DELHAIZE GROUP

Q2 2013 results

August 8, 2013

Forward looking statements

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Our priorities are unchanged

Revenue	• Strengthening our brands • Targeted price investments • Accelerate organic growth in selected markets
Free Cash Flow	• Disciplined approach to capital allocation • Target working capital improvements • Achievement of approximately €500 million FCF
Costs	• Continued focus on enhancing efficiency and reducing complexity

Q2 2013 highlights

- U.S.
  - Third consecutive quarter of positive volume growth
  - With the launch of Phase 4, ~80% of Food Lion stores are repositioned
  - Profitability supported by cost savings
- Belgium
  - Market share gains supported by success of remodelings
  - Inflation driving revenue growth
  - Profitability supported by sales leverage, cost control and timing of expenses
- SEE
  - Resilient performance despite difficult macro economic conditions
- Announced planned divestitures of Sweetbay, Harveys and Reid´s as well as operations in Montenegro (July)
- SG&A
  - Flat in Q2; down 31 bps in H1
- FCF
  - H1: €321 million FCF (€131 million in 2012)

Financial results – Q2 2013

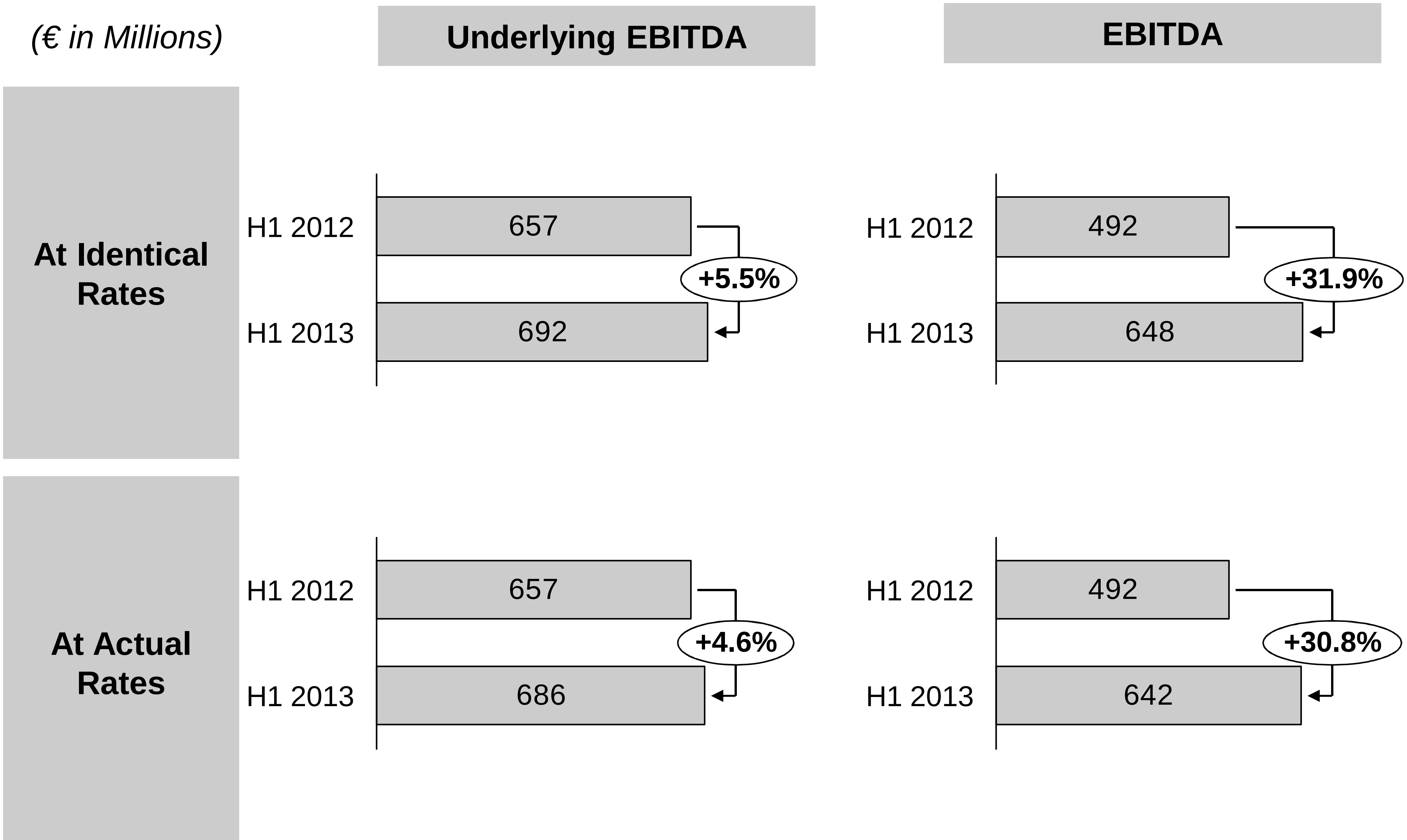
(€ in Millions)	Q2		% Growth	
	2012	**2013**	**Actual Rates**	**Identical Rates**
Revenues	5,267	5,298	0.6%	1.7%
Gross Margin	24.1%	24.3%	14 bps	16 bps
Underlying Operating Profit	182	193	5.8%	7.0%
Underlying Operating Margin	3.5%	3.6%	18 bps	18 bps
Group Share in Net Profit	87	104	20.3%	21.2%
Free Cash Flow	44	66	54.0%	61.0%

Financial results – H1 2013

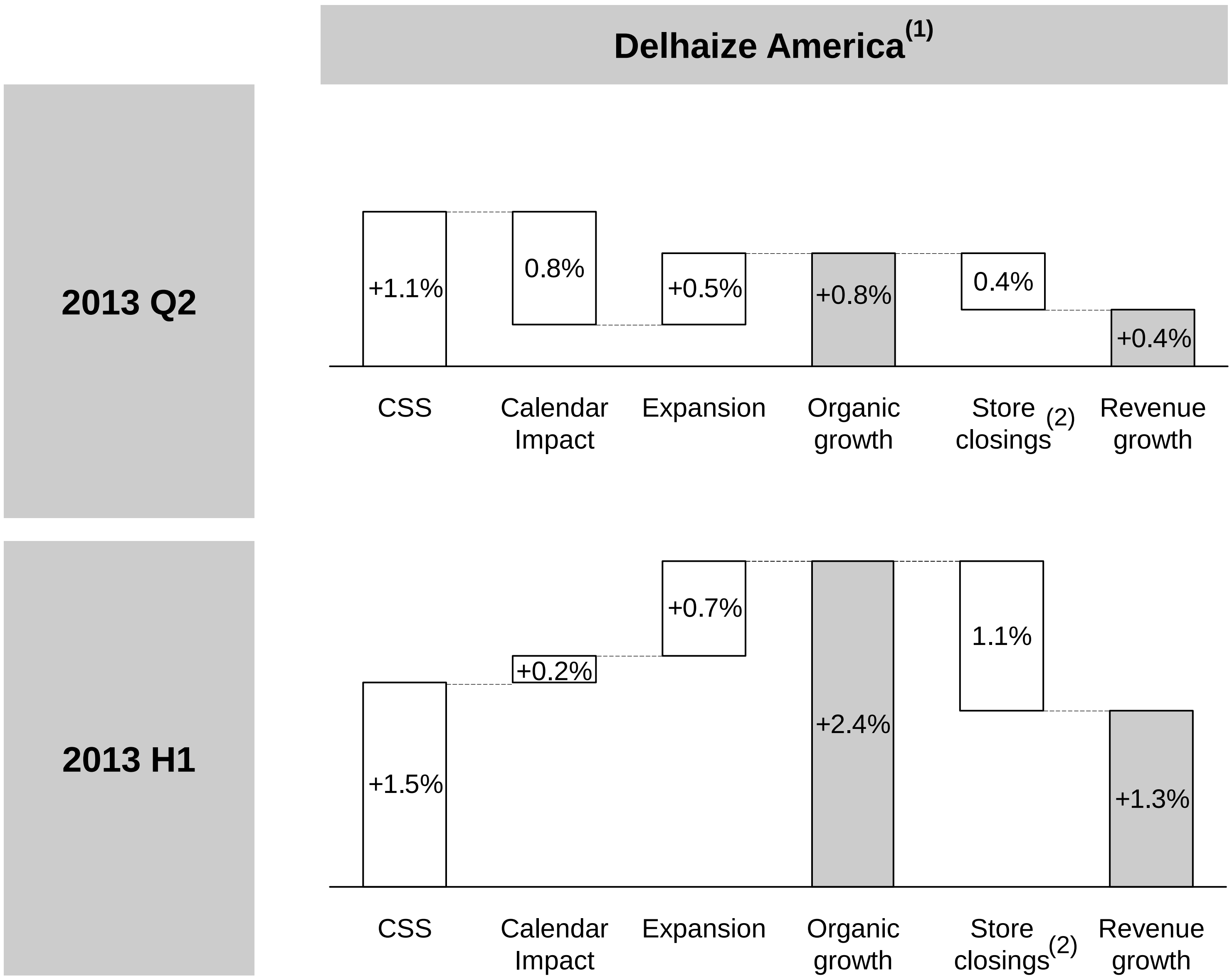
(€ in Millions)	H1		% Growth	
	2012	**2013**	**Actual Rates**	**Identical Rates**
Revenues	10,306	10,451	1.4%	2.3%
Gross Margin	24.3%	24.4%	8 bps	10 bps
Underlying Operating Profit	362	394	8.8%	9.8%
Underlying Operating Margin	3.5%	3.8%	26 bps	26 bps
Group Share in Net Profit	84	165	95.5%	96.8%
Free Cash Flow	131	321	147.2%	149.9%

EBITDA

(€ in Millions)



Delhaize America organic revenue growth and comparable store sales growth



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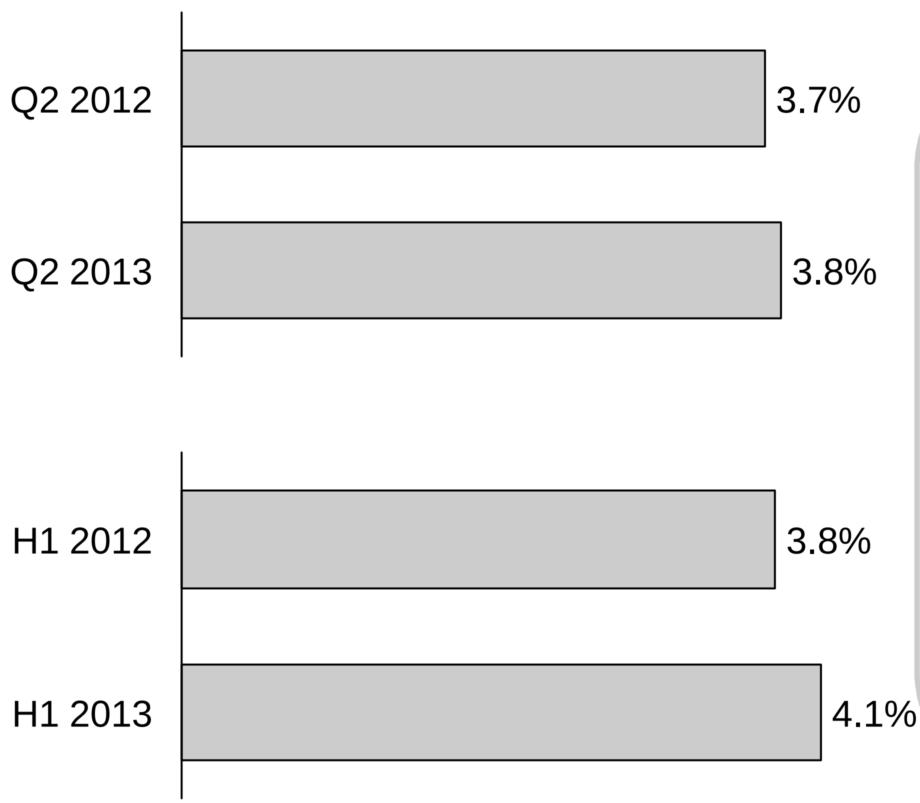
(1) Excluding Sweetbay, Harveys and Reid's
(2) 126 Food Lion stores closed in Q1 2012, 8 Food Lion and 3 Bottom Dollar Food stores closed in Q1 2013

Delhaize America Q2 profitability showed resilience

Delhaize America
Underlying Operating Margin



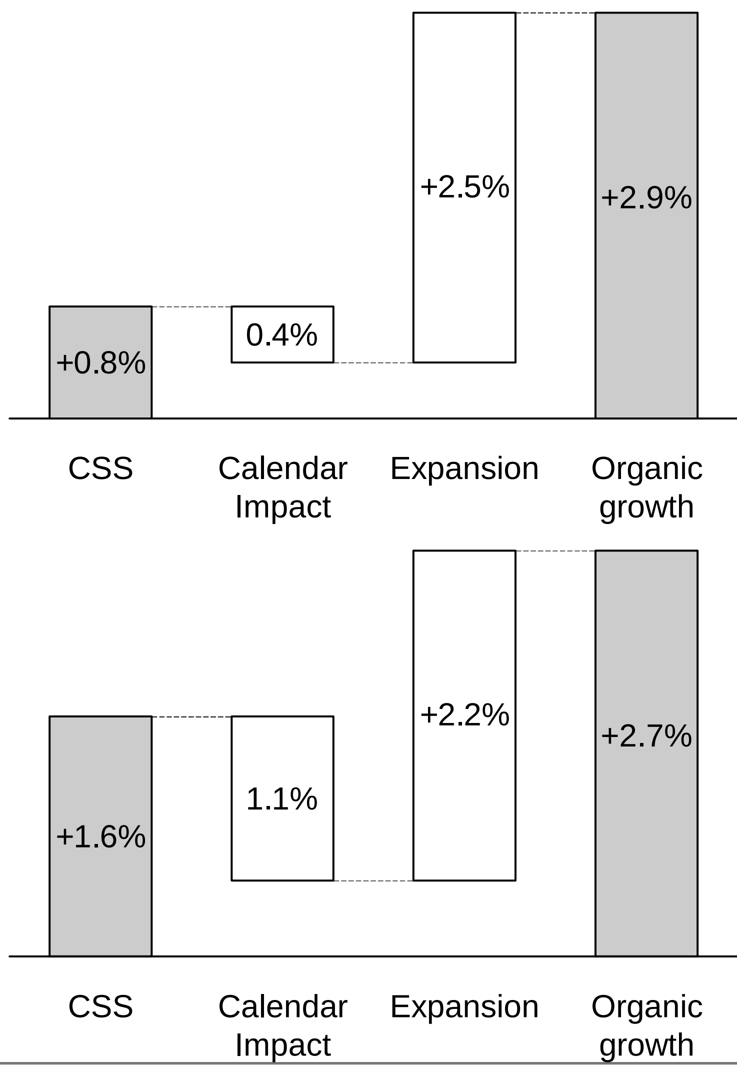
- Q2 margin impacted by:
  - Volume growth
  - Good cost of goods and shrink management
  - Cost savings
  - Price investments of around ~ 70bps
- Remainder of 2013 comparison impacted by:
  - Release of bonus accrual in Q3 2012
  - Food Lion Phase 4 and Phase 5 (to be launched in Q4)
  - Hannaford price investments
  - Bottom Dollar Food store openings

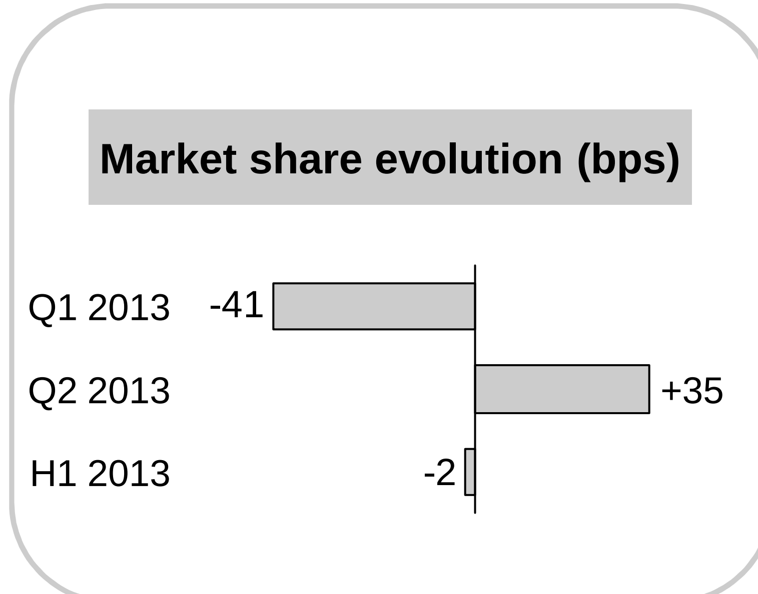
Delhaize Belgium organic revenue growth and comparable store sales growth

Delhaize Belgium

2013 Q2

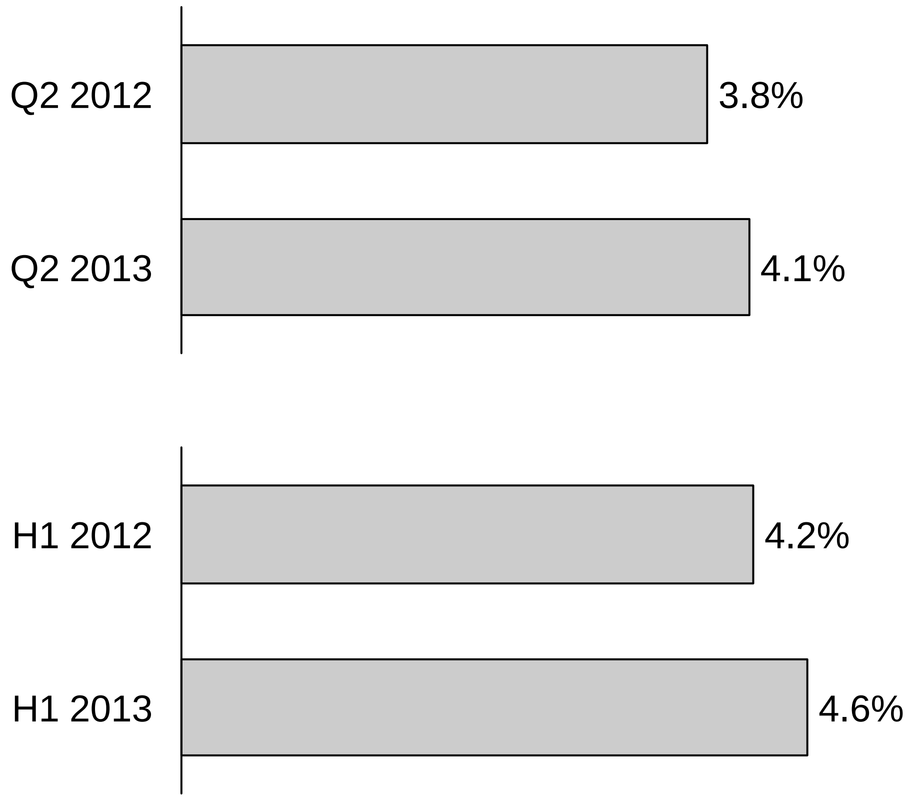
2013 H1





Delhaize Belgium profitability

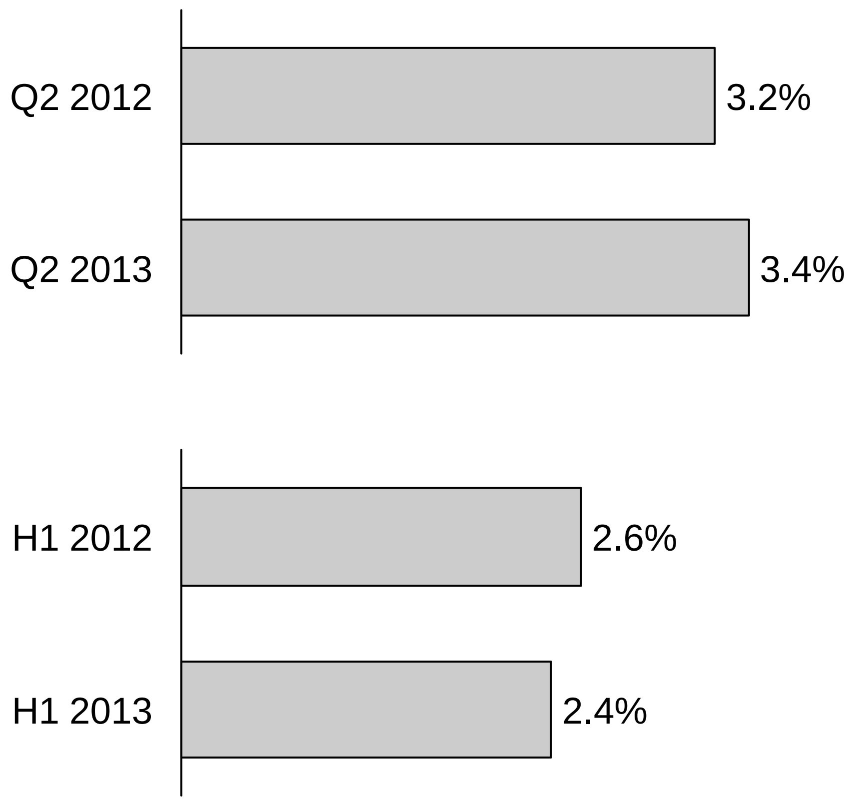
Delhaize Belgium
Underlying Operating Margin



- Q2 margin impacted by:
  - Sales leverage
  - Cost control
  - Timing of SG&A expenses
- H2 impacted by higher advertising and overall SG&A expenses

SEE revenues and profitability

Southeastern Europe
Underlying Operating Margin



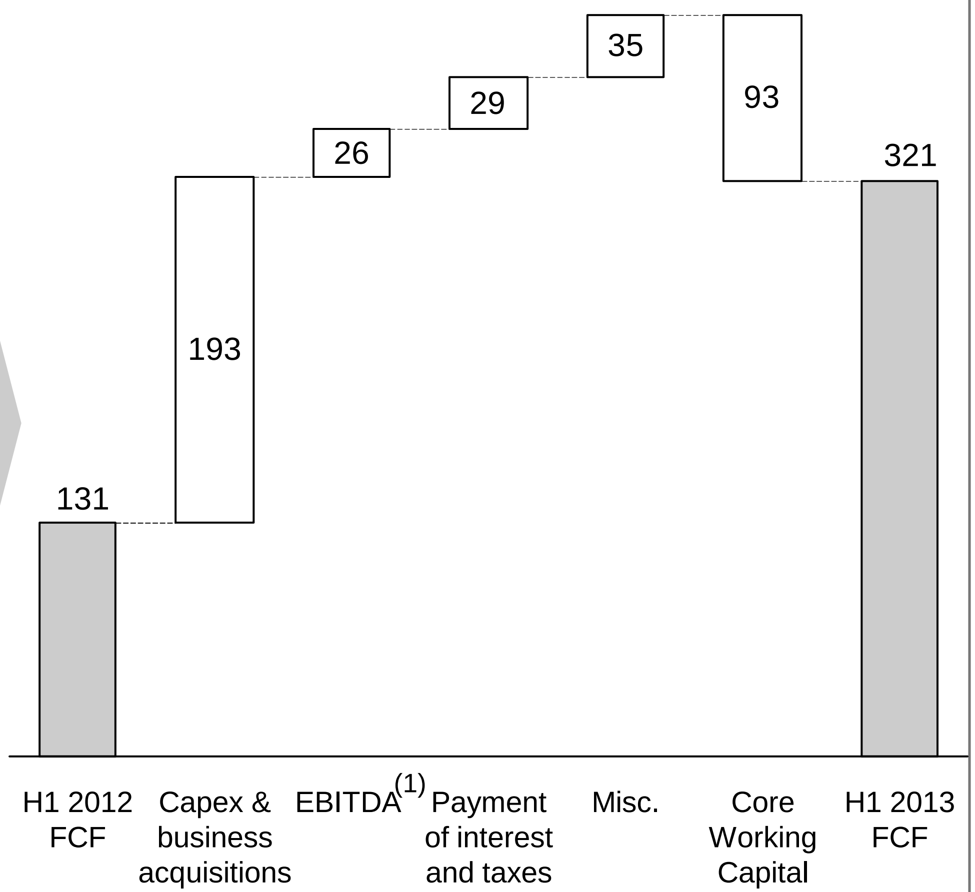
- Revenues
  - Growth of 4.8% at identical rates in Q2
  - Greece – Q2 market share +160 bps
  - Romania – 39 new stores in H1; Q2 revenue growth above 35%
  - Serbia and Bulgaria still under pressure
- Q2 margin impacted by:
  - Higher gross margin and cost control
- H2:
  - Greece – further market share consolidation
  - Romania – store expansion
  - Serbia – improving sales trend and gross margin

Strong Free Cash Flow generation in H1

(€ in Millions)

EBITDA[1]	717
Portfolio optimization and reorganisation cash-out	(45)
Changes in core working capital	(44)
Payment of interest and taxes	(130)
Cash capex	(177)
H1 2013 FCF	321

Free Cash Flow evolution

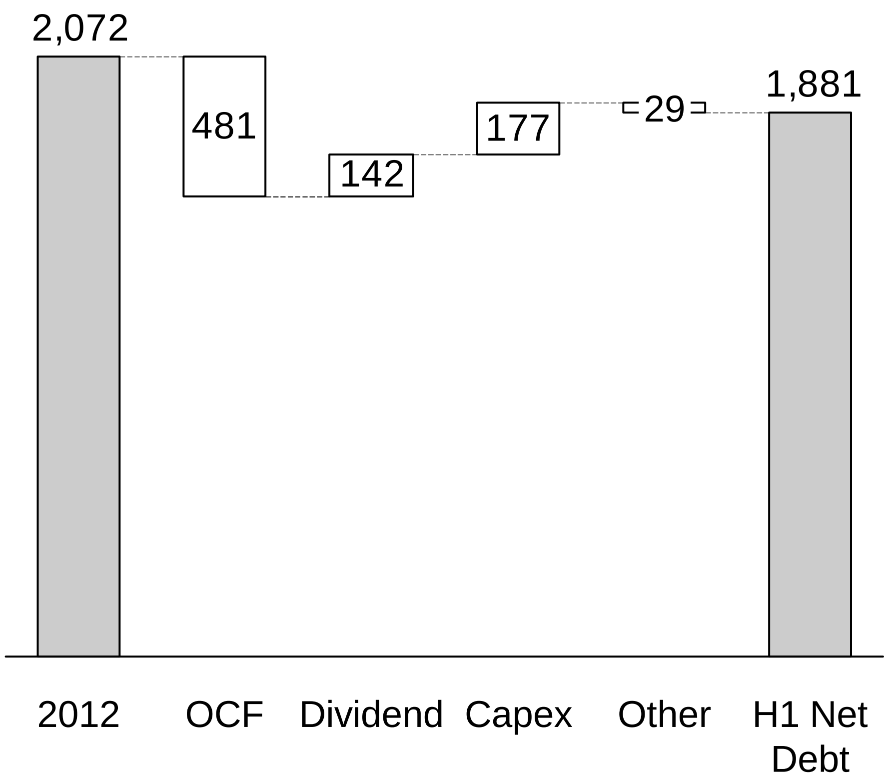


[1] Including €31 million from discontinued operations

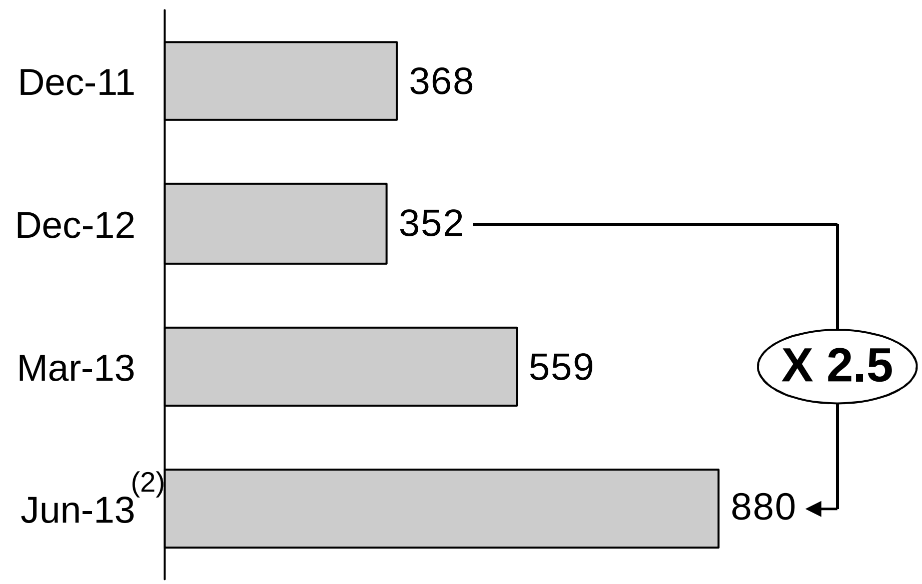
Net debt decreased by €191 million in H1

(€ in Millions)

Sources and uses of cash



Debt capacity[1] (under BBB-/Baa3 constraint)



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(1) Delhaize Group's calculations based on rating agencies methodology
(2) Assuming completion of the Sweetbay, Harveys and Reid's divestiture

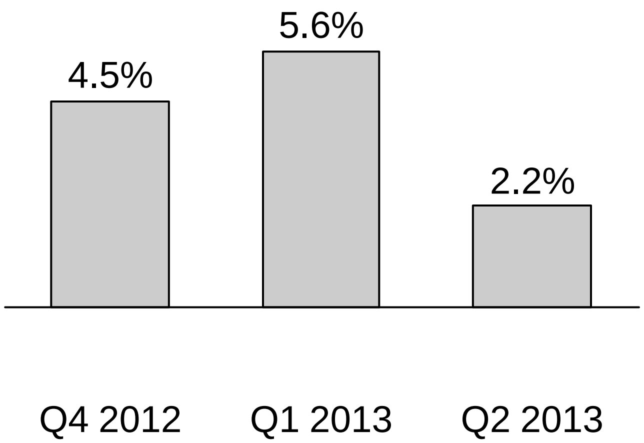
Priorities per segment specified

U.S.	• Accelerate the transformation of Food Lion: focus on implementation of Phases roll-out • Strengthen Hannaford: targeted price investments • Bottom Dollar Food: continue to refine operating model to reach satisfactory ROIC
Belgium	• Reinforce historical strengths (Quality, Health, Assortment) • Differentiate on store experience • Growth of Affiliate network
Southeastern Europe	• Maxi: gross margin improvement through better procurement conditions • Market share gains through target price investments in Greece • Accelerate growth in Romania and Indonesia

Sustained volume growth at Food Lion repositioned stores

Performance in Phase stores[1]

 # Items growth



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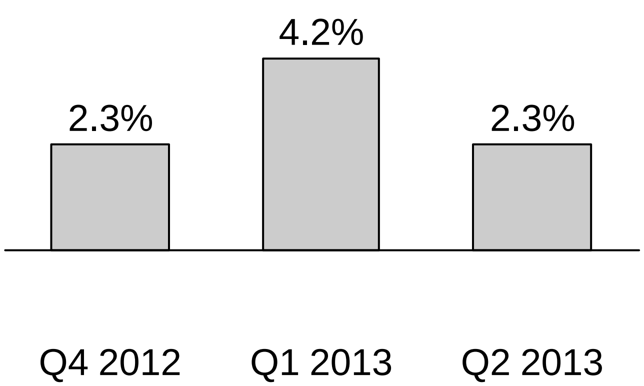

- Good customer response provides us with confidence on the future
- Our team is developing a Unique Selling Proposition shaped around “Easy, Fresh & Affordable”

(1) At the end of Q2 2013, 875 stores were repositioned out of a total of 1,117 Food Lion stores

We do see an opportunity to increase Food Lion comparable store sales through a unique selling proposition

- Approximately 10 items per basket
- 85% of sales done through loyalty card
- 35% of sales done through promotions
- Proportion of fresh products sold below average

Opportunity to increase share of wallet
- by leveraging on
  - customer loyalty
  - proximity
  - small store format
  - tailored promotions
- by improving
  - variety and quality of assortment
  - fresh products offer
  - shopping experience
  - consistent execution

Delhaize Belgium path to further differentiation

KEY CHALLENGES

- Containing SG&A
- Improving performance of integrated stores
- Increasing market share
- Dealing with increased competitive landscape

ACCOMPLISHMENTS

- +35 bps market share in Q2
- 7 store remodelings in H1, 13 additional in H2
- 5 new Affiliate stores in H1

ACTION STEPS

- Increasing differentiation
- Improved price image (price investments, private labels)
- Improved shopping experience (Assortment, Freshness, Store Remodels)
- E-commerce

Southeastern Europe remains a growth engine

KEY CHALLENGES

- Difficult macro economic conditions in SEE
- Increased competition in Romania
- Establish Delhaize Serbia as the undisputable leading Serbian food retailer

ACCOMPLISHMENTS

- Greece – +160 bps market share in Q2 vs last year
- Maxi – divestments of operations in Montenegro and Albania
- Romania – opened 39 stores in H1

ACTION STEPS

- Greece – price investments
- Serbia – gross margin improvements through supplier negotiations, private brands, new DC
- Serbia – management change
- Romania – accelerate growth

We are well on track with our agenda

Revenue	• Strengthening our brands • Targeted price investments • Accelerate organic growth in selected markets	• Food Lion repositioning ~80% completed • Implemented at Hannaford in Q2 • 63 stores opened in SEE in H1; 5 in Indonesia
Free Cash Flow	• Disciplined approach to capital allocation • Target working capital improvements • Achievement of approximately €500 million FCF per annum	• €650 million capex guidance for 2013 • Payables in the U.S. and Belgium • €321 million FCF in H1
Costs	• Continued focus on enhancing efficiency and reducing complexity	• U.S. organizational restructuring • Divestment of non-core assets • Group Corporate costs reduction

2013 Guidance[1]

- Underlying operating profit of at least €755 million
  - This reflects the fact that Sweetbay, Harveys and Reid´s have moved into discontinued operations
  - This translates into guidance of an underlying operating profit of at least €780 million compared to approximately €775 million based on the previous scope
- Flat SG&A as percentage of revenues
- Reduction in net finance costs to approximately €200 million (after planned divestiture of Sweetbay, Harveys and Reid's)
- Target capex of approximately €650 million, including approximately €470 million in H2; 200 store openings
- Expected Free Cash Flow of approximately €500 million in 2013

[1] 2013 guidance is given at identical exchange rates (€1 = $1.2848)