Agenda and explanatory notes of the 2026 Extraordinary General Meeting of Shareholders of Koninklijke Ahold Delhaize N.V.

To be held in person
on October 13, 2026, at 10:00 AM CET

Dated August 31, 2026

Letter to Shareholders

Dear Shareholder,

On behalf of Koninklijke Ahold Delhaize N.V. ("Ahold Delhaize" or the “Company”), we are pleased to provide you with the agenda and explanatory notes for the Extraordinary General Meeting of Shareholders (“EGM”), to be held on October 13, 2026.

This document provides you with a detailed description of the agenda items to be considered during the EGM. We encourage you to read this information carefully and hope that you will agree with the recommendation of the Supervisory Board to vote in favor of the proposals.

The agenda contains four proposals in relation to the composition of the Management Board and the Supervisory Board. First, it is proposed to appoint Mr. Thierry Garnier as member of the Management Board and as President and Chief Executive Officer (CEO). The second item on the agenda is the proposal to appoint Ms. Claire Peters as member of the Management Board and as CEO Ahold Delhaize USA. The third agenda item is the proposal to appoint Ms. Margaret Versteden-Van Duijn as member of the Management Board and CEO Europe & Indonesia. Lastly the agenda contains the proposal to appoint Mr. Edmond Mesrobian as a new member of the Supervisory Board.

The EGM will be held on October 13, 2026, at 10:00 AM CET, at the Zaantheater, Nicolaasstraat 3, Zaandam, the Netherlands. Shareholders can attend the EGM in-person only. The formal notice of this meeting and further instructions on how to participate in our EGM can be found on:

https://www.aholddelhaize.com/investors/egm-2026.

We value your continued support, and we look forward to engaging with you before or on October 13, 2026. If you have any questions, please feel free to contact our Investor Relations team at: investor.relations@aholddelhaize.com.

Yours sincerely,

Wiebe Draijer	Frans Muller
Chair of the Supervisory Board	President and Chief Executive Officer

Agenda 2026 Extraordinary General Meeting of Shareholders

Explanatory notes to the agenda of the 2026 Extraordinary General Meeting of Shareholders

All information regarding the Extraordinary General Meeting of Shareholders can be found on: https://www.aholddelhaize.com/investors/egm-2026.

1. Opening

2. Composition of the Management Board

2.1 Proposal to appoint Mr. Thierry Garnier as new member of the Management Board (voting item)

The Supervisory Board has nominated Mr. Thierry Garnier for appointment as new member of the Management Board and to serve as President and Chief Executive Officer (CEO). Mr. Thierry Garnier is expected to succeed Mr. Frans Muller around the Annual General Meeting of Shareholders to be held in 2027. The exact date in 2027 for Mr. Thierry Garnier to start at Ahold Delhaize and as member of the Management Board and President and CEO will be determined by the Supervisory Board and will depend on when the contractual arrangement with his current employer, which includes a 12-month notice period[1], will end. Mr. Frans Muller will retire from the Company and step down as President and CEO and Board of Management member at the Annual General Meeting of Shareholders to be held in 2027 or upon such earlier date in 2027 as Mr. Thierry Garnier will start as member of the Management Board and as President and CEO.

The proposed appointment of Mr. Thierry Garnier will be for a four-year term ending at the end of the Annual General Meeting of Shareholders to be held in 2031, which is the fourth calendar year after the year of appointment.

Mr. Thierry Garnier, born on March 25, 1966, is a French and British national. Since 2019, he has been Chief Executive Officer and a member of the board at Kingfisher plc, an international home improvement retailer. Prior to joining Kingfisher, he spent more than two decades at Carrefour, where he held a range of senior roles including CEO of Carrefour International, CEO of Carrefour Asia, and member of the group's executive leadership. Prior to joining Carrefour, Thierry was an advisor to the French Minister for European Affairs. More recently, Thierry was a non-executive director at Tesco Plc.

[1] Such notice period will formally end on May 6, 2027, but may with cooperation of his current employer be terminated ahead of such time.

The Supervisory Board recommends the appointment of Mr. Thierry Garnier as a member of the Management Board and President and CEO. The Supervisory Board believes that Thierry's extensive international experience, proven leadership in retail and digital transformation, and strong commitment to customers, associates and innovation position him well to lead the Company in its next phase of growth and value creation.

The proposed appointment is in line with the Dutch Corporate Governance Code, the Dutch Civil Code and the Articles of Association.

The agreed remuneration package is as follows:

- Base fee: € 1,180,000 gross.
- Short Term Incentive (STI): At-target annual cash incentive (as a percentage of base fee): 150%.
    - Pay-out is contingent on the full achievement of the objectives, with a minimum of 0% in the event of below-target performance and a maximum of 200% of the at-target value in the event of above-target performance.
- Long Term Incentive (LTI): At-target long-term share-based incentive (as a percentage of base fee): 350%.
    - The maximum value at vesting in the event of below-target performance is 0% of the target value. The maximum value at vesting in the event of above-target performance is 150% of the at-target value.

Other relevant components:

- Cash award to compensate for the loss of remuneration on moving roles:
    - Eligible for a cash payment with a value of € 1,500,000 gross, payable in installments, with payments made after the first month of service, and six months following the start date
    - Subject to claw-back provisions.
- Performance shares award to compensate for the loss of remuneration on moving roles:
    - Retroactive GRO awards for 2025 and 2026, each with a value of € 1,250,000 to vest respectively in April 2028 and in April 2029.
    - Subject to performance criteria.
    - Subject to claw-back provisions.
- No company loans.
- Housing allowance of € 5,500 net per month for a period of maximum 4 years.
- Notice period: 12 months for the Company, 6 months for Mr. Thierry Garnier.
- Severance arrangement is a one-year base fee.
- Mr. Thierry Garnier will participate in the Dutch pension scheme.

The remuneration package for Mr. Thierry Garinier is in line with the Remuneration Policy of the Management Board.

Mr. Thierry Garnier currently holds no shares in the Company.

2.2. Proposal to appoint Ms. Claire Peters as new member of the Management Board (voting item)

The Supervisory Board nominates Ms. Claire Peters for appointment as new member of the Management Board, subject to customary regulatory approval. The proposed appointment is for a term starting October 13, 2026, at the close of this EGM and ending at the end of the Annual General Meeting of Shareholders to be held in 2030, which is the fourth calendar year after the year of appointment. Ms. Claire Peters will join the Company on September 8th, 2026, as CEO Ahold Delhaize USA. Following the appointment by the General Meeting of Shareholders, Ms. Claire Peters will become a member of the Management Board.

Ms. Claire Peters, born May 3, 1975, is a British and Australian national. Claire is an experienced retail leader with three decades of expertise in grocery, consumer and retail businesses across international markets. Most recently, she served as Vice President for Worldwide Fresh at Amazon, where she had responsibility for the North American and international business. Prior to that, she held executive positions at Woolworths Group in Australia and held several leadership roles at Tesco, both in the United Kingdom and as Chief Operating Officer for Tesco in Thailand. Throughout her 30-year career in retail, she led large businesses across food, wholesale and e-commerce.

The Supervisory Board recommends the appointment of Ms. Claire Peters as a member of the Management Board. The Supervisory Board is of the view that Claire brings a unique combination of international retail leadership, operational excellence and digital expertise. Having held senior leadership positions at Amazon, Woolworths Group and Tesco, she has successfully led businesses across multiple markets and channels, including food retail, wholesale and e-commerce. The Supervisory Board believes that her experience and perspective will be of significant value to the Management Board and the Company.

The proposed appointment is in line with the Dutch Corporate Governance Code, the Dutch Civil Code and the Articles of Association.

The agreed remuneration package is as follows:

- Base fee: $ 1,000,000 gross
- STI: At-target annual cash incentive (as a percentage of base fee): 100%.
    - Pay-out is contingent on the full achievement of the objectives, with a minimum of 0% in the event of below-target performance and a maximum of 200% of the at-target value in the event of above-target performance.

- LTI: At-target long-term share-based incentive (as a percentage of base fee): 325%.
  The maximum value at vesting in the event of below-target performance is 0% of the target value. The maximum value at vesting in the event of above-target performance is 150% of the at-target value.

Other relevant components:

- Cash award to compensate for the loss of remuneration on moving roles:
  - Eligible for four separate cash payments with a value of $ 1,000,000 gross each, to be paid in June 2027, June 2028, June 2029, and June 2030.
  - Any entitlement to the cash award is conditional upon being in active service and not under notice of termination (whether given by the individual or the Company) at the time of payment.
  - Subject to claw-back provisions.
- Performance shares award to compensate for the loss of remuneration on moving roles:
  - Retroactive GRO awards for 2024 and 2025 each with a value of $1,000,000 to vest respectively in April 2027 and in April 2028.
  - Subject to performance criteria.
  - Subject to claw-back provisions.
- No company loans.
- Notice period: 12 months for the Company, 6 months for Ms. Claire Peters.
- Severance arrangement is a one-year base fee.
- Ms. Claire Peters will participate in the US pension scheme.

The remuneration package for Ms. Claire Peters is in line with the Remuneration Policy of the Management Board.

Ms. Claire Peters currently holds no shares in the Company.

2.3. Proposal to appoint Ms. Margaret Versteden-Van Duijn as new member of the Management Board (voting item)

The Supervisory Board nominates Ms. Margaret Versteden-Van Duijn for appointment as a new member of the Management Board. The proposed appointment is for a term starting October 13, 2026, at the close of this EGM and ending at the end of the Annual General Meeting of Shareholders to be held in 2030, which is the fourth calendar year after the year of appointment. Ms. Margaret Versteden-Van Duijn will assume the role of AD Executive Vice President Europe & Indonesia on October 1, 2026, and following the appointment by the General Meeting of Shareholders, she will become a member of the Management Board and assume the role of CEO Europe & Indonesia.

Ms. Margaret Versteden-Van Duijn, born March 24, 1976, is an Australian and Dutch national. She has served as Brand President Albert Heijn, Etos and Gall & Gall since September 2025. Prior to assuming this role Margaret spent a decade at bol, where she held several senior leadership and board positions, before becoming Brand president from 2021. Before joining bol Margaret was a Managing Partner at Bain & Company, specializing in FMCG, retail, and eCommerce. Earlier in her career Margaret held positions at Nike and Boston Consulting Group.

Ms. Margaret Versteden-Van Duijn is a member of the Board of Directors at Hero Group, where she is also part of the Human Resources Committee and the Finance & Audit Committee.

The Supervisory Board recommends appointing Ms. Margaret Versteden-Van Duijn as a new member of the Management Board. The Supervisory Board believes that her extensive international leadership experience, expertise in retail, digital transformation and e-commerce, and strong track record within Ahold Delhaize make her exceptionally well qualified. As Brand President of Albert Heijn, Etos and Gall & Gall, she has successfully led the Company's largest retail brand in Europe, she previously served in various senior leadership positions at bol, most recently as Brand President, where she played a key role in the continued growth and development of one of the Benelux's leading e-commerce platforms.

The proposed appointment is in line with the Dutch Corporate Governance Code, the Dutch Civil Code and the Articles of Association.

The agreed remuneration package is as follows:

- Base Fee: € 770,000 gross.
- STI: At-target annual cash incentive (as a percentage of base fee): 100%.
    - Pay-out is contingent on the full achievement of the objectives, with a minimum of 0% in the event of below-target performance and a maximum of 200% of the at-target value in the event of above-target performance.
- LTI: At-target long-term share-based incentive (as a percentage of base fee): 200%.
    - The maximum value at vesting in the event of below-target performance is 0% of the target value. The maximum value at vesting in the event of above-target performance is 150% of the at-target value.

Other relevant components:

- No company loans.
- Notice period: 12 months for the Company, 6 months for Ms. Margaret Versteden-Van Duijn.
- Severance arrangement is a one-year base fee.
- Ms. Margaret Versteden-Van Duijn will participate in the Dutch pension scheme.

The remuneration package for Ms. Margaret Versteden-Van Duijn is in line with the Remuneration Policy of the Management Board.

Ms. Margaret Versteden-Van Duijn currently holds no shares in the Company.

3. Composition of the Supervisory Board

3.1. Proposal to appoint Mr. Edmond Mesrobian as a new member of the Supervisory Board (voting item)

The Supervisory Board nominates Mr. Edmond Mesrobian for appointment as a new member of the Supervisory Board. The proposed appointment is for a term of four years starting October 13, 2026, at the close of this EGM and ending at the end of the Annual General Meeting of Shareholders to be held in 2030, which is the fourth calendar year after the year of appointment.

Mr. Mesrobian, born May 9, 1960, is an American national with an extensive career in global retail and technology driven companies. He most recently served as Chief Technology and Information Officer at Nordstrom and previously as Chief Technology Officer at Tesco and Expedia Group, where he was responsible for enterprise technology, digital platforms, and innovation.

The Supervisory Board recommends appointing Mr. Edmond Mesrobian for a term of four years in view of his extensive experience as a technology and digital leader who has held senior executive roles in global retail and technology-driven companies, particularly in U.S. retail environments. His expertise will be a valuable addition to the Supervisory Board.

The proposed appointment is in line with the Dutch Corporate Governance Code, the Dutch Civil Code, and the Articles of Association. Given the current and proposed diverse composition of the Supervisory Board, the proposed appointment of Mr. Edmond Mesrobian is permitted under article 2:142b of the Dutch Civil Code.

Mr. Edmond Mesrobian holds no shares in the Company and is independent in the meaning of principle 2.1.8 of the Dutch Corporate Governance Code.

4. Closing