1

Delhaize Group Investor Day

Hannaford

Ron Hodge, *President & CEO*

Brussels – November 29, 2007

2

Safe Harbor

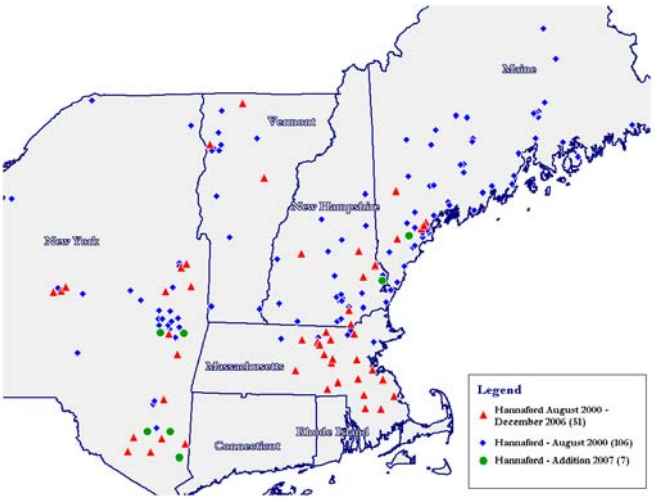
"This presentation includes forward-looking statements that involve risks and uncertainties. Actual results may differ materially from those stated in any forward-looking statements based on a number of factors. Delhaize Group assumes no obligation to update the information contained in this presentation."

Hannaford Strategy Update

- Unsurpassed Produce, Meat, and Deli
- Sales and Service Culture
- Good Prices, Great Value
- *Healthy for Life Made Simple*

DELHAIZE GROUP

Growth in Our Markets



DELHAIZE GROUP

Economic Review

- Inflation – food costs rising
- Energy and operating costs
- Health care cost
- Consumer conditions/housing

DELHAIZE GROUP

Competitive Review

- Stop & Shop EDLP roll-out
- Wal-Mart review
- Hannaford market share growth

DELHAIZE GROUP

Synergies and Efficiencies

- Cross operating company synergies
- Supply chain initiatives
- Computer Assisted Ordering (CAO)

DELHAIZE GROUP

Synergy and Assortment: Private Brand

- Group collaboration defines a powerful portfolio

Smart Option

HOME 360°

DELHAIZE GROUP

Guiding Stars

Simplicity

No stars	Only foods that score above 0 receive stars
★	Good Nutritional Value
★★	Better Nutritional Value
★★★	Best Nutritional Value

Scientific Credibility

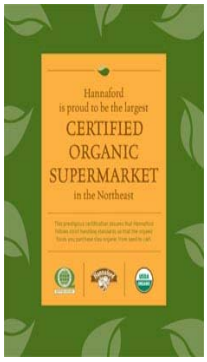
DELHAIZE GROUP

Guiding Stars Results

- 81 percent awareness
- Driving customer behavior
- Distinct loyalty advantage

DELHAIZE GROUP

Healthy Made Simple



- We're in a good position to deliver
- Variety in food choices
- Solutions people trust
- Value

DELHAIZE GROUP

New Concept Store

- Research and development initiative
- Breaks mold -- large store variety in small store, streamlined backroom, new check-out service
- One store, learning relevant to customer needs

DELHAIZE GROUP

Corporate Citizenship

- September announcement: Working to build the world's first LEED Platinum Store.
- LEED Platinum standards from U.S. Green Building Council.
- An opportunity to test new operating efficiency options in energy area and take a leadership role in our home markets.

DELHAIZE GROUP

Sweetbay

- 106 Sweetbay Supermarkets at close of 2007
- Conversion complete
- 8,500 Associates
- Growth market opportunity

DELHAIZE GROUP

Florida Market

Market growing more rapidly than most other regions of U.S.

DELHAIZE GROUP

Sweetbay Today

- Focus on profitability and sustainability
- Differentiated market position
- Strong brand recognition
- Improved business systems -- better opportunity post-conversion to focus on excellence in execution
- Delhaize Group partnerships -- Hannaford and Bloom

DELHAIZE GROUP

Strategy Discussion

- Sales mix reflects strategic direction
- More sales in produce and meat
- Price investments drive sales -- commitment to priced right, great value
- Competitors respond to our prices
- Renewed focus on all elements of strategy and execution.

DELHAIZE GROUP

Non-GAAP Financial Measures

"Certain non-GAAP financial measures are provided throughout this presentation. We do not represent these measures as alternative measures to net earnings, or other measures determined in accordance with IFRS. These measures as reported by Delhaize Group might differ from similarly titled measures by other companies. We believe that these measures are important indicators of our business and are widely used by investors, analysts and other parties. A reconciliation of these measures to IFRS measures can be found on the Delhaize Group website: http://www.delhaizegroup.com."

DELHAIZE GROUP

Thank you

DELHAIZE GROUP