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Broadening our offer
Assortment - Own Brand
Own brands are essential in Ahold's customer proposition and profitability

1. **Our Customer:**
   - better value & more choice
   - Lower prices
   - Trusted products
   - Quality tiers
   - Innovation

2. **Ahold:**
   - more sales & better margins
   - Brand building
   - Loyalty
   - Cheaper to source
   - Negotiating position
It benefits our customers

1. Our Customer: better value & more choice
   - Lower prices
   - Trusted products
   - Quality tiers
   - Innovation

Retail prices on average 15% lower
Make it easy to choose
Always something new
...and it benefits our bottom line

Unique products
Over 10% points better margin
Insight towards A-Brand negotiations

Ahold: more sales & better margins
- Brand building
- Loyalty
- Cheaper to source
- Negotiating position
Albert Heijn is best-in-class on Own Brands capability

- Integrated approach
- Strategic approach
- Own Brands in our DNA
- Keep customer in the forefront
- Communicate consistently
Albert Heijn has a product range that meets customers needs

Product development capability
Consistent high quality products
Over 9,100 products
Over 50% penetration
and a sourcing organization that leverages knowledge and volume

Centralized European sourcing
State-of-the-art way of working
Deep knowledge
High speed-to-market
Right supplier relationships
Further volume leverage
Our US business created the fundamentals for the Own Brand competence by leveraging Albert Heijn’s expertise

- Customer insight
- Marketing
- Sourcing
- Assortment

Integral competence
Strategic approach
Leveraged our expertise
QuickTime™ en een H264-decompressor zijn vereist om deze afbeelding weer te geven.
We have built a centralized Ahold USA organization and strong assortment range...

- Brand managers per tier
- Zero tolerance on quality
- Own Brands culture
- Re-launched assortment
- Aligned first tier across US divisions
…and will integrate our fresh and non-food assortment in our tier-structure

Re-brand our HBC and GM
Re-launch Simply Enjoy and Nature’s Promise
Integrate Fresh
Focus on product development
Communicate
In the US, we are ready to accelerate on our Own Brand ambition

Penetration: up 80 bps
Over 10% points better margin
Align across divisions led to incremental sales of $180 million
Target penetration of 40% by 2016
We have also leveraged our competence throughout Europe

Leverage European organization to all brands
Price-quality tier approach in all brands
Hundreds of products copy/pasted
New product developments
And we have plans to further build on European competence

International offering for To Go
All Own Brand more sustainable by 2015
Continuous product development
Leverage strategic suppliers
Creating value out of our strong Own Brand will drive penetration in all our markets

Strategic and integral approach
Albert Heijn has proven our competence
EU & US have created a foundation
All our brands move towards penetration level of Albert Heijn
Safe harbor

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