

PRESS RELEASE

2011 full-year figures

SLIGRO FOOD GROUP RECORDS NET PROFIT IN 2011 OF €78.2 MILLION

Sligro Food Group's profit for the year came out at over €78 million, which was €8 million, or 11.4%, higher than in 2010. As reported on 4 January, sales in 2011 were 5.9% higher at €2,420 million. Organic sales growth came out at 3.7%.

KOEN SLIPPENS, CEO

'In a difficult economic climate we have invested large sums in our formats, our people and our back office, and have also managed to achieve profits well above our previous record. Those are good results and create a healthy basis for further success in the future. We propose increasing the dividend to €1.05 per share, of which €0.85 will be the regular dividend and €0.20 a variable element. It is thanks to our strong capital and liquidity that we are able to do this.'

KEY FIGURES

| | x € million | Change % |
|---------------------------------|-------------|----------|
| Sales | 2,420 | 5.9 |
| Gross operating profit (EBITDA) | 159 | 9.2 |
| Operating profit (EBIT) | 105 | 15.4 |
| Net profit | 78 | 11.4 |
| Operating cash flow | 124 | 15.9 |
| Shareholders' equity | 541 | 8.1 |
| Net interest-bearing debt | 113 | (27.7) |
| Earnings per share (x €1) | 1.78 | 11.9 |
| Dividend per share (x €1) | 1.05 | 50.0 |

Gross profit rose by 6.2% to €562 million. The gross profit margin was 0.1 percentage point higher at 23.2%, despite market pressure on prices. This increase was primarily the result of a higher proportion of sales from our own supermarkets, and an improved product mix and tight management of margins in our foodservice activities.

Total operating expenses as a percentage of sales were 0.3 percentage points lower at 19.0%, despite the higher proportion of sales from our own supermarkets. This was attributable on the one hand to the improvements in efficiency that resulted from completion of the PLOP (PaperLess Order Picking) project and on the other hand to lower operating expenses in our Amsterdam delivery-service outlet. The figures for 2010 also included substantial non-recurring expenses and book losses on assets sold as part of merging distribution centres in Amsterdam.

Total operating profit rose by €14 million to €105 million. As a percentage of sales this represented an increase of 0.3 percentage points to 4.3%.

The foodservice operating profit rose by €20 million to €98 million. As a percentage of sales this represented an increase of 1.1 percentage points to 6.1%. As well as benefiting from the absence of non-recurring expenses, our foodservice activities also managed to achieve a substantial organic improvement in profit.

The food retail operating profit fell, disappointingly, by €6 million to €7 million. The profit for the year, however, was adversely affected by several million euros of non-recurring expenses, relating to the integration of Sanders and one off project costs of €1 million. The operating profit for 2010 was boosted by book profits of €2 million on assets sold. As a percentage of sales, food retail operating profit fell by 0.9 percentage points to 0.9%.

Earnings per share came out at €1.78, compared with €1.59 in 2010. This represents an increase of 11.9%. It is proposed to increase the normal dividend for 2011 by 21.4%. This translates into an amount of €0.85 per share and a pay-out rate of 48%. It is also proposed to pay an additional variable dividend of €0.20 per share, thus bringing the total dividend for the year to €1.05 per share. The group's strong capital and liquidity allow this higher payment to be made to shareholders, without any adverse impact on the group's ability to fund capital expenditure or acquisitions.

OUTLOOK

We are dependent, directly and indirectly, on Dutch consumers' spending on food. Consumer confidence in late 2011 was extremely low, and there seems little reason to expect a recovery in 2012. Higher commodity prices on the world market mean there is also substantial food price inflation. Consumers will therefore be keeping a firm grip on their purse strings, not least because government measures are expected to result in lower incomes in real terms. These factors are not necessarily, however, grounds for pessimism. Businesses will undoubtedly be fighting hard to win their share of what little is being spent. And we will be no exception in this respect, both proactively as the leader in the foodservice market and reactively in the supermarket channel. In challenging market conditions, it is always entrepreneurial skills that make the difference, and it is a challenge we relish. Although some growth is forecast in the supermarket sector, this will be wholly attributable to inflation. There is also some inflation in the foodservice market, but this does not seem likely to translate into market growth. Our assumption in any event is that the market will stabilise, and there will therefore be a limited decline in volumes. Essentially, our expectations for 2012 are not significantly different from those for 2011, which is a positive outlook

at a time when incomes are being squeezed and consumer confidence levels are so low.

We believe that our businesses are well positioned to take on the challenges of today's markets. Against this background, our slogan for 2012 is 'Growth fuelled by sales'. We will also be seeking to provide an extra boost to growth through appropriate acquisitions.

Our forecast for 2012 is essentially for very modest growth in the market, which we expect to outperform. As in recent years, pressure on prices will remain considerable, but we believe we can mitigate some of that pressure through smart margin management. The continuing benefits of the cost-containment measures introduced in recent years mean we are well placed for the future. We therefore have every confidence that Sligro Food Group will be able to continue playing a leading role in its sales markets.

To summarise, we are positive about 2012, but we never give firm forecasts.

The 2011 annual report will be published on 7 February 2012.

Background to the full-year figures will be given today in a press conference and analysts' meeting. The presentation given at these events has been posted on www.sligrofoodgroup.com.

Developments in the first quarter of 2012 will be discussed in our trading update on 19 April 2012 and our half-year figures will be published on 19 July 2012.

Veghel, 26 January 2012

On behalf of the Executive Board of Sligro Food Group N.V.

K.M. Slippens
H.L. van Rozendaal
Tel. +31 413 34 35 00
www.sligrofoodgroup.com

Annexes

1. Consolidated profit and loss account
2. Consolidated cash flow statement
3. Consolidated balance sheet
4. Consolidated statement of movements in shareholders' equity and consolidated statement of recognised income and expense
5. Other information
6. Profile

Appendix 1

CONSOLIDATED PROFIT AND LOSS ACCOUNT

for 2011

(x €1,000)

| | 2011 | 2010 | 2009 |
|--|------------------|------------------|------------------|
| Revenue | 2,420,216 | 2,286,261 | 2,258,021 |
| Cost of sales | (1,858,611) | (1,757,649) | (1,732,311) |
| Gross margin | 561,605 | 528,612 | 525,710 |
| Other operating income | 3,925 | 4,809 | 1,614 |
| Staff costs | (246,177) | (231,162) | (223,080) |
| Premises costs | (59,465) | (60,271) | (60,743) |
| Selling costs | (20,134) | (19,347) | (18,298) |
| Logistics costs | (66,445) | (64,070) | (63,024) |
| General and administrative expenses | (14,338) | (13,052) | (13,416) |
| Depreciation of property, plant and equipment | (44,078) | (46,718) | (42,406) |
| Amortisation of intangible assets | (9,923) | (7,873) | (8,174) |
| Total operating expenses | (460,560) | (442,493) | (429,141) |
| Operating profit | 104,970 | 90,928 | 98,183 |
| Finance income | 137 | 197 | 353 |
| Finance expense | (7,033) | (4,885) | (6,410) |
| Share in results of associates | 5,137 | 5,406 | 5,768 |
| Profit before tax | 103,211 | 91,646 | 97,894 |
| Tax | (25,004) | (21,450) | (23,584) |
| Profit for the year | 78,207 | 70,196 | 74,310 |
| Attributable to shareholders of the company | 78,207 | 70,196 | 74,310 |
| Figures per share | € | € | € |
| Basic earnings per share | 1.78 | 1.59 | 1.68 |
| Diluted earnings per share | 1.78 | 1.59 | 1.68 |
| Proposed dividend | 1.05 | 0.70 | 1.00 |

Appendix 2

CONSOLIDATED CASH FLOW STATEMENT

for 2011

(x €1,000)

| | 2011 | 2010 | 2009 |
|--|------------------------|------------------------|------------------------|
| Receipts from customers | 2,606,585 | 2,479,140 | 2,464,314 |
| Other operating income | 3,633 | 3,549 | 2,911 |
| | <u>2,610,218</u> | <u>2,482,689</u> | <u>2,467,225</u> |
| Payments to suppliers | (2,143,778) | (2,037,760) | (2,014,013) |
| Payments to employees | (131,513) | (121,923) | (118,770) |
| Payments to the government | (192,821) | (194,944) | (184,088) |
| | <u>(2,468,112)</u> | <u>(2,354,627)</u> | <u>(2,316,871)</u> |
| Net cash generated from operations | 142,106 | 128,062 | 150,354 |
| Interest received | 137 | 197 | 352 |
| Dividend received from associates | 5,530 | 4,412 | 3,568 |
| Interest paid | (7,340) | (4,573) | (7,194) |
| Corporate income tax paid | (16,634) | (21,240) | (23,756) |
| Net cash flow from operating activities | <u>123,799</u> | <u>106,858</u> | <u>123,324</u> |
| Acquisitions/investments | | (43,718) | (40) |
| Sale of associates/operations | | 2,641 | 1,290 |
| Capital expenditure on property, plant and equipment/investment property/assets held for sale | (50,068) | (43,130) | (49,209) |
| Receipts from disposal of property, plant and equipment/investment property/assets held for sale | 6,476 | 5,934 | 1,410 |
| Capital expenditure on intangible assets | (3,597) | (2,608) | (1,518) |
| Investments in/loans to associates | (290) | (1,188) | (1,000) |
| Repayments by associates | | 430 | 188 |
| Net cash flow from investing activities | <u>(47,479)</u> | <u>(81,639)</u> | <u>(48,879)</u> |
| Repayment of long-term borrowings | (53,109) | (49,087) | (30,714) |
| Proceeds from long-term borrowings | | 114,399 | |
| Paid to joint venture | (30) | (100) | (1,050) |
| Repurchase of own shares | (3,472) | (3,580) | |
| Dividend paid | (30,813) | (44,071) | (18,880) |
| Net cash flow from financing activities | <u>(87,424)</u> | <u>17,561</u> | <u>(50,644)</u> |
| Movement in cash, cash equivalents and short-term bank borrowings | (11,104) | 42,780 | 23,801 |
| Opening balance | 67,464 | 24,684 | 883 |
| Closing balance | <u>56,360</u> | <u>67,464</u> | <u>24,684</u> |

Appendix 3

CONSOLIDATED BALANCE SHEET

as at 31 December 2011 before profit appropriation

(x €1,000)

| ASSETS | 31-12-2011 | 01-01-2011 | 02-01-2010 |
|---|-------------------|-------------------|-------------------|
| Goodwill | 126,287 | 126,287 | 127,547 |
| Other intangible assets | 50,552 | 57,146 | 42,261 |
| Property, plant and equipment | 307,242 | 304,544 | 284,381 |
| Investment property | 15,225 | 15,945 | 24,499 |
| Investments in associates | 42,551 | 42,934 | 41,771 |
| Other financial assets | 9,279 | 6,467 | 2,640 |
| Total non-current assets | 551,136 | 553,323 | 523,099 |
| Inventories | 197,352 | 195,047 | 189,282 |
| Trade and other receivables | 110,618 | 105,181 | 107,716 |
| Other current assets | 8,016 | 3,526 | 3,789 |
| Corporate income tax | 0 | 863 | 529 |
| Assets held for sale | 7,634 | 11,906 | 3,097 |
| Cash and cash equivalents | 56,360 | 67,464 | 24,684 |
| Total current assets | 379,980 | 383,987 | 329,097 |
| Total assets | 931,116 | 937,310 | 852,196 |
| EQUITY AND LIABILITIES | 31-12-2011 | 01-01-2011 | 02-01-2010 |
| Paid-up and called capital | 2,655 | 2,655 | 2,655 |
| Reserves | 537,911 | 497,418 | 479,668 |
| Total shareholders' equity attributable to shareholders of the company | 540,566 | 500,073 | 482,323 |
| Deferred tax liabilities | 35,006 | 29,097 | 24,007 |
| Employee benefits | 2,947 | 3,042 | 7,055 |
| Other provisions | 191 | 221 | 316 |
| Bank borrowings | 174,169 | 173,254 | 128,283 |
| Current portion of long-term borrowings | 212,313 | 205,614 | 159,661 |
| Current portion of long-term debt | 0 | 53,232 | 27,850 |
| Bank borrowings | 0 | 0 | 0 |
| Trade and other payables | 106,798 | 106,906 | 109,784 |
| Corporate income tax | 156 | 0 | 0 |
| Other taxes and social security contributions | 24,073 | 22,176 | 22,874 |
| Other liabilities, accruals and deferred income | 47,210 | 49,309 | 49,704 |
| Total current liabilities | 178,237 | 231,623 | 210,212 |
| Total equity and liabilities | 931,116 | 937,310 | 852,196 |

Appendix 4

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY FOR 2011

for 2011 before profit appropriation

(x €1,000)

| | Paid-up and called capital | Share premium | Other reserves | Revalua- tion reserve | Hedging- reserve | Treasury shares reserve | Total |
|--|----------------------------------|------------------|-------------------|-----------------------------|---------------------|-------------------------------|----------------|
| Balance as at 01-01-2011 | 2,655 | 31,106 | 467,423 | 4,537 | (2,068) | (3,580) | 500,073 |
| Transactions with owners | | | | | | | |
| Share-based payments | | | 693 | | | | 693 |
| Dividend paid | | | (30,813) | | | | (30,813) |
| Repurchase of own shares | | | | | | (3,472) | (3,472) |
| | 0 | 0 | (30,120) | 0 | 0 | (3,472) | (33,592) |
| Total realised and unrealised results | | | | | | | |
| Profit for the year | | | 78,207 | | | | 78,207 |
| Investment property | | | 847 | (847) | | | 0 |
| Cash flow hedge | | | | | 958 | | 958 |
| Reclassification | | | | | (174) | | (174) |
| Actuarial results | | | (4,906) | | | | (4,906) |
| | 0 | 0 | 74,148 | (847) | 784 | 0 | 74,085 |
| Balance as at 31-12-2011 | 2,655 | 31,106 | 511,451 | 3,690 | (1,284) | (7,052) | 540,566 |

CONSOLIDATED STATEMENT OF RECOGNISED INCOME AND EXPENSE

for 2011

(x €1,000)

| | 2011 | 2010 | 2009 |
|--|---------------|---------------|---------------|
| Profit for the year | 78,207 | 70,196 | 74,310 |
| Effective part of movements in the fair value of cash flow hedge of long-term loans, net of tax | 958 | (1,640) | (2,142) |
| Reclassified to consolidated profit and loss account | (174) | 161 | 435 |
| Actuarial gains and losses on defined-benefit plans, net of tax | (4,906) | (3,984) | 2,585 |
| Income and expense recognised directly in shareholders' equity | (4,122) | (5,463) | 878 |
| Recognised income and expense for the year | 74,085 | 64,733 | 75,188 |
| Attributable to shareholders of the company | 74,085 | 64,733 | 75,188 |

Appendix 5

SEGMENTED ANALYSIS OF RESULTS

| (x € million) | Foodservice | | Food retail | | Total | |
|---|-------------|---------|-------------|-------|---------|---------|
| | 2011 | 2010 | 2011 | 2010 | 2011 | 2010 |
| Net sales | 1,609.0 | 1,548.5 | 811.2 | 737.8 | 2,420.2 | 2,286.3 |
| Other operating income | 0.9 | (0.4) | 3.0 | 5.2 | 3.9 | 4.8 |
| Gross operating profit (EBITDA) | 127.1 | 110.3 | 31.9 | 35.2 | 159.0 | 145.5 |
| Operating profit for redemption of public debt (EBITA) | 100.4 | 79.6 | 14.5 | 19.2 | 114.9 | 98.8 |
| Operating profit (EBIT) | 98.1 | 77.7 | 6.9 | 13.2 | 105.0 | 90.9 |
| Net capital employed (year-end) ¹⁾ | 434.8 | 424.2 | 214.3 | 221.4 | 649.1 | 645.6 |
| EBITDA as % of sales | 7.9 | 7.1 | 3.9 | 4.8 | 6.6 | 6.4 |
| EBITA as % of sales | 6.2 | 5.1 | 1.8 | 2.6 | 4.7 | 4.3 |
| EBIT as % of sales | 6.1 | 5.0 | 0.9 | 1.8 | 4.3 | 4.0 |
| EBITA as % of average net capital employed | 23.4 | 18.7 | 6.7 | 10.2 | 17.7 | 16.1 |
| EBIT as % of average net capital employed | 22.8 | 18.3 | 3.2 | 7.0 | 16.2 | 14.8 |

1) Excluding investments in associates. Profit figures include one quarter's results of Sanders following acquisition.

PROFILE

Sligro Food Group N.V. encompasses food retail and foodservice companies selling directly and indirectly to the entire Dutch food and beverages market. The group is active in foodservice as a wholesaler and in food retail as a wholesaler and retailer.

FOOD RETAIL

The food retail activities comprise around 130 full-service EMTÉ supermarkets, of which 30 are operated by independent retailers.

FOODSERVICE

Sligro Food Group leads the Dutch foodservice market, with a nationwide network of cash-and-carry and delivery services serving large and small-scale bars and restaurants, leisure facilities, volume users, company and other caterers, fuel retailers, small and medium-sized enterprises, smaller retail businesses and the institutional market.

The cash-and-carry activities are served by 45 Sligro cash-and-carry wholesalers, while delivery services are provided by 10 Sligro delivery centres and Van Hoeckel, which is fully focussed on the institutional market.

We also operate our own in-house production facilities for specialised convenience products, fish and patisserie and delicatessen items, as well as a meat-processing centre focussing on the retail market. Our Fresh Partners associates specialise in meat, game and poultry, fruit and vegetables and bread and bakery products.

We stock around 60,000 food and food-related non-food items for our customers, while also providing a wide range of services, including franchising.

CIV Superunie B.A., a leading purchasing cooperative with a share of around 30% of the Dutch supermarket sector, handles Sligro Food Group's food retail purchases. As market leader, the group handles its own purchases of foodservice products. Sligro Food Group companies actively seek to share expertise and utilise the substantial scope for synergy and economies of scale.

Activities that are primarily client-related take place at an individual operating company level, with behind-the-scenes management at a central level. We strive to increase our gross margins through joint purchasing, combined with direct and detailed margin management.

Operating expenses are reduced through ongoing tight cost control and a joint integral logistics strategy. Group synergy is further enhanced by joint IT systems, joint management of property and group management development.

Sligro Food Group strives to be a high-quality company achieving steady, managed growth for all its stakeholders.

Sales in 2011 totalled €2,420 million, generating a net profit of €78 million. The group employed an average of close to 5,900 full-time equivalents in 2011. The Sligro Food Group shares are listed on NYSE Euronext.