

Inspiring healthy lives
Interim Corporate Social
Responsibility Report 2005



ALBERT ALBERT HEIJN ALBERT.NL C1000 ETOS FEIRA NOVA GALL & GALL GIANT FOOD
GIANT FOOD STORES HYPERNOVA ICA NORTH STAR FOODSERVICE PEAPOD PINGO DOCE
STOP & SHOP TOPS U.S. FOODSERVICE / **WE MAKE IT EASY TO CHOOSE THE BEST**

In this interim report, and on our website, we share with you how we are facing the challenges connected with being a socially responsible company and working to build long, mutually fulfilling partnerships with all our stakeholders.

→ www.ahold.com/csr

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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Complementary Information
Global Reporting Initiative Sustainability Reporting Guidelines recommend the publication of specific information related to environmental, social and economic performance. Although Ahold's Interim Corporate Social Responsibility Report 2005 ("CSR Report") departs from those guidelines in certain respects, it incorporates such principal components as the CEO Statement, Vision and Strategy, Group Profile, Governance Structure and Key Data. The printed CSR Report, as well as the web version, which includes more detailed descriptions of some of the CSR program activities being undertaken around the Ahold group, also present data on waste recycling, organic products electricity use, refrigerants, and charitable contributions. We are currently working to augment our corporate social responsibility reporting abilities and are developing systems to enhance our capacity to provide consistent group wide information in future reports. Data that are sourced from the Ahold Annual Report 2005 and are included in that report as audited or unaudited information, are referenced in the CSR Report as Source: Ahold Annual Report 2005. The data in the CSR Report that are not sourced from the Ahold Annual Report 2005 are unaudited or based on extrapolations or estimates.

Ahold CSR highlights of 2005

We strive for incremental improvements in CSR. Each day brings fresh challenges, but our shared approach helps us continually achieve new successes. Here are some highlights since our last report.



Ahold joins BSCI

Ahold joined the Business Social Compliance Initiative (BSCI), a European alliance of 50 retailers and importers that aims to protect fundamental rights of employees and improve labor conditions in their own operations and those of suppliers in high-risk countries.



Stop & Shop/Giant-Landover WasteWise

Stop & Shop/Giant-Landover received the WasteWise Very Large Business award for recycling from the Environmental Protection Agency, in recognition of its efforts in areas such as organic waste and plastics recycling.

more info → www.ahold.com/csr/composting



ICA and the Good life

ICA launched the Gott liv (Good life) product range, which makes healthy food simple and affordable. Packaging includes clear information on fat, sugar, salt and fiber content. It has rapidly become one of the largest private brand ranges in Sweden.



Albert Heijn Healthy Choice Clover

Albert Heijn introduced the new Healthy Choice Clover symbol on private brand products in 2005, making it easier for customers to identify healthy options. The clover symbol appears on more than 1,200 products.

more info → www.ahold.com/csr/clover



Camp Hill focuses on healthy living

Giant-Carlisle's new state-of-the art grocery store emphasizes the company's commitment to health and wellness. The store features an extended selection of organic and other health foods. In-store nutritionists are on hand to offer advice and expert assistance.

Our brands

Ahold is an international group of quality supermarkets and foodservice operators. We provide value, quality and healthy choices in an easy, convenient and appealing shopping experience.

In the United States		In Europe		
Stop & Shop/Giant-Landover Arena Stores: 573 HQ: Quincy, MA	Giant-Carlisle/Tops Arena Stores: 267 HQ: Carlisle, PA	Albert Heijn Arena Stores: 1,651 HQ: Zaandam, the Netherlands	Central Europe Arena Stores: 502 HQ: Prague, the Czech Republic	Unconsolidated joint ventures and associates
 Stop & Shop Stop & Shop operates food retail stores in Massachusetts, Connecticut, Rhode Island, New Jersey, New York and New Hampshire. Formats: supermarkets and superstores	 Giant Food Stores Giant operates food retail stores in Pennsylvania, Maryland, Virginia and West Virginia. Formats: supermarkets and superstores	 Albert Heijn Albert Heijn operates food retail stores in the Netherlands. Formats: supermarkets and convenience stores	 albert Albert operates supermarkets in Poland, the Czech Republic and Slovakia.	 ICA AB Stores: 2,319 HQ: Stockholm, Sweden ICA is an integrated food retail and wholesale group, operating in Sweden, Norway and through a joint venture in the Baltic states. Formats: supermarkets, neighborhood stores, hypermarkets and discount stores
 Giant Food Giant operates food retail stores in Maryland, Virginia, Delaware and the District of Columbia. Formats: supermarkets and superstores	 Tops Tops operates food retail stores in northern New York, northeast Ohio and northern Pennsylvania. Formats: supermarkets and superstores	 Albert.nl Albert.nl provides internet-based home shopping and grocery delivery in the Netherlands as an integrated service of the Albert Heijn Arena.	 hypernova Hypernova operates stores in Poland, the Czech Republic and Slovakia. Formats: hypermarkets and/or compact hypermarkets	  JMR Stores: 223 HQ: Lisbon, Portugal Pingo Doce and Feira Nova operate food retail stores in Portugal. They are both part of Jerónimo Martins Retail (JMR). Formats: supermarkets and hypermarkets
 Peapod Peapod.com provides internet-based home shopping and grocery delivery as an integrated element of the Stop & Shop/Giant-Landover Arena, along with service to the metropolitan areas of Chicago, Illinois and Milwaukee, Wisconsin.	 U.S. Foodservice Distribution centers, warehouses and production facilities: 126 HQ: Columbia, MD	 Gall & Gall Gall & Gall operates wine and liquor stores in the Netherlands.	 C1000 C1000 operates supermarkets in the Netherlands. C1000 is part of Schuitema, a retail and wholesale company and a consolidated subsidiary of Ahold.	
	 U.S. Foodservice U.S. Foodservice is the second-largest broadline foodservice distributor in the United States, based on 2005 net sales. U.S. Foodservice provides products and services to approximately 250,000 customers.	 Etos Etos operates stores in the Netherlands specializing in health and beauty care and, in certain stores, prescription drugs.		

Our strong retail and foodservice brands answer our customers' local needs. Group synergies allow us to operate in a simple, responsible and efficient way.

2005 financial highlights

The Ahold Group achieved net sales of EUR 44.5 billion in the 2005 financial year. Our operating income during the same period was EUR 248 million.

Financial information (IFRS)

(in EUR millions, except per share data)	2005	2004
Net sales	44,496	44,610
Operating income	248	923
Net income	159	898
Net cash from operating activities	1,897	2,193
Net income attributable to common shareholders per share	0.09	0.57

Employee information

(in EUR millions, except for number of employees)	2005	2004
Average number of employees in full-time equivalents ¹	168,568	231,003
Salaries and wages	4,750	4,760
Social security charges	773	837
Pension expenses	245	191
Share-based compensation expenses	25	23
Total employee benefit expenses	5,793	5,811

¹ Consolidated, excluding joint ventures and associates, including discontinued operations.

Store and outlet information¹ (at year end)

Store count of our consolidated subsidiaries:	2005	2004
Stop & Shop/Giant-Landover Arena	573	563
Giant-Carlisle/Tops Arena	267	483
Albert Heijn Arena	1,651	1,628
Central Europe Arena	502	442
Schuitema	462	471
BI-LO/Bruno's Arena ²	0	453
Rest of world ³	0	32
Total	3,455	4,072

¹ Includes company-operated supermarkets, franchise supermarkets, associated supermarkets as well as specialty retail stores, hypermarkets and convenience stores.

² Ahold sold BI-LO and Bruno's in January 2005.

³ Ahold sold the last of its operations in South America in April 2005.

Store count of our joint ventures and associates:	2005	2004
ICA ¹	2,319	2,570
JMR ²	223	220
CARHCO ³	0	356
Total	2,542	3,146

¹ This does not include the stores from ICA's two joint ventures. Rimi Baltic operates over 170 stores and Netto over 70 stores.

² This includes 15 stores operated by Funchalgest, SGPS, S.A., a 50/50 joint venture of JMR.

³ Ahold completed the sale of its 50% interest in Paiz Ahold in September 2005.

Paiz Ahold held a 66.7% stake in CARHCO N.V. ("CARHCO").

Number of foodservice properties	2005	2004
U.S. Foodservice	192	203

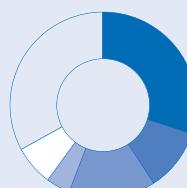
Source: Ahold Annual Report 2005

Business highlights

- EUR 3.1 billion divestment program completed
- Net debt further reduced by EUR 1.2 billion
- Preliminary court approval granted for the USD 1.1 billion (EUR 929 million) settlement of the securities class action brought against Ahold in 2003
- Long-term strategy launched for U.S. Foodservice
- Value repositioning at Albert Heijn and ICA further improved our market share and growth

Total net sales

EUR 44.5 billion



Retail

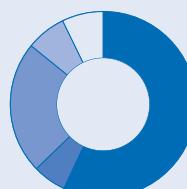
■ 13,161 Stop & Shop/Giant-Landover Arena
■ 4,989 Giant-Carlisle/Tops Arena
■ 6,585 Albert Heijn Arena
■ 1,761 Central Europe Arena
■ 3,128 Schuitema

Foodservice

□ 14,872 U.S. Foodservice

Total operating income

EUR 248 million



Retail

■ 708 Stop & Shop/Giant-Landover Arena
■ 72 Giant-Carlisle/Tops Arena
■ 288 Albert Heijn Arena
■ 95 Schuitema

Foodservice

□ 86 U.S. Foodservice

Note 1: Group Support Office reported an operating loss of EUR 957 million, primarily due to the settlement of the securities class action.

Note 2: The Central Europe Arena reported an operating loss of EUR 44 million.



Being a socially responsible company is at the core of Ahold's values and the way we operate.

Dear stakeholder

We love being in the food business. The passion we have for our work means we set high standards for how we serve our customers, operate our businesses and maintain fruitful long-term partnerships with our stakeholders.

Our business has an impact on the lives of millions of customers, who come to us to fulfill one of their most basic needs. It also has an influence on the wellbeing of our 247,000 employees, our shareholders, suppliers, producers and the communities we serve. We recognize our opportunity – and the responsibility – to make our impact a positive one.

Being a socially responsible company is at the core of our company's values and the way we operate. Few businesses play such a day-to-day

role in customers' lives as we do. Every day we are working to address the issues consumers tell us are important to them.

In recent years, health and wellbeing has become one of our key areas of focus. Obesity, heart disease and diabetes are growing issues in all our markets. As a food provider, we want to offer our customers choices that allow them to address their health and wellbeing concerns. Our aim is to deliver solutions that answer our customers' needs while helping them make informed choices. Our customers are telling us they want healthier lifestyles, so we are taking a proactive approach to health and wellbeing that is differentiating us from the competition.

This same sense of importance means we are concerned with safety, quality and environmental and social impacts in the value chain running from producer to consumer.

Communicating our values and building a strong culture

After defining our Group's shared set of values, Ahold launched a program in 2005 to raise awareness of the values at our Group Support Office. We developed a workshop that exposed all GSO employees to the values. During these sessions we defined what the values mean in our daily work. We also started the dialogue to identify ways to ensure that the way our business processes operate is in line with our core values.

more info → www.ahold.com/csr/values

Our core values are helping us to work as one team and build a strong culture. They are rooted in Ahold's heritage and reflect our ambitions for the future.

We have the most influence over the value chain for our private label products. Our strategic focus in this area gives us more opportunities to address sustainability issues and cost efficiencies, while helping our businesses increase customer loyalty through a differentiated offering.

Finding ways to lessen our impact on the environment by reducing waste and lowering fuel and electricity consumption also helps us to lower costs. This is especially pertinent with today's rising energy prices.

Running our operations efficiently is very important, but ultimately, we are a people business. The relationships our employees develop with customers are crucial to the sustainability of our company. We are committed to being a great place to work, to giving our employees opportunities to grow, and to building a strong culture based on solid values. Being an involved member

of our communities, through corporate giving and charitable sponsorship, is an essential part of motivating employees and connecting with customers.

In this interim report, and on our website, we share with you how we are facing the challenges connected with being a socially responsible company and working to build long, mutually fulfilling partnerships with all our stakeholders.

This is what we mean when we say that our mission is to make it easy to choose the best.



Anders Moberg
Ahold President and Chief Executive Officer



Act customer

Customers are our lifeblood. We make every day easier for them, bringing innovative and interesting shopping experiences.

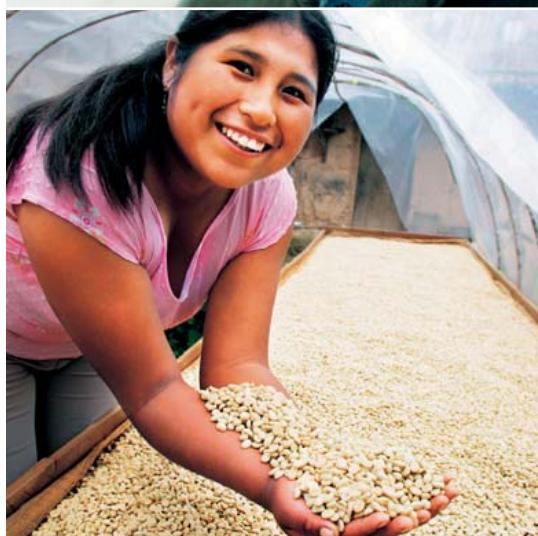
We earn our customers' loyalty by delivering value and creating the best place to shop. We are positively engaged in the communities we serve and dedicated to meeting our customers' needs as best we can.



Engaged associates

We value our diversity and are committed to developing our people and giving them opportunities to grow.

We respect one another for who we are, how we think and what we contribute. We place a high priority on open, honest communication. We speak out to challenge the status quo and do the right thing.



Integrity always

We act openly and honestly. We say what we mean and we do what we say.

We treat others as we wish to be treated. We live up to our commitments to our customers, associates, suppliers and investors and take responsibility for our actions. As a result, we earn each other's trust.



One team

We are greater than the sum of our parts. We cooperate to leverage our capabilities, scale, strengths and knowledge.

We are different where we need to be, in order to win with our customers. We take pride in the unique companies that form our Group and build value across the business through shared learning.



Innovative mindset

We constantly challenge ourselves to find better ways and better results.

We approach problems with an open mind and draw on the diverse views of our colleagues to find creative solutions. We use our knowledge to differentiate ourselves and create an outstanding customer experience.



Passion for our business

We love being in the food business. We set high standards and are never satisfied in our search for excellence.

We love satisfying our customers' daily needs. We are proud of our company and our people. We set challenging goals, and we celebrate our victories. We work the details, keep things simple and act with speed.

What we mean by Corporate Social Responsibility

We are committed to behaving ethically. We strive to build value while protecting the environment and improving quality of life for those our business touches, now and for future generations.

Our main CSR principles are:

1. Promoting health and wellbeing
2. Providing safe and responsible products
3. Operating efficiently with regard for the environment
4. Valuing diversity and providing a great work environment
5. Supporting the communities we serve
6. Practicing business ethically and responsibly

CSR has always been integrated into the way we do business. It is part of our commitment to putting customers first. Running our business in a responsible way is about creating sustainable value and addressing the issues that are important to our stakeholders.

more info → www.ahold.com/csr/whatwemean

Our approach

We aim to be proactive, forward-looking and transparent. We always put our customers and local businesses first.

Ahold's approach to CSR is aligned with our core value "Act Customer" in which maintaining the trust and loyalty of our customers is central.

Our operating companies and the Group Support Office together have defined a common set of values and principles for CSR that help us work together and capitalize on Ahold's scale, scope and expertise. Within this framework most CSR activities are managed locally.

Ahold serves its customers through strong local brands that operate in different markets under different banners. Each operating company is responsible for developing its own program to address the specific needs of local customers and other stakeholders.

Corporate Social Responsibility throughout the value chain

Our approach We strive for step-by-step improvements throughout the value chain. We work with suppliers to incrementally improve the social, environmental and ethical quality of their products and methods of production, with particular attention to those sold under Ahold corporate brand names.



The value chain that runs from raw material suppliers all the way to finished products in our customers' shopping carts and kitchens is more complex than ever before.

In response to consumer demand, we are sourcing raw materials and manufactured goods – and many more fresh products – from all over the world. Each of our producers, whether large or small, has an impact on the environment and the communities in which it operates.

Distribution logistics are challenging. To serve customers well and keep costs down we need to arrange timely and efficient delivery of thousands of individual products with varying safety and storage requirements. At the same time we try to minimize the environmental impact of our operations.

In our stores, the challenges continue. Each of our store teams has to comply with strict requirements to ensure product safety and environmentally friendly operations.

And it does not stop there – we also help our retail and foodservice customers handle and prepare our products for their families or their customers. This means providing everything from consumer food safety tips and recipes to menu suggestions and business advice for our foodservice customers.

Our CSR goal is to achieve efficient and responsible management of this complex chain in the interests of all of our stakeholders.



Clover is a symbol of success

Inspired by the success of ICA's Keyhole symbol, Albert Heijn in the Netherlands has introduced the Healthy Choice Clover symbol on its private brand products. Launched in 2005, the symbol now appears on more than 1,200 products.

more info → www.ahold.com/csr/clover



Inspiring healthy lives

We place great importance on the wellbeing of our customers, offering them an inspiring selection of quality products to make it easy for them to choose a healthier lifestyle.



Our approach Our companies work together to offer customers healthy lifestyle choices, presented in a simple, understandable and inspiring way. We spearhead action that makes a positive contribution to addressing health concerns in the markets we serve.

Healthy living

Our supermarkets have always offered a broad range of healthy products in their assortments. A focus on supporting our customers, employees and other stakeholders in making healthy choices is integral to Ahold's business strategy. We believe this is in the best interests of both the company and its stakeholders. It is one of the most important elements in our vision of how to operate as a socially responsible company.

We see a great opportunity to further strengthen our approach to healthy living in a way that will differentiate our brands and help grow our business. This is reflected in Ahold's mission statement: "We make it easy to choose the best. The best products, the best quality, the best prices and the best choices for a healthy lifestyle." Ahold companies are committed to providing

healthier alternatives, expert advice and innovative shopping experiences that inspire our customers to make healthy choices.

Many of our most visible healthy living initiatives are focused on the customer experience, both in foodservice and our stores and supermarkets. We are continually extending our range of appropriate products and services.

We actively communicate the benefits of a healthy diet and lifestyle. Our companies provide a wide range of information resources, services and educational opportunities to help customers of all ages make healthy choices. These include consumer publications, store circulars, computer resources, school programs and personal advice from nutrition experts.



albert **hypernova**

Learning the importance of Healthy 5

In Albert and Hypernova stores in the Czech Republic and Slovakia, Ahold Central Europe has launched a learning initiative for children called Healthy 5. Developed with the support of the World Health Organization, the project informs schoolchildren about the importance of eating five portions of fruit and vegetables every day. Ahold Central Europe is developing an interactive classroom video as part of this program.

more info → www.ahold.com/csr/healthylive



“We all want our children to get the best start. Having a good diet will help them in that. ‘Five fruit and vegetable portions a day’ is a simple concept, but it can have a dramatic effect on health. We have placed children at the center of this campaign. They are an important priority in our focus on health.”

Johan Boeijenga

Chief Executive Officer, Central Europe Arena,
Albert/Hypernova

Our commitment to health and wellbeing extends further into the value chain. We provide healthy working environments for our own employees. We work to minimize any adverse environmental consequences arising out of our activities and to promote health in the communities we serve.

Eating well

We offer a full range of healthy products alongside our conventional assortments. There is an increasing focus on fresh foods and we carry special, healthy product lines. Our companies are working to extend our range of natural and organic products.

Our natural and organic Nature's Promise private label brand was introduced in 2004 and is available in our U.S. stores. ICA launched the Gott liv (Good life) product range in March 2005, which has rapidly become one of the largest private brand ranges in Sweden. It makes healthy food a simple, affordable choice for customers.

Labeling is an important tool for helping customers make healthy choices. Albert Heijn introduced the Healthy Choice Clover symbol to help customers identify foods low in saturated fat, sugar and salt, and high in fiber. Nature's Promise products feature special health icons that make it easy to spot health and allergen information, such as lactose-free or low-fat. The Gott liv range has special labeling that clearly indicates levels of fat, sugar, salt and fiber.



That's healthy folks!

Stop & Shop/Giant-Landover is attempting to reverse the childhood obesity trend by partnering with Nickelodeon and the Produce for Better Health Foundation to launch a new in-store "Kids' Corner" program. This project uses favorite cartoon characters to promote healthy choices. Kids' Corners in the produce department of all stores feature a fruit or vegetable of the month, and provide activity sheets, tips for healthy eating and recipes that adults and children can make together.

more info → www.ahold.com/csr/kidscorner



Apples

PARENT TIPS

- apples in orange or lemon juice after they have been cut to prevent browning
- apples refrigerated; cool air keeps them juicy and crisp
- one medium apple yields about 1 cup quartered or chopped
- one medium apple provides 2 MyPyramid servings
- apples are an important dietary source of fiber

SNACK BAG

Serves: 4

Instructions: Pre-heat oven to 250°F. Spray cookie sheet with cooking oil. Slice apples into a shallow, flat cooking pan. Sprinkle with cinnamon. Toss. Transfer coated apple slices to the prepared cookie sheet and spread into a single layer. Place in the oven for 1 hour. Remove and cool. Combine cooked apples with sweetened, dried cranberries and sliced almonds. Place equal amounts in four zip-lock sandwich bags and refrigerate. Fantastic school snack!

NICK JR

Sharing knowledge

We are sharing knowledge and initiatives across the company. Our Ahold Healthy Living Team, set up in 2004, brings together those responsible for areas such as quality assurance, sustainability, nutrition and marketing at our operating companies and our Group Support Office.

We cooperate closely with universities and other bodies, such as the World Health Organization, to provide healthy choices based on scientific research, technological advances and good social practice. We commission scientific advisors and external nutrition experts to maintain the credibility and integrity of our Healthy Living programs.

more info → www.ahold.com/csr/healthyliving

Nurturing trust

Delivering safe products to our customers is our top priority. Every day, in every local market, we work hard to earn their trust, by listening to their concerns and improving our standards even further.



Checking the docks

Stop & Shop/Giant-Landover have a dock inspection program in place at their distribution centers. Fifteen quality control warehouse inspectors verify the safety, quality and freshness of private label products.



Our approach Our companies have developed a common approach to product safety based on Hazard Analysis and Critical Control Points (HACCP) principles. The Ahold Product Safety Steering Committee sets Group policy. Within this framework each company manages safety issues locally.

Product safety

Providing safe products to customers in all our markets is non-negotiable. It is the foundation for safeguarding our stakeholders' health and wellbeing.

Product safety starts where products are made or grown. We require our suppliers to follow proper product safety practices and to demonstrate compliance with internationally accepted standards. We aim to support them in making continual, incremental improvements in a number of areas, including product safety.

Ahold companies have stringent in-house product safety policies and procedures, which meet the highest international standards. We are constantly seeking improvement. All of our companies communicate with employees and train them extensively on product safety.

We have established appropriate recall procedures and respond rapidly to crisis situations. Our companies have dock inspection programs in place at distribution centers and perform store audits, in many cases using independent auditors. We have introduced clearer food allergen labeling on our products in response to customer concerns and local requirements.

Under the supervision of the Steering Committee, a single compliance model is being developed to further standardize the way we manage product safety. We will put in place a more detailed and objective assessment tool to evaluate performance locally. Our increasing focus on understanding and exerting influence over the supply chain is giving us more insight into product safety.

Promoting sustainable coffee production

Utz Kapeh was developed by producers and the Ahold Coffee Company as an independent and credible system for assuring good practice in coffee production.

more info → www.ahold.com/csr/utzkapeh



Shared ambitions

We seek to build mutually beneficial, lasting relationships based on common values. We work closely with suppliers who share our conviction that economic success should be balanced with social responsibility.



Our approach We cooperate with suppliers to systematically improve the social, environmental and ethical quality of products and services, particularly those sold under Ahold brand names. In the long run, Ahold will favor those suppliers whose values and principles are aligned with our own.

Sourcing

Consumers are now more aware than ever about how their choices affect global, social and environmental conditions. As a result, value chain participants are increasingly expected to submit evidence of responsible production.

Our goal is to provide our customers with choices that satisfy their concerns about responsible production. We do this by broadening our assortment and working with like-minded suppliers to improve the way products are made.

Organics and natural products

Demand for organic and natural products is rising in our markets, driven largely by the perceived health or environmental benefits. Each of our companies offers an organic assortment and some have been the driving forces in their individual markets behind increased consumer interest

in these products. We are continually adding to our organic selection, sometimes replacing non-organic products.

The value chain for organics poses unique procurement challenges for retailers, including: how to ensure access to sufficient supply to meet customer demand, how to define organic and ensure that suppliers adhere to applicable standards, and how to procure products at a cost that brings good value to customers.

One way we are addressing some of these challenges is through the Nature's Promise private label organic and natural brand in the United States. Nature's Promise offers a more affordable selection of choices than comparable branded products, helping us to address the cost barrier that has prevented some customers from choosing organic products. We expanded our Nature's Promise line in July 2006 to include meat products.



“Our customers tell us they want healthy choices, but that it's not always easy if they have to pay more. We have responded by introducing more affordable natural and organic products and placing them front and center in many of our stores.”



Keeping Nature's Promise

Nature's Promise natural and organic private label brands are available in all of our U.S. stores. These products feature special health icons that make it easy for customers to spot health and allergen information. Nature's Promise offers a more affordable selection of choices than comparable branded products, addressing the cost barrier that prevents some customers from choosing organic. Giant-Carlisle has also introduced the Nature's Promise Natural & Organic Marketplace as a store-within-a-store. The Marketplace groups natural and organic products together, making them more convenient for shoppers to find.

more info → www.ahold.com/csr/promise

From catch to sale

Overfishing currently threatens many marine species, but keeping fisheries sustainable has significant environmental and economic implications. The best way to ensure quality and sustainability is to control the entire process from catch to sale – which means looking for ways to manage the points in the value chain before the product reaches our distribution centers. Our companies have developed a variety of approaches, depending on the fish species they sell and the specific needs in their individual markets.

As a part of general sourcing initiatives, we are developing specialist teams with extensive expertise within specific product categories, such as shrimp, cod/white fish, and salmon.

Tony Schiano

Chief Executive Officer, Giant-Carlisle/Tops Arena

These are enabling us to combine work on collaborative sourcing initiatives and addressing CSR concerns. Called the Ahold Seafood Community, the program is a step towards ensuring that our fish products are sourced in a sustainable way and make the most of our efforts to protect the future of fisheries.

Further, by working with preferred suppliers who demonstrate a commitment to these priorities, we know where our fish comes from and how harvesting affects the environment. We intend to exert a proactive and constructive influence on the industry, to continually make incremental improvements in the way we operate, and to help our suppliers to do the same.



A choice catch

The Choice Catch project is a partnership between Ahold's U.S. retail companies and the New England Aquarium. Its mission is to promote the sustainability and traceability of Ahold's seafood products. It is developing realistic sourcing standards, which ensure social and environmental stewardship and traceability throughout the supply chain. The project audits seafood sources for environmental impact and sustainability based on the best available scientific evidence. Its recommendations affect the buying decisions of Ahold's U.S. retail companies, aiding the shift towards products that are harvested using techniques that favor marine conservation.

more info → www.ahold.com/csr/choicecatch



Number of organic products

Company	2005	2004
Albert Heijn	285	275
ICA (Sweden)	400	440
ICA (Norway)	157	96
Stop & Shop	1,334	1,278
Giant-Landover	956	385
Giant-Carlisle	1,386	333
Tops	1,353	1,173
Central Europe Arena ¹	145	(no data)
U.S. Foodservice	403	(no data)

¹ Only Czech Republic.

Fair Trade

The Fair Trade movement is gaining increasing attention as more customers express a preference for products that meet minimum standards for socially responsible production and trade. Our companies do their best to ensure that the products they sell are produced in a socially responsible way that guarantees producers a fair price and respects workers' rights. Our goal is to develop mutually fulfilling relationships with suppliers who share our core values.

In response to customer demand, all of our supermarket companies carry a selection of Fair Trade certified products in their assortments and are continually adding new ones. However, factors including available supply and quality limit the selection of Fair Trade goods that we can offer.

The Ahold Sustainable Trade Development (ASTD) program is one way in which we are addressing this issue. The program aims to help suppliers in the developing world, particularly in Africa, to meet minimum standards for production and quality so that they can access more developed markets. Through it, Ahold's people are transferring knowledge and expertise to African producers and manufacturers, and creating sustainable business relationships. Under the ASTD program, export markets for African farmers are developed and Ahold's access to organic and Fair Trade fruits and vegetables is enhanced.

Fair Trade is an issue with particular resonance in the Netherlands. Albert Heijn is targeting the ability to offer the consumer a year-round assortment of combined fresh organic and Fair



“Since they came on board the farm has built a crèche, set up a reading and writing class for adults and built an internet room. These are some of the practical results that come from Fair Trade agreements. It might not rock the world, but it helps.”



Developing suppliers in Africa

The Ahold Sustainable Trade program (ASTD) aims to utilize the knowledge and expertise of Ahold's people to make a positive impact in Africa. The program works to create sustainable business relationships with producers and manufacturers in the developing world, bringing their products into our stores. A major goal is to develop African farmers as viable exporters of tropical fruits and vegetables, particularly organic and Fair Trade products. A Fair Trade organic pineapple salad sourced from Ghana through the ASTD program was awarded “Best Fruit Innovation of 2005” by the leading supermarket magazine in the Netherlands.

more info → www.ahold.com/csr/astd

Roland Waardenburg of Ahold Sustainable Trade Development talks about the results of an ASTD and Albert Heijn initiative to source Max Havelaar Fair Trade fruit from the Westfalia farm in Africa.

Read more in Roland's blog at → www.ahold.com/csr/africaweblog

Trade products, often identifying vendors through the ASTD program. In July 2006 the company announced that it would sell only Fair Trade avocados, under the Max Havelaar label, when they are in season in developing countries that are our suppliers.

Albert Heijn also carries about 30 Utz Kapeh-certified coffees. Utz Kapeh, which means good coffee in Mayan, is an independent fair trade organization that sets and monitors environmental, food safety and labor practice requirements for workers and their families. All ICA coffee is also certified by Utz Kapeh.

Our companies are involved in several other projects that protect and further the rights of employees and third-world suppliers. In early 2005 Ahold joined the Business Social Compliance

Initiative (BSCI), a European alliance of 50 retailers and importers that aims to improve labor conditions in their own operations and those of their suppliers in high-risk countries.

Ahold has provided funding to the Sustainable Food Lab, an organization focused on accelerating the movement of sustainable food to the mainstream, for a program to help increase competitiveness, technical expertise, and market access for Guatemalan farmers, small- and medium-sized enterprises (SME) and exporters. The program addresses the challenges faced by SME producers of certain Guatemalan products by creating more sustainable, efficient, and equitable supply chains at both domestic and international levels.



Fresh fare and fair trade

Fair Trade is an issue with particular resonance in the Netherlands, so Albert Heijn is targeting the ability to offer consumers a year-round assortment of combined fresh organic and Fair Trade products. This goal is supported by the ASTD program. In July 2006 the company announced that it would sell only Fair Trade avocados under the Max Havelaar label when they are in season in developing countries that supply its stock. It continues to expand its offering of Fair Trade products, and offers a wider variety than many other Dutch retailers.



“At Albert Heijn we realize that as we broaden our assortment, we also need to offer our customers a wider assortment of responsible products. In doing this, these products become accessible to a larger group of consumers, which benefits both consumers and producers.”

Dick Boer
Chief Executive Officer, Albert Heijn



Animal welfare

We respect local regulations on animal welfare and often go beyond them. We seek to improve living conditions for animals while at the same time delivering customers the safe, quality products they demand.

Our goal is to balance the need for a controlled environment, which must be maintained to meet our regulatory responsibilities, with the desire to provide the most humane conditions possible for animals.

Our companies are engaged in dialogue about animal welfare-related issues and are making continual improvements to address the concerns of stakeholders.

more info → www.ahold.com/csr/sourcing



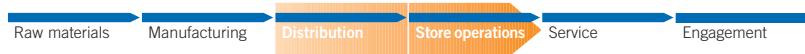
Composting – cleaning up the waste stream

As Massachusetts prepares to ban organics from the waste stream by 2010, finding a cost-effective alternative for organic waste disposal is an important goal for Stop & Shop.
more info → www.ahold.com/csr/composting



Less is more

Wherever we operate, we endeavor to improve our performance by reducing our ecological footprint. We seek to maximize efficiency and minimize waste right across the value chain.



Our approach As a Group, we look mainly at waste reduction, energy efficiency, minimizing ozone depletion and efficient distribution. Local legal and market requirements dictate the specifics so each of our companies manages its own environmental strategy.

Logistics and operations

We rely on efficient logistics to provide the broad and continuously available assortment of fresh, safe, high-quality products that consumers demand. Increasing our efficiency supports cost reduction, competitiveness improvements and promotion of our environmental goals through waste and emissions reductions.

From here to there

Efficient distribution systems are key to food retail – from just-in-time product ordering systems to making optimal use of truck capacity. The main environmental impacts of transportation and distribution are on fuel use, CO₂ emissions, air pollution and noise. By working to reduce these we are often also reducing cost. Good alignment – of stores, distribution centers and suppliers – contributes to product quality and sales, enhances efficiency and reduces waste.

Our companies use continuous replenishment systems that integrate store ordering systems with distribution centers and suppliers to minimize the transport of unwanted goods. This cuts fuel consumption, thereby reducing CO₂ emissions and lowering costs.

To minimize emissions and costs, we maximize the load factor, ensuring that trucks carry as much product as possible on every trip. Our companies utilize computer systems to plan the most efficient trucking routes and loading procedures.

We also use backhauling, in which goods from a supplier are picked up on a truck's return trip to a distribution center, to reduce the number of empty kilometers driven. For example, Giant-Carlisle's trucks are on average 95 percent full on return trips to distribution centers.



Checking the SCORE

Our U.S. companies utilize computer systems to plan the most efficient trucking routes and loading procedures. U.S. Foodservice's system compares actual trips to planned trips at the end of each day. The SCORE computer system allows it to analyze the profitability of individual routes to decide what level of service it can efficiently provide to each client. The company also centrally tracks parameters for its vehicles on the road, such as brakes, filters and speed, to maintain optimal operating conditions.

Recycled waste in tons

Company	Plastic		Cardboard		Organic		Not recycled	
	2005	2004	2005	2004	2005	2004	2005	2004
Albert Heijn	1,962	1,598	41,808	37,850	24,691	23,889	11,000	10,900
ICA (Sweden) ¹	1,385	1,364	1,431	1,452	2,472	1,818	523	1,574
ICA (Norway)	612	577	9,635	9,971	(no data)	(no data)	(no data)	(no data)
Stop & Shop	251	328	83,801	73,666	10,179	2,619	133,828	70,236
Giant-Landover	1,700	1,637	39,656	39,494	(no data)	(no data)	62,402	53,362
Giant-Carlisle	835	883	34,376	32,034	1,342	1,268	37,024	41,418
Tops	133	213	27,117	28,782	589	608	31,858	35,134
Central Europe Arena ²	1,238	(no data)	11,121	(no data)	2,090	(no data)	11,504	(no data)
U.S. Foodservice	130	(no data)	453	(no data)	(no data)	(no data)	13,617	(no data)

1 Only warehousing operations are included.

2 Only Czech Republic.

Refrigerants installed in stores in kilograms

Company	Refrigerants CFCs		Refrigerants HFCs		Refrigerants HCFCs	
	2005	2004	2005	2004	2005	2004
Albert Heijn	10	98	120,067	106,162	32,432	38,346
ICA ¹	0	0	(no data)	(no data)	(no data)	(no data)
Stop & Shop/ Giant-Landover Arena	6,168	5,244	375,912	348,563	430,370	443,540
Giant-Carlisle	0	282	100,811	86,016	77,407	75,820
Tops	2,624	1,682	52,526	55,409	155,486	173,433

1 ICA uses only HFCs and HCFCs, but no detailed data available.

To reduce fuel usage, U.S. Foodservice and Giant-Carlisle/Tops have introduced truck idling systems that switch an engine off if the truck has been left running.

U.S. Foodservice is experimenting with fuel additives that increase the efficiency of its truck engines. Five percent of diesel fuel used by Giant-Carlisle/Tops is a cost-efficient and less environmentally harmful soy additive.

Reducing waste

Waste reduction is a significant aspect of environmentally responsible behavior. We take a proactive approach to recycling and have a broad range of programs in place throughout our operating companies. We strive to use recyclable packaging whenever possible.

Instore electricity consumption in kWh/sq m

Electricity in store	2005	2004
Albert Heijn	361	365
Central Europe Arena	543	503
ICA (Norway)	580	650
Giant-Landover	711	715
Stop & Shop	591	602
Giant-Carlisle	561	870 ¹
Tops	575	841 ¹

1 Figures are electricity consumption per sales area, not total store area.

Recycling often benefits our businesses.

Reducing waste creates cost savings and recycling can provide additional income. Some of the money generated by our recycling programs is donated to charitable causes.

Cardboard and plastic are recycled in our markets and we are increasingly recycling paper products. A number of our businesses audit their stores and distribution centers to verify that recyclable waste is not included in the waste stream when recycling facilities are available.

Recycling organic waste is more complicated as it requires a special infrastructure and hauling. Developing effective programs to deal with organic waste is particularly significant in some areas where it may be banned from the waste stream in coming years.



“With millions of people visiting our stores each week, we play an important part in the everyday life of our customers and other stakeholders. With such a large presence in society we are expected to act as a responsible company. By working carefully in areas where we are well-positioned to make a difference, we can be a positive force.”

Kenneth Bengtsson
Chief Executive Officer, ICA



ICA

Keeping cool for less

ICA Norway reduced electricity consumption by equipping 276 of its stores with the CoolICA system in 2005. This intranet-based system monitors ventilation, heating cables, fans, cooled product displays and cold room temperatures, and analyzes store energy consumption – all from the head office in Oslo. By spring 2006 energy consumption was reduced by up to 11 percent in the stores where the system was installed. Implementation is continuing throughout 2006.

Massachusetts is a case in point. Organic waste is likely to be banned from its waste stream by 2010. Here, Stop & Shop is at the forefront of organic recycling. It is helping state officials to set policies and standards. In 2005, as a result of its efforts, Stop & Shop/Giant-Landover received the WasteWise Very Large Business award for recycling from the Environmental Protection Agency.

Our European companies work with suppliers to reduce packaging waste in line with the EU Packaging Directive. Our U.S. companies are also exploring packaging reduction methods.

Energy and refrigerants

Energy use is necessary to preserve and prepare safe, fresh, quality food and create an attractive shopping environment. It is one of our most significant direct environmental impacts.

Any reduction in energy usage represents an economic as well as environmental opportunity.

Our companies are expected to phase out ozone-damaging refrigerants, manage refrigerant use and maintain refrigeration systems to minimize leakage.

Energy reduction is accomplished through tracking and benchmarking energy consumption and refrigerants used, investing in energy-efficient equipment, developing innovative solutions with vendors, exchanging best practices among operating companies, and training staff in energy-saving practices.

more info → www.ahold.com/csr/logistics



An open invitation

Ahold's U.S. retail companies have a program in place to address efficient sourcing of minority- and women-owned suppliers of goods and services, with targeted vendor fairs helping them to identify new vendors.

more info → www.ahold.com/csr/fair



Passion for quality

Our people are passionate about the food business. We are committed to treating them fairly, offering them fulfilling careers, and rewarding success.



Our people

We aim to select, develop and retain the very best talent and create an environment that encourages innovation. We are committed to developing people and giving them opportunities to grow. Our core values provide the basis for how we work together and are at the center of our culture. They guide decision-making and the way we handle challenges.

We take a local approach to most human resource policies and practices, though always within the parameters of our Group-wide policies. This enables us to address issues in ways that meet the needs of local markets, and are supportive of Ahold's Group strategy and common values.

Wherever we operate, we maintain high employment standards and ensure fundamental labor rights. Our management development

Our approach Each Ahold company is committed to being “a great place to work” where people are treated fairly and experience a fulfilling career. Most of our 247,000 people have direct contact with our customers. Their expertise, knowledge and commitment are key to Ahold’s success.

practices, at all levels, encourage employees to grow within the company, through challenging assignments, targeted training, and rewards based on performance.

Career progression is based on an employee's capabilities, performance and behavior consistent with our core values. We focus on developing our people to ensure we have the right management potential to meet our future needs, with particular emphasis on strategically important areas. The majority of our vacancies are filled by internal promotion. When necessary, we recruit externally to bring in additional skills, perspectives and experience.

We expect that all employees, except in some cases those working under a certain minimum number of hours, receive performance appraisals to support their professional development.



Honesty counts

In 2005, U.S. Foodservice held mandatory ethics training for all employees company-wide. The training program was built around the three main functions of its employees: finance/sales, executive/administrative, and warehouse/drivers. It was designed to give employees the skills to be able to spot, understand and apply a decision-making model when they faced ethical dilemmas in their working lives.

more info → www.ahold.com/csr/honesty

Building a learning organization

We value a culture of learning – having the right skills, sharing knowledge, and making fact-based decisions are all essential for Ahold to compete in the ever-changing food retail and foodservice environment.

Our goal is to develop employees' skills and ensure that we have the best processes, tools and innovative solutions in place to run our business in the simplest and most efficient manner possible.

We are increasing the emphasis on international assignments for employees to broaden their perspectives, unify the organization, and share best practices.

Most training activities in Ahold companies focus on store-level jobs, since store employees make up the largest group in our employment



“At U.S. Foodservice, we believe that every individual deserves respect and that we are each responsible for our actions. Our ethics training highlights what is expected of us and what we can expect of others. Personal integrity is a core value here. It is key to the culture.”

Larry Benjamin
Chief Executive Officer, U.S. Foodservice

base, and are handled locally. However, we are putting in place Ahold-wide training to support the development of our core capabilities and functional expertise.

Diversity

Ahold companies value diversity. We want our workforce to reflect the communities we serve. We are committed to being an employer of choice and a place where an individual's professional development is based purely on his or her contributions and competence.

U.S. Foodservice emphasizes diversity as an integral part of its business strategy. It has created an Office of Diversity and Inclusion, with an executive-level head. Its goal is to move from simply being aware of similarities and differences among the members of its workforce to being able to draw on them to drive performance.



Making connections

Ahold has made strengthening communications with its management teams a priority. It aims to foster the development of its One Team value and improve the way that the local businesses and the Group Support Office work together. Ahold President and CEO Anders Moberg went on tour in the summer of 2005 and visited 800 managers around the Group. Anders, along with the respective local CEO, discussed Group strategy in a series of informal meetings. Employees expressed positive reactions to the relaxed atmosphere, refreshing format and the opportunity to meet with Anders in person.

more info → www.ahold.com/csr/roadshow



Average number of employees in full-time equivalents

	2005	2004
Retail		
Stop & Shop/Giant-Landover Arena	60,454	61,963
Giant-Carlisle/Tops Arena	25,886	28,278
BI-LO/Bruno's Arena ¹	1,197	23,882
Albert Heijn Arena	22,350	23,087
Central Europe Arena	22,656	24,343
Schuitema	4,997	5,222
Other retail ²	998	33,256
Total retail	138,538	200,031
Foodservice		
U.S. Foodservice	28,286	28,658
Deli XL	1,284	1,869
Total foodservice	29,570	30,527
Group Support Office	460	445
Ahold Group	168,568	231,003

1 Ahold sold BI-LO and Bruno's in January 2005.

2 Ahold sold the last of its operations in South America in April 2005.



Occupational health and safety

Our companies manage occupational health and safety issues locally. We promote the health and wellbeing of our employees in a variety of ways and work to ensure that they have a healthy and safe working environment. We monitor compliance with local regulations and address the prevention of accidents and injuries in a proactive way.

Employees are given the necessary training and equipment to ensure they can perform their jobs safely.

Building dialogue

Encouraging open dialogue and measuring employee satisfaction are increasingly important. We have found that customer satisfaction is strongly linked to employee satisfaction and commitment.

Ahold held a Leadership Pulse Survey in 2005 to measure employee engagement and awareness and comprehension of the company's strategic direction and values. It polled 1,045 employees in middle and top ranking management positions; 79 percent responded. Their responses indicated high awareness of the Ahold strategy and values.

more info → www.ahold.com/csr/people

Beyond giving

We engage with our customers by connecting with their communities. Charitable contributions are just a starting point. We look for a deeper involvement.



  Peapod   

Tackling hunger on our doorstep

As food providers, hunger relief initiatives are a natural focus for our operating companies. All our U.S. supermarket businesses support local food banks as well as America's Second Harvest, the national network of food banks.
more info → www.ahold.com/csr/relief



Our approach Community involvement and charitable giving grow out of our customer focus. We listen closely to our customers. We demonstrate our commitment by supporting causes that they, as well as employees and other stakeholders, believe are important.

Community involvement

Our companies participate directly in community events, sponsor charitable causes and organize fundraising activities connected with their individual markets.

Community involvement plays an important role in our operations – particularly in the United States, and increasingly in Europe. It helps us to develop and strengthen partnerships with our stakeholders and reinforces Ahold's position as an active local community member. Our supermarkets are often a focal point in their neighborhoods and towns and feel a responsibility to help improve the wellbeing of these communities.

Some of our companies' activities in this area complement Ahold's commitment to health and wellness and build upon other health-related

initiatives. Others, such as those related to diversity or the environment, are simply linked to acting as a socially responsible company.

As food providers, hunger relief initiatives are a natural focus for our operating companies. All of our U.S. supermarket businesses are involved in supporting local food banks as well as America's Second Harvest, the national network of food banks.

Ahold's U.S. companies support local schools, youth groups and health-related organizations. They make many smaller donations within each community, sponsoring athletic teams, senior programs and after-school activities. They also make substantial contributions to deserving causes. Over the past 17 years Giant-Landover has contributed more than USD 73 million in cash and classroom educational aids to public and private schools, including USD 2 million last year.



Triple Winner raises millions

Stop & Shop/Giant-Landover have collected millions of dollars to fight cancer. In 2006 the company raised USD 6.5 million through its Triple Winner program. Beneficiaries included the Jimmy Fund and the Stop & Shop Pediatric Brain Tumor Clinic, the Memorial Sloan-Kettering Cancer Center and the Children's Cancer Foundation.



“Our stores are closely connected with the communities they serve. When we get involved in charitable activities we are not just giving something back to our customers. We are part of these communities – by helping them we are helping ourselves.”

Jose Alvarez
Chief Executive Officer,
Stop & Shop/Giant-Landover Arena

Corporate citizenship Euros

	2005	2004
ICA	1,254,000	1,332,000
Giant-Carlisle/Tops Arena	17,220,052	14,588,320
Stop & Shop / Giant-Landover Arena	12,803,352	12,912,684
U.S. Foodservice	2,247,872	1,540,190
Central Europe Arena	452,060	436,280

Health-related programs

Some forms of community involvement by our companies are rooted in Ahold's commitment to encourage customers to make the right choices for a healthy lifestyle. In May 2006, Albert Heijn launched a program to raise money for the World Cancer Research Fund in which supermarkets and five manufacturers donated a total of 5 percent of sales (2.5 percent respectively) on certain healthy products for one week.

In 2006 Stop & Shop/Giant-Landover raised USD 6.5 million through their Triple Winner program to benefit the Jimmy Fund of the Dana Farber Cancer Institute in Massachusetts and other organizations.

The Healthy 5 project at our Central Europe Arena is partnering with a government-sponsored obesity prevention program in the region as part of its commitment to healthy living. The goal is to support the fight against obesity with a range of practical activities. The project was initiated in the Czech Republic in February 2005. It is organized under the auspices of the World Health Organization in the Czech Republic and Slovakia.



Healthy products combat cancer

In May 2006, Albert Heijn launched a program to raise money for the World Cancer Research Fund. Supermarkets and five manufacturers donated a total of 5 percent of sales (2.5 percent respectively) on specific healthy products over the course of a week. This campaign is part of "Eating in Balance", a larger Albert Heijn healthy living initiative.



Taking care of our own

Following the hurricane season of 2004, U.S. Foodservice established the Company Assistance for Relief in Emergency Situations (CARES) program to provide financial assistance to U.S. Foodservice employees affected by tragedies they could not anticipate or prevent. In the first seven months of 2005, CARES grants and loans totaling USD 140,000 were made to U.S. Foodservice employees. In the two weeks following Katrina, CARES provided an additional USD 175,000 in assistance.



Global outreach

Our companies have also responded to crises hundreds or even thousands of miles away from the markets in which we operate, for example by raising money to help the victims of the tsunami in South-East Asia.

After Hurricane Katrina devastated New Orleans in 2005 Ahold donated USD 1 million to the relief effort. Our U.S. companies took on a range of other fundraising activities. U.S. Foodservice donated food, water, refrigerated trucks and other equipment. Its employees made deliveries to dozens of Gulf Coast health care facilities, helping them remain fully operational during the crisis.

Following the 2004 hurricane season, U.S. Foodservice established the Company Assistance for Relief in Emergency Situations (CARES)

program to provide financial assistance to U.S. Foodservice employees affected by tragedies they could not anticipate or prevent. In the first seven months of 2005, CARES grants and loans totaling USD 140,000 were made to U.S. Foodservice employees. In the two weeks following Katrina, CARES provided an additional USD 175,000 in assistance.

Ahold also supports the Business in Development Challenge, an international competition that calls upon people to submit business plans for enterprises that will contribute to poverty reduction in developing countries. [more info → www.ahold.com/csr/giving](http://www.ahold.com/csr/giving)

Corporate governance and compliance

Maintaining high ethical standards is essential to achieving our strategic objectives. We expect employees to comply with the law, act with integrity and safeguard Ahold's reputation.

We have put in place a stronger, more transparent corporate governance and organizational structure. We measure ourselves against international best practice and continue to seek ways to even further improve our corporate governance.

The diagram opposite shows the boards, committees and teams that govern Ahold and its businesses. For more information, please refer to our 2005 Annual Report or Annual Review.

Internal control

Our approach to CSR is in line with Ahold's internal control practices.

We take a structured and consistent approach to internal control by aligning strategy, policies, procedures, instructions, guidelines and processes, people and technology, for the purpose

Our approach We manage business ethics and integrity at a global level for a number of reasons. It is aligned with our Group core value "Integrity Always". We need to meet Group-wide legal requirements. Managing this issue globally is in line with current best practices.

of identifying, evaluating and managing the uncertainties that the company faces. We are replacing a decentralized set of internal controls with a consistent, one-company system. Ahold uses a comprehensive business planning and review process to monitor its performance.

Each quarter, management at each of our operating companies is required to confirm that it is maintaining compliance with, among others, Ahold's Global Code of Professional Conduct and Ethics, fraud prevention and detection procedures, control standards and disclosure requirements.

Code of Professional Conduct and Ethics

We launched our new Code of Professional Conduct and Ethics on March 1, 2005. This code is based on Ahold's core values. It is intended to help each employee to understand and follow relevant compliance and integrity rules, and to

know when and where to ask for advice. It applies to Ahold, its companies and management-level employees as well as to independent third parties hired by or acting for and on behalf of Ahold.

The code was drafted in accordance with the requirements of the Sarbanes-Oxley Act and conforms with international best practice. It coexists with the codes of conduct at our local operating companies.

Compliance training

We take steps to ensure compliance with our legal and regulatory obligations by providing targeted training to our employees. We provide web-based compliance training programs on a Group-wide basis on issues which affect a broad range of employees. For example, we have offered training on avoiding conflicts of interest, protecting confidential information, financial integrity and our code of conduct to office staff throughout the business.

We also provide more targeted classroom or supervisor-led training on issues such as food safety and health and safety at work to our store and distribution center staff, and specialist training on issues such as antitrust laws and regulations to employees who manage supplier relationships.

Whistleblower procedure

We provide an anonymous and fair way for employees and others to report unethical or illegal behavior and suspected violations of the law, rules and regulations or of Ahold's Global Code of Professional Conduct and Ethics.

Our Group-wide whistleblower procedure meets the requirements of both U.S. and European rules and regulations. It includes a confidential hotline which employees and others can use to report ethical, legal or business activity concerns. Callers have 24-hour access, seven days a week, to a skilled interviewer.

We maintain a centralized database for documenting the steps taken to investigate allegations reported via the hotline. All workplace issues that have been reported are brought to the attention of the appropriate department or our Audit Committee. Reporting employees are protected from retaliation.

All reports generated by the system are investigated and the outcome of the investigations is communicated back to the whistleblower within an indicated timeframe. The system has proved its effectiveness on numerous occasions. Policies have been amended or developed; in some cases, we have taken disciplinary action following reports received.

more info ➔ www.ahold.com/corporategovernance

Management structure of Ahold

General Meeting of Shareholders

Our shareholders exercise their rights through Annual and Extraordinary General Meetings of Shareholders.

Supervisory Board

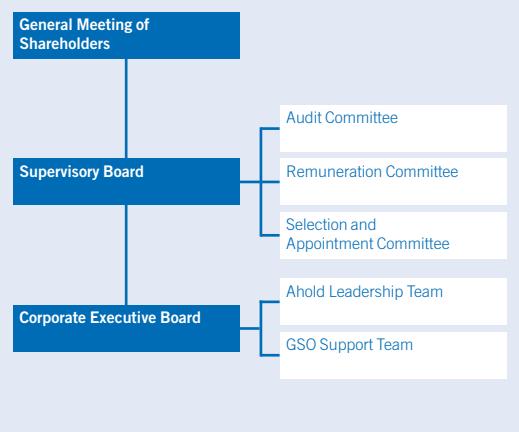
The Supervisory Board is responsible for supervising the policy of the Corporate Executive Board, the general course of affairs of the company and the enterprise connected with it.

Corporate Executive Board

We are managed by our Corporate Executive Board, which is supervised by the Supervisory Board. The Corporate Executive Board as a whole is responsible for our management and the general affairs of Ahold.

Ahold Leadership Team

The Ahold Leadership Team aligns Group strategy and operational initiatives and advises the Corporate Executive Board in these areas.



Notice

Certain statements in this report are forward-looking statements within the meaning of the U.S. federal securities laws. These forward-looking statements are subject to risks, uncertainties and other factors that could cause actual results to differ materially from the future results expressed or implied by the forward-looking statements. Many of these risks and uncertainties relate to factors that are beyond Ahold's ability to control or estimate precisely. Many of these risk factors are detailed in Ahold's publicly filed reports. Accordingly, this report is subject to this notice and the Complementary Information section in this report and qualified by the assumptions, qualifications and the risk factors detailed in Ahold's publicly filed reports. Readers are cautioned not to place undue reliance on these forward-looking statements, which speak only as of the date of this report. Ahold does not undertake any obligation to release publicly any revisions to these forward-looking statements to reflect events or circumstances after the date of this report, except as may be required by applicable securities laws. Outside the Netherlands, Koninklijke Ahold N.V., being its registered name, presents itself under the name of "Royal Ahold" or simply "Ahold."

The main Corporate Social Responsibility principles as discussed in this report imply obligations to perform to the best of one's ability and do not imply obligations to guarantee a certain result.

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