

Tax transparency report

February 24, 2026



Tax transparency and responsibility

This first stand-alone Tax Transparency Report marks an important milestone for Ahold Delhaize. As a global retailer rooted in the communities our brands serve, we believe that transparency around our tax contributions is an essential part of being a responsible and trusted neighbor. Publishing this report reflects our commitment to strengthening that trust through openness, accountability and responsible tax behavior.

Our approach to tax is guided by five core tax principles that apply across all consolidated group entities: transparency, accountability and governance, compliance, constructive relationships with tax authorities, and a business-driven tax structure. These principles ensure that we manage our tax affairs responsibly, consistently and in alignment with our broader sustainability ambitions. Our principles are aligned with The B Team's Responsible Tax Principles, which set high standards for responsible tax behavior and have helped shape a global dialogue about the importance of openness and integrity in corporate tax practices.

Ahold Delhaize also complies with the principles included in the VNO-NCW Tax Governance Code, further underscoring our commitment to strong governance and responsible tax conduct. For more information, see *Compliance to the code* as a separate document on the AD website.

For the first time, this report includes country-by-country reporting, providing greater insight into where our brands operate, where we generate value, and how we contribute through taxes in the jurisdictions where we do business.

By sharing this report, we aim to provide stakeholders with clear and meaningful insight into our tax strategy and contributions. It demonstrates not only what we pay, but how our approach to tax supports our sustainability ambitions and it reflects the values that guide our company. We remain committed to operating transparently, responsibly and with respect for customers and partners.

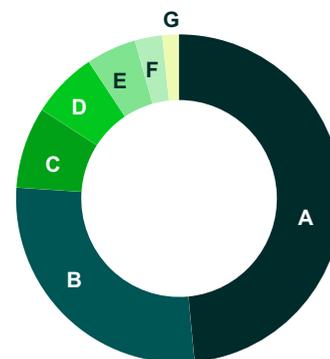
Transparency

By paying our share of taxes in the countries where we have operations, we contribute to economic and social development in these countries. Also, with our total tax contribution, we support the UN Sustainable Development Goals (SDGs).

In 2025, Ahold Delhaize collected and bore many types of taxes: payroll tax, corporate income tax, net-value-added tax (VAT), sales and use (S&U) tax, property and real estate tax, dividend tax, excise and customs duties, and others (e.g., packaging tax), for a total amount of €6.2 billion. Approximately €1.8 billion of the Company's total tax contribution in 2025 relates to taxes borne. Taxes borne are costs to the company that will directly impact results, such as corporate income tax and property tax. Taxes collected are taxes the company collects on behalf of governments, such as VAT, sales & use tax and payroll taxes, which are ultimately borne by the customer or employee. The remaining balance refers to taxes collected.

The total tax contribution and corporate income tax payments and current year taxes accrued that were reported per country are summarized on the next page.

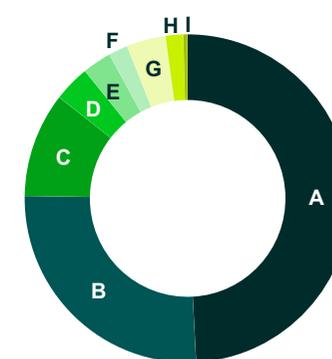
Ahold Delhaize 2025 total tax contribution by type €6.2 billion (€ million)



A	Payroll tax	3,016
B	Net VAT and S&U tax	1,716
C	Corporate income tax	499
D	Excise and customs duties	408
E	Property and real estate tax	309
F	Dividend tax	170
G	Other	102

Our effective income tax rate (ETR) over 2025 was 22.4%. This is our worldwide income tax expense for the financial year 2025, amounting to €649 million, calculated as a percentage of the IFRS based consolidated income before income taxes.

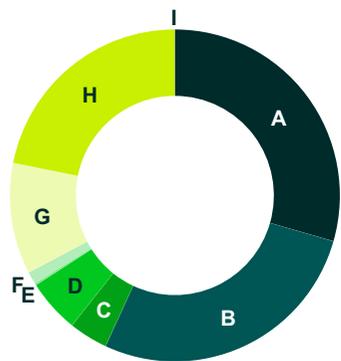
Ahold Delhaize 2025 total tax contribution by country €6.2 billion (€ million)



A	The United States	3,059
B	The Netherlands	1,621
C	Belgium	643
D	Czech Republic	222
E	Greece	180
F	Serbia	118
G	Romania	242
H	Switzerland	109
I	Luxembourg	26

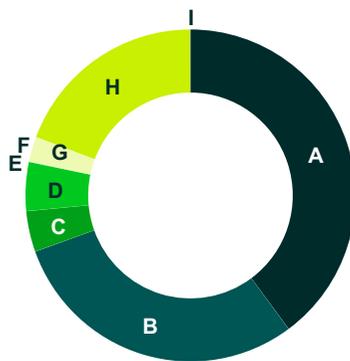
Tax transparency and responsibility continued

Ahold Delhaize 2025 corporate tax paid per country €499 million
(€ million)



A	The United States	147
B	The Netherlands	137
C	Belgium	19
D	Czech Republic	26
E	Greece	1
F	Serbia	6
G	Romania	54
H	Switzerland	109
I	Luxembourg	0

Ahold Delhaize 2025 current tax accrued by country €536 million¹
(€ million)



A	The United States	214
B	The Netherlands	159
C	Belgium	21
D	Czech Republic	25
E	Greece	0
F	Serbia	1
G	Romania	13
H	Switzerland	103
I	Luxembourg	0

¹ This includes current year tax, excluding tax related to other years, based on the European Union (EU) Country-by-Country Reporting (CbCR) directive

Tax incentives

We define tax incentives as fiscal measures designed by governments to stimulate investment and encourage growth or a change in behavior by providing more favorable tax treatment to some activities or sectors.

For some of the activities that Ahold Delhaize and the brands undertake as part of our efforts to positively impact communities, there are tax incentives available, as described below.

Ahold Delhaize does make limited use of tax incentives. The main tax incentives applied by Ahold Delhaize in the various jurisdictions where our brands operate are:

Wage tax credits

Certain wage tax credits are available to companies that give opportunities to people who normally face difficulties finding employment, such as individuals with physical disabilities, as local governments seek to stimulate work participation in the labor market for these employees.

Capital investment credits

Local governments sometimes provide capital investment credits to stimulate investment (e.g., in warehouses or stores) in certain areas, to drive economic growth in their local communities.

Research and development (R&D) incentives

Local governments sometimes provide R&D incentives to companies undertaking certain activities that increase the level of innovation and economic growth in their communities. We are always striving to innovate as we drive operational excellence, for instance, by optimizing stock in our brands' distribution centers and stores. We receive R&D incentives for some of these activities.

Accountability and governance

Ahold Delhaize has a well-equipped and professional Tax function. It reports directly to the CFO and has direct access to the Management Board and the Supervisory Board. At least once a year, the function presents a tax update to the Audit, Finance and Risk Committee of the Supervisory Board. The global tax policy is approved by the Management Board.

Our risk appetite is low for tax purposes. We recognize the risk that non-compliance with applicable tax laws and regulations could result in damage to Ahold Delhaize's reputation or to the relationship with our host countries. For more information, see Annual Report 2025 section *Governance*, subsection *Governance, Risk and Compliance*.

Tax in control statement

Being in control in relation to taxes and responsible taxation is an important objective for our Tax department and our Company. We have certain activities in place to support this, including:

- We have a tax control framework to assess and control tax risks for the various taxes and jurisdictions.
- We define, implement and test tax controls resulting from our risk assessment exercises through our various monitoring functions – comprising senior management and the Risk & Controls (second line of defense) and Internal Audit teams – making use of specific Ahold Delhaize tools developed for this purpose.
- Based on the annual internal audit plan, we audit selected taxes and/or jurisdictions. This results in an audit report rating the design and operating effectiveness of our tax controls.

Tax transparency and responsibility continued

- We have a separate control framework for responsible taxation in place.
- (Local) management signs a letter of representation on a quarterly basis stating, among other things, that they are in compliance with all (tax) controls and policies.
- We hold frequent update meetings with local CFOs and business teams.
- We review the tax compliance report.
- We organize continuous education for the Tax team.

We have a tax strategy in place that is proactively communicated throughout the Company, and we organize training for selected brands and jurisdictions, during which the tax policy and its main principles are explained through tax risk workshops.

On a regular basis, we monitor whether our tax strategy is aligned with the Ahold Delhaize Business Principles, sustainability strategy and Code of Ethics. For example, the Tax department's annual objectives are based on the abovementioned principles and strategy and cascaded to individual associates' goals. Department and associate performance compared to these objectives is measured at least once per year.

Ahold Delhaize associates have access to a whistle-blower line for reporting any ethical or compliance concerns related to Company practices, including tax matters.

We are also actively involved in the field of tax technology. We have drafted a global tax technology strategy and roadmap based on five pillars: insights, data driven, automation, risk management and future-proof.

We set up various initiatives within our direct tax disciplines (such as country-by-country reporting automation, Pillar 2 calculations and a tax reporting engine) and indirect tax disciplines (such as a VAT solution and tax engine), to optimize and upgrade our tax processes. In the US, several important initiatives have been implemented, such as the Vertex sales tax engine and Smart Categorization. The latter is an AI-enabled tool that analyzes product level detail to compile and determine the tax attributes required for sales tax calculation. We closely align with broader finance implementations, such as the S4HANA implementation and a new consolidation and tax reporting tool, Onestream. Our IT function assists us with our tax technology projects.

Compliance

Our tax compliance is based on the following examples of good tax practices:

- We aim to file our taxes in full compliance with local laws and regulations.
- We base our tax compliance on a reasonable and responsible interpretation of tax laws.
- We aim to comply with the letter as well as the spirit of the law.
- We attempt to discuss and clarify uncertainties about the tax treatment upfront with the tax authorities.
- We only seek rulings from tax authorities to confirm the applicable treatment of laws and regulations based on full disclosure of the relevant facts.
- We only make use of tax incentives when they are aligned with our business and operational objectives, follow from the tax law and are generally available to all market participants.

Relationships with tax authorities

Ahold Delhaize engages with tax authorities based on mutual trust, and we seek open and transparent working relationships with them. We provide the tax authorities with any information they require within a reasonable timeframe. This helps both the tax authorities and Ahold Delhaize to foster timely and efficient compliance. In the Netherlands, we have an individual monitoring plan (ITP) in place with the Dutch tax authorities. In Belgium, we participate in the Co-operative Tax Compliance Program (CTCP).

Stakeholder engagement

As a Company close to society, we value constructive dialogue on taxes with the governments in the countries where our brands operate and we respond to government consultations on proposed changes to legislation with the aim of achieving sustainable legislation.

In addition to the tax authorities, our stakeholders also include investors, customers, business partners, non-governmental organizations (NGOs), employees and the broader communities in which our brands operate. We are an active member in a number of stakeholder representation groups, such as the VNO-NCW and Nederlandse Orde van Belastingadviseurs in the Netherlands, and Comeos, Verbond van Belgische Ondernemingen (VBO), and Eurocommerce in Belgium. Similarly, in the US, we are active with several key tax and industry groups.

We coordinate closely with our internal Government Affairs team in Europe and the US to monitor and engage in advocacy on relevant legislative and regulatory topics. We actively participate in the European Business Tax Forum (EBTF) Total Tax Contribution Study.

Business structure

We have a physical presence in all jurisdictions where our brands operate and we follow internationally accepted norms and standards (e.g., OECD/Action Plan on Base Erosion and Profit Shifting/EU).

Our tax decision-making process is based on the following examples of good tax practices:

- We do not operate nor transfer value created to jurisdictions listed on the EU "blacklist" of non-cooperative jurisdictions for tax purposes updated by the Council of the EU on October 11, 2025, or (low-tax) jurisdictions listed on the Netherlands' blacklist published in the Government Gazette on December 24, 2025.
- We pay tax on profits according to where value is created within the normal course of business.
- We base our transfer pricing policy on the arm's length principle.
- We do not use opaque corporate structures or those situated in low-tax jurisdictions to hide relevant information from the tax authorities.
- We are transparent about the entities we own (see Note 35 to the consolidated financial statements).
- We will not engage in arrangements with any employee, customer or contractor whose sole purpose is to create a tax benefit in excess of what is reasonably understood to be intended by relevant tax rules.

Tax transparency and responsibility continued

Country-by-country reporting

This first country-by-country report represents an important step in strengthening our commitment to transparency and responsible tax practices. We are publishing detailed information on our economic activity, profits, taxes and employees across the jurisdictions in which our brands operate. By doing so, we aim to give stakeholders clear insight into how and where we create value, and how our tax contributions support the economies and societies we are part of.

The report presents key metrics, including revenues, earnings before tax, income tax accrued, income tax paid, accumulated earnings and the number of employees. Both Income tax accrued, Revenues and Accumulated Earnings are based on the definition in the EU CBCR Directive. Income tax accrued reflects the tax related to the current year's results, excluding prior-year adjustments and uncertain tax positions, ensuring a consistent and transparent view of our tax position for the current year.

Revenues include related party transactions, interest income and sale of assets, making the definition broader than IFRS revenue. Accumulated Earnings represent the profits generated and retained over time that remain within equity at the country level on a standalone basis.

The other categories are based on the principles of IFRS. While most categories are shown in millions of euros, the number of employees is reported in full time equivalents (FTEs).

By sharing this information, we underscore our ongoing commitment to openness, accountability and responsible tax behavior. This report forms an integral part of how we demonstrate our role as a responsible international retailer and our dedication to transparent and principled tax governance.

Financial Year 2025						
€ millions	Revenues ¹	Profit before tax	Income tax accrued ¹	Income tax paid	Accumulated earnings ¹	Number of employees (FTE)
Belgium	6,858	208	(21)	(19)	2,164	4,372
Czech Republic	3,203	112	(25)	(26)	191	8,723
Greece	1,999	(17)	—	(1)	236	9,399
Luxembourg	518	8	—	—	47	592
The Netherlands	22,731	657	(159)	(137)	5,985	38,071
Romania	5,266	(55)	(13)	(54)	1,023	14,180
Other ²	56,062	1,982	(318)	(262)	(2,924)	146,599

1. As defined in the EU CBCR Directive, which deviates from the IFRS definition for Revenue, Income tax accrued and Accumulated Earnings.

2. Based on the EU CBCR Directive mainly consists of our activities in Serbia, Switzerland and the United States

Tax transparency and responsibility continued

Cautionary notice

This report includes 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 Koninklijke Ahold Delhaize N.V. (the “Company”) to differ materially from future results expressed or implied by such forward-looking statements. Therefore, you 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, 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; risks related to data management and data privacy; 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; disruption from developments in artificial intelligence or inability to realize related benefits; the impact of adverse publicity or operational disruption related to activism or negative media coverage; 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.