

# 2. STRATEGIC POSITIONING

*The Group offers proximity and convenient food solutions for all consumers, at very competitive prices.*

## 2.1. Mission

Jerónimo Martins is an international Group with its head office in Portugal, operating in the food area, essentially in the Distribution sector, 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.

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.

Jerónimo Martins' Corporate Responsibility focuses on its contribution towards improving the quality of life in the communities where the Group operates, 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. fostering of proposals for differentiation to ensure competitive advantages.

These four aspects aim to accomplish 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:

- reinforcing the importance to the customer/ consumer, in addition to guaranteeing price competitiveness;
- improving their operational efficiency;
- incorporating technological developments;
- identifying opportunities for profitable growth.

### 2.3. Operational Profile

Our operational positioning reflects a clear, value food retail approach, focused on value and strategically geared towards mass-market.

The Group offers proximity and convenient 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: the variety and quality of fresh food, strong private brands, and a quality store environment.

The success of our formats is leveraged on our market leadership, which within a mass-market approach, is linked to relevant size, and is essential for creating economies of scale that enable us to increase the efficiency of our logistics and operations. That is the only way to offer the best prices and boost notoriety and trust, so essential for building lasting relationships with strategic business partners and with our consumers.

