

Remuneration Policy for the Supervisory Board



Applicable to Supervisory Board

Adopted on April 9, 2025

Effective date January 1, 2025

Version no. 1.0 final

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Introduction

The current Remuneration Policy for the Supervisory Board ("**Remuneration Policy**") was adopted by the General Meeting of Shareholders during the Annual General Meeting ("**AGM**") held on April 13, 2022 with an effective date of January 1, 2022. This document presents the amendments to the Remuneration Policy for the Supervisory Board that will be proposed to the General Meeting of Shareholders for adoption at the AGM of April 9, 2025. The amended Remuneration Policy will, after adoption by the General Meeting of Shareholders, become effective from January 1, 2025 and will remain effective until the General Meeting of Shareholders adopts a new Remuneration Policy. It will replace the existing policy in its entirety. The Supervisory Board expects to, following an integral review of the Remuneration Policy, propose a new Remuneration Policy to the General Meeting of Shareholders at the AGM to be held in 2026.

In 2024, the Supervisory Board reviewed the competitiveness of the current Supervisory Board fee structure, which was established at the time of the merger with Delhaize in 2016. The Supervisory Board proposes amendments to the fee structure in recognition of the increasing demands on the Supervisory Board members and to ensure the Company remains attractive to top leaders from the industry and beyond to maintain a strong and diverse Supervisory Board. This proposal also takes into consideration that the fee structure for the Supervisory Board has not been corrected for inflation since 2016.

The table below provides an overview of the development of the Supervisory Board fee structure over the years as of 2016, as well as the proposed new fee structure.

Base fees	2016	2020	2022	2025 NEW
Chair Supervisory Board	€ 220.000	€ 200.000	€ 220.000	€ 264.000
Vice Chairman (and member of the presidium)	€ 180.000	NA	NA	NA
Vice Chair Supervisory Board	€ 125.000	€ 125.000	€ 125.000	€ 150.000
Member Supervisory Board	€ 90.000	€ 90.000	€ 95.000	€ 114.000
Committee Fees	2016	2020	2022	2025 NEW
Chair Audit, Finance and Risk Committee	€ 30.000	€ 30.000	€ 32.500	€ 39.000
Member Audit, Finance and Risk Committee	€ 15.000	€ 15.000	€ 17.500	€ 21.000
Chair Remuneration Committee	NA	NA	€ 30.000	€ 36.000
Member Remuneration Committee	NA	NA	€ 15.000	€ 18.000
Chair Other Committee	€ 20.000	€ 20.000	€ 22.500	€ 27.000
Member Other Committee	€ 12.500	€ 12.500	€ 15.000	€ 18.000
Other Fees	2016	2020	2022	2025
Travel time compensation - Continental	€ 2.500	€ 2.500	€ 2.500	€ 2.500
Travel time compensation - Intercontinental	€ 7.500	€ 7.500	€ 7.500	€ 10.000
Fee for meetings outside regular meeting cadence	NA	NA	€ 2.500	€ 2.500

In the process of formulating the adjusted fee structure, a broad group of stakeholders, including shareholders, have been consulted. The stakeholder feedback on the proposed fee changes for the Supervisory Board indicated that in case of increases to fees for non-executive directors a compelling rationale has to be provided. The wider workforce salary increase percentage could serve as one of the data-points for an indexation factor which will bring the fee levels more in line with the levels necessary to attract and retain qualified (international) Supervisory Board members.

In line with this feedback, the development of the Dutch supermarket collective labor agreements (VGL-cao) over the recent years is also taken as one of the considerations, besides inflation and market practice, for the increase percentage for the fees. The VGL developments over the recent years are as follows:

- VGL CAO 2017 – 2019 (April 1, 2017, up until March 31, 2019) total 3,5%
- VGL CAO 2019 – 2020 (April 1, 2019, up until June 30, 2020) total 2,5%

- VGL CAO 2020-2023 (July 1, 2020, up until July 1, 2023) total 9%
- VGL CAO 2023-2024 (July 2, 2023, up until July 1, 2024) total 10%
- VGL CAO 2024-2026 (July 2, 2024, up until April 1, 2026) total 6%

Purpose

The objective of Koninklijke Ahold Delhaize N.V.'s (the "Company") Remuneration Policy for the Supervisory Board (the "Remuneration Policy") is to attract, reward, and retain top leaders from the industry and beyond to continue to have a strong and diverse Supervisory Board.

The Remuneration Policy balances the needs of internal and external stakeholders with the Company's commitment to making a sustainable contribution to society. It is designed to be simple, effective, and transparent.

In drafting and implementing the Remuneration Policy, the Company has taken, and continues to take, the perspective and input of internal and external stakeholders, as well as the greater public, into consideration.

Principles

Competitive pay

The competitiveness of the Remuneration Policy is benchmarked annually against a labor market peer group that reflects the Company's geographic operating areas and the markets most relevant to the recruitment and retention of non-executive directors.

Transparency

The Company provides extensive disclosure of how the Remuneration Policy was implemented, including full disclosure of the different remuneration elements paid to Supervisory Board members.

Procedures

Setting, revision, and execution

The Remuneration Policy is established, revised, and executed by the Supervisory Board. The Remuneration Committee of the Supervisory Board (the "Remuneration Committee") is responsible for advising the Supervisory Board on all remuneration-related matters. The Remuneration Committee actively and continually monitors internal and external developments to determine whether the Remuneration Policy is still aligned to and supportive of the Company's strategic and operational objectives. The Remuneration Policy is reviewed comprehensively at least once every four years.

The Remuneration Committee may submit recommendations for amendments to the Remuneration Policy to the Supervisory Board. If adopted by the Supervisory Board, the amendments to the Remuneration Policy will subsequently be proposed for adoption by the General Meeting of Shareholders.

Compliance

The design and implementation of the Remuneration Policy are compliant with all applicable laws, rules and regulations, and corporate governance requirements. Decisions related to remuneration are made in observance of the Company's Code of Ethics.

Labor market peer group

As an international company, Ahold Delhaize wants to remain attractive for top leaders from the industry and beyond to continue to have a strong and diverse Supervisory Board. To this end, the competitiveness of the Supervisory Board remuneration levels is assessed every three years against a labor market peer group composed of six European competitors, six U.S. competitors, and six AEX and BEL20 listed companies. This labor market peer group reflects the Company's geographic operating areas and the markets most relevant to the recruitment and retention of

senior management. In extraordinary circumstances, an intermediate adjustment might be considered.

For the Chair and Vice Chair positions, only those companies in the labor market peer group that have a two-tier board structure are included in the benchmark assessment.

European companies	U.S. companies	AEX and BEL20 companies
Tesco	Kroger	Unilever
Carrefour	Costco	Philips
Metro Cash & Carry	Target	Heineken
Casino Guichard Perrachon	Walgreens Boots Alliance	Randstad
J Sainsbury	Best Buy	Akzo Nobel
Danone	Lowe's	AB InBev

To accommodate potential changes in the labor market peer group due to de-listings, mergers, or other extraordinary circumstances, the Supervisory Board may exercise discretion to substitute comparable companies. In general, the geographical composition of the labor market peer group will be the principal consideration when a company is replaced. For example, a U.S.-based company will generally be replaced by another U.S.-based company.

Remuneration elements

Given the nature of the responsibilities of the Supervisory Board as an independent body, remuneration is not tied to the performance of the Company and therefore only comprises fixed remuneration, delivered in cash. In addition to a base fee, Supervisory Board members are offered committee fees and additional compensation contingent upon their activities and responsibilities. All remuneration is denominated and delivered in Euro. Currency conversion risks are not covered by the company.

Base fees

The base fees offered to Supervisory Board members reflect the Company's size and complexity, as well as the responsibilities of the members and the time spent on their role.

Chair Supervisory Board	€264,000
Vice Chair Supervisory Board	€150,000
Member Supervisory Board	€114,000

Committee fees

The Chair and members of the Supervisory Board's committees are offered a supplementary fee for the additional responsibilities they take on.

Chair Audit, Finance and Risk Committee	€39,000
Member Audit, Finance and Risk Committee	€21,000
Chair Remuneration Committee	€36,000
Member Remuneration Committee	€18,000
Chair Other Committee	€27,000
Member Other Committee	€18,000

Travel time compensation fee

Supervisory Board members are offered compensation for travel time related to Supervisory Board meetings of €10,000 per intercontinental round trip and €2,500 per continental round trip.

Fee for meetings outside the regular meeting cadence

Supervisory Board members are offered compensation of €2,500 for additional meetings outside the regular Supervisory Board and Committee meeting cadence.

Shareholding

Supervisory Board members are allowed to hold (privately acquired) shares in the Company.

Pensions and other contractual terms

Pension

Supervisory Board members are not eligible to participate in any benefits program offered by the Company to its associates, including but not limited to pension plans.

Loans

The Company does not provide loans to Supervisory Board members, nor does the Company issue guarantees to the benefit of Supervisory Board members.

Term

Supervisory Board members shall be on the Supervisory Board for a maximum period of four years and shall thereafter be eligible for re-appointment for another four-year period. The member of the Supervisory Board may then be reappointed for a period of two years, which appointment may be extended by at most two years.

Resignation

Supervisory Board members shall resign in accordance with the retirement schedule prepared by the Supervisory Board. No notice period or termination fees are applicable.