DELHAIZE GROUP

Lehman Conference 2008

Rick Anicetti, CEO Food Lion, LLC

New York – April 29, 2008

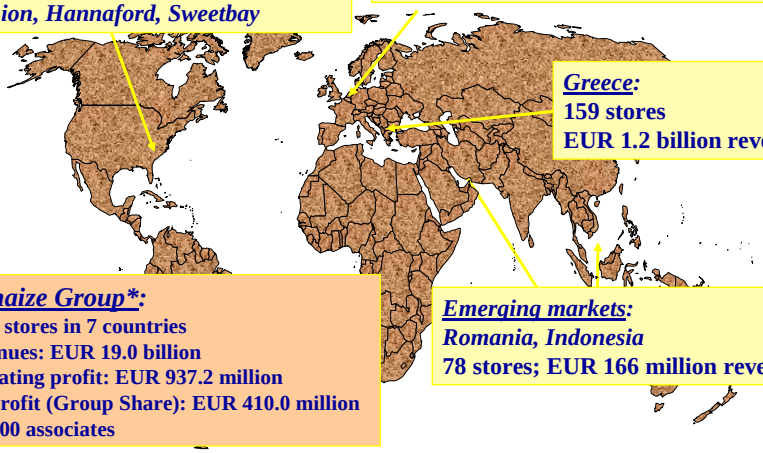
Safe Harbor

"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."

Delhaize Group at a Glance

***United States*:**
1,570 stores; USD 18.2 billion revenues (EUR 13.3 billion)
Food Lion, Hannaford, Sweetbay

***Belgium, Luxembourg, Germany*:**
738 stores; EUR 4.4 billion revenues



***Greece*:**
159 stores
EUR 1.2 billion revenues

***Delhaize Group**:**
2,545 stores in 7 countries
Revenues: EUR 19.0 billion
Operating profit: EUR 937.2 million
Net profit (Group Share): EUR 410.0 million
138,000 associates

***Emerging markets*:**
Romania, Indonesia
78 stores; EUR 166 million revenues

*2007 numbers

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U.S. Operations Represent 70% of Delhaize Group's Revenues

FOOD LION, LLC

1,299 stores

Low-price/
low cost supermarket

Multibrand strategy with Food Lion, Bloom, Bottom Dollar and Harveys

Convenient neighborhood locations

#1 in six Southeastern and Mid-Atlantic markets

Hannaford

165 stores

Full-service supermarket

High quality fresh offer

EDLP pricing

Highly successful merchandising techniques

Industry-leader in health & wellness

#1 in 2 key New England markets

Sweetbay SUPERMARKET

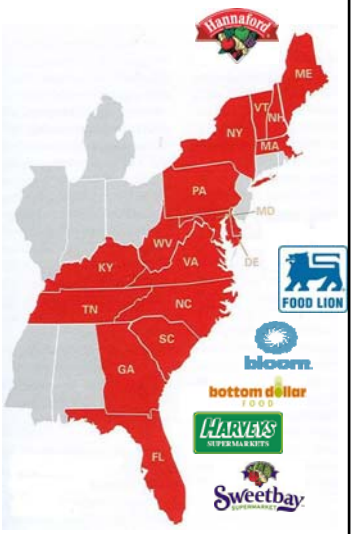
106 stores

New brand in Florida

High-quality fresh and service departments

Formats tailored to local diversity

#3 in West-Central Florida



2007 figures
* In millions of USD

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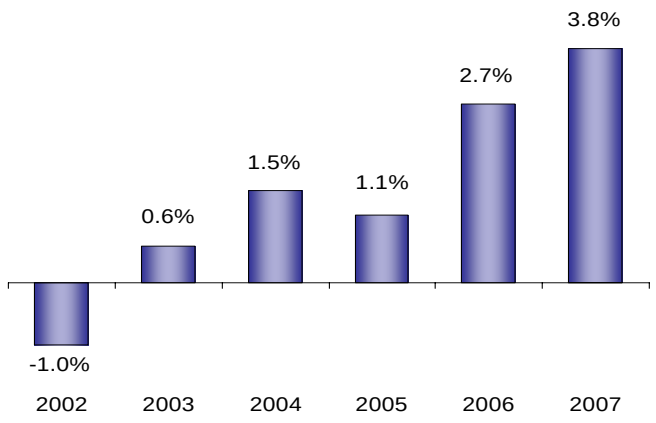
Highest U.S. Comparable Store Sales Growth in More than 10 Years



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Exceeding U.S. Comparable Store Sales Growth of Peers

- U.S. supermarkets include A&P (only U.S. operations since Q2 2004), the different food retail banners of Ahold USA, Harris Teeter, Ingles Markets, Kroger, Pathmark until 2006, Publix, Safeway, Supervalu, Winn-Dixie since 2007
- Figures are adjusted for calendar impact of Easter and for fuel; non-weighted

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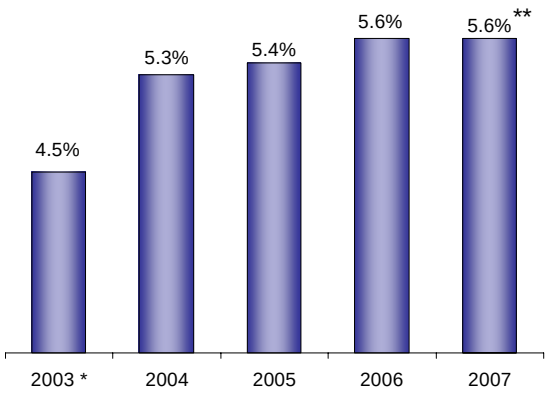
Continued Strong Margins

Delhaize U.S. Operating Margin



* Adjusted for the 53rd week of sales in the U.S. in 2003
** 5.7% without Sweetbay impairment of USD 18.6 million

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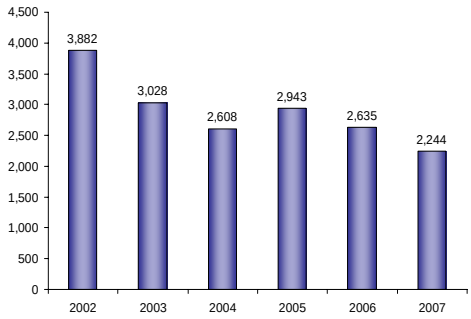
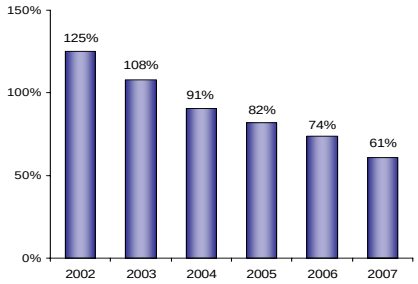
Continued Reduction of Delhaize Group Debt

- Investment grade rating Moody's – May 2007
- Investment grade rating S&P – March 2008

Net Debt (in millions EUR)



Net Debt to Equity Ratio



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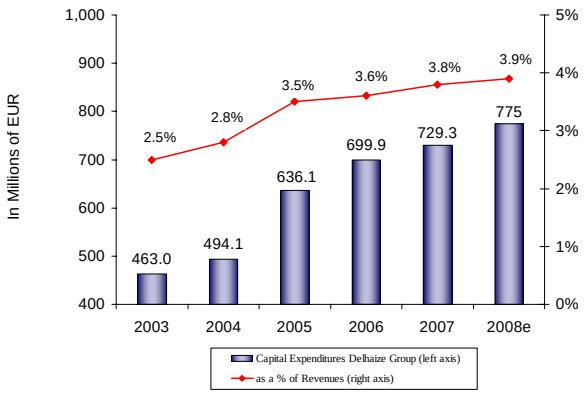
Increasing Investments to Support Higher Growth

Capital Expenditures Delhaize Group as % of Revenues



Investment Preference (in order of preference)

- Organic growth
  - In-store
  - Renewal
  - Geographic expansion
- Fill-in acquisitions
- Larger acquisitions

Excluding finance leases
e: expectations

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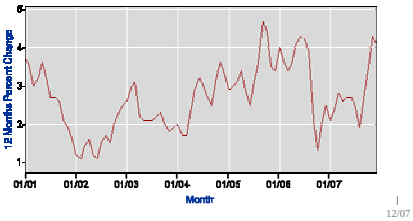
State of the U.S. Economy

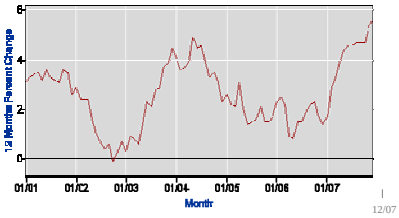
- **Consumer prices have increased at a fast pace in 2007 and are projected to continue that pace in 2008.**

- **Inflation in food-at-home has been significantly higher, primarily due to high fuel costs and use of corn in ethanol (substitute for gasoline).**

Consumer Price Index - All Items



Consumer Price Index – Food At Home



Source: US Department of Labor, Bureau of Labor Statistics

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What Does it Take to Win in this Environment?

- Low price leadership
  - Low cost structure to support related investments
- Trusted private brand assortment
  - Roll-out of new private brand strategy in U.S. operating companies
- Great Customer Experiences
  - Consistency
  - Comfort
  - Predictability
  - Value
- Commitment to strategy
  - Balance short-term and long-term opportunities

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Organic Growth – In-store

Increased Price Competitiveness in the Last Years

- Price reductions during the last three years:
  - Food Lion (since Q3 2005)
  - Hannaford (since Q2 2006)
  - Sweetbay (since Q3 2007)
- Financed by major cost savings:
  - Every year since 2003, Food Lion has had a major cost reduction program, which in 2005-2007 alone generated savings of more than USD 100 million
  - 2006 – Hannaford – “Jump Start”
    - 10% less functions in support services
  - 2007 – Sweetbay – “Speedwork”
    - Reduced labor expenses and inventory losses

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Organic Growth – In-store

Engines of Growth – Opportunities in our Stores

- Private Brands
- Home Meal Solutions
- Health and Wellness

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Organic Growth – In-store

Engines of Growth - Private Brands

U.S. Three Tier Private Label

Smart Option

taste of Inspirations™

U.S. Category Specific Private Label

HOME 360°

Nature's Place®

healthy accents

***On the Go Bistro* prepared meals**

Chilled prepared meals with European supplier of Delhaize Group
Transfer of Belgian expertise
Roll-out started in our U.S. stores in Q1-2008

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Organic Growth – In-store

Health and Wellness: Guiding Stars

- Industry-leading storewide nutrition communication program at Hannaford and Sweetbay
- 25,500 products awarded zero, one, two or three stars according to their nutritional value
- First results:
  - 81% of customers aware of Guiding Stars
  - More than 40% of customers use Guiding Stars making shopping decisions
  - Growth of “starred” items is two to three times as high as for "non-starred" products
- Roll-out planned at Food Lion in 2008
- Licensing to other supermarket chains under review

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Organic Growth – In-store

Leverage Customer Segmentation Work at Food Lion, LLC

All Food Lion Customers Identified in 8 Mutually Exclusive Segments

Customized Food Lion Stores

- Implementation in more than 200 stores in 2007 for first customer cluster
  - Adapted assortment and merchandise
  - Customer segment related promotions
  - Training of associates to better serve specific store needs
- Continuation in 2008 in the same 200 stores, plus in 75 stores of a second customer cluster

Choose Best Brand per Location

- Based on these socio-demographic data, decided to opt for Food Lion, Bloom or Bottom Dollar:
  - Market entry Greenville-Spartanburg (2006)
  - Market renewal Norfolk (2007)
  - 2008 market renewals

Sweetbay and Delhaize Belgium leveraging the learnings of Food Lion's segmentation expertise

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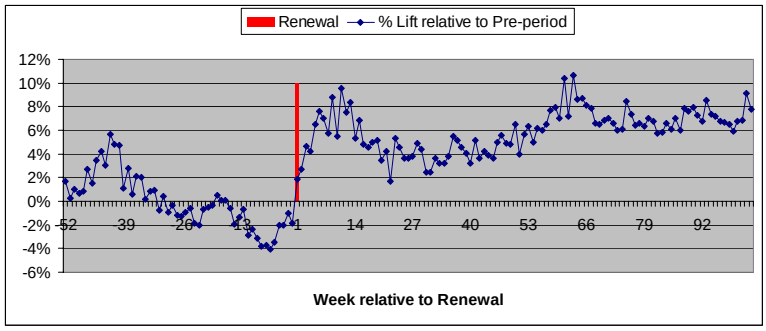
Organic Growth – Renewal

Continued Roll-out of Food Lion, LLC Market Renewals

Sales Trend (%) of Renewed Markets Before and After Renewal



2007 Market Renewals:

- Myrtle Beach, South Carolina
- Norfolk, Virginia

2008 Market Renewals:

- Wilmington, North Carolina
- Richmond, Virginia
- Charlottesville, Virginia
- Savannah, Georgia

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Organic Growth - Renewal

Sweetbay: A New Supermarket Concept in Florida

- 106 supermarkets on the West Coast of Florida
  - Focus on fresh products and service
  - Priced right, great value
- Ambitious conversion plan 2004-2007 finished as planned
  - Consistently declining investment costs of recent remodels
- Growing success since summer 2007
  - Strong sales growth, supported by important price reductions
  - Lower labour costs and inventory losses

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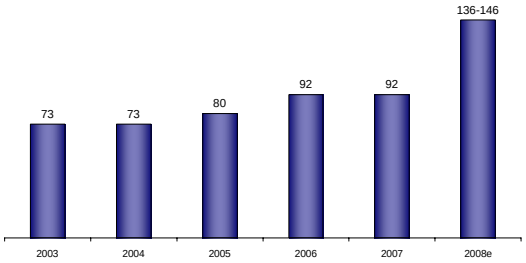
Organic Growth - Geographic Expansion

Faster Network Expansion

Store Openings Delhaize Group*



- U.S.: 50 to 55 (including 40 to 45 Food Lion)
- Delhaize Belgium: 50 to 55 (vs. 27 in 2007)
- Alfa-Beta: 21 (vs. 11 in 2007)
- Romania and Indonesia: 15 (vs. 10 in 2007)

* Store openings and store acquisitions, excluding store closings and company acquisitions (Harveys, Victory, Cash Fresh, Plus Hellas)

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Conclusion: Delhaize U.S. a Highly Successful Supermarket Business

- Experienced management teams
- Strong brands
- #1 or #2 in our major markets
- Strongest U.S. comparable store sales growth in 10 years, exceeding industry average
- Sustained industry leading margins
- Ongoing initiatives to increase differentiation and store concepts and improve executional excellence
- Successful renewal of markets
- Acceleration network expansion

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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."

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