

New strategy delivers strong results



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The new strategic direction of Maxeda delivered strong results in the Full Year of 2006/07

For the Full Year 2006/07¹

- **Net Sales (incl concessionaire sales) increased by 5,2%. Same store sales up by 2,7%**
- **Operating EBITDA increased by 20,4% to EUR 295 million**
- **Gross Asset Investment of EUR 160 million**
- **Working Capital improvement of EUR 96 million**

¹ Full year is February 2006 – January 2007

2006 A Year of Progress

It was an important year for the new Maxeda. A year full of new ambitions, growth opportunities and market share gains. A year of a Passion to Serve. A year of selling more, sourcing better, saving costs and cash and synergy delivery. In short: A year of progress.

In this review we proudly present how we – as an international retail group – have worked hard to achieve success for all our formats. We are pleased with the results. But we won't lean back. There are still many opportunities. So, in 2007 we will do everything we can to satisfy our customers, our colleagues and all our stakeholders. How? With a Smile!

Maxeda is being transformed. The successful execution of our new strategies, investment for growth and our Passion to Serve philosophy delivered strong results. Maxeda made real progress for all stakeholders. I would like to thank all our colleagues for making a difference in 2006.

**Tony DeNunzio
Executive Chairman**

2006

**A Year of
Progress**

Our people can look back at the results of 2006 with a great deal of pride and a real sense of achievement. Maxeda businesses have been visibly transformed. The focused execution of our strategic plans, investments for growth and an improved economic environment delivered a step change in performance.

Maxeda's strategic ambition to achieve retail leadership in every format and a people centered culture through its philosophy of a Passion to Serve are now driving forces of our company.

The promising start for the new Maxeda company continued in the second half of 2006. Each individual format and our central teams strived to improve their businesses through a simple strategy of selling more, sourcing better, saving cash & costs and driving group synergies.

Now a fifth S will be added: 'Smile!'. Our goal is to deliver greater customer and colleague satisfaction. We aim to make them smile. Customers really appreciate a smile, a greeting, and the question: Can I help you? 'Smiling' will strengthen Maxeda's strategy!

Maxeda colleagues have worked hard to deliver a strong performance. A big thank you to all of Maxeda colleagues! Our people really make the difference!

Selling
Sourcing
Saving
Synergy
Smile!

Selling
Sourcing
Saving
Synergy
Smile!

Selling More

We improved our product offer across the business, enhanced our marketing campaigns, sharpened our prices and strengthened our merchandising. We extended our customer reach by adding a total of 77 new stores in the year. New formats were tested. We further internationalised our business. Over 40% of our stores are now outside the Netherlands.

