REPORT OF THE
ANNUAL GENERAL MEETING OF SHAREHOLDERS
OF KONINKLIJKE AHOLD DELHAIZE N.V.
HELD ON APRIL 8, 2026

Minutes of the annual general meeting of shareholders ("**AGM**" or the "**Meeting**") of Koninklijke Ahold Delhaize N.V. ("**KAD**" or the "**Company**"), held on April 8, 2026.

In these minutes, any reference to Ahold Delhaize or Group refers to KAD, its group companies and family of great local brands. Ahold Delhaize USA refers to all US operations, and Ahold Delhaize EU&I refers to all operations other than US operations.

Chairperson: Mr. Wiebe Draijer (the "**Chair**").
Secretary: Ms. Corné Greyling (the "**Secretary**").

These minutes should be read in conjunction with the agenda and explanatory notes for this AGM. Ahold Delhaize does not assume any obligation whatsoever to update or amend these minutes after publication.

1. Opening

The Chair opened the Meeting and welcomed all persons attending the Meeting. The Chair introduced Mr. Frans Muller, Chief Executive Officer, Ms. Jolanda Poots-Bijl, Chief Financial Officer, Mr. JJ Fleeman, Chief Executive Officer of Ahold Delhaize USA, and Mr. Claude Sarrailh, Chief Executive Officer of Ahold Delhaize Europe & Indonesia.

The Chair further introduced Mr. Robert Jan van de Kraats, chair of the Supervisory Board's Audit, Finance and Risk Committee (the "**AFRC**"), Ms. Helen Weir, chair of the Supervisory Board's Governance and Nomination Committee, and Ms. Pauline van der Meer Mohr, chair of the Supervisory Board's Remuneration Committee.

The Chair also noted the presence of Ms. Corné Greyling, Ahold Delhaize's Company Secretary, Mr. Reinier Kleipool, civil law notary at De Brauw Blackstone Westbroek N.V., and Mr. Eric van Leeuwen, attending the Meeting on behalf of KPMG Accountants N.V. ("**KPMG**"), Ahold Delhaize's external auditor.

The Chair explained that the Meeting was convened in accordance with the statutory requirements and discussed certain practical aspects with respect to the order of the Meeting.

2. Financial Year 2025

The Chair thanked attendees for attending and explained that first, presentations would be given on the Company's performance in 2025, the financial results, the dividend policy, the dividend proposal and the audit. Following the presentations, questions from shareholders, including questions submitted in advance of the Meeting, would be addressed.

Mr. Muller opened his presentation by welcoming all attendees and reflecting on the pace at which certainties can shift. He referred to ongoing global conflicts in the Middle East and Ukraine, growing societal polarization, and the direct impact that these developments can have on daily life, including in supermarkets. He noted that markets can change overnight, as illustrated by Delhaize Serbia, where the Serbian government abruptly altered its policy. He further observed that technology is changing rapidly, citing AI-driven online shopping and agentic shopping as examples. He further noted that many of Ahold Delhaize’s 77 million weekly customers face continuous pressure on their household budgets. Against this backdrop, Mr. Muller emphasized that local connection is a priority: the Company's brands have been part of their neighborhoods for decades, not as an anonymous multinational but as the local supermarket, and that is precisely where people seek stability in uncertain times.

Mr. Muller then addressed Ahold Delhaize’s strategy, noting that 2025 was the first full year of the "Growing Together" strategy and that the results were particularly impressive given the challenging circumstances. He explained that the "together" aspect operates on two levels. The first is together with customers and the approximately 9,500 communities in which Ahold Delhaize’s stores are located, and the second is together within Ahold Delhaize, with its seventeen great local brands and its teams across offices, stores and distribution centers.

Mr. Muller reviewed the four strategic goals set at the start of 2025. First, Ahold Delhaize aimed to grow harder, including through targeted acquisitions. He noted that in 2025, Ahold Delhaize achieved stronger growth, including market share gains and revenue growth, partly through the acquisition of Del Food in Belgium and the integration of Profi in Romania. Second, Ahold Delhaize aimed to place the customer at the center by sharpening its focus on value, lowering prices where possible, offering more personalized promotions and further expanding its own-brand assortment, as well as responding to customer demand for faster meal solutions such as ready-to-heat and ready-to-eat products. Third, he addressed the online shopping environment. Mr. Muller noted that over 90% of Ahold Delhaize’s customers now have access to online shopping. He further noted that a significant milestone was achieved in 2025, as e-commerce became profitable on a fully allocated basis. He attributed this to improved margins driven by scale and operational efficiency. Fourth, Ahold Delhaize scaled successful technology. Examples included the expansion of the retail media model in the US and Europe, the deployment of demand-forecasting algorithms at multiple brands, and the sharing of loyalty app technology.

Mr. Muller noted that the 2025 results reflected a strong and consistent focus, and that, regardless of how the world changes, Ahold Delhaize can rely on its solid foundation, consisting of a clear strategy, strong teams, clearly defined responsibilities and ongoing investment. He added that what truly drives the Group’s success goes beyond these elements and is rooted in the shared belief that employees work together every day for customers, colleagues and the communities of which Ahold Delhaize is a part. He described this as something that is embedded in the Company’s DNA and purpose.

Mr. Muller reflected on the Group’s 10th anniversary as Ahold Delhaize and key milestones since the merger between Ahold and Delhaize. Since the merger, total revenue has grown from over EUR 49 billion to EUR 92 billion, the online revenue share has increased from 4% to 11%, the KAD share price has risen from EUR 21.96 to EUR 42.17 on the morning of the Meeting, and the number of local stores has grown from 6,500 to over 9,500. Mr. Muller thanked the global teams for making this all possible.

On the detailed results of 2025, Mr. Muller reported that gross capital expenditure amounted to over EUR 2.5 billion, directed at store expansion and modernization, sustainability and digital infrastructure. In the United States, over 14.2 billion personalized offers were made, an increase of 18% year on year, and Albert Heijn Premium surpassed 1 million subscribers. Own-brand products accounted for 39.8% of revenue. In 2025, the Company introduced 1,100 new own-brand products in the US and 1,450 in Europe, of which 250 were entry-price products.

To finance these investments, the Company maintained strict cost discipline, realizing EUR 1.3 billion in savings in 2025, which were reinvested in customer value, technology and the Company's sustainability agenda. Mr. Muller noted that the Company's brands donated more than EUR 250 million to local communities, primarily to food banks. He further reported progress in reducing food waste, CO_2 emissions and plastic packaging. He confirmed that the Company maintained strong ESG ratings with its Scope 3 CO_2 reduction targets validated by the Science Based Targets initiative.

Online sales grew 9.6% in Europe and 18.2% in the US. The retail media advertising platform in the United States now reaches more than 26 million customers per week. Two Albert Heijn Home Shop Centers were automated, resulting in a 20% increase in productivity, and Artificial Intelligence ("**AI**") is now embedded across all layers of the Group's operations, supporting store colleagues and enabling further steps towards a self-optimizing store.

Mr. Muller highlighted three sustainability priorities that Ahold Delhaize will continue to pursue in 2026 and beyond as part of its long-term commitments. These are offering more value to customers through its own-brand ranges, of which more than half (52.1%) already consists of healthier products, reducing food waste in pursuit of the Company's target of a 50% reduction by 2030, and reducing CO_2 emissions in its own operations and across its value chains, building on the progress already achieved. He acknowledged that the environment remains challenging and that uncertainty is real but emphasized that the Company's fundamentals are strong.

Mr. Muller concluded his presentation by commenting on changes to KAD's Management Board and Executive Committee. He welcomed Mr. Jan Brecht as the new Group CTO, and expressed gratitude to Mr. Fleeman, who would be leaving the Company at the end of June 2026 after a 36-year career. Mr. Fleeman started in a store at Food Lion and served most recently as CEO of Ahold Delhaize USA. He delivered solid results with his teams and laid down the omnichannel basis on which Ahold Delhaize can build in the upcoming years.

Mr. Muller expressed his gratitude to colleagues at the local teams for making the business flourish and thanked shareholders for their continued trust. He then handed over to CFO Ms. Poots-Bijl.

Ms. Poots-Bijl noted that in 2025, Ahold Delhaize operated in a rapidly shifting environment, with government policies changing overnight, followed by geopolitical uncertainty, increasingly pressured household budgets, and AI and technology evolving at high speed. In that context, delivering on its commitments and being a consistent and trusted partner for customers, associates, and all other stakeholders matters more than ever.

Ms. Poots-Bijl then presented the four elements of the Group's growth model. The first element is investing in the customer value proposition, including a committed incremental investment of USD 1 billion in prices across Ahold Delhaize USA brands over the period 2025 to 2028, a focus on price favorites in Europe, and an increased role for own-brand product. The second element is densifying and growing markets. Ms. Poots-Bijl gave two perspectives on how this element is achieved. The first was the organic perspective, which was pursued by opening over 220 new stores and the remodeling of more than 450 locations in 2025. The second perspective was the inorganic perspective, exemplified by the acquisition of Profi in Romania which added over 1,700 stores. The third element is innovation, with a focus on making shopping experiences more seamless on- and offline, improving operational efficiency across the value chain, and deploying technology such as the AI agent "Steijn" at Albert Heijn. Automated Home Shop Centers achieved a 20% productivity improvement, and same-day delivery partnerships with DoorDash and Instacart were established in the US. These initiatives collectively contributed to the achievement of online profitability on a fully allocated basis. The fourth element is the save-for-ourcustomer program, which manages rising costs through sourcing initiatives and the leveraging of buying alliances.

Ms. Poots-Bijl then turned to the Company's financial results, noting that the Company had delivered strong results in 2025, achieving its goals on almost all key metrics despite the volatility in the operating environment. Net sales reached EUR 92.4 billion, an increase of almost 6% at constant exchange rates. Comparable sales excluding gas increased 3.2% and online sales grew 13.3%, reaching profitability on a fully allocated basis. Despite investments in the customer value proposition, the Company delivered a stable underlying operating margin of 4%, with underlying operating income of EUR 3.7 billion and diluted underlying earnings per share of EUR 2.67, up 7.8% at constant exchange rates.

In the US, net sales increased 2% and comparable sales grew 3%, with positive volumes for the full year. Food Lion and Hannaford recorded their 53rd and 18th consecutive quarters of comparable sales growth. The underlying operating margin was 4.5%, up ten basis points year-on-year. In Europe, net sales grew 11.7%, benefiting from the addition of Profi and strong performance and market share gains in Belgium, the Netherlands and Luxembourg. Albert Heijn reached a market share of 38.2%. Comparable sales increased 3.4% and the underlying operating margin was 3.8%, stable to last year.

Ms. Poots-Bijl noted that reported IFRS results were EUR 192 million lower than underlying results, driven primarily by impairments related to the shift to a store-first model in the US and acquisition and integration costs related to Profi.

Free cash flow reached EUR 2.6 billion in 2025, exceeding the Company's guidance. Given the strong performance in 2025, Ms. Poots-Bijl confirmed a proposed dividend increase of 6% to EUR 1.24 per share, consistent with the Company's ambition to sustainably grow dividends per share year-on-year. She further confirmed continuation of the annual EUR 1 billion share buyback program for 2026, underscoring confidence in the long-term cash generating capabilities of the Company.

Ms. Poots-Bijl reported meaningful sustainability progress in 2025, including increased own-brand healthy food sales, reduced food waste, carbon emissions and plastic product packaging. She confirmed that through renewable power purchase agreements, 76% of the Company's future renewable energy demand in Europe is now covered.

Regarding the 2026 outlook, Ms. Poots-Bijl noted that while the year had started well, macroeconomic challenges persist, including the situation in the Middle East, pressure on low-income households from rising energy costs and changes to programs such as SNAP in the US. Ahold Delhaize will focus on factors within its control, using its scale and agility to drive volume and market share growth, advance its omnichannel leadership and apply disciplined portfolio management, integrating rapidly and intervening when necessary, as was done in Belgium and Stop & Shop.

For the full year 2026, the Company expects an underlying operating margin of around 4%, mid- to high single-digit diluted underlying earnings per share growth at constant exchange rates, gross capex of approximately EUR 2.7 billion, and free cash flow of at least EUR 2.3 billion.

In closing her presentation, Ms. Poots-Bijl reaffirmed the leadership team's commitment to building a sustainable and successful company for the long term.

The Chair invited Mr. Van de Kraats to briefly address the findings of the AFRC before introducing Mr. Van Leeuwen of KPMG.

Mr. Van de Kraats, as chair of the AFRC, reported that the AFRC had met seven times during the year and had reviewed, prior to publication, the 2025 quarterly reports, the annual report including the audited 2025 financial statements, and the sustainability statements.

Mr. Van de Kraats stated that the AFRC also reviewed the risk and control environment through various internal reports and discussions, and that the Management Board had concluded that the internal risk management and control systems provided reasonable assurance with respect to financial reporting and provided sufficient comfort that principal operational and compliance risks were managed in line with the Company's risk appetite, taking into account the inherent limitations of such systems.

The AFRC engaged with management on areas requiring enhanced attention, including IT-related controls and third-party risk management, to ensure appropriate actions were taken to strengthen the Company's overall in-control posture.

In line with the Dutch Corporate Governance Code, the AFRC assessed and discussed with KPMG the underlying risk assessment, scope and materiality of the 2025 audit. The most important findings were evaluated by the AFRC, reported to the Supervisory Board, and are covered in the Annual Report in the sections on Risks and Opportunities and in KPMG's audit report. Mr. Van de Kraats confirmed these findings will be followed up in 2026. He then invited Mr. Van Leeuwen to address the Meeting on behalf of KPMG.

Mr. Van Leeuwen presented the outcome of the audit of the Company’s 2025 financial statements. He stated that KPMG had issued an unqualified opinion confirming that the financial statements give a true and fair view of the financial position of KAD as at December 28, 2025 and of its results for the financial year 2025, and that the statements are prepared in accordance with IFRS as adopted in the EU and Book 2 of the Dutch Civil Code.

The audit was performed with a materiality of EUR 150 million for the financial statements, with coverage of 82% of assets and 91% of revenue. Audit work was carried out by component auditors at subsidiaries.

The two key audit matters were as follows. The first concerns the valuation of goodwill and brand names, in particular Stop & Shop and Giant Food. KPMG concluded that management's valuations, assumptions and disclosures in this respect were sufficiently substantiated. The second concerns the substantiation of supplier discounts. KPMG identified this as a key audit matter and concluded that the supplier discounts were correctly substantiated.

KPMG's evaluation of the internal control environment did not give rise to any indications or suspicions of fraud or non-compliance with laws and regulations that could have a material impact on the financial statements. No cybersecurity incidents or risks were identified that could have led to a material misstatement, and KPMG identified no risk of material misstatement arising from climate risks.

In addition to the financial statement audit, KPMG issued a limited assurance report on the 2025 sustainability statements. No special findings were identified in respect of the ESG information included in the annual report.

The Chair noted that the explanations regarding agenda item 2 have been concluded, and gave the floor to Mr. Kleipool, civil law notary at De Brauw Blackstone Westbroek, to confirm the share capital present or represented at the Meeting, before the voting was opened.

Mr. Kleipool confirmed that 148 persons were present as shareholders or as proxies. He stated that they collectively represented 630,545,992 ordinary shares and an equal number of votes, amounting to 71.6% of the outstanding ordinary shares. Mr. Kleipool explained the voting procedure.

The Chair opened voting on all resolutions and confirmed that voting on all voting items would remain open until the voting was closed at the end of the Meeting.

The Chair provided instructions for asking questions and the use of microphones and then invited the shareholders to ask questions.

Mr. Van Beek, speaking on behalf of Robeco and Aegon, Aegon Investment Management, PME pensioenfonds and Pensioenfonds Metaal & Techniek, raised three questions. He asked about the implications of AI-driven changes in shopping behavior, asked what practical room for maneuver Ahold Delhaize retains at group level to protect continuity of supply and affordability in a scenario of further geopolitical escalation and how Ahold Delhaize intends to encourage commodity traders to continue upholding the core principles of the Amazon Soy Moratorium following the withdrawal of several major commodity traders from that moratorium in early 2026.

Mr. Muller explained that AI is developed brand by brand while group-level strategies are also being developed, including AI shopping assistants such as "Steijn". The ethical use of AI and data, including the requirement for customer consent, is a core principle of the policy. He noted that in 2025 the Company introduced a group-wide AI policy alongside a revised data management policy, setting out clear guardrails on the design, deployment and governance of AI, aligned with EU and US legislation.

In response to the question on the Amazon Soy Moratorium, Mr. Muller confirmed that while the weakening of the moratorium was disappointing, it did not change the Company's commitments. The Company remains a signatory and its deforestation and conversion-free sourcing commitment remains in place. He confirmed that 100% of Ahold Delhaize’s soy footprint is covered by certification programs that continue to apply the moratorium's original 2008 cut-off date.

Ms. Poots-Bijl responded to the question on operational resilience under geopolitical and energy risk scenarios. She explained that Ahold Delhaize retains flexibility through a combination of predominantly local sourcing managed at brand level and continent level, long-term contracts with key strategic suppliers including business continuity planning provisions, and a dedicated task force in the US monitoring trade restrictions. She further noted that energy risk is mitigated through contracts with multiple energy suppliers and by increasing the share of renewable energy. At group level, the enterprise risk management framework is reviewed by the Management Board twice per year, with mitigating actions allocated to functional areas and monitored through the Executive Committee.

Mr. Vreeken, encouraged Ahold Delhaize to further invest in green energy initiatives and to promote a healthy and active lifestyle among its customers, noting the natural alignment between sustainability, healthy food and encouraging more movement.

Mr. De Waal, director of Mighty Earth Netherlands, congratulated Ahold Delhaize on its SBTI validation and raised a question on whether the 2030 FLAG (Forest, Land and Agriculture) target remained achievable and if Ahold Delhaize plans to introduce certain methane reduction targets and if so, how these would be achieved.

Ms. Oussoren, representative of Milieudefensie Jong, referenced the Climate Crisis Coalition report published by Milieudefensie and presented a petition, which was accepted by a representative of the

Company. Ms. Oussoren further asked Mr. Muller whether he believed he deserved a higher maximum bonus in view of Ahold Delhaize’s contribution to climate change.

Ms. Baghuis, representing the Dutch Association of Investors for Sustainable Development (VBDO), noted that pollution is identified as a material topic in the annual report but that no company-wide pollution policy with targets and KPIs relating to pesticide use has been published and asked whether such a policy would be developed. Ms. Baghuis expressed appreciation for Ahold Delhaize’s focus on workers in the value chain but asked whether the Group would extend its human rights monitoring beyond high-risk countries to also cover high-risk sectors and high-risk worker groups, such as migrant laborers, in countries not typically classified as high-risk. Finally, she asked whether the Company would publish additional detailed thematic reports, such as a dedicated human rights report, alongside the annual report.

Mr. Muller reaffirmed the Company's commitment to its FLAG target of 30.3% reduction by 2030 and its industry-related Scope 3 target of 42% by 2030, and noted that there are plans in place to meet those targets. He confirmed that significant work is ongoing in the meat and dairy sectors, including initiatives to reduce the consumption of animal proteins. Mr. Muller further noted that the Company also has ambitious targets for reducing Scope 1 and 2 emissions.

Mr. Muller acknowledged receipt of the petition and responded to the question about organic products. He noted that organic sales are growing in Ahold Delhaize’s stores and that Albert Heijn offers over 1,900 organic articles. He explained that Ahold Delhaize actively promotes these products through competitive pricing, while acknowledging that organic products remain more expensive to source due to the nature of organic farming conditions. Mr. Muller also noted that the margins on organic products are lower than those on non-organic products, and that it is important to Ahold Delhaize to push organic products. Albert Heijn also introduced "Albert Heijn Terra" products, to move people to a healthier lifestyle and reduce CO_2 emissions. On pricing, Mr. Muller noted that Albert Heijn premium gives a 10% discount on organic and Albert Heijn Terra, that Albert Heijn increased the number of organic entry-price products, and that the promotion scheme for these products is higher. Lastly, Mr. Muller stated that this question is very important to Ahold Delhaize, and that it lies close to its mission and the hearts of the people at Ahold Delhaize.

Mr. Muller responded to the first question about pollution by noting that many of the Company's brands are working actively on initiatives to reduce pollution and protect water resources. He explained that the Company is working on developing a clearer definition and target framework. On the scope of the human rights and labor policy, Mr. Muller confirmed that the Company's approach is not limited to high-risk countries and that the human rights impact assessment covers a broad range of sectors and worker categories, including migrant workers. In 2025, Ahold Delhaize initiated four of those assessments.

Ms. Poots-Bijl confirmed that the Company had decided to incorporate several previously separate thematic reports into the annual report and confirmed that the Company intends to increase the frequency with which it shares sustainability updates throughout the year.

Ms. Van der Meer Mohr explained that 25% of the management scorecard is related to sustainability, and that pay-out is performance-based: if targets are not achieved, the pay-out does not follow. The relevant targets are disclosed in the annual report.

Mr. Gootjes, representing De Nieuwe Beurskoers, asked two questions. He noted that while many companies have made progress in developing modern slavery policies, implementation and resolution of identified issues often remain lacking, and asked what steps Ahold Delhaize intends to take in 2026 to address this. He further asked whether Ahold Delhaize considers the position of labor migrants, and whether it treats complaints relating to them with due care.

Ms. Canedo, representing Domini Impact Investments and Migrant Justice, acknowledged that Ahold Delhaize has been addressing human rights issues in its supply chain. She asked the Company to publish the results of its human rights impact assessment, stating that transparent publication would demonstrate commitment to engagement with supply chain workers.

Ms. Peric, on behalf of several institutional investors, asked three questions. Firstly, how and when the outcomes of the nature project will be translated into strategic priorities with clear governance ownership and measurable milestones. Secondly, she asked how the Company assesses the credibility and scope of its deforestation ambition and under what conditions it would consider extending commitments to additional commodities. Thirdly, she asked what proof investors should expect over the next two to three years to assess whether the Company is on track to deliver its FLAG targets.

Mr. Davids, a private shareholder, raised three questions. He asked about the current state of Ahold Delhaize's efforts to resist unjustified price increase pressure from major branded goods suppliers through European buying alliances, the hedging of dollar-euro volatility, and whether there is scope to improve home delivery route planning efficiency to generate cost savings.

Ms. Jones asked Mr. Muller whether he believed he deserved a higher bonus in view of Ahold Delhaize's contribution to climate change.

Mr. Muller responded that respect for workers' rights across the supply chain is a foundational commitment of the Company. He confirmed that forced labor is identified as a so-called 'dealbreaker' in the social compliance program, meaning that where forced labor is identified in a social audit, suppliers are obligated to notify Ahold Delhaize, initiate an investigation, implement corrective measures and cooperate fully in the remediation process. He noted that the Company is also engaged with the Global Commission on Modern Slavery and Human Trafficking and sees an opportunity to build a broader network of retailers and manufacturers to detect and prevent modern slavery across supply chains.

Mr. Sarrailh confirmed that the protection of migrant and other workers in the supply chain is a matter to which the Company devotes its highest attention. He noted that the Company regularly reviews its processes and standards of operating, including those applicable to suppliers and their subcontractors, most recently in 2025. He confirmed that suppliers and subcontractors are required to comply with all legal obligations relating to worker protection in the Netherlands, and that the Company goes beyond legal compliance by providing additional protections, including a dedicated contact line through which workers can raise concerns and claim their rights. He confirmed the Company's ongoing commitment to this area and expressed willingness to receive any further feedback or information from shareholders or other parties.

Mr. Fleeman responded to a question raised by Ms. Canedo regarding the publication of the results of the human rights impact assessment. He explained that the assessment is not an investigation into specific allegations, but a process designed to identify risks and their root causes, incorporating insights from stakeholders and rights holders. The confidentiality of the process is intentional and serves to protect the safety and privacy of farm workers, farmers and cooperatives, and to ensure that the process remains open and collaborative. Mr. Fleeman noted that Ahold Delhaize USA is currently working with suppliers on a time-bound work plan to implement the recommendations of the report.

Mr. Muller responded to the first question from Ms. Peric on nature and biodiversity. He confirmed that the topic is of considerable importance to the Company and that initiatives are currently led by individual brands across different geographies, with strong progress being made. The Company is working to capture and scale these learnings across the group and develop a strategic nature framework to identify priority areas, understand interdependencies with existing focus areas and financing models, and establish measurable milestones for material topics including water and soil. He confirmed that the focus is on ensuring actions are practical, effective, and scalable, with formal policies to be developed where they can strengthen clarity and accountability. He noted that several targets sunsetted already in 2025 and the Company remains fully committed to its deforestation-free targets, continuing to make progress on critical commodities in a time-bound manner.

Ms. Poots-Bijl responded that the Company's current deforestation and conversion-free commitments focus on own-brand products as this is where it has the greatest direct control. She noted that in 2025 the Company recorded positive performance across each of its critical commodities. The Company assessed its current deforestation-free sourcing efforts across its local brand teams, identifying best practices as well as areas where the approach could be further strengthened, and has established priorities to guide those teams in pursuing deforestation-free sourcing in their respective regions. She noted that the Company is looking to expand its deforestation-free ambitions for critical commodities and indicated to look into incorporating beef into its primary list of deforestation-linked commodities, with the assessment currently focused on identifying the relevant high-risk countries.

On FLAG targets, she responded that improved accounting methodologies represent an important first step. The Company is currently transitioning from reliance on high-level industry averages for Scope 3 purchased goods towards product-based carbon footprinting, which will allow primary supply chain data to be incorporated. Learnings from pilot programs are also being used to assess the effectiveness of interventions in reducing climate impact, strengthening ecosystems and improving yields. Ms. Poots-Bijl confirmed that the Company will continue to report transparently on its progress, new focus areas, supplier requirements, successes and challenges, through its annual report as well as its newsroom and social media channels throughout the year.

Mr. Sarrailh responded to the question on supplier negotiations and logistics. First, he mentioned that Ahold Delhaize maintains long-term supplier partnerships underpinned by a "should cost" model, whereby cost components are analyzed to establish a benchmark price and significant discrepancies trigger more robust negotiation. Second, he noted that the Company is a member of EURELEC, the largest buying association in Europe, formed together with E.Leclerc, the market leader in France, and REWE, the market leader in Germany. Third, he referred to the Company also being a member of Coopernic and AMS for own-brand products. Through these structures, the Company is able to secure favorable terms across the European territory.

On delivery efficiency, Mr. Sarrailh noted that all e-commerce orders are fulfilled by highly automated warehouses, enhancing reliability and efficiency. Deliveries are optimized through smart algorithms, which Ahold Delhaize continues to develop. The delivery fleet is being progressively electrified, reducing both emissions and urban noise, and delivery hours have been extended throughout the week including weekends. Mr. Muller added that Albert Heijn has also introduced the buurt bezorgbundel, an initiative to cluster deliveries within the same neighborhood to improve efficiency and reduce CO_2 emissions, with the underlying algorithm continuing to being refined.

Ms. Poots-Bijl responded to the question from Mr. Davids on dollar and euro hedging, confirming that the Company benefits from a natural hedge through regional purchasing and selling in the same currency, and that it hedges larger transactions that have a direct impact on the profit and loss account, but that the Company does not hedge translation risk as this would be too costly.

Mr. Muller addressed the question directed via the Chair to Ms. Alex Holt regarding the consequences for remuneration in the event that the Company's SBTi targets are not met. He referred to the answer already provided by Ms. Van der Meer Mohr earlier in the meeting. He added that Ms. Holt is subject to the same variable remuneration and the same sustainability targets as himself, confirming full alignment within the Management Board on this matter.

The Chair noted that the question from Ms. Jones had substantially been addressed under earlier questions and that the question on the connection between variable remuneration and sustainability targets had been answered by both Ms. Van der Meer Mohr and Mr. Muller. He confirmed the Supervisory Board's view that the incentive structure is genuinely designed to focus management attention on performance, and that he is convinced the management team is fully committed to delivering on these targets even absent variable remuneration incentives.

Mr. Spanjer, a private shareholder, asked several questions directed at both KPMG as external auditor and Ms. Poots-Bijl. He asked KPMG what percentage of the audit work had been delegated to AI and why this had not been disclosed in the audit report. Mr. Spanjer further questioned why the audit fee for 2025 had increased by EUR 107,000 compared to the prior year, as reflected on page 283 of the annual report, and asked whether this increase could be specified. He also questioned why the fees charged by the KPMG member firms had increased by an additional EUR 32,000, and for which countries those member firms had been engaged. Mr. Spanjer additionally asked what the management letter for 2026 contained in respect of price differentials for products sold by manufacturers across different European markets. Mr. Spanjer also asked Ms. Poots-Bijl whether she had been aware prior to the engagement that appointing KPMG would result in higher costs and why she had approved this. Furthermore, Mr. Spanjer asked why Ahold Delhaize had still not succeeded in eliminating price barriers between the Netherlands, Germany and Belgium.

Mr. Brenkman, speaking on behalf of BDS Netherlands, asked what steps Ahold Delhaize has taken to ensure compliance with applicable laws and regulations concerning Israeli settlements and whether the Company would consider a temporary suspension of sourcing from Israeli suppliers pending further review.

Mr. Sadu, a private shareholder, encouraged Ahold Delhaize to use its scale and influence to make sustainable choices more logical and affordable, and asked whether the Company is committed to achieving an absolute CO_2 emissions reduction of at least 48% by 2030 across its full value chain, including Scope 1, 2 and 3 emissions.

Mr. Van Leeuwen responded to the questions addressed to KPMG. He confirmed that AI is used in the selection and testing of journal entries based on high-risk criteria, as disclosed in the extended audit report. On the increase in audit fees, he explained that this was primarily due to additional work in connection with the Company's acquisition in Romania and a new IT system implementation at bol. On the increase in member firm fees, he confirmed this was almost entirely attributable to KPMG Romania's work on the same acquisition. He confirmed that no material findings regarding internal controls have been identified and included in the management letter and that the independent engagement quality reviewer is the same as last year.

Ms. Poots-Bijl confirmed that the Company has arrangements with KPMG to compensate only partially for inflation and to set year-on-year efficiency improvement targets, and that on that basis she approved the fees.

Mr. Sarrailh responded that price differences between countries are often linked to territorial supply constraints imposed by branded suppliers, meaning the same product from the same factory carries different prices depending on the country. He noted that the European Commission has taken steps to address these territorial supply restrictions and that the Company is working at European retail level and through its own-brand products to achieve more harmonized pricing for consumers.

Mr. Sarrailh furthermore noted that the Company ensures its brands comply with all applicable laws in the countries in which it operates, including Dutch and European guidelines concerning Israeli settlements and occupied territories. He noted that the Company has strong guidelines in this regard and that it is the Company's policy to work only with suppliers that do not operate in those territories. He further noted that the Company's brands have established due diligence procedures to identify suppliers that may be subject to sanctions and to ensure the Company does not engage with them. On products originating from Israel, he noted that Ahold Delhaize applies labeling regulations and ensures that any such products are correctly labeled, with due diligence in place to verify that they do not originate from occupied Palestinian territories.

Mr. Muller responded to the question from Mr. Sadu by confirming the Company's full commitment to its SBTi-approved Scope 1, 2 and 3 climate targets, aligned with the 1.5-degree target included in the Paris Agreement. He noted that Ahold Delhaize is pursuing its targets through a range of concrete initiatives, including improvements to in-store refrigeration and transportation, as well as a broader shift away from dairy and animal proteins toward plant-based and vegan products. He further noted that a number of sustainability targets are embedded in the variable remuneration and in the broader organization, extending well beyond the Executive Committee. On the affordability of sustainable products, he noted that Ahold Delhaize actively promotes plant-based and lower-protein products through its promotions, price favorites and discount ranges, and is also innovating with hybrid products combining plant-based and animal proteins to help customers transition while reducing supply chain emissions.

3. Remuneration report (advisory vote)

Ms. Van der Meer Mohr, Chair of the Remuneration Committee, presented the 2025 Remuneration Report, detailing how the Company's remuneration policies were applied during the year The report is available as part of the Ahold Delhaize Annual Report 2025 and as a standalone document on the investor website. She noted that together, the remuneration-related agenda items demonstrate the Company's ongoing commitment to transparency, strong governance, and a remuneration framework that supports pay for performance and long-term value creation for all stakeholders.

She acknowledged the sensitivity of executive pay in society and noted that the Remuneration Committee considers periodic adjustments necessary for the Company to remain competitive in attracting and retaining top executive talent. The Remuneration Committee always considers internal and external compensation developments, individual and company performance, and the remuneration of comparable positions at companies in the labor market peer group before recommending salary adjustments. The benchmark review indicated that in particular the base fee levels of the Group CFO and the CEO of Ahold Delhaize USA were positioned below the median of the labor market peer group. Following this review, base fees of Management Board members were increased with effect from January 1, 2025 as follows: 4.0% for Mr. Muller, 8.0% for Ms. Poots-Bijl, 10.0% for Mr. Fleeman and 2.0% for Mr. Sarrailh. All increases were in line with the Company's remuneration policy and projections in its major markets.

She noted that Ahold Delhaize and its brands delivered strong results in 2025, with overall sales and operating margin above target, supported by a robust operating cash flow, and with the Company meeting its objectives across ESG and other strategic priorities.

Mr. Jonker, a private shareholder, asked whether Mr. Fleeman believed he deserved his bonus in view of Ahold Delhaize's contribution to climate change.

A private shareholder who only identified himself by his first name, Dirk, asked Mr. Muller whether Ms. Wallenberg deserved a bonus in view of Ahold Delhaize's contribution to climate change.

Mr. Mannens, a private shareholder, asked whether Mr. Brecht deserved a bonus in view of Ahold Delhaize's contribution to climate change and if the Management Board determines its own targets for bonus payouts.

Ms. Stel, a private shareholder, asked whether Ahold Delhaize is on track to achieve a 48% reduction in CO_2 emissions.

Mr. Vreeken noted that Albert Heijn ranks second after Lidl among European supermarkets in a World Nature Fund benchmark, and suggested that this justifies a degree of recognition, but that progress must be accelerated. He proposed that Albert Heijn challenges itself to rank above Lidl in the following year and suggested engagement with World Nature Fund ambassadors to further drive sustainability communication.

Mr. Muller responded, noting that the questions raised fall into two parts: how the Company views its own SBTi targets and whether it expects to meet them, how those targets are connected to remuneration and who is responsible for setting them. On the first point, he confirmed that SBTi represents the Company's chosen standard, with an approved science-based pathway aligned to Paris 1.5 degrees, which is the most widely adopted standard in the industry and established by a United Nations body. He set out the Company's targets in detail: for Scope 1 and 2 emissions, a 50% reduction by 2030 and net zero by 2040, against a 2018 baseline; and for Scope 3 emissions, a 30.3% reduction by 2030 as a flagged target and 42% in line with the industry pathway by 2030, against a 2020 baseline, with net zero by 2050 including a 10% offset. He stated that the Company remains committed to these targets and currently has no reason to believe they will not be met, while acknowledging that significant work remains and that time is moving quickly. He also noted that the Company's performance is well regarded by external benchmarks, including an MSCI double A rating, a Sustainalytics score of 17.8 reflecting low risk, an ISS C+ prime rating, and an A-grade from the Carbon Disclosure Project qualifying as leadership. He added that reducing dependence on fossil energy through wind and solar, both in the Netherlands and in the United States, forms part of Ahold Delhaize's broader efforts to bring down CO_2 emissions.

Ms. Van der Meer Mohr responded on the target-setting process, confirming that the Remuneration Committee takes sustainability very seriously and that all parties are committed to using Ahold Delhaize's position as a major multinational to accelerate progress. She noted that the Supervisory Board dedicates considerable time to this topic, both within the Supervisory Board itself and through its dedicated Sustainability Committee. She acknowledged that the question of whether the targets set are truly adequate is a legitimate one and noted that it is precisely the question put to shareholders under the advisory vote on remuneration. She then explained the target-setting process in line with the Remuneration Policy. She emphasized that the targets must be genuinely robust and measurable. She described this as a careful balancing act and confirmed that the outcome of the process is disclosed fully and transparently in the annual report and remuneration report.

Mr. Muller confirmed that sustainability targets are cascaded through the entire organization, ensuring that stores, countries and distribution centers pursue the same goals with aligned performance incentives. He further explained that Scope 1 and 2 emissions represent only approximately 5% of total supply chain CO_2 emissions in the Company's industry, meaning 95% falls within Scope 3. Reducing Scope 3 therefore requires engaging hundreds of suppliers to reduce their own emissions, a complex process in which the Company has now reached suppliers representing 70% of its total footprint. He confirmed that the team led by Chief Sustainability Officer Ms. Holt continues to drive this work across the supply chain.

4. Discharge

4.1. Proposal for discharge of liabilities of the members of the management board (voting item)

The Chair introduced the proposal for the grant of discharge to the members of the Management Board in respect of the exercise of their duties during financial year 2025. No questions were raised on this item.

4.2. Proposal for discharge of liabilities of the members of the Supervisory Board (voting item)

The Chair introduced the proposal for the grant of discharge to the members of the Supervisory Board in respect of their supervisory activities during financial year 2025. No questions were raised.

5. Composition of the Supervisory Board

5.1. Proposal to reappoint Ms. Pauline van der Meer Mohr as member of the Supervisory Board (voting item)

The Chair presented the proposal to reappoint Ms. Van der Meer Mohr as a member of the Supervisory Board, citing her valuable knowledge and contribution as Chair of the Remuneration Committee and her independence and commitment to the long-term vision of Ahold Delhaize.

5.2. Proposal to appoint Ms. Neela Montgomery as new member of the Supervisory Board (voting item)

The Chair presented the proposal to appoint Ms. Neela Montgomery as a member of the Supervisory Board, citing her broad international experience and experience leading digital transformations and innovation.

Ms. Montgomery introduced herself, noting that she has spent most of her career in retail, both in the United States and Europe, and expressed that it is an honor to be considered for the Supervisory Board.

Mr. Spanjer asked whether the appointment of Ms. Montgomery represented an expansion of the Supervisory Board.

Mr. Lambeck, proxy for United Church Funds and representing Migrant Justice, directed his question to Mr. Fleeman. He asked whether the Company would meet with Migrant Justice to engage in collaboration with dairy workers in its supply chain again.

The Chair clarified that Ms. Montgomery's appointment restores the number of members of the Supervisory Board following the departure of Ms. Julia van de Ploeg in the prior autumn and does not represent a net expansion of the Supervisory Board.

Mr. Fleeman responded to the question from Mr. Lambeck. He confirmed the Company's continued openness to dialogue and expressed willingness to take next steps. He noted that Ahold Delhaize and Hannaford recognize the unique risks faced by agricultural workers and take all reports of abuse seriously, applying an engagement code that prohibits discrimination and forced labor and mandates fair compensation, safe working conditions and proper housing. He confirmed that Hannaford and its supplier HP Hood investigated the Migrant Justice allegations but found no credible evidence of legal violations. He further outlined the steps taken to date, including 735 farm work development assessments covering more than twenty times the volume of Hannaford's private brand milk supply, six completed external audits involving worker engagement with further audits scheduled for 2026, and time-bound work plans in place following those assessments. He added that following an independent human rights impact assessment which included input from Migrant Justice, Hannaford is working to implement all resulting recommendations, and that in March 2026 the Company joined the Responsible Labor Initiative, a multi-stakeholder group focused on addressing and remediating human rights issues. To conclude, Mr. Fleeman confirmed that Ahold Delhaize remains open and looks forward to taking next steps.

6. Composition of the Management Board

6.1. Proposal to reappoint Ms. Jolanda Poots-Bijl as member of the Management Board (voting item)

The Chair presented the proposal to reappoint Ms. Poots-Bijl as a member of the Management Board.

A shareholder expressed that she believes Ahold Delhaize did not sufficiently negate its effects on climate change.

Mr. Vreeken, shared his observations on improving customer service and reducing shrinkage in Albert Heijn stores. He noted that customer service and security are quantifiably linked, and that customer focus can be increased at low cost while reducing the need for security measures. He suggested that Ahold Delhaize pays greater attention to serving customers across all spending levels. He further noted that shopping cart losses represent a significant cost, while simple preventive systems are available. He concluded by expressing confidence that Ms. Poots-Bijl would meet her targets and by noting that Ahold Delhaize performs well on its sustainability commitments relative to the broader market.

7. Remuneration Policy

7.1. Proposal to adopt the amended Remuneration Policy for the Management Board (voting item)

7.2. Proposal to adopt the amended Remuneration Policy for the Supervisory Board (voting item)

Ms. Van der Meer Mohr explained that the Remuneration Policy for the Management Board was last updated in 2022. The proposed amendments are intended to strengthen the execution of Ahold Delhaize’s Growing Together strategy, to ensure that the Company remains able to attract, reward and retain top leadership from within the industry and beyond, and to provide greater flexibility to respond to an increasingly uncertain external environment. The proposed updates were developed after careful benchmarking and with stakeholder input, and is fully aligned with the Dutch Corporate Governance Code.

Regarding the Supervisory Board Remuneration Policy, Ms. Van der Meer Mohr noted that the Company faces increasing challenges in attracting Supervisory Board members with niche skills and experience, particularly when recruiting internationally. She confirmed that an external market assessment shows the Company is competitive locally in the Netherlands but not internationally within the updated peer group.

The proposed updated fee levels are intended to align remuneration more closely to the market and to compensate more fairly for time commitment. She confirmed that if adopted, the amended Remuneration Policies for both the Management Board and Supervisory Board will take effect as of January 1, 2026.

The Chair thanked Ms. Van der Meer Mohr and invited shareholders to raise questions on the Remuneration Policies.

Mr. Van Beek, speaking on behalf of Robeco, Aegon Investment Management B.V., Aegon Asset Management UK PLC and MN on behalf of PME Pensioenfonds and Pensioenfonds Metaal & Techniek, opened by thanking the Remuneration Committee for considering shareholder feedback on the proposed amendments to the Management Board Remuneration Policy. He acknowledged the difficulty of remaining competitive in an international environment, taking into account both changes to the business model and the cultural expectation of moderation in executive pay. He welcomed the Remuneration Committee's commitment to keeping variable pay increases moderate around target levels whilst requiring genuine performance improvements for significantly higher compensation. Against that background, he posed two questions. First, given the materially increased maximum incentive opportunities under the proposed policy, he asked how the Supervisory Board and Remuneration Committee will ensure that maximum payouts are only achievable under clearly exceptional performance. Second, he asked how the Remuneration Committee intends to compare future maximum performance targets to historical performance, market conditions and peer outcomes.

Mr. Postma, on behalf of Vereniging van Effectenbezitters ("**VEB**"), indicated that VEB would vote against the proposal to adopt the amended Remuneration Policy for the Management Board. He noted that under the new proposed Remuneration Policy the CEO's target pay would increase to approximately EUR 8 million, with a maximum of EUR 12.5 million per year, and raised questions regarding the degree of discretion afforded to the Supervisory Board in the selection of performance targets and their weightings. He asked how the Supervisory Board intends to exercise that discretion and what framework will govern target selection going forward.

Ms. Galvin, on behalf of Migrant Justice, asked if Ahold Delhaize would be willing to engage in mediation with Migrant Justice on its complaint submitted to the Netherlands National Contact Point regarding alleged OECD Guidelines for Multinational Enterprises violations.

Mr. Spanjer raised concerns about theft at self-checkout areas in Albert Heijn stores, noting estimated losses in Europe of between EUR 250 million and EUR 350 million. He contrasted the approach of Albert Heijn with that of franchise operators, which in his view apply more effective measures to prevent theft, and asked why Albert Heijn does not implement comparable measures.

Mr. Fleeman responded to the question from Ms. Galvin. He confirmed that the matter has been brought to the Netherlands National Contact Point, the Company will respect that process and not comment on it publicly. He confirmed that Ahold Delhaize and Hannaford remain open to constructive dialogue and engagement, and that Ahold Delhaize and Hannaford will continue rolling assessments and third-party audits.

Mr. Sarrailh responded to the question from Mr. Spanjer on theft at self-checkout. He acknowledged that shrinkage and theft are active challenges in Europe, including in the Netherlands, and described measures being taken, including the use of RFID labels and the installation of camera analytics at self-checkout areas. Mr. Muller confirmed that self-checkout continues to represent a positive business case overall, but acknowledged that every item not going through the checkout is undesirable and indicated to review this further.

Ms. Van der Meer Mohr responded to the questions from Mr. Van Beek. On the question of how the Supervisory Board will ensure that maximum payouts are reserved only for clearly exceptional circumstances, she explained that the Company takes as its point of departure the Ahold Delhaize Growing Together strategy and the subsequent budgets, both of which are determined to be ambitious, and that it is from those ambitious plans and strategies that the appropriate incentive targets are derived. She further explained that the incentive intervals are crafted to drive high performance, with more uplift for performance above target achievement and less protection below target achievement. She confirmed that a 150% payout should be achievable in a really good year, and a 200% payout is reserved only for truly exceptional performance. She confirmed that full ex-post disclosure of all targets and performance intervals has been committed to since 2022 and will continue, and that from 2026 an ex-ante disclosure of performance measures and weightings of the short-term and long-term incentive is introduced in the Remuneration Report.

In response to VEB's contribution, Ms. Van der Meer Mohr expressed regret that VEB would vote against the proposal. She explained that, since approximately two-thirds of the Company's revenue comes from the US, the Company considers it appropriate to benchmark itself against a global peer group consisting 40% of United States companies, and that even for direct European peers, such as Tesco and Carrefour, the proposals are in line with what is generally remunerated among the Company's direct peers.

Mr. Van Beek sought further clarification on his second question, asking how the Remuneration Committee thinks about setting maximum performance targets in the context of historical performance, prevailing market conditions and peer outcomes, and how that approach has been applied to date in light of the increased incentive opportunities under the new policy.

Ms. Van der Meer Mohr acknowledged that target-setting involves an element of judgement, underpinned by numbers. She invited shareholders to continue holding the Company accountable in that respect and acknowledged that a pattern of maximum payouts without robust underlying numbers to substantiate them would rightly give rise to concern.

Mr. Van Beek concluded by expressing appreciation for the continued dialogue.

Mr. Postma sought clarification on the timing of the proposed amendments to the Management Board Remuneration Policy, noting that the balance between European and US operations has remained broadly stable in recent years.

Ms. Van der Meer Mohr explained that the Management Board Remuneration Policy is subject to a structured review every four years, and that the current review reflects the Company's commitment to maintaining a forward-looking, future-proof framework capable of anchoring a strong performance culture for the period ahead, informed by extensive and constructive discussions with major shareholders.

8. External audit and assurance for the financial year 2027

8.1. Proposal to reappoint KPMG Accountants N.V. as external auditor for the financial year 2027 (voting item)

8.2. Proposal to reappoint KPMG Accountants N.V. to carry out the assurance of the Company’s sustainability reporting for the financial year 2027 (voting item)

The Chair introduced the proposal to reappoint KPMG as external auditor for the financial year 2027 and to carry out the sustainability reporting assurance engagement in accordance with the CSRD for the financial year 2027, if required by law.

Mr. Vreeken raised three topics for KPMG's consideration. First, on cyber risk and AI, he noted that advances in AI may also facilitate increasingly sophisticated and automated cybercrime and asked how the Company and KPMG are prepared for this risk. Second, on energy independence, he noted that reducing dependence on fossil energy is a matter of broad importance that needs to be addressed across the entire sector. Third, on biodiversity, he pointed to the Albert Heijn vegetable garden kits as a valuable initiative and recommended reintroducing them annually on a wider scale, given the decline in bee and insect populations.

Mr. Van Leeuwen confirmed that, in the context of its audit of the financial statements, KPMG assesses whether cyber risks give rise to a risk of material errors in those statements. As part of that work, KPMG engages IT specialists to evaluate the measures taken by Ahold Delhaize to protect itself against cyber risks, to mitigate those risks, to detect them if they arise and to limit any resulting damage, drawing on experience gained at other companies. On ESG, he noted that reporting in this area is a developing field with regulations still evolving and confirmed that the Company is in his view one of the frontrunners in the quality of its ESG reporting. He added that KPMG maintains good dialogue with the Company on this topic and shares with it knowledge and experience gained at other organizations.

9. Cancellation, issuance and acquisition of shares (voting item)

9.1. Authorization to issue shares (voting item)

9.2. Authorization to restrict or exclude pre-emptive rights (voting item)

9.3. Authorization to acquire common shares (voting item)

9.4. Cancellation of shares (voting item)

The Chair introduced the items on cancellation, issuance and acquisition of shares, reminding shareholders that voting on all agenda items would close at the end of this agenda item.

A shareholder noted that he had attempted to collect meeting documents at the Company's head office the previous day but had been unable to receive them. He also noted that shareholders were required to pay for parking upon exit. Finally, he raised a personal matter concerning a ban on entering an Albert Heijn store.

Ms. Canedo commented she is concerned about living and working conditions faced by dairy workers.

Mr. Muller thanked Ms. Canedo for raising the matter again and assured her that the Company takes the expressed concerns very seriously. He confirmed that the topic remains firmly on the Company's agenda and that the Hannaford team is genuinely committed to continuing the dialogue with all parties involved.

The Chair thanked shareholders for their questions and reminded them that voting was still open, allowing a brief moment of silence for final votes before announcing that the voting was now closed.

Mr. Van Raamsdonk noted that he had attempted to bring his iPad containing the annual report and agenda into the venue but had been denied entry with the device, leaving him unable to access the meeting documents during the proceedings.

Mr. Muller commented that he will review the matter relating to the local Albert Heijn store and the logistical matters related to the general meeting.

Ms. Van der Mark acknowledged the progress made by the Company on animal welfare, including at Albert Heijn and several other brands, and asked whether the Company has a roadmap to extend these higher standards across its entire portfolio of brands and jurisdictions.

Mr. Postma asked about the status of the potential initial public offering of bol, noting that several years ago this had been stated as one of the Company's top strategic priorities but that nothing further had been communicated on the matter for some years, and asked whether this remains a live option.

Mr. Muller responded to the question on bol, confirming that the Company has consistently communicated to investors and shareholders that it monitors whether a suitable market window exists for such a transaction. He confirmed that an initial public offering remains a strategic option that is not off the table, but that several conditions must be in place before it can be actively pursued. Mr. Muller further responded to the question on animal welfare, confirming that it is high on the Company's agenda and that the Ahold Delhaize takes its responsibility across the total supply chain seriously. He noted that Ahold Delhaize applies clear animal welfare standards to its supplier relationships, conducts audits and checks compliance, and terminates relationships with non-compliant suppliers after a single opportunity to improve. He noted that as Ahold Delhaize does not itself produce animal products, the supplier relationship is the primary instrument for driving improvement across the supply chain.

10. Closing

The Chair presented the voting results for the various voting items proposed to the general meeting, which were displayed on screen, and confirmed that all proposals were adopted with the required majority[1].

The Chair thanked all shareholders for their votes and for their attendance and participation in the Meeting. He expressed his appreciation for the dialogue held at the Zaantheater and confirmed the Company's commitment to continuing the conversation with shareholders throughout the year. He also extended his thanks to all those involved in the organization and preparation of the AGM.

[1] Exact voting results can be found at www.aholddelhaize.com/investors/agm-2026/