

Schedule 1 The profile of the Supervisory Board's scope and composition

Profile of the Supervisory Board

This profile was first adopted as per January 1, 2009 on the basis of article 1.2.4 of the Rules of Procedure Supervisory Board and was last updated on February 25, 2014.

Responsibilities

The duties of the Supervisory Board in accordance with Dutch law are to supervise the management of the Corporate Executive Board and the general affairs of the Company and its businesses, as well as advising the Corporate Executive Board. Please refer to art. 1.2.2 of the Rules of Procedure Supervisory Board for a more detailed description of the duties and responsibilities of the Supervisory Board. In performing its duties, the Supervisory Board shall be guided by the interests of the Company and its business, and shall take into account the relevant interests of the Company's stakeholders (including but not limited to its shareholders). The Supervisory Board shall also have due regard for corporate responsibility issues that are relevant to the enterprise.

Ahold Profile and Strategy

The composition of the Supervisory Board shall be such that it suits the nature of Ahold's business, its activities and organizational structure. The profile and composition of the Supervisory Board needs to suit the profile and strategy of Ahold.

Profile

Ahold is an international food retailing group based in the Netherlands. We operate leading supermarket companies in Europe and the United States. Our supermarkets are powerful local brands with a strong focus on the customer. We offer great value, a convenient and innovative shopping experience and a wide range of products and healthy choices. We act responsibly and are committed to serving the interests of our customers, employees, suppliers and shareholders. Our companies are actively involved in the communities we serve. We are working to simplify and streamline our businesses to build a strong platform for future growth. Our innovative products, services and store formats ensure we stay at the forefront of consumer trends and customer needs. Our employees are the key to our success. Their unwavering focus on caring for the customer and their commitment to providing a great shopping experience continue to set us apart and contribute to the profitable growth of our company.

Strategy

Ahold's strategy for reshaping retail is designed to accelerate growth. The strategy focuses on six strategic pillars:

1. *Increasing customer loyalty*

We want our businesses to be our customers' favorite place to shop. We will know we have achieved this when they enjoy our stores, our people, and our products so much that they do most of their shopping with us and recommend us to their family and friends. We are confident our new customer loyalty initiatives will contribute between one and two percent to our identical sales growth.

2. *Broadening our offering*

We continue to strengthen our successful supermarket formats, while developing additional formats to better serve customers' needs. We are broadening our offering by growing our online businesses, developing different formats and expanding our assortment.

3. *Expanding our geographic reach*

Ahold and its businesses are continuing to seek profitable expansion opportunities in three different areas. We are looking for opportunities in our existing markets, in order to leverage our current operations. We are moving into adjacent markets, where we can apply our skills and further build our

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scale. We are looking for growth prospects in entirely new regions, where we can use our existing retail expertise.

4. *Simplicity*

We are building an efficient, simple, and cost-competitive Ahold – driving continuous improvement for our customers and getting better every day. We are taking advantage of our strengths, scale, and resources as an international company, leveraging our global capabilities. We are working on better processes and systems across our businesses, and strive for a culture focused on simplicity.

5. *Responsible retailing*

Responsible retailing is about how we run our businesses, live our values, and do what's right. Being responsible is an integral part of our three core promises: better place to shop, better place to work, and better neighbor. We support the health and well-being of our customers, employees and communities; we source our products responsibly and care about the environment. Employees – throughout our businesses – are engaged in putting responsible retailing into practice, every day. We work together with others in retail and food sectors, governments and NGOs to raise standards across the industry.

6. *People performance*

Our businesses are all about people. We have great people who love what they do and are good at it. We will continue to make sure we have the right people in the right roles. We are continuously investing in and developing employees. At the same time, we are hiring new people with new skills, so that we have the capabilities we need to grow. We are sharing these capabilities across our businesses.

We are committed to building a diverse workforce that best serves our diverse customer base and helps us successfully cross cultures and borders. We want to provide a better place to work with good working conditions, development opportunities, managerial support, recognition for performance, and an atmosphere of mutual respect.

Qualifications of the Supervisory Board

The Supervisory Board as a body should have the following qualifications:

- General knowledge of and experience in international business;
- Detailed knowledge of and experience in the markets in which the Company does business;
- Experience with and an understanding of managing an international company;
- Understanding of the retail industry and the food industry in Europe and the United States;
- Expertise on the financial management, administration, accounting and reporting of an international listed company;
- Understanding of corporate responsibility, social and employment matters in the markets in which the Company does business and internationally;
- Understanding of disclosure, communication and marketing matters in an international listed company;
- Active involvement in the management of an international listed company.

Personal qualifications of the members of the Supervisory Board

Members of the Supervisory Board are selected and recommended according to the following selection criteria:

- background/education/training;
- (international) experience with large listed companies;
- managerial skills;
- specialist skills;
- ability to spend the necessary time;
- independence.

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Composition and number of members

The composition of the Supervisory Board and the combined experience, expertise, and the independence as well as the different ages and gender of its members shall be such that the qualifications mentioned above shall be represented. The number of members necessary is dependent on the combined qualifications of the members in view of the required qualifications of the Supervisory Board as a body. The preferred composition includes at least two members with specialist financial expertise, a balanced number of members with European and US experience and at least one active member of management of an internationally operating company.

Annual assessment of this profile

This profile will be assessed annually by the Supervisory Board.

Availability

This profile will be published on the Company's website.