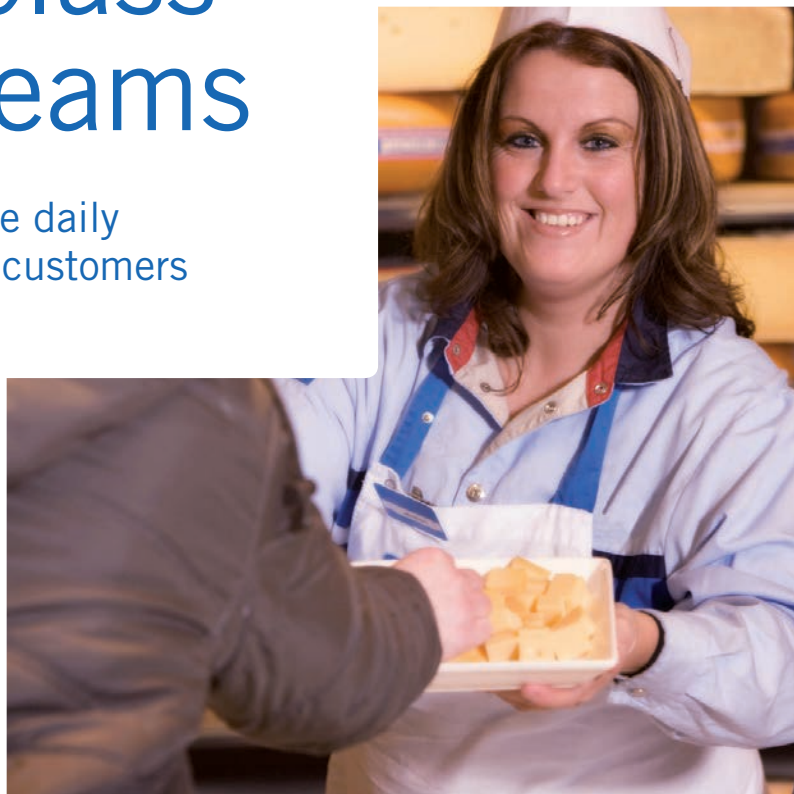




# Leading world-class retail teams

Playing a role in the daily  
lives of millions of customers



## Who we are

Ahold is a successful international retailing group with powerful consumer brands in Europe and the United States. The foundation of our company is selling great food – this is what we are known for and is our core business. We provide customers with great value and a convenient and innovative shopping experience with a wide range of products and healthy choices. We love being in the retail business – and it shows in everything we do.

Ahold's beginnings go back to 1887, when Albert Heijn took over his father's small grocery store in Oostzaan in the Netherlands. Albert Heijn is the leading food retailer in the Netherlands and one of the country's best-known brands. The parent company, Ahold, operates the brands Albert Heijn, albert.nl, Etos and Gall & Gall in the Netherlands; Albert and Hypernova in the Czech Republic and Slovakia; and Giant Carlisle, Giant Landover, Martin's, Peapod, and Stop & Shop in the United States. We also have two joint ventures: ICA, which operates retail brands in Sweden, Norway and the Baltic States, and JMR, which operates Pingo Doce in Portugal. Many of our brands have a long history and all have strong ties in their local markets - together they represent more than 400 years of supermarket experience and employ over 210,000 people.

Ahold operates across two continental platforms – Ahold Europe and Ahold USA. This helps us balance local, continental, and global needs and leverage scale and talent effectively. We have built powerful consumer brands in each of our markets and continue to find new ways to increase existing customer loyalty, win new customers, and grow sales. We are looking at opportunities to grow our operations in our existing markets and new ones and working to expand our non-food offering, online businesses and other services.

Our business is about people – not just the millions of customers who shop in our stores every day, but also our suppliers, shareholders, the communities we serve, and our employees, who are the foundation of our business. Our success depends on them. Their passion and commitment are crucial to providing a great shopping experience to our stores every day. Ahold is a company that people are proud to work for and we offer opportunities for our employees to lead at the forefront of the retail industry.



### \* OUR STRATEGIC PILLARS FOR GROWTH:

- Increase customer loyalty
  - Broaden our offering
  - Expand geographic reach
- } Creating growth
- Simplicity
  - Responsible retailing
  - People performance
- } Enabling growth



simply great  
FOOD



**\* AHOLD FACTS**  
2,970 stores,  
213,000 employees,  
€ 29.5 billion net sales  
See [www.ahold.com](http://www.ahold.com)  
for the latest key facts.



## Looking for a perfect match

Marten Booisma  
Chief Human Resource Officer  
Ahold

Our company has numerous great leaders - at different levels and in different positions. However, the talent we currently have

within our company will not be sufficient to support our growth plans. We need to continually bring in new leaders from other companies and industries to create a diverse mix of people with different experiences and knowledge. It is my strong belief that this will lead to the best results.

The leaders we bring into our company must have an outstanding reputation and have performed exceptionally well in their former assignments. Their CVs must include relevant international experience and bring new skills and change-management abilities. As highly qualified professionals, they will contribute to our organization and make us a better company.

People choose to work for us because of the job satisfaction and challenges we offer. Our people are retailers at heart. They are self-starters, confident, and results-oriented. We grant them responsibilities and empower them to lead and take initiative. We expect them to focus on making their people and their teams successful. We see this as the most important task of a leader at Ahold.

Our industry is rapidly changing - it never stops. We need to be able to anticipate what customers want at all times. By knowing exactly what skills we will need to make this happen, and by attracting the right people, who fit the company and are truly enthusiastic to work with us, we make our company better every day.

## Growing one step at a time

Milan Strieženec  
VP Supply Chain Albert Czech Republic

Everything we have done and are doing is driven by our ambition to grow and improve the shopping experience for our customers. We must move forward every day!

Our company in the Czech Republic has undergone many important changes in recent years. We have been working to reduce costs, increase sales, downsize our large hypermarkets and close underperforming stores. So far, we have been successful and are ready to re-invest our cash-flow into modernizing our store portfolio, and lowering prices for our customers.

We are winning the hearts of Czech customers with our new strategy. Our everyday commitment to them is: great food, low prices, saving money - both in small supermarkets around the corner and in our hypermarkets. We have been greatly helped by the restructuring of Ahold's European organization. Ahold Europe now handles a number of support functions for the operating companies to allow us to more fully focus on our core activities: the operations and the service we provide to our customers.

One thing that I've learned is that little things count. Our success in winning the hearts of our customers is being built on a series of small steps and achievements. I think if we can do it in the Czech Republic, we can do it in many other markets in Europe and the rest of the world - an honorable job indeed!



### \* AHOLD FACTS

Our medium-term financial targets are to **achieve sustainable net sales growth of 5%**, mainly from identical sales growth, and **a sustainable retail operating margin of 5%**, while maintaining an investment grade credit rating.

## Our teams

The teams that lead our business are made of people whose strategic, operational and interpersonal leadership capabilities complement each other. We expect team members to have the confidence and humility to recognize each others' talents and diverse perspectives – and let these qualities shine. We ensure the right fit between you and your team.

Our teams share a common vision and common goals, but we have clear expectations for each team member and role. We expect managers to take personal responsibility, while also sharing accountability for the effectiveness of their teams. We see leadership as a team activity. We give you, as a member of the management team, the opportunity and responsibility to collectively shape the future of Ahold.

Our teams have a significant impact on Ahold's business culture. We expect our managers to exemplify our values. We embrace diversity of background, thought and experience at every level within the organization. We expect managers to be open-minded to different points of view and to coach and develop each other to perform successfully.

### \* AHOLD FACTS

We share five common values across all our businesses, defining who we are, what's important to us, and how we do things:

- Putting the customer first
- Doing what's right
- Loving what we do
- Making ideas happen
- Getting better every day.

## Proud of what we do

Paula A. Price  
Executive Vice President  
and Chief Finance  
Officer Ahold USA



When I first joined Ahold USA, many of my colleagues said to me: "You'll never be bored working here!" And they were right: there's no shortage of things to do because we're always working to do what we do better, every day.

At Ahold USA, we operate four divisions under our Stop & Shop and Giant banners, and our internet grocer Peapod. Between them, we have well-established brands and a combined history of 280 years of grocery experience - something that resonates within our local communities. While we honor our history, we are also focused on building a culture that will sustain us well into the future. We're doing the right things internally - engaging our associates every step of the journey - so that we can do the right things externally, for our customers and communities.

We succeed by keeping our main focus on our customers – offering them the best combination of quality, selection and value every day. To make this possible, we encourage innovative ideas, diverse perspectives, and new approaches. We're all different, but we all want the same thing: to win! And to do it in a responsible way that makes us all proud.

From our divisions, to the functions that support them, down to each individual store - we all take pride in what we do. We're proud of the opportunities we provide. We're proud of being a responsible retailer. We work hard because we believe in what we do and to build on the legacy of our brands. And I'm proud to be a part of it!



## Doing the right thing

Mark J. McGowan  
President Stop & Shop  
New England Division

Stop & Shop has a long tradition of investing in our customers, our associates, and the communities

we serve. That has been the essence of our concept for nearly 100 years.

We have quality products, at a good value, in an attractive, inviting atmosphere. With our unique offerings and the latest technologies we make shopping nice and easy. Our customers see us working hard every day to make a difference in their lives and in their communities. They know they can count on us, in good times and in bad.

That's exactly why I think investing in our associates is critical to our success. We seek the best talent in the marketplace. Many of our associates work with us for 15, 20, 25 or more years, and that's because we invest in people development and take care of each other. We provide new opportunities within the company and take the time to bring out the best in our people.

One thing I've learned from mentors through my 20 years with Stop & Shop is that taking the time has tremendous impact. It's the right thing to do: paying attention one-on-one, taking an afternoon to help one store team, or addressing hundreds of associates at divisional meetings. This is how we improve our business.

I'm proud of who we are. Stop & Shop is truly the market leader. Doing the right thing keeps us strong.

### \* AHOLD FACTS

Our vision is to offer our customers, employees, suppliers, local communities and shareholders:  
**Better choice. Better value. Better life. Every day.**

## Good neighbors

Cees van Vliet  
General Manager Albert Heijn

True happiness comes from small everyday moments of happiness. That's my conviction, and also that of Albert Heijn. My parents owned two butcher shops and I was born above one of them. At home it was always about the customers, the employees, the products, the shops and the results. If retailing runs in your blood, like it does in mine, then the obvious choice in the Netherlands is to work for Albert Heijn.

In 1887 Albert Heijn, the founder of the company, started his first corner shop. He always put his customers' needs first. At the retirement of the last Albert Heijn to run the company, a statue of a typical customer was unveiled as a tribute. The quote on the statue reflects exactly what we stand for: "lest we forget for whom we work."

We believe that happy customers are the result of engaged employees. That's why we put much effort into training and developing our people. Our aim is to have 80,000 people with passion for their work at Albert Heijn.

Albert Heijn is closely connected with society and wants to be a good neighbor. Our supermarkets help to make neighborhoods viable, clean, and safe. They are meeting points for many people.

The grandson of our founder, Albert Heijn, used to say: "If you focus too much on the success you want to achieve, you may go astray." That's why we want to do better every day and keep on looking ahead. It makes me happy when a customer says, "Everything is alright, the atmosphere is great, and as a customer, I am king."



## Your career

A career at Ahold is an opportunity to play a role in the everyday lives of millions of people. We have senior management positions in retail operations, marketing, supply chain, finance, human resources and information management. But our growth ambitions go beyond our current management capacity. We offer opportunities for successful international careers. You can be the architect of your career at Ahold.

In return, we expect:

- Entrepreneurship and accountability
- A personal commitment to realizing Ahold's vision
- Proven delivery of results
- Experience in an international environment
- A passion for retail and an eye for innovation
- The drive to become better every day

## Your development

We are, or aim to be, number one or two in every market we serve. To stay on top, we need the best from our people. We recognize that any company is only as good as its employees, and that our people are our strongest asset.

Employee development is a key priority for Ahold. We provide training, on-the-job development and inspiration to help you be successful in a demanding and highly competitive market. You will be working on challenging assignments in a stimulating work environment that will push you out of your comfort zone and enrich your capabilities as a manager. You will also have many opportunities for networking with inspiring colleagues across Europe and the United States.

We are proud of our executive development programs – such as the Ahold Leadership Academy – which we operate in partnership with Harvard Business School and Oxford University's Saïd Business School- and the Ahold Retail Academy – run in partnership with Cornell University. We offer high quality learning opportunities to develop specific expertise, maximize effectiveness and enhance managerial and leadership capabilities.

### \* AHOLD FACTS

Acting responsibly is central to our business. We play a day-to-day role in the lives of millions of people. Our corporate responsibility strategy focuses on issues that are closely related to our business and where we can make a difference, in five main areas: **healthy living, sustainable trade, climate action, community engagement, and our people.**



# Are you interested in joining our senior management?

For more information, please contact  
Ahold Human Resources  
[www.ahold.com/contact/human-resources](http://www.ahold.com/contact/human-resources)



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