

OFFERING CIRCULAR DATED MARCH 6, 2025



Koninklijke Ahold Delhaize N.V.

*(incorporated as a public limited liability company in the Netherlands,
with its statutory seat in Zaandam, the Netherlands)*

EUR 500,000,000 3.250% Sustainability-Linked Notes due 2033

Koninklijke Ahold Delhaize N.V. (the **Issuer**, the **Company** or **Ahold Delhaize**) will issue the 3.250% sustainability-linked notes due 2033 for an amount of EUR 500,000,000 (the **Notes**). The Notes will bear interest at the rate of 3.250% per annum, subject to an increased rate of 0.50% per annum upon the occurrence of a Step Up Event as described in Condition 4(b) (*Adjustment of Rate of Interest*) of the terms and conditions of the Notes (the **Terms and Conditions**). Interest on the Notes is payable annually in arrears on the Interest Payment Dates (as defined in Condition 4(a) of the Terms and Conditions) falling on March 10 in each year, commencing on March 10, 2026 up to and including the maturity date of the Notes, being March 10, 2033 (the **Maturity Date**).

The obligations of the Issuer under the Notes in respect of principal and interest constitute, (subject to the provisions of Condition 3 (*Negative Pledge*) of the Terms and Conditions), direct, unconditional and unsecured obligations of the Issuer, ranking *pari passu* without any preference among themselves, with all other outstanding unsecured and unsubordinated obligations of the Issuer, present and future, but only to the extent permitted by applicable laws relating to creditors' rights. Payments on the Notes shall be made free and clear of, and without withholding or deduction for or on account of taxes of the Netherlands or any political subdivision or any authority thereof or therein having power to tax to the extent described in Condition 7 (*Taxation*) of the Terms and Conditions. The holders of Notes will benefit from the Cross Guarantee Agreement among the Company, Delhaize Le Lion / De Leeuw NV, Delhaize US Holding, Inc. and certain of the subsidiaries of Delhaize US Holding, Inc. See Part VII (*Description of the Cross Guarantee*).

Unless previously redeemed, the Notes mature on the Maturity Date. Furthermore, the Notes are subject to redemption in whole or in part at their principal amount, together with accrued interest, (i) at the Issuer's option from and including the date falling three months prior to but excluding the Maturity Date and (ii) plus a "make-whole" premium at the Issuer's option at any time prior to the Maturity Date. The Notes are subject to redemption in whole, at their principal amount, together with accrued interest, (i) at the Issuer's option at any time in the event of certain changes affecting taxes of the Netherlands and (ii) at the Issuer's option on any Interest Payment Date at any time when the aggregate principal amount of the Notes outstanding is equal to or less than 25% of the aggregate principal amount of the Notes issued. See "Terms and Conditions of the Notes – Condition 5 (*Redemption and Purchase*)". The Notes may be redeemed at the option of the holders of the Notes at their principal amount upon a change of control that is followed by certain ratings downgrades or other ratings-related events as set forth in "Terms and Conditions of the Notes – Condition 5 (*Redemption and Purchase*)".

This offering circular (the **Offering Circular**) does not comprise a prospectus for the purposes of Regulation (EU) No 1129/2017 of the European Parliament and of the Council of 14 June 2017 (as amended, the **Prospectus Regulation**). Application has been made to The Irish Stock Exchange plc trading as Euronext Dublin (**Euronext Dublin**) for the approval of this Offering Circular as Listing Particulars. Application has been made to Euronext Dublin for the Notes to be admitted to the official list (the **Official List**) and to trading on the Global Exchange Market of Euronext Dublin (**GEM**). References in this Offering Circular to the Notes being "listed" (and all related references) shall mean that the Notes have been admitted to the Official List and have been admitted to trading on GEM. GEM is the exchange regulated market of Euronext Dublin and is not a regulated market for the purposes of Directive 2014/65/EU (as amended, **MiFID II**).

The Notes are expected to be assigned, on issue, a rating of BBB+ by S&P Global Ratings Europe Limited (**S&P**) and Baa1 by Moody's France SAS (**Moody's**). Each of S&P and Moody's is established in the European Union and is registered under the Regulation (EC) No. 1060/2009 (as amended, the **CRA Regulation**). As such, as of the date of this Offering Circular, each of S&P and Moody's is included in the list of credit rating agencies published by the European Securities and Markets Authority on its website (at <https://www.esma.europa.eu/credit-rating-agencies/cra-authorisation>) in accordance with the CRA Regulation. Neither S&P nor

Moody's is established in the United Kingdom, but it is part of a group in respect of which one of its undertakings is (i) established in the United Kingdom and (ii) is registered in accordance with Regulation (EC) No. 1060/2009 as it forms part of domestic law by virtue of the European Union (Withdrawal) Act 2018 (the **UK CRA Regulation**). The ratings issued by S&P and Moody's may be used for regulatory purposes in the United Kingdom. A credit rating is not a recommendation to buy, sell or hold securities and may be subject to revision, suspension or withdrawal at any time by the relevant rating organization.

An investment in the Notes involves certain risks. Prospective investors should have regard to the factors described in the chapter Part II (*Risk Factors*) starting on page 10.

Definitions used, but not defined, in this section can be found elsewhere in this Offering Circular. The language of the Offering Circular is English. Certain legislative references and technical terms have been cited in their original language in order that the correct technical meaning may be ascribed to them under applicable law.

The Notes will be issued in bearer form and shall have denominations of EUR 100,000 and integral multiples of EUR 1,000 in excess thereof, up to and including EUR 199,000. The Notes will initially be represented by a temporary global note in bearer form (the **Temporary Global Note**) without interest coupons, which is expected to be deposited with a common safekeeper on behalf of Clearstream Banking S.A. (**Clearstream, Luxembourg**) and Euroclear Bank SA/NV (**Euroclear**) on or about March 10, 2025 (the **Closing Date**). The Temporary Global Note will be exchangeable for a permanent global note in bearer form (the **Permanent Global Note**) without interest coupons attached, upon certification as to non-U.S. beneficial ownership, not earlier than the first day following the expiry of 40 days after the Closing Date.

This Offering Circular is dated March 6, 2025.

Joint Lead Managers

BofA Securities

Deutsche Bank

ING

J.P. Morgan

Société Générale Corporate & Investment Banking

Co-Managers

ABN AMRO

Erste Group

IMI – Intesa Sanpaolo

Rabobank

This Offering Circular has been prepared for the purposes of the listing and admission to trading of the Notes on Euronext Dublin and does not constitute an offer of, or an invitation by or on behalf of the Managers to, subscribe or purchase any of the Notes in any jurisdiction by any person to whom it is unlawful to make the offer or solicitation in such jurisdiction.

This Offering Circular is to be read in conjunction with all the documents which are incorporated herein by reference (see Part IV (*Documents Incorporated by Reference*) below). This Offering Circular shall be read and construed on the basis that such documents are incorporated in, and form part of, this Offering Circular. Other than in relation to the documents which are deemed to be incorporated by reference (see Part IV (*Documents Incorporated by Reference*) below), the information on the website to which this Offering Circular refers does not form part of this Offering Circular and has not been scrutinized or approved by Euronext Dublin.

This Offering Circular does not constitute an offer to sell or the solicitation of an offer to buy the Notes in any jurisdiction to any person to whom it is unlawful to make the offer or solicitation in such jurisdiction. The distribution of this Offering Circular and the offer or sale of Notes may be restricted by law in certain jurisdictions. The Issuer and the Managers do not represent that this Offering Circular may be lawfully distributed, or that the Notes may be lawfully offered, in compliance with any applicable registration or other requirements in any such jurisdiction, or pursuant to an exemption available thereunder, or assume any responsibility for facilitating any such distribution or offering. In particular, no action has been taken by the Issuer or the Managers that is intended to permit a public offering of the Notes or the distribution of this Offering Circular in any jurisdiction where action for that purpose is required. Accordingly, no Notes may be offered or sold, directly or indirectly, and neither this Offering Circular nor any advertisement or other offering material may be distributed or published in any jurisdiction, except under circumstances that will result in compliance with any applicable laws and regulations. Persons into whose possession this Offering Circular or any Notes may come must inform themselves about, and observe, any such restrictions on the distribution of this Offering Circular and the offering and sale of Notes.

For a description of further restrictions on offers and sales of Notes and distribution of this Offering Circular (see Part XIV (*Subscription and Sale*) below).

The Notes have not been and will not be registered under the United States Securities Act of 1933, as amended (the **Securities Act**), or the securities laws of any state or other jurisdiction of the United States. The Notes are being offered and sold solely outside the United States to non-U.S. persons in reliance on Regulation S under the Securities Act (**Regulation S**). The Notes may not be offered, sold or delivered within the United States or to, or for the account or benefit of U.S. persons (as defined in Regulation S) unless they have been so registered or pursuant to an available exemption from the registration requirements of the Securities Act. For a further description of certain restrictions on the offering and sale of the Notes and on the distribution of this document, see “Subscription and Sale” below.

MIFID II product governance / Professional investors and ECPs only target market – Solely for the purposes of each manufacturer’s product approval process, the target market assessment in respect of the Notes has led to the conclusion that: (i) the target market for the Notes is eligible counterparties and professional clients only, each as defined in MiFID II; and (ii) all channels for distribution of the Notes to eligible counterparties and professional clients are appropriate. Any person subsequently offering, selling or recommending the Notes (a **distributor**) should take into consideration the manufacturers’ target market assessment; however, a distributor subject to MiFID II is responsible for undertaking its own target market assessment in respect of the Notes (by either adopting or refining the manufacturers’ target market assessment) and determining appropriate distribution channels.

UK MIFIR product governance / Professional investors and ECPs only target market – Solely for the purposes of each manufacturer’s product approval process, the target market assessment in respect of the Notes has led to the conclusion that: (i) the target market for the Notes is only eligible counterparties, as defined in

the FCA Handbook Conduct of Business Sourcebook (**COBS**), and professional clients, as defined in Regulation (EU) No 600/2014 as it forms part of domestic law by virtue of the European Union (Withdrawal) Act 2018 (**UK MiFIR**); and (ii) all channels for distribution of the Notes to eligible counterparties and professional clients are appropriate. Any person subsequently offering, selling or recommending the Notes (a **distributor**) should take into consideration the manufacturers' target market assessment; however, a distributor subject to the FCA Handbook Product Intervention and Product Governance Sourcebook (the **UK MiFIR Product Governance Rules**) is responsible for undertaking its own target market assessment in respect of the Notes (by either adopting or refining the manufacturers' target market assessment) and determining appropriate distribution channels.

PRIIPs Regulation / Prohibition of sales to EEA retail investors – The Notes are not intended to be offered, sold or otherwise made available to and should not be offered, sold or otherwise made available to any retail investor in the European Economic Area (**EEA**). For these purposes, a retail investor means a person who is one (or more) of: (i) a retail client as defined in point (11) of Article 4(1) of MiFID II; (ii) a customer within the meaning of Directive 2016/97/EU (as amended, the **Insurance Distribution Directive**), where that customer would not qualify as a professional client as defined in point (10) of Article 4(1) of MiFID II; or (iii) not a qualified investor as defined in the Prospectus Regulation. Consequently no key information document required by Regulation (EU) No 1286/2014 (as amended, the **PRIIPs Regulation**) for offering or selling the Notes or otherwise making them available to retail investors in the EEA has been prepared and therefore offering or selling the Notes or otherwise making them available to any retail investor in the EEA may be unlawful under the PRIIPs Regulation.

UK PRIIPs Regulation / Prohibition of sales to UK retail investors – The Notes are not intended to be offered, sold or otherwise made available to and should not be offered, sold or otherwise made available to any retail investor in the United Kingdom (**UK**). For these purposes, a retail investor means a person who is one (or more) of: (i) a retail client, as defined in point (8) of Article 2 of Regulation (EU) No 2017/565 as it forms part of domestic law by virtue of the European Union (Withdrawal) Act 2018 (**EUWA**); (ii) a customer within the meaning of the provisions of the Financial Services and Markets Act 2000 (the **FSMA**) and any rules or regulations made under the FSMA to implement Directive (EU) 2016/97, where that customer would not qualify as a professional client, as defined in point (8) of Article 2(1) of Regulation (EU) No 600/2014 as it forms part of domestic law by virtue of the EUWA; or (iii) not a qualified investor as defined in Article 2 of Regulation (EU) 2017/1129 as it forms part of domestic law by virtue of the EUWA. Consequently no key information document required by Regulation (EU) No 1286/2014 as it forms part of domestic law by virtue of the EUWA (the **UK PRIIPs Regulation**) for offering or selling the Notes or otherwise making them available to retail investors in the UK has been prepared and therefore offering or selling the Notes or otherwise making them available to any retail investor in the UK may be unlawful under the UK PRIIPs Regulation.

Although the interest rate relating to the Notes will be subject to an upward adjustment in the event the Issuer and its consolidated subsidiaries fail to achieve a Reduction Percentage Threshold (as defined in Condition 4(b) (*Adjustment of Rate of Interest*)) of the Terms and Conditions, the Notes may not satisfy an investor's requirements or any future legal or other standards for investment in assets with sustainability characteristics. See "*Risk Factors – Risks related to the Notes*". None of the Managers makes any representation as to the suitability of the Notes to fulfil environmental, social or sustainability criteria required by any prospective investors.

CONTENTS

	Page
Part I: Important Information	6
Part II: Risk Factors.....	10
Part III: Key Features of the Notes.....	28
Part IV: Documents Incorporated by Reference.....	32
Part V: Terms and Conditions of the Notes.....	34
Part VI: Summary of Provisions relating to Notes while in Global Form.....	52
Part VII: Description of the Cross Guarantee.....	54
Part VIII: Description of the Issuer	63
Part IX: Management and Corporate Governance	73
Part X: Major Shareholders	74
Part XI: Description of the Shares and Articles of Association	75
Part XII: Use of Proceeds.....	77
Part XIII: Taxation	78
Part XIV: Subscription and Sale.....	82
Part XV: General Information.....	86

PART I: IMPORTANT INFORMATION

No person is or has been authorized to give any information or to make any representation not contained in or not consistent with this Offering Circular and any information or representation not so contained or inconsistent with this Offering Circular or any other information supplied in connection with the Notes and, if given or made, such information must not be relied upon as having been authorized by or on behalf of the Issuer or the Managers. Neither the delivery of this Offering Circular nor any sale made in connection herewith shall, under any circumstances, create any implication that the information contained in this Offering Circular is true subsequent to the date hereof or otherwise that there has been no change in the affairs of the Issuer since the date hereof or the date upon which this Offering Circular has been most recently amended or supplemented or that there has been no adverse change, or any event likely to involve any adverse change, in the condition (financial or otherwise) of the Issuer since the date hereof or, if later, the date upon which this Offering Circular has been most recently amended or supplemented or that the information contained in it or any other information supplied in connection with the Notes is correct at any time subsequent to the date on which it is supplied or, if different, the date indicated in the document containing the same. The Managers expressly do not undertake to review the financial condition or affairs of the Issuer during the life of the Notes.

Neither this Offering Circular nor any other information supplied in connection with the offering of the Notes should be considered as a recommendation by the Issuer or the Managers that any recipient of this Offering Circular or any other information supplied in connection with the offering of the Notes should purchase any Notes. Each investor contemplating purchasing any Notes should make its own independent investigation of the financial condition and affairs, and its own appraisal of the creditworthiness, of the Issuer. Neither this Offering Circular nor any other information supplied in connection with the offering of the Notes constitutes an offer or invitation by or on behalf of the Issuer or any of the Managers to any person to subscribe for or to purchase any Notes.

Neither the Managers nor any of their respective affiliates have authorised the whole or any part of this Offering Circular and none of them makes any representation or warranty or accepts any responsibility as to the accuracy or completeness of the information contained in this Offering Circular or any responsibility for any acts or omissions of the Issuer or any other person (other than the relevant Manager) in connection with the issue and offering of the Notes.

Save for the Issuer, no other party has independently verified the information contained herein. Accordingly, no representation, warranty or undertaking, express or implied, is made and no responsibility or liability is accepted by the Managers as to the accuracy or completeness of the information contained or incorporated in this Offering Circular or any other information in connection with the Issuer or the offering of the Notes. The Managers do not accept any liability, whether arising in tort or in contract or in any other event, in relation to the information contained or incorporated by reference in this Offering Circular or any other information in connection with the Issuer, the offering of the Notes or the distribution of the Notes.

All references in this document to **euro**, **EUR** and **€** refer to the currency introduced at the start of the third stage of European economic and monetary union pursuant to the Treaty establishing the European Community, as amended.

In connection with the issue of the Notes, BofA Securities Europe SA (the **Stabilizing Manager**) (or any person acting on behalf of the Stabilizing Manager) may over-allot Notes or effect transactions with a view to supporting the market price of the Notes at a level higher than that which might otherwise prevail. However, stabilization may not necessarily occur. Any such stabilization action may begin on or after the date on which adequate public disclosure of the terms of the offer of the Notes is made and, if begun, may cease at any time, but it must end no later than the earlier of 30 days after the issue date of the Notes and 60 days after the date of the allotment of the Notes. Any stabilization action or over-allotment must be conducted by the Stabilizing Manager in accordance with all applicable laws and rules.

The summaries and descriptions of legal provisions, accounting principles or comparisons of such principles, legal company forms or contractual relationships reported in the Offering Circular may in no circumstances be interpreted as investment, legal or tax advice for potential investors. Potential investors are urged to consult their own advisor, bookkeeper or other advisors concerning the legal, tax, economic, financial and other aspects associated with the subscription to the Notes.

The Notes are intended to be held in a manner which would allow eligibility for the central banking system for the euro (the **Eurosystem**). This simply means that the Notes are intended upon issue to be deposited with one of the ICSDs as common safekeeper and does not mean that the Notes will be recognized as eligible collateral for Eurosystem monetary policy and intra-day credit operations by the Eurosystem either upon issue or at any or all times during their life. Such recognition will depend upon satisfaction of the Eurosystem eligibility criteria.

SUITABILITY OF INVESTMENT

The Notes may not be a suitable investment for all investors. Each potential investor in the Notes must determine the suitability of that investment in light of its own circumstances. In particular, each potential investor should:

- (i) have sufficient knowledge and experience to make a meaningful evaluation of the Notes, the merits and risks of investing in the Notes and the information contained or incorporated by reference in this Offering Circular or any applicable supplement;
- (ii) have access to, and knowledge of, appropriate analytical tools to evaluate, in the context of its particular financial situation, an investment in the Notes and the impact the Notes will have on its overall investment portfolio;
- (iii) have sufficient financial resources and liquidity to bear all of the risks of an investment in the Notes, including where the currency for principal or interest payments is different from the potential investor's currency;
- (iv) understand thoroughly the terms of the Notes and be familiar with the behavior of any relevant financial markets; and
- (v) be able to evaluate (either alone or with the help of a financial adviser) possible scenarios for economic, interest rate and other factors that may affect its investment and its ability to bear the applicable risks.

When potential investors make a decision to invest in the Notes, they should base this decision on their own research of the Issuer and the conditions of the Notes, including, but not limited to, the associated benefits and risks. The investors must themselves assess, with their own advisors if necessary, whether the Notes are suitable for them, considering their personal income and financial situation. In case of any doubt about the risk involved in purchasing the Notes, investors should abstain from investing in the Notes.

The investment activities of certain investors are subject to legal investment laws and regulations, or review or regulation by certain authorities. Each potential investor should consult its legal advisers to determine whether and to what extent (i) Notes are legal investments for it, (ii) Notes can be used as collateral for various types of borrowing, and (iii) other restrictions apply to its purchase or pledge of any Notes. The investors should consult their legal advisers to determine the appropriate treatment of Notes under any applicable risk-based capital or similar rules.

Potential purchasers and sellers of the Notes should be aware that they may be required to pay taxes or other documentary charges or duties in accordance with the laws and practices of the country where the Notes are transferred or other jurisdictions. Potential investors are advised not to rely upon the tax summary contained in this Offering Circular but to seek the advice of a tax professional regarding their individual tax liabilities with respect to the acquisition, sale and redemption of the Notes. Only these advisors are in a position to duly consider the specific situation of the potential investor. This investment consideration has to be read in connection with Part XIII (*Taxation*).

FORWARD-LOOKING STATEMENTS

Certain statements included, or incorporated by reference, in this Offering Circular that address activities, events or developments that we expect or anticipate will or may occur in the future, may constitute “forward-looking statements”. All statements other than statements of historical facts may be forward-looking statements. Forward-looking statements can be identified by certain words, such as “anticipate,” “intend,” “plan,” “goal,” “seek,” “believe,” “project,” “estimate,” “expect,” “strategy,” “future,” “likely,” “may,” “should,” “will” and similar references to future periods.

Forward-looking statements are subject to risks, uncertainties and other factors that are difficult to predict and that may cause the actual results of the Company to differ materially from future results expressed or implied by such forward-looking statements. Forward-looking statements are set forth in a number of places in this Offering Circular, including in Part II (*Risk Factors*) and Part VIII (*Description of the Issuer*). Prospective investors should not place undue reliance on any of these forward-looking statements. Factors that might cause or contribute to such a material difference include, but are not limited to, the factors affecting the Company's business set forth in Part II (*Risk Factors*) of this Offering Circular and in the Company's public filings and other disclosures. Forward-looking statements reflect the current views of the Company's management and assumptions based on information currently available to the Company's management. Forward-looking statements speak only as of the date of this Offering Circular, and the Company does not assume any obligation to update such statements, except as required by law.

PART II: RISK FACTORS

The Issuer believes that the following factors may, individually or cumulatively, affect its ability to fulfill its obligations under the Notes. Most of these factors are contingencies that may or may not occur. Although the Issuer has conducted a materiality assessment to determine which risk factors are most material if they were to occur, the Issuer is not in a position to express a view on the likelihood of any such contingency occurring.

In addition, factors that are material for the purpose of assessing the market risks associated with the Notes are described below.

The Issuer believes that the factors described below represent the material risks inherent in investing in the Notes, but the inability of the Issuer to pay interest, principal or other amounts on or in connection with the Notes may occur for other reasons that may not be considered material risks by the Issuer based on information currently available to it or which it may not currently be able to anticipate. Prospective investors should also read the detailed information set out elsewhere in this Offering Circular or incorporated by reference in this Offering Circular and reach their own views prior to making any investment decision and consult with their own professional advisors if they consider it necessary. Terms defined in Part V (Terms and Conditions of the Notes) shall have the same meaning where used below. All references to “our”, “we”, “us”, etc. are to the Issuer.

FACTORS THAT MAY AFFECT THE ISSUER'S ABILITY TO FULFIL ITS OBLIGATIONS UNDER THE NOTES

Financial risks relating to the Issuer

Unfavorable macroeconomic conditions may negatively impact our financial performance.

A deterioration of macroeconomic conditions in the regions and countries in which our respective subsidiaries' operations are conducted could adversely affect our financial performance and position. Prevailing economic conditions (recessionary pressures, high levels of inflation, higher unemployment levels, lower or stagnating real wages, declining access to credit, government monetary and fiscal policies, fluctuations in interest rates, market indices, equity and other securities prices, weaknesses in housing and real estate markets, removal of subsidies, reduced public spending or credit crises, increases in fuel and commodity prices and a loss of consumer confidence) may impact the disposable income and shopping habits of our customers which may in turn affect the demand for our products and our ability to maintain our revenues in line with targets and expectations. The cost of doing business may also be materially affected as a result of, amongst other things, increases in the costs of, or volatility in the costs of, raw materials or commodities, including foods, energy prices and other elements of operational and capital expenditure, cost increases being passed along supply chains by primary producers and suppliers and adverse exchange rate movements. If it is not possible to adjust Ahold Delhaize's pricing structures accordingly in line with increasing costs (price increases may influence customer spending decisions and priorities and adversely impact the Issuer or some of its subsidiaries' relative competitive position), Ahold Delhaize will need to absorb them, resulting in an adverse effect on margins and profitability. Any combination of these adverse changes to general economic conditions or the cost of doing business could have a significant adverse effect on Ahold Delhaize's business, the businesses of our subsidiaries, cash flows, financial condition, or results of operations.

We have financial debt outstanding that could negatively impact our business.

As of December 29, 2024, Ahold Delhaize's consolidated net debt was EUR 14,129 million, which represents 27% of our total assets. The Issuer defines net debt as the difference between (i) the sum of loans, lease liabilities and short-term debt and (ii) cash, cash equivalents, current portion of investment in debt instruments, and short-term deposits and similar instruments. The Issuer takes the view that, because cash, cash equivalents, current portion of investments in debt instruments and short-term deposits and similar instruments can be used, among other things, to repay indebtedness, netting this against gross debt is a useful measure for investors to judge Ahold Delhaize's leverage. Net debt may include certain cash items that are not readily available for repaying debt.

Our level of debt may affect our day-to-day business by limiting our financial flexibility to adopt to industry changes or place us in a competitive disadvantage with companies less leveraged than us. Our level of debt also leaves us more vulnerable against economic and industry conditions and requires us to allocate portions of our cash flows for debt service purposes. Financial risks associated to our level of debt also include potential difficulties to obtain additional financing.

The significance of the contributions of our U.S. businesses to our revenues and the geographic concentration of our respective subsidiaries' U.S. operations on the East Coast of the United States make us vulnerable to economic downturns, natural disasters and other catastrophic events that impact that region.

A total of 60.7% of our net sales during the 52 weeks ended December 29, 2024, was generated through our respective subsidiaries' U.S. operations. We depend in part on these U.S. operations for dividends and other payments to generate the funds necessary to meet financial obligations. Substantially all of the U.S. operations are located on the East Coast of the United States. Consequently, the operations depend significantly upon economic and other conditions in this area, in addition to those that may affect the United States or the world as a whole. Our operating and financial results as a whole may suffer based on a general economic downturn, natural disaster, change in regulations or level of government support or other adverse conditions impacting the East Coast of the United States.

Unfavorable exchange rate fluctuations may negatively impact our financial performance.

Our respective subsidiaries' operations are conducted primarily in the United States, the Eurozone countries of the Netherlands, Belgium and Greece and to a lesser extent in other parts of Europe outside the Eurozone, including the Czech Republic, Romania and the Republic of Serbia. Although our historical financial information is being presented in euros, during the 52 weeks ended December 29, 2024, we derived 68% of our net sales from subsidiaries that have functional currencies other than the euro. The operating results and the financial position of each of our entities outside the Eurozone are accounted for in the relevant local currency, including the U.S. dollar, and are then translated into euros at the applicable foreign currency exchange rate for inclusion in our consolidated financial statements. Exchange rate fluctuations between these local currencies, including the U.S. dollar, and the euro could have a material adverse effect on our consolidated financial statements.

Because a substantial portion of our assets, liabilities and operating results are denominated in currencies other than our presentation currency, the euro, we are particularly exposed to currency risk arising from fluctuations in the value of these currencies against the euro. We aim to minimize this exposure by funding our foreign operations in their functional currency, wherever feasible. Nevertheless, a twenty-percentage point weakening of the U.S. dollar to the euro results in a decrease of the operating income of the Group by EUR 369 million in the 52 weeks ended December 29, 2024.

The cross guarantee mechanism in place with us and some of our subsidiaries entails certain limits and restrictions and enforcing such guarantee in a legal proceeding, as necessary, would entail additional costs and formalities for the Noteholders.

The Guarantors are subsidiaries of the Issuer. Potential investors must read the description of the Cross Guarantee Agreement set out in Part VII (*Description of the Cross Guarantee*) below. In particular, the Noteholders will benefit from the Cross Guarantee Agreement, but it must be noted that in certain circumstances a Guarantor may terminate its guarantee. Also, the obligations of the Guarantors under the Cross Guarantee Agreement are limited to the maximum amount that can be guaranteed without constituting a fraudulent conveyance or fraudulent transfer under the various applicable insolvency laws. The Guarantors are obligated to make payments owed in respect of the Notes, in the event of non-payment by the Issuer without Noteholders needing to take any formal action. However, in case of default of the Issuer and non-performance by the Guarantors, if any Noteholder decides to enforce the guarantee in a legal proceeding, he would proceed directly against one or, if a single Guarantor is unable to financially satisfy a claim, several Guarantors (the guarantee binds all parties to the Cross Guarantee Agreement, but it is possible that the Noteholder must proceed against several Guarantors in case of default of one or several Guarantors). The Fiscal Agent will only proceed to make payment, if he has received an adequate amount from one or several Guarantors. The Fiscal Agent shall deduct the movable withholding tax on the accrued interests that would be reimbursed, if and to the extent so required by applicable law. The Cross Guarantee Agreement is governed by New York law, which may lead to additional costs as the Noteholders may need to request assistance of a lawyer with expertise in financial products and New York law.

As a guarantor under the Cross Guarantee Agreement and some other agreements, under certain circumstances, we may have to pay for financial indebtedness of any of our subsidiaries.

Under the Cross Guarantee Agreement, if any financial indebtedness (as defined under Part VII (*Description of the Cross Guarantee*) below) owed by one of our subsidiaries party to such agreement is not recoverable from such entity, the creditor may call upon the guarantee and claim against any of the guarantors, including Ahold Delhaize, in accordance with the terms of the Cross Guarantee Agreement. We may therefore have to pay for any Financial Indebtedness of any of our subsidiaries party to the Cross Guarantee Agreement in case of default of such party. As at the date of this Offering Circular, the outstanding bonds and notes at subsidiaries guaranteed by the Issuer amount to EUR 808 million. Apart from our guarantee under the Cross Guarantee Agreement, we may also have to pay amounts owed by any of our subsidiaries in case of default by such subsidiaries, in instances where we guaranteed the undertakings of any such subsidiaries.

We may experience adverse results arising from claims against our self-insurance programs. Additionally, new or renewed insurance policies may be subject to increases in premiums and decreases in coverage limits, and, insurance coverage over specific lines of coverage may be difficult or prohibitively expensive to obtain.

We manage our insurable risks through a combination of self-insurance and commercial insurance coverage. Our and our respective subsidiaries' operations in the United States are self-insured for workers' compensation, general liability, property, vehicle accident and certain health care-related claims. Self-insurance liabilities are estimated based on actuarial valuations. While we believe that our actuarial estimates are reasonable, they are subject to a high degree of variability and uncertainty caused by such factors as future interest and inflation rates; future economic conditions; litigation and claims; settlement trends and results; legislative and regulatory changes; changes in benefit levels; and the frequency and severity of incurred-but-not-reported claims. It is possible that the final resolution of some claims may require significant expenditures in excess of existing reserves.

We assess and monitor the financial strength and credit-worthiness of the commercial insurers from which we purchase insurance. However, we remain exposed to a degree of counterparty credit risk with respect to these insurers. If conditions of economic distress were to cause the liquidity or solvency of our counterparties to

deteriorate, we may not be able to be indemnified from the insurer in accordance with the terms and conditions of our policies.

Risk transfer to insurers is dependent upon insurance market dynamics, including fluctuating risk appetite on certain lines of coverage, the willingness of insurers to underwrite and Ahold Delhaize exposure.

The Issuer does not present stand-alone financial information for individual Guarantors and audited consolidated financial statements for the Issuer included in this Offering Circular may be of limited use in assessing the financial position of individual Guarantors.

As of and during the 52 weeks ended December 29, 2024, the Issuer represented -44% of the Issuer and its subsidiaries' (the **Group**) net assets and -4% of the Group's EBITDA.¹ As of and during the 52 weeks ended December 29, 2024, the Guarantors represented 41% of the Group net assets and 41% of the Group EBITDA. The Issuer defines EBITDA as operating income / (loss) plus depreciation and amortization. The 2023 Audited Financial Statements and the 2024 Audited Financial Statements (each as defined in Part IV (*Documents incorporated by reference*)) are consolidated at the Issuer level and do not include standalone financial information of individual Guarantors. As the non-Guarantor subsidiaries of the Issuer represent 102% of the consolidated net assets and 64% of the consolidated Group EBITDA as at and for the 52 weeks ended December 29, 2024, such financial information may be of limited use in assessing the financial position of individual Guarantors. Financial information of the Issuer, the Guarantors and non-guarantors is consolidated in the 2023 Audited Financial Statements and the 2024 Audited Financial Statements.

Increasing costs associated with our defined benefit pension plans may adversely affect our operating results, financial position or liquidity.

A number of union employees working for Ahold Delhaize's brands in the United States are covered by multi-employer plans (**MEPs**) based on obligations arising from collective bargaining agreements. The risks of participating in multi-employer plans are different from the risks of single employer plans. Ahold Delhaize's contributions are pooled with the contributions of other contributing employers and are therefore used to provide benefits to employees of these other participating employers. If other participating employers cease to participate in the plan without paying their allocable portion of the plan's unfunded obligations, this could result in increases in the amount of the plan's unfunded benefits and, thus, Ahold Delhaize's future contributions. Similarly, if a number of employers cease to have employees participating in the plan, Ahold Delhaize could be responsible for an increased share of the plan's deficit. If Ahold Delhaize seeks to withdraw from a multi-employer plan, it generally must obtain the agreement of the applicable unions and will likely be required to pay withdrawal liability in connection with this.

Under normal circumstances, when a multi-employer plan reaches insolvency, it must reduce all accrued benefits to the maximum level guaranteed by the U.S. Pension Benefit Guaranty Corporation (**PBGC**). Multi-employer plans pay annual insurance premiums to the PBGC for such benefit insurance.

Ahold Delhaize participates in 7 multi-employer pension plans that are defined benefit plans on the basis of the terms of the benefits provided. The Company's participation in these multi-employer plans, and the funding status of the plans is outlined in the MEP Overview table shown in Note 24 to the 2024 Audited Financial Statements (as defined under Part IV (*Documents Incorporated By Reference*) below).

The Group estimates its proportionate share of the total net deficit to be EUR 76 million as of and during the 52 weeks ended December 29, 2024 versus EUR 103 million as of and during the 52 weeks ended December 31, 2023. The estimate of the Company's net proportionate share of the plans' deficits is based on the latest available information received from these plans, such as the plans' measurement of plan assets and the use of discount rates between 6.5% and 7.5%. Ahold Delhaize's proportionate share of deficit (surplus) is calculated

¹ In this risk factor, the EBITDA and net asset figures are unaudited and any deviation of the EBITDA or net assets figures from 100% is due to rounding.

by multiplying the deficit / (surplus) of each plan that the Company participates in by Ahold Delhaize's participation percentage in that plan. This proportional share of deficit / (surplus) is an indication of our share of deficit / (surplus) based on the best available information. Ahold Delhaize does not have sufficient information to accurately determine its ratable share of plan obligations and assets following defined benefit accounting principles and the financial statements of the multi-employer plans are drawn up on the basis of other accounting policies than those applied by Ahold Delhaize. Consequently, these multi-employer plans are not included in the Company's consolidated balance sheet.

As with all pension plans, multi-employer pension plans in the U.S. are regulated by the Employee Retirement Income Security Act of 1974 (ERISA), as amended; the Pension Protection Act of 2006 (PPA); and the Multi-employer Pension Reform Act of 2014 (MPRA), among other legislation.

Under the PPA, plans are categorized as "endangered" (Yellow Zone), "seriously endangered" (Orange Zone), "critical" (Red Zone), or neither endangered nor critical (Green Zone). This categorization is primarily based on three measures: the plan's funded percentage, the number of years before the plan is projected to have a minimum funding deficiency under ERISA and the number of years before the plan is projected to become insolvent.

A plan is in the "Yellow Zone" if the funded percentage is less than 80% or a minimum funding deficiency is projected within seven years. If both of these triggers are reached, the plan is in the "Orange Zone." Generally, a plan is in the "Red Zone" if a funding deficiency is projected at any time in the next four years (or five years if the funded percentage is less than 65%). Plans with a funding ratio above 80% are generally designated as being in the "Green Zone." A plan in the "Red Zone" may be further categorized as "critical and declining" if the plan is projected to become insolvent within the current year or within either the next 14 years or the next 19 years, depending on the plan's ratio of inactive participants to active participants and the plan's specific funding percentage. Multi-employer plans in endangered or critical status are required by U.S. law to develop either a funding improvement plan (FIP) or a rehabilitation plan (RP) to enhance funding through reductions in benefits, increases in contributions, or both.

As shown within the MEP Overview table, as of December 29, 2024 the Group's proportionate share of the deficit is EUR 76 million, with some of these plans in a "red zone" status. If the underfunded liabilities of the multi-employer pension plans are not reduced, either by improved market conditions, reductions in benefits and / or collective bargaining changes, increased future payments by the Company and the other participating employers may result. However, all future increases generally will be subject to the collective bargaining process.

During the 52 weeks ended December 29, 2024, the Group's contributions were EUR 22 million. Ahold Delhaize has a risk of increased contributions and withdrawal liability (upon a withdrawal) if any of the participating employers in an underfunded multi-employer plan withdraw from the plan or become insolvent and are no longer able to meet their contribution requirements or if the multi-employer plan itself no longer has sufficient assets available to fund its short-term obligations to the participants in the plan. If and when a withdrawal liability is assessed, it may be substantially higher than the proportionate share noted above. Any adjustment for a withdrawal liability will be recorded when it is probable that a liability exists, and the amount can be reliably estimated.

Strategic risks relating to the Issuer

Our results are subject to risks relating to competition and pressure on profit margins in the food retail industry.

The food retail industry is competitive and generally characterized by pressure on profit margins. Our competitors include international, national, regional and local supermarket chains, supercenters, independent grocery stores, specialty food stores, warehouse club stores, retail drug chains, convenience stores, membership clubs, general merchandisers, discount and online retailers and restaurants. It is possible that we could face increased competition in the future from some or all of these competitors, especially from non-traditional eCommerce retailers who are capitalizing on the shift in consumer purchasing from in-store to online and mobile. In addition, consolidation in the food retail industry due to increasing competition from larger companies is also likely to continue. Food retail businesses generally compete on the basis of location, quality of products, service, price, product variety, store condition and eCommerce offerings. The ability to maintain our current position depends upon the ability of our respective subsidiaries to compete in the food retail industry through various means such as price promotions, continued reduction of operating expenses where the cost savings are reinvested in our Company, enhancing customer offerings and store expansions. To the extent that prices are reduced to maintain or grow market share, net income and cash generated from the respective subsidiaries' operations could be adversely affected. Some of our competitors may have financial, distribution, purchasing and marketing resources that are greater than ours, and there is no assurance that we will be able to successfully compete in the markets where our respective subsidiaries operate. Profitability could be impacted as a result of the pricing, purchasing, financing, advertising or promotional decisions made by our competitors. Such an impact on profitability could have a significant adverse effect on our business and the businesses of our respective subsidiaries, cash flows, financial condition or operating results.

We may be unable to successfully develop and execute our strategy, which may include, but is not limited to, completing renovations and conversions, implementing brand marketing plans, growing our eCommerce business and executing our sustainability strategy.

Our success depends in large part on the ability of our respective subsidiaries to operate their customers' preferred local supermarkets. If they are unable to successfully develop and execute a strategy, or if our plans fail to meet customers' expectations, our overall financial condition and operating results could be adversely affected. The introduction, implementation, success and timing of new business initiatives and strategies, including but not limited to initiatives to increase revenue, reduce costs or enter into new areas of business, could be less successful or could be different than anticipated, which could materially adversely affect our business. Our strategy relies on our ability to, among others, complete store renovations and conversions, implement and execute brand-specific marketing plans, and expand our eCommerce business. These are described further below.

A key to our respective subsidiaries' business strategy is the renovation and/or conversion of existing stores as well as the renovation of infrastructure. During the 52 weeks ended December 29, 2024, 433 stores were remodelled. Although it is expected that cash flows generated from operations, supplemented by the unused borrowing capacity under our credit facilities and the availability of capital lease financing, will be sufficient to fund capital renovation programs and conversion initiatives, sufficient funds may not be available. The inability to successfully renovate and/or convert existing stores and other infrastructure could adversely affect our businesses, operating results and ability to compete successfully.

In addition, customers are increasingly shopping over our brand's eCommerce websites (e.g., delhaize.be, ah.nl, bol.com, hannafood.com) and mobile commerce applications. During the 52 weeks ended December 29, 2024, 10% of net sales were derived from our eCommerce business, also referred to as 'online sales'. We anticipate that online and mobile shopping will continue to be a key component of growth for food retailers in years to come, as witnessed by the most recent entrance of specialty eCommerce platforms in partnership with traditional supermarkets. Any failure by our respective subsidiaries to provide attractive, user-friendly online

shopping platforms that meet the expectations of online shoppers and adapt to future developments and trends in eCommerce could place them and us at a competitive disadvantage, result in the loss of eCommerce and other sales, harm our reputation with customers and have a material adverse impact on the growth of our eCommerce business, operating results and ability to compete successfully.

Societal, customer and other stakeholder expectations around sustainability initiatives and our performance in relation to environmental, social and governance topics are considered in our strategy. Failure of the Issuer or any of our respective subsidiaries to effectively meet stakeholder expectations with regard to material environmental, social or governance topics may have an adverse effect on our reputation and financial performance. We may be exposed to other climate and environmental risks concerning structural changes made in the transition to a low-carbon, environment-conscious economy, such as shifts in consumer behaviour, volatility in commodity and energy markets, technological change and climate and environment-related policy and regulation. Inability or failure to effectively align our strategy with future developments in relation to transitional climate change and environmental risks could have a material impact on our competitiveness and could adversely affect our business, operating results and ability to compete successfully.

We are exposed to reputational risk from the actions of our joint venture partners, franchised and affiliated stores, and similar arrangements.

As the Issuer has entered into joint ventures, franchised and affiliated stores, and similar arrangements, there remains an inherent risk in managing them. The operators of our affiliated and franchised stores operate and oversee the daily operations of their stores and are independent third parties. The reputation of the Issuer may as a result be impacted by issues that affect its partners. For example, the countries in which some of our joint ventures and affiliates operate in have varying and often less stringent laws and regulations regarding product safety and integrity, as well as labor laws and standards. Even if the partner or affiliate is operating within the boundaries of their local laws and regulations, a violation of what is considered morally and ethically responsible and acceptable could result in significant scrutiny on our global company resulting in consumer fall-out or protest. Although we attempt to properly select, train and support the operators of our affiliated and franchised stores, the ultimate success and quality of any affiliated or franchised store will rest with the third-party operators. Additionally, at the brand and global levels, a social listening tool is utilized to monitor and assess the level of public discussion surrounding our brands and global enterprise on a variety of key topics. To the extent that public discussion evolves in a way that is harmful to the reputation of our brands or global enterprise, it triggers the brand and global Communications teams to step in and direct public discussion and reiterate the Company's statements and positions. The residual risk to our organization is that despite our best efforts to hold our partners and affiliates to our own standards of operation, a product safety or labor related violation in a partner or affiliate may have a significant impact to our global reputation and sales.

Operational risks relating to the Issuer

A competitive labor market, changes in labor conditions or labor disruptions such as strikes, work stoppages and slowdowns may increase our respective subsidiaries' costs or negatively affect their financial performance.

Our success depends in part on our and our respective subsidiaries' ability to attract and retain qualified personnel in all the businesses, including executives to lead them. We compete with other businesses in our markets in attracting and retaining employees. Tight labor markets, increased overtime, collective labor agreements, increased healthcare costs, government-mandated increases in the minimum wage and a higher proportion of full-time employees could result in an increase in labor costs, which could materially impact our respective subsidiaries' operating results. A shortage of qualified employees may also require increases in wage and benefit offerings to compete effectively in the hiring and retention of qualified employees or to retain more expensive temporary employees. We are committed to providing a safe and secure working environment to ensure the safety and well-being of our employees. However, it is possible that incidents or situations may cause injuries or negatively impact the well-being of some of our personnel which could negatively impact

productivity, lead to legal actions or adverse publicity and have a material adverse impact on cash flows, financial condition and operating results.

A number of our and our respective subsidiaries' employees, both in the United States and Europe, are members of unions. It is possible that relations with the unionized portion of some or all of those workforces could deteriorate or that the workforces could initiate a strike, work stoppage or slowdown in the future. Similar actions by the non-unionized workforces of our company's or the respective subsidiaries are also possible. In such an event, our respective subsidiaries' businesses, cash flows, financial condition and operating results could be negatively affected, and they may not be able to adequately meet the needs of customers by utilizing the remaining unaffected workforce. Further, as existing collective bargaining agreements are expected to expire, our respective subsidiaries who are signatory to such agreements may not be able to negotiate extensions to, or replacements for, such agreements on acceptable terms, which could result in work stoppages or other costs, which could be disruptive to business, lead to adverse publicity and have a material adverse impact on cash flows, financial condition and operating results.

Also, we will always face the risk that legislative bodies may approve laws that liberalize the procedures for union organization, and there can be no assurance that our company's non-unionized employees will not become unionized. If more of our company's workforce becomes unionized, it could affect our operating expenses. There can be no assurance that we or our subsidiaries will be able to fully absorb any increased labor costs through efforts to increase efficiencies in other areas of operations. Increased labor costs could increase our costs, resulting in a decrease in profits or an increase in losses.

Natural disaster, climate change, geopolitical, cybersecurity, IT system failures or other events could adversely affect the continuity of our operations and our financial performance.

The occurrence of one or more natural disasters, such as earthquakes, tsunamis, pandemics, hurricanes, droughts, extreme floods or other severe weather events, whether as a result of climate change or otherwise, nature-related events, such as biodiversity loss, geopolitical events, such as military conflict, civil unrest or government curfews in a country in which we or our respective subsidiaries operate or in which or near where our suppliers are located (such as the conflicts in Ukraine and Gaza/Israel), or attacks disrupting transportation systems (such as attacks impacting the Red Sea shipping route), cybersecurity incidents, IT system failures, or other incidents impacting the availability of key IT applications could adversely affect operations and financial performance. Such events could result in physical damage to one or more of properties, a temporary closure of one or more stores or distribution centers, a temporary lack of an adequate work force in a market, a temporary decrease in customers in an affected area, a temporary lack of availability of key IT applications, a temporary or long-term disruption in the supply of products from some local and overseas suppliers, a temporary disruption in the transport of goods from overseas, a delay in the delivery of goods to distribution centers or stores within a country in which our respective subsidiaries are operating, or a temporary or long-term reduction in the availability of products in their stores. These factors could otherwise disrupt and adversely affect our operations and financial performance.

Compliance risks relating to the Issuer

There are inherent limitations in our control systems, and misstatements due to error or fraud may occur and not be detected, that may harm our business and financial performance and result in difficulty meeting our reporting obligations.

Effective internal control over financial reporting is necessary for us to provide reasonable assurance with respect to our financial reports and to effectively prevent fraud. If we cannot provide reasonable assurance with respect to our financial reports and effectively prevent fraud, our reputation, business and operating results could be harmed. Internal control over financial reporting may not prevent or detect misstatements because of its inherent limitations, including the possibility of human error, the circumvention or overriding of controls, or fraud. Therefore, even effective internal controls can provide only reasonable assurance with respect to the

preparation and fair presentation of financial statements. Given our brand-centric operating model and autonomy that local brands have to run their operations and support office functions, we run the risk that a break down in internal controls at one brand may have a significantly material impact the accuracy and completeness of the consolidated financial statements. If we fail to maintain the adequacy of these internal controls, including any failure to implement required new or improved controls, or if we experience difficulties in our integration and implementation of changes to our internal controls, the businesses and operating results could be harmed and we could fail to meet our reporting obligations.

Various aspects of our and our respective subsidiaries' businesses are subject to federal, regional, state and local laws and regulations, including environmental regulations in the countries we operate in. Our compliance with these laws and regulations may require additional expenses or capital expenditures and could adversely affect our ability to conduct our business as planned.

In addition to environmental regulations, our and our respective subsidiaries' businesses are subject to federal, regional, state and local laws and regulations in the United States, the Netherlands, Belgium and other countries relating to, among other things, but not limited to, zoning, land use, workplace safety, public health, community right-to-know, data privacy, product safety, environmental measures, store size, alcoholic beverage sales, tobacco sales and pharmaceutical sales. A number of jurisdictions regulate the licensing of supermarkets, including retail alcoholic beverage license grants. In addition, under certain regulations, we are prohibited from selling alcoholic beverages in some of our stores. We are also subject to laws governing our relationships with employees, including minimum wage requirements, overtime, working conditions, collective bargaining, disabled access and work permit requirements. A number of laws exist that impose obligations or restrictions with respect to property access. Compliance with these laws could result in modifications to properties or prevent performing certain further renovations. Compliance with, or changes in, these laws could reduce revenue and profitability and could otherwise adversely affect our businesses, financial condition or operating results. We may also be subject to significant fines, damages awards or other expenses related to compliance with these laws which could cause reputational damage and have a material adverse impact on our cash flows, financial condition and operating results.

We are subject to a variety of antitrust and similar legislation in the jurisdictions where we and our respective subsidiaries operate. In a number of markets, we have market positions which may make future significant acquisitions more difficult and may limit our ability to expand by acquisition or merger, if we wish to do so.

In addition, we and our respective subsidiaries are subject to legislation relating to unfair competitive practices and similar behavior in many of the jurisdictions where our respective subsidiaries operate. We or they may be subject to allegations of, or further regulatory investigations or proceedings into, such practices. Such allegations, investigations or proceedings (irrespective of merit) may require the devotion of significant management resources to defending ourselves. In the event that such allegations are proven, there may be significant fines, damages awards and other expenses, and our and our subsidiaries' reputations may be harmed, which could materially adversely affect our businesses, results of operation, financial condition and liquidity.

Taxation Risks in relation to the Issuer

The national implementation of Council Directive (EU) 2022/2523 of 14 December 2022 on ensuring a global minimum level of taxation for multinational enterprise groups and large-scale domestic groups in the European Union may result in a higher tax burden for the Issuer's group which could have a negative effect on the Issuers group solvency and financial condition

The Global Anti-Base Erosion Model Rules (**Pillar Two**), an initiative by the OECD/G20 Inclusive Framework, introduces a minimum level of taxation for multinationals with an annual consolidated revenue of EUR 750 million or more in at least two out of the four fiscal years immediately preceding the tested fiscal

year. The aim of Pillar Two is to ensure that large multinational enterprise groups are subject to a minimum effective tax rate of 15% in each jurisdiction where they operate.

The Council of the European Union (EU) formally adopted Council Directive (EU) 2022/2523 (**Pillar Two Directive**). The Pillar Two directive was published in the Official Journal of the European Union on December 22, 2022. EU member states had to implement the Pillar Two Directive in their national laws by December 31, 2023. The Netherlands implemented the Pillar Two Directive in the Dutch Minimum Tax Act 2024 (*Wet minimumbelasting 2024*), which entered into force on December 31, 2023. The Dutch Minimum Tax Act 2024 applies the IIR and the QDMTT (as further discussed below) for accounting periods starting on or after December 31, 2023 and the UTPR (as further discussed below) for accounting periods starting on or after December 31, 2024.

The primary mechanism for implementation of Pillar Two will be an income inclusion rule (**IIR**) pursuant to which a top up tax is payable by a parent entity of a group if and to the extent that one or more constituent members of the group have been taxed below an effective rate of 15%. In the situation that no IIR applies at the ultimate parent entity level, a lower level (intermediary) entity may be required to apply the IIR. A secondary fall back is provided by an undertaxed payment rule (**UTPR**) in case the IIR has not been applied. The UTPR can be applied by (i) limiting or denying a deduction or (ii) making an adjustment in the form of an additional tax. The Netherlands opted for option (ii) i.e. to make an adjustment in the form of an additional tax. In addition, and as provided for as an option in the Pillar Two Directive, the Dutch Minimum Tax Act 2024 also includes a qualified domestic minimum top-up tax (**QDMTT**). A jurisdiction that incorporates the QDMTT becomes the first in line to levy any top-up tax from entities located in its jurisdiction. It must compute profits and calculate any top-up tax due in the same way as the Pillar Two rules. Without a QDMTT, another jurisdiction as determined by the Pillar Two rules would be entitled to levy the top-up tax.

The implementation of the Pillar Two Directive could result in a higher tax burden for the Issuer's group which could have a negative effect on the Issuer's group solvency and financial condition.

FACTORS THAT ARE MATERIAL FOR THE PURPOSE OF ASSESSING THE MARKET RISKS ASSOCIATED WITH THE NOTES

Risks related to the nature of the Notes

The Notes are exposed to market interest rate risk.

Investment in the Notes involves the risk that subsequent changes in market interest rates may adversely affect the value of the Notes. The longer the maturity of Notes, the more exposed Notes are to fluctuations in market interest rates.

Investment in Notes involves the risk that if market interest rates subsequently increase above the rate paid on the Notes, this will adversely affect the value of the Notes. During periods of rising interest rates, the prices of fixed rate securities, such as the Notes, tend to fall and gains are reduced or losses incurred upon their sale.

Therefore, investment in the Notes involves the risk that changes in market interest rates may adversely affect the value of the Notes.

The Notes may be redeemed prior to maturity.

In the event: (A) of the occurrence of an Event of Default (as defined in Condition 8 (*Events of Default*) of the Terms and Conditions); or (B) that the Issuer would be obliged (as set out in Condition 7 (*Taxation*) of the Terms and Conditions) to increase the amounts payable in respect of any Notes as a result of any change in, or amendment to, the laws, treaties or regulations of the Netherlands or any political subdivision or any authority thereof or therein having power to tax, or any change in the application or official interpretation of such laws, treaties or regulations, which change or amendment becomes effective on or after the Issue Date, the Notes may be redeemed prior to maturity in accordance with the Terms and Conditions.

The Issuer may also redeem all or part of the Notes prior to maturity, in whole or in part, in accordance with Condition 5(d) (*Redemption at the Option of the Issuer (Refinancing)*) of the Terms and Conditions, in whole but not in part in accordance with Condition 5(e) (*Redemption at the option of the Issuer at Make-whole Premium*) of the Terms and Conditions, or, in whole only, in accordance with Condition 5(f) (*Redemption following exercise of Clean-up Call*) of the Terms and Conditions.

Any redemption prior to maturity as set out above could have a material adverse effect on the value of the Notes as the relevant redemption amount may be less than the then current market value of the Notes.

The Notes may be redeemed or repurchased by the Issuer, at the option of the Noteholders, prior to maturity in the event of a change of control.

Each Noteholder will have the right to require the Issuer to redeem or, at the Issuer's option, repurchase all or any part of such holder's Notes at 100% of the principal amount together with accrued interest upon the occurrence of a Put Event, as such terms are defined herein, and in accordance with the Terms and Conditions (the **Change of Control Put**). Following the occurrence of a Put Event, the holder of each Note will have the option to require the Issuer to redeem, or at the Issuer's option, purchase that Note on the Put Settlement Date pursuant to Condition 5(c) (*Redemption at the option of Noteholders*) of the Terms and Conditions. At those times, an investor generally may not be able to reinvest the redemption proceeds at an effective interest rate as high as the interest rate on the Notes being redeemed and may only be able to do so at a significantly lower rate. Potential investors should consider reinvestment risk in light of other investments available at that time.

Potential investors should be aware that the Change of Control Put can only be exercised upon the occurrence of a Put Event, which may not cover all situations where a change of control may occur or where successive changes of control occur in relation to the Issuer. The occurrence of any change of control in respect of the Issuer not qualifying as a Put Event could have a material adverse effect on the value of the Notes.

Noteholders deciding to exercise the Change of Control shall have to do this through the bank or other financial intermediary through which the Noteholder holds the Notes (the **Financial Intermediary**) and are advised to check when such Financial Intermediary would require the receipt of instructions and Put Option Notices from Noteholders in order to meet the deadlines for such exercise to be effective. The fees and/or costs, if any, of the relevant Financial Intermediary shall be borne by the relevant Noteholders.

Modification to the Terms and Conditions can be imposed on all Noteholders upon approval by defined majorities of Noteholders.

The Terms and Conditions contain provisions for calling meetings of Noteholders to consider and vote upon matters affecting their interests generally or to pass resolutions in writing. These provisions permit defined majorities to bind all Noteholders including Noteholders who did not attend and/or vote at the relevant meeting or, as the case may be, did not sign the written resolution, and Noteholders who voted in a manner contrary to the majority.

The Terms and Conditions provide that (i) the Notes and the Terms and Conditions may be amended by the Issuer with consent of the Fiscal Agent, without the consent of the Noteholders or the Couponholders to correct a manifest error and (ii) the parties to the Agency Agreement may agree to modify any provision thereof, but the Issuer shall not agree, without the consent of the Noteholders to any such modification unless it is of a formal, minor or technical nature, it is made to correct a manifest error or it is, in the opinion of such parties, not materially prejudicial to the interests of the Noteholders.

Noteholders are therefore exposed to the risk that changes are made to the Terms and Conditions without their knowledge or consent which may be against the interest of such Noteholder and this may have an adverse effect on the (value of the) Notes. Moreover, Noteholders should be aware that if they intend to sell any of the Notes, the fact that changes may be made to the Terms and Conditions without their knowledge or consent, could have an adverse effect on the value of such Notes.

Changes in governing law could modify certain Terms and Conditions.

The Terms and Conditions are based on the laws of the Netherlands in effect as at the date of this Offering Circular. No assurance can be given as to the impact of any possible judicial decision or change to the laws of the Netherlands, the official application, interpretation or the administrative practice after the date of this Offering Circular. Any such change could materially adversely impact the value of the Notes.

Risks related to the nature of the Notes

The Notes may not be a suitable investment for all investors seeking exposure to assets with sustainability characteristics.

Although the interest rate of the Notes will be subject to an upward adjustment in the event the Issuer and its consolidated subsidiaries fail to achieve a Reduction Percentage Threshold, the Notes may not satisfy an investor's requirements or any future legal or other standards for investment in assets with sustainability characteristics.

In particular, the Notes are not being marketed as "green bonds", "social bonds" or "sustainability bonds" as the Issuer expects to use the net proceeds for general corporate purposes including the refinancing of existing indebtedness and therefore the Issuer does not intend to allocate the net proceeds specifically to projects or business activities meeting environmental or sustainability criteria, or be subject to any other limitations associated with sustainability bonds or green bonds.

In addition, any interest rate adjustment in respect of the Notes as contemplated by Condition 4(b) (*Adjustment of Rate of Interest*) of the Terms and Conditions will depend on the Group achieving, or not achieving, the Reduction Percentage Thresholds, which may be inconsistent with or insufficient to satisfy investor requirements or expectations. The interest rate adjustment in respect of the Notes depends on a definition of Food Waste, Scope 1 and 2 GHG Emissions, Scope 3 E&I GHG Emissions and of Scope 3 FLAG GHG Emissions (each as defined in Condition 4(b) (*Adjustment of Rate of Interest*) of the Terms and Conditions), that may be inconsistent with investor requirements or expectations or other definitions relevant to Food Waste, Scope 1 and 2 GHG Emissions, Scope 3 E&I GHG Emissions and of Scope 3 FLAG GHG Emissions. For example, given that the Food Waste Reduction Percentage is defined as Tonnes of Food Waste per million Euro of Food Sales that is reduced (expressed as a percentage) and such percentage depends on actual amount of Food Sales, the number of Food Waste Reduction Percentage is susceptible to FX-rate changes and as a result may not reflect the actual reduction of Tonnes of Food Waste that an investor may expect. Also, the Issuer may not be able to provide information to investors in relation to meeting a Sustainability Condition, or on its trajectory to meet a Sustainability Condition and as a result an investment in the Notes may not meet the expectations or investment requirements a Noteholder may have. See also the risk factor "*Failure to meet a Reduction Percentage Threshold may have a material impact on the market price of the Notes and could*

expose the Group to reputational Risks." below for a description of the risks that the Group may not achieve a Reduction Percentage Threshold.

The Group's Food Waste Reduction Percentage Threshold, Scope 1 and 2 GHG Emissions Reduction Percentage Threshold, Scope 3 E&I GHG Emissions Reduction Percentage Threshold and Scope 3 FLAG GHG Emissions Reduction Percentage Threshold are aimed at reducing Food Waste, Scope 1 and 2 GHG Emissions, Scope 3 E&I GHG Emissions and Scope 3 FLAG GHG Emissions, respectively. Each of these thresholds is therefore uniquely tailored to the Group's business, operations and capabilities, and it does not easily lend itself to benchmarking against similar sustainability performance targets, and the related performance, of other issuers.

A basis for the determination of the definitions of "green", "sustainable" and "sustainability-linked" has been established pursuant to Regulation (EU) 2020/852 of the European Parliament and of the Council of 18 June 2020 on the establishment of a framework to facilitate sustainable investment, and amending Regulation (EU) 2019/2088 (the **EU Sustainable Finance Taxonomy**). While the Group's strategy (including sustainability matters and key performance indicators to which the Notes are linked) and its related investments aim to be aligned with the relevant objectives for the EU Sustainable Finance Taxonomy, there is no certainty to what extent the investments planned in the Group's strategy (also underlying the Notes through their link to certain key performance indicators) will be aligned with the EU Sustainable Finance Taxonomy.

Prospective investors in the Notes should have regard to the information set out herein and must determine for themselves the relevance of such information for the purpose of any investment in the Notes, together with any other investigation such investor deems necessary.

Adverse environmental or social impacts may occur during the design, construction and operation of any investments the Issuer makes in furtherance of the target for the Reduction Percentage Thresholds, or such investments may become controversial or criticized by activist groups or other stakeholders.

No Step Up Event (as defined in Condition 4(b) (*Adjustment of Rate of Interest*) of the Terms and Conditions) shall occur in the case of the failure of the Issuer to satisfy a Sustainability Condition as a result of substantial acquisitions by the Issuer as further described in the Terms and Conditions.

Finally, no Event of Default shall occur under the Terms and Conditions, nor will the Issuer be required to repurchase or redeem the Notes, if the Issuer fails to meet any Sustainability Condition, or does not provide relevant information to investors in relation to a Sustainability Condition, each as further described in the Terms and Conditions.

Failure to meet a Reduction Percentage Threshold may have a material impact on the market price of the Notes and could expose the Group to reputational risks.

Although the Issuer intends to reduce the Group's Food Waste, Scope 1 and 2 GHG Emissions, Scope 3 E&I GHG Emissions and Scope 3 FLAG GHG Emissions, there can be no assurance of the extent to which it will be successful in doing so, that it may decide not to continue with achieving a Reduction Percentage Threshold or that any future investments it makes in furtherance of achieving a Reduction Percentage Threshold will meet investor expectations or any binding or non-binding legal standards regarding sustainability performance, whether by any present or future applicable law or regulations or by its own by-laws or other governing rules or investment portfolio mandates, in particular with regard to any direct or indirect environmental, sustainability or social impact. Any of the above could adversely impact the trading price of the Notes and the price at which a Noteholder will be able to sell the Notes in such circumstance prior to maturity may be at a discount, which could be substantial, from the issue price or the purchase price paid by such Noteholder. See also the risk factor "*The Notes may not be a suitable investment for all investors seeking exposure to assets with sustainability characteristics*" above for a description of the risk that the Notes may not satisfy an investor's requirements or any future legal or other standards for investment in assets with sustainability

characteristics.

In addition, a failure by the Group to meet a Sustainability Condition or any such similar sustainability performance targets the Group may choose to include in any future financings would not only result in increased interest payments under the Notes or other relevant financing arrangements, but could also harm the Group's reputation. Furthermore, the Group's efforts in achieving the Reduction Percentage Thresholds may become controversial or be criticised by activist groups or other stakeholders. Each of such circumstances could have a material adverse effect on the Group, its business prospects, its financial condition or its results of operations.

A portion of the Group's indebtedness includes certain triggers linked to sustainability key performance indicators.

A portion of the Ahold Delhaize indebtedness includes certain triggers linked to sustainability key performance indicators such as Food Waste reduction, Scope 1 and 2 GHG Emissions reduction, Scope 3 E&I GHG Emissions and Scope 3 FLAG GHG Emissions reduction and promotion of healthier eating which must be complied with by Ahold Delhaize, and in respect of which a step up of interest option may apply.

The ability to achieve such sustainability key performance indicators depends on a number of factors outside the Group's control, including the performance of certain products supplied by third parties including refrigeration systems as well as other factors. The failure to meet such sustainability key performance indicators will result in increased interest amounts under such indebtedness, which would increase the Group's cost of funding and which could have a material adverse effect on the Group, its business prospects, its financial condition or its results of operations.

The way in which, and the industry standards on the basis of which, the Group calculates its Food Waste, Scope 1 and 2 GHG Emissions, Scope 3 E&I GHG Emissions and Scope 3 FLAG GHG Emissions may change over time, each of which may impact the ability of the Group to meet the relevant Reduction Percentage Threshold.

Ahold Delhaize defines Food Waste as any Food (as defined in Condition 4(b) (*Adjustment of Rate of Interest*)) not eaten by people: any Food that is not (i) sold, (ii) donated to hunger relief charities, or (iii) otherwise staying within a system to feed people, and is including unsold Food sent to animal feed, composting, anaerobic digestion, and bio-material processing.

Ahold Delhaize has not obtained third-party analysis of its definition of Food Waste or how such definitions relate to any sustainability-related standards. Food Waste is measured according to the Food Loss & Waste Standard (**FLW Standard**) (<https://flwprotocol.org/>). Food Waste is part of the Sustainability Statements (as defined in Condition 4(b) (*Adjustment of Rate of Interest*)).

Ahold Delhaize defines Scope 1 and 2 GHG Emissions as a calculated CO₂ equivalent (actual CO₂ emitted plus equivalent emissions from other greenhouse gases (such as CH₄, N₂O and F-gases)) of Scope 1 and Scope 2 emissions from its operations expressed in thousand tonnes, as calculated in good faith by the Issuer, and published by the Issuer as of a given date and reported by the Issuer in its Annual Report in accordance with Condition 4(c) (*Available Information*) of the Terms and Conditions. Scope 1 and 2 GHG Emissions is part of the Sustainability Statements.

Ahold Delhaize defines Scope 3 E&I GHG Emissions as non-land related greenhouse gas emissions and Scope 3 FLAG GHG Emissions as forest, land and agriculture greenhouse gas emissions, calculated CO₂ equivalent (actual CO₂ emitted plus equivalent emissions from other greenhouse gases (such as CH₄, N₂O and F-gases)) of Scope 3 indirect emissions from its value chain expressed in thousand tonnes, as calculated in good faith by the Issuer, and published by the Issuer from time to time as of a given date and reported by the Issuer in its

Annual Report in accordance with Condition 4(c) (*Available Information*) of the Terms and Conditions. Scope 3 E&I GHG Emissions and Scope 3 FLAG GHG Emissions are part of the Sustainability Statements.

Food Waste, Scope 1 and 2 GHG Emissions, Scope 3 E&I GHG Emissions and Scope 3 FLAG GHG Emissions calculations are carried out internally, i.e. by the Group itself, based on broadly accepted standards and reported externally.

The Group currently follows the FLW Standard and considers all food and the associated inedible parts that are removed from the supply chain as "food waste". This includes food that goes to the following destinations, as defined by FLW: animal feed, bio-based materials, anaerobic digestion, composting, controlled combustion, and landfill.

The carbon footprint methodology follows the guidelines of the World Business Council for Sustainable Development (**WBCSD**) / World Resources Institute (**WRI**) Greenhouse Gas (**GHG**) Protocol regarding corporate greenhouse gas accounting and reporting. Ahold Delhaize uses the latest available emission factors in its reporting.

Such industry wide accepted standards may evolve over time and investors should be aware that the way in which the Group calculates its Food Waste, Scope 1 and 2 GHG Emissions, Scope 3 E&I GHG Emissions and Scope 3 FLAG GHG Emissions may also change over time, each of which may impact, positively or negatively, the ability of Ahold Delhaize to meet the Reduction Percentage Thresholds, which could in turn adversely affect the market price of the Notes and/or the reputation of the Group. See also the risk factor "*Failure to meet a Reduction Percentage Threshold may have a material impact on the market price of the Notes and could expose the Group to reputational risks.*" above for a description of the risks that the Group may not achieve a Reduction Percentage Threshold.

The Sustainability Conditions, the respective baseline date or the respective baseline in relation to any Note may change during the life of such Note.

Under the Terms and Conditions, the Sustainability Conditions, the respective baseline date or the respective baseline may be recalculated or redefined in good faith by the Issuer upon the occurrence of a Recalculation Event. Any such recalculation or redefinition may increase the amount of carbon dioxide emissions or food waste comprising such Sustainability Condition, respective baseline date or respective baseline, and, therefore, increase the total volume of carbon dioxide emissions or food waste that may be produced by Ahold Delhaize while still being able to satisfy the relevant Reduction Percentage Threshold and avoid the occurrence of a Step Up Event. Any such recalculation or redefinition shall be disclosed in accordance with Condition 4(c) (*Available Information*) and notified by the Issuer in accordance with Condition 15 (*Notices*). Any such recalculation or redefinition may impact, positively or negatively, the ability of the Issuer to satisfy the relevant Reduction Percentage Threshold, which could in turn adversely affect the market price of any Note.

Risks related to the admission of the Notes to trading

There is no active trading market for the Notes.

The Notes are new securities that may not be widely traded and for which there is currently no active trading market. The Issuer has filed an application to have the Notes admitted to listing on the Official List and trading on the GEM of Euronext Dublin. If the Notes are admitted to trading after their issuance, they may trade at a discount to their initial offering price, depending upon prevailing interest rates, the market for similar securities, general economic conditions and the financial condition of the Issuer. There is no assurance that an active trading market will develop. Accordingly, there is no assurance as to the development or liquidity of any trading market for the Notes. Therefore, investors may not be able to sell their Notes easily or at all, or at prices that will provide them with a yield comparable to similar investments that have a developed secondary market. Illiquidity may have a severely adverse effect on the market value of Notes. In the event that put

options are exercised in accordance with Condition 5(c) (*Redemption at the option of Noteholders*) of the Terms and Conditions, liquidity will be reduced for the remaining Notes. Furthermore, it cannot be guaranteed that the admission to listing and trading once approved will be maintained.

Risks related to the market generally

The market value of the Notes may be affected by the creditworthiness and the credit rating of the Issuer, the credit rating of the Notes and a number of additional factors.

The value of the Notes may be affected by the creditworthiness and the credit rating of the Issuer, the credit rating of the Notes and a number of additional factors, such as market interest and yield rates and the time remaining to the maturity date and more generally all economic, financial and political events in any country, including factors affecting capital markets generally and the stock exchanges on which the Notes are traded. S&P and Moody's have assigned ratings to the Issuer and to the Notes. The ratings may not reflect the potential impact of all risks related to the value of the Notes. A credit rating is not a recommendation to buy, sell or hold securities and may be revised or withdrawn by the assigning rating agency at any time.

Any of the factors indicated above could adversely impact the trading price of the Notes. The price at which a Noteholder will be able to sell the Notes prior to maturity may be at a discount, which could be substantial, from the issue price or the purchase price paid by such purchaser.

Financial condition of the Issuer could necessitate an increase in its indebtedness.

In the future, the Issuer could decide to increase its indebtedness, which could make it difficult to meet its obligations in the context of the Notes or could cause the value of the Notes to decrease. The general conditions of the Notes do not limit the amount of unsecured debts that the Issuer can incur. If the Issuer incurs additional debts, this could have important consequences for the Noteholders, as it could become more difficult for the Issuer to meet its obligations with respect to the Notes, which could lead to a loss in the commercial value of the Notes.

The Issuer may not have the ability to repay the Notes.

The Issuer may not be able to repay the Notes at their maturity. The Issuer may also be required to repay all or part of the Notes in the event of a default. If the Noteholders were to ask the Issuer to repay their Notes following an event of default, the Issuer cannot be certain that it will be able to pay the required amount in full. The Issuer's ability to repay the Notes will depend on the Issuer's financial condition (including its cash position resulting from its ability to receive income and dividends from its subsidiaries (see above)) at the time of the requested repayment, and may be limited by law, by the terms of its indebtedness and by the agreements that it may have entered into on or before such date, which may replace, supplement or amend its existing or future indebtedness. The Issuer's failure to repay the Notes may result in an event of default under the terms of other outstanding indebtedness.

Risks related to the holding of the Notes

Denominations involve integral multiples: definitive Notes.

The Notes have denominations consisting of a minimum of EUR 100,000 plus one or more higher integral multiples of EUR 1,000. It is possible that the Notes may be traded in amounts that are not integral multiples of EUR 100,000. In such a case a holder who, as a result of trading such amounts, holds an amount that is less than EUR 100,000 in his account with the relevant clearing system at the relevant time may not receive a definitive Note in respect of such holding (should definitive Notes be printed) and would need to purchase a principal amount of Notes such that its holding amounts to EUR 100,000. Therefore, if definitive Notes are

issued, holders should be aware that definitive Notes that have a denomination that is not an integral multiple of EUR 100,000 may be illiquid and difficult to trade.

The Notes may be exposed to exchange rate risks and exchange controls.

The Issuer will pay principal and interest on the Notes in Euro. This presents certain risks relating to currency conversions if an investor's financial activities are denominated principally in a currency or currency unit (the **Investor's Currency**) other than the Euro. These include the risk that exchange rates may significantly change (including changes due to devaluation of the Euro or revaluation of the Investor's Currency) and the risk that authorities with jurisdiction over the Investor's Currency may impose or modify exchange controls.

Government and monetary authorities may impose (as some have done in the past) exchange controls that could adversely affect an applicable exchange rate. As a result, investors may receive less interest or principal than expected, or no interest or principal.

The Issuer, the Paying Agents and the Managers may engage in transactions adversely affecting the interests of the Noteholders.

The Paying Agents and the Managers might have conflicts of interests that could have an adverse effect on the interests of the Noteholders. Potential investors should be aware that the Issuer is involved in a general business relationship or/and in specific transactions with the Paying Agents or/and each of the Managers and that they might have conflicts of interests that could have an adverse effect to the interests of the Noteholders. Potential investors should also be aware that the Paying Agents, and each of the Managers may hold from time to time debt securities, shares or/and other financial instruments of the Issuer.

Within the framework of a normal business relationship with its banks, the Issuer entered into loans and other facilities (the **Funding Transactions**) with each of the Managers (via bilateral transactions or/and syndicated loans together with other banks). These Funding Transactions may include different or/and additional terms (and other covenants) compared to the terms of the proposed Notes.

All or some of the Managers and their affiliates from time to time have provided in the past, may provide currently and may provide in the future investment banking, commercial lending and banking, hedging, consulting, financial advisory and/or other financial services to the Issuer and its affiliates, for which they received, and in the future may receive, customary fees, commissions and expenses. All or some of the Managers and their affiliates may have positions, deal or make markets in the Notes, related derivatives and reference obligations, including (but not limited to) entering into hedging strategies with the Issuer and its affiliates, investor clients, or as principal in order to manage their exposure, their general market risk, or other trading activities. In addition, in the ordinary course of their business activities, the Managers and their affiliates may make or hold a broad array of investments and actively trade debt and equity securities (or related derivative securities) and financial instruments (including bank loans) for their own account and for the accounts of their customers. Such investments and securities activities may involve securities and/or instruments issued by the counterparties or their affiliates.

In particular (but without providing an exhaustive overview herein), a potential purchaser of Notes should note that the Terms and Conditions do not include an event of default clause specifically protecting the Noteholders against a potential sale of all or substantially all of the assets of the Issuer or one of its material subsidiaries, or/and any change to the general nature of the business of the Issuer from that carried out on the Issue Date and having (or being capable of having) a material adverse effect on the Issuer to perform or comply with its obligations under the Notes.

In addition, in the ordinary course of their business activities, the Managers and their affiliates may make or hold a broad array of investments and actively trade debt and securities (or related derivative securities) and financial instruments (including bank loans) for their own account and for the accounts of their customers.

Such investments and securities activities may involve securities and/or instruments of the Issuer or the Issuer's affiliates. All or some of the Managers or their affiliates that have a lending relationship with the Issuer routinely hedge their credit exposure to the Issuer consistent with their customary risk management policies. Typically, such Managers and their affiliates would hedge such exposure by entering into transactions that consist of either the purchase of credit default swaps or the creation of short positions in securities, including potentially the Notes. Any such positions could adversely affect liquidity and future trading prices of the Notes. The Managers and their affiliates may also make investment recommendations and/or publish or express independent research views in respect of such securities or financial instruments and may hold, or recommend to clients that they acquire, long and/or short positions in such securities and instruments.

PART III: KEY FEATURES OF THE NOTES

The following overview refers to certain provisions of the Terms and Conditions and is qualified by the more detailed information contained elsewhere in this Offering Circular. Capitalized terms that are defined in the Terms and Conditions have the same meaning when used in this overview. References to numbered Conditions are to the Terms and Conditions as set out under Part V (*Terms and Conditions of the Notes*).

Issuer:	Koninklijke Ahold Delhaize N.V.
Legal entity identifier (LEI):	724500C9GNBV20UYRX36
The Notes:	EUR 500,000,000 3.250% Sustainability-Linked Notes due 2033, to be issued by the Issuer on March 10, 2025.
Fiscal Agent: Joint Lead Managers:	Deutsche Bank AG, London Branch BofA Securities Europe S.A., Deutsche Bank Aktiengesellschaft, ING Bank N.V., J.P. Morgan SE and Société Générale
Co-Managers:	ABN AMRO Bank N.V., Coöperatieve Rabobank U.A., Erste Group Bank AG and Intesa Sanpaolo S.p.A.
Interest:	The Notes bear interest from, and including, the Issue Date at the rate of 3.250% per annum payable annually in arrears on March 10 in each year, commencing on March 10, 2026. For any Interest Period commencing on or after the Interest Payment Date immediately following a Step Up Event, if any, the Rate of Interest shall be 3.750% per annum. For the avoidance of doubt, an increase in the Rate of Interest may occur no more than once.

Step Up Event means:

- (i) the failure of the Issuer, to satisfy any Sustainability Condition for the period ending on the Performance Reference Date, as set out in the Annual Report for the 52 weeks ended December 29, 2030 pursuant to Condition 4(c) (*Available Information*) of the Terms and Conditions; or
- (ii) the failure by the Issuer to comply with its obligations under Condition 4(c) (*Available Information*) of the Terms and Conditions.

Please see Condition 4(b) (*Adjustment of Rate of Interest*) and Condition 4(c) (*Available Information*) of the Terms and Conditions for further details.

Redemption:	Except as provided in (i) Condition 5(b) (<i>Redemption for tax reasons</i>), (ii) Condition 5(c) (<i>Redemption at the option</i>)
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of Noteholders), (iii) Condition 5(d) (*Redemption at the option of the Issuer (Refinancing)*), (iv) Condition 5(e) (*Redemption at the option of the Issuer at Make-whole Premium*), (v) Condition 5(f) (*Redemption following exercise of Clean-up call*) and (vi) Condition 5(g) (*Partial redemption*), the Notes may not be redeemed before their final maturity on March 10, 2033.

Negative Pledge:

The terms of the Notes contain a negative pledge provision that is described in Condition 3 (*Negative Pledge*) of the Terms and Conditions.

Status of the Notes:

The Notes will constitute direct, unconditional and (subject to the provisions of Condition 2 (*Status*) of the Terms and Conditions) unsecured obligations of the Issuer and will rank *pari passu* among themselves, with all other outstanding unsecured and unsubordinated obligations of the Issuer, present and future, but only to the extent permitted by applicable laws relating to creditors' rights.

Cross Guarantee Agreement:

The Issuer is party to a Cross Guarantee Agreement, dated as of May 21, 2007, as amended from time to time, with its wholly-owned subsidiaries Delhaize Le Lion / De Leeuw NV, Delhaize US Holding, Inc. and certain of the subsidiaries of Delhaize US Holding, Inc., under which each company party to the Cross Guarantee Agreement guarantees fully and unconditionally, jointly and severally, the existing financial indebtedness of parties to the Cross Guarantee Agreement set forth therein and all future unsubordinated financial indebtedness of any party to the Cross Guarantee Agreement from the date such party became a party to the Cross Guarantee Agreement.

If any sum owed to a creditor by a guarantor pursuant to its guarantee under the Cross Guarantee Agreement is not recoverable from such guarantor for any reason whatsoever, then such guarantor is obligated, forthwith upon demand by such creditor, to pay such sum by way of a full indemnity.

Modification and Substitution:

The Terms and Conditions contain provisions for calling meetings of Noteholders to consider matters affecting their interests generally. These provisions permit defined majorities to bind all Noteholders including Noteholders who did not attend and vote at the relevant meeting and Noteholders who voted in a manner contrary to the majority.

The Terms and Conditions and the Agency Agreement contain provisions for, *inter alia*, modification of any of the provisions of Notes or the substitution of the Issuer by any directly or indirectly wholly owned subsidiary of the Issuer as principal debtor in respect of the Notes, as further described in Condition 16 (*Substitution of the Issuer*) of the Terms and Conditions.

Withholding Tax and Additional Amounts:

If applicable law should require that payments of principal or interest made by the Issuer in respect of any Note be subject to deduction or withholding in respect of any present or future taxes or duties whatsoever levied by the Netherlands, the Issuer will, to the fullest extent then permitted by law, pay such additional amounts as shall result in receipt by the Noteholders and the Couponholders of such amounts as would have been received by them had no such withholding or deduction been required, subject to customary exceptions, as described in Condition 7 (*Taxation*) of the Terms and Conditions.

Listing and admission to trading:

Application has been made for admission to listing on the Official List and to trading on GEM of Euronext Dublin.

Governing Law:

The Notes and any non-contractual obligations arising out of or in connection with them will be governed by, and construed in accordance with, Dutch law.

Form:

The Notes will be issued in bearer form in denominations of EUR 100,000 and integral multiples of EUR 1,000 in excess thereof up to and including EUR 199,000.

Credit Ratings:

The Notes are expected to be assigned on issue a rating of BBB+ and Baal by S&P and Moody's respectively. A credit rating is not a recommendation to buy, sell or hold securities and is subject to suspension, reduction or withdrawal at any time by the assigning rating agency. A suspension, reduction or withdrawal of a credit rating assigned to the Issuer may adversely affect the market price of the Notes.

S&P and Moody's are established in the European Union and are registered under the Regulation 1060/2009/EC on credit rating agencies, as amended.

Selling Restrictions:

The Notes have not been and will not be registered under the Securities Act and, subject to certain exceptions, may not be offered or sold within the United States. The Notes may be sold in other jurisdictions only in compliance with applicable laws and regulations. See "*Subscription and Sale*" below.

Risk Factors:

There are certain factors that may affect the Issuer's ability to fulfil its obligations under the Notes. These are set out under "*Risk Factors*" above and include various risks relating to the Issuer's business. In addition, there are certain factors that are material for the purpose of assessing the market risks associated with the Notes. These are set out under "*Risk Factors*" and include the fact that the Notes may

not be a suitable investment for all investors and certain market risks.

Use of Proceeds:

An amount equal to the net proceeds from the issue of the Notes will be applied by the Issuer for general corporate purposes, including the refinancing of existing indebtedness.

International Securities Identification Number (ISIN Code):

XS3016387287

Common Code:

301638728

CFI:

DBFUFB

FISN:

KONINK. AHOLD D/3.25 BD 20320310

PART IV: DOCUMENTS INCORPORATED BY REFERENCE

This Offering Circular shall be read and construed in conjunction with the documents listed below, which have been previously published or are published simultaneously with this Offering Circular and which have been filed with the Euronext Dublin. Such documents shall be incorporated in, and form part of this Offering Circular, save that any statement contained in a document that is incorporated by reference herein shall be modified or superseded for the purpose of this Offering Circular to the extent that a statement contained herein modifies or supersedes such earlier statement. Any statement so modified or superseded shall not, except as so modified or superseded, constitute a part of this Offering Circular.

- (a) The articles of association of the Issuer (the **Articles of Association**), which can be obtained from <https://www.aholddelhaize.com/media/3lbr3lq/articles-koninklijke-ahold-delhaize-nv-after-conversion.pdf>;
- (b) the publicly available audited consolidated financial statements of the Issuer as at December 29, 2024 and for the 52 weeks ended December 29, 2024 (in which financial information of the Issuer, the Guarantors and non-guarantors is consolidated) (the **2024 Audited Financial Statements**) (prepared in accordance with International Financial Reporting Standards as adopted by the EU (IFRS-EU) and also in compliance with Part 9 of Book 2 of the Dutch Civil Code) that appear on pages 258 to 327 (inclusive) of the Issuer's Annual Report 2024 (the **2024 Annual Report**) and the independent auditor's report thereon that appears on pages 339 to 346 (inclusive) of the 2024 Annual Report which can be obtained from <https://www.aholddelhaize.com/media/eacd1r3g/annual-report-2024-ahold-delhaize.pdf>;
- (c) the publicly available audited consolidated financial statements of the Issuer as at December 31, 2023 and for the 52 weeks ended December 31, 2023 (in which financial information of the Issuer, the Guarantors and non-guarantors is consolidated) (the **2023 Audited Financial Statements**) (prepared in accordance with International Financial Reporting Standards as adopted by the EU (IFRS-EU) and also in compliance with Part 9 of Book 2 of the Dutch Civil Code) that appear on pages 199 to 268 (inclusive) of the Issuer's Annual Report 2023 (the **2023 Annual Report**) and the independent auditor's report thereon that appears on pages 313 to 320 (inclusive) of the 2023 Annual Report which can be obtained from <https://media.aholddelhaize.com/media/vx4jueua/ad-ar2023-annual-report.pdf?t=638447069515930000>; and
- (d) pages 5 to 34 (inclusive) (*Strategic Report*), pages 36 to 57 (inclusive) (*Group review*), pages 64 to 65 (inclusive) (*Outlook*), pages 69 to 70 (inclusive) (*Multiple-year overview*), pages 72 to 82 (inclusive) (*Risks and opportunities*), pages 85 to 206 (inclusive) (*Sustainability statements*) pages 209 to 217 (inclusive) (*Governance*), pages 347 to 349 (inclusive) (*Limited assurance report on the sustainability statements 2024 included in the annual report*), pages 353 to 361 (inclusive) (*Definitions and abbreviations*) (inclusive), pages 362 to 364 (inclusive) (*Financial alternative performance measures*) and pages 365 to 380 (inclusive) (*Appendix to the sustainability statements*) of the 2024 Annual Report, which can be obtained from <https://www.aholddelhaize.com/media/eacd1r3g/annual-report-2024-ahold-delhaize.pdf>.

Any non-incorporated parts of a document referred to herein are either deemed not relevant for an investor or are otherwise covered elsewhere in this Offering Circular.

Copies of documents incorporated by reference in this Offering Circular may be obtained (without charge) from the registered offices of the Issuer and the website of the Issuer (www.aholddelhaize.com). For more information about the Issuer, please contact:

Koninklijke Ahold Delhaize N.V.
Investor relations
Provincialeweg 11
1506 MA Zaandam
The Netherlands
Tel: [+31 88 659 9209](tel:+31886599209)

PART V: TERMS AND CONDITIONS OF THE NOTES

The EUR 500,000,000 3.250% sustainability-linked notes due 2033 (the **Notes**), which expression includes any further sustainability-linked notes issued pursuant to Condition 14 (*Further issues*) and forming a single series therewith of Koninklijke Ahold Delhaize N.V. (the **Issuer**) are the subject of an agency agreement dated March 10, 2025 (as amended or supplemented from time to time, the **Agency Agreement**) between the Issuer, Deutsche Bank AG, London Branch as fiscal agent (the **Fiscal Agent**, which expression includes any successor fiscal agent appointed from time to time in connection with the Notes) and the paying agents named therein (together with the Fiscal Agent, the **Paying Agents**, which expression includes any successor or additional paying agents appointed from time to time in connection with the Notes). Certain provisions of these Terms and Conditions are summaries of the Agency Agreement and subject to its detailed provisions. The holders of the Notes (the **Noteholders**) and the holders of the related interest coupons (the **Couponholders** and the **Coupons**, respectively) are entitled to the benefit of, are bound by, and are deemed to have notice of, all the provisions of the Agency Agreement applicable to them. Copies of the Agency Agreement are available for inspection by Noteholders during normal business hours at the Specified Offices (as defined in the Agency Agreement) of each of the Paying Agents, the initial Specified Offices of which are set out below.

In these Terms and Conditions the terms set out below shall have the following meanings:

Borrowed Moneys means any indebtedness for borrowed money with an original maturity of 12 months or more, the aggregate outstanding principal amount of which is greater than EUR 500,000,000 or the equivalent thereof in any other currency or currencies.

Calculation Date means the third business day preceding the Make-whole Redemption Date.

A **Change of Control** shall be deemed to have occurred at each time (whether or not approved by the Management Board or Supervisory Board of the Issuer) that any person or persons (**Relevant Person(s)**) acting in concert or any person or persons acting on behalf of any such Relevant Person(s), at any time directly or indirectly acquire(s) or come(s) to own (A) more than 50% of the issued ordinary share capital of the Issuer or (B) such number of the shares in the capital of the Issuer carrying more than 50% of the voting rights normally exercisable at a general meeting of shareholders of the Issuer, provided that in the case of (B) above, a Change of Control shall not be deemed to have occurred if such number of shares is acquired or comes to be owned by Stichting Continuïteit Ahold Delhaize and provided further that, for the avoidance of doubt, a Change of Control shall not be deemed to have occurred if a public offer has been made for the shares in the Issuer and such offer is not effected.

Change of Control Period means the period ending 90 days after the occurrence of the Change of Control.

Co-Managers means each of ABN AMRO Bank N.V., Coöperatieve Rabobank U.A., Este Group Bank AG and Intesa Sanpaolo S.p.A.

Cross Guarantee Agreement means the cross guarantee agreement dated May 21, 2007 among the Issuer, Delhaize Le Lion / De Leeuw NV, Delhaize US Holding, Inc. and certain of the subsidiaries of Delhaize US Holding, Inc. (as amended or updated from time to time).

Extraordinary Resolution means a resolution passed at a meeting of Noteholders (whether originally convened or resumed following an adjournment) duly convened and held in accordance with the Agency Agreement by a majority of not less two thirds of the votes cast.

Guarantor means each party to the Cross Guarantee Agreement.

Joint Lead Managers means each of BofA Securities Europe SA, Deutsche Bank Aktiengesellschaft, ING Bank N.V., J.P. Morgan SE and Société Générale.

Major Subsidiary means a Subsidiary of the Issuer, the assets of which represent more than 25% of the assets of the Issuer and the Issuer's Subsidiaries on a consolidated basis, according to the most recent annual consolidated financial statements of the Issuer.

Make-whole Redemption Amount means the sum of:

- (i) the greater of (x) the principal amount of the Notes so redeemed and (y) the sum of the then present values of the remaining scheduled payments of principal and interest on such Notes up to the date falling 3 months prior to the Maturity Date (excluding any interest accruing on the Notes to, but excluding, the relevant Make-whole Redemption Date) discounted to the relevant Make-whole Redemption Date on an annual basis at the Make-whole Redemption Rate plus a Make-whole Redemption Margin; and
- (ii) any interest accrued but not paid on the Notes to, but excluding, the Make-whole Redemption Date,

as determined by the Quotation Agent and as notified on the Calculation Date by the Quotation Agent to the Issuer and the Fiscal Agent.

Make-whole Redemption Margin means 0.15%.

Make-whole Redemption Rate means the average of the number of quotations given by the Reference Dealers of the mid-market yield to maturity of the Reference Security on the third business day preceding the Make-whole Redemption Date at 11:00 a.m. (Central European Time (CET)).

Managers means each Joint Lead Manager and Co-Manager.

Material Subsidiary means a Subsidiary

- (i) whose (a) revenues, or (b) total assets (in each case determined on a non-consolidated basis and determined on a basis consistent with the preparation of the consolidated financial statements of the Issuer) represent (or, in the case of a Subsidiary acquired after the end of the financial period to which the then latest audited consolidated financial statements of the Issuer relate, are equal to) no less than 10% of the consolidated revenues or total assets (as the case may be) of the Issuer, all as calculated respectively by reference to the then latest audited financial statements of such Subsidiary and the then latest audited consolidated financial statements of the Issuer provided that:
 - (A) in the case of a Subsidiary acquired after the end of the financial period to which the then latest audited consolidated financial statements of the Issuer relate, the reference to the then latest audited consolidated financial statements of the Issuer for the purposes of the calculation above shall, until consolidated financial statements of the Issuer for the financial period in which the acquisition is made have been prepared and audited as aforesaid, be deemed to be a reference to such first mentioned financial statements as if such Subsidiary had been shown in such accounts by references to its then latest audited financial statements, adjusted as deemed appropriate by the auditors of the relevant Subsidiary from time to time; and
 - (B) in the case of a Subsidiary in respect of which no audited financial statements are prepared, its revenues and total assets shall be determined on the basis of pro-forma financial statements of the relevant Subsidiary prepared for this purpose by the auditors of the

relevant Subsidiary from time to time on the basis of accounting principles consistent with those adopted by the Issuer; or

- (ii) to which is transferred the whole or substantially the whole of the business, undertaking or assets of a Subsidiary which prior to transfer is a Material Subsidiary, provided that the transferor Subsidiary shall upon such transfer forthwith cease to be a Material Subsidiary pursuant to this sub-paragraph (ii) on the date on which the consolidated financial statements of the Issuer for the financial period current at the date of such transfer have been prepared and audited as aforesaid but so that such transferor Subsidiary or such transferee Subsidiary may be a Material Subsidiary on or at any time after the date on which such consolidated financial statements have been prepared and audited as aforesaid by virtue of the provisions of sub-paragraph (i) above or before, on or at any time after such date by virtue of the provisions of this sub-paragraph (ii).

A report by the auditors of the relevant Subsidiary from time to time that, in their opinion, a Subsidiary is or is not or was not at any particular time or throughout any specified period a Material Subsidiary shall, in the absence of manifest error, be conclusive and binding on all parties.

Maturity Date means March 10, 2033.

Quotation Agent means any independent financial institution (other than the Fiscal Agent) appointed by the Issuer.

Rating Agency means S&P Global Ratings Europe Limited or Moody's France SAS and their respective successors or affiliates or any other rating agency of equivalent international standing specified from time to time by the Issuer.

A Rating Downgrade (Change of Control) shall be deemed to have occurred in respect of a Change of Control (i) if within the Change of Control Period any rating previously assigned to the Issuer at its request by any two Rating Agencies (if three Rating Agencies have assigned a rating to the Issuer at its request) or by any Rating Agency (if only one or two Rating Agencies have assigned a rating to the Issuer at its request) is (x) withdrawn or (y) changed from an investment grade rating (BBB-/Baa3, or their respective equivalents for the time being, or better) to a non-investment grade rating (BB+/Ba1, or their respective equivalents for the time being, or worse) or (z) (if the rating assigned to the Issuer by any two Rating Agencies at its request shall be below an investment grade rating (as described above)) lowered one full rating category (from BB+/Ba1 to BB/Ba2 or such similar lower or equivalent rating), or (ii) if at the time of the Change of Control there is no rating assigned to the Issuer and no Rating Agency assigns during the Change of Control Period an investment grade credit rating (as described above) to the Issuer (unless the Issuer is unable to obtain such a rating within such period having used all reasonable endeavors to do so and such failure is unconnected with the occurrence of the Change of Control) provided, in each case, that a Rating Downgrade (Change of Control) otherwise arising by virtue of a particular change in rating, or failure to obtain an investment grade rating (as described above) shall be deemed not to have occurred in respect of a particular Change of Control if the Rating Agency making the change in or withdrawing the rating, or failing to award an investment grade rating (as described above), to which this definition would otherwise apply does not announce publicly or confirm in writing to the Issuer that the withdrawal, reduction or such failure was the result, in whole or part, of any event or circumstance comprised in or arising as a result of, or in respect of, the applicable Change of Control.

Rating Downgrade (Disposition) means a downgrade of any rating of the Issuer by a Rating Agency, following a downgrade of any rating of the Issuer by the other Rating Agency (it being understood that a Rating Downgrade (Disposition) will only occur at the time where the second Rating Agency announces the downgrade).

Reference Dealers means each of the four banks (that may include the Managers) selected by the Quotation Agent which are primary European government security dealers, and their respective successors, or market makers in pricing corporate bond issues.

Reference Security means DBR 2.30% due February 15, 2033 (ISIN: DE000BU2Z007). If a Reference Security is no longer outstanding, a Similar Security will be chosen by the Quotation Agent at 11:00 a.m. (CET) on the Calculation Date, quoted in writing by the Quotation Agent to the Issuer and published in accordance with Condition 15 (*Notices*).

Relevant Debt means any present or future indebtedness in the form of, or represented by, bonds, notes, debentures or other securities that are for the time being, or are capable of being, quoted, listed or ordinarily dealt in on any stock exchange, over the counter or other securities market.

Similar Security means a reference bond or reference bonds issued by the same issuer as the Reference Security having actual or interpolated maturity comparable with the remaining term of the Notes that would be utilized, at the time of selection and in accordance with customary financial practice, in pricing new issues of corporate debt securities of comparable maturity to the remaining term of the Notes.

Subsidiary means, at any particular time, a company that is then directly or indirectly controlled, or more than 50% of the issued share capital (or equivalent) of which is then beneficially owned by the Issuer and/or one or more of its Subsidiaries. For a company to be “controlled” by another means that the other (whether directly or indirectly and whether by ownership of share capital, the possession of voting power, contract or otherwise) has the power to appoint and/or remove all or the majority of the members of the board of directors or other governing body of that company.

1. **Form, Denomination and Title**

The Notes are serially numbered and in bearer form in the denomination of EUR 100,000 and integral multiples of EUR 1,000 in excess thereof up to and including EUR 199,000, with Coupons attached at the time of issue. No Notes in definitive form will be issued with a denomination above EUR 199,000. Title to the Notes and the Coupons will pass by delivery. The holder of any Note or Coupon shall (except as otherwise required by law) be treated as its absolute owner for all purposes (whether or not it is overdue and regardless of any notice of ownership, trust or any other interest therein, any writing thereon or any notice of any previous loss or theft thereof) and no person shall be liable for so treating such holder.

2. **Status**

- (a) *Status of the Notes.* The Notes constitute unsecured and unsubordinated obligations of the Issuer that will at all times rank *pari passu* among themselves and at least *pari passu* with all other present and future unsecured and unsubordinated obligations of the Issuer, save for such obligations as may be preferred by provisions of law that are both mandatory and of general application.
- (b) *Cross Guarantee Agreement.* The indebtedness of the Issuer under the Notes falls within the scope of, and benefits from, the Cross Guarantee Agreement. Under the Cross Guarantee Agreement, each Guarantor guarantees fully and unconditionally, jointly and severally the indebtedness of the Issuer under the Notes.

3. **Negative Pledge**

- (a) *Negative Pledge.* So long as any Note remains outstanding, the Issuer:

- (i) will not create or permit to subsist any mortgage, charge, pledge, lien or other form of encumbrance or security interest (together **Security**) upon the whole or any part of its undertaking, assets or revenues present or future to secure any Relevant Debt or any guarantee of or indemnity in respect of any Relevant Debt (save under the Cross Guarantee Agreement);
 - (ii) will procure that no Material Subsidiary (determined at the time of incurrence) creates or permits to subsist any Security upon the whole or any part of its undertaking, assets or revenues present or future to secure any Relevant Debt issued by the Issuer or any guarantee of or indemnity in respect of any such Relevant Debt (save under the Cross Guarantee Agreement or as set forth under Condition 3(a)(iii) below); and
 - (iii) will procure that no Material Subsidiary (determined at the time of incurrence) gives any guarantee of, or indemnity in respect of, any of the Relevant Debt of the Issuer; unless, at the same time or prior thereto, the Issuer's obligations under the Notes are secured equally and ratably therewith or benefit from a guarantee or indemnity in substantially identical terms thereto, as the case may be, or have the benefit of such other security, guarantee, indemnity or other arrangement as shall be approved by an Extraordinary Resolution.
- (b) The prohibition contained in this Condition 3 does not apply to Security either:
- (i) existing in connection with Relevant Debt that is assumed by the Issuer at the time of the assumption,
 - (ii) existing over undertakings, assets or revenues that are acquired by the Issuer at the time of acquisition, or
 - (iii) existing prior to an entity (whether or not a Subsidiary) becoming a Material Subsidiary.
- (c) For the avoidance of doubt, nothing in this Condition 3 is intended to prevent a Material Subsidiary from giving any guarantee or indemnity in respect of any obligations of any person other than in respect of Relevant Debt of the Issuer (as provided in Condition 3(a)(iii) above), nor in particular is anything in this Condition 3 intended to prevent any Material Subsidiary from giving together with the Issuer any guarantee or indemnity in respect of any Relevant Debt of any third person.

4. **Interest**

- (a) *Accrual of interest:* The Notes bear interest on the aggregate principal amount outstanding from March 10, 2025 (the **Issue Date**) at the rate of 3.250% per annum, (the **Rate of Interest**) payable in arrears on March 10 in each year (each, an **Interest Payment Date**), commencing on March 10, 2026, subject as provided in Condition 6 (*Payments*).

Each Note will cease to bear interest from the due date for redemption unless, upon due presentation, payment of principal is improperly withheld or refused, in which case it will continue to bear interest at such rate (both before and after judgment) until whichever is the earlier of (a) the day on which all sums due in respect of such Note up to that day are received by or on behalf of the relevant Noteholder and (b) the day which is 7 days after the Fiscal Agent has notified the Noteholders that it has received all sums due in respect of the Notes up to such 7th day (except to the extent that there is any subsequent default in payment).

If interest is required to be paid in respect of a Note on any other date, it shall be calculated by applying the Rate of Interest to the Calculation Amount, multiplying the product by the relevant Day Count Fraction and rounding the resulting figure to the nearest cent (half a cent being rounded upwards) and

multiplying such rounded figure by a fraction equal to the denomination of such Note divided by the Calculation Amount, where:

Calculation Amount means EUR 1,000;

Day Count Fraction means, in respect of any period, the number of days in the relevant period, from (and including) the first day in such period to (but excluding) the last day in such period, divided by the number of days in the Interest Period in which the relevant period falls; and

Interest Period means each period from (and including) the Issue Date or any Interest Payment Date to (but excluding) the next Interest Payment Date.

- (b) *Adjustment of Rate of Interest:* For any Interest Period commencing on or after March 10, 2031 following the occurrence of a Step Up Event, if any, each Note shall bear interest on its outstanding principal amount at the rate per annum equal to the Rate of Interest plus 0.50% per annum.

Any adjustment to the rate of interest under the Notes under this Condition 4(b) shall take effect and accrue in accordance with Condition 4(a) (*Accrual of interest*) on or after March 10, 2031 following the occurrence of a Step Up Event and shall be applied from the first Interest Payment Date immediately following thereafter. For the avoidance of doubt, an increase in the Rate of Interest may occur no more than once in respect of the Notes.

The Issuer will notify the Fiscal Agent and Noteholders in accordance with Condition 15 (*Notices*) upon any change in the rate of interest under the Notes upon the occurrence of a Step Up Event as soon as reasonably practicable after such event occurs.

In these Terms and Conditions:

Ahold Delhaize Operations includes all owned stores, warehouses, distribution centers and transport;

Ahold Delhaize Value Chain includes all suppliers, producers, farmers, third-party logistics providers, waste management suppliers, travel suppliers, lessees and lessors, franchisees, retailers, employees, and customers in the entire value chain of the Issuer;

Annual Report means the Issuer's annual report including *inter alia* the audited consolidated financial statements of the Issuer;

Assurance Report has the meaning given to it in Condition 4(c) (*Available Information*);

Food includes baby food, vitamins, fruit and vegetables, frozen food, meat, chicken, fish, deli, cheese, convenience food, produce, seafood, bakery, beer, wine, spirits, meal components, soft drinks, dairy, hot drinks, dry grocery and impulse. It excludes VAT, pet food, flowers and plants, health and beauty, tobacco, and cleaning products;

Food Waste means any Food not eaten by people: any Food that is not (i) sold, (ii) donated to hunger relief charities, or (iii) otherwise staying within a system to feed people, and is including unsold Food sent to animal feed, composting, anaerobic digestion, and bio-based materials, controlled combustion and landfill. Food Waste is measured according to the Food Loss & Waste Standard (<https://flwprotocol.org/>). Food Waste is part of the Sustainability Statements in the Annual Report;

Food Waste Condition means the notification by the Issuer to the Fiscal Agent and the Noteholders in accordance with Condition 15 (*Notices*) in writing on the Step Up Event Notification Date that the Food Waste Reduction Percentage as of the Performance Reference Date was equal to or greater than

the Food Waste Reduction Percentage Threshold. The Food Waste Reduction Percentage is reported by the Issuer in its Annual Report and is part of the Sustainability Statements;

Food Waste Reduction Percentage means the proportion of Tonnes of Food Waste per million Euro of Food Sales that is reduced (expressed as a percentage) as of a given date reported by the Issuer, in accordance with Condition 4(c) (*Available Information*); it is measured as a percentage change at the end of a financial year from the financial year ending January 1, 2017 (the **Food Waste Baseline Year**). Whereby the Issuer's target Food Waste Reduction Percentage for the financial year ending December 29, 2030 as compared to the Food Waste Baseline Year is 50%, subject to any Recalculation;

Food Waste Reduction Percentage Threshold means 50%, subject to any Recalculation;

Performance Reference Date means December 29, 2030;

Recalculation means a recalculation or redefinition of a Sustainability Condition, the respective baseline date or the respective baseline, in good faith by the Issuer based on specific circumstances, such as changes in:

- (a) the Scope 3 FLAG GHG Emissions Reduction Percentage Threshold or the Scope 3 E&I GHG Emissions Reduction Percentage Threshold, which was submitted to the Science Based Target Initiative and is pending validation;
- (b) Ahold Delhaize's perimeter as a result of, but not limited to, acquisition, amalgamation, demerger, merger, corporate reconstruction, divestiture or disposal, large capital projects or as a result of a force majeure occurring;
- (c) any applicable laws, regulations, rules, guidelines, and policies relating to the business of Ahold Delhaize;
- (d) the methodology for calculating a Sustainability Condition to reflect changes in the market practice or the relevant market standards, (i) which, individually or in aggregate, has a Recalculation Significant Impact on the level of any such condition or any relevant baseline or (ii) as a result of which Ahold Delhaize chooses to recalculate or redefine a Sustainability Condition, the respective baseline date or the respective baseline; or
- (e) Ahold Delhaize's ability and autonomy to calculate the relevant Reduction Percentage Threshold, for example as a result of data accessibility, data quality, data error, or a number of cumulative errors that together are significant (each such event, a **Recalculation Event**),

which shall be set out in, and apply from the date of the Recalculation Event Notice;

Recalculation Event Notice means the notice prepared by the Issuer in relation to any Recalculation Event and as disclosed in accordance with Condition 4(c) (*Available Information*) and notified by the Issuer in accordance with Condition 15 (*Notices*);

Recalculation Significant Impact means an increase or decrease in any Sustainability Condition, the respective baseline date or the respective baseline of 5% or more;

Reduction Percentage Thresholds means the Scope 1 and 2 GHG Emissions Reduction Percentage Threshold, the Scope 3 E&I GHG Emissions Reduction Percentage Threshold, the Scope 3 FLAG GHG Emissions Reduction Percentage Threshold and the Food Waste Reduction Percentage Threshold;

Scope 1 and 2 GHG Emissions means the greenhouse gas emissions calculated CO₂ equivalent (actual CO₂ emitted plus equivalent emissions from other greenhouse gases such as methane (CH₄), nitrous oxide (N₂O) and various refrigeration blends, including HFCs) of Scope 1 (from sources that are owned or controlled by Ahold Delhaize) and Scope 2 (from the generation of purchased energy) equivalent emissions expressed in thousand tonnes, as calculated in good faith by the Issuer, and published by the Issuer as of a given date and reported by the Issuer in accordance with Condition 4(c) (*Available Information*). Scope 1 and 2 GHG Emissions is part of the Sustainability Statements;

Scope 1 and 2 GHG Emissions Condition means the notification by the Issuer to the Fiscal Agent and the Noteholders in accordance with Condition 15 (*Notices*) in writing on the Step Up Event Notification Date that the Scope 1 and 2 GHG Emissions Reduction Percentage as of the Performance Reference Date was equal to or greater than the Scope 1 and 2 GHG Emissions Reduction Percentage Threshold. The Scope 1 and 2 GHG Emissions Reduction Percentage is reported by the Issuer in its Annual Report and is part of the Sustainability Statements;

Scope 1 and 2 GHG Emissions Reduction Percentage means the proportion of Scope 1 and 2 GHG Emissions that is reduced (expressed as a percentage) as of a given date reported by the Issuer in accordance with Condition 4(c) (*Available Information*): it is measured as a percentage change at the end of the financial year from the financial year ending December 30, 2018 (the **Scope 1 and 2 GHG Emissions Baseline Year**). Whereby the Issuer's target Scope 1 and 2 GHG Emissions Reduction Percentage for the financial year ending December 29, 2030 as compared to the Scope 1 and 2 GHG Emissions Baseline Year is 50%, subject to any Recalculation;

Scope 1 and 2 GHG Emissions Reduction Percentage Threshold means 50%, subject to any Recalculation;

Scope 3 E&I GHG Emissions means energy and industry (non-forest, land and agriculture related) greenhouse gas emissions calculated CO₂ equivalent (actual CO₂ emitted plus equivalent emissions from other greenhouse gases such as methane (CH₄), nitrous oxide (N₂O) and various refrigeration blends (including HFCs)) of Scope 3 (from sources that are not owned or directly controlled by Ahold Delhaize) equivalent indirect emissions from the Ahold Delhaize Value Chain expressed in thousand tonnes of carbon dioxide equivalent (**MtCO₂e**), as calculated in good faith by the Issuer, and published by the Issuer as of a given date and reported by the Issuer in accordance with Condition 4(c) (*Available Information*). Scope 3 E&I GHG Emissions is part of the Sustainability Statements;

Scope 3 FLAG GHG Emissions means the forest, land and agriculture greenhouse gas emissions calculated CO₂ equivalent (actual CO₂ emitted plus equivalent emissions from other greenhouse gases such as methane (CH₄), nitrous oxide (N₂O) and various refrigeration blends (including HFCs)) of Scope 3 (from sources that are not owned or directly controlled by Ahold Delhaize) equivalent indirect emissions from the Ahold Delhaize Value Chain expressed in MtCO₂e, as calculated in good faith by the Issuer, and published by the Issuer as of a given date and reported by the Issuer in accordance with Condition 4(c) (*Available Information*). Scope 3 FLAG GHG Emissions is part of the Sustainability Statements;

Scope 3 GHG Emissions Condition means the notification by the Issuer to the Fiscal Agent and the Noteholders in accordance with Condition 15 (*Notices*) in writing on the Step Up Event Notification Date that the Scope 3 E&I GHG Emissions Reduction Percentage or the Scope 3 FLAG GHG Emissions Reduction Percentage as of the Performance Reference Date was equal to or greater than the Scope 3 E&I GHG Emissions Reduction Percentage Threshold or the Scope 3 FLAG GHG Emissions Reduction Percentage Threshold, as applicable. The Scope 3 E&I GHG Emissions Reduction Percentage and the Scope 3 FLAG GHG Emissions Reduction Percentage is reported by the Issuer in its Annual Report and is part of the Sustainability Statements;

Scope 3 E&I GHG Emissions Reduction Percentage means the proportion of Scope 3 E&I GHG Emissions that is reduced (expressed as a percentage) as of a given date reported by the Issuer in accordance with Condition 4(c) (*Available Information*): it is measured as a percentage change at the end of the financial year from the financial year ending January 3, 2021 (the **Scope 3 E&I GHG Emissions Baseline Year**). Whereby the Issuer's target Scope 3 E&I GHG Emissions Reduction Percentage for the financial year ending December 29, 2030 as compared to the Scope 3 E&I GHG Emissions Baseline Year is 42%, subject to any Recalculation;

Scope 3 E&I GHG Emissions Reduction Percentage Threshold means 42%, subject to any Recalculation;

Scope 3 FLAG GHG Emissions Reduction Percentage means the proportion of Scope 3 FLAG GHG Emissions that is reduced (expressed as a percentage) as of a given date reported by the Issuer in accordance with Condition 4(c) (*Available Information*): it is measured as a percentage change at the end of the financial year from the financial year ending January 3, 2021 (the **Scope 3 FLAG GHG Emissions Baseline Year**). Whereby the Issuer's target Scope 3 FLAG GHG Emissions Reduction Percentage for the financial year ending December 29, 2030 as compared to the Scope 3 FLAG GHG Emissions Baseline Year is 30.3%, subject to any Recalculation;

Scope 3 FLAG GHG Emissions Reduction Percentage Threshold means 30.3%, subject to any Recalculation;

Sustainability Conditions means the Scope 1 and 2 GHG Emissions Condition, the Scope 3 GHG Emissions Condition and the Food Waste Condition;

Sustainability Statements means the sustainability statements set out in the Annual Report that are assured in the Assurance Report;

Step Up Event means:

- (i) the failure of the Issuer, to satisfy any Sustainability Condition for the period ending on the Performance Reference Date, as set out in the Annual Report for the 52 weeks ended December 29, 2030 pursuant to Condition 4(c) (*Available Information*); or
- (ii) the failure by the Issuer to comply with its obligations under Condition 4(c) (*Available Information*);

Step Up Event Notification Date means the Business Day falling no later than 5 days prior to March 10, 2031; and

Tonnes of Food Waste per Food Sales means the ratio of the tonnes of Food Waste per (i) million Euro sales of Food in Ahold Delhaize Operations where the Issuer and its Subsidiaries manage the waste stream and (ii) sales of Food to franchisees and affiliates, measured in million Euros and excluding value added tax (VAT), as calculated in good faith by the Issuer, and published by the Issuer as of a given date and reported by the Issuer in accordance with Condition 4(c) (*Available Information*).

- (c) *Available Information*: From the publication of the Issuer's Annual Report for the 52 weeks ended December 29, 2024, the Issuer will publish on its website, and, in accordance with applicable laws, the Sustainability Statements including (i) the Food Waste Reduction Percentage, (ii) the Scope 1 and 2 GHG Emissions Reduction Percentage and (iii) the Scope 3 E&I GHG Emissions Reduction Percentage and the Scope 3 FLAG GHG Emissions Reduction Percentage, as of the end of each of its financial years, as well as a limited assurance report of the independent auditor on the Sustainability Statements (the **Assurance Report**). The Assurance Report and the Sustainability Statements will be

included in each Annual Report and will have the same reference date as the relevant Annual Report. At any point in the future, should the Sustainability Statements not be included within the Annual Report (as set out in this Condition 4(c) (*Available Information*)), then the Assurance Report and the Sustainability Statements may be published on the Issuer's website as soon as reasonably practicable, but in no event later than 30 days, subsequent to the date of publication of the relevant Annual Report.

5. **Redemption and Purchase**

- (a) *Scheduled redemption*: Unless previously redeemed, or purchased and cancelled, the Notes will be redeemed at their principal amount on the Maturity Date, subject as provided in Condition 6 (*Payments*).
- (b) *Redemption for tax reasons*: The Notes may be redeemed at the option of the Issuer in whole, but not in part, at any time, on giving not less than 10 nor more than 30 days' notice to the Noteholders (which notice shall be irrevocable) at their principal amount, together with interest accrued to the date fixed for redemption, if:
- (i) the Issuer has or will become obliged to pay additional amounts as provided or referred to in Condition 7 (*Taxation*) as a result of any change in, or amendment to, the laws or regulations of The Netherlands and any other jurisdiction where the Issuer is engaged in the context of business/trade or any political subdivision or any authority thereof or therein having power to tax, or any change in the application or official interpretation of such laws or regulations (including a holding by a court of competent jurisdiction), which change or amendment becomes effective on or after March 6, 2025; and

(ii) such obligation cannot be avoided by the Issuer taking reasonable measures available to it;

provided, however, that no such notice of redemption shall be given earlier than 90 days prior to the earliest date on which the Issuer would be obliged to pay such additional amounts if a payment in respect of the Notes were then due.

Prior to the publication of any notice of redemption pursuant to this paragraph, the Issuer shall deliver to the Fiscal Agent:

- (A) a certificate signed by two managing directors of the Issuer stating that the Issuer is entitled to effect such redemption and setting forth a statement of facts showing that the conditions precedent to the right of the Issuer so to redeem have occurred; and
- (B) an opinion of independent legal advisers of recognized standing to the effect that the Issuer has or will become obliged to pay such additional amounts as a result of such change or amendment.

Upon the expiry of any such notice as is referred to in this Condition 5(b), the Issuer shall be bound to redeem the Notes in accordance with this Condition 5(b).

- (c) *Redemption at the option of Noteholders*: If there occurs a Change of Control and within the Change of Control Period a Rating Downgrade (Change of Control) in respect of that Change of Control occurs (together called a **Put Event**), the holder of each Note will have the option to require the Issuer to redeem or, at the Issuer's option, to be exercised at the time, purchase (or procure the purchase of) that Note on the Put Settlement Date (as defined below) at a price equal to 100% of its principal amount together with (or, where purchased, together with an amount equal to) accrued interest to but excluding the Put Settlement Date.

The **Put Settlement Date** is the 7th day after the last day of the Change of Control Period.

Within 5 business days after the Issuer becoming aware that a Put Event has occurred, the Issuer shall give notice (a **Put Event Notice**) to the Noteholders in accordance with Condition 15 (*Notices*) specifying the nature of the Put Event and the circumstances giving rise to it and the procedure for exercising the option contained in this Condition 5(c).

In order to exercise the option contained in this Condition 5(c), the holder of a Note must deposit with any Paying Agent such Note together with all unmatured Coupons relating thereto within the period of 45 days after a Put Event Notice is given as well as a duly completed put option notice (a **Put Option Notice**) in the form obtainable from any Paying Agent. The Paying Agent with which a Note is so deposited shall deliver a duly completed receipt for such Note (a **Put Option Receipt**) to the depositing Noteholder. No Note, once deposited with a duly completed Put Option Notice in accordance with this Condition 5(c), may be withdrawn; *provided, however, that* if, prior to the Put Settlement Date, any such Note becomes immediately due and payable or, upon due presentation of any such Note on the Put Settlement Date, payment of the redemption moneys is improperly withheld or refused, the relevant Paying Agent shall mail notification thereof to the depositing Noteholder at such address as may have been given by such Noteholder in the relevant Put Option Notice and shall hold such Note at its Specified Office for collection by the depositing Noteholder against surrender of the relevant Put Option Receipt. For so long as any outstanding Note is held by a Paying Agent in accordance with this Condition 5(c), the depositor of such Note and not such Paying Agent shall be deemed to be the holder of such Note for all purposes.

- (d) *Redemption at the option of the Issuer (Refinancing)*: The Notes may be redeemed at the option of the Issuer in whole or in part from and including the date falling 3 months prior to the Maturity Date to but excluding the Maturity Date (the **Refinancing Call Settlement Date**) at a price equal to 100% of their principal amount on the Issuer's giving not less than 10 nor more than 30 days' notice to the Noteholders (which notice shall be irrevocable and shall oblige the Issuer to redeem the Notes specified in such notice on the Refinancing Call Settlement Date at such price plus accrued interest to such date).
- (e) *Redemption at the option of the Issuer at Make-whole Premium*: The Notes may be redeemed at the option of the Issuer in whole, but not in part, at any date until the Maturity Date (each such date, a **Make-whole Redemption Date**) at the Make-whole Redemption Amount on the Issuer's giving not less than 10 nor more than 30 days' notice to the Noteholders (which notice shall be irrevocable and shall oblige the Issuer to redeem the Notes) on the relevant Make-whole Redemption Date at the Make-whole Redemption Amount.
- (f) *Redemption following exercise of Clean-up call*: The Notes will be redeemable at the option of the Issuer in whole, but not in part, on any Interest Payment Date at any time when the aggregate principal amount of the Notes is equal to or less than 25% of the aggregate principal amount of the Notes issued (x) on the Issue Date and (y) if any, issued pursuant to Condition 14 (*Further Issues*).

Upon such redemption, the Issuer will redeem the Notes at 100% of their principal amount together with accrued interest to but excluding the Interest Payment Date, upon giving not less than 10 nor more than 30 days' notice to the Noteholders in accordance with Condition 15 (*Notices*) (which notice shall be irrevocable and shall oblige the Issuer to redeem the Notes).

- (g) *Partial redemption*: If the Notes are to be redeemed in part only on any date in accordance with Condition 5(d) (*Redemption at the option of the Issuer (Refinancing)*), the Notes to be redeemed shall be selected by the drawing of lots in such place as the Fiscal Agent approves and in such manner as the Fiscal Agent considers appropriate, subject to compliance with applicable law and the rules of each listing authority, stock exchange and/or quotation system (if any) by which the Notes have then been admitted to listing, trading and/or quotation, and the notice to Noteholders referred to in Condition 5(d)

(Redemption at the option of the Issuer (Refinancing)) shall specify the serial numbers of the Notes so to be redeemed.

- (h) *No other redemption*: The Issuer shall not be entitled to redeem the Notes otherwise than as provided in paragraphs (a) (*Scheduled redemption*) to (f) (*Redemption following exercise of Clean-up call*) above.
- (i) *Purchase*: The Issuer or any of its Subsidiaries may at any time purchase Notes in the open market or otherwise and at any price, *provided that* all unmatured Coupons are purchased therewith.
- (j) *Cancellation*: All Notes so redeemed or purchased by the Issuer or any of its Subsidiaries and any unmatured Coupons attached to or surrendered with them shall be cancelled and may not be reissued or resold.

6. **Payments**

- (a) *Principal*: Payments of principal shall be made only against presentation and (*provided that* payment is made in full) surrender of Notes at the Specified Office of any Paying Agent outside the United States by Euro cheque drawn on, or by transfer to a Euro account (or other account to which Euro may be credited or transferred) maintained by the payee with, a bank in a city in which banks have access to the T2 System.
- (b) *Interest*: Payments of interest shall, subject to paragraph (h) (*Payments other than in respect of matured Coupons*) below, be made only against presentation and (*provided that* payment is made in full) surrender of the appropriate Coupons at the Specified Office of any Paying Agent outside the United States in the manner described in paragraph (a) (*Principal*) above.
- (c) *Interpretation*: In these Terms and Conditions:

T2 means the Trans-European Automated Real-Time Gross Settlement Express Transfer System, or any successor or replacement for that system;

T2 Settlement Day means any day on which T2 is open for the settlement of payments in euro;

and

T2 System means the T2 system.

- (d) *Payments subject to fiscal laws*: All payments in respect of the Notes are subject in all cases to any applicable fiscal or other laws and regulations in the place of payment, but without prejudice to the provisions of Condition 7 (*Taxation*). No commissions or expenses shall be charged to the Noteholders or Couponholders in respect of such payments by the Issuer.
- (e) *Deduction for unmatured Coupons*: If a Note is presented without all unmatured Coupons relating thereto, then:
 - (i) if the aggregate amount of the missing Coupons is less than or equal to the amount of principal due for payment, a sum equal to the aggregate amount of the missing Coupons will be deducted from the amount of principal due for payment; *provided, however, that* if the gross amount available for payment is less than the amount of principal due for payment, the sum deducted will be that proportion of the aggregate amount of such missing Coupons the gross amount of which actually available for payment bears to the amount of principal due for payment;

- (ii) if the aggregate amount of the missing Coupons is greater than the amount of principal due for payment:
 - (A) so many of such missing Coupons shall become void (in inverse order of maturity) as will result in the aggregate amount of the remainder of such missing Coupons (the **Relevant Coupons**) being equal to the amount of principal due for payment; *provided, however, that* where this sub-paragraph would otherwise require a fraction of a missing Coupon to become void, such missing Coupon shall become void in its entirety; and
 - (B) a sum equal to the aggregate amount of the Relevant Coupons (or, if less, the amount of principal due for payment) will be deducted from the amount of principal due for payment; *provided, however, that*, if the gross amount available for payment is less than the amount of principal due for payment, the sum deducted will be that proportion of the aggregate amount of the Relevant Coupons (or, as the case may be, the amount of principal due for payment) the gross amount of which actually available for payment bears to the amount of principal due for payment.

Each sum of principal so deducted shall be paid in the manner provided in paragraph (a) (*Principal*) above against presentation and (*provided that* payment is made in full) surrender of the relevant missing Coupons. No payments will be made in respect of void coupons.

- (f) *Unmatured Coupons void*: On the due date for redemption of any Note pursuant to Condition 5(a) (*Scheduled redemption*), Condition 5(b) (*Redemption for tax reasons*), Condition 5(c) (*Redemption at the option of Noteholders*), Condition 5(d) (*Redemption at the option of the Issuer (Refinancing)*), Condition 5(e) (*Redemption at the option of the Issuer at Make-Whole Premium*), Condition 5(f) (*Redemption following exercise of Clean-up call*) or Condition 8 (*Events of Default*), all unmatured Coupons (if any) relating thereto (whether or not still attached) shall become void and no payment will be made in respect thereof.
- (g) *Payments on business days*: If the due date for payment of any amount in respect of any Note or Coupon is not a business day in the place of presentation or in any place of business of the relevant Paying Agent, the holder shall not be entitled to payment in such place of the amount due until the next succeeding business day in such place and shall not be entitled to any further interest or other payment in respect of any such delay. In this paragraph, **business day** means, in respect of any place of presentation or any place of business of the relevant Paying Agent, any day on which banks are open for presentation and payment of bearer debt securities and for dealings in foreign currencies in such place of presentation or any place of business of the relevant Paying Agent and, in the case of payment by transfer to a Euro account as referred to above, on which the T2 System is open.
- (h) *Payments other than in respect of matured Coupons*: Payments of interest other than in respect of matured Coupons shall be made only against presentation of the relevant Notes at the Specified Office of any Paying Agent outside the United States.
- (i) *Partial payments*: If a Paying Agent makes a partial payment in respect of any Note or Coupon presented to it for payment, such Paying Agent will endorse thereon a statement indicating the amount and the date of such payment.

7. **Taxation**

All payments of principal and interest in respect of the Notes and the Coupons by or on behalf of the Issuer shall be made free and clear of, and without withholding or deduction for or on account of, any present or future taxes, duties, assessments or governmental charges of whatever nature imposed,

levied, collected, withheld or assessed by or on behalf of The Netherlands or any political subdivision thereof or any authority therein or thereof having power to tax, unless the withholding or deduction of such taxes, duties, assessments or governmental charges is required by law. In that event the Issuer shall pay such additional amounts as will result in receipt by the Noteholders and the Couponholders after such withholding or deduction of such amounts as would have been received by them had no such withholding or deduction been required, except that no such additional amounts shall be payable in respect of any Note or Coupon:

- (a) presented for payment by or on behalf of a holder who is liable to such taxes, duties, assessments or governmental charges in respect of such Note or Coupon by reason of its having some connection with The Netherlands other than the mere holding of the Note or Coupon;
- (b) presented for payment more than 30 days after the Relevant Date except to the extent that the holder of such Note or Coupon would have been entitled to such additional amounts on presenting such Note or Coupon for payment on the last day of such period of 30 days; or
- (c) where such withholding or deduction is required to be made pursuant to the Dutch Withholding Tax Act 2021 (*Wet bronbelasting 2021*) as amended, on payments due to a holder of any Note or Coupon affiliated to the Issuer (within the meaning of the Dutch Withholding Tax Act 2021 as at March 6, 2025).

In these Terms and Conditions, **Relevant Date** means whichever is the later of (1) the date on which the payment in question first becomes due and (2) if the full amount payable has not been received in a city in which banks have access to the T2 System by the Fiscal Agent on or prior to such due date, the date on which (the full amount having been so received) notice to that effect has been given to the Noteholders.

Any reference in these Terms and Conditions to principal or interest shall be deemed to include any additional amounts in respect of principal or interest (as the case may be) that may be payable under this Condition 7 (*Taxation*).

If the Issuer becomes subject at any time to any taxing jurisdiction other than The Netherlands, references in these Terms and Conditions to The Netherlands shall be construed as references to The Netherlands and/or such other jurisdiction.

8. **Events of Default**

If any of the following events occurs and is continuing:

- (a) *Non-payment*: the Issuer fails to pay any amount of principal in respect of the Notes within 7 days of the due date for payment thereof or fails to pay any amount of interest in respect of the Notes within 15 days of the due date for payment thereof; or
- (b) *Breach of other obligations*: the Issuer defaults in the performance or observance of any of its other obligations under or in respect of the Notes and such default remains unremedied for 30 days after written notice thereof, addressed to the Issuer by any Noteholder, has been delivered to the Issuer or to the Specified Office of the Fiscal Agent, provided that a default by the Issuer in the performance or observance of any of its obligations under Condition 4(c) (*Available Information*) shall not constitute an event of default for the purposes of this Condition 8 (*Events of Default*); or

- (c) *Cross-default of Issuer or Subsidiary*: the Issuer or any Material Subsidiary defaults in the payment of the principal of, or interest on, any other obligation in respect of Borrowed Moneys of, assumed or guaranteed by the Issuer or any Material Subsidiary, as the case may be, when and as the same shall become due and payable, if such default shall continue for more than the period of grace, if any, applicable thereto and the time for payment of such interest, or principal, has not been effectively extended, or if any obligation in respect of Borrowed Moneys, of, assumed or guaranteed by the Issuer or the Material Subsidiary shall have become repayable before the due date thereof as a result of acceleration of maturity by reason of the occurrence of an event of default thereunder; or
- (d) *Attachment*: an executory attachment (*executoriaal beslag*), or an interlocutory attachment (*conservatoir beslag*) is made on any substantial part of the assets of the Issuer and, in *either* case, is not cancelled or withdrawn within 30 days after the making thereof; or
- (e) *Insolvency, etc.*: the Issuer or a Material Subsidiary becomes bankrupt or applies for suspension of payment, or the Issuer or a Material Subsidiary offers a compromise to its creditors or negotiates with all its creditors another agreement relating to its payment difficulties, or such measures are officially decreed; or
- (f) *Security enforced*: any mortgage, charge, pledge, lien or other encumbrance, present or future, created or assumed by the Issuer or any of its Material Subsidiaries over the whole or substantially all of the undertaking, assets or revenues of the Issuer or any of its Material Subsidiaries becomes enforceable and any step is taken to enforce it (including the taking of possession or the appointment of a receiver, administrative receiver, administrator, manager or other similar person in respect thereof) and is not discharged or stayed within 30 days; or
- (g) *Winding up, etc.*: an order is made or an effective resolution is passed for the winding up, liquidation or dissolution of the Issuer or any of its Material Subsidiaries, other than a solvent liquidation or reorganization of any Material Subsidiary and except for the purpose of and followed by a reconstruction, amalgamation, reorganization, merger or consolidation (i) on terms approved by a resolution of the general meeting of Noteholders, or (ii) in the case of a Material Subsidiary, whereby the undertaking and assets of the Material Subsidiary are transferred to or otherwise vested in the Issuer or another of its Subsidiaries; or
- (h) *Analogous event*: any event occurs which under the laws of any relevant jurisdiction that has an analogous effect to any of the events referred to in paragraphs (d) (*Attachment*) to (g) (*Winding up, etc.*) above; or
- (i) *Cessation of business*: the Issuer shall cease to carry on substantially the whole of its business or shall dispose of substantially the whole of its assets; or
- (j) *Substitute Debtor*: any Substituted Debtor ceases to be at least 95% owned and controlled (directly or indirectly) by the Issuer; or
- (k) *Cross Guarantee Agreement*: the failure by any Guarantor to perform any covenant set out in the Cross Guarantee Agreement, applicable to such Guarantor or the repudiation by any Guarantor of its obligations under the Cross Guarantee Agreement, other than in compliance with the terms thereof, or the Cross Guarantee Agreement fails to be in full force and effect for any reason (subject to, for the avoidance of doubt, the grace period referred to in paragraph (b) (*Breach of other obligations*) above),

then any Note may, by written notice addressed by the holder thereof to the Issuer and delivered to the Issuer or to the Specified Office of the Fiscal Agent, be declared immediately due and payable,

whereupon it shall become immediately due and payable at its principal amount together with accrued interest without further action or formality.

9. **Undertaking**

Under these Terms and Conditions and the Cross Guarantee Agreement, for so long as any Note remains outstanding, all guarantees made by a Guarantor under the Cross Guarantee Agreement in respect of the Notes will be released and discharged, upon a sale, exchange, transfer or other disposition in a transaction or series of transactions over a 12 month period (any such sale, exchange, transfer or other disposition in a transaction or series of transactions over a 12 month period, a **Disposition**) to any person that is not the Issuer or a Subsidiary of the Issuer of all of the capital stock, or all or substantially of all the assets, of such Guarantor, if as a result of which such Guarantor ceases to be a Subsidiary of the Issuer.

With respect to a Disposition of such capital stock of, or a Disposition of such assets of, a Guarantor that is a Major Subsidiary, the Issuer hereby undertakes and agrees that no Guarantor that is a Major Subsidiary shall be released under the Cross Guarantee Agreement in respect of the Notes if after giving effect to such Disposition, a Rating Downgrade (Disposition) resulting (in whole or in part) from such Disposition shall occur.

10. **Prescription**

Claims for principal and interest shall become void unless the relevant Notes and Coupons are presented for payment within 5 years of the appropriate Relevant Date.

11. **Replacement of Notes and Coupons**

If any Note or Coupon is lost, stolen, mutilated, defaced or destroyed, it may be replaced at the Specified Office of the Fiscal Agent and the Paying Agent having its Specified Office in London subject to all applicable laws and stock exchange requirements, upon payment by the claimant of the expenses incurred in connection with such replacement and on such terms as to evidence, security, indemnity and otherwise as the Issuer may reasonably require. Mutilated or defaced Notes or Coupons must be surrendered before replacements will be issued.

12. **Paying Agents**

In acting under the Agency Agreement and in connection with the Notes and the Coupons, the Paying Agents act solely as agents of the Issuer and do not assume any obligations toward or relationship of agency or trust for or with any of the Noteholders or Couponholders.

The initial Paying Agents and their initial Specified Offices are listed below. The Issuer reserves the right at any time to vary or terminate the appointment of any Paying Agent and to appoint a successor fiscal agent and additional or successor paying agents; *provided, however, that* the Issuer shall at all times maintain (a) a fiscal agent and (b) a paying agent in London.

Notice of any change in any of the Paying Agents or in their Specified Offices shall promptly be given to the Noteholders.

13. **Meetings of Noteholders; Modification**

- (a) *Meetings of Noteholders:* The Agency Agreement contains provisions for convening meetings of Noteholders to consider matters relating to the Notes, including the modification of any provision of these Terms and Conditions. Any such modification may be made if sanctioned by an Extraordinary Resolution. Such a meeting may be convened by the Issuer and shall be convened by it upon the

request in writing of Noteholders holding not less than one-tenth of the aggregate principal amount of the outstanding Notes. The quorum at any meeting convened to vote on an Extraordinary Resolution will be two or more persons holding or representing one more than half of the aggregate principal amount of the outstanding Notes or, at any adjourned meeting, two or more persons being or representing Noteholders whatever the principal amount of the Notes held or represented; *provided, however, that* certain proposals (including any proposal to change any date fixed for payment of principal or interest in respect of the Notes, to reduce the amount of principal or interest payable on any date in respect of the Notes, to alter the method of calculating the amount of any payment in respect of the Notes or the date for any such payment, to change the currency of payments under the Notes or to change the quorum requirements relating to meetings or the majority required to pass an Extraordinary Resolution) may only be sanctioned by an Extraordinary Resolution passed at a meeting of Noteholders at which two or more persons holding or representing not less than two thirds or, at any adjourned meeting, one third of the aggregate principal amount of the outstanding Notes form a quorum. Any Extraordinary Resolution duly passed at any such meeting shall be binding on all the Noteholders and Couponholders, whether present or not.

In addition, a resolution in writing signed by or on behalf of Noteholders, who for the time being are entitled to receive notice of a meeting of Noteholders, holding not less than 75% in principal amount of the Notes outstanding, will take effect as if it were an Extraordinary Resolution. Such a resolution in writing may be contained in one document or several documents in the same form, each signed by or on behalf of one or more Noteholders.

- (b) *Modification:* The Notes and these Terms and Conditions may be amended by the Issuer with consent of the Fiscal Agent, without the consent of the Noteholders or the Couponholders to correct a manifest error. In addition, the parties to the Agency Agreement may agree to modify any provision thereof, but the Issuer shall not agree, without the consent of the Noteholders to any such modification unless it is of a formal, minor or technical nature, it is made to correct a manifest error or it is, in the opinion of such parties, not materially prejudicial to the interests of the Noteholders.

14. **Further Issues**

The Issuer may from time to time, without the consent of the Noteholders or the Couponholders, create and issue further notes having the same terms and conditions as the Notes in all respects (or in all respects except for the first payment of interest) so as to form a single series with the Notes.

15. **Notices**

Notices to the Noteholders shall be valid if (1) delivered through the clearing systems of Clearstream, Luxembourg and Euroclear and (2) published in a leading newspaper having general circulation in The Netherlands (which is expected to be the *Het Financieele Dagblad*) or, if such publication is not practicable, in a leading English language daily newspaper having general circulation in Europe. Any such notice shall be deemed to have been given on the date of first publication. Couponholders shall be deemed for all purposes to have notice of the contents of any notice given to the Noteholders.

16. **Substitution of the Issuer**

- (a) Koninklijke Ahold Delhaize N.V. and any company (incorporated in any country in the world) of which Koninklijke Ahold Delhaize N.V. holds directly or indirectly more than 95% of the shares or other equity interest carrying voting rights, may, at any time, substitute the Issuer (which for the purpose of this Condition 16, save where the context requires otherwise, includes any previous substitute of the Issuer) as the principal debtor in respect of the Notes (any company so substituting the Issuer, the **Substituted Debtor**), and the Noteholders and the Couponholders hereby irrevocably agree in advance to any such substitution, provided that:

- (i) such documents shall be executed, and notices be given, by the Substituted Debtor and the Issuer as the Fiscal Agent may deem reasonably necessary to give full effect to the substitution and pursuant to which the Substituted Debtor shall undertake in favor of each Noteholder and Couponholder to be bound by these Terms and Conditions and the provisions of the Agency Agreement as the principal debtor in respect of the Notes and Coupons in place of the Issuer;
- (ii) in accordance with and subject to Condition 7 (*Taxation*), no taxes or duties shall be required to be withheld or deducted at source in the territory where the Substituted Debtor is incorporated, domiciled or resident (unless the withholding or deduction would be borne by the Substituted Debtor, in which case Condition 7 (*Taxation*) shall apply or unless the Issuer was required by law to make such withholding or deduction before the substitution);
- (iii) all necessary governmental and regulatory approvals and consents for such substitution and for the giving by Koninklijke Ahold Delhaize N.V. of the Substitution Guarantee (as defined below) in respect of the obligations of the Substituted Debtor shall have been obtained and be in full force and effect;

and (where Koninklijke Ahold Delhaize N.V. is the Issuer being substituted as principal debtor by the Substituted Debtor) upon the Notes and Coupons becoming valid and binding obligations of the Substituted Debtor, Koninklijke Ahold Delhaize N.V. undertakes that it will irrevocably and unconditionally guarantee in favor of each Noteholder and Couponholder the payment of all sums payable by the Substituted Debtor as such principal debtor (such guarantee and hereinafter referred to as the **Substitution Guarantee**).

- (b) The Substituted Debtor shall forthwith give notice of the substitution to the Noteholders and the Couponholders in accordance with Condition 15 (*Notices*).

17. **Governing Law and Jurisdiction**

- (a) *Governing law*: The Notes and any non-contractual obligations arising out of or in connection with the Notes are governed by the laws of The Netherlands.
- (b) *Submission to jurisdiction*: The Issuer submits for the exclusive benefit of the Noteholders and the Couponholders to the jurisdiction of the courts of Amsterdam, the Netherlands, judging in first instance, and their appellate courts. Without prejudice to the foregoing, the Issuer further irrevocably agrees that any suit, action or proceedings arising out of or in connection with the Agency Agreement, the Notes or the Coupons may be brought in any other court of competent jurisdiction.

PART VI: SUMMARY OF PROVISIONS RELATING TO NOTES WHILE IN GLOBAL FORM

The Notes will initially be in the form of the Temporary Global Note which will be deposited on or around the Closing Date with a common safekeeper for Euroclear and Clearstream, Luxembourg.

The Notes will be issued in new global note (NGN) form. On June 13, 2006 the European Central Bank (the ECB) announced that Notes in NGN form are in compliance with the “Standards for the use of EU securities settlement systems in ESCB credit operations” of the central banking system for the euro (the Eurosystem), provided that certain other criteria are fulfilled. At the same time the ECB also announced that arrangements for Notes in NGN form will be offered by Euroclear and Clearstream, Luxembourg as of June 30, 2006 and that debt securities in global bearer form issued through Euroclear and Clearstream, Luxembourg after December 31, 2006 will only be eligible as collateral for Eurosystem operations if the NGN form is used.

The Notes are intended to be held in a manner which would allow Eurosystem eligibility - that is, in a manner which would allow the Notes to be recognized as eligible collateral for Eurosystem monetary policy and intra-day credit operations by the Eurosystem either upon issue or at any or all times during their life. Such recognition will depend upon satisfaction of the Eurosystem eligibility criteria.

The Temporary Global Note will be exchangeable in whole or in part for interests in the Permanent Global Note not earlier than 40 days after the Closing Date upon certification as to non-U.S. beneficial ownership. No payments will be made under the Temporary Global Note unless exchange for interests in the Permanent Global Note is improperly withheld or refused. In addition, interest payments in respect of the Notes cannot be collected without such certification of non-U.S. beneficial ownership.

The Permanent Global Note will become exchangeable in whole, but not in part, for Notes in definitive form (Definitive Notes) in the denomination of EUR 100,000 and integral multiples of EUR 1,000 in excess thereof up to and including EUR 199,000 each at the request of the bearer of the Permanent Global Note if (a) Euroclear or Clearstream, Luxembourg is closed for business for a continuous period of 14 days (other than by reason of legal holidays) or announces an intention permanently to cease business or (b) any of the circumstances described in Condition 8 (*Events of Default*) of the Terms and Conditions occurs.

So long as the Notes are represented by the Temporary Global Note or the Permanent Global Note and the relevant clearing system(s) so permit, the Notes will be tradable only in the minimum authorized denomination of EUR 100,000 and higher integral multiples of EUR 1,000, notwithstanding that no Definitive Notes will be issued with a denomination above EUR 199,000.

Whenever the Permanent Global Note is to be exchanged for Definitive Notes, the Issuer shall procure the prompt delivery (free of charge to the bearer) of such Definitive Notes, duly authenticated and with Coupons attached, in an aggregate principal amount equal to the principal amount of the Permanent Global Note to the bearer of the Permanent Global Note against the surrender of the Permanent Global Note to or to the order of the Fiscal Agent within 30 days of the bearer requesting such exchange.

If:

- (a) Definitive Notes have not been delivered by 5.00 p.m. (London time) on the thirtieth day after the bearer has duly requested exchange of the Permanent Global Note for Definitive Notes; or
- (b) the Permanent Global Note (or any part of it) has become due and payable in accordance with the Terms and Conditions or the date for final redemption of the Notes has occurred and, in either case, payment in full of the amount of principal falling due with all accrued interest thereon has not been made to the bearer in accordance with the terms of the Permanent Global Note on the due date for payment,

then as from the start of the first day on which banks in Amsterdam and London are open for business following such an event (the **Relevant Time**), each Relevant Account Holder (as defined in the Permanent Global Note) shall be able to enforce against the Issuer all rights which the Relevant Account Holder in question would have had if, immediately before the Relevant Time, it had been the holder of Definitive Notes issued on the issue date of the Permanent Global Note in an aggregate principal amount equal to the principal amount of the relevant Entry (as defined in the Permanent Global Note) including, without limitation, the right to receive all payments due at any time in respect of such Definitive Notes other than payments corresponding to any already made under the Permanent Global Note, all in accordance with the provisions of the Permanent Global Note.

In addition, the Temporary Global Note and the Permanent Global Note will contain provisions that modify the Terms and Conditions as they apply to the Temporary Global Note and the Permanent Global Note. The following is a summary of certain of those provisions:

Payments: All payments in respect of the Temporary Global Note and the Permanent Global Note will be made against presentation and (in the case of payment of principal in full with all interest accrued thereon) surrender of the Temporary Global Note or (as the case may be) the Permanent Global Note to or to the order of any Paying Agent and will be effective to satisfy and discharge the corresponding liabilities of the Issuer in respect of the Notes. On each occasion on which a payment of principal or interest is made in respect of the Temporary Global Note or (as the case may be) the Permanent Global Note, the Issuer shall procure that the payment is entered *pro rata* in the records of Euroclear and Clearstream, Luxembourg (each of such dates, a **Record Date**).

Payments on business days: In the case of all payments made in respect of the Temporary Global Note and the Permanent Global Note **business day** means any day on which (i) commercial banks and foreign exchange markets settle payments and are open for general business (including dealing in foreign exchange and foreign currency deposits) in London and (ii) the T2 System is open.

Exercise of put option: In order to exercise the option contained in Condition 5(c) (*Redemption at the option of Noteholders*) of the Terms and Conditions the bearer of the Permanent Global Note must, within the period specified in the Terms and Conditions for the deposit of the Note and put notice, give written notice of such exercise to any Paying Agent specifying the principal amount of Notes in respect of which such option is being exercised. Any such notice will be irrevocable and may not be withdrawn.

Partial exercise of call option: In connection with an exercise of the option contained in Condition 5(d) (*Redemption at the option of the Issuer (Refinancing)*) of the Terms and Conditions in relation to some only of the Notes, the Permanent Global Note may be redeemed in part in the principal amount specified by the Issuer in accordance with Condition 5(d) (*Redemption at the option of the Issuer (Refinancing)*) of the Terms and Conditions and the Notes to be redeemed will not be selected as provided in the Terms and Conditions but in accordance with the rules and procedures of Euroclear and Clearstream, Luxembourg (to be reflected in the records of Euroclear and Clearstream, Luxembourg as either a pool factor or a reduction in principal amount at their discretion).

Notices: Notwithstanding Condition 15 (*Notices*) of the Terms and Conditions, while all the Notes are represented by the Permanent Global Note (or by the Permanent Global Note and/or the Temporary Global Note) and the Permanent Global Note is (or the Permanent Global Note and/or the Temporary Global Note are) deposited with a common safekeeper for Euroclear and Clearstream, Luxembourg, notices to Noteholders may be given by delivery of the relevant notice to Euroclear and Clearstream, Luxembourg and, in any case, such notices shall be deemed to have been given to the Noteholders in accordance with Condition 15 (*Notices*) of the Terms and Conditions on the date of delivery to Euroclear and Clearstream, Luxembourg.

PART VII: DESCRIPTION OF THE CROSS GUARANTEE

The following section of the Offering Circular summarizes selected provisions of the Cross Guarantee Agreement, dated as of May 21, 2007 as amended from time to time, between (among others) the Issuer (as successor to Delhaize), and its wholly-owned subsidiaries Delhaize Le Lion / De Leeuw NV, Delhaize US Holding, Inc. and certain of the U.S. subsidiaries of Delhaize US Holding, Inc. A copy of the Cross Guarantee Agreement (as amended or supplemented from time to time) will be available, during usual business hours on any weekday (Saturdays and public holidays excepted), for inspection at the registered office of the Issuer.

The Issuer has sought and obtained authorisation from Euronext Dublin to omit from the Offering Circular certain information in relation to the Guarantors (as defined below and excluding the Issuer) in accordance with the GEM Listing and Admission to Trading Rules for Debt Securities of Euronext Dublin. Such information has been omitted from the Offering Circular, as, according to the Issuer, all individual information on Guarantors is of minor importance in relation to trading of the Notes on an exchange regulated market and would not influence the assessment of the financial position and prospects of the Issuer due to the fact that the Cross Guarantee Agreement ensures that investors have a claim in respect of the Notes against all of the Guarantors and the Issuer jointly and severally.

Overview

Pursuant to the Cross Guarantee Agreement, each company party thereto guarantees fully and unconditionally, jointly and severally the existing financial indebtedness and all future unsubordinated financial indebtedness (such as the Notes) of the Guarantors. On the date of this Offering Circular, the **Guarantors** are the Issuer and its subsidiaries listed in the chart below under the heading “Guarantors”.

If any sum owed to a creditor by a Guarantor pursuant to its guarantee under the Cross Guarantee Agreement is not recoverable from such Guarantor for any reason whatsoever, then such Guarantor is obligated, forthwith upon demand by such creditor, to pay such sum by way of a full indemnity.

Financial Indebtedness

Under the Cross Guarantee Agreement, the term **financial indebtedness** of any person means, without duplication (and as each may be amended, modified, extended or renewed from time to time): (i) all obligations of such person under agreements for borrowed money; (ii) all obligations of such person evidenced by debentures, notes, bonds or similar instruments; (iii) all hedging obligations of such person; and (iv) all guarantees by such person of obligations of other persons of the type referred under (i), (ii) or (iii).

The term **person** means any individual, company, corporation, firm, partnership, joint venture, association, organization, state or agency of a state or other entity, whether or not having separate legal personality.

The term **hedging obligations** means, with respect to any person, the obligations of such person under: (i) currency exchange, interest rate or commodity swap agreements, cap agreements, floor agreements or collar agreements; and (ii) other similar agreements or arrangements designed to protect such person against fluctuations in currency exchange, interest rates or commodity prices.

Intercompany financial indebtedness is not guaranteed under the Cross Guarantee Agreement.

Ranking; Limit of Liability

The obligations of each Guarantor constitute direct, general, unconditional and unsubordinated obligations of such company that shall at all times rank at least *pari passu* with all of its other existing financial indebtedness guaranteed under the Cross Guarantee Agreement and its future unsubordinated financial indebtedness, save for such obligations as may be preferred by mandatory provisions of law. The obligations of each Guarantor are limited to the maximum amount that can be guaranteed without constituting a fraudulent conveyance or fraudulent transfer under applicable insolvency laws.

Applicability of Cross Guarantee Agreement

To the extent a Guarantor also guarantees financial indebtedness in an agreement other than the Cross Guarantee Agreement (an **Additional Guarantee**), such Additional Guarantee would fall under the scope of the Cross Guarantee Agreement, but the Cross Guarantee Agreement would not govern the terms of such Additional Guarantee. In other words, nothing contained in the Cross Guarantee Agreement in any way supersedes, modifies, replaces, rescinds or waives or in any way affects the provisions or any of the rights and obligations of such Guarantor and any creditor with respect to such Additional Guarantee.

Release of Guarantors and Guarantor Obligations

The obligations of a Guarantor under the Cross Guarantee Agreement (a **released Guarantor** in this paragraph), any lien created by such released Guarantor with respect to such obligations, and the obligations under the Cross Guarantee Agreement of all other Guarantors with respect to the financial indebtedness of the released Guarantor will be automatically and unconditionally released without any action on the part of any creditor:

- in connection with any sale, exchange, transfer or other disposition by such released Guarantor of all or substantially all of the assets of that released Guarantor, provided that the proceeds of that sale or other disposition are applied in accordance with the applicable provisions of any applicable financial indebtedness, or
- in connection with any sale, exchange, transfer or other disposition (including by way of merger, consolidation or otherwise), directly or indirectly, of capital stock of such released Guarantor, by the Issuer or any subsidiary thereof, to any person that is not the Issuer or a subsidiary of the Issuer, or an issuance by such released Guarantor of its capital stock, in each case as a result of which such released guarantor ceases to be a subsidiary of the Issuer,

provided, that: (i) such transaction is made in accordance with the applicable provisions of any applicable financial indebtedness; and (ii) such released Guarantor is also released from all of its obligations, if any, in respect of all other financial indebtedness of each other Guarantor under the Cross Guarantee Agreement. See Condition 9 (*Undertaking*) in Part V of the Terms and Conditions.

In addition to any other releases for which a Guarantor qualifies under the Cross Guarantee Agreement, notwithstanding any other provision of the Cross Guarantee Agreement to the contrary, without limiting the validity of any agreement into which a Guarantor and a creditor may enter, a Guarantor that obtains a written release from a creditor releasing such Guarantor from its obligations under the Cross Guarantee Agreement with respect to the financial indebtedness owing to such creditor specified in such release shall be so released.

Termination of Agreement with Respect to Future Financial Indebtedness

The Cross Guarantee Agreement may be terminated with respect to a Guarantor at any time by such Guarantor providing written notice to the other parties to the Cross Guarantee Agreement or by mutual agreement. Notwithstanding the foregoing, a termination by any subsidiary of the Issuer to the Cross Guarantee requires

the written consent of the Issuer and, except with regard to releases as discussed above, any termination of the Cross Guarantee Agreement with respect to a Guarantor affects neither:

- such Guarantor's obligations under the Cross Guarantee Agreement in relation to any financial indebtedness that came into existence prior to that termination, nor
- the obligations of the other Guarantors with respect to such Guarantor's financial indebtedness that came into existence prior to that termination. Financial indebtedness that comes into existence after that termination shall not be covered by the Cross Guarantee Agreement with respect to the terminating guarantor.

Third Parties

Subject to the release provisions of the Cross Guarantee Agreement discussed under the paragraphs "Release of Guarantors and Guarantor Obligations" and "Termination of Agreement with Respect to Future Financial Indebtedness" above, creditors of financial indebtedness guaranteed under the Cross Guarantee Agreement are entitled to rely on and enforce the Cross Guarantee Agreement and on the guarantees constituted pursuant to the Cross Guarantee Agreement. The Cross Guarantee Agreement constitutes a third party beneficiary contract for their benefit.

No Condition to Enforcement of Cross Guarantee Agreement

Before taking steps to enforce the Cross Guarantee Agreement, a creditor shall not be obliged: (a) to take any action or obtain judgment in any court against the Issuer, any Guarantor or any other person; (b) to make or file any claim in any insolvency of the Issuer, any Guarantor or any other person; (c) to make, enforce or seek to enforce any claim against the Issuer, any Guarantor or any Person under any security or other document, agreement or arrangement; or (d) to enforce against and/or realize (or seek to do so) any security that it may have in respect of all or any part of the guarantees under the Cross Guarantee Agreement.

Waiver of Defenses to Enforceability of Cross Guarantee Agreement

Each guarantee under the Cross Guarantee Agreement is an independent, unconditional and absolute guarantee of payment and not of collection, and each Guarantor waives: (a) promptness, diligence, notice of acceptance, presentment, demand (except for a demand for indemnity as discussed above), filing of claims with a court in the event of merger or insolvency of the Issuer or a Guarantor, protest, notice of protest and dishonor, notice of intent to accelerate, notice of acceleration and any other notice with respect to any of the guarantees under the Cross Guarantee Agreement not provided for in the Cross Guarantee Agreement; and (b) any requirement that a creditor protect, secure, perfect or insure any security on any property subject thereto or exercise or exhaust any right or take any action against the Issuer or any Guarantor or any other person.

Notices and Other Communications to a Guarantor

All notices and other communications to a Guarantor must be in writing in English and must be delivered by hand or overnight courier service to such Guarantor at c/o the Issuer, Provincialeweg 11, 1506 Zaandam, The Netherlands, Attention: Senior Vice President – Treasurer.

Governing Law

The Cross Guarantee Agreement is governed by the laws of the State of New York.

Consent to Jurisdiction and Service of Process

Each Guarantor submits to the non-exclusive jurisdiction of the Supreme Court of the State of New York sitting in New York County and of the United States District Court for the Southern District of New York, and any appellate court from any thereof, in any action or proceeding arising out of or relating to the Cross Guarantee Agreement, or for recognition or enforcement of any judgment. Each of the Guarantors agrees that a final judgment in any such action or proceeding shall be conclusive and may be enforced in other jurisdictions by suit on the judgment or in any other manner provided by law. Each Guarantor irrevocably consents to service of process in the manner provided for notices in the Cross Guarantee Agreement discussed above.

Guarantors

The Guarantors of financial indebtedness of the Issuer are listed in the table below:

Name of Guarantor	Jurisdiction of Incorporation	Contact details
Delhaize Le Lion / De Leeuw NV	Incorporated in the Netherlands and converted into Belgian legal entity	Osseghemstraat 53 1080 Sint-Jans-Molenbeek Belgium
Delhaize US Holding, Inc.	Delaware, U.S.A.	2110 Executive Drive Salisbury, North Carolina 28147 U.S.A.
Delhaize America, LLC	North Carolina, U.S.A.	2110 Executive Drive Salisbury, North Carolina 28147 U.S.A.
ADUSA Distribution, LLC	Delaware, U.S.A.	2110 Executive Drive Salisbury, North Carolina 28147 U.S.A.
ADUSA Commercial Holdings, Inc.	Delaware, U.S.A.	2110 Executive Drive Salisbury, North Carolina 28147 U.S.A.
ADUSA Transportation, LLC	Maine, U.S.A.	2110 Executive Drive Salisbury, North Carolina 28147 U.S.A.
Guiding Stars Licensing Company, LLC	Delaware, U.S.A.	2110 Executive Drive Salisbury, North Carolina 28147 U.S.A.
Boney Wilson & Sons, Inc.	North Carolina, U.S.A.	145 Pleasant Hill Road Scarborough, Maine 04074 U.S.A.
Bottom Dollar Food Northeast, LLC	Delaware, U.S.A.	2110 Executive Drive Salisbury, North Carolina 28147 U.S.A.

Food Lion, LLC	North Carolina, U.S.A.	2110 Executive Drive Salisbury, North Carolina 28147 U.S.A.
Hannaford Bros. Co., LLC	Maine, U.S.A.	145 Pleasant Hill Road Scarborough, Maine 04074 U.S.A.
Martin's Foods of South Burlington, LLC	Vermont, U.S.A.	145 Pleasant Hill Road Scarborough, Maine 04074 U.S.A.
Ahold Delhaize USA Services, LLC	Delaware, U.S.A.	2110 Executive Drive Salisbury, North Carolina, 28147 U.S.A.
Retained Subsidiary One, LLC	Texas, U.S.A.	2110 Executive Drive Salisbury, North Carolina 28147 U.S.A.
Risk Management Services, Inc.	North Carolina, U.S.A.	2110 Executive Drive Salisbury, North Carolina 28147 U.S.A.
Victory Distributors, LLC	Massachusetts, U.S.A.	145 Pleasant Hill Road Scarborough, Maine 04074 U.S.A.

Condensed financial information relating to the Guarantors

The following condensed consolidated financial information presents the results of: (i) the Issuer (for the purposes of the below, the **Parent**); (ii) Delhaize Le Lion / De Leeuw NV, Delhaize America, LLC, Delhaize US Holding, Inc., Food Lion, LLC, Hannaford Bros. Co., LLC, Risk Management Services, Inc., Martin's Foods of South Burlington, LLC, Boney Wilson & Sons, Inc., Victory Distributors, LLC, Bottom Dollar Food Northeast, LLC, Ahold Delhaize USA Services, LLC, Retained Subsidiary One, LLC, ADUSA Distribution, LLC, Guiding Stars Licensing Company LLC, ADUSA Transportation, LLC and ADUSA Commercial Holdings, Inc (for the purposes of the below, the **Guarantor Subsidiaries**); (iii) the non-guarantor subsidiaries of the Issuer; and (iv) the eliminations (the principal elimination entries eliminate investments in subsidiaries and inter-company balances and transactions) to arrive at the Issuer's financial information on a consolidated basis as of December 29, 2024 and December 31, 2023 and for the 52 weeks ended December 29, 2024 and for the 52 weeks ended December 31, 2023, respectively. The principal elimination entries eliminate investments in subsidiaries and inter-company balances and transactions. The financial administration of books and records of the Issuer is used to provide the condensed financial information relating to the Guarantors, non-guarantor subsidiaries of the Issuer and the Parent. However, and although the financial administration of books and records is the source of the audited consolidated financial statements of the Issuer, the condensed financial information relating to the Guarantors, non-guarantor subsidiaries of the Issuer and the Parent presented hereunder is not audited.

Condensed income statement and statement of comprehensive income for the 52 weeks ended December 29, 2024

<i>€ million</i>	Parent	Unaudited Guarantor subsidiaries	Unaudited Non-Guarantor subsidiaries	Unaudited Elimination	Consolidated
Net sales	-	33,043	56,586	(273)	89,356
Cost of sales	-	(25,135)	(40,689)	273	(65,551)
Gross profit	-	7,908	15,897	-	23,805
Other income	-	267	164	-	431
Selling expenses	-	(5,356)	(11,836)	-	(17,192)
General and administrative expenses	(201)	(1,672)	(2,388)	-	(4,261)
Operating income (loss)	(201)	1,148	1,837	-	2,784
Interest income	22	75	339	(215)	221
Interest expense	(204)	(248)	(103)	215	(340)
Net interest expense on defined benefit pension plans	-	(7)	(13)	-	(20)
Interest accretion to lease liability	-	(93)	(329)	-	(422)
Other financial income (expense)	3	3	(6)	-	(1)
Net financial income (expense)	(179)	(270)	(112)	-	(562)
Income (loss) before income taxes	(380)	877	1,725	-	2,222
Income taxes	93	(220)	(354)	-	(481)
Share in income of joint ventures	-	-	23	-	23
Share in income of subsidiaries	2,051	-	-	(2,051)	-
Income (loss) from continuing operations	1,764	658	1,393	(2,051)	1,764
Income (loss) from discontinued operations	-	-	-	-	-
Net income (loss) attributable to common shareholders	1,764	658	1,393	(2,051)	1,764
Non-controlling interests	-	-	-	-	-
Other comprehensive income (loss)	927	(28)	869	(841)	927
Total comprehensive income (loss) attributable to common shareholders	2,691	630	2,262	(2,892)	2,691

Condensed income statement and statement of comprehensive income for the 52 weeks ended December 31, 2023

€ million	Parent	Unaudited Guarantor subsidiaries Restated	Unaudited Non-Guarantor subsidiaries Restated	Unaudited Elimination	Consolidated Restated
Net sales	-	31,934	57,097	(297)	88,734
Cost of sales	-	(24,280)	(40,897)	297	(64,880)
Gross profit	-	7,654	16,200	-	23,854
Other income	-	285	128	-	414
Selling expenses	-	(5,434)	(11,886)	-	(17,320)
General and administrative expenses	3	(1,597)	(2,508)	-	(4,102)
Operating income (loss)	3	908	1,935	-	2,846
Interest income	4	37	307	(173)	174
Interest expense	(169)	(207)	(133)	173	(336)
Net interest expense on defined benefit pension plans	-	(7)	(10)	-	(17)
Interest accretion to lease liability	-	(75)	(307)	-	(382)
Other financial income (expense)	7	2	6	-	15
Net financial income (expense)	(158)	(250)	(138)	-	(546)
Income (loss) before income taxes	(155)	659	1,796	-	2,300
Income taxes	49	(151)	(354)	-	(456)
Share in income of joint ventures	-	-	30	-	30
Share in income of subsidiaries	1,981	-	-	(1,981)	-
Income (loss) from continuing operations	1,874	508	1,473	(1,981)	1,874
Income (loss) from discontinued operations	-	-	-	-	-
Net income (loss) attributable to common shareholders	1,874	508	1,473	(1,981)	1,874
Non-controlling interests	-	-	-	-	-
Other comprehensive income (loss)	(539)	(4)	(520)	525	(539)
Total comprehensive income (loss) attributable to common shareholders	1,335	504	952	(1,457)	1,335

Comparative amounts have been restated to conform to the current year's presentation. Media and data income that was previously presented as part of Other income is presented as part of Net sales.

Condensed balance sheet as at December 29, 2024

€ million	Parent	Unaudited Guarantor subsidiaries	Unaudited Non-Guarantor subsidiaries	Unaudited Elimination	Consolidated
<i>Assets</i>					
Property, plant and equipment	-	4,457	7,496	-	11,953
Right-of-use asset	-	2,640	7,009	-	9,649
Investment property	-	74	517	-	591
Intangible assets	-	7,737	5,683	-	13,420
Investments in subsidiaries	22,193	375	6,853	(29,422)	-
Investments in joint ventures and associates	-	2	277	-	279
Other non-current financial assets	1,076	87	5,873	(6,016)	1,021
Deferred tax assets	23	-	138	-	161
Other non-current assets	-	64	179	-	243
Total non-current assets	23,293	15,436	34,024	(35,437)	37,316
Assets held for sale	-	1	49	-	49
Inventories	-	2,290	2,506	-	4,797
Receivables	14	7,332	5,612	(10,236)	2,721
Other current financial assets	50	12	3,198	(2,937)	323
Income taxes receivable	24	-	71	-	95
Prepaid expenses and other current assets	1	261	177	(66)	373
Cash and cash equivalents	1,319	738	4,113	-	6,169
Total current assets	1,407	10,633	15,726	(13,239)	14,526
Total assets	24,700	26,069	49,750	(48,676)	51,842
<i>Equity and liabilities</i>					
Equity attributable to common shareholders	15,454	6,786	22,636	(29,422)	15,454
Loans	7,072	2,456	1,663	(6,016)	5,175
Other non-current financial liabilities	100	2,620	8,382	-	11,103
Pensions and other post-employment benefits	-	129	425	-	553
Deferred tax liabilities	-	1,090	(39)	-	1,051
Provisions	1	269	773	-	1,042
Other non-current liabilities	16	5	47	-	68
Total non-current liabilities	7,189	6,568	11,251	(6,016)	18,992
Liabilities related to assets held for sale	-	-	5	-	5
Accounts payable	11	9,629	9,064	(10,180)	8,524
Other current financial liabilities	2,031	1,936	3,636	(2,993)	4,610
Income taxes payable	-	200	(96)	-	104
Provisions	-	111	458	-	569
Other current liabilities	14	840	2,795	(66)	3,583
Total current liabilities	2,057	12,715	15,863	(13,239)	17,396
Total equity and liabilities	24,700	26,069	49,750	(48,676)	51,842

Condensed balance sheet as at December 31, 2023

<i>€ million</i>	Parent	Unaudited Guarantor subsidiaries	Unaudited Non-Guarantor subsidiaries	Unaudited Elimination	Consolidated
<i>Assets</i>					
Property, plant and equipment	-	4,095	7,552	-	11,647
Right-of-use asset	-	2,425	7,058	-	9,483
Investment property	-	80	511	-	591
Intangible assets	82	7,274	5,643	-	12,998
Investments in subsidiaries	22,010	810	6,878	(29,697)	-
Investments in joint ventures and associates	-	2	265	-	268
Other non-current financial assets	1,040	72	6,322	(6,485)	949
Deferred tax assets	13	-	183	-	196
Other non-current assets	-	49	179	-	228
Total non-current assets	23,145	14,807	34,590	(36,182)	36,358
Assets held for sale	-	35	170	-	205
Inventories	-	2,192	2,391	-	4,583
Receivables	23	6,379	4,815	(8,729)	2,488
Other current financial assets	-	212	2,899	(2,809)	302
Income taxes receivable	5	-	62	-	68
Prepaid expenses and other current assets	45	198	147	(58)	332
Cash and cash equivalents	416	551	2,517	-	3,484
Total current assets	489	9,567	13,002	(11,596)	11,463
Total assets	23,634	24,374	47,592	(47,778)	47,821
<i>Equity and liabilities</i>					
Equity attributable to common shareholders	14,755	6,855	22,842	(29,697)	14,755
Loans	6,053	2,908	1,625	(6,449)	4,137
Other non-current financial liabilities	11	2,401	8,425	(36)	10,801
Pensions and other post-employment benefits	-	114	677	-	792
Deferred tax liabilities	-	1,021	(96)	-	925
Provisions	1	69	694	-	764
Other non-current liabilities	-	5	33	-	37
Total non-current liabilities	6,065	6,518	11,358	(6,485)	17,456
Accounts payable	43	8,654	8,261	(8,681)	8,278
Other current financial liabilities	2,727	1,213	2,192	(2,857)	3,275
Income taxes payable	-	236	(122)	-	114
Provisions	-	94	398	-	492
Other current liabilities	44	803	2,662	(58)	3,451
Total current liabilities	2,814	11,000	13,392	(11,596)	15,610
Total equity and liabilities	23,634	24,374	47,592	(47,778)	47,821

PART VIII: DESCRIPTION OF THE ISSUER

1. GENERAL

The commercial name of our company is Ahold Delhaize. The legal name of our company is Koninklijke Ahold Delhaize N.V., and outside of the Netherlands, Ahold Delhaize also presents itself under the name “Royal Ahold Delhaize”, the company being allowed to use its full legal corporate name or its abridged legal corporate names.

Ahold Delhaize is a public limited liability company (*naamloze vennootschap*) incorporated and existing under Dutch law and having its statutory seat and its principal place of business at Provincialeweg 11, 1506 MA Zaandam, the Netherlands. The telephone number of Ahold Delhaize is +31 (0)88 659 9111. The Issuer is registered in the Trade Register of the Chamber of Commerce under number 35000363. Our Internet address is www.aholddelhaize.com.

As of December 29, 2024 Ahold Delhaize’s family of great local brands serves more than 63 million customers each week in Europe, the United States and Indonesia². Together, these 16 brands employ more than 388,000 associates in around 7,765 supermarkets, convenience and specialty stores. Our group includes the top online retailer in the Benelux, and the brands lead in online grocery in the Benelux and the U.S. Ahold Delhaize brands are at the forefront of sustainable retailing, sourcing responsibly, supporting local communities and helping customers make healthier choices. Headquartered in Zaandam, the Netherlands, Ahold Delhaize is listed on the Euronext Amsterdam and Brussels stock exchanges (ticker: AD). Its American Depositary Receipts are traded on the over-the-counter market in the U.S. and quoted on the OTCQX International marketplace (ticker: ADRNY).

Pages 9 to 34 (inclusive) of the 2024 Annual Report are incorporated in, and form part of this Offering Circular.

2. HISTORY

Ahold Delhaize’s origins date back to 1887 when the founder of Ahold, Albert Heijn, opened his first grocery store in the Netherlands. On 29 April 1920, Maatschappij tot Exploitatie der Fabrieken en Handelszaken van Albert Heijn was incorporated in Zaandam. Albert Heijn’s company expanded in the Netherlands over the years and was first listed on the Amsterdam Exchange in 1948. The Albert Heijn holding company changed its name to Ahold N.V. in 1973. In 1987, Queen Beatrix of the Netherlands bestowed upon the company its honorary predicate of “Koninklijke,” which means “Royal” in Dutch, in recognition of 100 years of honorable operations.

Koninklijke Ahold N.V. (**Ahold**) opened its first store outside of the Netherlands in 1976. In 1981, Ahold acquired the Giant Carlisle Supermarket chain in the United States, followed by Stop & Shop in 1996 and Giant Landover in 1998. In 2000, Ahold acquired a food service company, U.S. Foodservice, and invested in online grocer Peapod, which Ahold fully acquired in 2001. Ahold entered Central Europe in the early 1990s by setting up a holding company in what was then Czechoslovakia and acquiring a supermarket chain. Ahold expanded further in the Czech Republic in 2005 with the acquisition of 59 stores from Julius Meinl.

In 2007, Ahold sold its U.S. Foodservice business as part of a decision to focus on its core retail businesses.

² Joint venture operations.

In 2012, Ahold acquired bol.com, an online retailer of general merchandise that operates in both the Netherlands and Belgium.

In 2014, Ahold's Czech subsidiary successfully completed the acquisition of the SPAR business in the Czech Republic.

Etablissements Delhaize Frères et Cie “Le Lion” (Groupe Delhaize) SA/NV (**Delhaize**) was founded in 1867 and started as a wholesale grocery supplier in Charleroi, Belgium. In 1957, the brand opened the first Delhaize supermarket in Belgium and, since that date, expanded its operations across the country and into other parts of Europe, North America and Southeast Asia, while also divesting certain activities. Delhaize entered the United States by acquiring 35% of Food Town Stores Inc. in 1974 (later renamed to Food Lion Inc. and primarily operational in the southeast U.S.). In 2000, Delhaize acquired the supermarket chain Hannaford Bros. Co., located in the northeast part of the U.S. In 2001, Delhaize acquired the remaining shares of Delhaize America (the consolidated entity through which the U.S. operations were conducted) through a share exchange transaction. In Europe, Delhaize acquired Alfa Beta in Greece in 1992, Mega Image in Romania in 2000 and the Delta Maxi retailer in Serbia (currently called **Delhaize Serbia**) in 2011. Delhaize has also owned a 51% stake in the Indonesian banner Super Indo since 1997.

On June 24, 2015, Ahold and Delhaize announced their intention to merge their businesses through a merger of equals. On July 24, 2016, the merger was completed and Delhaize shareholders received 4.75 Ahold Delhaize common shares for each Delhaize Group ordinary share. In connection with the merger, 86 stores have been divested in the United States as part of the approval of the U.S. Federal Trade Commission. In Belgium, the Issuer has divested 13 stores and a limited number of planned stores as part of the approval by the Belgian Competition Authority.

On October 30, 2023, Ahold Delhaize announced it agreed to acquire 100% of the Romanian grocery retailer Profi Rom Food SRL (**Profi**) from MidEuropa (the **Profi Rom Food Acquisition**). On January 3, 2025, the acquisition was completed. Profi is a leading traditional grocery retailer in Romania, operating 1,654 stores in the country. Profi generated EUR 2.5 billion in sales over the twelve months prior to June 2023. The acquisition more than doubles the size of Ahold Delhaize's existing Romanian business. The combination will complement and expand Ahold Delhaize's existing Romanian footprint to better serve both urban and rural areas.

On January 13, 2025, Ahold Delhaize announced that its local Belgian brand Delhaize has reached an agreement with the louis delhaize Group to acquire all shares in Delfood NV. With this acquisition, the brand will strengthen its network of existing Delhaize stores. The transaction is subject to the approval of the Belgian Competition Authority and is expected to close by the end of 2025.

3. ORGANISATIONAL STRUCTURE

Ahold Delhaize is an international retailing group based in the Netherlands and primarily active in the United States and Europe. Koninklijke Ahold Delhaize N.V. is the group parent company and operates through a number of significant subsidiaries as set out, as of December 29, 2024, in Note 35 to the 2024 Audited Financial Statements.

The Issuer is a holding company and conducts substantially all of its operations through its subsidiaries which own substantially all of its operating assets. Therefore, the Issuer is dependent upon cash flow received from its subsidiaries to meet its payment obligations, including its payment obligations under the Notes.

4. STRATEGY OF AHOLD DELHAIZE

4.1 Our strategy

For a description of Ahold Delhaize's strategy, pages 17 to 32 (inclusive) of the 2024 Annual Report are incorporated in, and form part of this Offering Circular.

4.2 Our stakeholders and how we create value for our stakeholders

For a description of Ahold Delhaize's stakeholders and how Ahold Delhaize creates value for its stakeholders, page 34 of the 2024 Annual Report is incorporated in, and forms part of this Offering Circular.

5. MARKET OVERVIEW

For a description of Ahold Delhaize's market overview, pages 11 and 17 to 32 (inclusive) of the 2024 Annual Report are incorporated in, and form part of this Offering Circular.

6. AHOLD DELHAIZE APPROACH TO SUSTAINABILITY MATTERS

6.1 Material sustainability matters

For a description of Ahold Delhaize's approach to sustainability, pages 23 to 24 (inclusive) of the 2024 Annual Report are incorporated in, and form part of this Offering Circular.

Ahold Delhaize considers the following sustainability matters material. In its view, this assessment is aligned with its stakeholders' expectations. For a description of Ahold Delhaize's approach to these material sustainability matters, pages 85 to 206 (inclusive) of the 2024 Annual Report are incorporated in, and form part of this Offering Circular.

- Climate change: Understanding and mitigating business impacts on climate change by reducing scope 1, 2 and 3 GHG emissions across the value chain;
- Pollution: The pollution of air, soil, water and living organisms and food resources through the emissions of pollutants including nitrates, phosphates, pesticides, non-GHG air pollutants and microplastics, which may be harmful to human health and the environment;
- Water and marine resources:
 - Water: Understanding and managing impacts, dependencies and risks linked to freshwater withdrawals and consumption in our upstream value chains; and
 - Marine resources: 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;
- Biodiversity and ecosystems: Understanding and managing the business's impacts on biodiversity and ecosystems in upstream value chains as well as the related risks;
- Animal welfare: Understanding and managing the business' actual and potential impacts on animal welfare in upstream value chains;

- Packaging: Implementing practices to reduce product and transportation packaging and increase reusable, recyclable or compostable packaging material use, where possible, and working with stakeholders to support the transition to a circular economy for packaging;
- Waste: We promote the responsible handling of unsold food to reduce food waste and increase the reuse of unsold food and the recycling of food that is wasted along the supply chain, in distribution and operations as well as in customers' homes;
- Own workforce:
 - Working conditions: Ensuring responsible labor practices in our own operations, employee well-being and health promotion, and freedom of association topics; and
 - Equal treatment and opportunities for all: Building a diverse and inclusive environment, fostering non-discriminatory workplace practices;
- Labor and human rights in the value chain:
 - Working conditions: Respecting the rights of every worker to be treated fairly and with respect and dignity, while ensuring that salient impacts are addressed, including inadequate wages and unhealthy and unsafe working, and where applicable, living conditions;
 - Other work-related rights: Respecting the right of every child to be free from labor that deprives them of their childhood, potential and dignity or harms their physical and/or mental development, and respecting the right of every individual to be free from forced labor, slavery and servitude; and
 - Equal treatment and opportunities for all: Respecting the rights of every worker to a workplace free from discrimination, harassment and violence, and for women to be treated fairly and equally to men;
- Community impacts, including land rights and access to water: Ensure that salient and material impacts on local and Indigenous communities in the supply chain, such as land-related impacts and access to water and adequate food, are addressed, including respecting the rights of human rights defenders and Indigenous peoples;
- Customers' health and nutrition: Inspire customers and communities to engage in positive habits by offering the right assortment; nudging them toward healthy lifestyles; and supporting them through education, inspiration and the use of technology;
- Access to affordable, healthy products: We strive to provide customers and communities with access to affordable, high-quality nutritious products by making healthier products affordable and accessible for all;
- Product safety: A "safe product" means any product that, under normal or reasonably foreseeable conditions of use, including the actual duration of use, does not present any risk or only the minimum risks compatible with the product's use.

6.2 Sustainable Financing

In 2019, Ahold Delhaize issued a EUR 600 million Sustainability Bond and demonstrated its commitment to the transition toward sustainable food systems. In addition, in 2021, Ahold Delhaize issued a EUR 600 million Sustainability-Linked Bond, whereby it demonstrated its commitment towards reducing its food waste and greenhouse gas emissions. In 2023, Ahold Delhaize issued a EUR 500 million Green Bond and most recently, in 2024, as part of a multi-tranche transaction, Ahold Delhaize issued (i) a EUR 500 million Green Bond and (ii) a EUR 700 million Sustainability-Linked Bond reinforcing its commitment to sustainability.

The journey to align Ahold Delhaize's funding strategy with its sustainability commitments continued by linking the margin on its sustainability-linked Revolving Credit Facility (**RCF**) of December 2020 with its performance on the following sustainability key performance indicators (**KPIs**): reduction of greenhouse gas emissions, promotion of healthier eating, and reduction of food waste. In 2022, the RCF was increased to EUR 1.5 billion and in 2023, Ahold Delhaize executed the second extension option thereof until December 2029.

In 2023, Ahold Delhaize established a sustainability-linked commercial paper program allowing Ahold Delhaize to issue commercial paper up to a maximum outstanding balance of EUR 1.5 billion. This program further commits Ahold Delhaize to meeting its environmental ambitions by introducing a penalty in the event greenhouse gas emissions or food waste reduction targets are missed.

Through the issuance of its Notes, the aim is to underline the commitment of the company to address health and sustainability issues where it has the ability to effect positive change. Its Notes reinforce the alignment of its funding strategy and the commitments laid out in its Healthy & Sustainable ambition.

The interest on the Notes will be linked to KPI's which are core, relevant and material to Ahold Delhaize's business:

- Scope 1 and 2 greenhouse gas emissions reduction: Reduce emissions from our local brands. These are the emissions over which Ahold Delhaize has a direct influence. Primary focus areas are: transition to low-GWP and natural refrigerants, renewable energy, transition from fossil fuels in heating and transportation and increased energy efficiency. This KPI is tied to EU Environmental Objective 1, UN Sustainability Development Goal 7 and 13.
- Scope 3 greenhouse gas emissions reduction: All other indirect emissions in the upstream and downstream value chain of the organization. Ahold Delhaize's Scope 3 transition plan focuses on Scope 3 emissions from the purchased goods and services category, as emissions from this category account for the largest proportion of total Scope 3 emissions. Ahold Delhaize has identified three key priorities: engaging with their suppliers and farmers, providing an assortment with a lower carbon footprint, and encouraging their customers to choose lower emission products. This KPI is tied to EU Environmental Objective 1 and UN Sustainability Development Goal 13.

- Food waste reduction: Every year, around one-third of all food produced for human consumption is lost or wasted, fuelling greenhouse gas emissions. Food loss and waste negatively impact food security worldwide and negatively affects climate. Ahold Delhaize's brands, together with customers and suppliers, are reducing waste across the value chain. Reducing food waste provides multiple benefits to reach environmental and societal objectives associated with biodiversity, climate change and help reduce hunger and poverty. This KPI is tied to EU Environmental Objective 4, UN Sustainability Development Goals 2, 12 and 13 and Global Biodiversity Framework Target 16.

6.3 Sustainability-Linked Bond Framework

As part of its commitment to sustainability, Ahold Delhaize has put in place its sustainability-linked bond framework (the **Sustainability-Linked Bond Framework**) to issue sustainability-linked bonds such as the Notes, enabling Ahold Delhaize to further reinforce its commitment to sustainability.

The Sustainability-Linked Bond Framework has been developed under the 2023 ICMA Sustainability-Linked Bond Principles (**SLBP**) and is aligned with the five core components of the SLBP:

- Selection of Key Performance Indicators;
- Calibration of Sustainability Performance Targets;
- Bond Characteristics;
- Report; and
- Verification

The Sustainability-Linked Bond Framework applies to the Notes and will be in force as long as the Notes are outstanding. For the avoidance of doubt, the Sustainability-Linked Bond Framework has not been and will not be incorporated by reference in and, therefore, does not and will not form part of this Offering Circular.

7. LEGAL PROCEEDINGS

7.1 Legal proceedings

From time to time in the normal course of business, Ahold Delhaize and its subsidiaries are subject to legal proceedings. Such legal proceedings are subject to inherent uncertainties. Ahold Delhaize's management, supported by internal and external legal counsel, where appropriate, determines whether it is more likely than not that a liability has occurred and whether or not a loss is reasonably estimable. If a determination has been made that a loss is reasonably estimable, such estimate is accrued.

The Netherlands: Albert Heijn Franchising litigation

In 2014, the Vereniging Albert Heijn Franchisenemers (an association of Albert Heijn franchisees or **VAHFR**) asserted claims against Albert Heijn Franchising B.V. (an Ahold Delhaize subsidiary or **AHF**), for the years 2008 through 2012, the alleged value of which exceeds EUR 200 million in aggregate. On December 24, 2014, proceedings were initiated with respect to these discussions. On November 16, 2016, the District Court in Haarlem issued a judgment rejecting all claims of the VAHFR and the claimants. On February 13, 2017, VAHFR and 240 individual claimants filed an

appeal against the judgment and in September, 2017 they asserted unquantified claims for the years 2008- 2016.

On July 23, 2019, the Court of Appeal issued a judgment rejecting, except for one, all the claims of VAHFR and the claimants. On October 23, 2019, the VAHFR and the claimants filed an appeal in cassation to the Supreme Court. On June 18, 2021, the Supreme Court ruled to quash the ruling of the Court of Appeal in Amsterdam and referred the matter to the Court of Appeal in The Hague. The proceedings will continue after the VAHFR brings the matter before the court in The Hague. This ruling does not change the assessment of Ahold Delhaize of the merits of the case and AHF and its affiliates will continue to vigorously defend their interest in the legal proceedings.

7.2 Uruguayan litigation

Ahold Delhaize, together with Disco and Disco Ahold International Holdings N.V. (**DAIH**), is a party to one lawsuit in Uruguay related to Ahold Delhaize's 2002 acquisition of Velox Retail Holdings' shares in the capital of DAIH. The two other related lawsuits in Uruguay were decided in favor of Ahold Delhaize without any further right to appeal of the plaintiffs in 2013. The damages alleged by the plaintiffs, alleged creditors of certain Uruguayan and other banks, amount to approximately \$62 million (EUR 59 million) plus interest and costs. As part of the divestment of Disco to Cencosud in 2004, Ahold Delhaize indemnified Cencosud and Disco against the outcome of these legal proceedings. The one remaining lawsuit is ongoing. Ahold Delhaize continues to believe that the plaintiffs' claims are without merit and will continue to vigorously oppose such claims.

7.3 National prescription opiate litigation

Several U.S. brands and subsidiaries of Ahold Delhaize have been sued in a number of lawsuits included in In re: National Prescription Opiate Litigation (MDL No. 2804), a multi-district litigation (**MDL**) matter pending in the United States District Court in the Northern District of Ohio. The MDL contains thousands of cases filed against hundreds of defendants by counties, cities, hospitals and others concerning the impact of opioid abuse. Several U.S. brands and subsidiaries of Ahold Delhaize also have been sued in a number of lawsuits pending in courts in New York, which are not part of the MDL. The MDL and New York suits name Ahold Delhaize as a defendant, as well as various subsidiaries, including American Sales Company LLC, which ceased operations prior to being named as a defendant in any MDL-related case. Although the MDL matters in which Ahold Delhaize or its subsidiaries have been named have been stayed by the court and, therefore, are not being actively litigated at this time, the court has requested status reports in many stayed cases (including those in which Ahold Delhaize and its subsidiaries have been named). The New York matters in which Ahold Delhaize or its subsidiaries have been named are also currently stayed. Ahold Delhaize and its subsidiaries continue to believe there are strong factual and legal defenses to the plaintiffs' claims. Ahold Delhaize is not currently able to predict the outcome of these claims.

7.4 Pharmacy regulatory investigation

The Ahold Delhaize USA brands are responding to a civil investigative demand (**CID**) from the U.S. Department of Justice (**DOJ**), working together with several state attorneys general, concerning a False Claims Act investigation relating to pharmacy prescription discount programs. The brands are cooperating with this investigation and communicating with the DOJ regarding the CID. As part of its cooperation, Ahold Delhaize has provided factual information, produced documents, and responded to certain interrogatories. Ahold Delhaize has also raised legal arguments challenging a significant portion of the DOJ's investigation. Ahold Delhaize is not currently able to predict the timing or outcome of the investigation.

7.5 Legal proceedings related to JMR

Pingo Doce, an indirectly wholly-owned subsidiary of JMR – Gestão de Empresas de Retalho SGPS, S.A. (**JMR**) in Portugal, is involved in several proceedings, already pending in court, regarding the challenge of decisions by the Portuguese Competition Authority (**AdC**) on alleged breaches of the respective antitrust laws for some products sold in its stores. Following search-and-seizure actions carried out in late 2016 and early 2017 in several companies operating in the food distribution sector, AdC decided to open several inquiries. Within the scope of these inquiries, AdC issued several statements of objections for alleged anti-competitive practices against various suppliers and retailers, including Pingo Doce. Pingo Doce received 10 statements of objections for alleged anti-competitive practices, consisting of price alignment for certain products. Throughout the course of these investigations, Pingo Doce has fully cooperated with the authorities.

Up to the end of 2023, Pingo Doce was notified of decisions issued by the AdC regarding the 10 above-mentioned proceedings, imposing fines on several retailers and their suppliers, including Pingo Doce. In the case of Pingo Doce, these decisions resulted in the imposition of fines in the amount of EUR 190 million.

Pingo Doce disagrees with these decisions, which it considers to be completely ungrounded. As such, Pingo Doce filed the respective appeals before the Competition, Regulation and Supervision Court (**Tribunal da Concorrência, Regulação e Supervisão**) in accordance with the applicable deadlines. Under the terms of the applicable law, Pingo Doce also requested suspensive effect to the appeals, subject to providing a guarantee, to prevent the immediate payment of the fine. Based on the opinion of its legal counsels and economic advisors, Pingo Doce is fully convinced of the strength and merits of its position. Therefore, no provision was recognized for this imposed fine in Pingo Doce's accounts.

In 2023, a consumer protection association filed class actions against Pingo Doce in respect to damages arising from an alleged discrepancy in prices between what is displayed on the shelf and what appears at the checkout counter in its supermarkets. The safeguarding of the legitimate interests of the consumer is always a priority for Pingo Doce, and therefore, as Pingo Doce is convinced that there is no ground for these actions, it has contested them.

In addition, our JMR joint venture is involved in several tax proceedings that challenge decisions by the Portuguese tax authorities. These tax claims are contested by our JMR joint venture. For these tax claims, JMR issued several bank guarantees for a total amount of EUR 225 million. Ahold Delhaize's indirect share of these JMR-issued guarantees is EUR 110 million, based on our ownership interest.

7.6 Other legal proceedings

In addition to the legal proceedings described above, Ahold Delhaize and its former or current subsidiaries are parties to a number of other legal proceedings arising out of their business operations. Ahold Delhaize believes that the ultimate resolution of these other proceedings will not, in the aggregate, have a material adverse effect on the financial position, results of operations or cash flows of the Issuer and/or the Issuer and its subsidiaries considered as a whole. Such other legal proceedings, however, are subject to inherent uncertainties and the outcome of individual matters is unpredictable. It is possible that Ahold Delhaize could be required to make expenditures, in excess of established provisions, in amounts that cannot reasonably be estimated.

8. MATERIAL CONTRACTS

8.1 Cross Guarantee Agreement

We refer to the description under Part VII (*Description of the Cross Guarantee*).

8.2 Cumulative Preferred Shares

The Company's Articles of Association provide for the possible issuance of cumulative preferred shares. The Company believes that its ability to issue this class of shares could at least delay an attempt by a potential bidder to make a hostile takeover bid, allowing the Company and its stakeholders time to discuss and respond to the offer in an orderly process. According to Dutch law, a response device is limited in time and therefore cannot permanently block a take-over of the Company. Instead, it aims to facilitate an orderly process in which the interests of the continuity of the Company, its shareholders and other stakeholders are safeguarded in the best way possible. Moreover, outside the scope of a public offer, but also under other circumstances, the ability to issue this class of shares may safeguard the interests of the Company and all stakeholders in the Company and resist influences that might conflict with those interests by affecting the Company's continuity, independence or identity. No cumulative preferred shares were outstanding as of December 29, 2024 or during 2024 and 2023.

In March 1989, the Company entered into an agreement with Stichting Continuïteit Ahold Delhaize (**SCAD**, previously named Stichting Ahold Continuïteit) as amended and restated in April 1994, March 1997, December 2001, December 2003 and May 2018 (the **Option Agreement**). Pursuant to the Option Agreement, SCAD has been granted an option to acquire cumulative preferred shares from the Company at any time in full or in part.

The Option Agreement entitles SCAD, under certain circumstances, to acquire cumulative preferred shares from the Company up to a total par value that is equal to the total par value of all issued and outstanding shares of Ahold Delhaize's share capital, excluding cumulative preferred shares held by SCAD, at the time of exercising the option. If the authorized share capital of the Company is amended during the term of the option, the Option Agreement provides for a corresponding change of the total par value of cumulative preferred shares under option.

The holders of the cumulative preferred shares are entitled to one vote per share and a cumulative dividend expressed as a percentage of the amount called-up and paid-in to purchase the cumulative preferred shares. The percentage to be applied is the sum of (1) the average basic refinancing transaction interest rate as set by the European Central Bank – measured by the number of days during which that rate was in force in the financial year over which the dividend is paid – plus 2.1%, and (2) the average interest surcharge rate – measured by the number of days during which that rate was in force in the financial year over which the dividend is paid – that would be charged by the largest credit institution in the Netherlands (based on the balance sheet total as of the close of the financial year immediately preceding the financial year over which the dividend is paid). The minimum percentage to be applied is 5.75%. Subject to limited exceptions, any potential transfer of cumulative preferred shares requires the approval of the Management Board. Cumulative preferred shares can only be issued in a registered form. The Company may stipulate that only 25% of the par value will be paid upon subscription to cumulative preferred shares until payment in full is later required by the Company. SCAD would then only be entitled to a market-based interest return on its investment.

After actively engaging with its shareholders and other stakeholders, the Company agreed with SCAD in May, 2018 to extend the Option Agreement for a period of 15 years, effective December 15, 2018. Building on shareholder feedback, the Company has agreed with SCAD on two additional commitments:

Within six months after the option is exercised, the Company will call a shareholders meeting to discuss the situation with shareholders.

Within one year after the option is exercised, the Company will call a shareholders meeting to vote on cancellation of the shares issued to SCAD; SCAD will not vote on its shares in relation to that matter.

SCAD is a foundation organized under the laws of the Netherlands. Its purpose under its articles of association is to safeguard the interests of the Company and all stakeholders in the Company and to resist, to the best of its ability, influences that might conflict with those interests by affecting the Company's continuity, strategy or identity. SCAD seeks to realize its objectives by acquiring and holding cumulative preferred shares and by exercising the rights attached to these shares, including the voting rights. The SCAD board has four members, who are appointed by the board of SCAD itself. If the board of SCAD considers acquiring cumulative preferred shares or exercising voting rights on cumulative preferred shares, it will make an independent assessment and, pursuant to Dutch law, it must ensure that its actions are proportional and reasonable. If SCAD acquires cumulative preferred shares, it will only hold them for a limited period of time. These principles are in line with Dutch law, which only allows response measures that are proportionate, reasonable and limited in time. In the case of liquidation, the SCAD board will decide on the use of any remaining residual assets.

PART IX: MANAGEMENT AND CORPORATE GOVERNANCE

1. GOVERNANCE STRUCTURE

We are a public company under Dutch law, structured to execute our strategy and to balance local, regional and global decision-making. Ahold Delhaize's retail operations are presented in two reportable segments – The United States and Europe, each of which are made up of a number of local brands. In addition, Ahold Delhaize Group (formerly “Ahold Delhaize's Global Support Office”) is presented separately. Ahold Delhaize Group is not considered a reportable segment as it does not engage in business activities from which it may earn revenues.

We have a two-tier board structure with a supervisory board (the **Supervisory Board**) and management board (the **Management Board**) that are accountable to our shareholders. Our Management Board has ultimate responsibility for the overall management of the Company. The Management Board is supervised and advised by the Supervisory Board.

We also have an Executive Committee that comprises our Management Board and certain other key officers of the Company, which is led by the Chief Executive Officer. The Executive Committee has been established to involve a broader leadership team in the decision-making process to optimize strategic alignment and operational execution while having the flexibility to adapt to developments in the business and across Ahold Delhaize and our industry.

For a description of the Supervisory Board, the Management Board and the Executive Committee of the Company, pages 209 to 217 (inclusive) of the 2024 Annual Report are incorporated in, and form part of this Offering Circular.

The business address of all of the members of the Supervisory Board, the Management Board and the Executive Committee is Provincialeweg 11, 1506 MA Zaandam, the Netherlands.

2. CONFLICTS OF INTERESTS

There are no potential conflicts of interest between any duties owed by the members of the Supervisory Board, the Management Board or the Executive Committee to the Issuer and any private interests or other duties which such persons may have.

PART X: MAJOR SHAREHOLDERS

Pursuant to the Dutch Financial Supervision Act (*Wet op het financieel toezicht*), any person who directly or indirectly acquires or disposes of an actual or potential interest in our capital or voting rights must immediately notify the Netherlands Authority for the Financial Markets (*Stichting Autoriteit Financiële Markten*, the **AFM**), by means of a standard form if, as a result of such acquisition or disposal, the percentage of capital interest or voting rights held by such person in us reaches, exceeds or falls below any of the following thresholds: 3%, 5%, 10%, 15%, 20%, 25%, 30%, 40%, 50%, 60%, 75% and 95%. A notification requirement also applies if a person's capital interest or voting rights reaches, exceeds or falls below the above-mentioned thresholds as a result of a change in our total issued share capital or voting rights. In addition, local rules may apply to investors.

Under our Articles of Association, each holder of our common shares is entitled to one vote per share. No votes may be cast at our General Meeting of Shareholders in respect of shares that are held by us or our subsidiaries.

The following table lists shareholders on record in the AFM register on February 20, 2025, that hold an interest of 3% or more in the share capital of Ahold Delhaize:

Shareholder ¹	Date of Disclosure	Capital Interest	Voting Rights
Goldman Sachs Group Inc.	February 14, 2025	3.00%	3.00%
State Street Corporation	December 23, 2024	3.01%	2.17%
Amundi Asset Management	August 25, 2023	3.04%	3.04%
Blackrock, Inc.	August 11, 2023	5.63%	6.91%

The foregoing table is subject to change. The most current shareholder information may be obtained at: <https://www.afm.nl/en/sector/registers/meldingenregisters/substantiele-deelnemingen>.

We are not directly or indirectly owned or controlled by another corporation or by any government or by any other natural or legal person(s) severally or jointly. We do not know of any arrangements that may, at a subsequent date, result in a change of control of our Company, except as described in section 8.2 (*Cumulative Preferred Shares*) in Part VIII (*Description of the Issuer*).

¹ In accordance with the filing requirements, the percentages shown include both direct and indirect capital interests and voting rights and both real and potential capital interests and voting rights. Further details can be found at www.afm.nl.

PART XI: DESCRIPTION OF THE SHARES AND ARTICLES OF ASSOCIATION

1. FINANCIAL YEAR

The Company's financial year shall end on the Sunday nearest to the thirty-first of December of the calendar year, and the next financial year, shall begin on the next following Monday. Following the end of each financial year, the Management Board draws the financial statements to be submitted for approval to the ordinary General Meeting.

2. CORPORATE PURPOSE

Per article 2 of the Company's Articles of Association, its corporate purpose is to promote or join others in promoting companies and enterprises; to participate in companies and enterprises; to finance companies and enterprises, including the giving of guarantees and acting as surety for the benefit of third parties as security for liabilities of companies and enterprises with which the Company is joined in a group or in which the Company owns an interest or with which the Company collaborates in any other way; to conduct the management of and to operate companies engaged in the wholesale and retail trade in consumer and utility products and companies that produce such products; to operate restaurants and companies engaged in rendering public services, including all acts and things that relate or may be conducive thereto in the broadest sense; as well as to promote, to participate in, to conduct the management of and, as the case may be, to operate businesses of any other kind.

3. DURATION

The Company was incorporated in 1887 for an unlimited duration (see article 3 of its Articles of Association).

4. ARTICLES OF ASSOCIATION

The Articles of Association outline certain of the Company's basic principles relating to corporate governance and organization. The current text of the Articles of Association is available at the Trade Register of the Dutch Chamber of Commerce and on the Company's public website at www.aholddelhaize.com.

The Articles of Association may be amended by the General Meeting of Shareholders. A resolution to amend the Articles of Association may be adopted by an absolute majority of the votes cast upon a proposal of the Management Board, with the approval of the Supervisory Board. If another party makes the proposal, an absolute majority of votes cast representing at least one-third of the issued share capital is required. If this qualified majority is not achieved but an absolute majority of the votes is in favor of the proposal, then a second meeting may be held. In the second meeting, only an absolute majority of votes, regardless of the number of shares represented at the meeting, is required.

The prior approval of a meeting of holders of a particular class of shares is required for a proposal to amend the Articles of Association that makes any change in the rights that vest in the holders of shares of that particular class.

5. SHARE CAPITAL

5.1 Issued Share Capital

As of February 25, 2025, there were 920,493,634 of the Company's common shares issued and fully paid. As of February 25, 2025, after market close, there were 8,859,817 fully paid Company common shares held by the Company in treasury, with a total nominal value of EUR 88,598.17 and a total book value of EUR 307,435,649.90. All the Company's shares were created under Dutch law. The nominal

value of the Company's shares is denominated in euros. The ISIN code for the Company's common shares is NL0011794037, and the ISIN code for the Company's American Depositary Receipts is US5004675014.

5.2 Authorized Share Capital

As of the close of business on February 25, 2025, the authorized share capital of the Company amounted to EUR 45,000,000 and was divided into the following classes:

- 1,923,515,827 Company common shares with a nominal value of EUR 0.01 per share;
- 326,484,173 Company cumulative preferred financing shares with a nominal value of EUR 0.01 per share subdivided into 122 classes, which are convertible into Company common shares³; and
- 2,250,000,000 Company cumulative preferred shares with a nominal value of EUR 0.01 per share.

³ On February 26, 2025, the Company issued a notice to convene a General Meeting of Shareholders, to be held on April 9, 2025, in which an amendment of the Articles of Association will be resolved upon. The proposal to amend the Articles of Association includes, amongst others, the removal of the cumulative financing preference shares, which are no longer in use, and a reduction of the total authorized capital. For more information on the proposed amendments of the Articles of Association, please refer to: <https://www.aholddelhaize.com/en/investors/agm-2025/>

PART XII: USE OF PROCEEDS

The net proceeds from the offer of the Notes will be applied for general corporate purposes, including the refinancing of existing indebtedness.

PART XIII: TAXATION

Tax legislation, including in the country where the investor is domiciled or tax resident and in the Issuer's country of incorporation, may have an impact on the income that an investor receives from the Notes.

General

The following summary outlines principal Dutch tax consequences of the acquisition, holding, redemption and disposal of the Notes, but does not purport to be a comprehensive description of all Dutch tax considerations that may be relevant. For purposes of Dutch tax law, a holder of Notes may include an individual or entity who does not have the legal title of these Notes, but to whom nevertheless the Notes or the income thereof is attributed based on specific statutory provisions or on the basis of such individual or entity having an interest in the Notes or the income thereof. This summary is intended as general information only and each prospective investor should consult a professional tax adviser with respect to the tax consequences of the acquisition, holding, redemption and disposal of the Notes.

This summary is based on tax legislation, published case law, treaties, regulations and published policy, in each case as in force as of the date of this Offering Circular, and it does not take into account any developments or amendments thereof after that date whether or not such developments or amendments have retroactive effect.

This summary does not address the Dutch corporate and individual income tax consequences for:

- (i) investment institutions (*fiscale beleggingsinstellingen*);
- (ii) pension funds, exempt investment institutions (*vrijgestelde beleggingsinstellingen*) or other entities that are not subject to or exempt from Dutch corporate income tax;
- (iii) holders of Notes holding a substantial interest (*aanmerkelijk belang*) or deemed substantial interest (*fictief aanmerkelijk belang*) in the Issuer and holders of Notes of whom a certain related person holds a substantial interest in the Issuer. Generally speaking, a substantial interest in the Issuer arises if a person, alone or, where such person is an individual, together with his or her partner (statutorily defined term), directly or indirectly, holds or is deemed to hold (i) an interest of 5% or more of the total issued capital of the Issuer or 5% or more of the issued capital of a certain class of shares of the Issuer, (ii) rights to acquire, directly or indirectly, such interest or (iii) certain profit-sharing rights in the Issuer;
- (iv) persons to whom the Notes and the income therefrom are attributed based on the separated private assets (*afgezonderd particulier vermogen*) provisions of the Dutch Income Tax Act 2001 (*Wet inkomstenbelasting 2001*);
- (v) entities, which are a resident of Aruba, Curaçao or Sint Maarten and that have an enterprise, which is carried on through a permanent establishment or a permanent representative on Bonaire, Sint Eustatius or Saba and the Notes are attributable to such permanent establishment or permanent representative; and
- (vi) individuals to whom the Notes or the income therefrom are attributable to employment activities, which are taxed as employment income in the Netherlands.

Where this summary refers to 'the Netherlands' or 'Dutch', such reference is restricted to the part of the Kingdom of the Netherlands that is situated in Europe and the legislation applicable in that part of the Kingdom.

Withholding Tax

All payments made by the Issuer under the Notes may - except in certain very specific cases as described below - be made free of withholding or deduction for any taxes of whatsoever nature imposed, levied, withheld or assessed by the Netherlands or any political subdivision or taxing authority thereof or therein.

Dutch withholding tax may apply on certain (deemed) interest due and payable to an affiliated (*gelieerde*) entity of the Issuer if such entity (i) is considered to be resident (*gevestigd*) in a jurisdiction that is listed in the yearly updated Dutch Regulation on low-taxing states and non-cooperative jurisdictions for tax purposes (*Regeling laagbelastende staten en niet-coöperatieve rechtsgebieden voor belastingdoeleinden*), or (ii) has a permanent establishment located in such jurisdiction to which the interest is attributable, or (iii) is entitled to the interest payable for the main purpose or one of the main purposes to avoid taxation of another person, or (iv) is not considered to be the recipient of the interest in its jurisdiction of residence because such jurisdiction treats another (lower-tier) entity as the recipient of the interest (hybrid mismatch), or (v) is not treated as resident anywhere (also a hybrid mismatch), or (vi) is a reverse hybrid whereby the jurisdiction of residence of a higher-tier beneficial owner (*achterliggende gerechtigde*) that has a qualifying interest (*kwalificerend belang*) in the reverse hybrid treats the reverse hybrid as tax transparent and that higher-tier beneficial owner would have been taxable based on one (or more) of the items in (i)-(v) above, had the interest been due to the higher-tier beneficial owner directly, all within the meaning of the Dutch Withholding Tax Act 2021 (*Wet bronbelasting 2021*).

Corporate and Individual Income Tax

Residents of the Netherlands

If a holder of Notes is a resident of the Netherlands or deemed to be a resident of the Netherlands for Dutch corporate income tax purposes and is fully subject to Dutch corporate income tax or is only subject to Dutch corporate income tax in respect of an enterprise to which the Notes are attributable, income derived from the Notes and gains realized upon the redemption, settlement or disposal of the Notes are generally taxable in the Netherlands (at up to a maximum rate of 25.8%).

If an individual is a resident of the Netherlands or deemed to be a resident of the Netherlands for Dutch individual income tax purposes, income derived from the Notes and gains realized upon the redemption, or disposal of the Notes are taxable at the progressive rates (at up to a maximum rate of 49.5%) under the Dutch Income Tax Act 2001, if:

- (i) the individual is an entrepreneur (*ondernemer*) and has an enterprise to which the Notes are attributable or the individual has, other than as a shareholder, a co-entitlement to the net worth of an enterprise (*medegerechtigde*), to which enterprise the Notes are attributable; or
- (ii) such income or gains qualify as income from miscellaneous activities (*resultaat uit overige werkzaamheden*), which includes activities with respect to the Notes that exceed regular, active portfolio management (*normaal, actief vermogensbeheer*).

If neither condition (i) nor condition (ii) above applies to the holder of the Notes, taxable income with regard to the Notes must in principle be determined on the basis of a deemed return on savings and investments (*sparen en beleggen*), rather than on the basis of income actually received or gains actually realized. This deemed return on savings and investments is fixed at a percentage of the individual's yield basis (*rendementsgrondslag*) at the beginning of the calendar year (January 1), insofar as the individual's yield basis exceeds a statutory threshold (*heffingvrij vermogen*) (EUR 57,684 in 2025). The individual's yield basis is determined as the fair market value of certain qualifying assets held by the individual less the fair market value of certain qualifying liabilities on January 1. The individual's deemed return is calculated by multiplying the individual's yield basis (minus the statutory threshold) with a 'deemed return percentage' (*effectief*

rendementspercentage), which percentage depends on the actual composition of the individual's yield basis, with separate deemed return percentages for savings (*banktegoeden*), other investments (*overige bezittingen*) and debts (*schulden*). As of January 1, 2025, the percentage for other investments, which include the Notes, is set at 5.88%.

However, on 6 June 2024 the Dutch Supreme Court (Hoge Raad) ruled in a number of cases (i.e. ECLI:NL:HR:2024:704, ECLI:NL:HR:2024:705, ECLI:NL:HR:2024:756, ECLI:NL:HR:2024:771 and ECLI:NL:HR:2024:813) that the current system of taxation in relation to an individual's savings and investments based on a 'deemed return' contravenes with Section 1 of the First Protocol to the European Convention on Human Rights in combination with Section 14 of the European Convention on Human Rights if the deemed return applicable to the savings and investments exceeds the actual return in the respective calendar year. In these rulings, the Dutch Supreme Court has also provided guidance for calculating the actual return: (i) all assets that are taxed under the regime for savings and investments are taken into account, and the statutory threshold will not be deducted from the individual's yield basis; (ii) the actual return should be based on a nominal return without considering inflation; (iii) the actual return includes not only benefits derived from assets, such as interest, dividends and rental income, but also positive and negative changes in the value of these assets, including unrealized value changes; (iv) costs are not taken into account for determining the actual return, but interest on debts that are included in the individual's yield basis should be taken into account; and (v) positive or negative returns from previous years are not taken into account.

If the individual demonstrates that the actual return – calculated in accordance with the guidelines of the Dutch Supreme Court – is lower than the deemed return, only the actual return should be taxed under the regime for savings and investments. As of the date of this Offering Circular, no legislative changes have been proposed by the Dutch legislator in response to the 6 June 2024 rulings.

The deemed or actual return on savings and investments is taxed at a rate of 36%.

Non-residents of the Netherlands

If a person is neither a resident of the Netherlands nor is deemed to be a resident of the Netherlands for Dutch corporate or individual income tax purposes, such person is not liable to Dutch income tax in respect of income derived from the Notes and gains realized upon the redemption or disposal of the Notes, unless:

- (i) the person is not an individual and such person (1) has an enterprise that is, in whole or in part, carried on through a permanent establishment or a permanent representative in the Netherlands to which permanent establishment or a permanent representative the Notes are attributable, or (2) is, other than by way of securities, entitled to a share in the profits of an enterprise or a co-entitlement to the net worth of an enterprise, which is effectively managed in the Netherlands and to which enterprise the Notes are attributable.

This income is subject to Dutch corporate income tax at up to a maximum rate of 25.8%.

- (ii) the person is an individual and such individual (1) has an enterprise or an interest in an enterprise that is, in whole or in part, carried on through a permanent establishment or a permanent representative in the Netherlands to which permanent establishment or permanent representative the Notes are attributable, or (2) realizes income or gains with respect to the Notes that qualify as income from miscellaneous activities in the Netherlands, which include activities with respect to the Notes that exceed regular, active portfolio management, or (3) is, other than by way of securities, entitled to a share in the profits of an enterprise that is effectively managed in the Netherlands and to which enterprise the Notes are attributable.

Income derived from the Notes as specified under (1) and (2) by an individual subject to individual income tax at progressive rates up to a maximum rate of 49.5%. Income derived from a share in the

profits of an enterprise as specified under (3) that is not already included under (1) or (2) will be taxed on the basis of a deemed or actual return on savings and investments (as described above under "Residents of the Netherlands").

Gift and Inheritance Tax

Dutch gift or inheritance taxes will not be levied on the occasion of the transfer of the Notes by way of gift by, or on the death of, a holder of Notes, unless:

- (i) the holder of the Notes is, or is deemed to be, resident in the Netherlands for the purpose of the relevant provisions; or
- (ii) the transfer is construed as an inheritance or gift made by, or on behalf of, a person who, at the time of the gift or death, is or is deemed to be resident in the Netherlands for the purpose of the relevant provisions.

Value Added Tax

In general, no value added tax will arise in respect of payments in consideration for the issue of the Notes or in respect of a cash payment made under the Notes, or in respect of a transfer of the Notes.

Other Taxes and Duties

No registration tax, customs duty, transfer tax, stamp duty, capital tax or any other similar documentary tax or duty will be payable in the Netherlands by a holder in respect of or in connection with the subscription, issue, placement, allotment, delivery or transfer of the Notes.

Foreign Account Tax Compliance Act

Pursuant to certain provisions of the U.S. Internal Revenue Code of 1986, commonly known as **FATCA**, a foreign financial institution (as defined by FATCA) may be required to withhold on certain payments it makes (**foreign passthru payments**) to persons that fail to meet certain certification, reporting or related requirements. The Issuer may be a foreign financial institution for these purposes. A number of jurisdictions (including the Netherlands) have entered into, or have agreed in substance to, intergovernmental agreements with the United States to implement FATCA (**IGAs**), which modify the way in which FATCA applies in their jurisdictions. Under the provisions of IGAs as currently in effect, a foreign financial institution in an IGA jurisdiction would generally not be required to withhold under FATCA or an IGA from payments that it makes (such as payments of interest on the Notes), provided that such foreign financial institution is in compliance with the terms and requirements of the applicable IGA.

Holders should consult their own tax advisers regarding how these rules may apply to their investment in the Notes.

PART XIV: SUBSCRIPTION AND SALE

BofA Securities Europe S.A., Deutsche Bank Aktiengesellschaft, ING Bank N.V., J.P. Morgan SE and Société Générale (the **Joint Lead Managers**) and ABN AMRO Bank N.V., Coöperatieve Rabobank U.A., Erste Group Bank AG and Intesa Sanpaolo S.p.A. (the **Co-Managers**, and together with the Joint Lead Managers, **the Managers**) have, pursuant to a subscription agreement dated on March 6, 2025 (the **Subscription Agreement**), agreed with the Issuer, subject to certain terms and conditions, to subscribe, or procure subscribers, and pay for the Notes at the issue price of 99.723% and the other conditions as set out in the Subscription Agreement. The aggregate amount payable for the Notes calculated at the issue price less any due fee will be paid by the Managers to the Issuer in the manner as set out in the Subscription Agreement. Fees and costs in connection with the issue of the Notes to be paid and/or reimbursed by the Issuer to the Managers have been agreed in a separate agreement between the Issuer and the Managers. The Subscription Agreement provides that the obligations of the Managers to subscribe for Notes may be subject to certain conditions precedent and will entitle the Managers to terminate its obligations in certain circumstances prior to payment being made to the Issuer.

General

Neither the Issuer nor the Managers has made any representation that any action will be taken in any jurisdiction by the Managers or the Issuer that would permit a public offering of the Notes, or possession or distribution of this Offering Circular or any other offering or publicity material relating to the Notes (including roadshow materials and investor presentations) in any country or jurisdiction where action for that purpose is required. The Managers have agreed that it will comply to the best of its knowledge and belief in all material respects with all applicable laws and regulations in each jurisdiction in which it acquires, offers, sells or delivers Notes or has in its possession or distributes this Offering Circular or any such other material, in all cases at its own expense. It will also ensure that no obligations are imposed on the Issuer in any such jurisdiction as a result of any of the foregoing actions.

The following sections set out specific notices in relation to certain countries that, if stricter, shall prevail over the foregoing general notice.

United States

The Notes have not been, and will not be, registered under the Securities Act, or the securities laws of any State or other jurisdiction of the United States, and may not be offered or sold within the United States or to, or for the account or benefit of, U.S. persons, except pursuant to an exemption from, or in a transaction not subject to, the registration requirements of the Securities Act. The Notes are being offered and sold solely outside the United States to non-U.S. persons in reliance on Regulation S. Terms used in this paragraph have the meaning given to them in Regulation S.

The Managers have agreed that they will not offer, sell or deliver the Notes (i) as part of their distribution at any time or (ii) otherwise until 40 days after the later of the commencement of the offer and the Closing Date within the United States or to, or for the account or benefit of, U.S. persons, and they will have sent to each distributor, dealer or person receiving a selling concession, fee or other remuneration (if any) to which they sell Notes during such 40-day distribution compliance period a confirmation or other notice setting forth the restrictions on offers and sales of the Notes within the United States or to, or for the account or benefit of, U.S. persons. Terms used in this paragraph have the meaning given to them in Regulation S.

In addition, until 40 days after the commencement of the offer, an offer or sale of Notes within the United States by a dealer (whether or not participating in the offer) may violate the registration requirements of the Securities Act if such offer or sale is made otherwise than in accordance with an available exemption from registration under the Securities Act.

The Notes are subject to U.S. tax law requirements and may not be offered, sold or delivered within the United States or its possessions or to a U.S. person, except in certain transactions permitted by U.S. Treasury regulations, including U.S. Treasury Regulation section 1.163-5(c)(2)(i)(D) (**TEFRA D**). Terms used in this paragraph have the meanings given to them by the U.S. Internal Revenue Code of 1986 and Treasury regulations promulgated thereunder.

Prohibition of sales to EEA Retail Investors

Each Manager has represented and agreed that it has not offered, sold or otherwise made available to and will not offer, sell or otherwise make available any Notes to any retail investor in the EEA. For the purposes of this provision:

- (a) the expression “retail investor” means a person who is one (or more) of the following:
 - (i) a retail client as defined in point (11) of Article 4(1) of MiFID II;
 - (ii) a customer within the meaning of the Insurance Distribution Directive, where that customer would not qualify as a professional client as defined in point (10) of Article 4(1) of MiFID II; or
 - (iii) not a qualified investor as defined in the Prospectus Regulation; and
- (b) the expression “offer” includes the communication in any form and by any means of sufficient information on the terms of the offer and the Notes to be offered so as to enable an investor to decide to purchase or subscribe the Notes.

United Kingdom

Prohibition of sales to UK Retail Investors

Each Manager has represented and agreed that it has not offered, sold or otherwise made available to and will not offer, sell or otherwise make available any Notes to any retail investor in the UK. For the purposes of this provision:

- (a) the expression “retail investor” means a person who is one (or more) of the following:
 - (i) a retail client as defined in point (8) of Article 2 of Regulation (EU) No 2017/565 as it forms part of domestic law by virtue of the EUWA;
 - (ii) a customer within the meaning of the provisions of the FSMA and any rules or regulations made under the FSMA to implement Directive (EU) 2016/97, where that customer would not qualify as a professional client, as defined in point (8) of Article 2(1) of Regulation (EU) No 600/2014 as it forms part of domestic law by virtue of the EUWA; or
 - (iii) not a qualified investor as defined in Article 2 of Regulation (EU) 2017/1129 as it forms part of domestic law by virtue of the EUWA (the **UK Prospectus Regulation**); and
- (b) the expression “offer” includes the communication in any form and by any means of sufficient information on the terms of the offer and the Notes to be offered so as to enable an investor to decide to purchase or subscribe the Notes.

Other regulatory restrictions

Each Manager has represented and agreed that:

- (i) it has only communicated or caused to be communicated and will only communicate or cause to be communicated an invitation or inducement to engage in investment activity (within the meaning of Section 21 of the Financial Services and Markets Act 2000 (the **Financial Services and Markets Act**)) received by it in connection with the issue or sale of any Notes in circumstances in which Section 21(1) of the Financial Services and Markets Act does not apply to the Issuer; and
- (ii) it has complied and will comply with all applicable provisions of the Financial Services and Markets Act with respect to anything done by it in relation to the Notes in, from or otherwise involving the United Kingdom.

Italy

The offering of the Notes has not been registered pursuant to Italian securities legislation and, accordingly, no Notes may be offered, sold or delivered, nor may copies of the Offering Circular or of any other document relating to the Notes be distributed in the Republic of Italy, except:

- (a) to qualified investors (*investitori qualificati*), as defined pursuant to Article 2 of the Prospectus Regulation and any application provision of Legislative Decree No. 58 of 24 February 1998, as amended (the **Financial Services Act**) and Italian CONSOB regulations; or
- (b) in other circumstances which are exempted from the rules on public offerings pursuant to Article 1 of the Prospectus Regulation, Article 34-ter of CONSOB Regulation No. 11971 of 14 May 1999, as amended from time to time, and the applicable Italian laws.

Any offer, sale or delivery of the Notes or distribution of copies of the Offering Circular or any other document relating to the Notes in the Republic of Italy under (i) or (ii) above must:

- (i) be made by an investment firm, bank or financial intermediary permitted to conduct such activities in the Republic of Italy in accordance with the Financial Services Act, CONSOB Regulation No. 20307 of 15 February 2018 (as amended from time to time) and Legislative Decree No. 385 of 1 September 1993, as amended (the **Banking Act**); and
- (ii) comply with any other applicable laws and regulations or requirement imposed by CONSOB, the Bank of Italy (including the reporting requirements, where applicable, pursuant to Article 129 of the Banking Act and the implementing guidelines of the Bank of Italy, as amended from time to time) and/or any other Italian authority.

Singapore

Each Manager has acknowledged that this Offering Circular has not been registered as a prospectus with the Monetary Authority of Singapore. Accordingly, each Manager has represented, warranted and agreed that it has not offered or sold any Notes or caused the Notes to be made the subject of an invitation for subscription or purchase and will not offer or sell any Notes or cause the Notes to be made the subject of an invitation for subscription or purchase, and has not circulated or distributed, nor will it circulate or distribute, this Offering Circular or any other document or material in connection with the offer or sale, or invitation for subscription or purchase, of the Notes, whether directly or indirectly, to any person in Singapore other than (i) to an institutional investor (as defined in Section 4A of the Securities and Futures Act 2001 of Singapore, as modified or amended from time to time (the **SFA**)) pursuant to Section 274 of the SFA or (ii) to an accredited

investor (as defined in Section 4A of the SFA) pursuant to, and in accordance with the conditions specified in Section 275 of the SFA.

Canada

The Notes may be sold only to purchasers purchasing, or deemed to be purchasing, as principal that are accredited investors, as defined in National Instrument 45-106 *Prospectus Exemptions* or subsection 73.3(1) of the *Securities Act* (Ontario), and are permitted clients, as defined in National Instrument 31-103 *Registration Requirements, Exemptions and Ongoing Registrant Obligations*. Any resale of the Notes must be made in accordance with an exemption from, or in a transaction not subject to, the prospectus requirements of applicable securities laws.

Securities legislation in certain provinces or territories of Canada may provide a purchaser with remedies for rescission or damages if this Offering Circular (including any amendment thereto) contains a misrepresentation, provided that the remedies for rescission or damages are exercised by the purchaser within the time limit prescribed by the securities legislation of the purchaser's province or territory. The purchaser should refer to any applicable provisions of the securities legislation of the purchaser's province or territory for particulars of these rights or consult with a legal advisor.

PART XV: GENERAL INFORMATION

- (1) The issue of the Notes was authorized by resolutions passed by the Management Board and the Supervisory Board of the Issuer on 11 February, 2025.
- (2) Application has been made to Euronext Dublin for the Notes to be admitted to the Official List and trading on the GEM which is the exchange regulated market of Euronext Dublin as from the Issue Date. The GEM is not a regulated market for the purposes of MiFID II. Arthur Cox Listing Services Limited has been appointed as listing agent for that purpose.

The estimated net proceeds of the issuance of the Notes are EUR 496,615,000.

- (3) Each of the Issuer and the Guarantors accepts responsibility for the information contained in this Offering Circular. To the best of the knowledge of the Issuer and the Guarantors, having taken all reasonable care to ensure that such is the case, the information in this Offering Circular is in accordance with the facts and this Offering Circular makes no omission likely to affect its import.
- (4) There has been no significant change in the financial position of the Issuer and its subsidiaries considered as a whole since December 29, 2024 and no material adverse change in the prospects of the Issuer and its subsidiaries considered as a whole since December 29, 2024.
- (5) Except as disclosed in Section 7.1 through 7.6 (*Legal proceedings*) to Part VIII (*Description of the Issuer*), neither the Issuer, nor any of its Material Subsidiaries, has been involved in any governmental, legal or arbitration proceedings (including any such proceedings that are pending or threatened of which the Issuer is aware) during the 12 months preceding the date of this Offering Circular that may have, or has had in the recent past significant effects on the financial position or profitability of the Issuer and/or the Issuer and its subsidiaries considered as a whole.
- (6) The Notes have been accepted for clearance through the clearing systems of Clearstream, Luxembourg and Euroclear. The Common Code of the Notes is 301638728. The International Securities Identification Number (**ISIN**) of the Notes is XS3016387287. The address of Euroclear is Euroclear Bank SA/NV, 1 Boulevard du Roi Albert II, B-1210 Brussels. The address of Clearstream, Luxembourg is Clearstream Banking S.A., 42 Avenue JF Kennedy, L-1855 Luxembourg.
- (7) Save as disclosed in the risk factor '*The Issuer, the Paying Agents and the Managers may engage in transactions adversely affecting the interests of the Noteholders*' in Part II (*Risk Factors*), no person involved in the offer of the Notes has any interest, including conflicting ones, that is material to the offer of the Notes, save for any fees payable to the Managers. Each Manager is a creditor of the Issuer in the framework of its banking operations. In addition, in the ordinary course of business, the Managers or their affiliates have provided and may in the future provide commercial, financial advisory or investment banking services for us and our subsidiaries for which they have received or will receive customary compensation.
- (8) Save as disclosed in Section 8 to Part VIII (*Description of the Issuer*), neither the Issuer nor any member of its group has entered into any contracts that could result in the Issuer being under an obligation or entitlement that would be material to its ability to meet its obligations toward holders of the Notes.
- (9) No assurance or representation is or can be given to investors by the Issuer, any other member of the Group, the Managers, any second party opinion providers or the independent auditor as to the suitability or reliability for any purpose whatsoever of any opinion, report, certification or validation of any third party in connection with the offering of the Notes or the Reduction Percentage Thresholds to fulfil any green, social, sustainability, sustainability-linked and/or other criteria. Any such opinion,

report or certification is not, nor shall it be deemed to be, incorporated in and/or form part of this Offering Circular.

The second party opinion providers and providers of similar opinions, certifications and validations are not currently subject to any specific regulatory or other regime or oversight. Any such opinion or certification is not, nor should be deemed to be, a recommendation by the Issuer, any member of the Group, the Managers, any second party opinion providers, the independent auditor or any other person to buy, sell or hold Notes. Noteholders have no recourse against the Issuer, any of the Managers or the provider of any such opinion or certification for the contents of any such opinion or certification, which is only current as at the date it was initially issued. Prospective investors must determine for themselves the relevance of any such opinion, certification or validation and/or the information contained therein and/or the provider of such opinion, certification or validation for the purpose of any investment in the Notes.

Any withdrawal of any such opinion or certification or any such opinion, certification attesting that the Group is not complying in whole or in part with any matters for which such opinion, certification or validation is opining on or certifying on may have a material adverse effect on the value of the Notes and/or result in adverse consequences for certain investors with portfolio mandates to invest in securities to be used for a particular purpose.

- (10) Where information in this Offering Circular has been sourced from third parties, this information has been accurately reproduced and as far as the Issuer is aware and is able to ascertain, from the information published by such third parties no facts have been omitted which would render the reproduced information inaccurate or misleading. The source of third party information is identified where used.
- (11) During the life of the Notes, copies of the following documents may be inspected at <https://www.aholddelhaize.com/en/> and/or will be available, during usual business hours on any day (Saturdays, Sundays and public holidays excepted), for inspection at the registered office of the Issuer:
- the Articles of Association (*statuten*) of the Issuer, in English and in Dutch;
 - the 2023 Annual Report and the 2024 Annual Report;
 - a copy of this Offering Circular together with any Supplement to this Offering Circular;
 - all reports, letters and other documents, balance sheets, valuations and statements by any expert any part of which is included or referred to in this Offering Circular; and
 - the Cross Guarantee Agreement.
- (12) The consolidated financial statements of the Issuer as at December 31, 2023 and December 29, 2024 and for the 52 weeks ended December 31, 2023 and December 29, 2024 have been audited by KPMG Accountants N.V. (**KPMG**), an independent auditor, as stated in their reports incorporated by reference herein.

The address of KPMG is Laan van Langerhuize 1, 1186 DS Amstelveen, the Netherlands. The independent auditor, who signed the auditor's reports on behalf of KPMG, is a member of the Royal Netherlands Institute of Chartered Accountants (*Koninklijke Nederlandse Beroepsorganisatie van Accountants*).

- (13) The Issuer is rated BBB+ by S&P and Baa1 by Moody's. The Notes are expected to be rated BBB+ by S&P and Baa1 by Moody's.

A BBB rating by S&P means adequate capacity to meet financial commitments, but more subject to adverse economic conditions (Source: <https://www.spglobal.com/ratings/en/about/understanding-ratings>).

A Baa rating by Moody's means obligations subject to moderate credit risk. They are considered medium-grade and as such may possess speculative characteristics (Source: https://www.moodys.com/sites/products/productattachments/ap075378_1_1408_ki.pdf).

Information on the websites referred to in this paragraph does not form part of this Offering Circular and has not been scrutinized or approved by Euronext Dublin and may not be relied upon in connection with any decision to invest in the Notes.

A rating is not a recommendation to buy, sell or hold debt, in as much as the rating does not comment as to market price or suitability for a particular investor. A rating may be subject to revision or withdrawal at any time by the assigning rating agency.

- (14) The Issuer's Legal entity identifier (LEI) is 724500C9GNBV20UYRX36.
- (15) The effective yield of the Notes to the Maturity Date is 3.290% per annum. The yield is calculated at the Issue Date and assumes that no Step-Up Event occurs in respect of the Notes.
- (16) This Offering Circular as well as the documents listed in Part IV (*Documents Incorporated by Reference*) are available on the Issuer's website at www.aholddelhaize.com. Information on the Issuer's website does not form part of this Offering Circular and has not been scrutinized or approved by Euronext Dublin and may not be relied upon in connection with any decision to invest in the Notes.

Registered/Head Office of the Issuer

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United Kingdom

Listing Agent

Arthur Cox Listing Services Limited
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Dublin
Ireland

Joint Lead Managers

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Germany

J.P. Morgan SE
Taunustor 1
60310 Frankfurt am Main
Germany

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Co-Managers

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The Netherlands

Erste Group Bank AG
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1100 Vienna
Austria

Coöperatieve Rabobank U.A.
Croeselaan 18
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The Netherlands

Intesa Sanpaolo S.p.A.
Divisione IMI Corporate & Investment Banking
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to the Issuer

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The Netherlands

to the Managers

Clifford Chance LLP
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The Netherlands

Auditor of the Issuer

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