

# 2. STRATEGIC POSITIONING

---

**As key pillars for its mission and within the scope of its approach to Corporate Responsibility, Jerónimo Martins adopts continuous and sustainable value creation and growth.**

---

## 2.1. MISSION

Jerónimo Martins is an international Group with its head office in Portugal, operating in Food Distribution and Food Manufacturing, aiming to satisfy the needs and expectations of its stakeholders and the legitimate interests of its shareholders in the short, medium and long term, while simultaneously contributing towards the sustainable development of the regions in which it operates.

Jerónimo Martins' Corporate Responsibility focuses on its contribution towards improving the quality of life in the communities where the Group operates. This, by providing healthy products and food solutions, being actively responsible in its purchases and sales, defending human rights and working conditions, stimulating a more cohesive and balanced social structure and respecting the environment and natural resources.

## 2.2. STRATEGIC VISION

### CREATING VALUE AND GROWTH

The Group's strategic guidelines for creating value are based on four aspects:

- 1.** Continuous promotion of sustainable growth;
- 2.** Careful risk management to preserve the value of its assets and to reinforce the robustness of its balance sheet;
- 3.** Maximisation of the effect of scale and synergies;
- 4.** Encouragement of innovation and a pioneering spirit as factors for developing competitive advantages.

These four aspects aim to achieve the following strategic objectives:

- To achieve and consolidate a leadership position in the markets where it operates;
- To build and develop strong and responsible banners and brands;
- To ensure balanced growth of sales and profitability of its business units.

In pursuing these objectives, the Group Companies carry out their activities using the following guidelines:

- Strengthening their price competitiveness and value proposition;
- Improving their operational efficiency;
- Incorporating technological upgrading;
- Identifying opportunities for profitable growth.



## 2.3. OPERATING PROFILE

Our operational positioning reflects a clear value food retail approach, where the focus on value and mass market strategy define our presence in the market.

The Group offers, in a convenient and closely way, food solutions for all consumers, at very competitive prices, which requires operating with maximum efficiency and lean cost structures. All our value propositions are marked by strong differentiation in three essential aspects: variety and quality of fresh food, strong brands and quality store environment.

The success of our formats is leveraged on our market leadership. Leadership within a mass market approach is linked to relevant size, which is essential for creating economies of scale that enable us to be cost leaders and thus allows us to offer the best prices. Furthermore, it is leadership that enables us to create notoriety and trust, which is essential for building lasting relationships with strategic business partners and with our consumers.