


Viewpoint and expectations of the retail sector

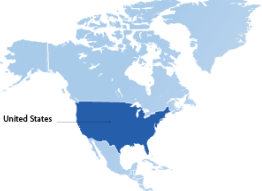
Hugo Byrnes



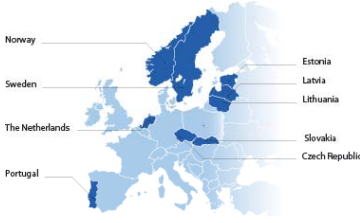
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The Ahold network






United States











Norway
 Sweden
 The Netherlands
 Portugal
 Estonia
 Latvia
 Lithuania
 Slovakia
 Czech Republic

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United States

Giant-Carlisle/Tops 	Stop & Shop/ Giant-Landover   Peapod.com
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Europe

The Netherlands   	Czech Republic & Slovakia  	Portugal  
Sweden, Norway & the Baltic states 		

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Our core values
Think customer, Act customer!



1. **Act customer** - Customers are our lifeblood. We make every day easier for them, bringing innovative and interesting shopping experiences
2. **Engaged associates** - We value our diversity and are committed to developing our people and giving them opportunities to grow
3. **Integrity always** - We act openly and honestly. We say what we mean and we do what we say.
4. **One team** - We are greater than the sum of our parts. We cooperate to leverage our capabilities, scale, strengths and knowledge.
5. **Innovative mindset** - We constantly challenge ourselves to find better ways and better results.
6. **Passion for our business** - We love being in the food business. We set high standards and are never

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Life is about making choices.

We make it easy for our customers to choose the best, the best products, the best quality, the best prices, and the best choices for a healthy lifestyle.

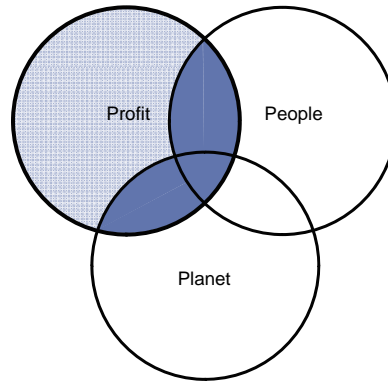


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Ahold considers Corporate Social Responsibility (CSR) as a strategic issue

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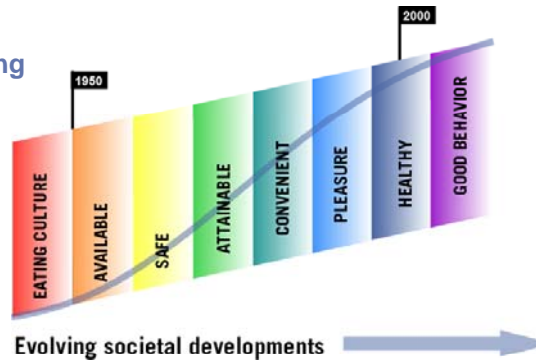
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Our approach to corporate social responsibility

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- We respond to social developments with inspiring solutions and relevant information
- We recognize our role in society and focus on initiatives that make a difference
- We have a proven track record in successfully implementing these initiatives & solutions



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Our global business model means:

- We use our deep consumer insight to anticipate trends and develop solutions
- Certain geographies can act as initiative leaders and develop solutions
- Share best practices to apply proven initiatives
- Setting objectives to implement best practices

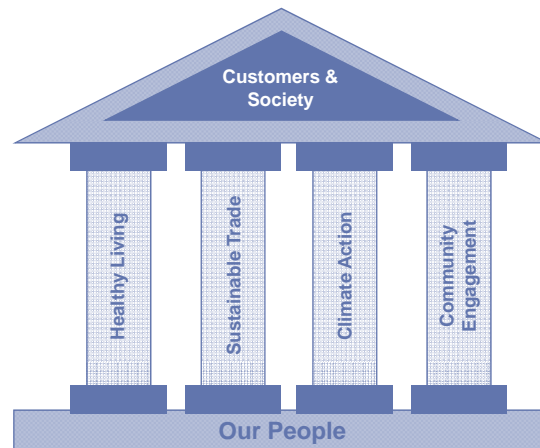


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The CSR program consists of four pillars



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Product Pyramid Revised: Compliance and Differentiation

*Please note:
70% of products sold
are own brand
or non branded*

Choice of Store / Brand: Differentiation (CSR Pillars)

Product Quality & Social Accountability

Food Safety & Availability

Product Buying Decision

Hygiene Factors: Compliance

If the price/quality is the same the customer wants social accountable products

With increased compliance customer feels assured

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Sustainable trade -> minimal sustainability sourcing standards leading to increased consumer preference

- **Ahold is a member of the Business Social Compliance Initiative (BSCI)**
- **Critical commodities**
 - Ahold has become a member of the
 - Round Table on Sustainable Palm oil
 - Round Table on Responsible Soy
 - Coffee, tea, cocoa
- **Sustainable seafood strategy based on local or continental requirements and ambitions**
- **Animal welfare**
- **Start programme in the US for extending local sourcing close to our stores**

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Sustainable trade

- **Systems based on standards, auditing and, where applicable, certification**
- **Not necessarily 'logo driven'**
- **Based on the principles of:**
 - Environmentally sustainable
 - Social accountability
 - Economic viability

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Ahold does not buy soya!

- **We do buy products containing soya, which are manufactured by others under one of our labels**
- **To source responsible soya:**
 - Need to understand the soya supply chain
 - Agree with our suppliers on use of responsible soya
 - Specify 'responsible soya' in our private label products

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Product Pyramid

For our sourcing we will apply the product pyramid

- Reasonable price
- Availability
- Safety
- Quality
- Verifiable 'responsible' claim

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Our business impacts the everyday lives of millions of people. We believe that making this impact a positive one is not just the right thing to do, it also makes good business sense.

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