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Delhaize Group Investor Day

ALFA-BETA

Kostas Macheras, *CEO Alfa-Beta*

Brussels – November 29, 2007

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Summary

- Greek Food Retail Market
- Alfa-Beta Highlights
- Alfa-Beta Strategy

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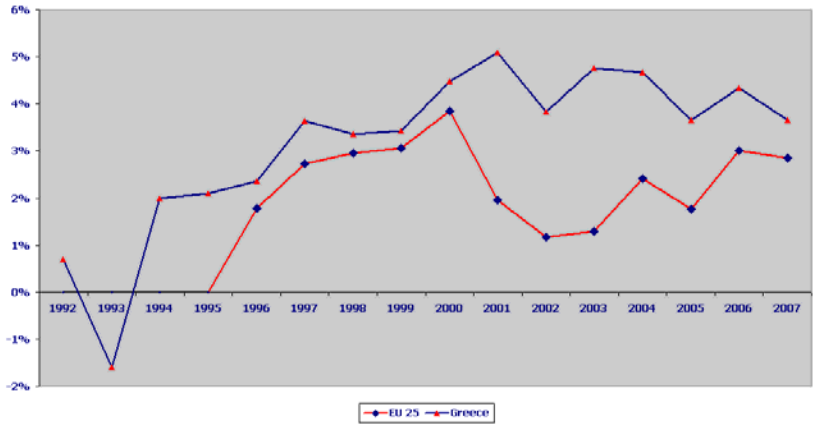
Strong Greek Economy

GDP % Growth Constant Prices



Source: Greek National Statistics

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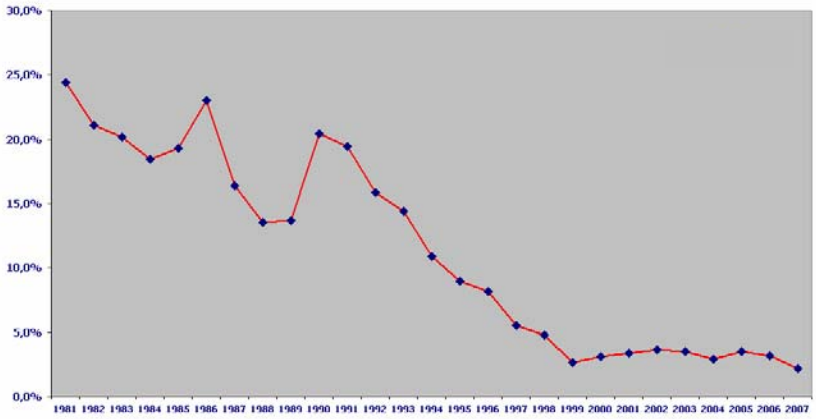
Strong Greek Economy

Consumer Prices Inflation (2005 = 100)



Source: Greek National Statistics

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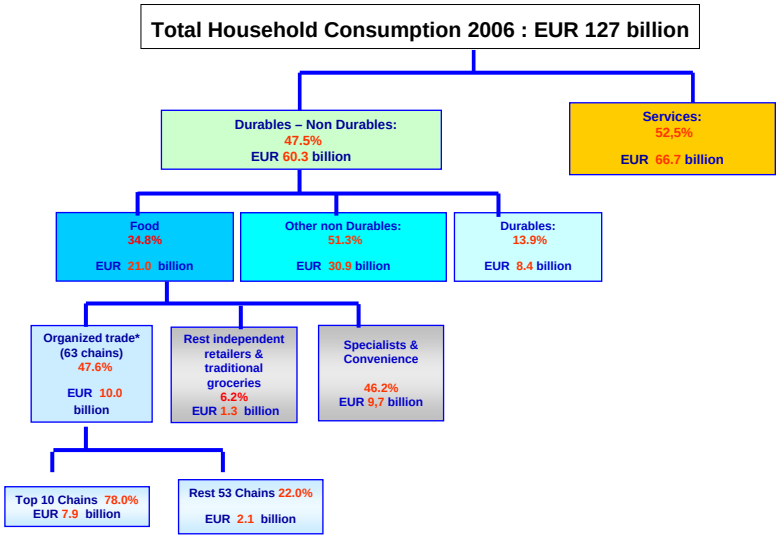
Greek Food Market



Source: Nat.Statistics - AC Nielsen - Financial Statements 2006

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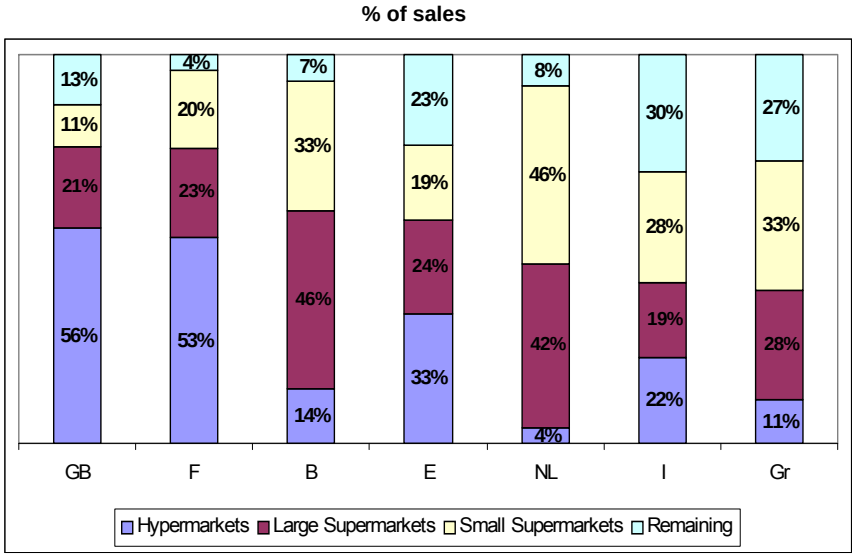
Low Presence of Modern Retailing



Source: AC Nielsen

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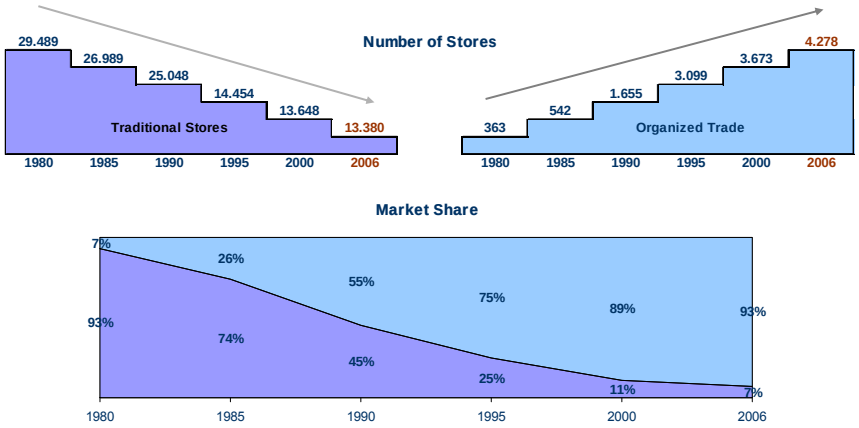
Fast Decline of Traditional Retailing



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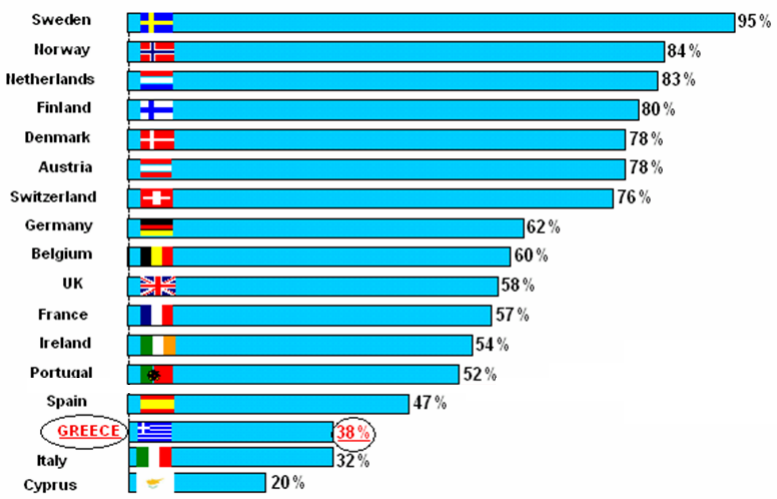
Limited Consolidation Market

Top 3 Organized Trade



Source: AC Nielsen

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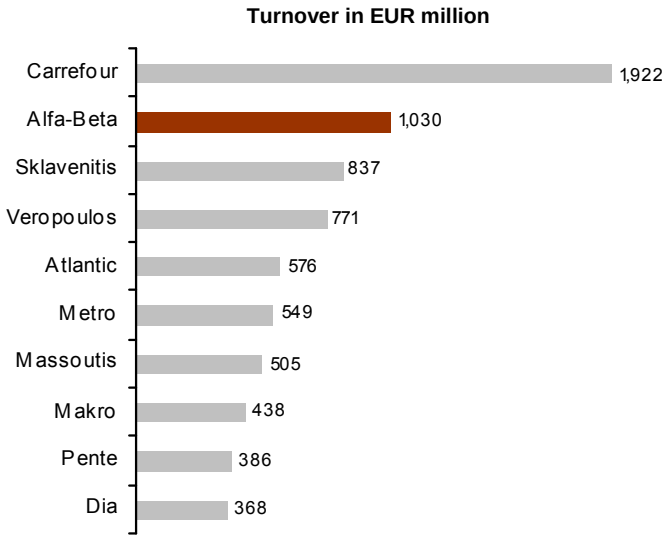
Top 10 Greek Food Retailing



Source: Company reports – Mix of IFRS and Greek GAAP figures. Non-including Lidl.

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Key Figures Alfa-Beta

- 154 stores *
- Turnover: EUR 1,030 million
- Operating margin: 3.2% (2006)
- 7,290 employees *
- 165.070 sq.m. selling area *

* At September 30, 2007

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Milestones Alfa-Beta

1939:	Mr. Gerassimos Vassilopoulos opens his first grocery store in Athens
1970:	Foundation of Alfa-Beta Vassilopoulos S.A. (operating its first store)
1990:	Listing Vassilopoulos on the Athens Stock Exchange (14 supermarkets)
1992:	Delhaize acquires 51% of Alfa-Beta and accelerates growth
1994:	First store outside Attica (Patras, Pelloponesos)
1996:	Opening of new distribution center in Mandra Attikis
1999:	First store in Thessaloniki area
2001:	Alfa-Beta acquires Trofo and becomes second largest food retailer in Greece with 104 stores
2002:	Launch first City store
2002:	First affiliated store
2005:	Delhaize Group increases its shareholding in Alfa-Beta to 61%
2006:	Alfa-Beta crosses threshold of EUR 1 billion revenues

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The Greek Food Specialist

- Market leader in fresh and innovative products
- High variety assortment (16,000 products for an average-sized supermarket)
- Exceptional service and high customers' loyalty
- Strong product quality control system
- Portfolio of store formats adapted to different consumer needs
- Innovative concepts (self-scanning)

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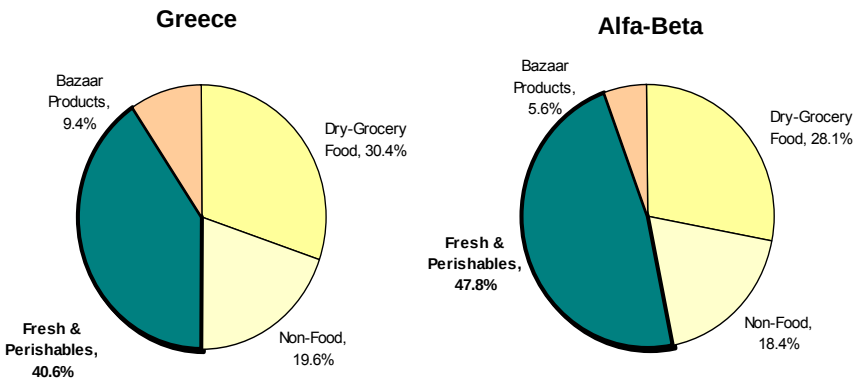
Greek Market Leader in Fresh Food Products

Sales Mix (%) - Year-To-Date 2007



Includes supermarkets>100m²

Source : AC Nielsen

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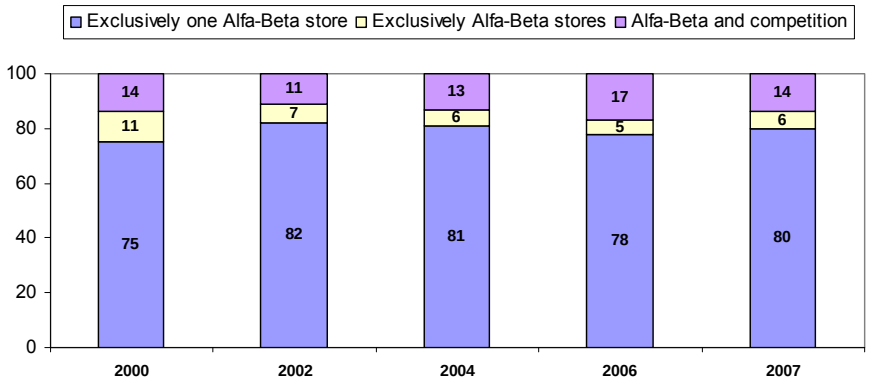
High Customer Loyalty



Source: QED survey (store exit interviews - sample 2,170 Alfa-Beta Customers)

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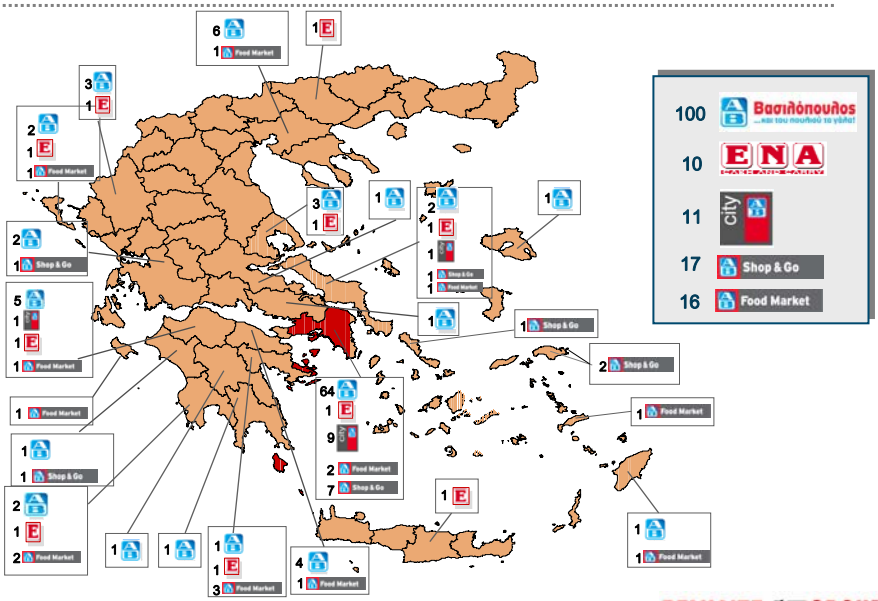
Alfa-Beta Sales Network



At September 30, 2007

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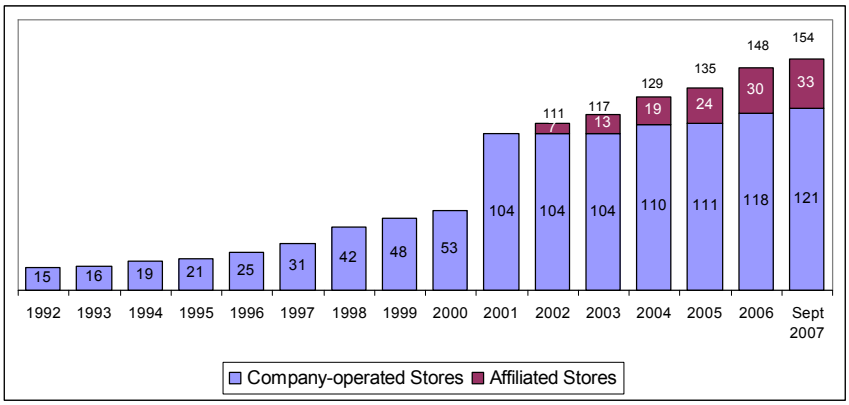
Dynamic Store Network Growth



2001: Acquisition of 45 Trofo stores

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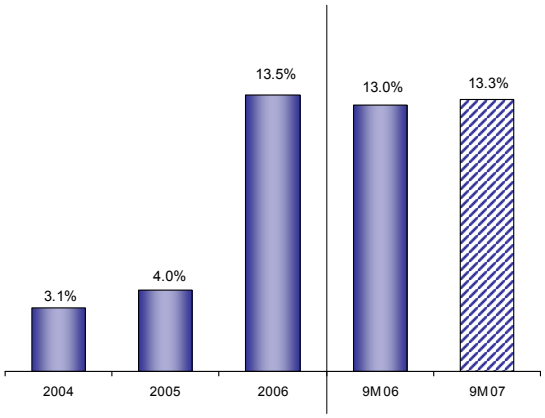
Accelerating Revenue Growth



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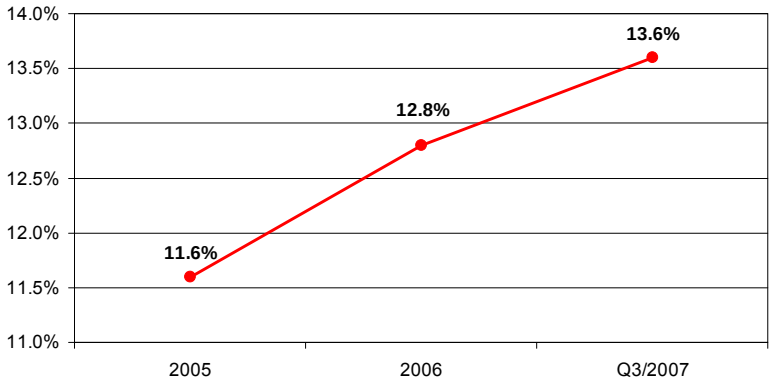
Growing Market Share



Source: AC Nielsen

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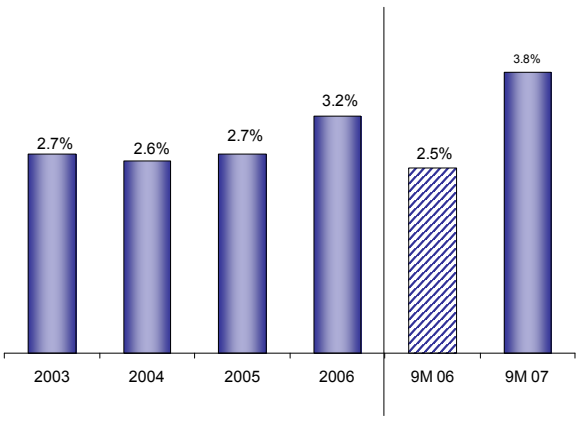
Increasing Operating Margin



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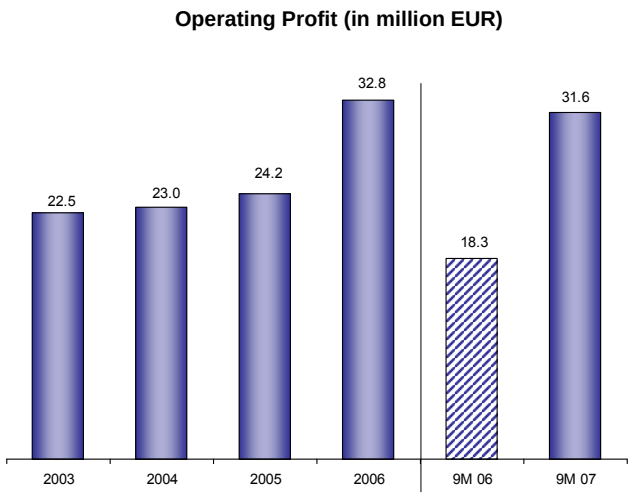
Fast Profit Growth



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Benchmarking Alfa-Beta Performance

Comparison To Top 10 Greek Competitors	Alfa-Beta	Average of Top 10
Turnover Growth in 2006	13.5%	6.9%
Operating margin (2006)	3.2%	1.7%

Source: Company Reports. Mix of IFRS and Greek GAAP figures

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Summary

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Strategic Focus Points

- Dynamic Revenue Growth
  - Optimizing Assortment and Services
  - Competitive Price Policy
  - Dynamic Remodeling Program and Fast Network Expansion
- Executional Excellence to Reinvest in the Growth of the Business and Support Profitability

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Optimization Assortment and Services

- Assortment growth with 2,000 new items in 2007
- Further growth of fruit and vegetables, meat and cheese departments
- Rich variety of exclusive products, reaching 950 items
- Continued enrichment of the organic products variety, reaching 280 items
- Focus on locally sourced products
- Growing offer of prepared meals
- Development of other services (e.g., Visa card)

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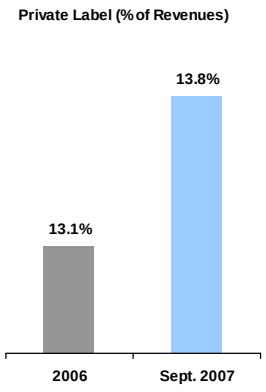
Expansion of Private Label Offering



More than 2,150 private label products

- Alfa-Beta Choice
- Alfa-Beta Close to the Greek Nature
- European Delhaize private brand "365" and "Care"

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Competitive Price Policy

- Price policy that reflects every consumer's choice and priority
- Every Day Competitive Prices: Price adjustment in basic products, in addition to similar pricing adjustments already effected during 2004-2006
- Continuous enrichment of the private label product assortment and increase of their sales
- Continuous expansion of the "365" first price range, the alternative to hard discount products

+

+

=
365

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Multi-format Sales Network Growth

Βασιλόπουλος ...και του πουλιού το γάλα!	Supermarket	Number of Products: 16,000 Surface (m²): 700-3,500
Food Market	Large Affiliated Store	Number of Products: 10,000 Surface (m²): 500-700
Shop & Go	Small Affiliated Store	Number of Products: 6,000 Surface (m²): 200-350
city	Small Urban Store	Number of Products: 4,500 Surface (m²): 380-550
ENA CASH AND CARRY	Cash-and-Carry Store	Number of Products: 8,000 Surface (m²): 1,450-3,550

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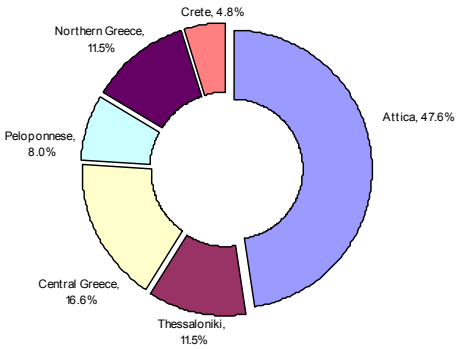
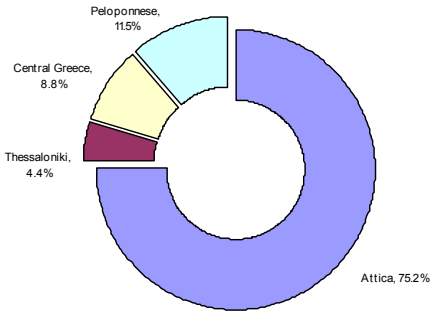
Major Geographical Opportunities Greek Retail Market

Geographical Breakdown Stores

Greece



Alfa-Beta



Source: AC Nielsen

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Dynamic Remodeling Program and Fast Network Expansion

- Annual remodeling of 5 to 6 stores
- Addition of 7 to 8 company-operated stores per year (Alfa-Beta supermarkets, City stores, ENA)
- Addition of 10 affiliated stores per year (Food Market, Shop & Go)

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Executional Excellence

- "Smart Retailing" in stores
  - Enhanced management of shelf replenishment
  - Reduction of inventory and shrink
  - Automated duty schedule at checkouts and increase of productivity
  - Application of "Smart Retailing" project in bake-offs and dairy departments

- Upgrade of Fruit & Vegetables department: redesign and equipment enhancement

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Executional Excellence

- Decrease overhead costs through economics of scale and increasing productivity
- Further improvement of working capital by increasing inventory turns
- Efficient credit policy (optimization of supply chain performance)

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Conclusion

- Leading and Fastest Growing Greek Food Retailer
- Strongest Customer Loyalty and Food Retailer in Greece
- High Growth Potential in Existing stores and through Network Expansion
- Strong Operating Leverage Supporting Profitability

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Annexes

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Geographical Breakdown of Stores

Region	Number of Stores
Attica	82
Peloponissos	29
Central Greece & Evoia	10
Thessalia	4
Epirus	5
Macedonia	8
Aegean Islands	9
Ionian Islands	6
Crete	1
Total	**154**

At September 30, 2007

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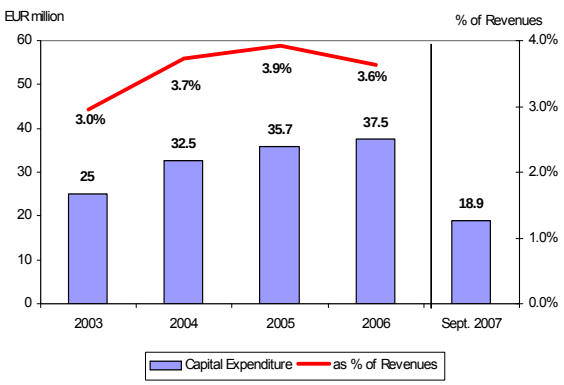
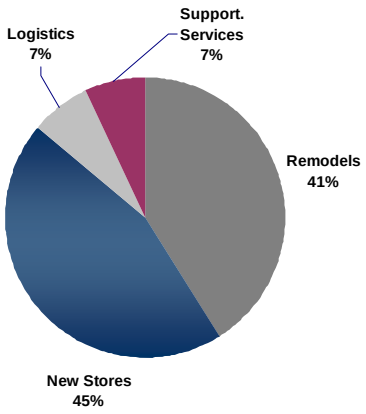
Capital Expenditures



Functional Breakdown



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