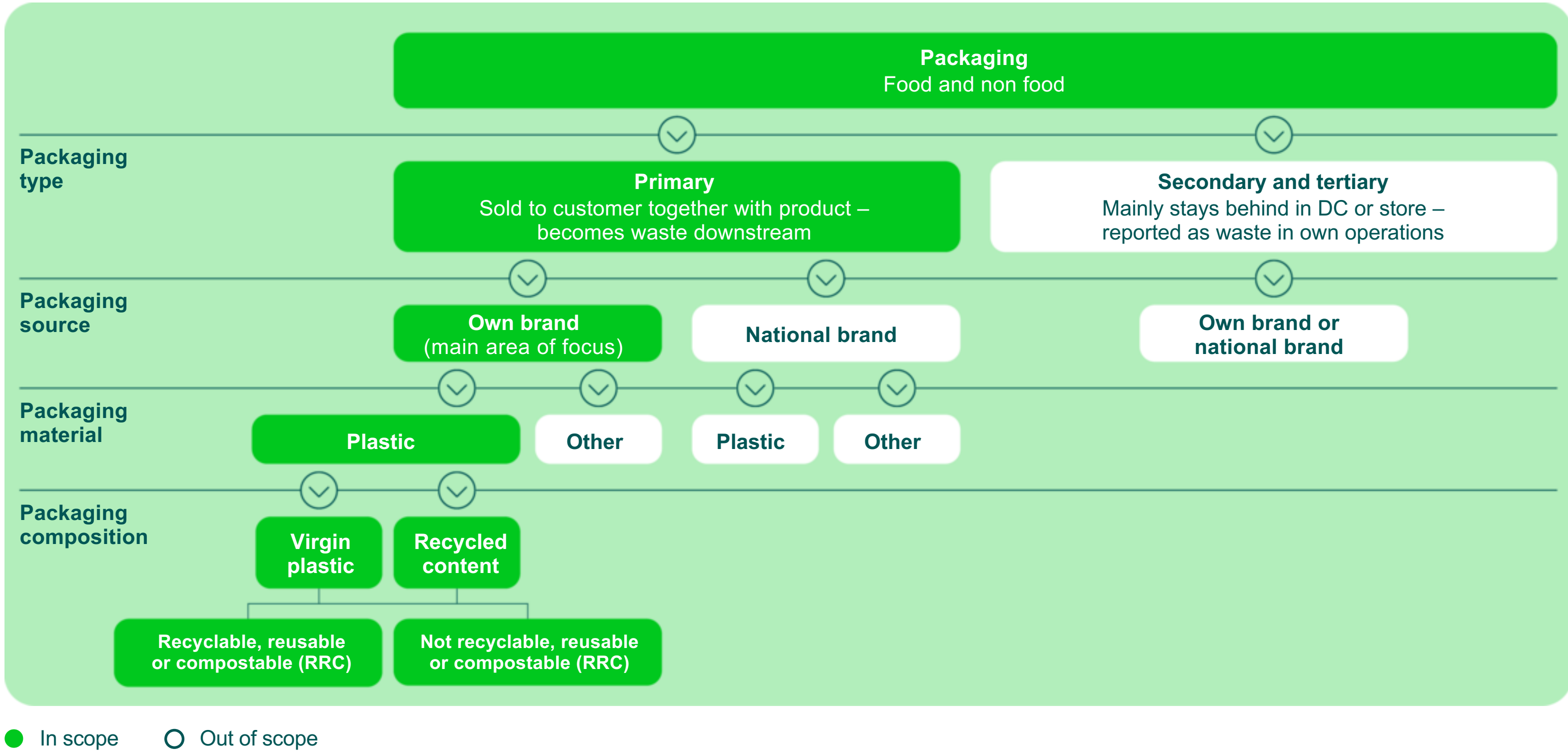
The use of plastic in product packaging poses a significant dilemma across the retail industry. Plastic packaging protects products, preserves our food – reducing food waste – and is cost effective. At the same time, plastic packaging is largely single-use and most of it ends up in landfills, is burned – releasing GHGs – or leaked into the environment.

Retailers, including Ahold Delhaize, are working to reduce virgin plastic use and incorporate more post-consumer recycled (PCR) content, with mixed results. The industry continues to struggle with limited PCR content availability and strict regulatory constraints for food-grade recycled plastics.

There are also some positive signs. Retail and FMCG signatories to the Ellen MacArthur Foundation's Global Commitment have reduced virgin plastic use by 3% from 2018-2024, outperforming the broader market.

To really make progress on reducing virgin plastic use, we need to transition to a circular system for plastic and build a better infrastructure for recycling. This will require government support, innovation and continued collaboration across the industry.

Environmental: circularity continued
Packaging continued



Policies

Ahold Delhaize has an overarching sustainability policy that includes topics related to circularity and is applicable to all our brands. In addition to the sustainability policy, the Company also has a plastic packaging standard that documents how own-brand primary plastic packaging is managed within our brands' own operations. The Company makes use of the transitional provision of CSRD related to value chain topics to phase in reporting on packaging.

Actions and resources

Ahold Delhaize aligns with a shared vision of a circular economy for plastics: eliminate the packaging we do not need, optimize and circulate the packaging we still need and innovate toward new materials and reuse models.

Following the *Global Commitment framework*, we work to eliminate problematic or unnecessary plastic packaging, reduce the weight of packaging formats, offer reusable packaging alternatives, source packaging that is recyclable or compostable in practice and at scale, and incorporate recycled content, where possible.

We strive to advance on all fronts as much as possible; however, this can require staged implementation and careful trade-offs. The examples below illustrate how our local brands have translated this approach into action.

Reducing plastic use

In 2025, Albert Heijn expanded its approach of switching from rigid trays to flexible bags to include chicken breast strips, tenders, cubes and stir-fry pieces. This change delivers around a 60% reduction in packaging per product, cutting over 200,000 kilograms of plastic last year alone. Because no viable recycled soft-plastic options currently meet food-safety legislation, the flexible bags are still made from virgin plastic. Even so, the new format uses significantly less material, saves space during transport and in customers' homes, maintains freshness and improves convenience.

Increasing recycled content and recyclability

The Nature's Promise smoothies and fresh juices sold at Alfa Beta are now packaged in 100% recycled rPET bottles with transparent, non-dyed caps, making them fully recyclable. This initiative not only reduces reliance on virgin plastic but also earned the title of "Product of the Year 2025" in Greece, the world's largest consumer-voted award, reflecting consumer appreciation for both quality and environmental responsibility.

Meanwhile, Ahold Delhaize USA transitioned private brand packaged mushrooms from non-recyclable black plastic containers to 100% post-consumer recycled (PCR) blue trays. This switch removes 27.3 metric tonnes of plastic from the supply chain and enables 255 metric tonnes of packaging to be recycled annually. In addition, the brands now use trays made with 50% PCR material for own-brand lunch meat, eliminating about 31 metric tonnes of plastic per year. These changes demonstrate how thoughtful design can significantly improve recyclability.

Environmental: circularity continued
Packaging continued

Other packaging materials

We are currently working on strengthening our approach to the IROs related to the environmental impact of non-plastic packaging for products sold by Ahold Delhaize brands. At the same time, our brands are ensuring compliance with local and regional regulations, which cover not only plastic but also other packaging materials. Some of our brands have already started optimizing packaging and reducing environmental impact, particularly for paper and cardboard.

Delhaize Belgium introduced reusable folding crates for online shopping, replacing the familiar cardboard boxes and reducing reliance on single-use materials. Customers pay a small deposit for each crate, which is fully refunded upon return, making reuse simple and convenient. By eliminating disposable cardboard in home deliveries, Delhaize not only reduces waste and its ecological footprint but also improves efficiency in transport and storage.

Our brands support responsible forest management by using Forest Stewardship Council (FSC)- or Program for Endorsement of Forest Certification (PEFC)-certified paper and cardboard. See *Nature* for details on the wood fiber critical commodity indicator.

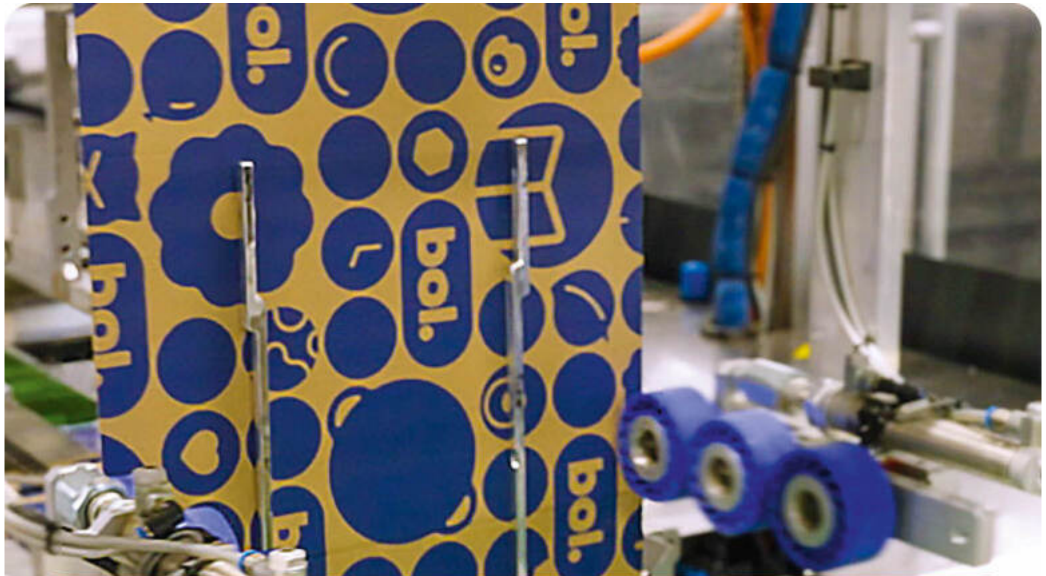
To increase recycling of different packaging materials, several of our brands offer in-store recycling stations for items such as glass, paper and batteries, and participate in deposit return programs for beverage containers. Alfa Beta hosted an interactive event featuring Greece's first Mobile Environmental Education and Recycling Center, giving associates hands-on experience with recycling practices.

National brands

Many of our key suppliers are actively supporting The Global Commitment's vision for a circular economy for plastics. We monitor collective progress through the annual reports published by the Ellen MacArthur Foundation. In addition, national brands are subject to local legislation, and we aim to support compliance by sharing knowledge through our established partnerships and participation in industry forums.

Our resources

Each Ahold Delhaize brand has one or more in-house sustainability experts. These specialists cover multiple matters across the sustainability spectrum – and are, therefore, not dedicated solely to (plastic) packaging. Management of this topic is also embedded in our brands' product development, store operations and DC logistics. This approach does not require specific, separately identifiable, or dedicated resources to be allocated exclusively to packaging.



Smarter cardboard packaging at bol

Bol is tackling cardboard waste at every stage of its operations. From sourcing responsibly to optimizing packaging design, the brand is committed to using less material without compromising product protection.

In 2025, bol continued to modernize its automated mono-packing machines – used for single-item orders – introducing advanced systems that cut cardboard use by 26% and glue by 60%. These changes deliver a 27% reduction in CO_2 emissions for every package processed on these lines.

Alongside this, bol's multi-packing technology, which creates custom-sized boxes for multiple items, remains central to reducing empty space and transport emissions. By scaling these innovations, bol is minimizing material use and lowering the environmental impact of millions of deliveries.

Environmental: circularity continued
Packaging continued

Partnerships

We continue to work with umbrella organizations to advance circular packaging solutions. Some of our brands are members of national plastic pacts, such as the U.S. brands, which participate in the U.S. Plastics Pact and the Sustainable Packaging Coalition.

In 2025, we renewed our alignment with the Global Commitment 2030. We also remain a supporter of the Business Coalition for a Global Plastics Treaty, led by the Ellen MacArthur Foundation and the World Wildlife Fund (WWF), advocating for a legally binding global agreement. In addition, we joined the CGF Retail Taskforce, within the Packaging Waste Coalition, an initiative to share best practices with peers and, through which, we look to accelerate improvement across our brands.

Metrics

Performance management

Performance indicator description	2025	2024	Change vs. prior year
% reduction/(increase) in own-brand primary virgin plastic product packaging against the 2021 baseline[1]	**10.9%**	10.2%	0.7pp
% primary plastic own-brand product packaging that is reusable, recyclable or compostable	**35.8%**	32.9%	2.9pp
% of own-brand primary plastic product packaging that is made from recycled content	**17.7%**	15.7%	2.0pp

1 The change is shown against a restated 2021 baseline of 160.5 thousand tonnes.

Achieving our packaging targets has proven challenging. On the one hand, we surpassed our virgin plastic reduction target two years ahead of schedule and consistently stayed above 10% reduction since then. On the other hand, we did not achieve our remaining targets on recycled content and on packaging that is reusable, recyclable or compostable, which is consistent with our expectation, as disclosed in our Annual Report 2024.

During 2025, we reduced our virgin plastic packaging by 10.9% compared to our 2021 baseline, an improvement compared to last year's 10.2% decrease against the baseline. Our total weight of virgin plastic packaging amounted to 143 thousand tonnes, which is 1 thousand tonnes lower than the previous year. This reduction was primarily driven by a higher percentage of recycled content in plastic packaging, even as overall plastic packaging volumes increased.

The progress we made on increasing recycled content and recyclable packaging remained significant. In 2025, 17.7% of own-brand primary plastic product packaging was made from recycled content, an improvement of 2.0 percentage points compared to 2024. Meanwhile, 35.8% of own-brand primary plastic packaging was reusable, recyclable or compostable, representing an increase of 2.9 percentage points compared to the previous year.

Systemic barriers, such as the limited availability of robust recycling infrastructure for certain plastic packaging categories in some of our brands' markets as well as the rising costs of recycled and alternative materials, posed significant challenges to meeting our targets for recycled content and for ensuring that all packaging is reusable, recyclable or compostable in practice and at scale. We are not alone in facing these challenges; the widespread shortfalls across the industry underline the need for substantial coordinated action and collective investment.

As previously mentioned, the evolving regulatory landscape for packaging introduces several mandatory requirements that must be carefully considered. In response, we are assessing the most effective approach to reduce our packaging-related impacts beyond 2025, including new targets, metrics and actions. These discussions are supported by a collective effort to develop consistent roadmaps and internal policies, ensuring that future ambitions are grounded in well-founded plans, compliant with legislation and aligned with our wider Company strategy.

See *Sustainability notes – Packaging* for more information.

Environmental: circularity continued
Waste

waste

Our material sustainability topics related to waste focus on two key areas:

Food waste: We reduce food waste by focusing first on prevention in our own operations and across our value chain. When food is no longer fit for sale, we prioritize donating it to food banks and charities to support local communities. If human consumption is not an option, we recycle as much as possible, repurposing food waste for animal feed, biogas production or composting, to avoid landfill.

Other waste: This includes non-food waste from our brands' operations, such as secondary packaging materials, metal, glass, wood and electronics. These components present opportunities to refuse, reduce, reuse, repair or recycle, as we aim to minimize negative environmental impacts.

Our impacts, risks and opportunities
Value chain and material IROs

Our IROs across our value chain

upstream
- Raw materials sourcing
- Production
- Transport

upstream and own operations
- Warehouse
- Distribution

own operations
- Retail

downstream
- Customer experience
- Waste and end-of-life

Through our DMA process (see *Our material sustainability matters*), we have identified waste-related impacts as material due to their negative effects on the environment and food security. These impacts arise from food waste across the value chain and other waste generated in our own operations, as well as downstream by customers through packaging use.

Except for our coffee-roasting facility in the Netherlands, the majority of own-brand products our brands sell in stores and online are manufactured by third parties. From a resource use and circular economy perspective, our priorities are, first, to reduce waste generated within our brands' operations and, second, to improve resource efficiency in food sourcing, which also helps minimize food waste.

For more details on our IROs related to circularity, see *Our material sustainability matters.*

How we measure our performance: Targets

We have the following targets in place, focused on food waste in our own operations:

Timeline	Target
Short term	We have a target of >40% reduction of total tonnes of food waste per €1 million of food sales against our 2016 baseline by 2025.[1]
Medium term	We have a target of 50% reduction of total tonnes of food waste per €1 million of food sales against our 2016 baseline by 2030.[1]

1. Performance will be measured at constant exchange rates.

The targets relate to the prevention and reuse layers of the waste hierarchy, and was informed by our participation in multi-stakeholder networks – such as those listed under partnerships.

In establishing our long-term food waste target for 2030, we aligned with Sustainable Development Goal (SDG) 12.3, which calls for halving per capita global food waste at the retail and consumer levels and reducing food losses along production and supply chains by 2030. This alignment is reflected in the scope of our efforts, our 2030 timeframe, and our use of the Food Loss and Waste Accounting and Reporting Standard (FLW Standard) for measurement. Our targets are voluntary and aligned to the intent and ambition of SDG 12.3.

Focusing on food waste

Food waste is a critical global issue that undermines food security and accelerates climate change. When food is wasted, all the resources used to grow, harvest, transport and package it – such as energy and water – are wasted too.

At Ahold Delhaize, we focus on food waste because it is where our actions can make a difference. Our brands work to prevent food waste across the value chain and in customers' homes, while ensuring fresh, nutritious and convenient options. By reducing waste at the source and donating surplus food to food banks and charities, we create positive social impact and reduce environmental harm.

By cutting food loss and waste, we aim to contribute to a food system that ensures access to nutritious food for generations to come.

Environmental: circularity continued
Waste continued

Policies

Food waste

Ahold Delhaize has an overarching Group-wide sustainability policy that includes topics related to circularity and is applicable to all our brands. We also have a specific food waste standard that documents the approach by which food waste is managed within our brands' own operations and in the value chain.

At Ahold Delhaize, we define food waste as any food that does not make its way to human consumption. This includes both edible and inedible parts – such as orange peels left after making freshly squeezed juice in our stores. Both are counted in our food waste figures.

We also include waste sent to destinations such as animal feed, bio-based materials, anaerobic digestion, composting/aerobic digestion, controlled combustion and landfill. Donations to hunger relief organizations are excluded and reported separately.

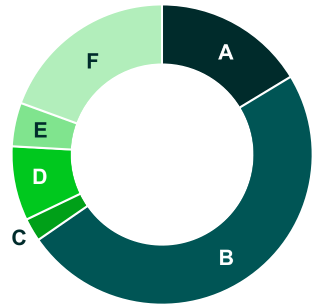
Because we classify food diverted to animal feed as food waste, our definition is stricter than the Champions 12.3 Guidance on Interpreting SDG Target 12.3. We believe this approach provides a more complete picture of food leaving the human food supply chain.

Other waste

We make use of the transitional provision on value-chain-related impacts to phase in reporting on waste. For the negative environmental impact of waste generated from the use of own-brand primary plastic packaging for products used and/or sold by Ahold Delhaize's brands, see our policies and actions under *Packaging*.

We do not currently have a policy, formal action plans or targets on other waste linked to our material impacts and risks.

Waste generated by type in 2025



A	Food waste (recycled)	16%
B	Cardboard/paper (recycled)	49%
C	Plastic waste (recycled)	2%
D	Other waste (recycled)[1]	8%
	Percentage of recycled waste	**76%**
E	Food waste (sent to disposal)	5%
F	Other waste (sent to disposal)	19%
	Percentage of non-recycled waste	**24%**

1. Other waste includes waste materials such as metal, glass, wood and electronics.

Actions and resources

Food waste

We tackle food waste across the entire value chain: upstream with suppliers, in our stores and operations, and downstream in customers' homes. Our approach is built on three pillars:

1. Food waste prevention

- In our operations, this means smarter sourcing, better inventory management and offering discounts on products nearing expiry. We also use technology – such as electronic shelf pricing and AI-driven order algorithms – to balance availability with minimizing waste. These algorithms consider inventory levels, shelf space, expiration dates and customer demand, and we continuously improve them to be more intelligent. In the Czech Republic, Albert has launched pizza snacks made in its in-store bakeries using ham and bacon trimmings that would otherwise go to waste. By upcycling these deli leftovers into a fresh product, Albert prevents up to 50 tonnes of meat cuttings per year from being discarded. As another example, Delhaize partners with Too Good To Go to prevent food waste by ensuring products nearing expiry are sold instead of ending up in the garbage bin. Through the app, customers can purchase "Surprise Food Bags" containing items at a reduced price, giving food a second chance and avoiding waste at the source. This collaboration has already saved over two million meals and reduced CO_2 emissions, water use and land impact.
- With suppliers, we aim to prevent food waste by introducing new products that utilize food that typically does not make it to the supermarkets and by supporting the implementation of sustainable practices at farm level.

Environmental: circularity continued
Waste continued

Albert Heijn works closely with its suppliers on preventing waste in production facilities. They also explore together how to upcycle unavoidable surplus streams into new products. The brand's assortment now includes more than 100 items made from surplus ingredients, such as spreads made with oversized sweet potatoes, cookies made using overripe bananas, and eierkoeken (sponge-like Dutch cookies) produced with grain left over from beer brewing.

These examples show how collaboration and thoughtful product design can turn residual materials into valuable and tasty products. Together, these prevention and upcycling initiatives have already avoided approximately five million kilograms of food waste since April 2024.

- In customers' households, our brands support food waste reduction by sharing recipe ideas for leftovers and tips on better storage and through awareness campaigns. Greek households waste over one million tonnes of food annually. To tackle this challenge, Alfa Beta partners with WWF to educate consumers on habits like checking the fridge before shopping, making a list of what's needed and organizing cabinets so older items are used first.

2. Donation of surplus food

When prevention is not possible, we focus on making the most of surplus food through donations. Our brands partner with food banks, charities and creative initiatives – such as restaurants that prepare meals using unsold products – to ensure good food reaches people instead of going to waste. In Serbia, Maxi has pioneered direct donations, using its own distribution vehicles to deliver fresh fruit and vegetables, bakery items and dry goods to recipients on the last day of shelf life.

For more information, see *Customers' health and nutrition*.

Last Chance Deals

Albert Heijn launched Last Chance Deals during Food Waste Free Week in the Netherlands to make products nearing expiry more visible and accessible. The initiative brings together four existing programs – AH Leftovers, Fruit & Vegetable Bag, Dynamic Discounting and Yesterday's Bread – under one clear concept. Using smart technology in the Albert Heijn app, customers can check which discounted items are available in their preferred store and see real-time discounts of up to 70%, helping reduce food waste.

By making it easier for shoppers to purchase products that might otherwise go to waste, Albert Heijn is taking another step toward the goal of halving food waste by 2030, compared to the 2016 baseline.

3. Recycling to divert from landfill

When food is no longer suitable for human consumption, we do our best to ensure it is repurposed rather than sent to landfill or incineration. Surplus is directed to recycling destinations, such as for animal feed production; biogas facilities for energy generation; or composting. These solutions help turn waste into valuable resources.

In the United States, the long-standing partnership between Giant Food and Divert reached a major milestone in 2025: nearly 80 million pounds (around 36 million kilos) of unsold food have been processed since the launch of their recycling program in 2022. This effort has prevented food from going to landfills and transformed it into renewable energy, mitigating more than 37,000 metric tonnes of CO_2e.

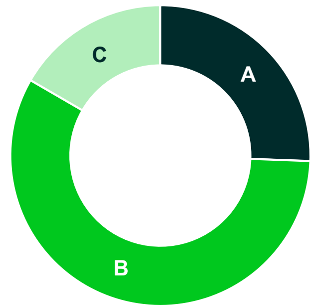
Our local brands are responsible for creating plans that put our Group strategy and policies into action. While specific steps may vary per brand, each one is held accountable through annual target setting and performance reviews. Each brand has one or more sustainability experts in-house, but these specialists are not always fully dedicated to food waste. Reducing food waste is an operational priority where impact happens on the ground every day. There are no separate, dedicated resources for this topic, but it is embedded in how our brands run their stores and DCs.

Other waste

Our brands work to minimize other types of waste in operations. When reduction is not possible, we prioritize recycling. If recycling cannot be achieved, waste is disposed of through incineration (with or without energy recovery) and, only as a last resort, sent to landfill. For more information on our total generated waste figures, see *Sustainability notes – Waste*).

Looking ahead, our brands are advancing resource efficiency through improved packaging design (see *Packaging*), food waste prevention and optimized waste streams.

Destinations of unsold food



A	**Unsold food donated to people**	**26%**
B	**Total tonnes of food recycled**	**58%**
	Recycled: animal feed	*17%*
	Recycled: anaerobic (biogas)	*71%*
	Recycled: aerobic (compost)	*6%*
	Recycled: bio-based materials/ biochemical processing (rendering)	*4%*
	Recycled: other (e.g., converted to biodiesel)	*2%*
C	**Total tonnes of food waste disposed (landfill or incineration)**	**17%**
	Total of unsold food	**100%**

Environmental: circularity continued
Waste continued

Partnerships

To accelerate food waste reduction, Ahold Delhaize and its brands collaborate through key partners and initiatives:

1. Global FoodBanking Network (GFN):

Since 2024, Ahold Delhaize has partnered with GFN to strengthen community-led food banks worldwide. For more information, see *Customers' health and nutrition*.

2. U.S. Food Waste Pact:

Ahold Delhaize USA collaborates with industry peers in a pre-competitive setting to share best practices and accelerate progress toward ambitious food waste reduction goals. In early 2025, the Pact published its first annual report, providing an in-depth overview of the current food waste landscape across various industries.

World Resources Institute 10x20x30:

As a founding member, we partner with suppliers to identify and reduce food loss and waste across the supply chain.

3. CGF's Food Waste Coalition of Action:

Ahold Delhaize is a member of this coalition, committed to contributing to the UN SDG 12.3: halving per capita food waste at the retail and consumer levels and reducing food loss along production and supply chains by 2030.

Metrics

Performance management

	2025	2024	Change vs. previous year
% reduction in food waste per food sales (t/€ million) at constant exchange rates[1]	39.1%	34.6%	4.4 pp
% reduction in food waste per food sales (t/€ million)[2]	38.0%	35.1%	2.9 pp
Tonnes of food waste per food sales (t/€ million)	3.03	3.17	-0.14

1. For the performance at constant exchange rates, we used the rates that applied at the time the target was set.
2. The reduction is measured against the 2016 baseline of 4.89 t/€ million. See *Sustainability notes – Waste* for more information.

In 2025, Ahold Delhaize brands reduced food waste per food sales by 39.1% compared to our 2016 baseline when using constant exchange rates. This reduction represents a 4.4 percentage point improvement in comparison with our 2024 performance. At current exchange rates, we reduced food waste per food sales by 38.0% compared to our 2016 baseline.

In 2025, tonnes of food waste per food sales decreased compared to our 2024 performance. Absolute tonnes of food waste in 2025 was 218 thousand tonnes, representing a 4.5% reduction from 2024. This reduction was driven by shrink improvements, increased donations and Stop & Shop store closures. Food sales were stable compared to 2024.

Food donations play an important role in decreasing our food waste. In 2025, we donated 26% of unsold food toward feeding those in need, an increase of 1 percentage point compared to 2024.

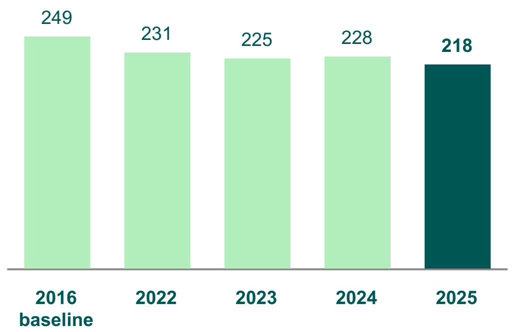
Despite this positive performance compared with 2024, we did fall short of our 2025 target.

In 2020, we had established a 32% reduction target by 2025 and, over the years, based on strong performance, we increased our target to 40% by 2025. The shortfall in food waste reduction versus the 40% target is primarily driven by an algorithm update implemented in 2024 to enhance reporting accuracy, as well as the expansion of the Central Fresh Kitchen, our cut-fruit production facility, which inherently generates relatively higher food waste per unit of food sales. The target was not adjusted downward to reflect these developments.

We are still committed to reaching the 50% reduction target by 2030. In 2025, we added food waste at constant rates (at the rates that applied at the time the target was set), as this provides useful insights into the underlying food waste reduction performance within our Company.

See *Sustainability notes – Waste* for more information.

Absolute food waste (in thousands of tonnes)



Environmental continued
EU Taxonomy

The European Taxonomy Regulation (EU 2020/852) and its supporting delegated acts provide a framework to help companies, investors and policymakers identify environmentally sustainable economic activities. It is a classification system that defines criteria for economic activities aligned with a net zero by 2050 trajectory and environmental goals that go beyond climate.

The regulation outlines six environmental objectives that guide businesses in reporting their contributions to a sustainable economy:

- Climate change mitigation
- Climate change adaptation
- The sustainable use and protection of water and marine resources
- The transition to a circular economy
- Pollution prevention and control
- The protection and restoration of biodiversity and ecosystems

To claim alignment, an economic activity must meet the technical screening criteria (TSC), demonstrating a substantial contribution to one or more of these objectives. It must also ensure no significant harm (DNSH) to any of the other objectives while adhering to minimum safeguards.

In 2025, as in 2024, full reporting on the eligibility and alignment of economic activities across all six environmental objectives is mandatory.

Own operations and application of the EU Taxonomy

The EU Taxonomy, which initially focused on high-emission sectors, has expanded its reach in recent years. However, it still does not cover the food retail sector where Ahold Delhaize primarily operates. Our business operations are explained below:

Main activities: Ahold Delhaize's main economic activity is operating food retail stores and e-commerce (see also *Note 7* to the consolidated financial statements). Food retail currently does not match any eligible economic activities outlined in the Climate Delegated Act and the Environmental Delegated Act that classify economic activities as sustainable; therefore, the Company's main activities are out of scope.

Secondary activities: Ahold Delhaize also engages in other secondary economic activities that primarily support its retail activities. These include transporting goods from DCs to stores and owning and leasing real estate, including retail spaces, office buildings and DCs. A number of these supporting activities are recognized as economic activities under the EU Taxonomy regulation.

KPIs under the EU Taxonomy

The EU Taxonomy requires companies to report the proportion of turnover, CapEx and OpEx aligned with the six environmental objectives.

Our performance is summarized below.

Reporting summary of financial KPIs under the EU Taxonomy (in million €)

KPIs / Year	Total 2025	Total 2024	Taxonomy non-eligible activities 2025	Taxonomy non-eligible activities 2024 restated	Taxonomy-eligible activities 2025	Taxonomy-eligible activities 2024 restated
Turnover	92,352	89,356	92,352	89,356	0	0
OpEx	667	642	667	642	0	0
CapEx	4,140	2,792	2,859	1,782	1,281	1,009
Of which:						
Taxonomy eligible and aligned					88	118
Taxonomy eligible but not aligned					1,192	891

1. See *Sustainability notes* for the restatement of 2024 figures.

Eligibility for Ahold Delhaize in 2025 was 30.9% (36.2% in 2024) and alignment was 2.1% (4.2% in 2024). Aligned CapEx, as a percentage of eligible CapEx, was 6.9% in 2025 (11.7% in 2024). The decrease in alignment was largely because, in 2024, we made large investments in new, energy-efficient buildings, which was not the case for 2025. In addition, some data needed for alignment was not available in a timely manner. This was mainly applicable to building energy certificates and transport noise pollution, and we made continuous improvement in the interpretation of the EU Taxonomy requirements. Finally, the decrease in eligibility was attributed to the CapEx dedicated to the Profi acquisition. When excluding this CapEx, the percentage of eligibility increased to 38.0% and alignment decreased slightly less to 2.5%.

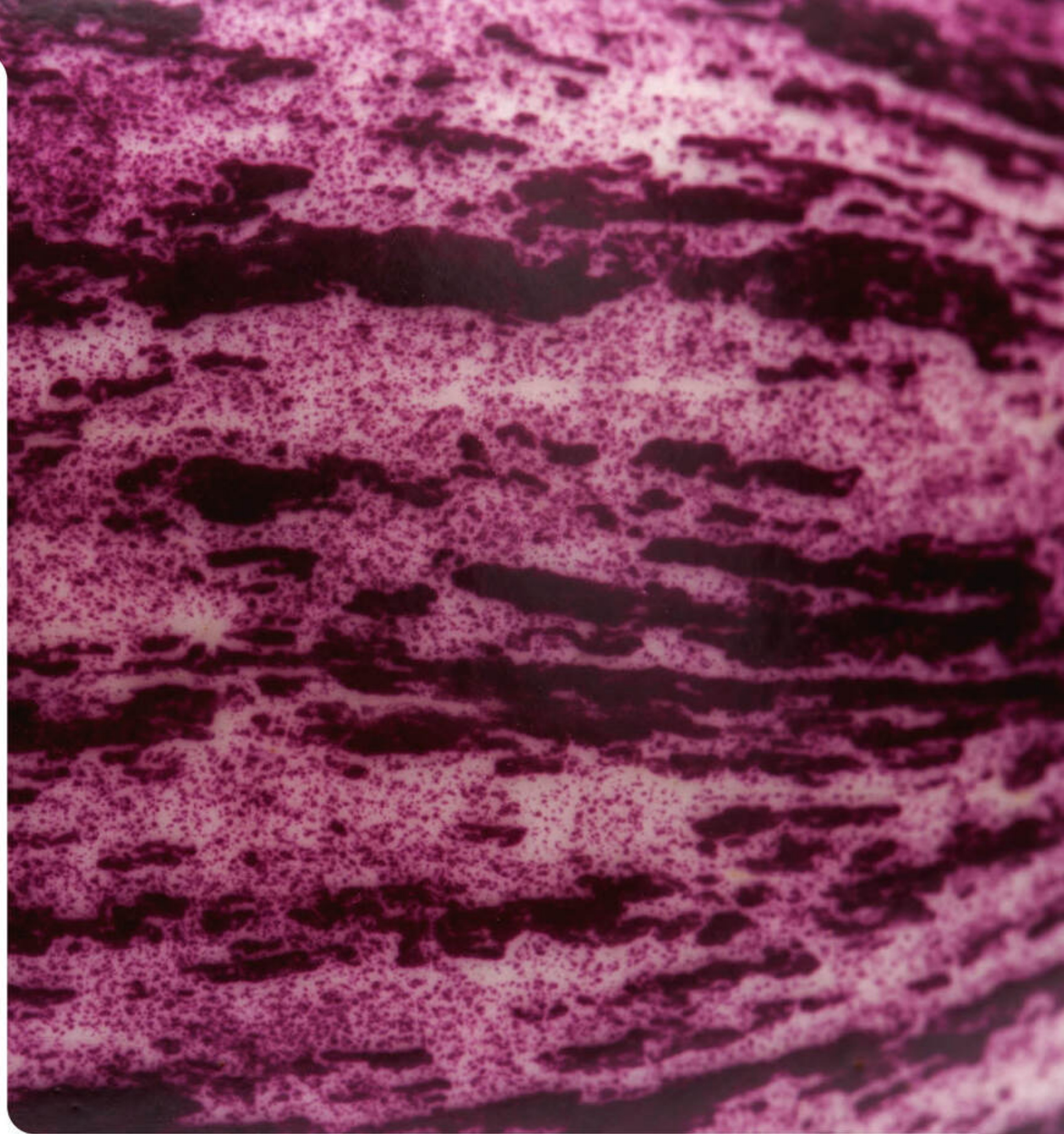
For more information about our methodology, as well as the estimates and judgments made, see the EU Taxonomy section in the *Sustainability notes*, which also includes the mandatory *disclosure tables*.

See *Sustainability notes* and *CapEx disclosure table* for more detailed information on the economic activities under relevant environmental objectives.

social information

For more information on our performance on these social topics, see *Sustainability notes – social indicators*.

For brand examples related to social topics covered in this section, see *www.aholddelhaize.com/sustainability*.



Social: at a glance

Our ambition

Ahold Delhaize and its great local brands have a social impact within, but also beyond, the boundaries of our offices and our brands' stores and DCs. Our brands strive to ensure every associate can thrive and aim to drive positive impact by helping customers and associates make healthy, sustainable choices and have access to affordable, high-quality nutritious products. We also strive to reduce negative impacts, by respecting human rights in our brands' own operations and across our supply chain. We work across three pillars:

- Own workforce
- Labor and human rights across the value chain
- Customers

own workforce

Key topics: Own workforce

Delivering on our people promise, creating a caring place to work, that inspires growth and collaboration, where everyone is heard and valued and finds purpose in serving our brands' communities.

79%

associate engagement score

(2024: 78%)

labor & human rights

Key topics: Labor and human rights of workers and communities in the value chain

We believe that our commitment to human rights is foundational to people in our own operations and supply chains.

We strive for all production sites for own-brand products located in high-risk countries to be audited against an Ahold Delhaize-approved social standard.

94%

production sites in high-risk countries audited

(compared to 93% in 2024)

customers

Key topics: Product safety and customers' health and nutrition

To help people in our brands' communities live healthier lives, we focus on making healthier food choices accessible, improving food security and maintaining the highest levels of product safety for our brands' customers.

Our target is to have more than 51.7% healthy own-brand food sales as a proportion of total own-brand food sales by 2025.

52.1%

healthy own-brand food sales out of total own-brand food sales (at constant exchange rates)

(compared to 52.4% in 2024)

Social continued

own workforce

At Ahold Delhaize and our great local brands, we know that everything we achieve is thanks to our people – their passion, talent and creativity is what enables us to bring our purpose and our Growing Together strategy to life every day.

Ahold Delhaize's people promise is our pledge to help them thrive: we create a caring place to work, that inspires growth and collaboration, where everyone is heard and valued and finds purpose in serving our brands' communities.

For the list of ESRS disclosure requirements complied with and incorporated by reference, see page 348.

in this section

Social: own workforce continued
Own workforce

own workforce

Definition: The ESRS defines "workforce" to include associates who are in an employment relationship with Ahold Delhaize or our great local brands ("employees") and those people who are self-employed, with contracts to supply labor, or who come to us from employment agencies ("non-employees"). Information in this section refers to associates of Ahold Delhaize or our great local brands unless specifically noted otherwise.

Introduction

The 384 thousand associates at Ahold Delhaize and our brands are dedicated to delivering meaningful impact and fostering positive change for the customers and communities they serve. Our foundation for enabling this is our people promise: We create a caring place to work, that inspires growth and collaboration, where everyone is heard and valued and finds purpose in serving our brands' communities.

One of the ways we deliver on our people promise is by continuously evolving our organization and preparing our brands' associates for the future of work. As technology rapidly transforms the retail landscape and shapes the way our brands' customers want to shop, the nature of work for our associates is changing too. We are investing in equipping associates with the right tools, skills and capabilities to thrive in this dynamic environment, ensuring they are empowered to meet the evolving needs of customers and communities.

Generative AI has emerged as a significant area of focus throughout the year. While we approach these tools thoughtfully, we recognize the potential they have to enhance the way associates work and serve our brands' communities. For example, this year, Ahold Delhaize rolled out M365 Copilot Chat for all Group associates, Maxi launched MaxiGPT, and Albert Heijn introduced an AI assistant to facilitate quick and seamless access to essential information. The Assistant acts as an online buddy, making it easier and more enjoyable for associates to find information and support customers on the shop floor. Associates can ask it questions like where to find a product, or a good alternative, within the store. The impact has been significant, with over 80,000 associates using the tool in their daily work.

These technologies empower both office and store associates by providing instant access to the information they need, enabling them to assist customers more efficiently and making their own work experiences smoother and more rewarding.

Our brands continue to evaluate innovative applications of AI to support associates in the stores. For instance, Albert has begun improving the checkout process through AI. Sensors installed at manned checkout counters in Albert stores now assist cashiers in identifying unpackaged items such as baked goods, fruits and vegetables, helping to ensure greater accuracy, minimize errors and speed up transactions. These advancements reflect our ongoing dedication to equipping associates with the tools and capabilities they need to thrive in a rapidly evolving retail environment. And these advancements are not limited to the support offices and stores. They also go further back in the value chain, in our logistics operations. For example, we have implemented AI-driven tool Amigo in our Netherlands-based warehouses. In the past, forklift operators decided which locations to replenish – now Amigo indicates what needs to be replenished and when, making the task easier for associates while also improving efficiency.

Ahold Delhaize is focused not only on supporting associates in their current roles but also on preparing them for future opportunities. Through our European system of record, MyHRConnect, associates can now access all internal roles in Europe through our internal career website on one platform, giving them broader visibility of their options than ever before. In addition, MyHRConnect provides personalized career recommendations and access to learning resources, enabling associates to identify and develop the skills needed for their desired roles.

The platform also offers support through mentorship programs and career coaching, empowering associates to take charge of their professional growth and ensuring that our workforce remains agile and future ready. As we continue to invest in our associates and embrace new technologies, we remain dedicated to creating a workplace where every individual feels empowered, valued and prepared for the opportunities ahead. Together, we are building a future in which our people thrive and our communities benefit – inspiring everyone to eat and live better, for a healthier future for people and planet, every day.

To measure the impact of our efforts to deliver on our people promise, each of our brands actively tracks progress on associate engagement through an annual Associate Engagement Survey. In 2025, we collectively increased our engagement score by 1 percentage point to 79%, which is 2 percentage points above the norm for Global Retail.

Policies

Ahold Delhaize's people promise is underpinned by a shared set of values and ethical principles that support our brands' cultures and associates. The *Code of Ethics* lays out those principles, which help us act with integrity toward customers, communities, suppliers, business partners and each other:

- We respect each other
- We follow the law
- We engage with integrity

Along with these ethical principles, we work to create a culture where associates have the courage to speak up by sharing concerns, asking questions and reporting any potential misconduct. For more information, see *Corporate culture* and *Governance, risk and compliance*.

Social: own workforce continued
Own workforce continued

Our shared values – integrity, courage, teamwork, care and humor – and ethical principles provide the framework for the decisions we make and are the foundation of our commitment to conduct our business the right way, every day. That includes our commitment to respect human rights. See Position on human rights and Labor and human rights in the value chain.

To ensure associates understand and can abide by our ethical principles, annual training is provided to all associates, including part-time associates and contractors, on our ethical principles. Associates at manager level and above participate in more focused training on our Code of Ethics, ethical principles and ethical culture.

In addition, we communicate the Code of Ethics and ethical principles to all associates through the Ahold Delhaize website, local intranet pages, posters, videos, local campaigns and during our Group-wide Ethics Week. Ahold Delhaize's Speak Up Policy supports our culture by giving associates information about how to report misconduct and what safeguards are in place if they do so. See Corporate culture for more information.

The Director for Ahold Delhaize Group Ethical Engagement & Human Rights leads the human rights strategy, reporting to the Group SVP Health & Sustainability, and works closely with a cross-functional dedicated Human Rights Working Group. This Working Group aims to ensure that human rights are embedded into corporate policies, due diligence processes and stakeholder engagement, and integrated into business practices.

We also have a Group-wide sustainability policy that applies to Ahold Delhaize and its subsidiaries. This policy outlines Ahold Delhaize's approach to sustainability and ESG within its own operations and across its value chain. For more information on the sustainability policy, see General information.

In addition to these Group policies, Ahold Delhaize's brands offer policies that outline additional associate expectations (e.g., travel and meeting policies) and benefits related to work-life balance (e.g., workplace flexibility and informal caregiving support). Each of the brands represents the unique character and needs of the communities it serves and is encouraged to create specific policies to service the needs of those communities.

IRO management

Our IROs across our value chain

upstream and own operations
- **Warehouse**
- **Distribution**

own operations
- **Retail**

Working conditions

Strategy

To fulfill Ahold Delhaize's people promise, teams across our brands and businesses work to advance our thriving people strategy, which is built around four foundational pillars:

- **Everybody grows**: Offer a space where associates can learn and grow, also ensuring the depth and diversity of our talent pipelines
- **Teams collaborate**: Passionately nurture belonging and inclusion through the 100/100/100 DE&I aspiration, continuously evolve Ahold Delhaize's employer value proposition and live our shared values
- **Culture thrives**: Foster a culture where everyone feels safe, cares for themselves and others, and collaborates to better serve communities and build a sustainable future
- **Organization evolves**: Develop, build and organize key core and future retail capabilities through functional academies and by evolving the future of work (e.g., AI)

For more information, see Thriving people.

Health and safety

Definition

Ahold Delhaize and each of its brands recognize and support the right of associates to work in a healthy and safe workplace. We verify responsible labor practices to support associate health and well-being.

Actions and resources

Ahold Delhaize and its brands believe that building a comprehensive safety culture, processes and tools across the Company is the foundation of creating awareness and engaging associates. The Group safety policy provides the framework for Ahold Delhaize's approach to health and safety. It ensures compliance with regulations, integrates industry best practices and reflects our core value of care. The policy applies to all aspects of the brands' operations, including retail, supply chain and e-commerce. Each brand also maintains its own safety policies.

Key principles of the policy include the following:

- Every associate should leave work in good condition at the end of the workday.
- Care for the health, safety and well-being of our colleagues, customers, suppliers and vendors is a Company value.
- Visible leadership commitment and associate participation in safety provide a strong foundation for positive organizational cultures.
- Business decisions should include the assessment of safety risks and mitigate or adequately control inherent business hazards.

Visible commitment from leadership and participation in safety by associates provide a strong foundation for a positive culture in an organization. Ahold Delhaize's brands and businesses strive to maintain workplaces that are accident and injury free, recognizing that healthy and safe work environments reduce absences and improve business results. Brand leadership is responsible for establishing and resourcing implementation plans and monitoring performance around locally relevant health and safety topics. We have a Group Safety Network, which comprises Safety leads from each brand and other relevant business partners, that collaborates on mitigating common risks, sharing best practices and subject matter expertise, and developing guidelines and expectations. The Group Safety Network also provides support and resources for developing and maintaining safety management systems that manage organizational exposures to loss, including mitigating injury and regulatory risks. In addition to the Group Safety Network, all brands have Executive Safety Meetings and Committees whose key purpose is to discuss overall safety strategy and ensure the brand has action plans in place focused on safety improvement strategies. This year has seen an improvement in workplace absenteeism rate from 1.81 in 2024 to 1.74 for 2025. The serious injury rate increased from 0.39 in 2024 to 0.41 in 2025. The leading causes of serious injuries were slips, trips and falls in retail and powered industrial equipment operation within the supply chain.

Social: own workforce continued
Own workforce continued

At Ahold Delhaize, we aim to:

- Optimize associates' well-being through a safe, supportive environment
- Incorporate health and safety into every level of the Company, fostering a better place to work and shop
- Promote continuous improvement through teamwork, innovation and training

We believe that safety is a responsibility shared by everyone. To this end, we encourage all associates to report any potentially unsafe conditions or practices or safety violations to their supervisor, local safety team or through the Speak Up line. Associates are also expected to participate in safety training and to support their colleagues in adhering to local safety practices. Safety at Ahold Delhaize also extends beyond physical measures to include ergonomic considerations, emergency preparedness and fleet safety.

All associates who work at Ahold Delhaize and our brands are covered by our health and safety management systems. These systems help to ensure the safety and health of associates through elements like written safety programs, policies and job-specific training.

How we measure performance

To measure performance, Ahold Delhaize has the following targets in place, focused on own operations:

Timeline	Ambition
Short term	Reduce workplace injury absenteeism rate year-on-year
Short term	Through risk mitigation, education and awareness, reduce serious injuries and fatality occurrences.

Adequate wages

Definition

The ESRS defines an adequate wage as a wage that provides for the satisfaction of a worker's needs and those of the worker's family given national economic and social conditions.

The application requirements provide guidance on the adequate wage benchmark that a company can compare its lowest wage against. The guidance for European Economic Area (EEA)-based countries differs from non-EEA-based countries.

The lowest wage is calculated for the lowest pay category, excluding interns and apprentices. The calculation needs to be based on the basic wage plus any fixed additional payments guaranteed to all employees.

The adequate wage benchmark used for comparing with the lowest wage cannot be lower than the minimum wage set by the EU Directive on Adequate Minimum Wages for EEA countries.

Actions and resources

Ahold Delhaize and each of its great local brands have adopted the following six overarching principles of fundamental "procedural justice" to guide fair compensation:

- A solid base for comparing roles
- Market-based compensation
- Compensation in compliance with the law
- Equal pay for equal work
- Compensation aligned with individual performance and brand business strategy
- Compensation that is transparent, consistent and explainable for the individual associate

See our *Position on Human Rights* for more information.

In line with these principles, we compared gross hourly wages (excluding fixed additional guaranteed payments) of all our brands' associates against the applicable national minimum wage benchmarks in each country or the U.S. state minimum wage requirements, where these exceed the national minimum. The analysis confirms that Ahold Delhaize and its brands pay gross hourly wages (excluding fixed additional guaranteed payments) at or above the minimum wage in each location. Since Ahold Delhaize and its brands also pay fixed additional payments, for example, profit-sharing and holiday allowances, we can reasonably assume that our brands' associates are paid an adequate wage.

Social dialogue, freedom of association and collective bargaining

Definitions

Social dialogue: All types of negotiation, consultation or exchange of information between or among representatives of governments, employers and their organizations, and workers' representatives, on issues of common interest relating to economic and social policy. It can exist as a tripartite process, with the government as an official party to the dialogue, or it may consist of bipartite relations solely between workers' representatives and management (or trade unions and employers' organizations).

Collective bargaining: All negotiations that take place between an employer, a group of employers or one or more employers' organizations and one or more trade unions, or, in their absence, the representatives of the workers duly elected and authorized by them in accordance with national laws and regulations for:

- Determining working conditions and terms of employment
- Regulating relations between employers and workers and/or between employers or their organizations and workers' organization or organizations

Actions and resources

Ahold Delhaize and its brands recognize and support the right of associates to decide whether to form or join trade unions if they choose and have their legal rights to collective bargaining respected. Associates are at the center of our brands' relationships with customers and communities. In establishing their associates' employment conditions, our brands set compensation and benefits levels in line with job-level and local market norms and regularly review remuneration practices, considering societal and market dynamics as well as economic conditions.

For 57% of associates, remuneration is based on collective bargaining agreements structured primarily as fixed annual salaries or hourly wages. In addition, store managers and general management associates are eligible to receive a performance-based annual bonus. Associates in senior management positions are eligible for performance-based annual bonuses as well as Ahold Delhaize performance share grants that are linked to the long-term goals of the Company.

The HR function in each of the brands manages the relationship with associates and, where applicable, the unions that represent them. They strive to ensure an early bargaining approach is in place to actively manage collective bargaining agreement negotiations, and that contingency plans are in place to minimize the impact of potential work stoppages.

Social: own workforce continued
Own workforce continued

Ahold Delhaize and its brands appreciate and seek participation and feedback and encourage open dialogue between associates and management. This is done in a number of different ways. The brands listen to and act upon associates' feedback on labor and working conditions through an annual Associate Engagement Survey and regular pulse surveys. These surveys measure aspects of inclusion and many other aspects of associate engagement, to see where brands are performing today and identify remaining gaps.

Some of Ahold Delhaize's brands have works councils in place to ensure proper consultation with and representation of associates. For example, the Ahold Delhaize Group and European Business Services Works Council consists of four members responsible for participating in discussions and decisions relating to Ahold Delhaize's policies and strategy before they are implemented. This year, Ahold Delhaize's leadership engaged with this group repeatedly to get their feedback on the new Company strategy and its implications for associates.

AD Connect is an association for Ahold Delhaize senior staff who are employed in the Netherlands or on a Dutch contract. It was founded in 1974 to represent the interests of senior staff and has more than 335 members today. AD Connect has its own board and acts as a representative voice for senior staff regarding benefits, remuneration and other employment conditions for senior management positions and above.

The brands also promote the formation of Business Resource Groups (BRGs) or Associate Resource Groups (ARGs) that support associates by focusing on their unique needs and identities. These groups address areas such as neurodiversity, differing abilities, racial and ethnic backgrounds, and generational and multicultural interests.

In Europe, they actively partner with suppliers and relevant partners to further educate and engage the community and also provide direct feedback to the brands and Executive Committee on any gaps in relation to working conditions or support for these associates along with insight and advice on remediating these gaps.

Ahold Delhaize fosters associate engagement at every level through initiatives like the NextCo, an advisory board to the Executive Committee. NextCo brings together associates from a variety of brands and business areas to share strategic insights and practical feedback, ensuring that unique perspectives and the needs of all associates are heard during key decision-making processes. Each of the eight participating associates is paired with an Executive Committee member, forming a two-way mentorship that encourages open dialogue and mutual learning.

Over an 18- to 24-month period, NextCo collaborated closely with the Executive Committee to explore topics such as associate well-being, collaboration, talent development and AI – topics chosen collectively to support a thriving workplace. We strive to ensure representation from all offices and local brands on NextCo, further strengthening the connection between associates and leadership.

How we measure performance

Ahold Delhaize does not have any targets in place to measure performance on social dialogue, freedom of association or collective bargaining.

Work-life balance

Definition

A satisfactory state of equilibrium between an individual's work and private life. Work-life balance, in a broader sense, encompasses not only the balance between work and private life, given family or care responsibilities, but also the allocation of time spent at work and in private life beyond family responsibilities.

Actions and resources

Work-life balance at Ahold Delhaize starts with our people promise: we aim to create a caring place to work, inspiring growth and collaboration, where everyone is heard and valued and finds purpose in serving their brand's communities.

Life events

Providing a caring place to work includes supporting associates through transformative moments in their lives. Whether it is childbirth, moving house, marriage, navigating disability, bereavement or retirement, associates may look to us, their employers, for support.

Life events – both happy and difficult – represent significant moments in a person's life that can have a major impact on their needs and behavior. Ahold Delhaize and its great local brands already offer benefits to cover several of these life events and continuously take steps to ensure these benefits still provide adequate support as associates' needs and external circumstances change. All the local brands' associates are entitled to family-related leave through social policy dictated by government legislation, and/or collective bargaining agreements and various brand-specific policies. Family-related leave includes maternity leave, partner and parental leave, special leave (e.g., bereavement or wedding) and care leave.

In 2023, Ahold Delhaize introduced the Life Events Framework, or LEF, which means "courage" in Dutch.

The LEF brings together the guidelines and all relevant information about benefits, practicalities and resources to support associates, along with guidance for their managers. It represents an evolving approach that addresses the changing needs of associates.

The program covers a pipeline of topics that come to our attention from numerous channels, including through BRGs, social partners, the brands and Ahold Delhaize's own ambitions. Once completed, frameworks are made available to all brands, who can then choose to implement them as policies or augment them to suit the needs of their associates. Since 2023, the LEF framework has introduced support for several topics. This year, we have added two new topics to the LEF offering. The first is the Floating Holidays policy for Ahold Delhaize Group and European teams. This policy gives associates in the Netherlands the flexibility to take a paid day off on a date of their own choosing, rather than on a predetermined national public holiday.

By introducing this option, we acknowledge that being yourself means having the freedom to celebrate or observe the cultural or religious holidays that are meaningful to you.

Our Growing Families parental guideline brings together a wide range of resources to help associates through the transition to becoming working parents.

Social: own workforce continued
Own workforce continued

The second topic is Growing Families: A comprehensive parental guideline created in collaboration with our great local brands Mega Image, Albert Heijn, Etos and Gall & Gall. Becoming a parent is often one of the happiest times in life, but it can also bring challenges or questions around work-life balance, daily routines and career development. As working parents make up a significant part of our communities, we believe these conversations matter at work too. The topic of Growing Families was launched as a dialogue starter and resource overview for associates and managers on everything related to working parenthood: from preparing to go on leave until return to work.

The aim for all LEF topics is to create a workplace where associates can share their challenges, get support from their managers and the environment they are working in, and understand the resources available to them, including, but not limited to, dialogue, coaching programs, mental health support, leave options and flexibility at work.

Mental health and well-being

We understand that supporting mental health and well-being is fundamental to both our associates' success and the ongoing growth of our business. In line with this, we have launched and strengthened a range of initiatives designed to prioritize associate safety, encourage personal resilience, empower individuals to navigate change, and proactively address the stigma and exclusion often linked to mental health concerns.

Our dedicated mental health and well-being intranet site provides Group associates with a robust set of resources, including self-care tools, opportunities for regular self-check-ins, and clear guidance on how to access further support when needed.

Among the offerings on this platform are a comprehensive self-care guide and an online self-assessment tool that enables associates to reflect on their emotional well-being across eight distinct themes. For associates seeking further personal or professional development, our international coach desk delivers fully online, personalized coaching experience, designed to motivate and support individuals as they pursue their goals.

Each October, in recognition of World Mental Health Day, Ahold Delhaize Group and our Netherlands-based associates host an annual mental health awareness week. This initiative features a variety of activities, informative sessions, and open discussions aimed at promoting mental health and well-being. This year's focus, "Healthy minds start with setting healthy boundaries," centered on practical strategies for protecting emotional energy –such as setting boundaries with technology and at work – and explored the important connection between nutrition and mental wellness.

We also offer access to online psychologists, support groups, and lifestyle coaching through the OpenUp assistance program, which is freely available to associates and their families across the Group, as well as to Ahold Delhaize EU&I, our European brands, and Albert Heijn associates up to store manager level. In addition, each of our brands provides a variety of programs to further support their associates. For example, The GIANT Company organized more than 30 well-being events in 2025, while Albert's Month of Health each October features charity runs, engaging activities, medical check-ups and wellness events.

As part of this month, Albert's Zdravá 5 (Healthy 5) team also travels to stores and DCs throughout the Czech Republic to promote healthy living and offer associates the opportunity to sample nutritious treats they can easily prepare themselves.

Recognition

Our brands are dedicated to being the leading employer of choice within their respective markets. In 2025, Ahold Delhaize and the majority of its brands received significant recognition as top employers, having been certified by the Top Employer Institute (TEI). This certification extended to all U.S. brands, including Ahold Delhaize USA, and to most European brands: Mega Image and Profi in Romania, Maxi in Serbia, Alfa Beta in Greece, Albert in the Czech Republic, Delhaize in Belgium, and Ahold Delhaize in the Netherlands. In addition, Albert Heijn in the Netherlands and bol achieved B Corp certification. These prestigious certifications require rigorous documentation and benchmarking of workplace practices that are designed to have a positive, systemic impact on associates.

Results from the TEI show our U.S. brands achieved top scores in the "Unite" domain, which champions fair practices and fosters a sense of belonging. Our European brands led in the "Steer" domain, highlighting purpose-driven strategies, transparent communication, alignment between business and people strategies and leadership development. These accomplishments reflect our ongoing dedication to integrating business success with associate growth.

Ahold Delhaize was also recognized as a top 1% employer globally for the second consecutive year by Leading Employer, an independent organization that conducts comprehensive meta studies to identify top employers worldwide. The evaluation involved analyzing secondary data, such as public surveys, employee reviews, audits, jury awards and memberships, using a weighted evaluation matrix across 85,000 companies.

The year brought another achievement when Ahold Delhaize was named one of Europe's best employers in the inaugural ranking by the *Financial Times* and data provider Statista. This distinction was based on input from thousands of professionals across the continent and positioned us among the most respected workplaces in the region. Out of more than 15,000 companies evaluated, Ahold Delhaize ranked 657th in Europe. In addition, the *Financial Times* recognized Ahold Delhaize as one of Europe's top 800 diversity leaders, with a ranking of 86 – a significant improvement over last year's position at 545th. In 2025, our European brands, in collaboration with the AD Pride BRG, successfully completed the Workplace Pride Global Benchmark, an initiative by the non-profit organization Workplace Pride that focuses on advancing LGBTQI+ inclusion in work environments. The benchmark confirmed that our brands have a strong foundation of inclusive policies, benefits and committed leadership, with scores above average in all assessed topics. Notably, we achieved the highest score among all first-year participants and led the Retail & Wholesale industry in the benchmark.

This year, Ahold Delhaize also received the Inclusive Leadership award at the 2025 Rise & Lead Awards for our LEF. These recognitions, along with others, reflect our ongoing efforts to enhance the associate experience, provide care and support, and identify opportunities for further improvement.

How we measure performance

Ahold Delhaize does not have any metrics or targets in place to measure performance on work-life balance, although we do track associate sentiment on a variety of topics through our Associate Engagement Survey.

Social: own workforce continued
Own workforce continued

Equal treatment and opportunities for all

Strategy

At Ahold Delhaize, we are open for everyone – associates, customers, partners, suppliers and every member of our brands' communities. People are at the core of building a better world – and it takes all kinds of people. That's why our brands have a joint commitment to DE&I, brought to life through our 100/100/100 aspiration – we aspire to achieve 100% gender equity, be 100% reflective of the communities the brands serve and have a culture that is 100% inclusive.

We are dedicated to creating a positive impact that reaches beyond our organization, cultivating a caring workplace where people are empowered to grow, collaborate and feel heard and valued. This approach not only inspires purpose in serving communities but also ensures our Group-wide strategy is tailored to the unique needs of each local brand.

Ahold Delhaize is committed to holistic inclusion, harnessing the power of diverse perspectives to advance our brands. Each of our brands develops and leads strategies that reflect the unique needs of the communities it serves, ensuring our approach is locally relevant and impactful. Our 100/100/100 aspiration is anchored by three essential pillars that guide this work and reinforce our dedication to DE&I across the organization.

- People: We define and celebrate diversity – everything that makes us unique and everything that makes us similar – inclusive of, but not limited to, generation, LGBTQ+ status, gender, race and ethnicity, disability, neurodiversity, religion and nationality.
- Culture: Our shared values of courage, care, teamwork, integrity and humor are at the core of who we are. They represent our north star and guide us in operating the right way, every day.
- Community: We believe in working together to improve the world we live in through community engagement and collaboration with external partners and organizations that share our values.

Diversity and inclusion

Definition

Building a diverse and inclusive environment, fostering non-discriminatory workplace practices.

Actions and resources

100% inclusion

In 2025, Ahold Delhaize and its brands maintained a strong commitment to fostering an inclusive environment where everyone feels valued. Our bol brand marked this commitment by hosting a Diversity Week, which launched on International Women's Day in March. Throughout the week, bol associates were encouraged to experience different perspectives – both literally and figuratively – through an initiative that showcased associates' shoes alongside personal stories at the Utrecht headquarters.

These stories highlighted unique life experiences, such as overcoming health challenges, navigating neurodiversity and multiculturalism, and breaking barriers in traditionally underrepresented roles – such as being a woman in software engineering. Associates' stories teach that empathy is not an end point, but a starting point. Empathizing with the experiences of others, recognizing barriers and breaking barriers together makes the workplace more inclusive and stronger.

Our dedication to inclusion also extends beyond our organization's walls. During several pride events across the Netherlands, our local LGBTQ+ BRGs, Queer bol and AD Pride collaborated with Etos to launch the "Mooi voor alle beauty's" (Beautiful for all beauties) initiative, which created beauty corners at train stations. The beauty corners offered visitors the chance to experiment with makeup, receive touch-ups, or prepare for the celebrations, and also provided a safe space to remove their makeup before heading home.

Ahold Delhaize and its brands measure and tracks progress on the cultural aspects of inclusion through an inclusive workplace index that is part of the annual Associate Engagement Survey. The Company received a score of 82% on this index in 2025, which measures if inclusion is valued at Ahold Delhaize; if associates, regardless of their differences, are treated fairly; if associates can be their authentic selves; whether managers treat all associates with respect; and if associates are encouraged to share their ideas about improving our work environment. We are proud of this result, as 82% is 6 percentage points above the global retail benchmark and 1 percentage point above last year's result.

Social: own workforce continued
Own workforce continued

Associate population diversity

82%
Associate Engagement Survey inclusion score

384,000
Total associates

50%
female

47%
male

2%
other

Gender diversity by region

58%
U.S. associates

45% female

51% male

4% other

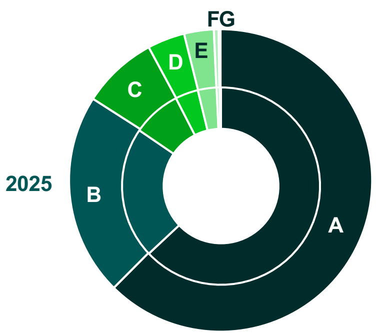
42%
EU associates

58% female

42% male

—% other

U.S. associates: Racial and ethnic diversity[1]



		2025	2024
A	White	61.2%	62.0%
B	Black or African American	21.2%	21.2%
C	Hispanic or Latino	7.9%	7.8%
D	Two or more races	3.9%	3.7%
E	Asian	3.1%	3.0%
F	American Indian/Alaskan Native	0.5%	0.5%
G	Native Hawaiian/ Other Pacific Islander	0.2%	0.2%

1. Aggregation of data from each U.S. brand. Racial/ethnic diversity is based on self-identification; data where identification is missing is not included in the analysis.

100% representative of our communities

Mega Image's Mega Ability program provides meaningful employment opportunities for individuals with disabilities and equips them with skills to succeed in the workplace and beyond.

At Ahold Delhaize and our family of great local brands, we are proud to celebrate the many cultures, traditions and histories that shape the communities we serve. For example, during Hispanic Heritage month in the U.S., Stop & Shop's Multicultural ARG hosted a Diverse Dialogues series highlighting the experiences and influence of Hispanic associates, vendors and local artists. Their Nutrition team also partnered with The Chica Project to explore the impact of Hispanic and Latin food traditions, sharing both cultural appreciation and practical tips for healthy eating.

Ahold Delhaize and its brands are also dedicated to creating meaningful job opportunities for people with disabilities and those with a distance to the labor market. Mega Image's Mega Ability program exemplifies this commitment by empowering individuals with hearing and visual impairments, autism spectrum disorders, chronic illnesses and limited educational access.

Mega Image also launched a vocational training center in Bucharest, in partnership with NGO Light into Europe, to provide tailored skill-building programs and practical store experience, helping participants develop essential social and professional skills for success. This year also marks five years since Albert Heijn and employee insurance agency UWV set the ambitious goal of employing 2,025 people facing barriers to employment by 2025. They achieved this goal, and are now building on their success by expanding the current scope to include people receiving WIA (work disability benefits), ZW (sickness benefits) or WW (unemployment benefits) – opening even more job opportunities at Albert Heijn.

Our commitment to broad slates continues to be an important part of reaching our 100/100/100 aspirations. Broad slates are one tangible way we can source the best talent, minimizing unconscious bias in hiring, promotions and job assignments by ensuring equitable access to opportunities.

100% gender equity

Across Ahold Delhaize, our aspiration is to achieve 100% gender equity. We have introduced practices to ensure equal opportunities for all during hiring processes and succession planning. Our colleagues are supported in creating individual development plans (IDPs) and clearly defined career paths that support the advancement of all associates. We are dedicated to achieving pay equity, ensuring that every associate is fairly compensated based on their contributions and skills. We have transparent talent plans in place to provide equal access to growth opportunities, and we foster mentorship and sponsorship programs to empower all associates to thrive and excel within our organization.

Social: own workforce continued
Own workforce continued

Compared to 2024, our overall proportion of women in management decreased from 42% to 41%, while our director-level representation increased from 37% in 2024 to 38% in 2025. At executive level (VP+), the proportion increased by 1 percentage point to 38% this year, and representation of women at SVP+ (referred to as sub-top or senior-management) decreased to 34.9% in 2025 compared to 36.5% in 2024. See *Corporate Governance* for more information on our senior management representation.

How we track our progress

Ahold Delhaize does not have any targets in place to measure progress on diversity and inclusion.

Pay equity

Definition

Pay equity is about equal pay for work of equal value. The pay difference is the extent of any difference between a female and a male employee's pay.

Actions and resources

At Ahold Delhaize, we are a people business – we pride ourselves on being open to everyone and we want every associate to thrive. Striving for pay equity is an important mission for each of our brands.

We believe that the total value proposition for an associate is more than the wages and benefits they receive. It includes other factors, such as well-being support, opportunities to learn and grow, recognition and the diversity and inclusiveness of the workforce. Pay equity is an integral part of each brand's total rewards philosophy and principles.

For associates, the aim is to drive fair and meaningful rewards and recognition as part of our thriving people strategic priority.

Each brand is committed to delivering equal pay for equal work and equal access to career opportunities to all associates.

See Adequate wages and our *2024 Human Rights Report* for more information about the six overarching principles of fundamental "procedural justice" used to guide fair compensation.

In our brands, 57% of associates are covered by collective labor agreements (CLAs). For associates outside of the CLAs, each brand has adopted an independent job evaluation methodology (Korn Ferry Hay) and created policies and frameworks for determining job levels and titles, pay grades and bands, performance evaluation and wage increases. Ahold Delhaize and the brands are committed to ensuring all associates are paid equally for doing the same or equivalent jobs or work of equal value. Each brand conducted equal pay for equal work studies through independent third-party experts in this field, taking into account local legal requirements. Ahold Delhaize and its brands are committed to continuing to perform pay equity analyses, refreshing them every three years and using the results to close any unexplainable differences identified.

How we measure performance

Comparable to 2024 and in alignment with regulatory requirements in the ESRS, Ahold Delhaize will report on the unadjusted and adjusted average pay differences for the total aggregated Company population.

The unadjusted pay difference provides a straightforward assessment of the pay difference by calculating the average or median difference in earnings between genders without considering other influencing factors.

The adjusted average gender pay difference shows the difference between the average hourly rate for all males compared with all females, expressed as a percentage of the average hourly rate for all males. If we were to list the pay for all male and female associates separately, from the lowest to the highest paid, the middle-paid associate for each gender represents the median for that gender.

The median gender pay difference shows the difference between the median hourly base rate for all males compared with all females, expressed as a percentage of the median hourly base rate of all males. In 2025, the unadjusted average pay difference for the total aggregated Company population[1] was 13.64% (2024: 14.13%) and the unadjusted median pay difference was 4.26% (2024: 4.50%).

The adjusted pay difference is a measure used to analyze differences in earnings between various demographic groups, typically between men and women. The adjusted pay difference takes into account factors such as country, job level, location type and other relevant variables that might influence earnings. For the adjusted pay difference, Blinder-Oaxaca decomposition is used to separate the explained and unexplained portions of a difference in two predicted mean values from each other. This method was utilized by the European Commission in their analysis of the (adjusted) gender pay differences across different European countries.

1. Constant foreign exchange rates have been applied in the calculation of the 2025 pay equity differences to ensure a consistent and comparable baseline with 2024.

In 2025, the adjusted average pay difference for the total aggregated Company population was 1.24% compared to 1.36% in 2024.

While we are pleased that the outcome of the adjusted pay difference informs us that there are objective and reasonable explanations for the unadjusted pay difference, Ahold Delhaize and the brands will continue the important work of delivering pay equity to associates.

Ahold Delhaize and its brands are committed to delivering pay equity to all associates. We keep challenging each other to further review practices and build internal capabilities, ensuring equity is ingrained in each of our brands' people decisions. Our brands continue to strive for consistency in their rewards and recognition by using robust job and pay structures and ensuring any unexplainable pay differences are addressed. This ambition and our pay equity commitment empower our goals to be equitable and inclusive employers.

Gender pay

Shows the difference in pay between men and women

Average pay difference

Total aggregated Company population

13.64%

(2024: 14.13%)

M F

Median pay difference

Total aggregated Company population

4.26%

(2024: 4.50%)

M F

Social: own workforce continued
Own workforce continued

Measures against violence and harassment in the workplace

Definition

Harassment: A situation where unwanted conduct related to a protected ground of discrimination (for example, gender, under Directive 2006/54/EC of the European Parliament and of the Council15, or religion or belief, disability, age or sexual orientation, under Council Directive 2000/78/EC16) occurs with the purpose or effect of violating the dignity of a person and of creating an intimidating, hostile, degrading, humiliating or offensive environment.

Actions and resources

At Ahold Delhaize and the brands, we believe that supporting well-being is critical to ensuring associates and our business can thrive. This has been particularly true in recent years, when the economic, geopolitical and social challenges we faced put increased pressure on associate health, safety and well-being. Our brands have introduced and strengthened programs that improve associate well-being and build resilience. Please see *Mental health and well-being* for details.

Ahold Delhaize and the brands also respect the human rights of all associates, including the right to a workplace free from harassment and violence. Ahold Delhaize's Code of Ethics and Position on Human Rights include clear aims and expectations on respect in the workplace. Our brands do not tolerate conduct by any associate or any other person that creates an intimidating, offensive or hostile work environment. This includes harassment based upon a person's legally protected status.

To ensure that all associates at Ahold Delhaize and the brands can work in an environment free from discrimination and harassment, we provide reporting options for associates, including our Speak Up lines. These are local ethics reporting lines that enable associates, third parties within and connected to our supply chains, and the public to raise concerns about improper behavior or possible violations of law or policy, including our Position on Human Rights and Standards of Engagement.

Ahold Delhaize and the brands strongly encourage raising concerns and speaking up and will not retaliate or allow retaliation against anyone who, in good faith, reports a potential violation. Any form of direct or indirect retaliation is strictly prohibited, as stated in our Position on Human Rights and in the Standards of Engagement.

How we measure performance

For more information about the Speak Up lines, see *Corporate culture*. For the number of work-related incidents and/or complaints and severe human rights impacts within our own workforce and any related material fines, sanctions or compensation, see *Sustainability notes*.

Training and skills development

Definition

Initiatives put in place by the Company aimed at maintaining and/or improving its own workers' skills and knowledge. It can include different methodologies, such as on-site and online training. Although this is not a material topic based on our DMA, supporting our people's growth is a fundamental objective of our thriving people strategic objective and delivering our people promise.

Actions and resources

Developing our associates' capabilities is a key enabler of our Growing Together strategy. In 2025, we strengthened our development ecosystem to support associates at every career stage while fostering a culture of continuous learning across our brands. We offer a broad range of learning opportunities aligned to different career paths, goals and ambitions, enabling associates to build skills for their current roles and explore future opportunities.

Our development offerings are structured around early talent development, people leadership development and senior leadership development. Early talent initiatives include a wide range of internships across functions and departments, as well as our international Ahold Delhaize Traineeship. People leadership development focuses on building the leadership skills and behaviors that support the delivery of our Growing Together strategy, while senior leadership development is designed to strengthen enterprise mindsets, strategic capability and cross-brand connection.

A key example of our senior leadership development is the Growing Together program, launched last year. The program brings together leaders from across our brands to reflect, learn and align with the most pressing challenges and opportunities facing our businesses. It also creates a unique space for collaboration and connection, enabling participants to engage in strategic topics central to Ahold Delhaize's future. In 2025, two cohorts, totaling 80 leaders across our brands, completed the program.

Our approach to development follows the 70-20-10 model, combining hands-on experience, learning from colleagues and managers, and formal training respectively. This ensures development is both practical and personal. Associates are encouraged to take ownership of their growth through IDPs, which are discussed as part of the performance evaluation process to support reflection, career development and personal aspirations.

To support individual development, we offer a portfolio of in-person and virtual programs alongside extensive digital learning opportunities. Through our partnership with LinkedIn Learning, more than 7,500 associates across 14 brands can access over 14,500 skills-based e-learning courses, enabling them to develop at their own pace across a wide range of topics.

Our customized leadership development flagship programs are designed to equip and empower our people to gain crucial leadership capabilities and grow personally and professionally. One such program is Ahold Delhaize's Retail Academy, a long-standing tradition since 1999 that brings together a selected group of leaders from the brands for an intensive one-week program to learn about our strategy and develop their retail leadership and impact within the organization.

Through exposure to the latest industry trends and retail best practices, participants gain a broader understanding of the retail market, positioning them to adapt and innovate. The program also offers a better understanding of our Growing Together strategy and how each of us can contribute to our collective goals. Finally, as a result, it fosters valuable connections by building a Group-wide network of colleagues, enabling knowledge sharing and collaboration.

Social: own workforce continued
Own workforce continued

Our functions, regions and brands also offer a diverse range of opportunities for continuous growth and development.

The Grow Operations Talents (GOT) program is a cross-brand initiative that develops recognized Store Managers across the Czech Republic, Greece, Romania and Serbia for future leadership roles in Operations. Built around the 70-20-10 experience-driven development model, the program combines formal learning, peer collaboration, job-shadowing and project work. Participants gain cross-brand exposure, work with senior leaders and complete business projects that are implemented locally.

Our Alfa Beta brand in Greece offers a leadership program based on the belief that every visit is more than a store visit – it's a moment to connect, care and make people feel truly welcome. The Alfa Beta Welcoming Store ("Το Φιλόξενο Κατάστημα ΑΒ") is a large-scale strategic initiative inspired by the Greek value of philoxenia – the love of welcoming and caring for others. Placing hospitality at the heart of the brand's identity, this initiative elevates customer experience and brings to life the leadership behavior "Obsess over Customers." In 2025, more than 10,000 colleagues participated in 756 sessions across 51 locations in Greece, completing over 29,500 training hours with a 98.5% satisfaction rate. Continuous feedback and customer insights already show a measurable improvement in the store experience.

Albert Heijn, Etos and Gall & Gall launched the TOP Academy, a one-stop learning platform that fosters a culture of continuous development and career growth. TOP Academy provides unlimited access to diverse trainings – from AI in a Day to Personal Leadership Bootcamp – all in one intuitive, easy-to-navigate platform. By investing in the TOP Academy, the brands empower associates to grow at their own pace, explore new knowledge and develop leadership and technical capabilities that drive engagement and business success.

Giant Food has embedded the GrOW leadership behaviors (i.e., Grow our people, Obsess over customers and Win together) through a sustained Director Development Program, supported by structured learning, coaching and continuous dialogue.

In 2025, the brand expanded the initiative to all associates receiving performance appraisals, using a blended learning approach with live virtual sessions, town halls, digital learning modules and point-of-need resources.

Another example of further embedding our GrOW leadership behaviors is the Leader Lab Program launched by Ahold Delhaize USA. It is a cohort-based, six-month initiative designed to develop GROW leadership behaviors among managers through practical, applied learning. In 2025, 45 participants across around 15 functions and six campuses completed over 50 development hours, achieving at or above a 95% completion rate and an average satisfaction score of 4.44 out of 5. Participants engaged in diagnostics, learning modules and capstone projects that demonstrated measurable growth in delegation, vision setting, time management and communication.

At Stop & Shop, the new Customer Experience Training programs connect the customer experience with the associate and candidate experience, emphasizing that happy associates create happy customers. This approach includes refreshed training on enhancing the hiring experience and enhancing the customer experience (From Hire to Inspire), redesigned interviewing guides focused on identifying customer-first mindsets, and an interactive new hire orientation that includes a personalized welcome from leadership, a store scavenger hunt and an "About Me" conversation to foster belonging. The program also revitalized recognition tools, including thank you cards and a refreshed Associate of the Month program celebrating excellence in customer service.

Accelerating AI upskilling and awareness

In 2025, we launched Get AI-quipped, an initiative under our AI upskilling efforts designed to build awareness, confidence and responsible use of AI across our Company. Recognizing that generative AI is transforming the way we work, this initiative's focus is on strengthening digital readiness and ensuring associates are equipped to use AI tools responsibly and effectively. A three-day Get AI-quipped event combined online, hybrid and in-person sessions, drawing more than 625 participants across the U.S., Europe and Indonesia. Developed collaboratively across functions, the sessions demystified AI, showcased practical business applications and reinforced our AI principles and guardrails. Building on this momentum as we continue into 2026, we remain committed to scaling AI capability and embedding digital literacy across our Company through different initiatives, further equipping our associates to thrive in an increasingly AI-driven environment.

To measure the impact of our training and development programs, we actively track progress on associate growth through our Associate Engagement Survey. In 2025, we maintained a growth score of 75%, which is 4 percentage points above the norm for Global Retail.

How we measure performance

Ahold Delhaize does not have any targets in place to measure progress on training and skills development.

Social continued

labor and human rights in the value chain

Ahold Delhaize and our local brands depend on global supply chains for raw material sourcing, production and business relationships, making these chains integral to our business model.

Our Position on Human Rights defines our support for respecting human rights in our own operations and in our supply chains. It is built on Ahold Delhaize's Code of Ethics, which defines the ethical values and principles that are the foundation of our commitment and are reflected in our Standards of Engagement.

Our approach to human rights concerns our entire value chain, but, in this chapter, we focus on our upstream value chain activities.

For the list of ESRS disclosure requirements complied with and incorporated by reference, see page 348.

in this section

Social: Labor & human rights in the value chain continued at a glance

Our ambition

Through our social compliance program, we strive to ensure that all production sites for our own-brand products located in high-risk countries are audited by an independent third party against an Ahold Delhaize-approved social standard and supported by a valid report or certificate confirming no non-compliance on deal-breakers.

Why labor & human rights in the value chain are important

Our business relies on people who grow, make and transport the products we sell. Therefore, together with suppliers and business partners, we strive to respect labor and human rights for workers and local communities across our value chain. In our Standards of Engagement, supported by our Position on Human Rights, we define the minimum labor and human rights protections that we expect suppliers to implement throughout their supply chains.

We monitor supplier compliance with our Standards of Engagement through our social compliance program as further outlined in this chapter. In addition, we have initiated human rights impact assessments (HRIAs) to gain insights into workers' and local communities' perspectives and experiences, helping us to identify opportunities to strengthen or improve our existing policies and programs.

Respecting human rights can create both social and business value to the communities we serve and the supply chains that our brands depend on. We collaborate with industry peers and experts to drive positive change together. In addition, we aim to mitigate any potential negative human rights impacts. By doing so, Ahold Delhaize and its brands aim to contribute to a society that recognizes and respects human rights.

Our 2025 progress

94% **audited, no deal breakers** — 93% in 2024

own-brand production sites in high-risk countries (including against stepping-stone standards[1])

77% **audited, no deal breakers** — 77% in 2024

own-brand production sites in high-risk countries

(2025 ambition: 100%)

1. For more information on our accepted and stepping-stone standards, see the section on our social compliance program. For more information on the difference between the two KPIs, see the section on performance management.

Social: labor & human rights in the value chain continued
Workers in the value chain

workers and communities in the value chain

Workers in the value chain definition: All workers in the supply chains of Ahold Delhaize and its brands, across products and services. We focus on:

- Workers in and beyond our direct, first-tier suppliers, in particular, the stage that involves labor to produce or process final own-brand products.
- Workers deeper in the supply chain who harvest commodities used in our own-brand products.

Communities definition: All communities surrounding the supply chains of Ahold Delhaize and its brands, across products and services:

- Local communities surrounding production locations that supply commodities or produce our own-brand products.

Note that at Ahold Delhaize, we use "supply chain" and "upstream value chain" synonymously.

Ahold Delhaize and our local brands depend on global supply chains for raw material sourcing, production and business relationships, making these chains integral to our business model, potentially impacting the interests, views and rights of workers and communities. We believe that our commitment to human rights is a foundational commitment toward people in our supply chain. Our approach to human rights is part of our healthier communities pillar and, therefore, reflected in our healthy communities & planet strategic priority.

Regarding **people working in our value chains**, we are dedicated to:

- Respecting the rights of every worker to a workplace free from discrimination, harassment and violence and to be treated fairly, with respect and dignity, including for women to be treated equally to men, while ensuring that salient impacts are addressed, including inadequate wages and unhealthy and unsafe working, and, where applicable, living conditions.
- Respecting the right for every child to be free from labor that deprives them of their childhood, potential and dignity, or harms their physical and/or mental development.
- Respecting the right of every individual to be free from forced labor, slavery and servitude.

Regarding **people in the communities surrounding production locations** in our supply chains, we are dedicated to:

- Respecting the rights of local communities and Indigenous Peoples to land and natural resources, including access to water, for their livelihood and access to adequate food.
- Respecting the rights of human rights defenders to work peacefully toward the protection and promotion of human rights, and to work safely under all circumstances and in environments that enable them to do so.

Throughout this chapter, we will refer to both workers and local communities in the value chain as "stakeholders in the value chain," unless specified differently.

Our impact, risks and opportunities

Value chain and material IROs

Our IROs across our value chain

upstream

- **Raw materials sourcing**
- **Production**

The identification of our most important, or salient, social impacts helps us to prioritize our actions where most needed. Through our sustainability due diligence process, detailed in the *Statement on due diligence* section, we determined that supply chain workers and communities in the supply chain are key stakeholders whose human rights are potentially affected.

The sustainability due diligence process also highlighted several vulnerable groups that are particularly at risk in these global supply chains, some of which overlap with each other. Both the salient social impacts and vulnerable groups are shown in the table on the next page.

The salient impacts identified in the sustainability due diligence were taken as input to the full DMA performed in 2024. Note that although the topics largely overlap, not all salient impacts have been identified as material for reporting on in this Annual Report. However, all salient impacts are part of our internal due diligence process.

In 2024, we conducted a sustainability risk assessment (SRA), including environmental and social risks, focused on product categories and key raw materials used in our own-brand products. Our SRA was guided by the OECD and Food and Agriculture Organization (FAO) for Responsible Agricultural Supply Chains. The social risks identified in the SRA are based on our salient and material impacts and combine information on publicly available risk data per country to assess the likelihood and severity of risks. Input from our brands is used to identify priorities and determine where further research is needed.

For more details on our IROs related to workers in the value chain, see *Our material sustainability matters*.

Resources and governance

Our approach to human rights is led through a dedicated Group Human Rights team that is part of the Health & Sustainability team and drives Company-wide engagement on human rights. This work is coordinated through the Ahold Delhaize Working Group on Human Rights, which comes together on a quarterly basis and is built on cross-functional collaboration. Its members regularly collaborate with counterparts across our brands to manage human rights programs and adapt to local contexts, helping brand leadership teams actively monitor and address human rights impacts within their upstream value chains.

Each brand has its own resources responsible for managing its programs and activities and ensuring working conditions for own-brand products and critical commodities are monitored at the brand or regional level, aligned with our diversified upstream value chain approach.

Social: labor & human rights in the value chain continued
Workers in the value chain continued

Potential salient social impacts	Examples of vulnerable groups	Key product categories
Forced labor	Migrant, informal, sub-contracted or low-skilled workers, women and young workers	**Coffee** (regions: South America (including Brazil and Colombia), Asia (including Vietnam) and Africa (including Kenya and Rwanda))
Unhealthy, unsafe working conditions		**Tea** (regions: Asia (including India and Sri Lanka) and Africa (including Kenya))
Inadequate working time		**Cocoa** (regions: Africa (particularly Ivory Coast and Ghana) and South America)
Inadequate wages (income for smallholder farmers)		**Seafood** (regions: South America and Asia (including Thailand and India)
Freedom of association		**Palm oil** (regions: Asia (including Malaysia and Indonesia)
Child labor	Children and young workers	**Soy** (regions: South America (including Brazil)
Discrimination	Women, minorities, refugees, members of the LGBTQIA+ community, persons with disabilities and Indigenous Peoples	**Fruit and vegetables (including flowers and plants)** (regions: Americas, Mediterranean, Africa, Asia and Middle East)
Harassment and violence	Women, minorities, refugees, members of the LGBTQIA+ community, persons with disabilities, Human Rights Defenders and Indigenous Peoples	**Non-food** (regions: all high-risk countries (including China and Turkey))
Community impact	Indigenous Peoples, smallholder farmers and Human Rights Defenders	

How we measure performance: Our ambition

We monitor suppliers' compliance with the salient impacts outlined in our policy by prioritizing our own-brand product suppliers in high-risk countries through our social compliance program.

In our social compliance program, we measure our performance in addressing labor and human rights in our upstream value chain and we have the following ambition:

100% of production sites of own-brand products in high-risk countries audited against an acceptable standard with a valid audit report of certificate and no non-compliance on deal-breakers by 2025.

While this ambition was initially set until 2025, we have decided to extend it by one year. We have used the remainder of 2025 and will use the first half of 2026 to work toward an updated ambition, with clear roadmaps for all our brands.

The ambition supports our broader policy objective of ensuring ethical sourcing and sustainable supply chain practices. See also the section on critical commodities below.

We aim to increase the percentage of production units meeting fully acceptable standards while progressively reducing reliance on stepping-stone audits and strengthening compliance across our value chain.

Policies

To support our commitments, Ahold Delhaize has implemented a Position on Human Rights and Standards of Engagement for our suppliers. Both are aligned with the UN Universal Declaration of Human Rights and the UN Guiding Principles on Business and Human Rights and further informed by the International Labor Organization's (ILO's) Declaration on Fundamental Principles and Rights at Work, the OECD Guidelines for Multinational Enterprises and the amfori Business Social Compliance Initiative (BSCI) Code of Conduct. However, we recognize the global complexities and variations in labor regulations, particularly concerning the ILO Conventions. Because our Company operates in countries that have not ratified all of the core ILO Conventions, we also refer to the local laws and legal frameworks as they apply in each of the countries in which Ahold Delhaize, its brands and suppliers operate.

Our Position on Human Rights

Our commitment to respecting and promoting human rights is outlined in our *Position on Human Rights* and guided by our values of integrity and care, as also mentioned in our Code of Ethics. The Position on Human Rights outlines a comprehensive approach to respecting human rights, focusing on key stakeholders within Ahold Delhaize's own operations and upstream value chain.

It applies to all Ahold Delhaize brands and business relationships, covering associates in our own operations and workers and communities in our upstream value chain and addresses Ahold Delhaize's approach to SDD, social salient impacts and material topics and is reviewed by external stakeholders to ensure their perspectives are reflected.

Our commitment to human rights is established and supported on a Group level through our Executive Committee and Supervisory Board and implemented locally by each of our brands.

Standards of Engagement

Ahold Delhaize's Standards of Engagement define the minimum human rights protections under our Position on Human Rights that we expect suppliers to implement and to apply throughout their supply chains. They are comprehensive requirements that our suppliers maintain the same high level of business ethics, regard for human rights and respect for the environment as do Ahold Delhaize and its brands. Our Standards are integral to the contractual relationship and are approved by the CLO and CSO, who are also responsible for their Group-wide implementation. They specifically reference people who are vulnerable or marginalized.

Our Standards of Engagement strengthen the framework for monitoring, investigating and cooperating with suppliers in the case of reports or allegations of serious compliance issues. They apply to our own-brand, national-brand and not-for-resale suppliers around the world. All suppliers – regardless of category – are required to report any allegations or incidents of serious noncompliance and must allow Ahold Delhaize to investigate. The CGF's Priority Industry Principles on forced labor are integrated into our Standards.

Social: labor & human rights in the value chain continued
Workers in the value chain continued

In 2025, we updated our Standards of Engagement to include a clear definition of working hours ("standard hours" vs. "overtime"), set the expectation that suppliers should apply these Standards throughout the supply chain, clarify responsibilities related to grievance mechanisms and costs of recruitment, and include respecting local communities' right to water. For the updated Standards, see *Standards of Engagement*.

Version 5.0 will replace version 4.0, effective January 1, 2026. New contracts or contract renewals will adhere to the revised Standards of Engagement and provide suppliers with a three-year transition period, ensuring a structured implementation.

How we engage with stakeholders

Ahold Delhaize's Health & Sustainability team oversees global engagement on human rights, including direct engagement with affected workers in upstream value chains.

We actively engage with relevant stakeholders through the sustainability due diligence process, with external stakeholders both directly and through representatives or proxies, and with internal stakeholders through regular conversations with the Ahold Delhaize Working Group on Human Rights.

Globally, we engage with relevant NGOs and other organizations that represent or are considered proxies for workers and communities in the upstream value chain and benchmarks, such as the Corporate Human Rights Benchmark. Although Ahold Delhaize does not currently have any Global Framework Agreements with union federations, we remain focused on direct and proxy engagement with workers in our upstream value chain.

Locally, each brand works with civil society organizations, industry associations and local governments, along with some of the same groups we engage with globally.

Direct engagement with suppliers and workers in our supply chains occurs primarily through social compliance and certification programs, and HRIAs focused on specific supply chains and geographies.

The social compliance and certification programs are integral to engagement. These audits include both individual and group worker interviews, allowing auditors to speak privately with workers about their experiences regarding, for example, wages, working hours, safety and treatment. Our accepted social audit and certification standards also require suppliers to have a grievance mechanism in place that is also accessible to surrounding communities.

Other examples of engagement specifically for communities include:

- The Round Table on Responsible Soy certification program, which facilitates a global dialogue on responsible soy and targets addressing human rights of local communities
- The certification program of the Round Table on Sustainable Palm Oil, a multi-stakeholder approach that covers inclusion of smallholder farmers.

HRIAs allow for more in-depth direct engagement with affected workers, local communities and/or representatives and particularly vulnerable or marginalized groups, such as migrant workers in agriculture.

Direct engagement is a crucial component because it provides assessors with firsthand insights into the nature and consequences of actions on workers and local communities – such as how these actions are impacting them and what would make a difference for them – while allowing interviewees to share feedback anonymously.

By integrating stakeholder feedback into our sustainability due diligence process, we align our business practices with their needs and expectations and work toward ongoing improvement in working conditions and salient impacts across our global supply chains.

See *General information* for more information on these processes. In 2023, we also published our *Policy on Stakeholder Engagement*, which outlines our approach to engaging with stakeholders on sustainability. This policy and our *Health & Sustainability Stakeholder Engagement Guidelines* are available on our website.

Providing and supporting effective remediation

Remediation and access to remedy are important aspects of an effective due diligence process. Ahold Delhaize and its brands support access to judicial remedies through cooperation with legal authorities and respect for due process. We address allegations of human rights violations in good faith through legitimate processes and expect the same commitment from our suppliers. We strive to ensure that grievances are addressed promptly and effectively and that remediation is provided when our brands' operations cause or contribute to negative impacts.

Our approach to remediation is guided by our Position on Human Rights and Standards of Engagement, which require suppliers to participate in effective, fair and transparent grievance mechanisms and remediation.

Ahold Delhaize and its brands encourage people to raise concerns and speak up. We do not retaliate or allow retaliation against anyone who, in good faith, reports a potential violation. Any form of direct or indirect retaliation is strictly prohibited.

Ahold Delhaize and its brands provide ways to raise concerns, including through our local Speak Up lines. These lines are free, accessible, confidential, secured and administered by a third party to ensure the safety and protection of each of our brand's associates, third parties within and connected to our value chains, and members of the public who wish to raise concerns about improper behavior or possible violations of law or policy.

For the group's Speak Up Policy, contact details, and more information about the process, including a response timeline, see the *Speak Up* section of our website.

For more information about the Speak Up line, see *Governance, risk and compliance – Ethics and compliance*.

We recognize that workers in our upstream value chains may find it harder to access them, therefore, our expectations for suppliers regarding grievance mechanisms are embedded in our Standards of Engagement, in which we also make it clear that retaliation is strictly prohibited. We continue to work with industry organizations and standard committees to evaluate and promote effective grievance mechanisms among our suppliers.

Social: labor & human rights in the value chain continued
Workers in the value chain continued

One example is amfori's Speak for Change supply chain grievance mechanism program. Set up in line with the UN Guiding Principles, this program receives complaints from workers, communities and their representatives who believe that amfori members and their business partners have negatively impacted them. More information, aggregated data and case reports are available on the *amfori website*.

In 2025, we responded to allegations made through the Business and Human Rights Resource Center related to working conditions and access to grievance mechanisms of workers in the upstream value chain. See *Ahold Delhaize response re- OECD complaint alleging human rights violations in dairy supply chain* for our public response.

One of the key steps in our Company's sustainability due diligence process is to enhance the accessibility and effectiveness of our supply chain grievance mechanism in partnership with industry groups and social standards organizations, as well as other collaborative programs that Ahold Delhaize and the brands engage in.

Actions and resources

Our approach to managing material impacts in the upstream value chain focuses on areas where we can drive the greatest change. We adapt continuously to address these impacts, particularly in own-brand product categories and high-risk countries with limited government protections. For both national and own-brand products, we embed our Standards of Engagement within the procurement process. In addition, as we work together with suppliers to identify and address risks, we prioritize our own-brand products, because they allow direct conversations about product conditions, ingredients and production practices.

Social compliance program

Our social compliance program, implemented across all our brands, relies on social audits and certifications as scalable tools to help prevent or mitigate impacts, monitor working conditions across our global supply chains, monitor progress on corrective action plans, and support compliance with our Standards of Engagement. As part of our social compliance audit program, we request own-brand suppliers to demonstrate compliance at their production locations in high-risk countries through Ahold Delhaize-accepted third-party audit reports or certificates, which are *amfori BSCI or equivalent*.

The third-party auditors assess working conditions and measures to mitigate impacts necessary to protect human rights, such as working conditions, health and safety; inadequate wages; equal treatment and opportunities; discrimination; harassment and violence; and preventing child labor and forced labor at production location in our value chain.

Our focus is on high-risk countries, as defined by amfori. We are making steady progress toward auditing and obtaining certification of our own-brand production locations in high-risk countries against acceptable standards, including those defined as any standard equivalent to amfori BSCI. Utilizing the amfori BSCI standard is a strategic choice. The amfori BSCI approach emphasizes continuous improvement through corrective action plans that address noncompliance, followed by progress reports. This way, our social compliance program enables us to monitor performance closely reducing reputational and operational risks.

We acknowledge that change cannot happen overnight, so we also accept stepping-stone standards to support suppliers in specific countries as a first temporary step in making progress toward an acceptable standard. These standards are essential because they serve as achievable goals and support continuous improvement toward full compliance with our amfori BSCI or equivalent accepted social standards. When including these standards, 94% of own-brand suppliers' production locations have been audited or certified on social compliance. See the *Sustainability notes* for more information.

While we recognizes the limitations of social audits, we see them as a meaningful, independent and scalable way to monitor working conditions in complex, global supply chains. As a member of the CGF, we actively promote independent benchmarking through Sustainable Supply Chain Initiative (SSCI) recognition to strengthen auditing, monitoring and certification programs through independent benchmarking.

We continue to work closely with standard-setting organizations and other stakeholders to address the credibility and effectiveness of social audits, find ways to improve working conditions and address adverse human rights impacts throughout the supply chain.

Deal-breakers

If a social compliance audit identifies a severe compliance issue – such as child labor, forced or bonded labor or life-threatening health and safety situations – we call this a deal-breaker and the supplier is obligated to immediately notify Ahold Delhaize, initiate an investigation, implement corrective measures and provide full cooperation throughout the remediation process. Ahold Delhaize brands may suspend orders from the supplier and work with them to get the violation or adverse impact remediated.

Only if a supplier is unable or unwilling to remediate this serious issue or violation effectively within a reasonable timeframe, we may ultimately terminate our relationship with that supplier. In practice, most of the deal-breaker cases involve occupational health and safety situations.

We monitor these violations across all social audit programs, including amfori BSCI (or equivalent). All certification programs we accept have a set of minimum requirements that cover the deal-breakers.

Regardless of whether a supplier is audited or certified, if a serious allegation of a deal-breaker is raised at a supplier (or elsewhere in our supply chain), Ahold Delhaize conducts a thorough investigation and takes appropriate action.

In 2025, Ahold Delhaize brands reported seven own-brand first-tier production units with deal-breakers. In some cases, the brands and their suppliers were able to remediate the deal-breaker at the own-brand last stage of production unit. We are working closely with our suppliers to resolve the remaining cases as soon as possible.

See also our performance on the social compliance metric as reported in our *Sustainability notes*.

Social: labor & human rights in the value chain continued
Workers in the value chain continued

Critical commodities

Our approach to critical commodities emphasizes the certification of own-brand products containing critical commodities to address environmental and human rights impacts. See *Nature* for more details on our certification of critical commodities and the progress against the ambition.

Certification standards include Fairtrade, Rainforest Alliance and the RSPO, which address and minimize environmental and social impacts. The commodity certification standards that Ahold Delhaize and its brands accept include social requirements, with the exception of the Marine Stewardship Council (MSC), which is the standard we use to certify wild-caught seafood. We have contributed to developing the Fairness, Integrity, Safety and Health (FISH) Standard for Crew and are engaged in partnerships like the Global Tuna Alliance and the Seafood Task Force to address social impacts in those supply chains.

Human Rights Impact Assessments

HRIAs can help Ahold Delhaize understand where and how people may be negatively impacted. An essential aspect of an HRIA is to gain insight into the perspectives of workers and local communities; to foster open dialogue between businesses, affected stakeholders and experts; and to help create and implement action plans to address those impacts.

Ahold Delhaize has initiated three HRIAs focused on key salient impacts across our supply chains, particularly in agriculture and fisheries. We have selected independent, expert organizations that help us to meaningfully engage and ensure that affected stakeholders' voices are heard and considered.

These assessments cover supply chains of multiple Ahold Delhaize brands and evaluate adverse impacts, including the material impacts identified in our DMA.

The research methodology of HRIAs involves a structured approach aligned with relevant international standards on human rights. It starts with desk research to map the supply chain and review internal and external sources, including legal frameworks and the criteria of international standards. The process then moves to a field visit, where local experts and a diverse group of affected stakeholders, including workers and community members, are engaged through safe and meaningful in-person interviews to ensure their voices are heard and considered on both risks and recommendations for improvement. Insights from desk and field research are used to analyze identified impacts and the influence of business practices. After the analysis, key findings and recommendations are summarized in a report that is presented to internal stakeholders and the business partners involved.

After finalizing the HRIAs, we align with internal Group- and brand-level stakeholders and business partners to define next steps based on our findings and recommendations. This first wave of HRIAs confirmed the importance of confidentiality and trust in conducting a meaningful dialogue. This is an essential consideration in future processes for HRIAs and next steps.

Albert Heijn supports sustainable produce supply chains with its PPPP program

Launched in early 2025 by Albert Heijn, the Positive Produce for People and Planet program (PPPP) has engaged all the brand's non-domestic suppliers of fresh fruit and vegetables in laying the groundwork for long-term sustainability across the supply chain. These suppliers' active involvement is reflected in a baseline measurement that assessed supplier performance on People and Planet criteria, showing 71%[1] of participants have submitted their data.

To inspire action, Albert Heijn developed and shared two thematic brochures with suppliers – covering food loss and waste and agricultural plastics – offering background insights and best practices.

The Albert Heijn Foundation now also financially supports PPPP projects focused on environmental resilience, climate adaptation and human rights.

To ensure transparency, clarity and collaboration, the brand has made PPPP-related documentation available on its online sustainability hub, granting all suppliers access to resources and updates.

For more information, see the Albert Heijn PPPP and Albert Heijn Foundation pages on the brand's website.

1. The 71% calculation is based on the volume of suppliers that submitted their data compared to the total international sourced fruit and vegetable volume.

Social: labor & human rights in the value chain continued
Workers in the value chain continued

Collaboration and partnerships
Partnerships and collaborations are essential in our human rights work and drive a broader impact on our brands' operations, communities and supply chains as we address systemic risks, such as inadequate wages, unsafe working conditions and discrimination.

Ahold Delhaize engages in sector-wide collaboration and takes an active role in the key organizations that it partners with, including as Chair of the amfori Board, member of the CGF's SSCI Steering Committee – which aims to mutually recognize auditing, monitoring and certification programs through comprehensive independent benchmarking – and member of the CGF Human Rights Coalition, and as a participant in other working groups. We have contributed to the SSCI recognition of the Sedex Members Ethical Trade Audit (SMETA), a standard widely used among our brands. As Ahold Delhaize, we also engage in the IDH Strategic Partner Forum.

We consult with our partners to continuously improve the effectiveness of those programs and initiatives.

Albert Heijn is also on the board of IDH's SIFAV and the Dutch Initiative for Sustainable Cocoa, and Ahold Delhaize USA is on the board of the Seafood Task Force.

Tracking effectiveness of our actions
Our social compliance program uses audits and certifications to monitor human rights and working conditions in line with our Standards of Engagement, helping us to identify where suppliers must take corrective action or demonstrate responsible practices. We do, however, recognize their limitations, as they provide temporary snapshots, are often announced, and focus on compliance rather than addressing root causes. The more proactive approach of our HRIAs complements our social compliance program. Insights from both enable us to identify areas where our existing policies and programs can be strengthened or improved to achieve greater effectiveness.

We also draw on input from supply chain grievance mechanism programs like amfori's Speak for Change, which enables us to efficiently identify, address and resolve social issues raised by workers, local communities and stakeholders, through a guided remediation process.

Metrics
Performance management
To monitor our performance against our set target, we measure the following metrics:

Performance indicator description	2025	2024	Change vs. prior year
% of production sites of own-brand products in high-risk countries audited against an acceptable or a stepping-stone standard with a valid audit report or certificate and no non-compliance on deal-breakers[1]	**94%**	**93%**	1%
% of production sites of own-brand products in high-risk countries audited against an acceptable standard with a valid audit report or certificate and no non-compliance on deal-breakers	**77%**	77%	—%
% of production sites of own-brand products in high-risk countries audited against a stepping-stone standard with a valid audit report or certificate and no non-compliance on deal-breakers	**17%**	17%	—%

1. The difference between the total numbers results from rounding

In 2025, 77% of production sites of own-brand products in high-risk countries were audited against an acceptable standard (amfori BSCI or equivalent). If we include stepping-stone standards (see *Sustainability notes* for more information) in our total social compliance numbers, we reached 94% in 2025.

The brands' 2025 performance remained stable when compared to last year's results, and, when we exclude stepping-stone standards, it did not meet our 2025 ambition of 100% audited production sites. One reason the ambition remained unmet is that we relied more heavily on the stepping-stone standards than anticipated. These standards allow small and family-run businesses to initially comply with our requirements as they work toward full compliance with accepted standards. We do believe that the stepping-stone standards function as a risk-mitigation tool and are, therefore, a good step up toward our target.

Another factor that impacted our performance was that some brands have an increased share of fruits and vegetables sourced from high-risk countries in their own-brand portfolios, which requires a transition period. We are outlining an improvement plan to close performance gaps in the coming years.

In 2026, we continue to report on both metrics to monitor whether our suppliers are respecting human rights in our value chain and enable us to take action if issues are identified.

Social continued

customers

At Ahold Delhaize, we translate our passion for food into healthy, fresh and affordable products that are accessible to our brands' customers. We serve customers' life needs through our core business of food retail and an expanding ecosystem of integrated products, services, channels and data.

For the list of ESRS disclosure requirements complied with and incorporated by reference, see page 348.

in this section

Social: customers continued
at a glance

Our ambition

We are committed to making healthier and more sustainable options more accessible and affordable. Own brands are an important tool we use to fulfill this commitment.

Our brands aim to increase healthy own-brand food sales as a proportion of total own-brand food sales.

We aim for all own-brand food production sites to be certified in compliance with an independent third party against an Ahold Delhaize-approved standard, or in compliance with an acceptable level of assurance standard.

We strive to ensure all high-risk, non-food own-brand products are manufactured in facilities audited by an independent third party against an Ahold Delhaize-approved standard, or have undergone product testing or a stepping-stone audit.

Why customers are important

Customers are at the heart of our business. Our brands strive each day to earn their trust and loyalty. Every decision we make is guided by their needs.

Our most fundamental commitment to customers is to offer products that are safe. Our brands also aim to inspire customers and communities to engage in positive habits toward a healthy lifestyle.

Nothing matters more to us than the well-being of the customers and communities our brands serve.

Our 2025 progress

52.1% — **52.4%** in 2024

healthy own-brand food sales out of total own-brand food sales, at constant exchange rates[1]

(2025 target: 51.7%)

99% — **99%** in 2024

production sites of own-brand food products that follow Ahold Delhaize compliance requirements

(2025 ambition: 100%)

99% — **97%** in 2024

high-risk non-food own-brand products that follow Ahold Delhaize compliance requirements

(2025 ambition: 100%)

1. Performance measured at constant exchange rates (rates that applied at the time the target was set)

Social: customers continued
Product safety

product safety

As a leading group of supermarkets, ensuring the safety of our products is the foundation of our commitment to customers.

Product safety is not just a regulatory requirement but a core business principle. Safe products foster customer loyalty and enhance our brands' reputation. Our brands' commitment to product safety reinforces their position as trusted retailers.

Our ability to operate is intrinsically linked to our ability to provide safe and reliable products. Failure to adhere to stringent safety standards could result in legal consequences, loss of consumer trust and, ultimately, the inability to continue our operations.

What makes a product safe?

A "safe" product means one that, under normal or reasonably foreseeable conditions and actual duration of use, presents no risk or only the minimum risk compatible with its use.

We make a distinction between food and non-food: food is defined as all products that are considered as human food, excluding medicine and dietary supplements; non-food refers to all products that are not considered as human food, including medicine and dietary supplements. We define "high-risk non-food products" through a product risk assessment that considers whether product-specific safety legislation or mandatory/harmonized standards apply, combined with the severity of potential injury if the product fails during normal or foreseeable use.

We work to ensure the safety of our own-brand products, partnering with producers and manufacturers to produce products that are clearly and accurately labeled and produced in safe, clean and efficient facilities.

From a materiality perspective, we focus on the impact on customers, which represent a key group of affected stakeholders – including vulnerable groups – to prevent the sale of products that are illegal or unsafe and could harm or injure.

From a strategic perspective, prioritizing product safety aligns with our long-term business goals. It mitigates risks associated with product recalls, legal liabilities and potential harm to consumers.

Our brands develop, brand and market own-brand lines in-house to offer great value across different price points and a relevant local assortment, and work with third parties to have them produced and packaged for sale. Product safety for A-brand products is the responsibility of A-brand suppliers.

Our brands are committed to product safety, based on the applicable legal and regulatory requirements that relate to our businesses as well as Ahold Delhaize's internal policies and procedures related to ethical business practices.

Our impacts, risks and opportunities

The outcomes of the *DMA* show that inadequate product safety measures might have a potential negative impact downstream in our value chain, with the focus on vulnerable groups, including the health and safety and protection of children. We have identified the following impact and risks related to product safety: the health and safety of customers and the protection of children.

See the *Strategy* section for an overview of how our material IROs interact with our strategy and business model.

Value chain and material IROs

Our IROs across our value chain

downstream

Customer experience

Ahold Delhaize and own-brand suppliers operate a risk-based quality assurance system that considers vulnerable groups, including young, old, pregnant and immunocompromised people. The food safety standards we require include the usage of the vulnerable groups in the Hazard Analysis and Critical Control Point (HACCP) risk assessment – which is used to identify, assess and control potential hazards in food production and processing, ensuring food products are safe for consumption by focusing on preventive measures rather than relying on final product testing alone. We also take these vulnerable groups into account in our risk assessment for non-food products and in incident assessments.

For more details on our IROs related to customers, see *Our material sustainability matters*.

Social: customers continued
Product safety continued

How we measure performance: Ambition

We have the following ambition in place, focused on certification and audits by independent third parties:

Timeline	Ambition
Short term	100% of production sites of own-brand food products are certified in compliance with an independent third party against an Ahold Delhaize-approved standard, or in compliance with an acceptable level of assurance standard by 2025
Short term	100% of high-risk non-food own-brand products that are produced in production units audited by an independent third party against an Ahold Delhaize-accepted standard, tested or where stepping-stone audits were used as an alternative by 2025

Although Ahold Delhaize has no targets linked to our material impacts and risks relating to product safety in the downstream value chain, the ambition above supports our broader objective of ensuring product safety and also has downstream effects.

Policies

Ahold Delhaize has a product safety policy and compliance standards in place.

The product safety policy establishes the mission, vision, objectives, responsibilities, tasks, organizational structure and application, as well as the roles and the governance of product safety at Ahold Delhaize. It covers product safety for food and non-food products and extends to all Ahold Delhaize's business activities, including operations conducted by the Ahold Delhaize brands, manufacturing facilities and distribution and transportation activities. In terms of governance, the CLO of Ahold Delhaize – a member of the Company's Executive Committee – is responsible for compliance with the product safety policy.

Our Code of Ethics and contracts establish key requirements for all suppliers. We actively monitor compliance for our own-brand products through an extensive (third-party) audit program and provide support for suppliers if issues are identified. We also have regular engagement with expert bodies to understand and respond to changes in safety standards. We closely monitor any updates to product safety regulations, to ensure our standards and products continue to conform with all relevant regulations.

Actions and resources

Our Product Safety & Compliance team assesses the effectiveness of our product safety control frameworks and facilitates follow-ups to realize management's action plans. This approach helps stimulate the continuous improvement of our product safety practices and performance.

Audits and reviews

We have monitoring processes in place to manage food safety throughout the Group and supply chain. Our brands perform a variety of quality assurance reviews and audits in stores, DCs, and key and preferred alternative suppliers.

To ensure the quality of the reviews, we have qualified food and product technology teams at the brands – and access to external experts. We use diverse data sources and analytics to identify and anticipate potential product safety issues (horizon scanning) and further mitigate our risks in this area through different types of insurance coverage within our brands. We also review and monitor controls throughout the product lifecycle on an ongoing basis to confirm compliance with mandatory and internal safety requirements.

HACCP

We apply the internationally recognized HACCP system to ensure food safety. This science-based, preventive system identifies, assesses and controls hazards critical to food safety.

We review our HACCP plans and systems annually, ensuring they meet rigorous standards. These standards are implemented worldwide.

Collaboration and partnerships

Partnerships and collaborations play an important role in our product safety work. As a member of the CGF, we take an active role in various standards committees and working groups to drive global food safety.

We support the CGF's Global Food Safety Initiative (GFSI) standards to advance the safety of food products. GFSI is a CGF Coalition of Action that enables continuous improvement of food safety management across the supply chain, through benchmarking, collaboration and harmonization of food safety certification programs. The GFSI Benchmarking process is now the most widely recognized in the food industry worldwide.

As an active contributor to organizations such as the Brand Reputation through Compliance Global Standard (BRCGS) and GLOBALG.A.P., we help develop and maintain the highest standards on food safety.

Managing material impacts and risks

Product safety does not only rely on processes and procedures, but also on associates' awareness of their (potential) effect on the safety of the products. In 2024, we started a project to establish a methodology to assess product safety culture at the brands and identify potential areas for further development. In 2025, we started rolling out the initiative with more brands – and we plan to continue this project in coming years.

Social: customers continued
Product safety continued

To monitor and support the safety and integrity of our products, we have established governance, assurance and risk management processes, such as monitoring own-brand product safety and customer complaints, with corrective actions taken when required and responses given to customers who file complaints.

We are aware that the risk of product recalls is always present, but we have a robust process in place to mitigate and minimize their occurrence, and if recalls do happen, we have an effective procedure to address them promptly.

Customers can raise their concerns in person, online, by phone or in writing to our brands, or they can bring their products back to our stores. Safety-related complaints are handled by the brands as a part of the general complaint-handling process.

Product recalls are implemented following the national legislation of the country where the brand operates. Recall notices for the own-brand products are posted on the brand's websites. As a response, investigations are conducted internally, and at our suppliers if needed, to determine the causes and implement the necessary corrective measures for prevention.

See also *Our material sustainability matters* for how our material sustainability matters link with our strategy and business model.

Metrics

Our metrics and the methodology around the metrics used to measure product safety are included in the *Sustainability notes* section of this report.

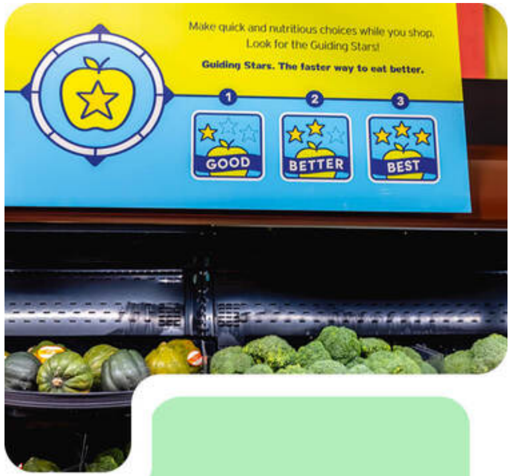
Performance management

Performance indicator description	2025	2024	Change vs. previous year
% of production sites of own-brand food products that are certified in compliance with an Ahold Delhaize-approved standard or comply with an acceptable level of assurance standard	99%	99%	—pp
% of high-risk non-food own-brand products that are produced in production units audited by an independent third party against an accepted standard, tested or where stepping-stone audits were used as an alternative	99%	97%	2pp

We aim to achieve 100% for both indicators. However, because new suppliers are still in the process of gathering data at measurement date (year-end), and the process of renewing current certificates – which involves finding auditors, conducting audits, and waiting for certificate issuance – is ongoing, this resulted in our not achieving full 100% compliance at year-end.

We measure our performance at a certain point in time, meaning there will always be some suppliers who are not yet certified or renewing their certificate at the time of measurement.

Social: customers continued
Customers' health and nutrition



customers' health and nutrition

We strive to make healthier options more accessible and affordable, so customers can choose well every day. This means reformulating products to improve nutrition, providing nutritional guidance, rewarding better habits and inspiring healthier lifestyles. Fresh, healthy and affordable food is central to this – it strengthens our connection with customers and communities and earns their loyalty over time.

Introduction to customers' health and nutrition

Our brands aim to make healthier eating commonplace and inspire customers to engage in positive habits by offering the right assortment and making healthier and more sustainable products affordable and accessible to all. They make healthier eating easier by providing broad ranges of products – including affordable, nutritious choices – and support services, education and transparent labeling. Our brands use engaging initiatives to make healthier food an attractive choice. And they work to grow healthy sales and reformulate own-brand products and recipes to reduce sugar, salt, colorants and additives.

As the demand for healthier food grows, we help drive it, offering products and services with the right balance of price, convenience, and quality. This creates growth for our business. To further support our communities, we donate food and aim to have it reach the people who need it the most.

We know that creating healthier communities is not just about food. It's also about respect for the people who grow, make and transport it. We work to respect human rights and working conditions for workers and communities across our value chain. See also *Labor and human rights in the value chain* for more details.

A progressive transition toward increasing the share of plant-based proteins supports our ambition to make healthier choices accessible to our customers and contributes to our climate and nature ambitions. By encouraging a shift toward a more plant-rich diet, Ahold Delhaize's local brands aim to provide greater value and choice to their customers.

A fast-paced health landscape

Health-related trends and insights are developing rapidly across our regions. These range from growing interest in functional foods, such as gluten-free products, to increased debate on food processing and dietary quality and the expanding use of GLP-1 medications. Together, these developments are reshaping food demand and consumption patterns, reinforcing broader health-conscious behaviors. We continuously monitor these trends on global as well as local levels, stay informed on emerging science and insights, and adapt our assortment and initiatives in line with evolving consumer preferences.

Our impacts, risks and opportunities

Our IROs across our value chain

downstream

Customer experience

Our 2024 *DMA* identified customers' health and nutrition and access to healthy, affordable products as actual positive impacts downstream in our value chain, and opportunities to meet customer needs for more healthy, sustainable, nutritious and accessible products. Ensuring customers have access to healthy, affordable products is an integral part of our overarching topic, customers' health and nutrition. For this reason, following our 2025 DMA update, we merged the two topics and will report on them under customers' health and nutrition, the leading focus area in our efforts to provide healthy and nutritious choices.

Although the DMA did not identify a material negative impact, we recognize our role in supporting customers' health and nutrition. We do this by encouraging healthier and more sustainable diets and by offering a wide range of nutritious, affordable products that help customers make positive choices.

For more details on our IROs related to customers, see *Our material sustainability matters*.

Measuring total store healthy sales

To accelerate action across our businesses and engage both own-brand and national-brand suppliers, we have broadened our healthy food sales measurement to capture both national and own brands. This target will become effective as of 2026, and we will report on it in the coming years.

By focusing on the consumer's total shopping basket of food products, our brands gain deeper insights. This enables them to use more targeted initiatives to better support consumers in their health journey. We can achieve this through strengthened collaboration with national brand suppliers that offer customers a healthier assortment.

Social: customers continued
Customers' health and nutrition continued

How we measure our performance: Targets

Timeline	Target
Short-term	Our target is to have more than 51.7% healthy own-brand food sales as a proportion of total own-brand food sales by 2025.

In 2024, we adjusted the 2025 target for healthy own-brand food sales to more than 51.7% to account for the expected 0.7 percentage point decreasing impact of the amended Nutri-Score algorithm, which was implemented in 2025 in our CSE brands. Excluding the impact, the target is more than 52.4%, which is above the previous target of 52.3%.

Our own-brand healthy food sales target has been in place for many years and was sunsetted in 2025. As a result of our Growing Together strategy and renewed health approach, we will extend our current target to total store healthy food sales as of 2026, to include own-brand food products as well as national brands food products. We will work with a phase-in (learning) year over the course of 2026.

Lower-carbon protein choices

Ahold Delhaize is increasingly helping customers make more sustainable choices. Our local brands' strategies are tailored to their local markets and customer preferences. With a growing attention to protein transition across the European food industry, our European brands have set a consolidated target of 50% plant-based food sales by 2030, which aligns with our purpose to inspire and enable customers to make healthier and more sustainable choices. This commitment highlights our efforts to accelerate the transition to a healthier and more sustainable food system.

This plant-based protein target encompasses a wide range of products derived from vegetables, legumes, seeds, whole grains, beans and meat and dairy alternatives. To track our plant-based protein sales, we use a product-level analysis. This approach provides deeper insights into the shift from animal to plant-based proteins, which allows us to better measure and accelerate our progress in the protein transition. This methodology applies to both own-brand and national-brand products across all food categories, covering all protein-containing food items. We determine the percentage of plant-based proteins sold by calculating the weight of plant-based proteins in all SKUs as a share of the total protein content sold.

Policies

Our Group-wide sustainability policy includes more information about customers' health and nutrition. We also have an internal Global Consumers' Health & Nutrition (GCH&N) standard that describes our objectives and scope; the material impacts, risks or opportunities the policy relates to, and the process for monitoring them. It also describes the different levers our brands use to inspire and support customers. See *General information: Governance* for more information on our policies.

The GCH&N standard focuses on creating a food system that provides access to healthy nutrition in several ways – for example, by offering a broad product range that includes affordable nutritious choices, using nutritional navigation systems to identify healthier products, and providing customers with affordable, healthy and sustainable diets. Our healthy food sales metric helps us evaluate progress as we work to meet growing customer needs for healthy and nutritious products, and is linked to our Management Board, see *Remuneration*.

Partnering for greater impact

After a successful pilot year with The Global Foodbanking Network (GFN), we have extended our collaboration for an additional three years as part of our ambition to support the transition to a healthier, more sustainable food system. Tackling food insecurity and food waste is central to our healthy communities & planet strategic priority, which recognizes the well-being of people and the planet are deeply interconnected. Through this extended partnership, we increase our impact around food security and food waste reduction, while amplifying and accelerating the great work our local brands have done for many years in collaboration with food banks in their communities.

This partnership provides great opportunities for the Group and brands to collaborate, as we did in Q3 to identify the most impactful local projects, ensuring the projects reflect local priorities and deliver meaningful benefits for communities. Together, we selected nine project across Europe, the U.S. and Indonesia – all focused on expanding capacity or facilities, distributing more food to communities, or optimizing ways of working to maximize impact. Lastly, we have supported GFN's broader services to food banks in more than 50 countries, helping to strengthen and sustain their operations. We are proud of this partnership and of the meaningful impact we can achieve together.

Actions and resources

In 2025, we launched a new, three-phase maturity framework that positions health as a differentiator: Make it Easy, Make it a Habit, Make it a Lifestyle. For Ahold Delhaize, health is a continuous focus – it's a thread woven through loyalty programs, product innovation, personalization and digital tooling, and our role in the community.

Make it Easy

We want to make it easier for our brands' customers to choose affordable, healthier options – ensuring availability and affordability, improving products and expanding supplier engagement and food security efforts.

Our brands are dedicated to delivering healthier options and guidance to customers, while also providing a broad selection of products that cater to their needs.

In 2025, Albert Heijn introduced an innovative product range to improve the accessibility of plant-based food. While performance across the range was mixed, the launch generated important learnings that are being used to refine products and improve future offerings. The 15 products in the range – priced at parity with, or below, their fully animal-based equivalents – combine cow's milk or meat with plant-based ingredients such as field bean protein, sugar beet fiber, celeriac and butter beans. This combination provides a familiar taste and texture along with improved nutritional values (such as lower in saturated fat) and lower CO_2e emissions.

Our brands are also dedicated to enhancing transparency about nutritional value through science-based systems like Nutri-Score in Europe and Guiding Stars in the U.S.

Social: customers continued
Customers' health and nutrition continued

For products close to receiving a Guiding Star or a favorable Nutri-Score (A/B), but that did not yet qualify due to their nutritional composition, our regional and brand teams work together to identify and reformulate items, for example, by reducing sugar, salt, colorants and additives while safeguarding product integrity and safety.

Although all our brands use Nutri-Score or Guiding Stars to measure healthy sales and to steer reformulations, not all brands in Europe use Nutri-Score as a customer-facing nutritional navigation tool. Some local authorities have resisted adopting Nutri-Score, prohibiting it as a consumer-facing system pending EU-wide legislation from the European Commission on front-of-package labeling. Consequently, our CSE brands – including Albert, Alfa Beta, Mega Image and Delhaize Serbia – have removed the Nutri-Score logo from their own-brand products. Despite these challenges, our CSE brands remain dedicated to promoting healthier diets by proactively enhancing their marketing messages around healthy products.

Ahold Delhaize brands have dedicated Health & Sustainability teams that address matters relating to customers' health and nutrition alongside other sustainability topics.

Make it a Habit

Our brands aim to educate, inspire and guide customers to eat healthier with the help of digital tools, campaigns and services.

All brands have initiatives in place, both in-store and online, to support affordable, healthier and more sustainable diets for customers. These range from incentives provided through loyalty programs and promotional campaigns to educating children by teaching them about healthy eating in a fun and engaging way. With healthy communities & planet being a strategic priority for Ahold Delhaize, we will continue to implement and enhance these kinds of initiatives in the coming years.

Food Lion continued to advance its efforts for the Guiding Stars Night initiative as a fun, interactive way to teach children in the U.S. about nutrition. On select nights throughout the school year, local Food Lion stores transformed into classrooms, where students, parents and teachers learned about the Guiding Stars nutrition program – and how easy it is to locate wholesome and nutritious options rated good, better and best.

We continuously share knowledge and insights across our brands, to ensure we have the most impactful tactics in place and to learn and leverage the brands' expertise.

Make it a Lifestyle

We integrate health into a full lifestyle offering, incorporating food and non-food products, to encourage customers to embrace a healthier life – providing lifestyle coaching and inspiration, and collaborating in cross-industry partnerships, to provide services that help people live healthier.

Engaging with customers is part of everyday business for our brands. In the U.S., for example, Hannaford's team of registered dietitians offers free nutrition education in stores, online and throughout its communities – using carefully selected products to communicate science-based information about healthful eating. In addition to a library of free online nutrition booklets covering topics such as "Balancing Diabetes," "Gluten Free Living," "Healthy Heart" and "Living Active," customers can also access a variety of resources, including dietitian schedules and a collection of educational videos designed to make healthy living practical and approachable for all.

Metrics

We use the *Guiding Stars* ratings as our healthy sales standards for the U.S. brands and the Nutri-Score criteria for the European brands. Our methodology, estimates and judgments around the metrics used to measure customers' health and nutrition are included under *Sustainability notes*.

Performance management

	2025	2024	Change vs. prior year
% of healthy own-brand food sales as a proportion of total own-brand food sales	**52.0%**	52.4%	(0.4)pp
% healthy own-brand food sales as a proportion of total own-brand food sales (at constant exchange rates)[1]	**52.1%**	52.4%	(0.3)pp

1. For the performance at constant exchange rates, we used the rates that applied at the time the target was set.

By 2025, 52.0% of own-brand food sales across our brands consisted of sales from healthy products; this is 52.1% at constant exchange rates.

The Nutri-Score 2.0 algorithm made it harder for products to receive an A or B score, which had a total negative impact on performance. Excluding the change to Nutri-Score 2.0 at the CSE brands, the own-brand healthy sales percentage would have been 52.8% at constant rates (52.7% at current exchange rates), an improvement compared to 2024 of 0.4 percentage points. This improvement is mainly driven by product reformulations; the introduction of new, healthy products; and promotions of healthy products.

In 2025, we added own-brand healthy food sales at constant rates (at the rates that applied at the time the target was set), as this provides useful insights into the underlying performance of improving own-brand healthy food sales across our Company.

Encouraging customers to choose plant based protein

Ahold Delhaize has set a consolidated target for its European food retail brands to reach 50% plant-based food sales by 2030. Rebalancing protein consumption is a key lever in supporting healthier and more sustainable diets and in reducing emissions. In 2025, the plant-based share of protein sales reached 45%, demonstrating progress while also highlighting the challenge of shifting protein consumption at scale.

Alongside growing interest in plant-based options, demand for animal-based proteins remains strong, partly driven by fitness and high-protein dietary trends, as well as taste preferences, affordability and habitual choices. To actively support the transition, our brands are deploying a combination of levers, including expanding plant-based and mixed protein offerings, alongside campaigns and pricing strategies that help structurally increase the role of plant-based proteins, while continuing to respect diverse customer preferences and advancing lower-impact animal protein options.

governance information

Governance
Corporate culture

corporate culture

Impact on associates, customers, value chain workers, shareholders, suppliers and broader society through ethical business practices that are defined by policies, training and other initiatives for ethical business conduct and supported by an ethical culture.

Our impacts, risks and opportunities

Our corporate culture is an important aspect of how we run our business and impact associates, suppliers and customers. It helps us stay committed to doing what is right. This is about more than just protecting our reputation or avoiding legal issues. It is about creating a place where we all support, respect and inspire each other and the world around us.

With brands and companies in many different countries, we are dedicated to acting ethically and responsibly everywhere our brands operate.

Our IROs across our value chain

upstream and own operations
- Warehouse
- Distribution

own operations
- Retail

How we measure performance: Targets

Our Speak Up line is an important tool that internal and external stakeholders can use to report misconduct or raise other concerns. We measure the number of reports we receive on an annual basis, along with a breakdown of the top 10 issue types they relate to.

We do not set targets on the number of reports we receive. It is important that individuals, both in our Company and our value chain, feel empowered to share their concerns openly.

Policies

Our Code of Ethics and ethical principles

Our Code of Ethics is applicable to all Ahold Delhaize businesses and their associates. Our commitment to conduct our business in "the right way" is supported by our ethical principles:

- We respect each other
- We follow the law
- We engage with integrity

Along with these ethical principles, we work to create a culture where associates have the courage to speak up by sharing concerns, asking questions and reporting any potential misconduct.

No retaliation

Ahold Delhaize and its businesses strongly encourage reporting misconduct. We will not retaliate or allow retaliation against anyone who, in good faith, reports potential misconduct. Any form of direct or indirect retaliation is strictly prohibited and in direct violation of our Code of Ethics and Group Speak Up Policy. We take appropriate corrective action in substantiated retaliation cases.

The full Code of Ethics is available in the corporate governance section of our website at *www.aholddelhaize.com*.

Creating an ethical culture

Our ethical principles are the foundation of the culture that drives ethical decision making in every area of our business.

Group-wide policies are a key element in the control and mitigation of global risks – they ensure these risks are appropriately managed through both governance and processes. Because the environment in which our brands operate is becoming increasingly complex, we regularly review the risk landscape to ensure that we are addressing legal and regulatory risks. We also review all Group policies at least annually to ensure that they remain current and relevant to our business and address emerging and evolving risks or business activities.

Governance continued
Corporate culture continued

Culture as a driver of sustainable long-term value creation

At Ahold Delhaize, culture is a foundational element of how we create value every day for customers, associates, communities and shareholders. Our purpose – to inspire everyone to eat and live better, for a healthier future for people and planet – is brought to life through our shared values of integrity, care, courage, teamwork and humor. These values guide decision-making across all our brands and support the long-term resilience of our business. We ensure they contribute to sustainable long-term value creation by translating them into leadership expectations and behavioral standards for all associates and leaders, linked to performance management and development.

Our culture strengthens our ability to deliver on our Growing Together strategy. It fosters a working environment in which associates feel empowered to serve customers, embrace innovation, contribute to a safe and inclusive workplace, and act responsibly across the value chain. The culture we promote directly supports our focus on sustainable growth, operating discipline and responsible leadership

Embedding our values in daily conduct

We promote ethical and responsible behavior through a comprehensive set of governance mechanisms, including the Code of Ethics, Ahold Delhaize's Standards of Engagement, sustainability policies, product safety standards and mandatory annual training. These activities reinforce a culture in which associates understand their responsibilities and act with integrity in support of customers and communities.

Culture oversight and organizational governance

The Management Board and Executive Committee regularly assess cultural indicators, including Associate Engagement Survey results, Speak Up trends, safety metrics and workforce diversity data. We set targets and thresholds for key indicators (e.g., minimum training completion rates, target engagement and maximum case-handling timelines) and use variance analysis and trend reviews to assess their effectiveness.

The Supervisory Board provides oversight through its committees – including the Audit, Finance & Risk Committee, Health & Sustainability Committee, Governance & Nomination Committee, and Remuneration Committee – ensuring that culture remains aligned with long-term strategic objectives.

We remain committed to fostering a values-driven culture that supports responsible growth, enables associates to thrive, strengthens brand trust and creates sustainable long-term value creation for all stakeholders.

The Ethical Culture Survey, which we conduct biennially, serves as a key instrument to assess our ethical culture, benchmarking performance across eight pillars and identifying areas for improvement. Its findings inform targeted action plans at brand level, ensuring that opportunities are translated into concrete actions. We monitor progress through structured follow-up, supported by Ethics & Compliance guidance, helping us further embed our values and reinforce long-term value creation.

Our ethical principles

We respect each other

People are our most valuable assets. We are committed to providing a safe, secure and inclusive environment where all associates and customers are respected and appreciated.

We engage with integrity

We act ethically in all our relationships, both within the Company and in our interactions with customers, communities and suppliers.

We follow the law

We comply with applicable laws and regulations everywhere we do business and do not tolerate violations of the law.

How we protect our principles

We have the courage to speak up

We speak up as soon as possible so that the situation can be promptly addressed before it escalates.

Corruption and bribery

Ahold Delhaize and its businesses' commitment to "the right way, every day" includes compliance with laws relating to anti-corruption and bribery in all countries and jurisdictions in which we operate. The Ahold Delhaize Code of Ethics and our Group Anti-Corruption, Bribery and Money Laundering Policy prohibit any form of corruption or bribery, including facilitation payments. This guidance is available to all associates and is addressed in our Code of Ethics training, as well as in training and communication for functions that are at risk of encountering corruption and bribery.

Data privacy

Customers, associates and business partners entrust our businesses with their personal data, and we are dedicated to safeguarding this information, consistent with relevant security and privacy legislation and regulations. At Ahold Delhaize and its businesses, we strive to use customer data to benefit customers, whether it is checking their home address for deliveries, accessing their shopping history to provide personalized benefits or confirming account details for online orders. Our four privacy foundations – ethical and lawful, safe, transparent, and accountable – guide how we manage personal data. More information is available on our website, along with further information around how we maintain the security of systems and data. Ahold Delhaize and each of the businesses have a privacy notice for customers and associates, in line with local legal obligations, available on their websites or intranet. These notices inform customers, associates and business partners of how the businesses collect, use and share personal data, including information about the purposes and legal bases for which data is collected, applicable retention periods and how individuals can exercise their legal rights.

Governance continued
Corporate culture continued

Actions and resources

Our ethical culture depends on committed leaders who lead by example and informed associates who understand and comply with our ethical standards. Ahold Delhaize provides annual training to all associates, including part-time associates and contractors, on our ethical principles. Associates at manager level and above participate in more focused training on our Code of Ethics, ethical principles and ethical culture. In addition, the Code of Ethics and our ethical principles are communicated to all associates through our website, local intranet pages, posters, videos and local campaigns, and during our Company-wide Ethics Week.

In order to monitor key risks to our business, Ahold Delhaize has a Group-wide GRC framework. This framework consists of three pillars: the Committee structure for oversight, the policy framework that provides clear expectations and guidance, and the control framework that ensures appropriate levels of oversight and monitoring of our internal processes.

The Committee structure includes GRC Committees at both the Group and brand level, and typically includes key business and second-line function leaders, along with senior management. Our Group GRC Committee includes several members of Ahold Delhaize's Executive Committee and the VP of Group Compliance & Ethics. The key risks within the scope of the Group GRC Committee include ethical, legal and regulatory risks, such as conflict of interest, fraud and anti-corruption and bribery. All significant instances of non-compliance with legal obligations are reviewed by the Group GRC Committee to ensure that the non-compliance is appropriately addressed and remediated.

Speak Up line

Ahold Delhaize and its businesses provide multiple ways to report misconduct or raise concerns. Our *Speak Up line* is available for associates and third parties, including customers and individuals in our supply chains, to report misconduct, including irregularities, and raise concerns about improper behavior or possible violations of law or policy. Associates and third parties may choose to report anonymously when reporting misconduct or raising concerns.

The Speak Up line is accessible online and by phone, 24 hours per day, seven days per week, in the local languages of the countries in which our businesses operate. It is a confidential and secure service hosted by an external third-party company. The Speak Up line is communicated to associates on our website, on the brands' intranets, on posters and in our annual Code of Ethics training and communications. You can find Ahold Delhaize's Speak Up Policy, contact details and more information about the process, including a response timeline, in the Speak Up section of our website at www.aholddelhaize.com.

The Ethics teams at Ahold Delhaize and its businesses review the reports from the Speak Up lines on a quarterly basis and discuss and incorporate learnings to improve the system and ensure that processes are in place to address and prevent the reported issues.

All reports are forwarded to the appropriate internal resource for review and investigation. If misconduct is substantiated, appropriate corrective action is taken and remedy provided.

Metrics

In 2025, our Speak Up lines received 4,483 reports (2024: 4,581). The top 10 issue types reported were:

- Unfair treatment (34%)
- Misconduct or inappropriate behavior (18%)
- Bullying violence or threat (11%)
- Discrimination (11%)
- Sexual or other harassment (8%)
- Workplace safety (3%)
- Retaliation (3%)
- Time falsification (2%)
- Public / Food safety (2%)
- Request for guidance (2%)

All reports are forwarded to the appropriate internal resource for review and investigation. If misconduct is substantiated, appropriate corrective action is taken and remedy provided.

Approximately 55.1% of reports were made anonymously in 2025. On average, reports were investigated and resolved within 30 days. Approximately 34% of investigated reports were substantiated. In 2025, there were no confirmed incidents involving senior management.

Legal and regulatory compliance

During 2025, there were:

- No confirmed incidents of bribery, corruption, anti-competitive business practices and other significant ethical violations.
- No significant breaches of laws or regulations, including social or environmental impacts.
- No confirmed reports of significant financial reporting and accounting violations or fraud.
- No legal action, fines, penalties or settlements related to anti-competitive business practices.

Public Affairs

New and revised policy and regulatory initiatives can (significantly) affect our businesses, in terms of both opportunities and challenges. Therefore, Ahold Delhaize and its brands engage with public authorities to work toward positive outcomes for both business and society. We engage with public policymakers to share our views, strengthen the reputation of the Company and its brands and, where deemed appropriate, of our sector, and to create a favorable policy and regulatory framework for both the Company and society, its brands, and our sector in the long term.

Our Ahold Delhaize strategy is central to our efforts to engage with public policymakers.

Each Ahold Delhaize brand, either directly or indirectly through an affiliated entity, is responsible for addressing relevant public policy matters in a structured manner and coordinating its overarching public affairs agenda globally.

Ahold Delhaize and its brands are members of various industry associations that engage with public policymakers. These associations represent a broad array of industry interests and help to combine our efforts and coordinate with other companies on issues impacting Ahold Delhaize. We routinely review our trade association memberships to ensure that our corporate values and business objectives align on the issues most important to us, though the Company may not always agree with all of the positions taken by organizations of which we are a member.