



Health & Sustainability (H&S) Stakeholder Engagement Guidelines

Title	Health & Sustainability Stakeholder Engagement Guidelines
Business/functional owner	SVP Health & Sustainability
ExCo owner	CSO
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Introduction

As a leading global food retail group, Ahold Delhaize ('the Company') and its brands value constructive exchange with Stakeholders and are committed to engage on their needs in our day-to-day business, unless in the opinion of the Management Board, this is not in the interest of Ahold Delhaize. We define Stakeholder(s) as those individuals, groups or organizations that, directly or indirectly, can affect - or are or can be affected - by our business and objectives. The stakeholder groups that are most impactful to Ahold Delhaize include customers, associates, shareholders and communities including charities and civic organizations, governments, non-governmental organizations, suppliers, franchisees and affiliates, industry associations, schools and research institutes.

These guidelines focus on our engagement with Stakeholders on Health and Sustainability (H&S) topics, which include mainly: climate, nature, circularity (incl. packaging and food waste), and healthy diets and products.

Other relevant policies and guidelines

In line with the Dutch Corporate Governance Code principle I.1.5 ('Dialogue with Stakeholders') this document contains guidelines focusing specifically on engagement with Stakeholders on Health & Sustainability ('H&S') topics. Each Ahold Delhaize brand, either directly or indirectly through an affiliated entity, is responsible for adhering to these guidelines when engaging with Stakeholders on H&S topics. For Ahold Delhaize's overarching approach on Stakeholder dialogue, we refer to our Ahold Delhaize [Policy on stakeholder engagement](#). For other approaches to engaging with Stakeholder groups, we refer to the [Policy on communications and bilateral contacts with shareholders](#), the Ahold Delhaize [Code of Ethics](#) and the [Guidelines for engaging with public policy makers](#). For our approach and commitments to H&S and environmental, social and governance topics, we refer to our [Sustainability Policy](#) and to our [annual reports](#).

General approach and guidelines on engaging with Stakeholders on H&S topics

At Ahold Delhaize and its brands, our ambition is centered around our belief that what is healthy and sustainable should be accessible and available to all. To deliver on this ambition, we focus on healthier people and a healthier planet and the belief that the world's health crisis and climate crisis are intrinsically connected.

Ahold Delhaize and its brands' approach to H&S topics begins 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, the most impact or that impact us the most. For more information on our approach to assessing impact, see our (double) materiality assessment and our material topics which we publish yearly in our annual report. We publicly and regularly communicate on our commitments, targets and progress on these topics, incl. stakeholder engagement.

We recognize that the sustainable long-term value we aim to create not only depends on our own efforts at Ahold Delhaize and the brands, but also by factors in the external environment, market developments, our suppliers and the relationships we build with our Stakeholders. They 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.

Our engagement with Stakeholders on H&S topics is based on the following guidelines and is in line with the Ahold Delhaize policy on stakeholder engagement:

a) Identify:

- Ahold Delhaize considers on a case-by-case basis and at its sole discretion the relevance of engaging with a Stakeholder and the specific approach we would like to take. This is determined based on the relevance of the Stakeholder to our company's H&S commitments and targets and may include the requirement for certain written information such as purpose of the meeting, the matters to be discussed, the opinion of the Stakeholder on these matters and information in respect of the Stakeholder and its interest in Ahold Delhaize.
- We mainly engage with:
 - Non-governmental organizations (NGOs)
 - Charities and civic organizations
 - ESG benchmarks and other external standards
 - Industry network associations
 - Schools and research institutes
 - Suppliers

b) Engage

- We aim for an adequate level of transparency and high integrity, and expect the same from the stakeholders we engage with throughout the engagement process
- Proactively manage relationships to foster open dialogue with, and capture feedback from, our Stakeholders, for instance in our double materiality analysis
- View engagement as constructive exchange: in addition to learning from Stakeholders, also sharing Ahold Delhaize's knowledge and approach
- Formal and informal ways of engagement can take place throughout the year through different channels, including mainly written correspondence, one-on-one meetings, participation in roundtables and expert meetings, and industry and investor conferences
- While we work to find consensus in many areas, we recognize that we cannot expect that there will be agreement on every issue

c) Follow-up:

- We publicly report on our approach, commitments to and progress on H&S and environmental, social and governance incl. topics stakeholder engagement discussions in our annual reports, available through our [website](#).
- We regularly evaluate our engagement with Stakeholders and our participation in aforementioned organizations

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

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

These guidelines 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 these Guidelines.

Contact

For any requests for contact with the Company on H&S related topics, or any questions about these Guidelines, please contact Ahold Delhaize Health & Sustainability at Health.Sustainability@aholddelhaize.com.
