



Investor Days

Welcome and Overview
Larry Benjamin

Cautionary Notice

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Objective



“We will transform our individual retail banners into powerful consumer brands...”

Ahold Retail Review
November 2006

Agenda

Tonight

- Introductions
- Business overview
- Progress
- U.S. market conditions
- Reception and dinner

Tomorrow

- 6:30 am breakfast
- 7:30 am presentations
- 10:00 am store tour
- 3:15 pm back at hotel

Introductions



Sander van der Laan
President and CEO



Carl Schlicker
President and CEO



Jim Dwyer
EVP Strategy and
Business Development



Rick Herring
CFO, EVP Finance



Don Sussman
EVP Merchandising
and Supply Chain



Robin Michel
EVP General Manager
Giant Landover



Jeff Martin
EVP Merchandising

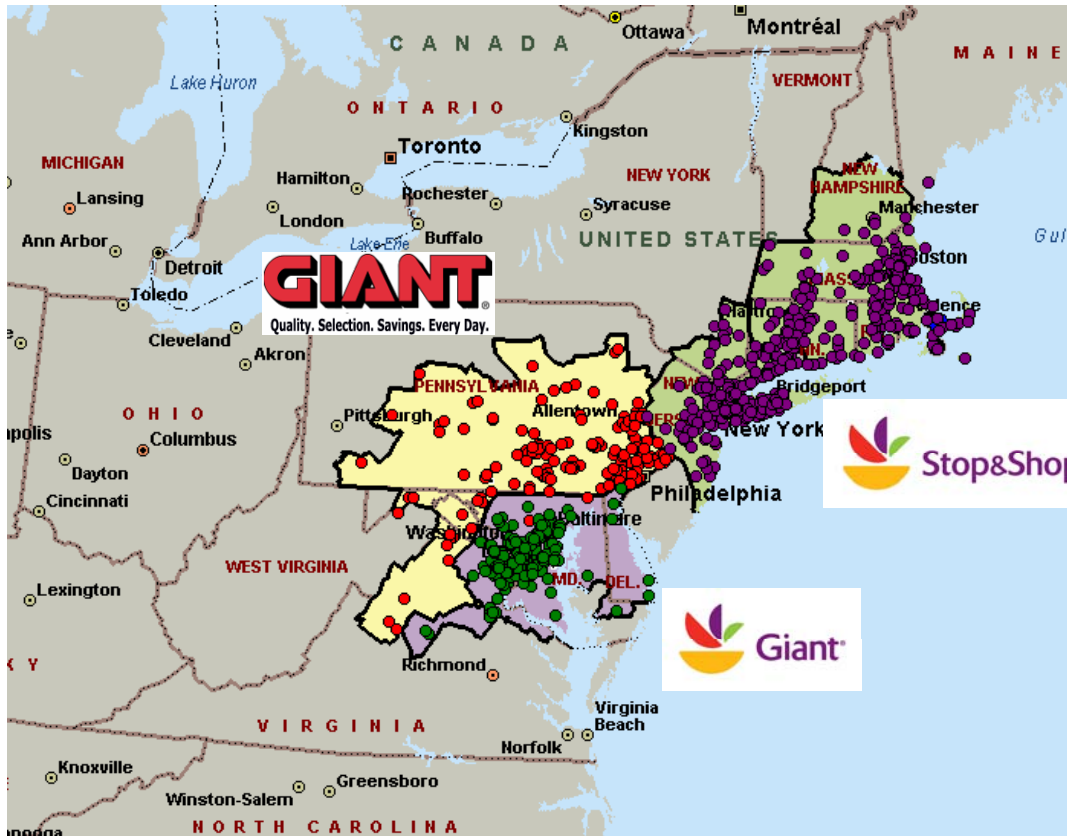


Jim Rojas
CFO, EVP Finance



Business Overview

Ahold U.S. Retail Key Facts



- 704 stores
- 3 brands
- 12 states and D.C.
- 100,000+ employees
- Nearly 12 million transactions per week

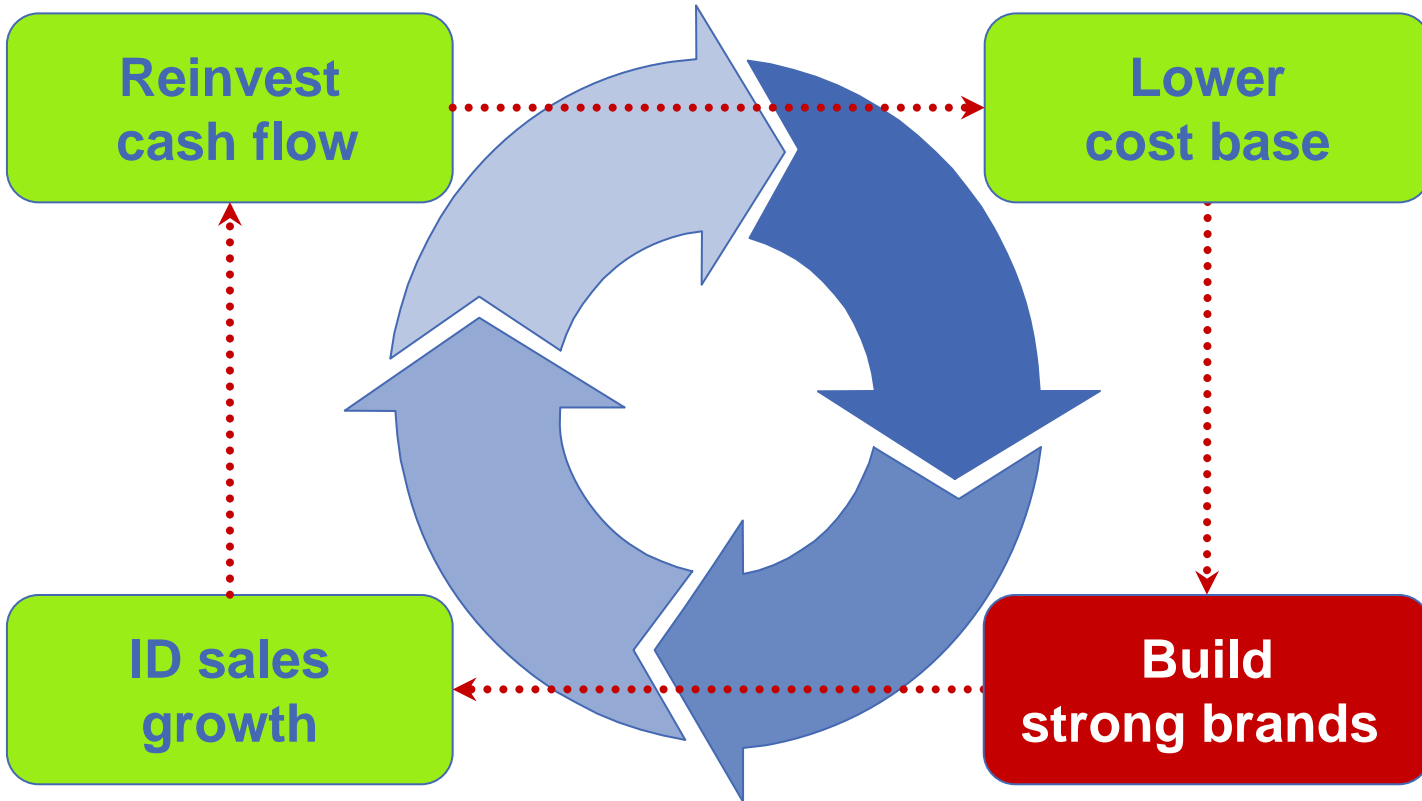
Competitive Position



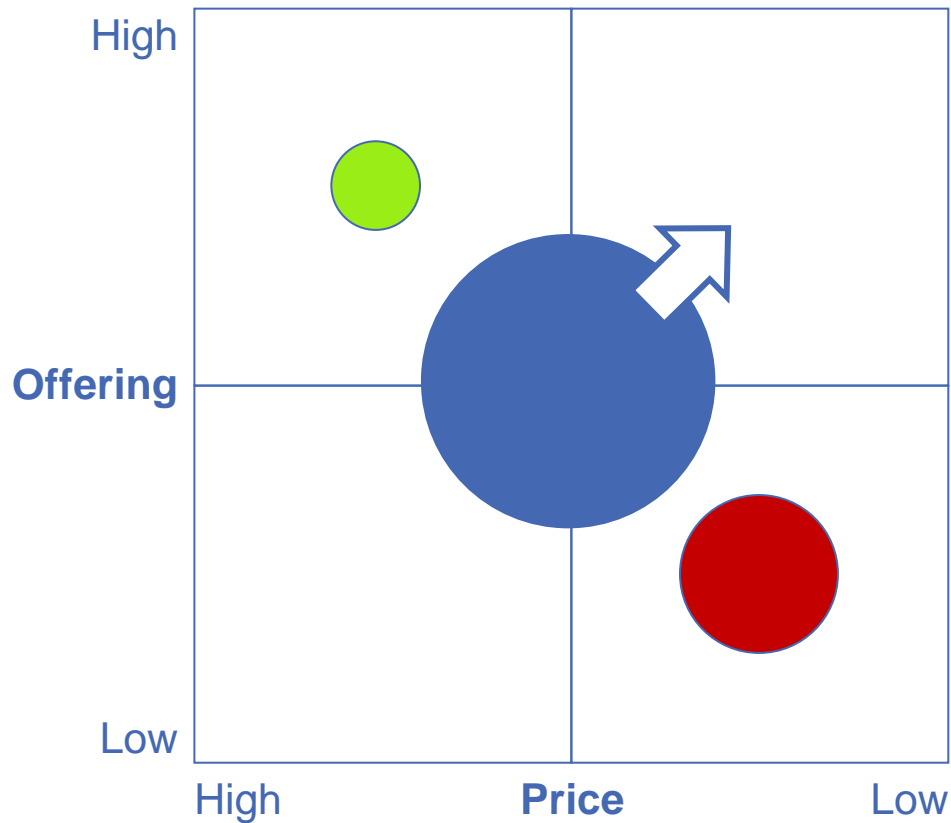
“We will operate as market leaders in local retail food markets ...where we can secure a #1 or #2 position.”

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Ahold Retail Model

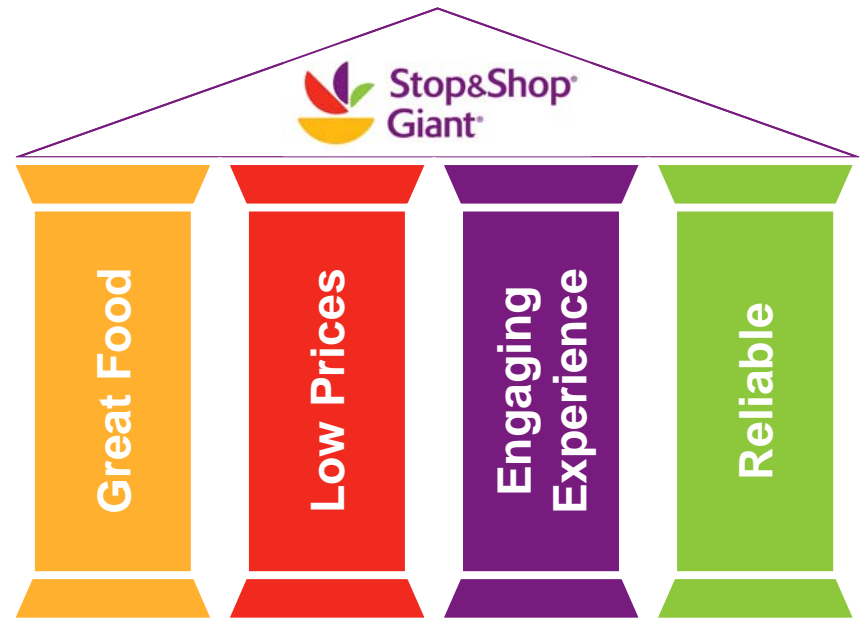
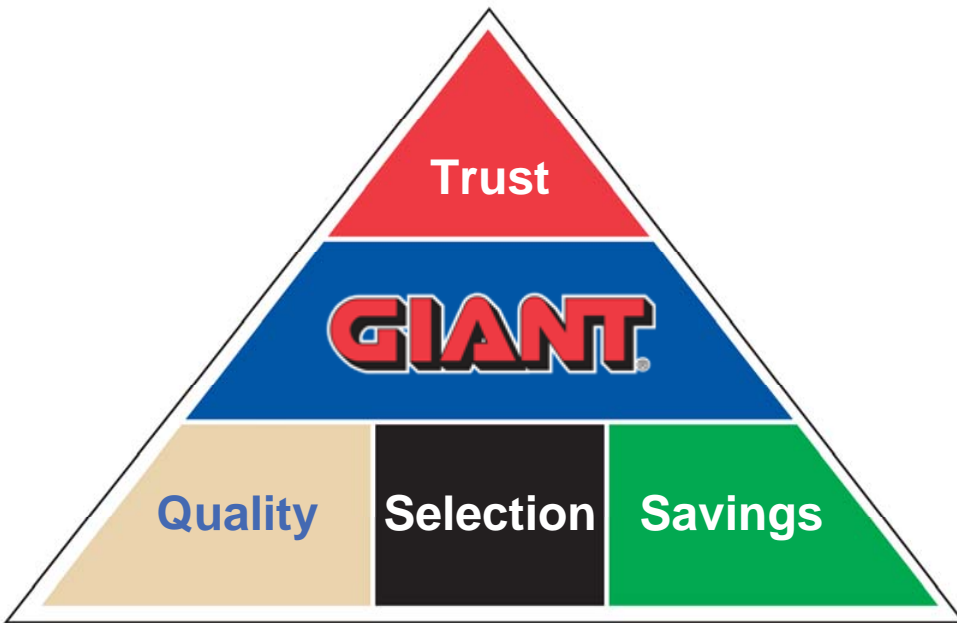


Brand Positioning



- Defend “above”
- Defend “below”
- Beat the “middle”

Brand Pillars



Corporate Responsibility



Healthy living



Climate action



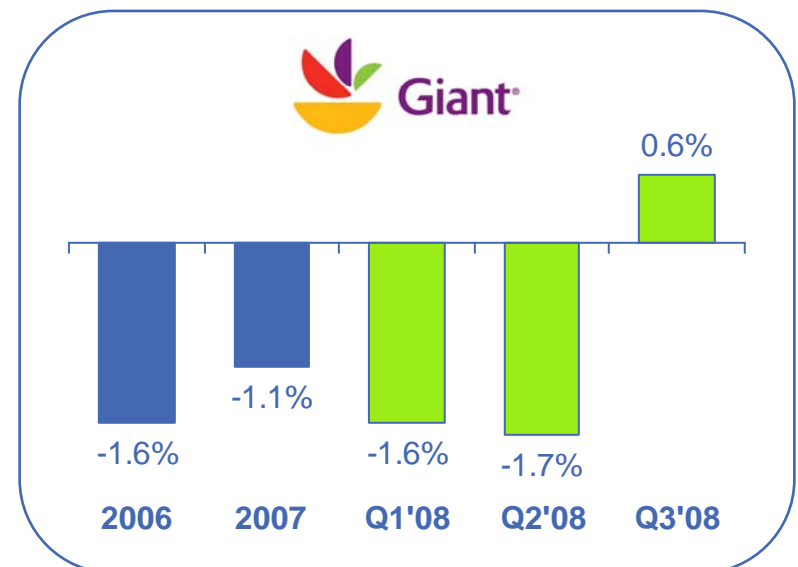
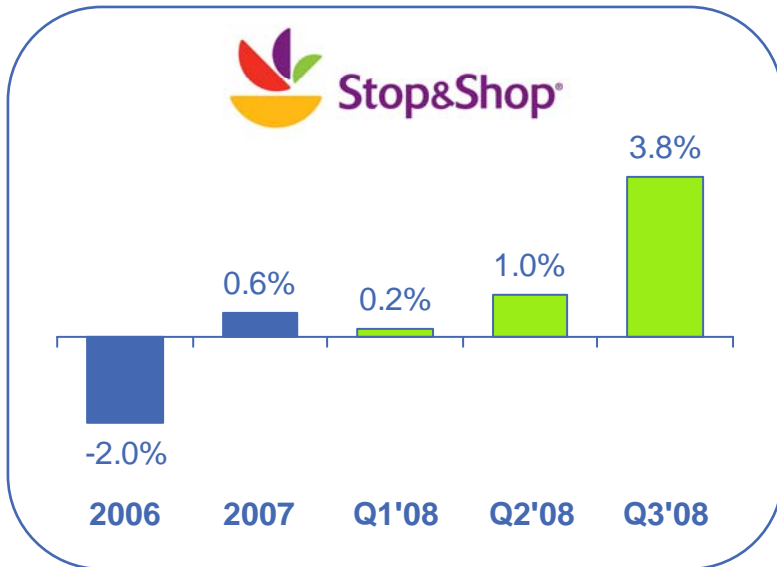
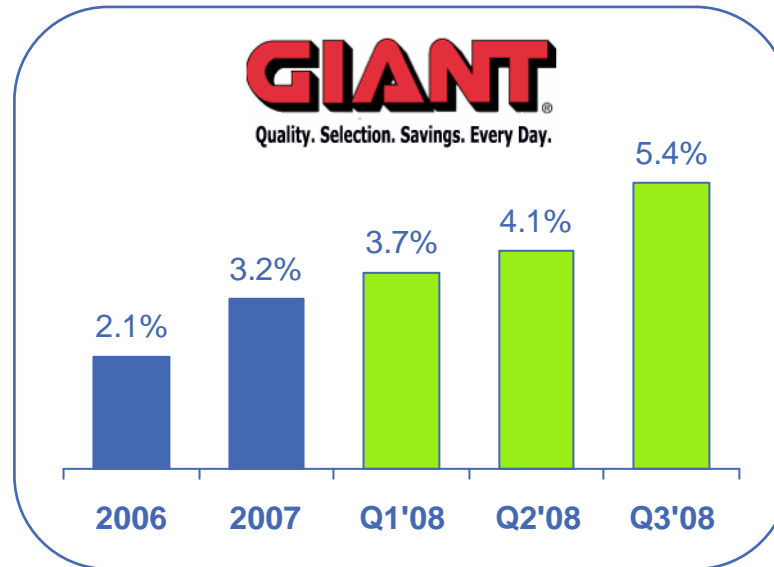
Sustainable trade



Community engagement

Progress

ID Sales Progress



VIP Progress

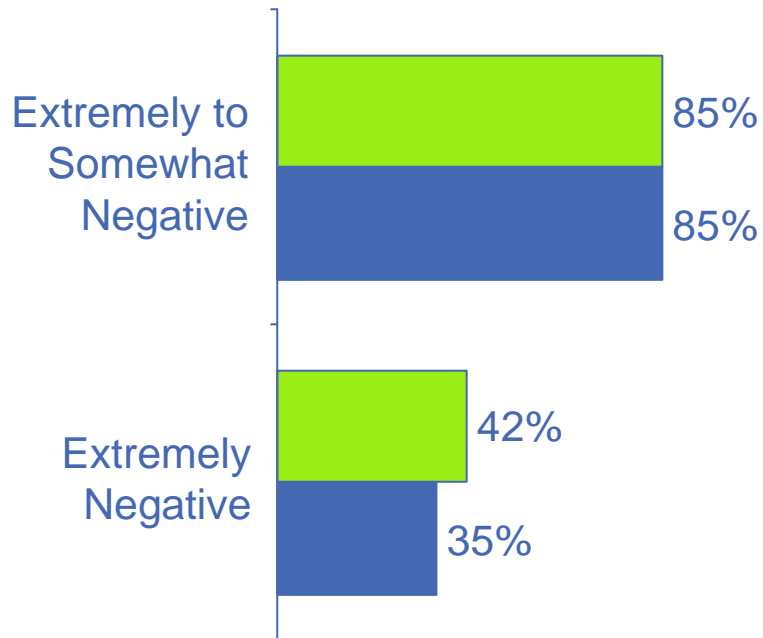
<u>2007</u>	<u>2008</u> <u>YTD</u>	
☑	☑	Improve ID sales
☑	☑	Establish advantaged price position
☑	☑	Improve price perception
☑	☑	Improve ID unit volume trends
☑	☑	Increase ID customer transactions
☑	☑	Reduce costs to help fund price reductions
☑	☑	Launch brand development plan

U.S. Market Conditions

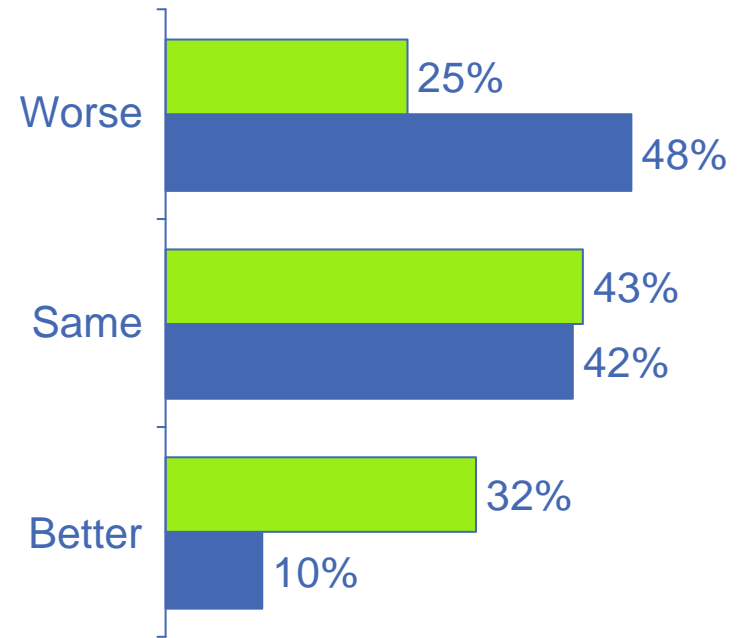
Customer Survey



Perception of Economy Today

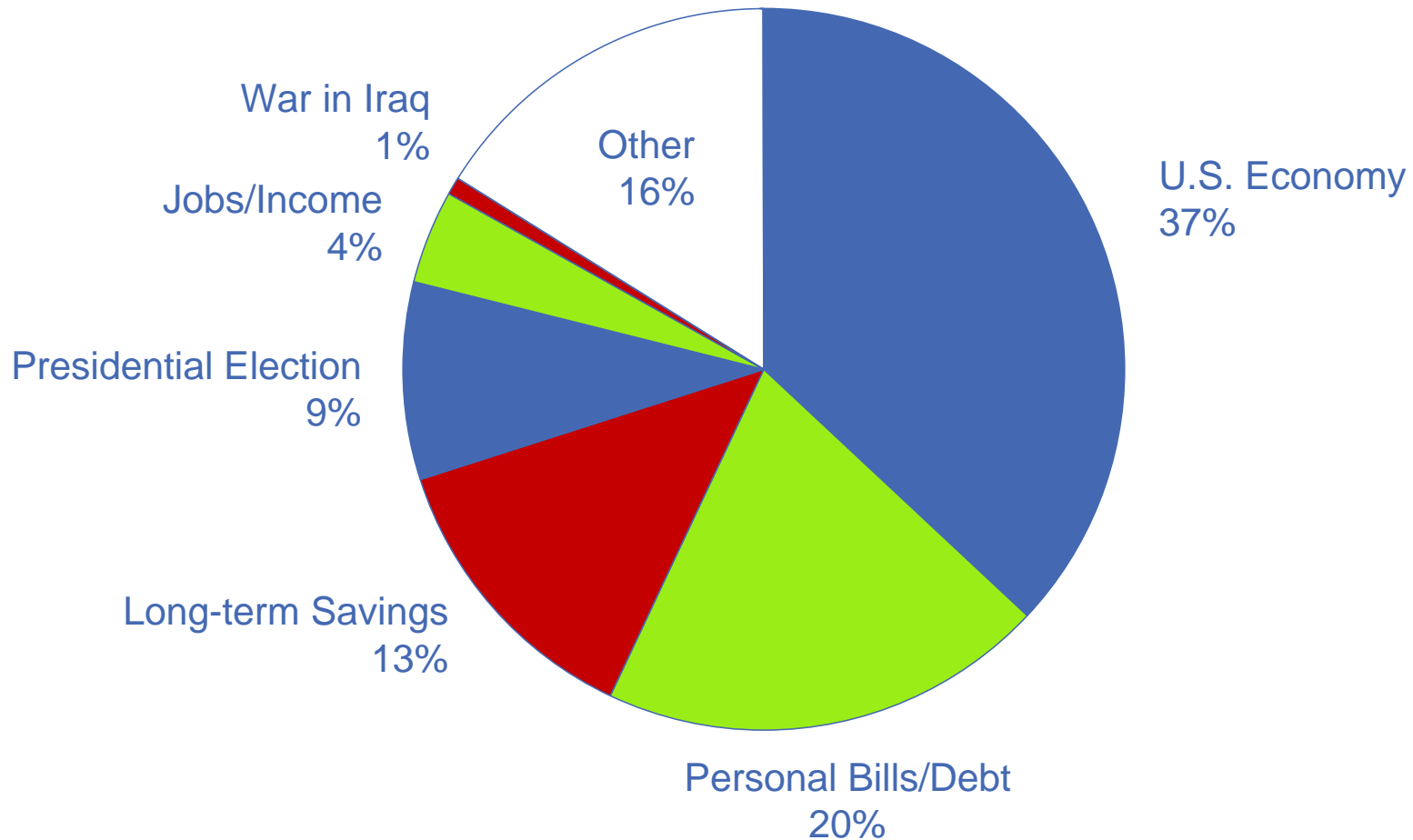


Perception of Economy in Six Months



Customer Survey

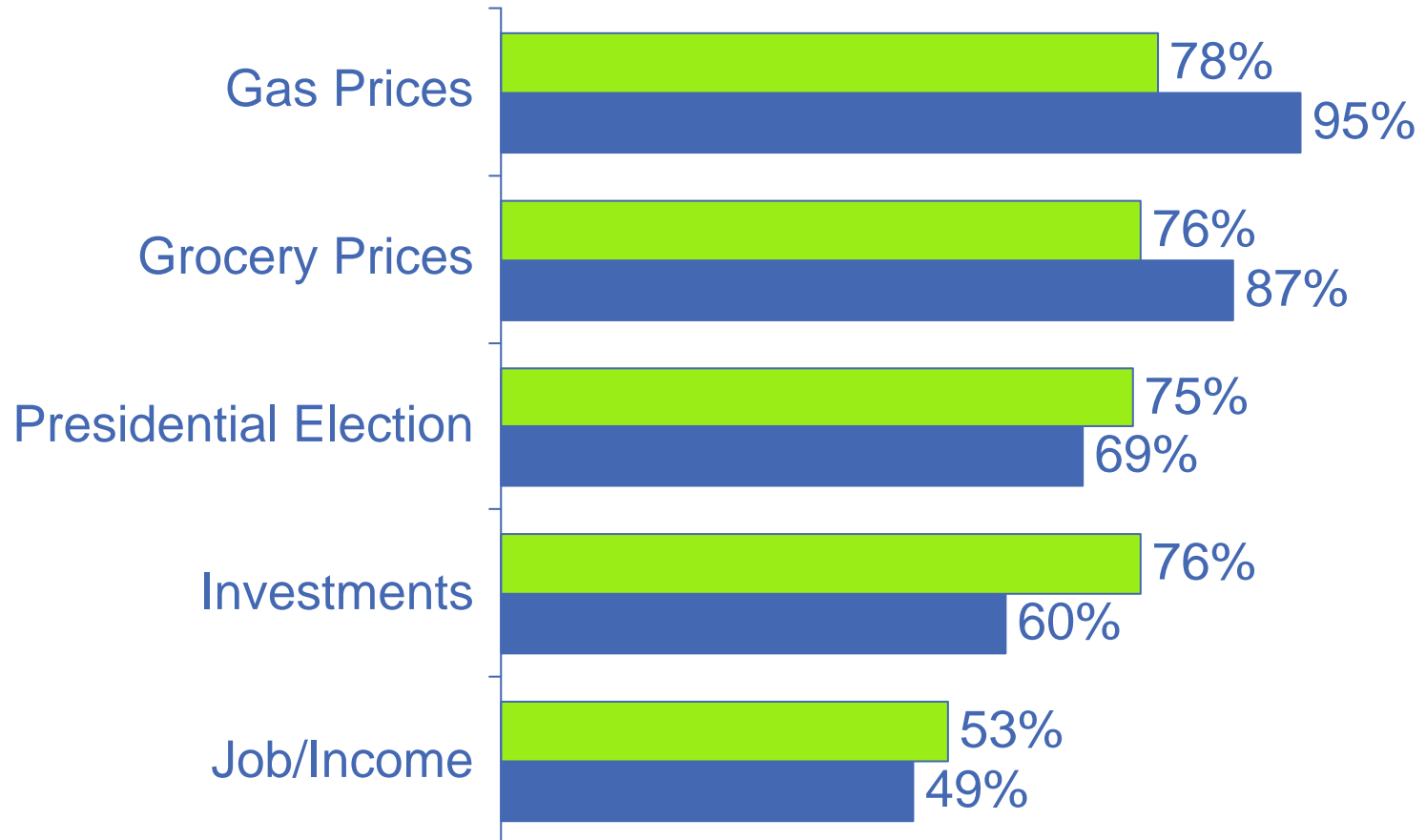
Most Concerning Issue Today



Customer Survey



Extremely to Somewhat Concerned



Summary



“We will transform our individual retail banners into powerful consumer brands...”

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