



Delhaize & its sustainable fish approach

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Delhaize Group at a Glance

United States:

1,607 stores; USD 19.0 billion revenues
(EUR 13.6 billion)
Food Lion, Hannaford, Sweetbay

Belgium, Luxembourg, Germany:

792 stores; EUR 4.6 billion revenues

Greece:

216 stores
EUR 1.5 billion revenues

Delhaize Group* :

2,732 stores
141,000 associates
Revenues: EUR 19.9 billion

Rest of the World:

Romania, Indonesia
117 stores; EUR 233 million revenues



Figures are as at December 31, 2009



Delhaize Group's Strategic Focus

Accelerate
Profitable
Revenue Growth

- Branding, concept differentiation
- Competitive pricing
- New business opportunities

Pursue
Best-in-Class
Execution

- Executional Excellence
- Standardization

Operate as
a Responsible
Company

- **Product**
- **People**
- **Planet**





Delhaize Belgium at a glance



- » **792** stores
- » **17 000** associates
- » **EUR 4,6 billion** in revenues

- » **Approximately 2 million customer visits** a week

- » **More than 1 billion EUR** invested in Delhaize Belgium over the last 10 years





Store concepts





Delhaize CR Strategy

- ❑ PEOPLE
- ❑ PRODUCTS
- ❑ PLANET





People

Delhaize takes care of people (associates, customers, suppliers, ...):

- Training Program and Development Career Program
- Health & Wellness program for associates and customers
- Community (e.g. Food Banks)
- Diversity





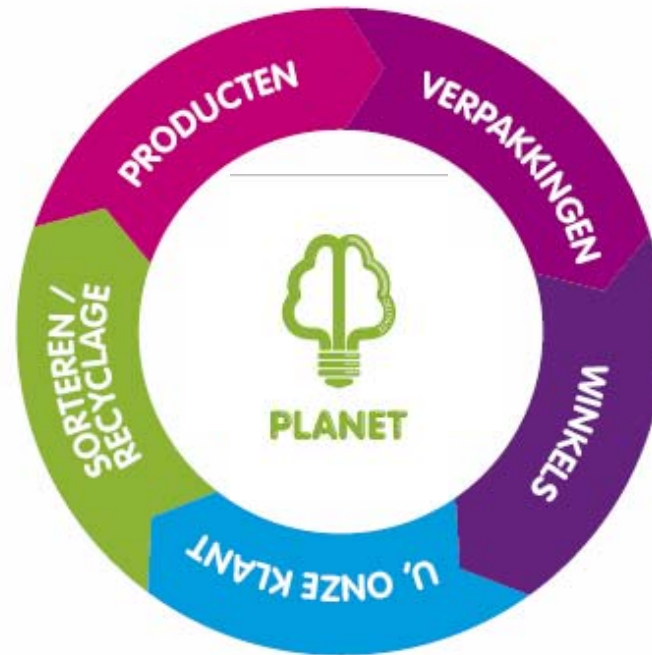
Products

- ❑ Responsible Sourcing: Organic, Eco, FairTrade, Sustainable fishing, local sourcing, economic light bulbs, social compliance (BSCI standards)
- ❑ Food Safety & Nutrition: "Auto-control system" certification, food safety programs, packaging information
- ❑ Packaging and Waste: Eco packaging, Fruitnet, ...





Planet



**OMDAT ELK STADIUM TELT
PARCE QUE
CHAQUE ÉTAPE COMPTE**



Belgian Consumer Trends Fish

1. Short term trends
 - a. Convenience
 - *Filets*
 - *No skin*
 - *Marinated / seasoned*
 - b. Boneless fish (or limited bones)
 - c. Longer product codes

2. Long term trends
 - a. Health and nutrition
 - b. L.A.T.T.E. (Local, Authentic (back to basics), Traceable, Trusted (Transparent), Ethical)
 - c. Corporate Responsibility
 - d. Value solutions





Sustainable fish

- ❑ One of the top priorities within our responsible sourcing strategy
- ❑ Because of years of overfishing and an increasing fish consumption, several fish species have become endangered in their existence
- ❑ Certain fishing methods are much more sustainable and respectful for the fauna & flora of the oceans than others
- ❑ If we want to continue offering fresh fish to the next generations of customers, we need to take care of the current & future fish stocks
- ❑ Delhaize wants to take a leadership position in the Belgian market
- ❑ Goal: having the most sustainable offer of fish





Current sustainable fish strategy

- ❑ Sustainability is an ambition, next to offering an attractive assortment and offering sharp prices

- ❑ We prefer and monitor aquaculture for sustainability
 - Aquaculture where needed
 - Fullfill Globalgap norms and be ACC/GAA certified
 - Favour ecological aquaculture with respect for animal welfare



Current sustainable fish strategy

❑ Wildcatch: based on following principles

- Line-fishing rather than trawler fishing
- Favoring supplies from Iceland (line-catch)
- MSC certification where available (maatjes, salmon, saithe, ...)
- Trustworthy suppliers and traceable supplies
- No vulnerable fish (plaice) during spawning period
- We don't offer really endangered species (we don't sell bluefin tuna, eel & swordfish)



❑ Freshness, quality and taste are always a condition sine qua non



Partnership WWF



- ❑ A partnership to bring common actions into play to further reduce in the long term the environmental impact of Delhaize's company-operated activities in Belgium.
- ❑ The partnership focuses in a first phase on sustainable fish.
 - WWF will support Delhaize to develop a sustainable sourcing policy for seafood
 - Goal: a 100% responsible supply chain for seafood by 2012
 - WWF and Delhaize will support and promote responsible consumption behaviour through awareness actions targeted to staff and customers
- ➔ The WWF allows us to further improve the sustainability of our fish assortment and allows us to develop comprehensive and credible communication towards our customers and associates





Action plan

- ❑ Assessment of complete fish assortment (fresh, frozen, canned, prepared meals, etc.)
- ❑ Focus in the first phase on our fresh fish assortment
 - Making sure Delhaize doesn't sell fish that is endangered
 - Stop selling specific species, e.g. bluefin tuna, swordfish, eel
 - Finding more sustainable alternatives from other regions, fished in a more sustainable way or coming from aquaculture
 - Training for our associates
 - Develop clear customer-oriented communication through mailing and in-store





Challenges

- ❑ Opt for sustainable fish species vs. commercial choices
→ We need to engage the customer!
- ❑ Continuous changes in fish stocks worldwide
→ what is sustainable today, might no longer be sustainable tomorrow & vice versa





PEOPLE PRODUCTS PLANET

Thank you

