

Policy on Stakeholder Engagement



Title	Policy on Stakeholder Engagement
Business/Functional owner	GSO Head of Legal
Applicable to	KAD
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Introduction

This is the policy of Koninklijke Ahold Delhaize N.V. (“Ahold Delhaize” or “the Company”) regarding stakeholder engagement on the sustainability aspects of the Company's strategy. With this policy, Ahold Delhaize applies best practice provision I.1.5 (Dialogue with stakeholders) of the Dutch Corporate Governance Code.

Purpose of the engagement

Ahold Delhaize strives to create sustainable value over the long term. To this end, the Management Board takes into account the impact the Company has, among others, on the environment and society.

The companies of Ahold Delhaize engage with stakeholders regularly to ensure that the interests of the relevant stakeholders are considered when defining the sustainability aspects of Ahold Delhaize's long-term value strategy.

Therefore it is important for us to have an effective dialogue with our stakeholders. Our stakeholders make us better by challenging us, sharing insights into their concerns, offering feedback on how we are doing and collaborating with us to solve problems.

Key topics

With sustainability at the heart of our strategy, Ahold Delhaize is committed to creating long-term value for our stakeholders.

Our approach to sustainability starts with our efforts to better understand the world we live in; the challenges we face in the short, medium and long term; and what our stakeholders expect of us.

Using this knowledge, we determine the topics where we have, or can have, impact or that impact us and assist us in identifying areas of improvement. An important example is our materiality assessment that enables us to identify and prioritize our most relevant sustainability topics and address the matters that are truly important to all our stakeholders, society and the environment.

Identification of relevant stakeholders

Our stakeholders are individuals, groups or organizations that, directly or indirectly, can affect - or are or can be affected by - our business and the attainment of our objectives. The stakeholder groups that are most impactful to the companies of Ahold Delhaize are, not limited and not sequentially, customers, associates, shareholders and communities including charities and civic organizations,

governments, non-governmental organizations, suppliers, franchisees and affiliates, industry associations, schools and research institutes.

For any specific dialogue, the companies of Ahold Delhaize will identify relevant stakeholders with regard to the subject of the engagement. The Management Board or such other representative designated by or on behalf of the Management Board determines on a case-by-case basis who the relevant stakeholders are. In identifying whether someone qualifies as relevant stakeholder in relation to a subject of engagement, we will consider, without limitation, the group or individual's dependency, responsibility, influence and perspectives.

Ahold Delhaize and each of its local brands is committed to maintaining an open and constructive dialogue with stakeholders. Ahold Delhaize considers each and every reasonable request for contact seriously, and will determine - at its sole discretion - whether it will accept invitations from its stakeholders to engage in a dialogue and in what format. Ahold Delhaize will facilitate such dialogue, unless in the opinion of the Management Board, this is not in the interests of the Company. In determining whether any Ahold Delhaize company will engage with a relevant stakeholder, we will consider, without limitation, the interests, the expertise, the level of influence of and earlier experiences with the relevant stakeholder.

Engagement methods

Ahold Delhaize commits to transparency and high integrity in the engagement with its stakeholders. We proactively manage relationships to foster open dialogue with, and capture feedback from, our stakeholders in both formal and informal ways.

The Management Board, or such other representative designated by or on behalf of the Management Board that is conducting or initiating the engagement process on behalf of any Ahold Delhaize company, determines the method of engagement. Without limitation, the following engagement methods may be used to facilitate stakeholder dialogue:

Stakeholder groups	Engagement methods
Customers	<ul style="list-style-type: none"> • Customer service in stores, on the telephone and online. • Direct feedback to a brands' associates, websites and social media. • Customer surveys, studies and focus groups. • Communications, product information and campaigns to support customers in areas such as affordable and healthy food options.
Associates	<ul style="list-style-type: none"> • Annual associate engagement survey and pulse surveys.

	<ul style="list-style-type: none"> • Continuous dialogue in stores, warehouses and support offices. • Frequent touchpoints, including performance review processes, recognitions, reward and benefit programs and training. • Town halls, expert sessions and other meetings and events to facilitate connections. • Associate mental health initiatives. • Sponsorship and support of Business Resource Groups. • Community work. • Works councils and other employee representative bodies.
Shareholders	<ul style="list-style-type: none"> • Annual and extraordinary general meetings. • Quarterly disclosures on both financial and non-financial performance briefings and presentations. • Individual or group meetings with analysts and shareholders. • Regular regional roadshows or conferences. • Other shareholder meetings, such as Investor Day.
Charities and civic organizations	<ul style="list-style-type: none"> • Partnerships with local community organizations and charities. • Brand-owned foundations. • Sponsorships.
Governments	<ul style="list-style-type: none"> • Industry associations. • Participation in public hearings or conferences. • Individual and group meetings as well as written communication and contact.
Non-governmental organizations (NGOs)	<ul style="list-style-type: none"> • Responses to requests from and reach out to NGOs. • Being a (founding) partner and member of various sustainability related networks and institutions. • Providing input for and discussing results of benchmarks on sustainability topics. • Individual and group meetings as well as written communication and contact.
Suppliers	<ul style="list-style-type: none"> • Online communication. • Supplier events. • Partnerships. • Individual and group meetings as well as written communication and contact.
Franchisees and affiliates	<ul style="list-style-type: none"> • Strategic business reviews. • Joint meetings, including training sessions and product discovery days. • Best-practice sharing.

	<ul style="list-style-type: none"> • Individual and group meetings as well as written communication and contact.
Industry associations	<ul style="list-style-type: none"> • Local, national, regional and global industry association memberships. • Chambers of commerce. • National retail federations memberships.
Schools and research institutes	<ul style="list-style-type: none"> • Responses to academic surveys. • Joint industry labs with academic institutions. • Sponsorships and scholarships. • Educational initiatives.

For more information on our engagement methods for specific stakeholders we refer to our Guidelines Health & Sustainability Stakeholder Engagement, Guidelines for Engaging with Public Policy Makers and our Policy on Communications and Bilateral Contacts with Shareholders. For more general information on our stakeholder engagement and stakeholder engagement outcomes, please review the stakeholder engagement section in our annual report.

Other

At all times Ahold Delhaize shall disclose information in accordance with legal requirements and internal policies and standards.

Nothing expressed or referred to in this policy will be construed to give any stakeholder any legal right, claim or expectation with respect to this policy on stakeholder engagement.

This policy may be amended or revoked by the Management Board of Ahold Delhaize at any time and without prior notice. The Company reserves the right to deviate from this policy.

For any requests for engagement with the Company or any questions about this policy, please contact stakeholderengagement@aholddelhaize.com.