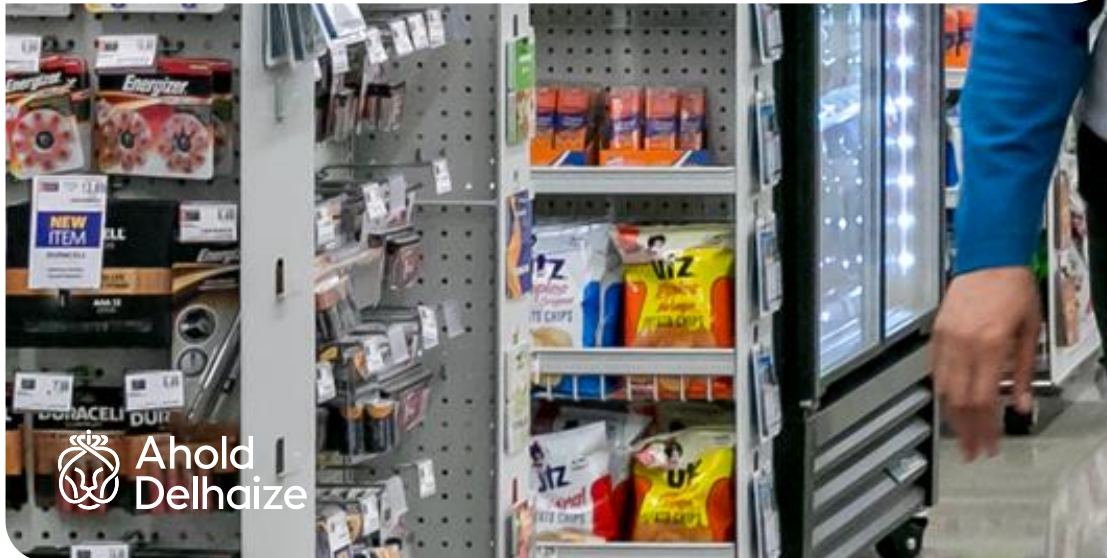


strategy day 2024

People & Communities Deep-dive

Natalia Wallenberg Chief Human Resources Officer



cautionary notice

This communication contains information that qualifies as inside information within the meaning of Article 7(l) of the EU Market Abuse Regulation.

This communication includes forward-looking statements. All statements other than statements of historical facts may be forward-looking statements. Words and expressions such as successfully, vision, purpose, 2025, 2028, inspiring, ambitions, by, values, future, success, accelerat(e)/(ating), strategic, priorities, strong, performance, key, growth, invest, densify, innovate, leverag(e)/(ing), deliver(ing), support(ing), through, reduc(tion)/(e), increasing, remains, committed, will, continue(d), monitor, developments, subject to, consistent, significant, driving, strength, steps, expand, optimiz(e)/(ing), focus(ed)/(ing), improve, leading, capabilities, create, experience, 2030, 2040, 2050, lead(ers), front-running, across, reach, engage, value, development, supporting, well positioned, strongest, impact, plans, will, raising, current, short term, long term or other similar words or expressions are typically used to identify forward-looking statements.

Forward-looking statements are subject to risks, uncertainties and other factors that are difficult to predict and that may cause the actual results of Koninklijke Ahold Delhaize N.V. (the “Company”) to differ materially from future results expressed or implied by such forward-looking statements. Such factors include, but are not limited to, risks relating to the Company’s inability to successfully implement its strategy, manage the growth of its business or realize the anticipated benefits of acquisitions; risks relating to competition and pressure on profit margins in the food retail industry; the impact of economic conditions, including high levels of inflation, on consumer spending; changes in consumer expectations and preferences; turbulence in the global capital markets; political developments, natural disasters and pandemics; wars and geopolitical conflicts; climate change; energy supply issues; raw material scarcity and human rights developments in the supply chain; disruption of operations and other factors negatively affecting the Company’s suppliers; the unsuccessful operation of the Company’s franchised and affiliated stores; changes in supplier terms and the inability to pass on cost increases to prices; risks related to environmental, social and governance matters (including performance) and sustainable retailing; food safety issues resulting in product liability claims and adverse publicity; environmental liabilities associated with the

properties that the Company owns or leases; competitive labor markets, changes in labor conditions and labor disruptions; increases in costs associated with the Company’s defined benefit pension plans; ransomware and other cybersecurity issues relating to the failure or breach of security of IT systems; the Company’s inability to successfully complete divestitures and the effect of contingent liabilities arising from completed divestitures; antitrust and similar legislation; unexpected outcomes in the Company’s legal proceedings; additional expenses or capital expenditures associated with compliance with federal, regional, state and local laws and regulations; unexpected outcomes with respect to tax audits; the impact of the Company’s outstanding financial debt; the Company’s ability to generate positive cash flows; fluctuation in interest rates; the change in reference interest rate; the impact of downgrades of the Company’s credit ratings and the associated increase in the Company’s cost of borrowing; exchange rate fluctuations; inherent limitations in the Company’s control systems; changes in accounting standards; inability to obtain effective levels of insurance coverage; adverse results arising from the Company’s claims against its self-insurance program; the Company’s inability to locate appropriate real estate or enter into real estate leases on commercially acceptable terms; and other factors discussed 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 they are made, and the Company does not assume any obligation to update such statements, except as required by law.

Abbreviations and terms used in this presentation that are defined in the Ahold Delhaize Annual Report 2023 should be construed in accordance with the definitions and abbreviations appendix of the Ahold Delhaize Annual Report 2023 to the extent appropriate.



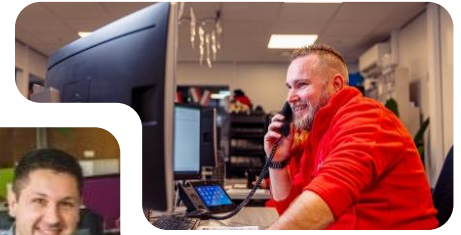
9

countries

5

generations

>7700
local stores



who we are



52%
women



140+
nationalities

13-95
age range

402,000+
associates

16
brands

€13b
in wages 2023



thriving people

We create a caring place to work inspiring **growth and collaboration**, where **everyone is heard, valued and finds purpose** in serving our communities



everybody
grows

teams
collaborate



organization
evolves

culture
thrives

our
values



courage

integrity



teamwork



care



humor





#1-2

employer of choice in each of our markets



2023-2024

bol.

World class Work place

De allerbeste bijbaan! Maak er werk van.



Wij zijn voor de vijfde keer op rij door scholieren en studenten verkozen tot favoriete bijbaanwerkgever.



IMPACT AWARDS

Progressive GROCER | HONORING EXCELLENCE

most local

DIVERSITY & INCLUSION AWARDS 2023



UDRUŽENJE POSLOVNIH ŽENA SRBIJE

Newsweek

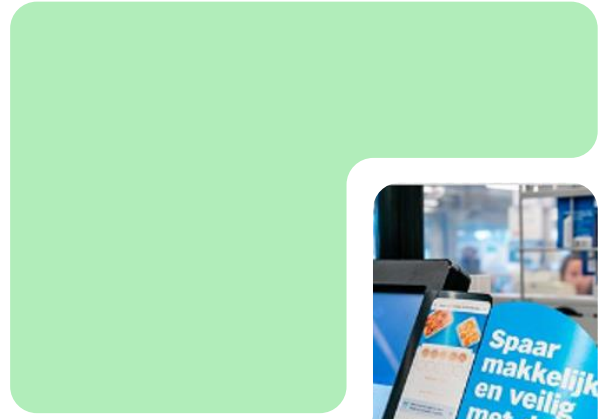
America's greatest workplaces for diversity



FT FINANCIAL TIMES

top leader in diversity





key technology partnerships



MyHR Connect / Success Factors

~400,000 associates



Associate Engagement Survey

Heard from ~300K colleagues in 2023



Recruitment & Online Learning

Recruitment & 21,000+ online courses



AH GPT

GenAI lab built GPT for safe use of this technology in house



Online Learning & Development

One-off courses, functional learning and full degree programs



Microsoft 365

Teams, Outlook, Cloud Services

8

minutes

time from application to hire with mobile app MyHire live in NL

most future proof

The home of techies with taste.



ad/01

Tech Studio in Bucharest launched in April 2024

ad/01 The studio that builds the future of food retail.

new

recruitment user interface



~400,000 associates in one system of record



Ahold Delhaize in social media



>4million e-learnings in the US



Altijd een baan die bij jou past.

SAP SuccessFactors

one combined USA support organization



global data lake

live & processing over 25 million rows of data every payroll period

8

new career websites launched in 2023



Gall&Gall SINCE 1884



ahold delhaize USA





we are open
for **everyone**



Ahold Delhaize's Diversity, Equity & Inclusion 100, 100, 100 aspiration



community

100%

reflective of communities our brands serve

A workforce that is 100% reflective of the communities we serve.



culture

100%

inclusive

A workforce that is 100% inclusive. Where all voices are heard and valued.

people

100%

gender balance

A workforce that is 100% gender balanced at all levels.



business growth

how Ahold Delhaize's Great Local Brands bring DE&I to life



community

100%
reflective of
communities our
brands serve

- Supplier diversity
- BRG communities
- Community engagement
- External partnerships



100%
inclusive

culture

- Psychological safety
- Pay Equity
- Inclusive practices (e.g. hiring, performance management)
- Employee Listening
- Next Co

100%
gender
balance

- Balanced slate in hiring & succession processes
- IDPs & career paths
- Transparent opportunities
- Mentorship/sponsorship

people



ethnically & racially underrepresented



100%
reflective of communities
our brands serve



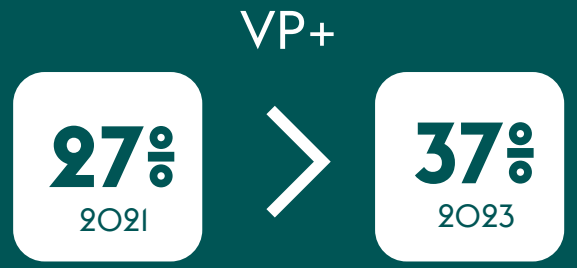
100%
inclusive

inclusion



most
inclusive

gender representation



100%
gender balance



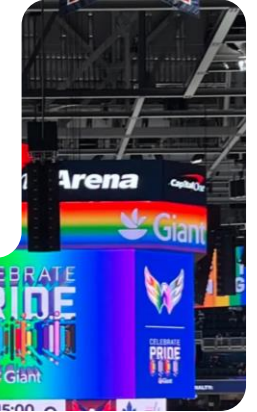
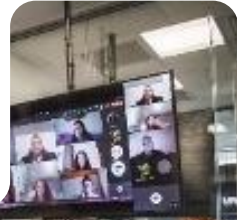
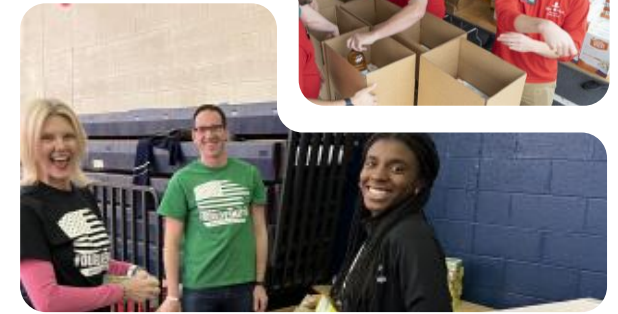
pay equity

equal pay for
equal work
for all
~400K+
associates

raw pay difference (NL
manager+) avg. 2.93%
(4.46% in 2022) vs.
national average of
16.4%



connecting with our communities to make a positive impact





The Consumer Goods Forum
Health & Wellness Progress Report

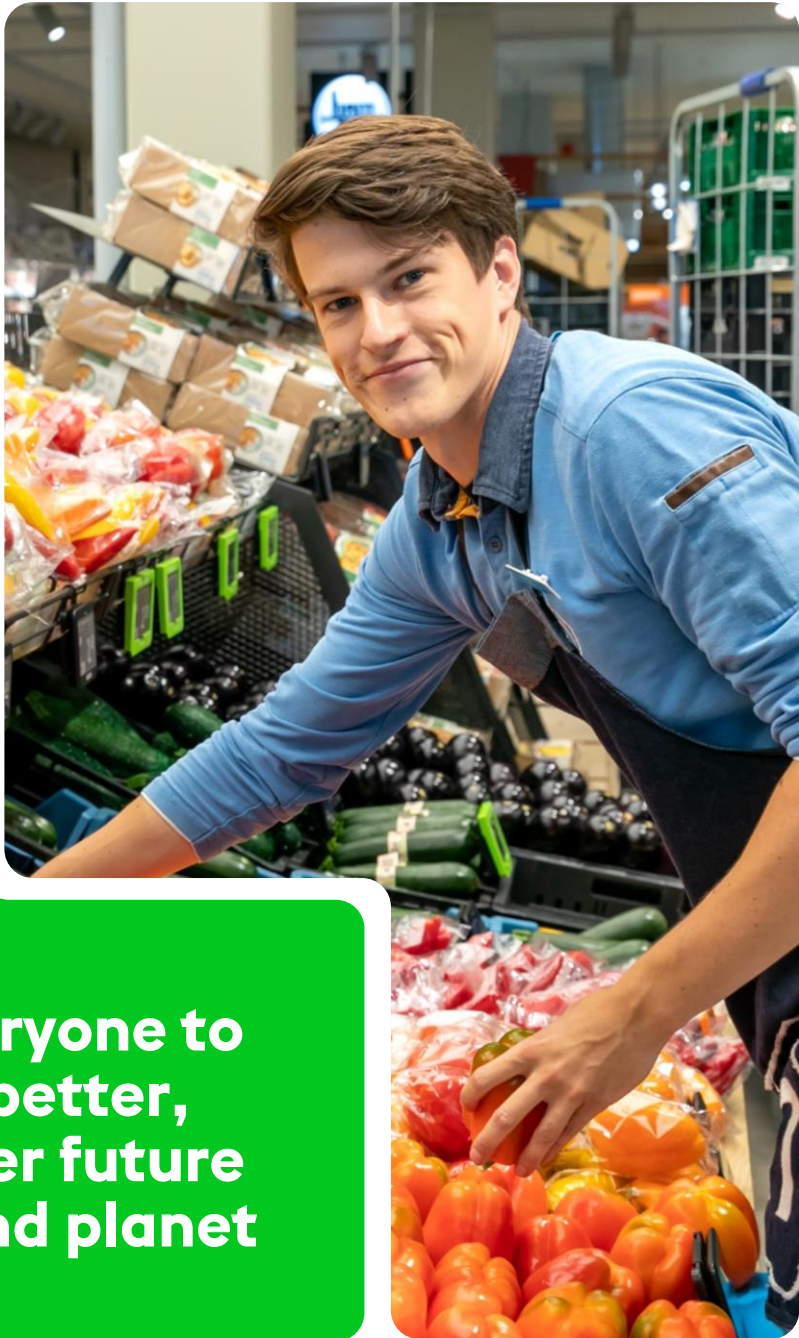


examples of
key partnerships



2023





our purpose

inspiring everyone to eat and live better, for a healthier future for people and planet

how we engage

our people in sustainability

Culture

New purpose & leadership behaviors, employee listening

Work environments

BYOB, Healthy meals, wellbeing breaks, travel policy

Onboarding

Sustainability from Day 1

Transparency & Measurement

Goals & Annual Report

Learning & Developments

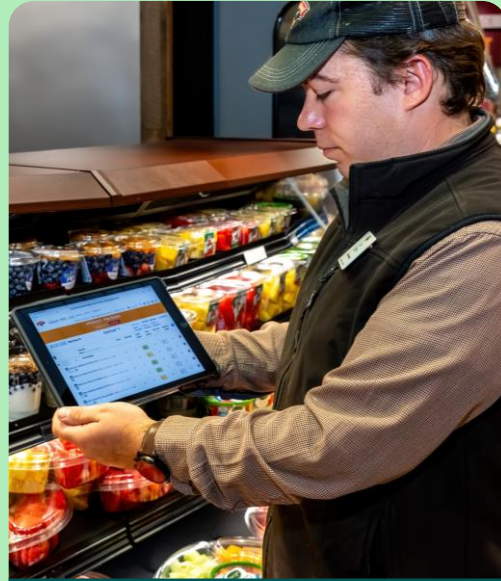
Sustainability programs for leaders, associates, farmers and suppliers

Rewards

Incentives (LTI and STI), sustainable commuting benefits (train & cycle)



most
local



most
**future
proof**



most
inclusive

#1-2 employer of choice in each of our markets

100/100/100 gender balanced, reflective of our communities and inclusive