

Key Facts of the Year

Clear objectives were established for 2016, focused in consolidating the competitive advantages in Poland and Portugal and on the ambition for growth in Colombia.

1.



Biedronka

- Opening of 83 stores, ending the year with 2,722 locations
- Revamping of 221 stores
- Launch of the *Moja Biedronka* loyalty card, reinforced through various campaigns
- Start-up of a soup factory, producing nine varieties and distributing to all the stores

In 2016, Biedronka accelerated the number of refurbished stores to 221 (from 155 in 2015), giving the programme a more normalised pace, as in 2015 the focus on updating the assortment led to a slower pace.

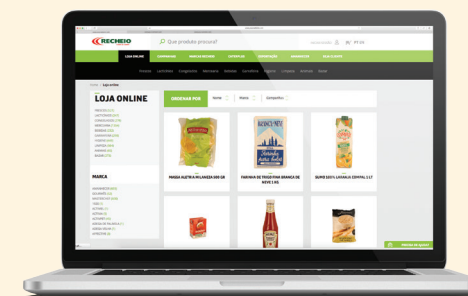
Pingo Doce

- Opening of 14 stores, five of which under third-party management agreements, and two Pingo Doce & Go convenience stores, closing the year with 413 locations
- Celebration the Private Brand's 25th anniversary, with over 1,800 product references in the portfolio in 2016



Recheio

- Opening of a store in Sines, to join the 37 already in existence and four platforms, three of them related to Food Service
- Inclusion of 36 stores in the Amanhecer concept, ending 2016 with a total of 285 stores in the network
- Renewal of the institutional website, which allowed the opening of the online store, being the first Cash & Carry in Portugal to provide this service



Ara

- Start of operations in the Bogota region
- Opening of 79 stores, ending the year with 221 locations operating in three regions of Colombia



Hebe

- Opening of 26 stores, ending the year with a total of 153 locations
- Implementation of the new store concept, with five completely refurbished stores



Jerónimo Martins Agro-Alimentar (JMA)

- Start of the construction of a new Dairy factory in Portalegre
- Start-up of the first Aquaculture facility in Sines for sea bass production
- Partnership with a local operator in Madeira, in order to produce sea bream



2016 was the second year of activity of JMA, whose main purpose is to ensure the protection of sources of supply for the Group in Portugal, thus contributing towards a differentiated offering in categories considered crucial to the Food Distribution chains.



Jeronymo and Hussel

- Opening of two Jeronymo stores in Oporto
- Revamping of two Hussel stores to adapt to a new, more modern concept

Corporate

- Sale to Sociedade Francisco Manuel dos Santos B.V. of 100% of the subsidiary Monterroio - Industry & Investments B.V., which includes shareholdings in the Manufacturing area (Unilever JM and Gallo) and Services (JMD)