Speech by Georges Jacobs, Chairman of the Board of Directors,
at the Ordinary General Meeting of Delhaize Group
May 26, 2011

Dear Shareholders,

Those who thought that after a particularly challenging 2009 we would reach calmer waters in 2010, had to think again. 2010 eventually turned out to be a particularly volatile year. As Delhaize Group has operations on three different continents, we were subject to a lot of different dynamics. In the U.S., consumer confidence recovered very strongly at the beginning of the year but took a nose dive in the second quarter. In Greece the unemployment reached levels not seen in decades. On the financial markets the dollar strengthened by midyear with almost 20%, only to lose half of this performance again by the end of the year.

For Delhaize Group 2010 was the first year of implementation of the New Game Plan. As a result it was a year of intense transformation, especially in the U.S. Significant changes to our organizational structure prepared our Group for the opportunities of 2011.

Both in the U.S. and Europe, the economic crisis and resulting high unemployment continued to weigh on consumer confidence and, hence, consumer spending. Our operating companies responded by focusing on *value leadership*, meaning low prices combined with a high quality assortment and shopping experience. In the New Game Plan we have planned to generate significant cost savings in order to invest in lower prices while at the same time safeguarding our profitability. That is exactly what we did in 2010. Pierre-Olivier will elaborate on some of these initiatives in a couple of minutes. I can already say that these initiatives provided us with the necessary oxygen to climb higher. Our revenues at actual exchange rates did come out almost 5% higher than the year before. This is the eighth consecutive year of growth.

U.S.

In the U.S., revenues decreased by 1.0%. This is mainly due to a very difficult second quarter after which we have seen a gradual improvement in the underlying sales trends. And our U.S. operations are characterized by two speeds. While our Southeastern stores almost all year round suffered from the economic downturn, Hannaford in the Northeast was a lot more resilient and showed a reassuring improvement in the second half. In all our U.S. operations, and especially at Food Lion, significant price investments were implemented as from the beginning of 2010. Throughout the year, a strong focus on competitive prices supported by targeted promotions helped to improve our price competitiveness. However, we know at Food Lion we need to work on more than price alone to strengthen the brand. Pierre-Olivier will also elaborate on this later today.

Belgium

On this side of the Atlantic, Delhaize Belgium had another year of solid revenue growth. Comparable store sales increased with 3.2%, the highest growth number in the last seven years and entirely the result of volume growth. Our activities in Belgium benefited from consecutive waves of price investments which started three years ago, supported by strong communication and targeted promotional activities. Delhaize Belgium ended the year 2010 with a 26.3% market share.

Greece and Rest of the World

Our Greek operations had an excellent 2010 despite the very deep economic crisis there. Revenues at Alfa Beta increased with 6.3%. In an overall declining market, this increase lead to a higher market share of 18.4%. Even more impressive figures are seen at Mega Image in Romania and Super Indo in Indonesia where revenue growth exceeded 20%.

Operating profit and margin

Top-line growth is one thing. It has to go hand in hand with profitability. In 2010, our Group crossed the EUR 1 billion mark in operating profit, an increase of 8.7% compared to 2009. Increased sales, stable grow margin and good cost control contributed to this result. Our operating margin increased from 4.7 to 4.9% but remained stable if we don't take into consideration the restructuring, store closing and impairment charges we recorded in 2009 in the U.S.

Lower financial expenses and a lower effective tax rate combined with higher operating income lead to a 12.5% increase of net profit from continuing operations to EUR 576 million. This is more than twice the growth rate we realized in 2009.

In 2010, our Group generated free cash flow of EUR 665 million, a particularly strong number that helped us to decrease our net debt by another EUR 276 million to EUR 1.8 billion and bring down the net debt to equity ratio just above 35%.

Outlook

Delhaize Group intends to fully seize the opportunities of 2011. And with the initiatives from our New Game Plan we have the right tools to do so. We are well aware that these are also challenging times for our customers, but we are confident that together, we can offer them the best for life.

Dividend & Governance

Our confidence in the future is best underlined by the proposal of the Board of Directors to increase the dividend by 7.5% to EUR 1.72 per share. This increase is in line with our dividend policy to pay out a regularly increasing dividend while retaining free cash flow in an amount consistent with opportunities to finance the future growth of the Company.

I am also pleased to announce that the Board proposes the renewal of the mandate of Mr. Hugh G. Farrington for a term of three years, Baron Luc Vansteenkiste and Mr. Jacques de Vaucleroy for a term of four years. In order to strengthen and prepare our Board for the future, the Board proposes the appointment of three new members as independent directors within the meaning of the Belgian Company Code: Mr. Jean-Pierre Hansen, who is undoubtedly known by most of you, Mr. William G. McEwan who is a seasoned retailer currently holding the position of chief executive officer at the second largest food retailer in Canada and Mr. Mats Jansson, who until last year was President and CEO of SAS, the Scandinavian airline company, which he successfully piloted through the crisis after holding top executive positions, amongst other at ICA, the leading Swedish food retailer, and serving as President and CEO of Axfood, the strong number 2.

You will have noticed that no women appear in the list of the nominees to the Board. The Board is obviously fully committed to increase its gender diversity and an active search has been launched to find the best candidates. Our goal is to present at least one additional woman at the next ordinary general meeting.

Conclusion

2010 was a roller-coaster year. However, Delhaize Group clearly demonstrated its ability to turn challenges into opportunities. This is to a large extent the result of the clear strategy that was build around the New Game Plan. On behalf of the Board of Directors, I would like to congratulate and thank Pierre-Olivier Beckers, his team and all our associates throughout the Group for their commitment and determination to make the New Game Plan work and to lead our Group to solid results. And I want to thank you, dear shareholders, for your continued support and confidence in Delhaize Group and its management team.

Speech by Pierre-Olivier Beckers, President and Chief Executive Officer,
at the Ordinary General Meeting of Delhaize Group
May 26, 2011

Dear Shareholders,

Now that our Chairman walked us through the results of 2010, I will continue his journey throughout the first months of this year and give you a sneak preview of what you can expect from Delhaize Group for the remainder of this year. But let me start with some comments on the most important strategic initiatives.

As the Chairman already mentioned, 2010 was without any doubt a roller coaster year. However, our New Game Plan, the strategy for the years to come that we started to implement at the beginning of 2010, proved to be the right framework to address these challenges. Let me give you an update on each of the three pillars of that plan: accelerating growth, cost efficiency and corporate responsibility.

Growth

Let's start with growth. The New Game Plan aims at accelerating **revenue growth**. You will remember that at the beginning of March of this year, we announced our agreement to acquire the Serbian based retailer **Delta Maxi Group**. With this acquisition, our company becomes a leading retailer in one of the most promising parts of Europe because of its growth prospects. In the space of only one decade this company has developed into an important retailer in 5 countries in Southeastern Europe. The footprint of Delta Maxi is a great fit with Alfa Beta in Greece and Mega Image in Romania and will position us as a leader in a growth market with a population of 55 million inhabitants, the equivalent of the population of the U.K. or Italy.

The combination of the strengths of Delta Maxi, the growth potential of Southeastern Europe and the synergies with our operations in Greece and Romania will as a consequence significantly change the growth profile of Delhaize Group. We expect to realize in this market EUR 3.4 billion in annual revenues by operating approximately 800 stores. In addition, the proximity with our current operations and the similar business models allow us to generate significant synergies in procurement, inventory management, IT systems and supply chain. As we speak, an integration team is in place to prepare everything for an efficient integration once we will receive the green light from the local competition authorities. We expect this closing to take place in the third quarter of this year.

The acquisition of Delta Maxi Group is perfectly in line with our commitment to generate more growth in our newer operations and this includes new geographic markets such as Greece, Romania and Indonesia, as well as new formats such as Bottom Dollar Food and Red Market. That is why we also continue to expand our Bottom Dollar Food format in the U.S. With 19 stores in the greater Philadelphia area, Bottom Dollar Food has entered an entirely new market for our Group and we plan to open more stores this year. It is still early to conclude on the success of the brand, but we see already a rapid increase in the number of visits and average weekly sales. More importantly, when surveying customers we note that most customers are impressed by what they see in the store and ninety percent of customers intend to come back to shop at Bottom Dollar Food.

Let's also take a look at other initiatives to accelerate our internal growth. A **new Group-wide pricing strategy** has been defined and is being rolled-out. All our operating companies have worked consistently to further improve their price position. Especially at Food Lion, in the Southeast of the U.S., the new pricing strategy is a key component of the strengthening of the Food Lion strategy which we launched early May.

Indeed, based on extensive customer research, we found that even though Food Lion is a strong brand and a very profitable company, customers expect **Food Lion to go back to basics** and offer

not only more competitive prices but also a simple and convenient shopping. We can summarize this repositioning of Food Lion in three words: Simple-Quality-Price. It's about competitive prices, about providing ease and convenience, about simplifying the operations in the store and having familiar associates in the stores. Moreover, we would like to be the reference for fruit and vegetables and last but not least about offering a wide range of private brand products and the best value for money in this field. Just two weeks ago, we launched phase one of this plan in two representative markets, Raleigh in North Carolina and Chattanooga in Tennessee with around 200 stores. The learnings and results of these markets will serve as basis to roll out the brand work to the large majority of the rest of the stores by the end of 2012.

Private brand is another important element to differentiate our product offering from the competition, improve the overall price positioning and hence build loyalty. In the U.S. we have set for ourselves the ambitious target to increase the proportion of private brand in total sales from 27% at the end of 2010 to 35% at the end of 2013. An important lever to achieve that target is the introduction of our new private brand value line *MyEssentials* that will replace the existing *Smart Options* brand. It will have a much wider range of about 500 SKUs that are more modern and of a better quality and that will allow us to effectively compete with the discounters in the U.S. You can easily compare it with our *365*-range in Europe. This work will be completed by this summer.

Efficiency

All these initiatives need to be funded and that is where the second pillar of the New Game Plan comes into play: efficiency. A lot of work has also been accomplished. In particular, we have made structural changes to our organization. In 2010 we started **the creation of Delhaize America**, one integrated company for all our U.S.-operations. The plan was clear. Our priority was to converge and standardize where it makes sense while maintaining the local and customer specific go-to-market strategies of each of our brands. To support these distinct brands we have one supply chain organization, one shared services support structure and one procurement organization which will enable our U.S. operations to speak with one voice and truly engage with the suppliers as one company, Delhaize America.

Indirectly, we have already benefited from our centralized operations in the U.S. this year. Many of you are likely aware of the deadly tornadoes that touched ground in North Carolina last month. One of our distribution centers sustained significant damage and remains closed. Thanks to the commitment and energy of our associates and as a direct result of our integrated supply chain network, we have been able to ensure stock levels in our stores by shifting shipments to other distribution centers. This would not have been possible if we would not have had this single supply chain master network serving all of our banners.

The underlying idea of the New Game Plan is simple. **We generate sustainable cost savings** by changing the way we operate; **we invest these savings together with other sales building initiatives in lower prices and gradually benefit from the operational leverage** resulting from higher sales. Sometimes these savings require solid capital expenditures such as the automated distribution center here in Belgium. However, the benefits are clear: Delhaize Belgium generated from the first full year in more savings than the initially planned annual EUR 11 million in 2010 thanks to this investment. These and other initiatives put us well on our way to achieve the target of EUR 500 million gross annual cost savings by the end of 2012.

CR

In the past year, we have continued to make progress on our CR strategy, the third pillar of our new game Plan. One example is the implementation of a sustainable seafood policy in the U.S. At the end of the second quarter of 2011, all the seafood suppliers at Delhaize America will have to adhere to high standards of sustainable fishing. Another example is the reformulation of private brand product recipes resulting in the elimination of 30 tons of fat and 45 tons of salt from the products sold in 2010. Throughout its banners, Delhaize Group also received numerous awards for its efficient use of energy. Delhaize Belgium recently won the "Green Light award" from the European Commission for its commitment to provide the stores with the most energy-efficient technology on the market by the end of 2011. In the U.S. the Food Lion Family was honored with its 10th

consecutive Energy Star award for sustainability initiatives, such as energy conservation and the reduction of carbon dioxide emissions.

Q1

Let me now give you some comments on the results of our first quarter of 2011. As communicated in the beginning of the year, we expected the first quarter to be a difficult one because of two reasons. Firstly because we were comparing to a strong first quarter of 2010, that also benefited from a number of technical elements. Secondly because of the impact on our results of the operating expense linked to initiatives that we launched or accelerated in the first quarter of 2011 such as the strengthening of the brand at Food Lion, the fast expansion in Philadelphia of Bottom Dollar Food, or the work we are doing to get to a common procurement organization in the United States.

However, on the sales side, we are encouraged by the gradually improving comparable store sales growth in the U.S. Hannaford had another strong quarter. And even though the Southeast of the U.S. is still in a difficult economic situation, we have been able to pass on inflation where we wanted to.

In Belgium we cycled a very strong first quarter in 2010, so it should come as no surprise that the comparisons are rather difficult. Comparable store sales remained stable during the first three months of this year compared to last year, while total revenues increased with 0.9%. Interesting to note is that momentum at our proximity stores was strong, a sign that the energy price increase lead consumers to shop more frequently closer to home.

Southeastern Europe and Asia which we have recently combined under a new reporting segment continued to perform very well. Our Greek operations, that form an important part of this segment, continued their strong momentum. In a market that is shrinking as a result of the deep economic crisis, they continue to grow sales and strongly increase market share. In this segment alone, we had 38 more stores in Q1 2011 vs.Q1 2010.

In all, the first quarter delivered what we expected and we continue to execute on our plans for the year.

Conclusion

Let me conclude. We continue to make good progress on our New Game Plan initiatives. We are not out of the woods yet in terms of the macro-economic environment, especially in the Southeast of the U.S., however, we have the right plans in place to ensure 2011 will be a year of growth for Delhaize Group. Our determination and confidence is confirmed by our EUR 900 million capital investment plan and by our plans to add a net of 115 to 125 stores to our global network.

I would like to end today by thanking our Board of Directors and our Chairman for their support and the trust they place in our management. I also want to thank my colleagues in the Executive Committee for their leadership, creativity and team spirit. I would also like to thank all of our management teams and associates around the world for their determination, integrity, courage, humility and humor as well as their commitment to bring alive, day after day, the same vision to deliver the best of and for Delhaize on a daily basis. And last but not least, I would like to thank you, dear shareholders, for your continued confidence and support.

Thank you.