



DELHAIZE  GROUP

Q4 and FY 2015 results

March 3, 2016

Forward looking statements

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IMPORTANT ADDITIONAL INFORMATION HAS BEEN FILED WITH THE SEC

The proposed business combination transaction between Ahold and Delhaize will be submitted to the shareholders of Ahold and the shareholders of Delhaize for their consideration. In connection with the proposed transaction, Ahold has filed with the U.S. Securities and Exchange Commission (the “SEC”) a registration statement on Form F-4, which includes a prospectus. On January 28, 2016, the SEC declared the registration statement effective, and the prospectus was mailed to the holders of American Depositary Shares of Delhaize and holders of ordinary shares of Delhaize (other than holders of ordinary shares of Delhaize who are non-U.S. persons (as defined in the applicable rules of the SEC)) on or about February 5, 2016. INVESTORS AND SECURITY HOLDERS ARE URGED TO READ THE PROSPECTUS AND OTHER RELEVANT DOCUMENTS FILED OR TO BE FILED WITH THE SEC CAREFULLY WHEN THEY BECOME AVAILABLE BECAUSE THEY CONTAIN IMPORTANT INFORMATION ABOUT AHOLD, DELHAIZE, THE TRANSACTION AND RELATED MATTERS. Investors and security holders are able to obtain free copies of the prospectus and other documents filed with the SEC by Ahold and Delhaize through the website maintained by the SEC at www.sec.gov. In addition, investors and security holders are able to obtain free copies of the prospectus and other documents filed by Ahold with the SEC by contacting Ahold Investor Relations at investor.relations@ahold.com or by calling +31 88 659 5213, and are able to obtain free copies of the prospectus and other documents filed by Delhaize by contacting Investor Relations Delhaize Group at Investor@delhaizegroup.com or by calling +32 2 412 2151.

Forward looking statements

FORWARD-LOOKING STATEMENTS

This communication contains forward-looking statements, which do not refer to historical facts but refer to expectations based on management's current views and assumptions and involve known and unknown risks and uncertainties that could cause actual results, performance, or events to differ materially from those included in such statements. These statements or disclosures may discuss goals, intentions and expectations as to future trends, plans, events, results of operations or financial condition, or state other information relating to Delhaize, based on current beliefs of management as well as assumptions made by, and information currently available to, management. Forward-looking statements generally will be accompanied by words such as "anticipate," "believe," "plan," "could," "estimate," "expect," "forecast," "guidance," "intend," "may," "possible," "potential," "predict," "project" or other similar words, phrases or expressions. Many of these risks and uncertainties relate to factors that are beyond Delhaize's control. Therefore, investors and shareholders should not place undue reliance on such statements. Factors that could cause actual results to differ materially from those in the forward-looking statements include, but are not limited to: the occurrence of any change, event or development that could give rise to the termination of the merger agreement; the ability to obtain the approval of the transaction by Delhaize's and Ahold's shareholders; the risk that the necessary regulatory approvals may not be obtained when expected or at all or may be obtained subject to conditions that are not anticipated; failure to satisfy other closing conditions with respect to the transaction on the proposed terms and timeframe; the possibility that the transaction does not close when expected or at all; the risks that the new businesses will not be integrated successfully or promptly or that the combined company will not realize when expected or at all the expected synergies and benefits from the transaction; Delhaize's ability to successfully implement and complete its plans and strategies and to meet its targets; risks related to disruption of management time from ongoing business operations due to the proposed transaction; the benefits from Delhaize's plans and strategies being less than anticipated; the effect of the announcement or completion of the proposed transaction on the ability of Delhaize to retain customers and retain and hire key personnel, maintain relationships with suppliers, and on their operating results and businesses generally; litigation relating to the transaction; the effect of general economic or political conditions; Delhaize's ability to retain and attract employees who are integral to the success of the business; business and IT continuity, collective bargaining, distinctiveness, competitive advantage and economic conditions; information security, legislative and regulatory environment and litigation risks; and product safety, pension plan funding, strategic projects, responsible retailing, insurance and unforeseen tax liabilities. In addition, the actual outcomes and results of Delhaize may differ materially from those projected depending upon a variety of factors, including but not limited to changes in the general economy or the markets of Delhaize, in consumer spending, in inflation or currency exchange rates or in legislation or regulation; competitive factors; adverse determination with respect to claims; inability to timely develop, remodel, integrate or convert stores; and supply or quality control problems with vendors. Additional risks and uncertainties that could cause actual results to differ materially from those stated or implied by such forward-looking statements are described in Delhaize's most recent annual report on Form 20-F and other filings with the SEC. Neither Delhaize nor Ahold, nor any of their respective directors, officers, employees and advisors nor any other person is therefore in a position to make any representation as to the accuracy of the forward-looking statements included in this communication, such as economic projections and predictions or their impact on the financial condition, credit rating, financial profile, distribution policy or share buyback program of Delhaize, Ahold or the combined company, or the market for the shares of Delhaize, Ahold or the combined company. The actual performance, the success and the development over time of the business activities of Delhaize, Ahold and the combined company may differ materially from the performance, the success and the development over time expressed in or implied from the forward-looking statements contained in this communication. The foregoing list of factors is not exhaustive. Forward-looking statements speak only as of the date they are made. Delhaize does not assume any obligation to update any public information or forward-looking statement in this communication to reflect events or circumstances after the date of this communication, except as may be required by applicable laws.

2015 highlights

Group

- 18% UOP growth at actual rates (4% at identical rates)⁽¹⁾
- Free Cash Flow (excl. one-time elements) of €646m (€586m in 2014)
- 12.5% increase in gross dividend to €1.80 per share
- Dow Jones Sustainability Index inclusion

US

- CSS growth of 2.2% with solid 2.5% real sales growth
- 4.0% underlying operating margin
- Relunched 162 Food Lion stores in Raleigh mid-October

Belgium

- 0.9% CSS growth with positive market share growth in H2
- 2.1% underlying operating margin
- Departure of 2,100 store employees impacted operating standards in Q4
- Implemented New Store Organisation in 53 stores

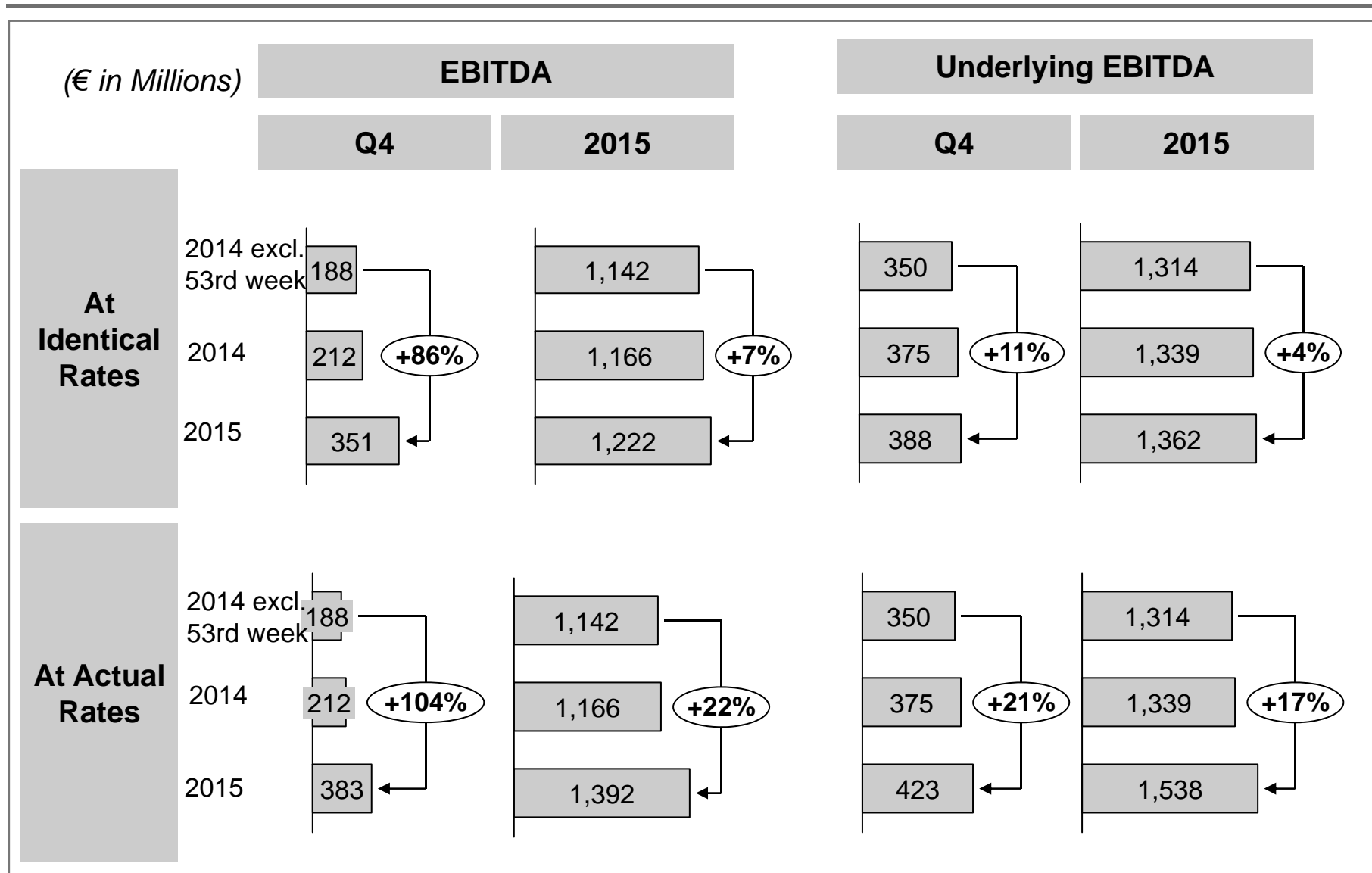
SEE

- 9.5% overall revenues growth with solid 3.5% CSS growth
- Market share gains in the 3 countries
- Maintained high profitability as a result of good cost control

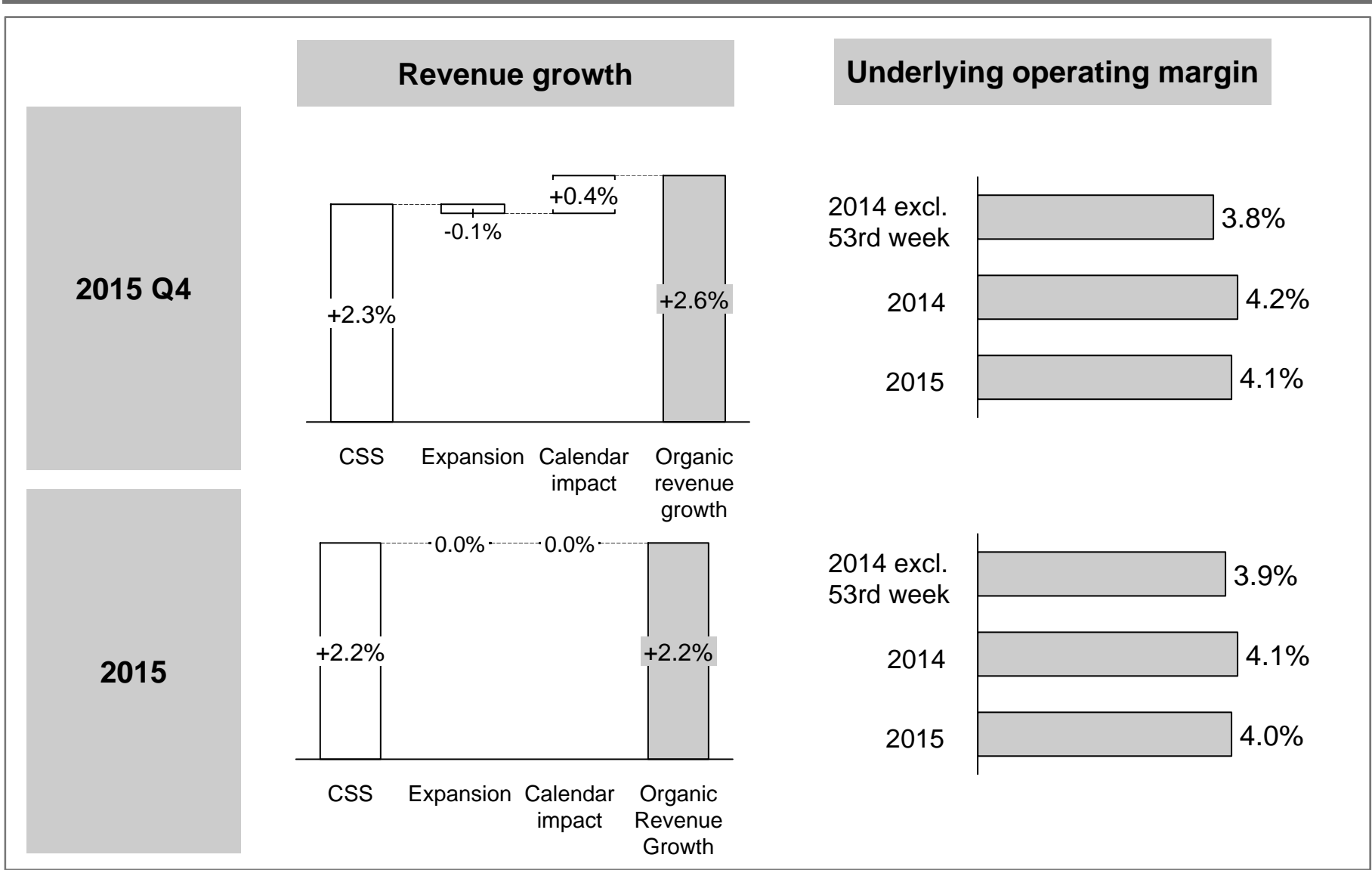
Financial results – FY 2015

<i>(€ in Millions)</i>	FY		% Growth	
	2014 ⁽²⁾	2015	Actual Rates	Identical Rates
Revenues	21,361	24,395	14.2%	1.9%
Revenues (excl 53rd week)	21,102		15.6%	3.2%
Gross Margin	24.1%	24.3%	22 bps	2 bps
SG&A as % of revenues	21.1%	21.2%	11 bps	(2 bps)
UOP ⁽¹⁾	762	872	14.4%	0.7%
UOP (excl. 53rd week) ⁽¹⁾	737		18.2%	4.0%
UOP margin	3.6%	3.6%	1 bps	(4 bps)
UOP margin (excl. 53rd week)	3.5%		8 bps	3 bps
Operating Profit	423	696	64.5%	41.2%
Operating Free Cash Flow	586	646	10.4%	(1.9%)

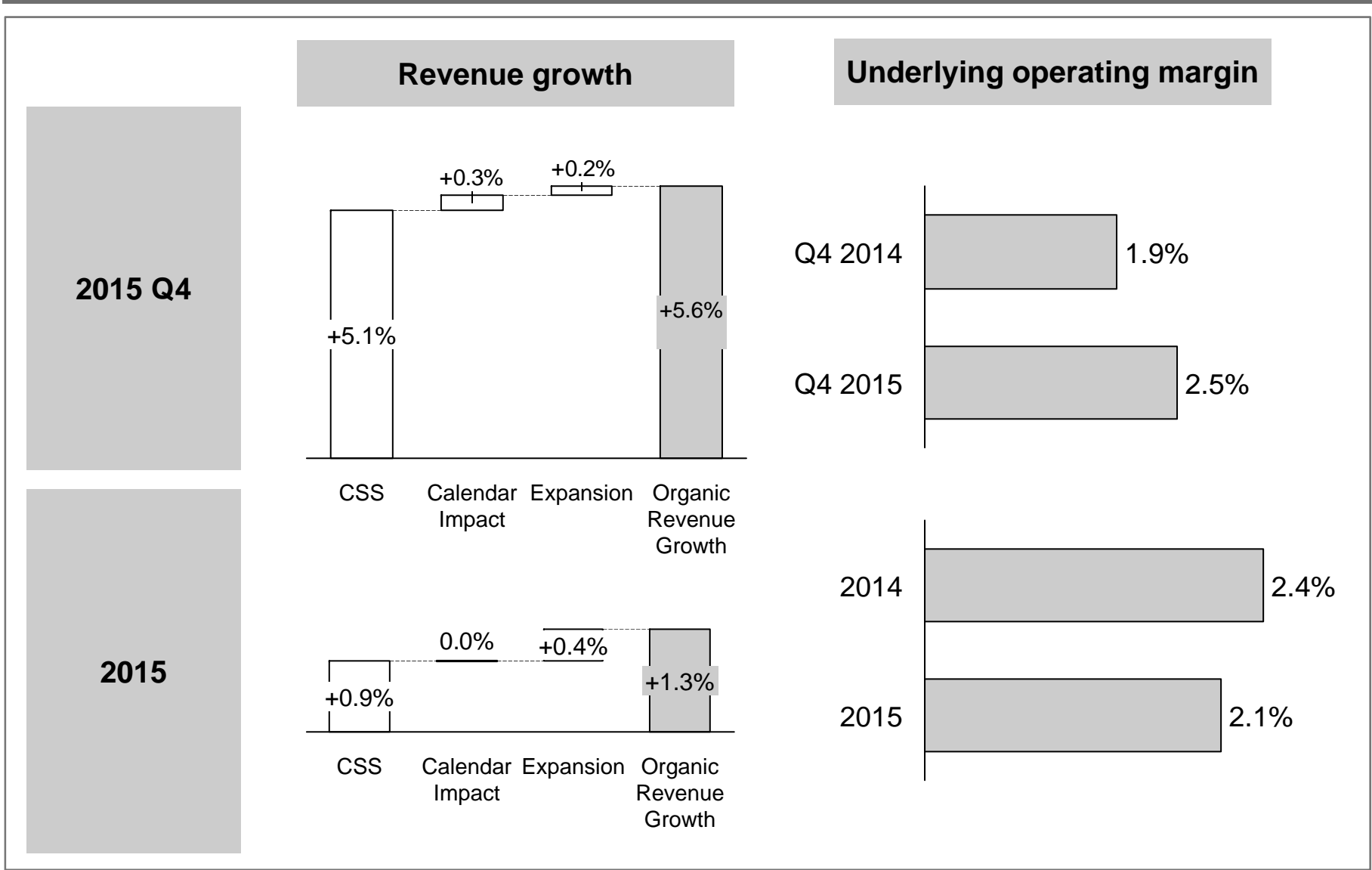
EBITDA



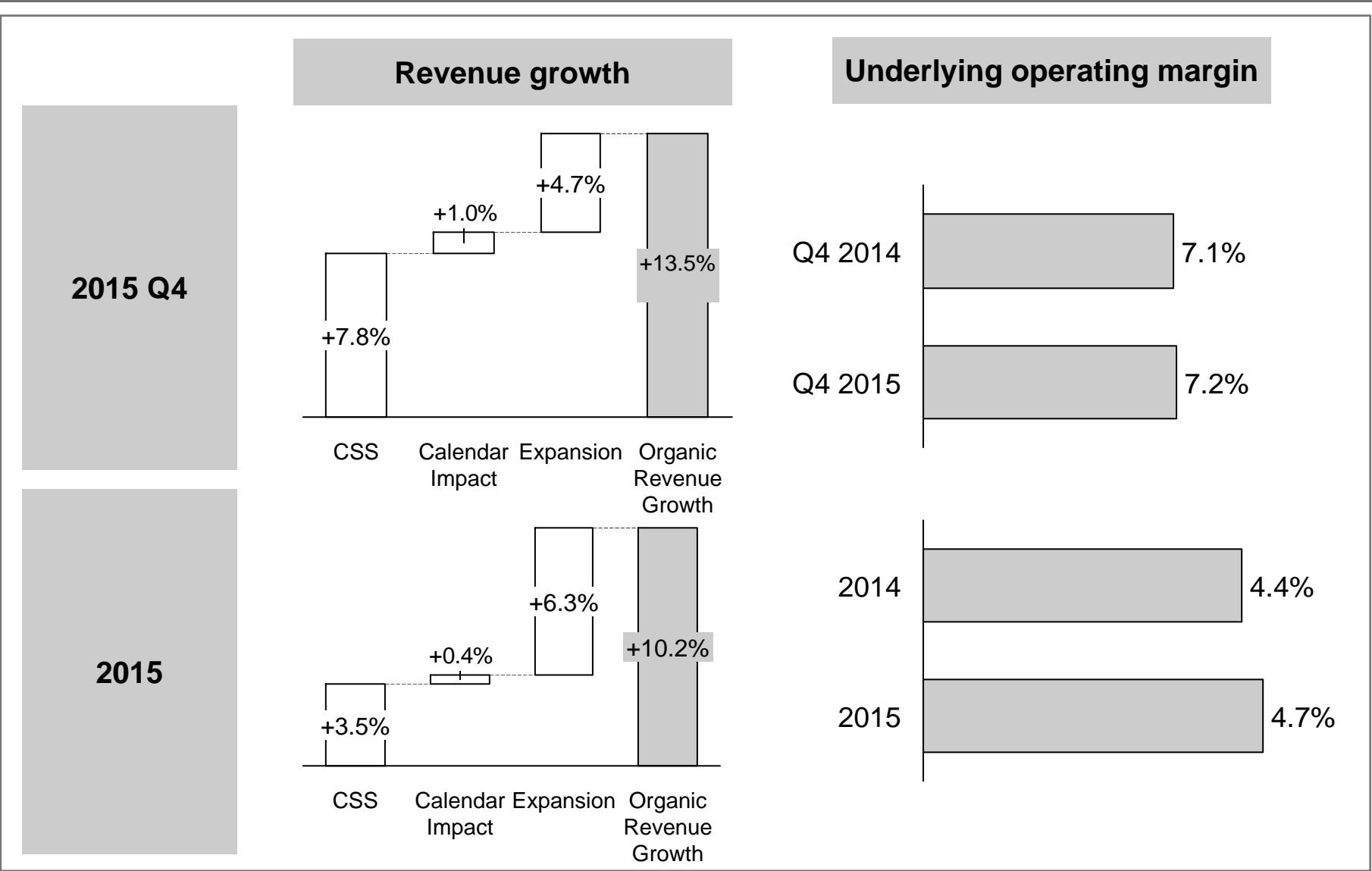
Delhaize America - revenue growth and underlying operating margin



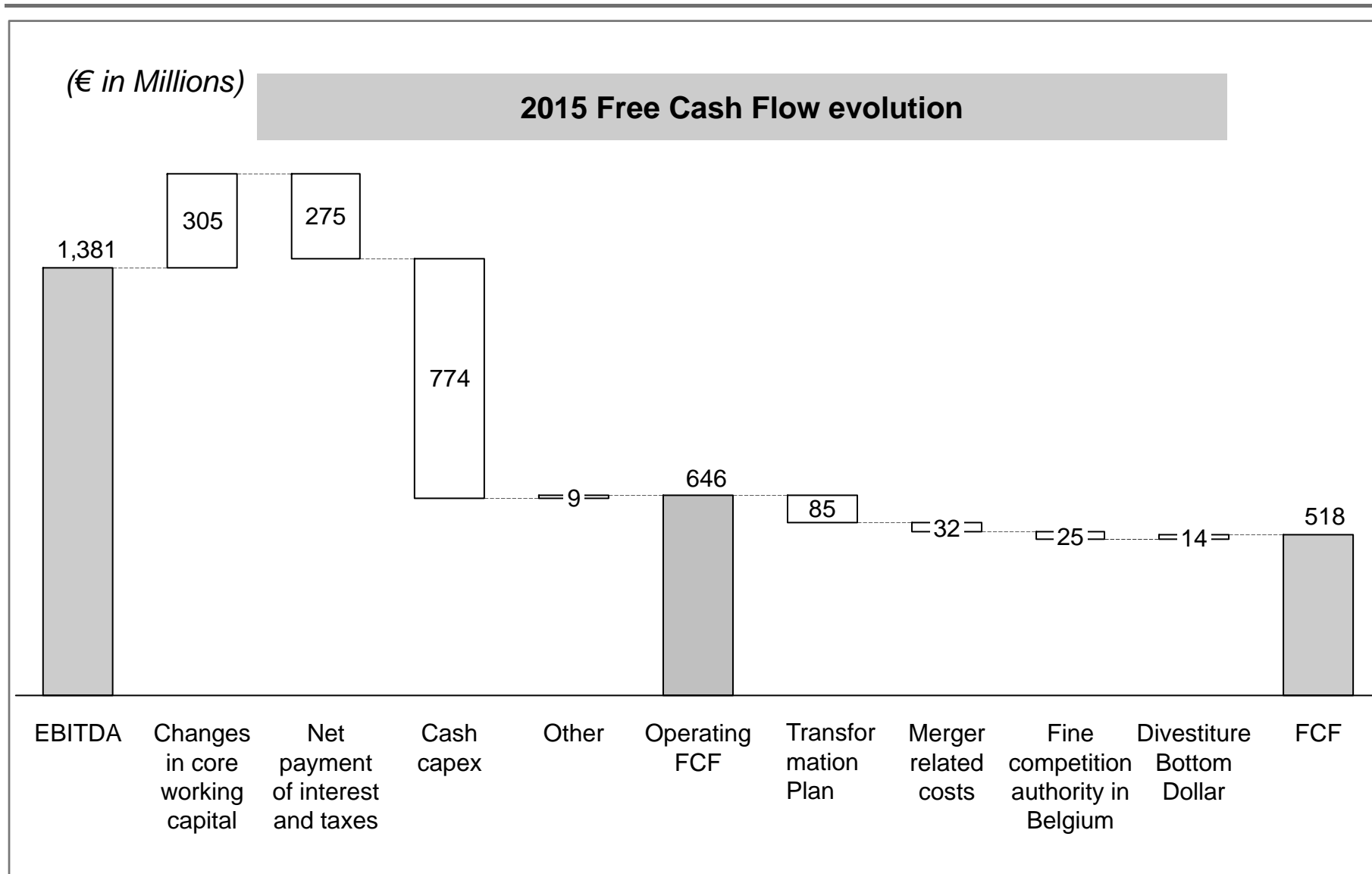
Delhaize Belgium - revenue growth and underlying operating margin



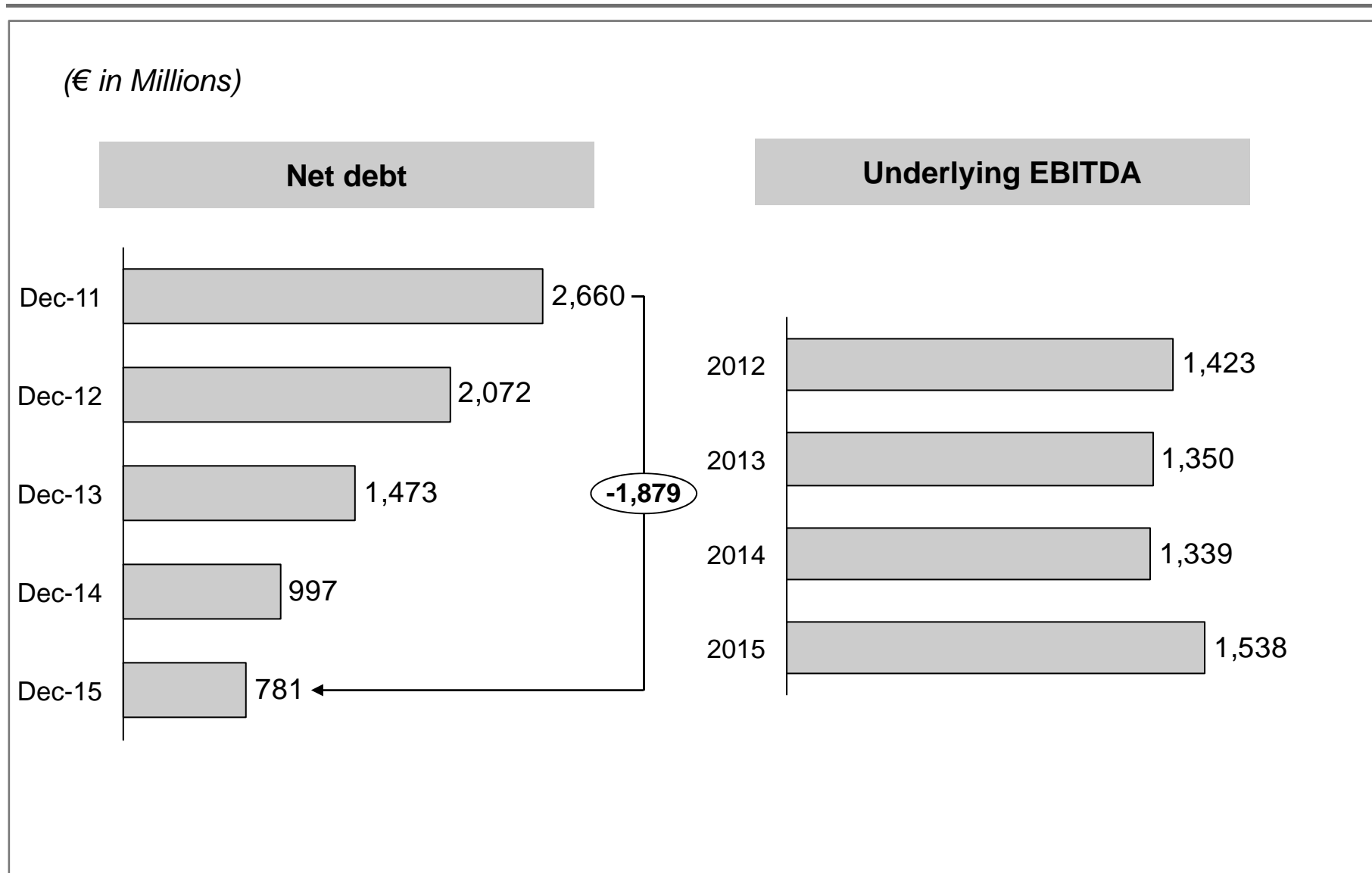
SEE - revenue growth and underlying operating margin



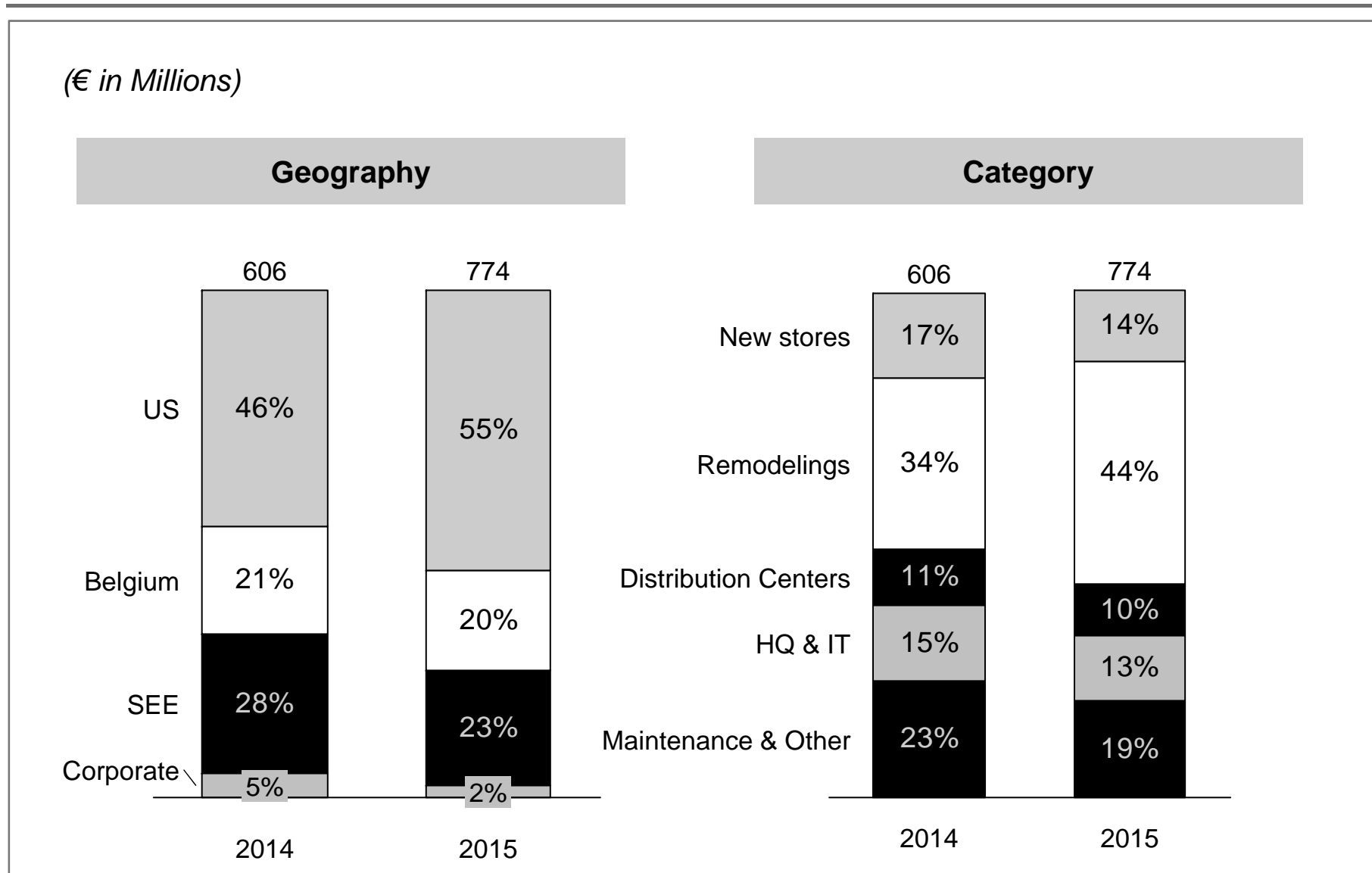
Free Cash Flow generation



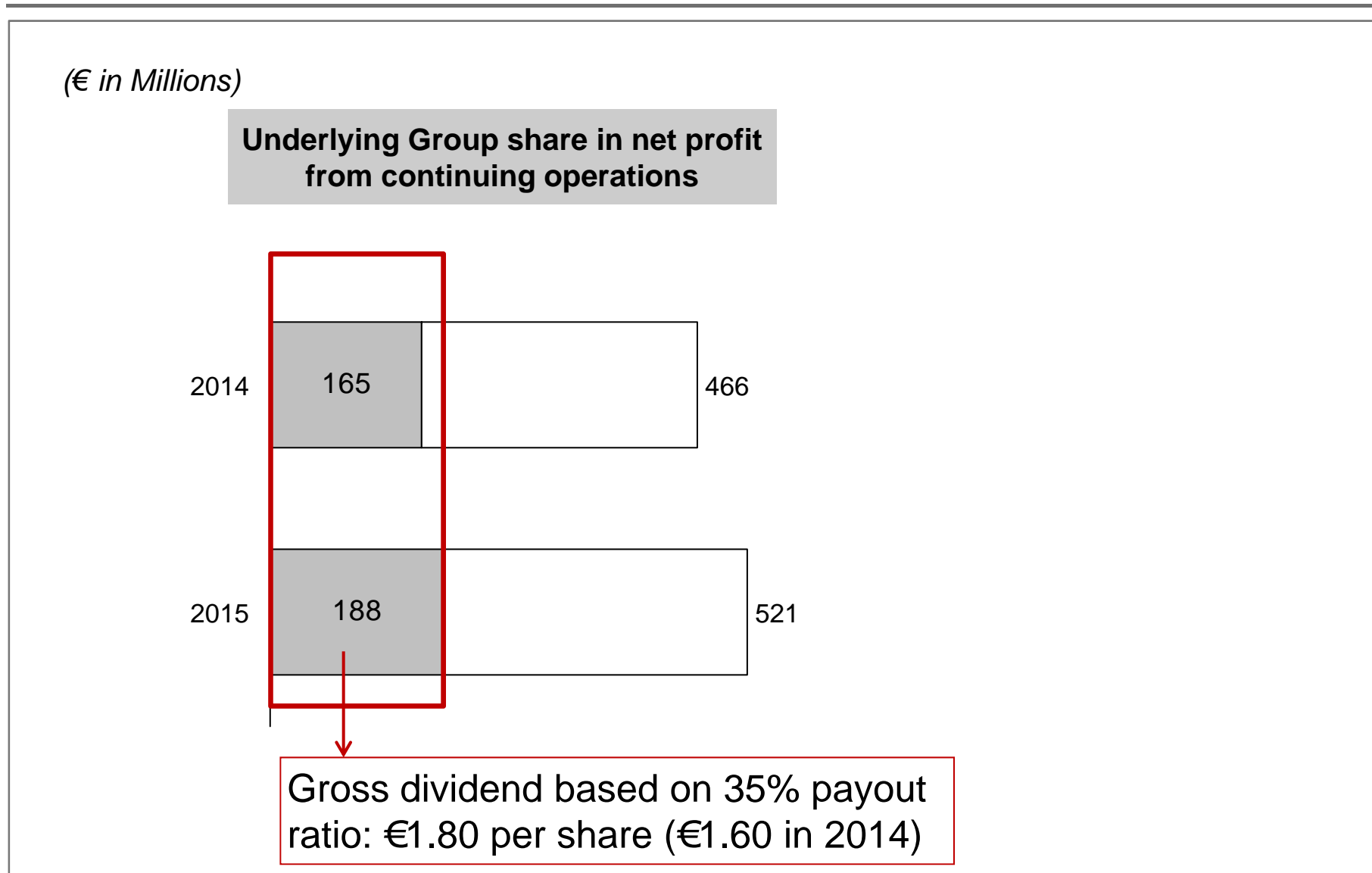
We have significantly reduced our net debt



We have maintained our capex discipline



Our Board of Directors proposes a 12.5% increase in our gross dividend



2016 strategic priorities and outlook

Group

- Complete the merger on schedule with Ahold by mid 2016
- Continued capital discipline as per our plan to spend €825 million

US

- Remodel 142 Food Lion stores
- Open ~15 Hannaford to Go sites, bringing the total to ~35 by end 2016
- Focus on maintaining CSS momentum

Belgium

- Continue the New Store Organisation implementation (completed by October)
- Improve operational standards in the stores
- Further improve market share

SEE

- Maintain excellent CSS momentum
- Continue expansion in Romania and Greece
- Continue remodelling and selective expansion at Maxi