

Remuneration Policy for the Supervisory Board



Applicable to Supervisory Board

Adopted on April 8, 2026

Effective date January 1, 2026

Remuneration Policy for the Supervisory Board

Purpose

The objective of the Remuneration Policy is to attract, reward, and retain top leaders from the industry and beyond, ensuring a strong and diverse Supervisory Board equipped with the necessary with skills, competences and experience. This enables proper supervision of the Company's performance, strategy and execution thereof, whilst supporting the Company's purpose of inspiring everyone to eat and live better, for a healthier future for people and planet. By doing so, the Remuneration Policy supports the Company in achieving its operational and strategic objectives and serves its long-term interests.

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 establishing and implementing the Remuneration Policy, the Supervisory Board has taken, and continues to take, into consideration the perspective and input of internal and external stakeholders, the support in society as well as the pay and employment conditions for the Company's employees.

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.

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 two years against a labor market peer group composed of 60% European and 40% North American 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.

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, with due observance of the 60% European and 40% North American composition of the labor market peer group.

European Companies		North American Companies	
Company	Country of HQ	Company	Country of HQ
Anheuser-Busch Inbev SA	Belgium	Albertsons Companies Inc	United States of America
Beiersdorf AG	Germany	General Mills Inc	United States of America
Carrefour SA	France	Kroger Co	United States of America
Danone SA	France	Loblaw Companies Ltd	Canada
Heineken NV	Netherlands	Mondelez International Inc	United States of America
J. Sainsbury PLC	United Kingdom	PepsiCo Inc	United States of America
Nestle SA	Switzerland		
Tesco PLC	United Kingdom		
Unilever PLC	United Kingdom		

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, paid 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 paid 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	€295,000
Vice Chair Supervisory Board	€150,000
Member Supervisory Board	€119,130 (2026) / €124,491 (as of 2027)

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 Governance and Nomination Committee	€ 36,000
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 €15,000 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 €5,000 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. Supervisory Board members will not be granted any shares/and or rights to shares in the Company's capital by way of remuneration. Any holding of shares in the Company's capital by Supervisory Board members is for the purpose of long-term investment.

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.

Governance and procedures

Establishing, 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. At least once every four years, the Remuneration Policy will be submitted to the general meeting for adoption.

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.