

**Jerónimo
Martins**



Management Report

Management Report - Creating Value and Growth

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In compliance with the foreseen of the Commercial Companies Code (article 66-B), with regards to the non-financial information statement, this is included in chapter 5 'Sustainability Statement' of this Annual Report.

1. 2024 Context

In 2024 the world economy showed resilience, recording growth of 3.2%¹.

The reduction in inflation enabled the easing of monetary policy in the main economies, which helped to mitigate the increased cost of living and the effects of uncertainty generated by geopolitical tensions. However, significant differences were observed in the dynamics of economic activity and in the recovery of income between the various economic blocs.

Consumer confidence increased in several regions, although it remained below historical average levels, especially in the more developed economies.

In the last months of the year, retail sales increased more sharply in most economies, and labour market rigidities gradually eased in many countries. Despite the successive increase in household disposable income, private consumption growth remained modest, partly due to rising savings rates.

In the geopolitical sphere, the year was marked by the persistence of the war in Ukraine, as did the escalation of the conflict in the Middle East. The electoral campaign in the United States of America (USA) and Donald Trump's election as the 47th president of the United States were key events in the second half of the year. The president-elected announced protectionist measures, potentially covering countries with which the USA has trade relations, which created uncertainty about economic growth and inflation in 2025.

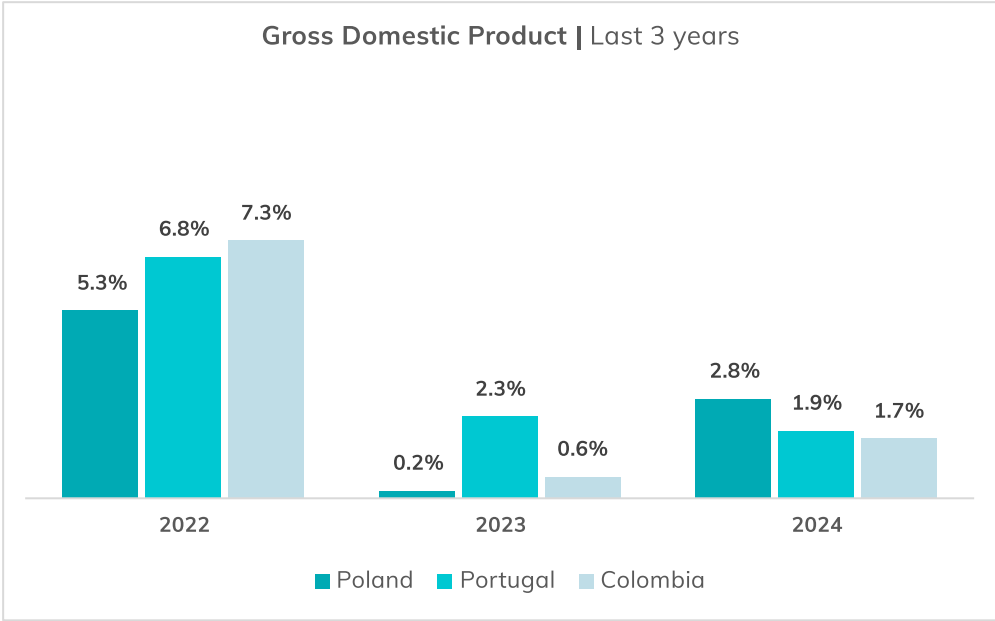
The Organisation for Economic Co-operation and Development (OECD) estimates that gross domestic product (GDP) growth should accelerate to around 3.3% in 2025 and 2026. Inflation is expected to continue the downward trajectory that began in late 2023 and stable employment growth, combined with a less restrictive global monetary policy, could help to sustain demand.

In Poland, the year was marked by several economic challenges. In the first quarter, consumers continued to benefit from the reduction in value added tax (VAT) on some essential goods. In the following months, the end of this benefit and the unfreezing of energy tariffs contributed to a deterioration in consumer confidence.

In Portugal, the resignation of the Socialist Party Prime Minister at the end of 2023 triggered snap elections in March 2024, which resulted in the victory, with a relative majority, of the Social Democratic Party. The country's credit risk improved throughout the year, reflecting a reduction in financing costs for the State, companies and households.

In Colombia, the political scenario remained plagued by intense polarisation. With the President's difficulty in approving varied reforms throughout the year and, in particular, with the rejection, in December, of his tax reform and the national budget, the differences between the government and the opposition parties intensified, less than a year and a half before the next legislative and presidential elections.

¹World Economic Outlook Update and Economic Outlook, Volume 2024 Issue 2

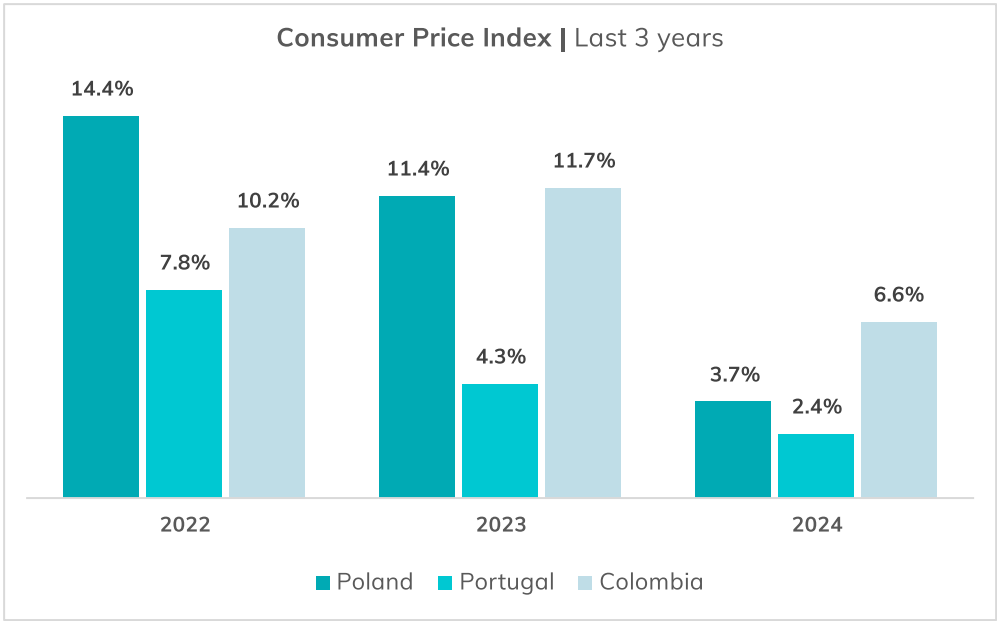


The Polish economy accelerated in 2024, with GDP growing by 2.8%, compared with growth of 0.2% in 2023. Both private and public consumption increased in 2024, driven by falling inflation and significant growth in nominal wages, largely boosted by the increased minimum wage. Nevertheless, households remained cautious and increased their savings rate.

Also in Poland, the pace of disbursement of funds from the Recovery and Resilience Plan resulted in slower growth in investment, with industrial production recording a minor increase in 2024.

The Portuguese economy slowed in 2024 and GDP growth is expected to be 1.9%. Despite the progress in implementing the Recovery and Resilience Plan, there was a reduction in business investment and a slowdown in the real estate market. Domestic demand accelerated and exports recorded robust growth. In the labour market, employment increased in 2024, largely due to the growth of the foreign workforce, with the unemployment rate remaining low. Despite the slowdown, the Portuguese economy grew above the European Union average (1%).

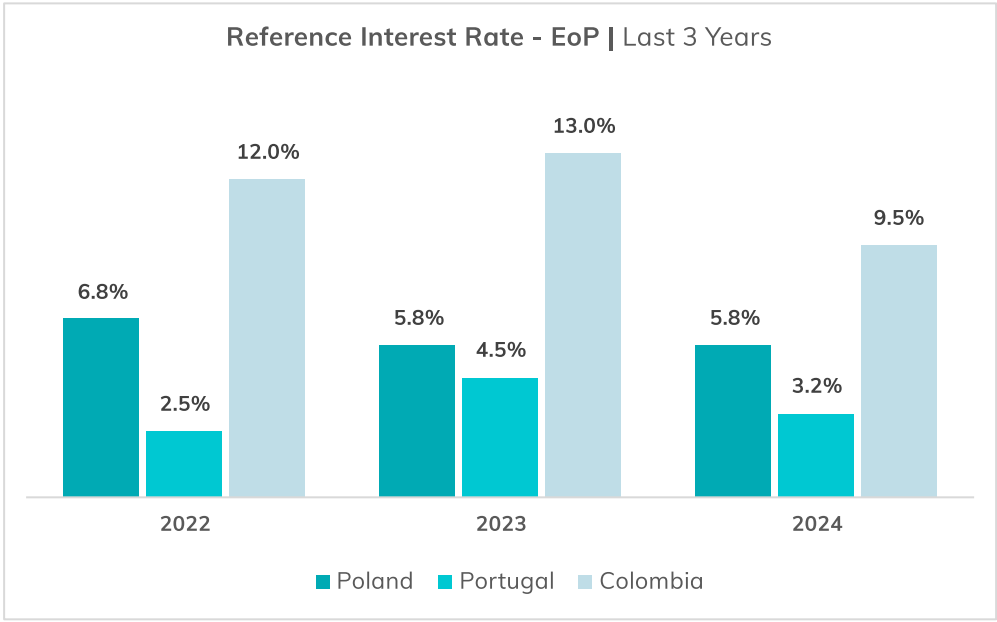
In Colombia, the economy grew by 1.7% in 2024 (compared with 0.6% in 2023). Investment regained some momentum and the labour market proved resilient, which supported private consumption and contributed to economic growth. Exports grew more than in 2023, despite the impact of the fall in oil prices.



Inflation in Poland started 2024 on a downward slide, reaching a low of 2% in March, while government support measures, including zero VAT on essential food products, were still in place. However, with the end of this measure, and the partial removal of the cap on energy prices, inflation has since been on an upward trajectory, having ended the year with a variation of 4.7% in December, compared to the same period of the previous year. Average inflation stood at 3.7% in 2024 (11.4% in 2023).

In Portugal, average inflation was 2.4% in 2024 (4.3% in 2023), with fluctuating behaviour throughout the year. The lowest rate was recorded in August (1.9%), after which it accelerated and reached 3% in December.

In Colombia, inflation stood at 8.3% in January and fell over the year, reaching 5.2% in December. On average, inflation was 6.6% in 2024 (11.7% in 2023). Core inflation, which excludes food and energy products, also fell, reaching an average of 6.6% in 2024, compared to 10% in 2023.

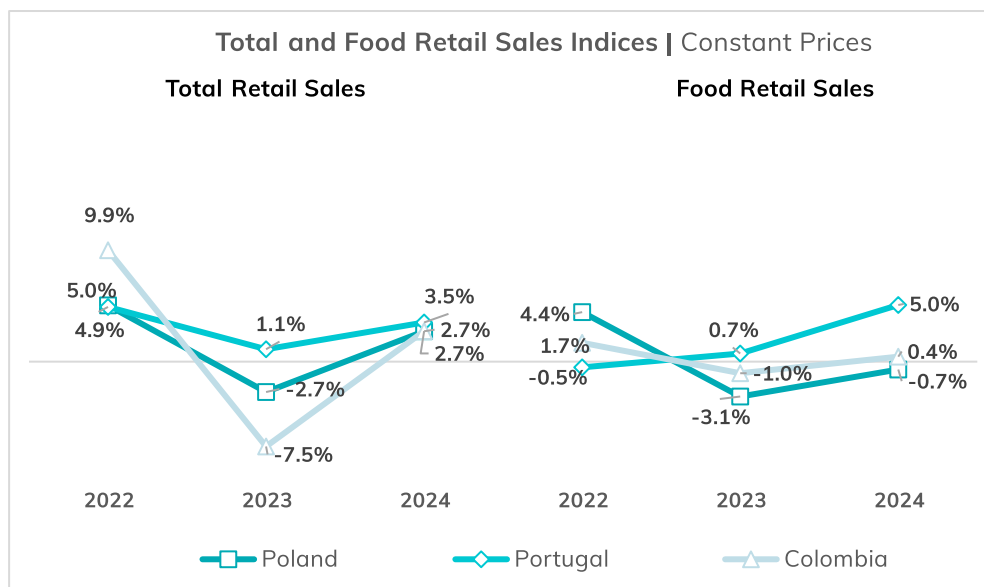


In 2024, major central banks eased the restrictive nature of monetary policy.

The European Central Bank (ECB) kept its reference interest rates unchanged at 4.5% in the first months of the year, implementing gradual cuts from June onwards. The ECB cut interest rates four times, leading to the refinancing rate closing the year at 3.15%.

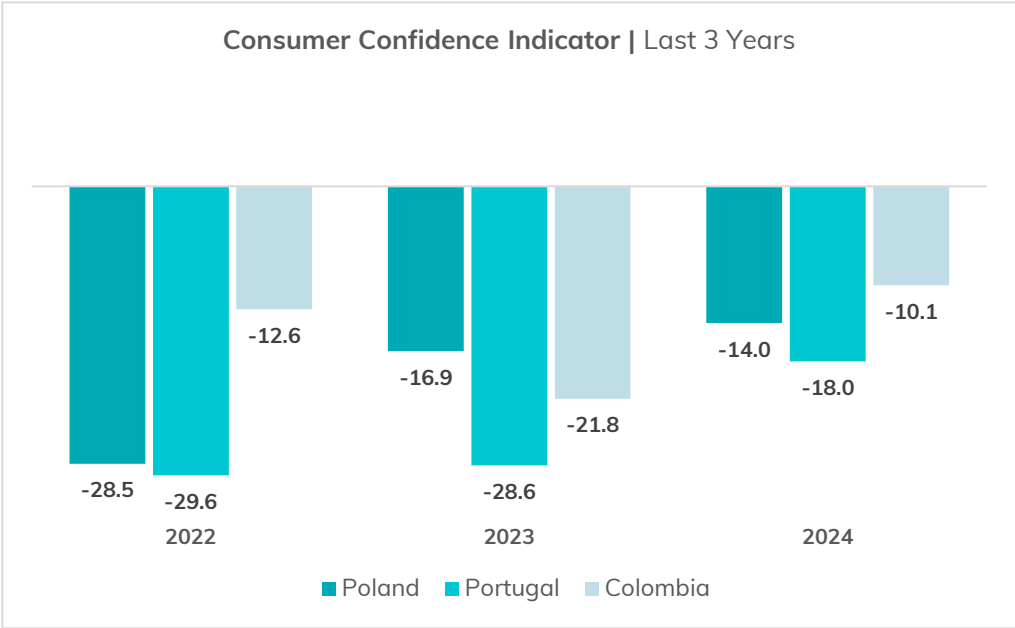
In Poland, the Central Bank (NBP) kept the reference interest rates unchanged (5.8%), as it considered a restrictive monetary policy necessary to deal with the still high inflation.

In Colombia, reference interest rates were revised eight times, during the year, amounting to a total decrease of 350 basis points, from 13% to 9.5%, with gradual cuts implemented as the effects of restrictive monetary policy on inflation and core inflation were observed.



Total sales in the retail sector, at constant prices, improved in 2024 compared to 2023, with positive growth rates in the three economies under review, but lower than the rates recorded in 2022.

In 2024, food retail sales recovered significantly in Portugal, while in Colombia they remained stable and in Poland they contracted slightly compared to the previous year. The poorer performance in these two countries is due to greater restraint in purchases by consumers, who were still affected by inflation, high financing costs and a decrease in confidence, mainly during the first half of the year.

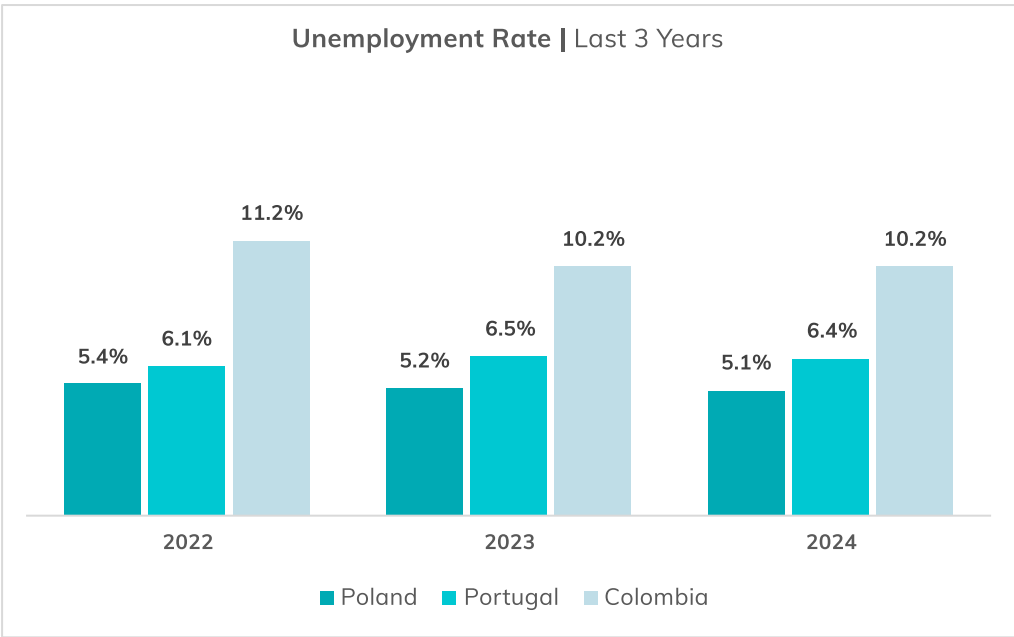


Consumer Confidence Index levels improved in all three countries in 2024, despite remaining in negative territory.

In Poland, the indicator rose steadily during the first four months of the year but then deteriorated as the disinflationary period that had been underway since the previous year ended. In the rest of the year, consumer confidence declined slightly as a result of the partial abolition of price caps on gas and electricity tariffs for households.

In Portugal, consumer confidence recovered in the period from January to September but declined in the last months of the year. Nevertheless, confidence was almost always at less negative levels than those recorded in 2023.

In Colombia, the confidence index in 2024 improved in comparison to the average figures for 2022 and 2023.



The evolution of the unemployment rate varied in the countries under review.

In Poland, the average unemployment rate in 2024 stood at 5.1%, in line with previous years.

In Portugal, the average unemployment rate remained virtually unchanged compared to 2023 at 6.4%. The unemployment rate has stayed relatively stable over the past few years, even amidst strong job creation and an increase in the active population.

In Colombia, the unemployment rate has been falling in recent years. This trend continued throughout 2024, reaching 9.1% in December. Nevertheless, at the end of 2024 the country had an average unemployment rate of 10.2%.

Regarding exchange rates, in 2024, the złoty recorded an average annual conversion rate² of 4.3049 in relation to the euro, corresponding to a 5.3% appreciation compared to the average exchange rate of 4.5336 recorded in 2023.

Coincidentally, the Colombian peso recorded an average annual conversion rate of 4,405 against the euro, reflecting an appreciation, like the złoty, of 5.3% compared to 4,640 in 2023.

Inflation at a worldwide level is expected to decline in 2025, alongside a steady growth of employment and less restrictive global monetary policy. These factors should support demand, despite the necessary tightening of fiscal policy in several countries.

Inflation is expected to return to its medium to long-term target in almost all major economies by late 2025 or early 2026. Central banks are expected to continue to lower interest rates as inflation continues to decline and labour market pressures dissipate.

The institutions' expectations for 2025 point to an acceleration of economic growth in Poland, driven by rising real wages and a fiscal policy that supports demand.

The Recovery and Resilience Plan is expected to continue to stimulate investment while inflation is expected to gradually slow down. Wage growth is expected to boost consumption, while continuing to exert pressure on companies' costs, thus posing a risk of rising inflation.

Monetary policy should remain tight, given the inflation risks associated with rising energy prices, excise taxes and regulated services. Nevertheless, policy is expected to ease as price pressures dissipate.

Forecasts for 2025 point to sustained growth of the Portuguese economy, fuelled by domestic and foreign demand. Moderate inflation, together with rising real wages and employment, should sustain household consumption.

The gradual transition to lower interest rates and the Recovery and Resilience Plan funds should have a positive impact on investment in Portugal. External demand for the Portuguese economy is expected to accelerate in 2025, but export growth could be constrained by the strong base effect, particularly in the tourism sector.

In Colombia, a gradual economic recovery is expected in 2025, with private consumption and fixed investment in infrastructure, machinery and housing developing favourably. Exports should grow at a moderate pace, taking into account external demand and the maintenance of oil prices, while investment goods, used to produce other goods or services, are expected to drive greater growth of imports, increasing the current account deficit.

Domestic and international uncertainty could put additional pressure on the exchange rate and interest rate differentials. A possible rise in oil prices, triggered by geopolitical tensions, could boost exports and tax revenues.

² Average annual conversion rate determined by weighting the turnover of the Group Companies operating in this currency.

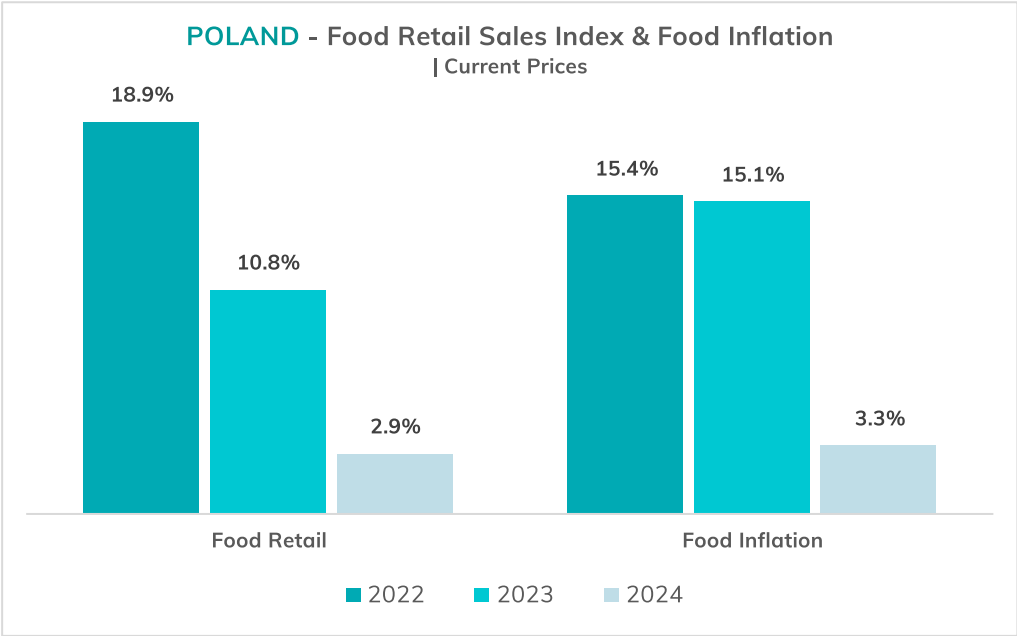
Inflation is expected to stand around 3% in 2025, with interest rates trending downwards, which should improve the financial conditions of economic agents.

1.1. Poland

Modern Food Retail

The performance of food retail sales was not uniform in the year. This evolution was influenced by the resumption of inflation from March onwards, by the effects of the sharp increase in the minimum wage, and by the decline in consumer confidence.

In January 2024, the minimum wage in Poland increased to 4,242 złoty, with a further increase in July to 4,300 złoty. These increases have resulted in greater purchasing power for households but have had a severe impact on increased costs for companies. On average, the minimum wage rose by 20.5% in 2024, following a 17.8% increase in 2023.

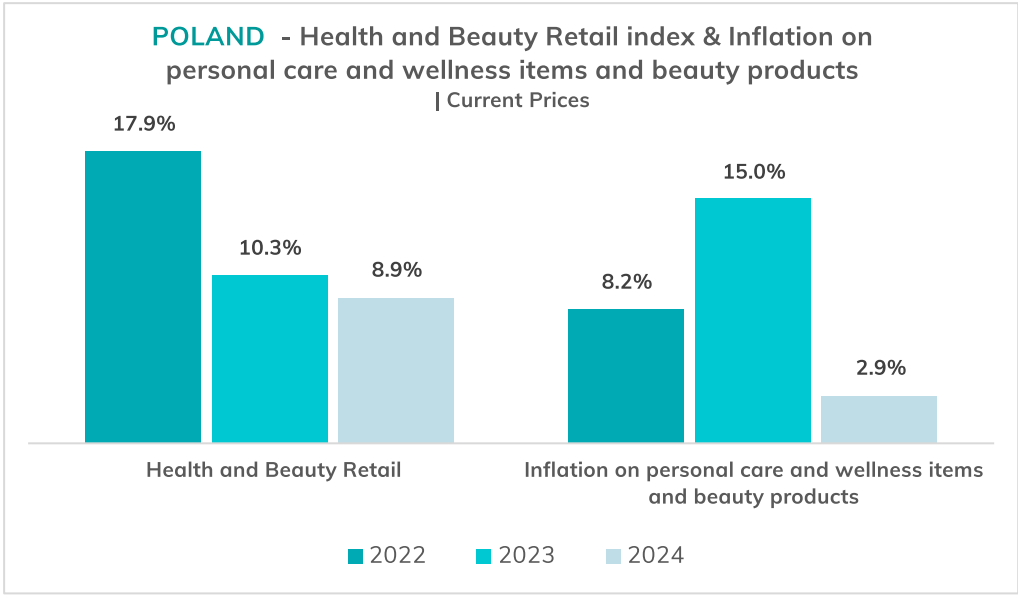


The Polish food retail sector is expected to experience moderate growth in 2025, with persistent challenges. Price competition should remain intense, prompting retailers to maintain promotional strategies to keep competitiveness. Alongside this, a growing focus on customer experience and personalisation of the offer is expected to strengthen loyalty.

Health and Beauty Retail

In 2024, the health and beauty segment in Poland proved to be more resilient than the retail sector as a whole. Inflation in personal hygiene and cosmetic products was significantly lower than in 2023.

At current prices, the health and beauty retail index remained robust, reflecting significant growth in volumes, as prices did not have the same influence on the value of retail sales as in the previous year.

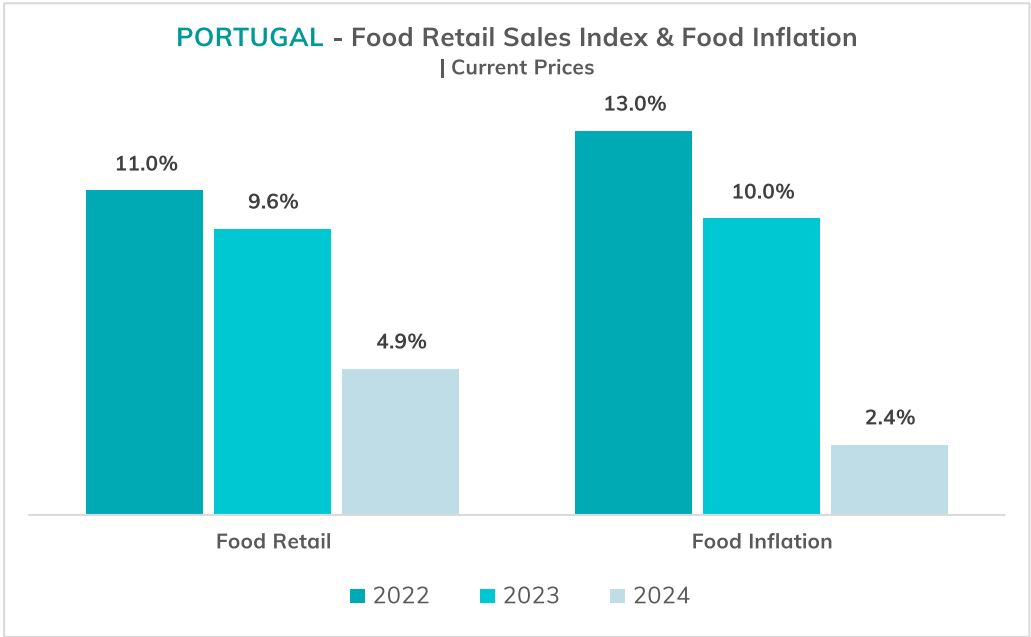


1.2. Portugal

Modern Food Retail

There was a slowdown in the growth of the food retail sales at current prices in 2024, mainly due to a significant slowdown in food inflation. Food inflation was volatile throughout the year, falling to near stagnation until February, and recovering from May onwards, closing 2024 at 2.4%.

The minimum wage increased by 7.9%, to 820 euros in January 2024, mitigating the effect of inflation on household disposable income.



In 2025, the context is expected to be more favourable for households, in view of the recovery of purchasing power through salary reviews (minimum wage increase to 870 euros in January), a slowdown in inflation, and a reduction in interest rates. Favourable labour market developments are also expected.

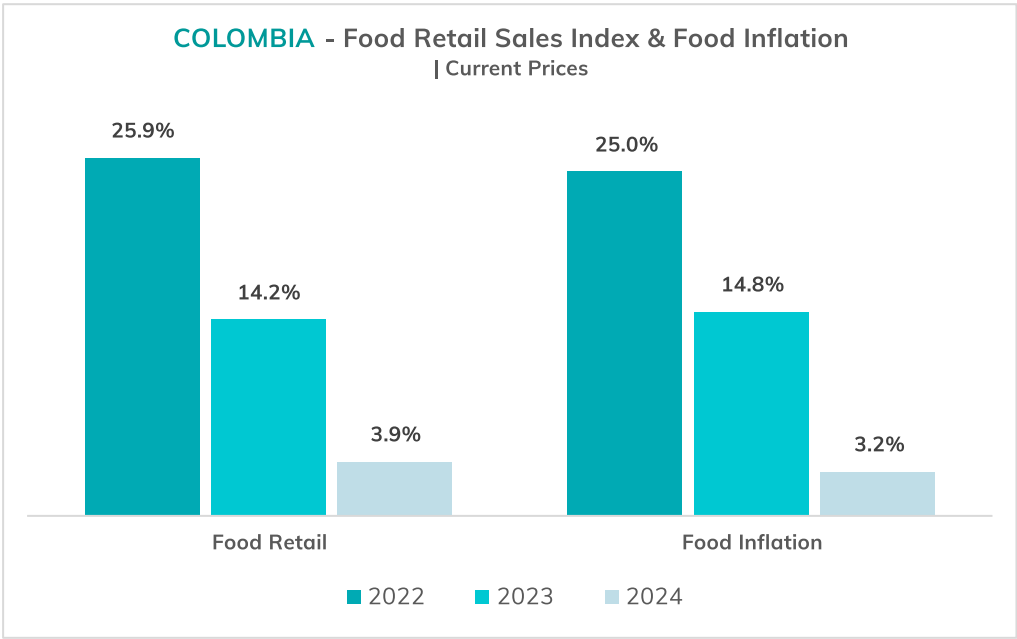
Wholesale Market

Despite the growth in tourism and the number of overnight stays in 2024, which benefited the hotel industry, the Hotel/Restaurant/Catering (HoReCa) channel, in the restaurant segment, faced strong challenges, suffering with the decline in Portuguese household spending on restaurants, and pressured by the rise in major costs, especially wages and rents.

The evolution of traditional retail, meanwhile, was negatively impacted by the expansion and strong promotional activity of modern retail.

1.3. Colombia

Modern Food Retail



In Colombia food retail was nearly stagnant compared to 2023, amidst food inflation at a rate almost identical to the growth in retail sales.

In 2024, the annual variation in household spending fell to negative levels at the beginning of the year, recovering somewhat at the end of 2024 during the festive season. Although households continued to allocate most of their spending to basic necessities, such as those related to food and housing, entertainment-related spending has been growing in real terms.

The minimum wage in Colombia was 1,300,000 Colombian pesos at the end of 2024. In 2025, the monthly minimum wage will increase 9.5% to 1,423,500 Colombian pesos. This increase should have a positive effect on improving purchasing power and stimulating the growth of private consumption. It is important to note, however, that, according to the National Administrative Department of Statistics (DANE), 55.6% of the workforce has informal jobs and can earn income below the minimum wage.

Sources:

Banco de Portugal Economic Bulletins; Portuguese Ministry of Finance; Portuguese Statistics Office (INE); Bank of Poland Economic Bulletins; Central Statistical Office (GUS); Banco de la República (Colombian Central Bank); Colombia National Administrative Department of Statistics (DANE); Fedesarrollo; PMR Market Research; Fitch BMI; BMP; ISBIZNES; PORTAL SPOZYWCZY; Hatimeria; AHRESP, Distribuição Hoje.

Note: All macroeconomic data presented in this subchapter are based on the latest available information at the closing date of this report.

2. Group Performance

2.1. Performance overview

+9.3% SALES To €33,464 Million (+4.9% excl. FX)	+2.9% EBITDA To €2,232 Million (-1.7% excl. FX)	-20.8% NET PROFIT To €599 Million (EPS €0.95)
CAPEX PROGRAMME €1,006 Million	CASH FLOW €-62 Million	NET DEBT €3,064 Million (net cash position: €726 Million, excl. IFRS16 adjustments)

As expected, the year 2024 was marked by the harsh effects of the combination of a sharp decline in food inflation, a correction of the extraordinary price hikes of the previous two years, and a significant rise in costs.

This particularly challenging environment was compounded by a lack of momentum in consumption, especially in our main market, Poland, which saw an intensified competition for volume.

Faced with these challenges, our banners continued to invest in price competitiveness and strengthening their value propositions, leading the Group's sales to grow 9.3% (up 4.9% at constant exchange rates) to 33.5 billion euros, with an LFL of 0.6%.

As anticipated, the Group's operating margins were pressured in the year by basket deflation combined with significant cost inflation, mainly related to wages in each country.

The Group's EBITDA totalled 2.2 billion euros, with the respective margin falling 41 b.p. compared to 2023.

At the end of the year, the Group had a net cash position (excluding capitalised operating lease liabilities) of 726 million euros, maintaining the robustness of its balance sheet.

Consolidated Pre-Tax ROIC was 20% versus 26.8% in 2023, reflecting the slowdown in sales growth and its effects on working capital, and the pressure on the operating margin (EBIT).

Despite the challenges and with hard work on all business fronts, the Group continued to advance its sustainability agenda, making significant progress in the year. In this regard, it is worth noting the initial allocation of 40 million euros for creation of the Jerónimo Martins Foundation. This foundation aims to fulfil its mission among the Group's employees and their families and, in addition, the wider community, in particular in response to situations of socio-economic vulnerability.

Sustainability Highlights

The annual assessment carried out by CDP awarded Jerónimo Martins the top score (A) in Climate Change and the leadership level (A-) both in Water Security and in managing the commodities most associated with deforestation risk (Forests): palm oil, paper and timber, cattle and soy. In addition to the actions developed throughout 2024, the distinction recognises transparent reporting.

In 2024, we reduced our Scopes 1 and 2 carbon emissions by 15.8% compared to the previous year. During the same period, the Group's global revenue increased by 9.3%. We ended 2024 with photovoltaic panels installed in approximately 2,000 stores and distribution centres, and we reduced specific energy consumption (MWh/million euros) by 9.3%, thereby enhancing the efficiency of our operations.

Our commercial strategy has ensured that more than 90% of the Group's food product purchases were made from local suppliers, a trend we have maintained for more than a decade. The proportion of Private Label and perishable products with sustainability certification increased and now represents more than 14% of these categories, compared to 7.8% when we started disclosing this indicator in 2021.

As part of our commitment to offering consumers high-quality and safe food that also contributes to better public health, 100% of all Private Brand breakfast cereals in Portugal have wholegrain cereals as the first ingredient, a target achieved earlier than the deadline we set ourselves. In Poland, our progress reached 92% of all eligible products.

With the purpose of caring for the Group's employees and their families, as well as the communities in which it operates, the Jerónimo Martins Foundation was created on March 19, 2024. This project represents another significant step in the commitment to ensuring support for employees and communities in moments of their greatest need, mitigating their vulnerabilities. Its activities will primarily focus on three areas: social emergency, health, and education, fields where the projects already implemented by the Group have long demonstrated positive impacts. As part of a profit-sharing logic with stakeholders, beyond shareholders, the General Assembly agreed to establish this Foundation, which will receive an annual allocation of up to 40 million euros. In September 2024, the Jerónimo Martins Foundation was officially recognized by the Presidency of the Council of Ministers.

In 2024, more than 81 million euros were allocated in direct support to over 2,100 entities. If we consider the 40 million euros attributed to the newly created Jerónimo Martins Foundation, the total amount reaches over 121 million euros in support for surrounding communities.

Internally, we invested 354 million euros in measures to recognize our employees (13% more than the investment made in 2023), who were also recipients of more than 56 million euros in internal responsibility programs and well-being measures. We maintained our commitment to the training and development of our people, achieving an average of 64 hours of training per employee, with an investment exceeding 17 million euros, 31% of employees having internal mobility opportunities, and more than seven thousand promoted to positions of greater responsibility.

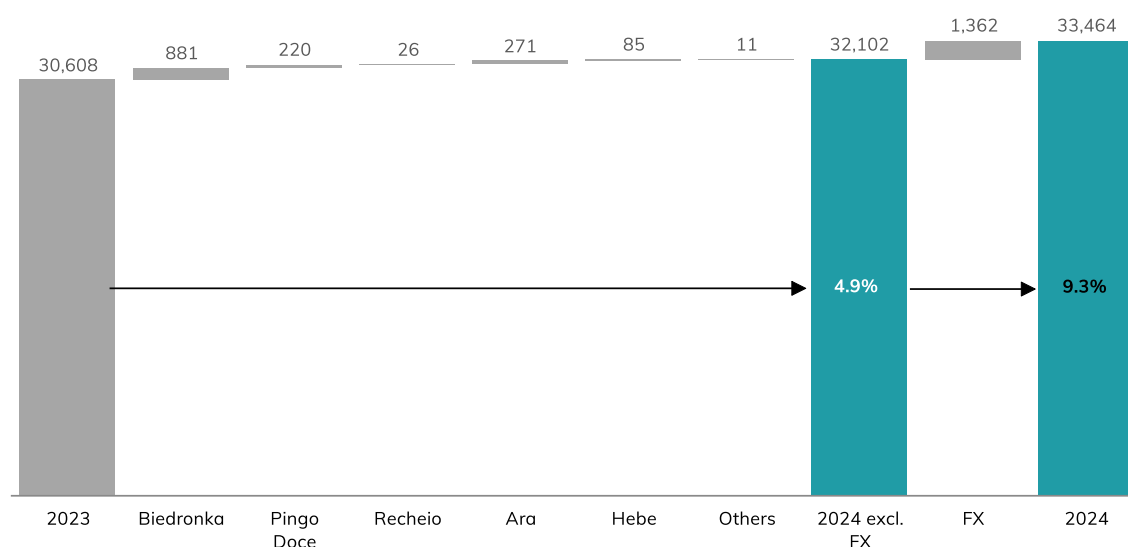
In the area of diversity and inclusion, we were recognized as one of the 100 best-performing companies in the world in the FTSE Diversity & Inclusion Index, highlighting our achievements in promoting gender equality, with the salary ratio between women and men remaining above the market, at 98.5%.

More information about these and other sustainability initiatives can be found under chapter 5 "Sustainability Statement" of this Annual Report.

2.2. Focus on profitable growth

The **Group's sales** grew 9.3% (up 4.9% at a fixed exchange rate) to 33.5 billion euros, with an LFL of 0.6%.

Contribution to Consolidated Sales Growth (€ Million)



Consolidated Net Sales

(€ Million)	2024		Δ%		LFL
		% total	excl. F/X	Euro	
Biedronka	23,571	70.4%	4.1%	9.6%	(0.3)%
Pingo Doce*	5,073	15.2%		4.5%	3.7%
Recheio	1,357	4.1%		1.9%	2.1%
Ara	2,850	8.5%	11.1%	17.0%	0.2%
Hebe	583	1.7%	18.1%	24.3%	8.5%
Others & Cons. Adjustments	30	0.1%		n.a.	
Total JM	33,464	100%	4.9%	9.3%	0.6%

* includes stores sales and fuel

In **Poland**, food inflation, which had fallen until March, rose in April with the reintroduction of VAT on basic food products, and has been on an upward trajectory ever since.

The cautious behaviour of consumers, who remained very much price-sensitive and promotion-orientated all year, resulted in negative developments in food retail sales at constant prices and competition intensified sharply.

Biedronka worked tirelessly to offer Polish families the best savings opportunities and maintained a strong commercial dynamic, securing its price leadership and once again earning the preference of consumers.

Our largest banner, operating with basket deflation throughout the year, saw sales volume growth, despite a lacklustre food retail market, against the strong performance recorded in 2023, increasing its market share.

Hebe leveraged its competitive commercial strategy and quality assortment with many exclusive products, posting good sales performance, driven also by the growing contribution from the online channel.

In **Portugal**, food inflation was low throughout the year. In the food retail market, consumers remained cautious, seeking out savings opportunities and promotions. The HoReCa channel stagnated somewhat compared to the strong performance of previous years, impacted mainly by weak out-of-home consumption.

Pingo Doce maintained a strong commercial intensity and enhanced its popular promotional campaigns. The banner continued to expand its new store concept, reinforcing its unique offer in ready meal solutions and fresh produce, while introducing innovative services, delivering a strong sales performance despite slightly negative basket inflation.

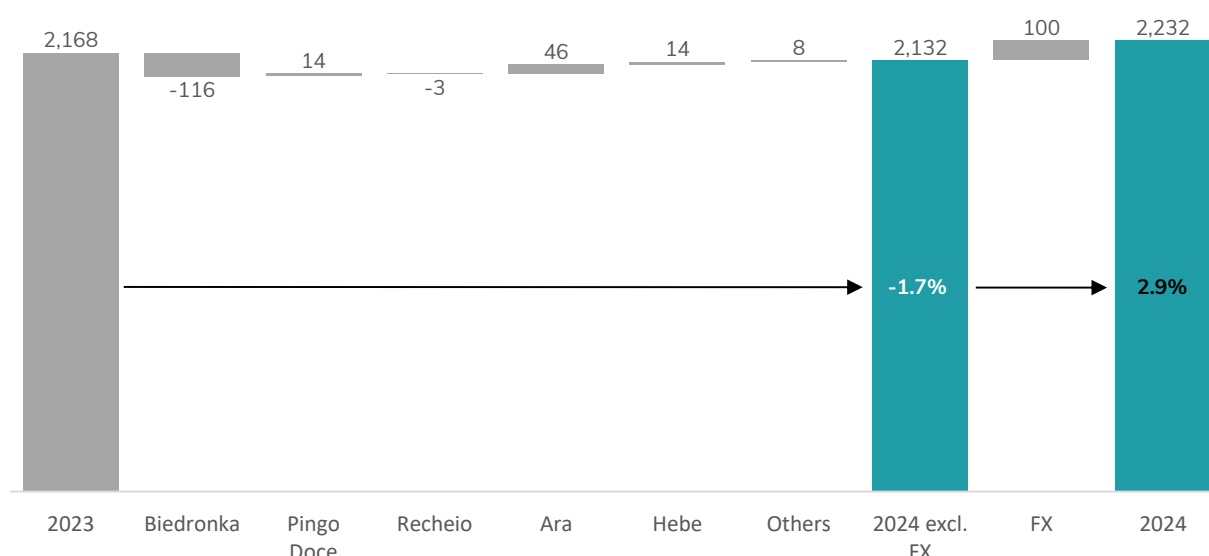
Recheio leveraged its customer-tailored value propositions and maintained strong momentum, despite fairly weak consumption in the HoReCa channel, gaining new customers in all its segments.

In **Colombia**, food inflation was also lower than in previous years. Food prices remained high, however, and continued to put pressure on household income, leading consumers to trade down significantly.

Ara implemented its defined commercial strategy, offering good savings opportunities to Colombian families and strengthening its market position.

Group EBITDA amounted to 2.2 billion euros, up 2.9% on 2023 (down 1.7% at constant exchange rates). The respective margin stood at 6.7% compared to 7.1% in 2023.

Contribution to Consolidated EBITDA Growth (€ Million)



At **Biedronka**, EBITDA decreased 1.3% (down 6.3% in local currency). The operational deleveraging caused by basket deflation, in a year heavily impacted by the decision to significantly increase the salaries of the operational teams and by price investment, put pressure, as expected, on the EBITDA margin, which stood at 7.7% (8.5% in 2023).

At **Hebe**, good sales performance, careful management of the margin mix and tight cost control led EBITDA increase 39.4% (up 32.4% in local currency), with the respective margin increasing to 10.2% (9.1% in 2023).

At **Pingo Doce**, the sales assertiveness, to which the Meal Solutions area also contributed, and the focus on operational productivity and efficiency led the EBITDA margin remain stable compared to the previous year, despite the investment in pricing and sharp cost inflation.

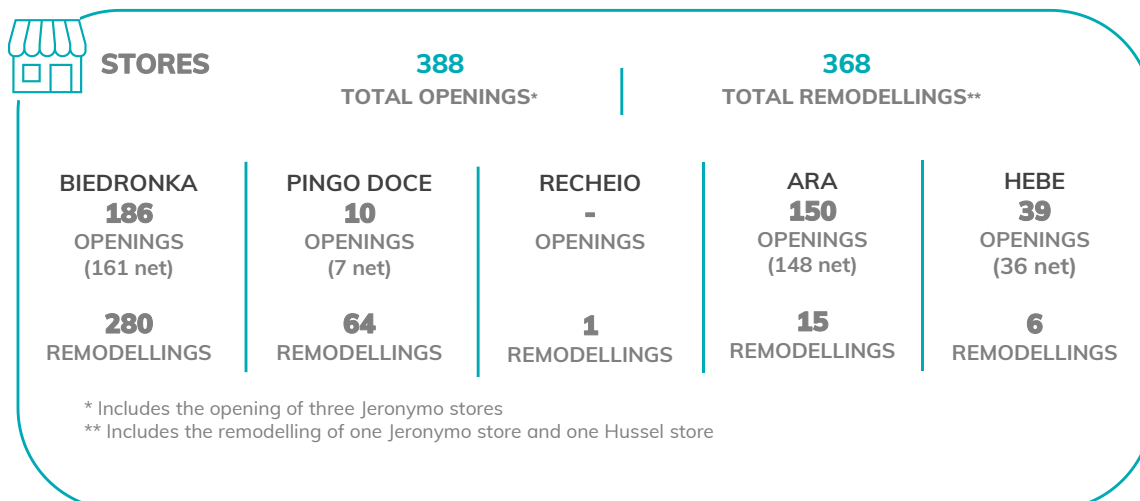
Recheio invested in strengthening its commercial dynamics and competitiveness as a means to grow its customer base and volumes, in a context where the HoReCa channel came under pressure, recording a reduction in its EBITDA margin.

At **Ara**, the rise in the EBITDA margin reflects the change in commercial dynamics and the ongoing efforts at costs level, helping to improve operational profitability in a challenging environment.

EBITDA breakdown

(€ Million)	2024		2023	
		Mg		Mg
Biedronka	1,814	7.7%	1,838	8.5%
Pingo Doce	296	5.8%	282	5.8%
Recheio	69	5.1%	73	5.4%
Ara	96	3.4%	45	1.9%
Hebe	59	10.2%	43	9.1%
Others & Cons. Adjustments	(103)	n.a.	(112)	n.a.
Consolidated EBITDA	2,232	6.7%	2,168	7.1%

The **investment programme** remained the main priority in the allocation of funds and was rigorously executed by each of the banners, focusing not only on strengthening their market positions through expansion, but also on improving the overall shopping experience by investing heavily in refurbishing stores in their respective chains.



In 2024, the investment programme totalled one billion euros. Decreased investment compared to 2023 is mainly due, as planned, to lower executed investment in store refurbishments by Biedronka and in store openings by Ara.

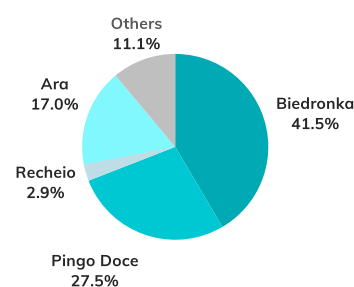
Expansion accounted for 40% of Capex in the year, with the opening of a total of 388 new stores (352 net additions).

(€ Million)	2024		
Business Area	Expansion ¹	Others ²	Total
Biedronka	124	294	418
Stores	94	260	353
Logistics & Head Office	31	34	65
Pingo Doce	35	242	277
Stores	35	234	270
Logistics & Head Office	-	7	7
Recheio	8	21	29
Ara	147	24	171
Stores	78	18	96
Logistics & Head Office	69	6	74
Total Food Distribution	314	580	895
Hebe	9	11	20
Services & Others	83	8	91
Total JM	406	600	1,006
% of EBITDA	18.2%	26.9%	45.1%

¹ New Stores and Distribution Centres

² Revampings, Maintenance and Others

Investment by Business Area



Biedronka continued to boost its market presence, benefiting from its flexibility to adapt its format to market opportunities, opening 186 new stores in the year (161 net additions) and refurbishing 280 locations.

The ultra-fast delivery operation (q-commerce), operated under the Biek brand, opened five new micro-fulfilment centres, ending the year with a total of 23.

In Slovakia, the initial investments led, already in March 2025, to the opening of the first Biedronka stores and a distribution centre, with the expectation of ending the month with five stores in operation.

Hebe opened 36 new stores in the Polish market (33 net additions), adding to its network the opening of two stores in Slovakia and another in Czechia at the end of the year.

Pingo Doce continued to roll out its All About Food concept, reiterating its focus on Perishables and Meal Solutions, refurbishing 64 stores. The banner opened 10 new locations in the year and closed three.

Recheio invested in refurbishing one of its stores, guaranteeing the quality of its value proposition, focusing particularly on the HoReCa channel.

Ara successfully implemented its expansion programme, opening 150 new stores and ending the year with 1,438 locations.

Significant investment was also made in logistics to support the banner's expansion, with the opening of a new distribution centre in early 2024, and investments in facilities expected to open in 2025.

With regard to the agrifood business in Portugal, besides acquiring some farming properties, investments were made to increase the Group's interest in Supreme Fruits, of which the Group now holds a stake of 80% of its capital, and the capital increase and reinforced participation in Andfjord Salmon, a Norwegian salmon farming company, in which Jerónimo Martins holds a stake of 28%. Additionally, the Group also holds 100% of the capital of the company Outro Chão, after acquiring its partner's share, who needed to focus on its core business: Vale da Rosa.

In keeping with the Group's responsible stance towards all areas of intervention, **compliance with tax obligations** deserves a special mention since, in the different countries where it does business, the Group is subject to different types of taxes, contributions and levies arising from the activity of its subsidiaries.

In 2024, the Group paid a total of 1,058 million euros in profits tax, corporate contributions to social protection systems, sales and property taxes, and non-deductible VAT in certain countries. In addition to these taxes and contributions, the Group is also subject to a significant number of other taxes and levies arising from the type of activities it carries out in each country, which are often incorporated into the cost of the products or services obtained.

Detail by typology of taxes

(€ Million)	2024	2023
Corporate Income Taxes	192	255
Contributions to Social Security and similar	462	399
Sales and Use Taxes	404	363
Total taxes borne	1,058	1,016

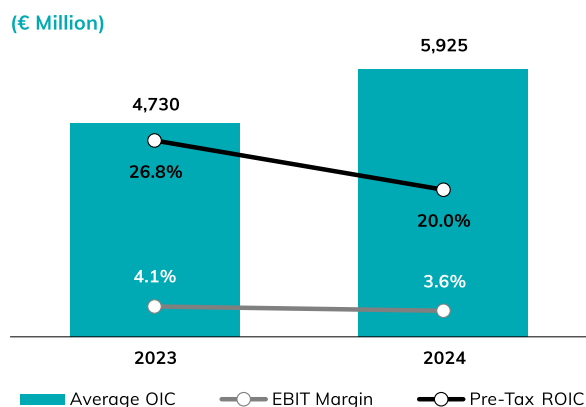
Country breakdown

(€ Million)	2024	2023
Portugal	144	141
Poland	883	849
Colombia	28	25
Other countries	2	-
Total taxes borne	1,058	1,016

The effective tax rate³ for 2024 was 24% (25.2% in 2023).

³ Effective tax rate determined on the basis of the estimated tax for the year, without considering corrections to estimates from previous years and deferred taxes.

Return on invested capital, calculated on a **Pre-tax ROIC** basis, was 20% (26.8% in 2023).



This evolution was largely the result of the correction of the extraordinarily high food inflation of 2022 and 2023, influenced by the disruptions caused by the invasion of Ukraine, which had a significant and positive impact on capital turnover and Pre-Tax ROIC in those years.

In 2024, to this correction added the substantial pressure of cost inflation on the EBIT margin, and the increase in capital expenditure, particularly working capital.

2.3. Financial strength

Consolidated Operating Result

(€ Million)	2024		2023		Δ%
		%		%	
Net Sales & Services	33,464		30,608		9.3%
Gross Margin	6,851	20.5%	6,251	20.4%	9.6%
Operating Costs	(4,619)	(13.8)%	(4,083)	(13.3)%	13.1%
EBITDA	2,232	6.7%	2,168	7.1%	2.9%
Depreciation	(1,043)	(3.1)%	(902)	(2.9)%	15.6%
EBIT	1,189	3.6%	1,266	4.1%	(6.1)%

Net Consolidated Result

(€ Million)	2024		2023		Δ%
		%		%	
EBIT	1,189	3.6%	1,266	4.1%	(6.1)%
Net Financial Results	(267)	(0.8)%	(174)	(0.6)%	53.5%
Profit/Losses in Associated Companies	(1)	(0.0)%	(1)	(0.0)%	20.2%
Other Profits/Losses	(119)	(0.4)%	(79)	(0.3)%	n.a.
EBT	801	2.4%	1,012	3.3%	(20.8)%
Taxes	(195)	(0.6)%	(239)	(0.8)%	(18.3)%
Net Profit	606	1.8%	773	2.5%	(21.6)%
Non Controlling Interest	(7)	(0.0)%	(16)	(0.1)%	(56.3)%
Net Profit attr. to JM	599	1.8%	756	2.5%	(20.8)%
EPS (€)	0.95		1.20		(20.8)%
EPS without Other Profits/Losses (€)	1.11		1.29		(14.5)%

Other Losses and Gains amounted to a loss of 119 million euros, including the initial endowment of 40 million euros for the Jerónimo Martins Foundation, and the write-offs resulting from refurbishments and of restructuring costs. Also included in this heading is the payment of 27 million euros in bonuses, awarded on an exceptional basis, to operations teams in recognition of their high level of commitment in an incredibly demanding year and who worked tirelessly to increase sales volume.

Cash Flow for the year, before dividend payments, was a negative 62 million euros, significantly affected by the effect on growth of the rapid shift from high inflation to deflation. Interest paid also increased, consistent with the increase in net debt, especially in Colombia, where interest rates remain high.

Cash Flow

(€ Million)	2024	2023
EBITDA	2,232	2,168
Capitalised Operating Leases Payment	(380)	(337)
Interest Payment	(283)	(192)
Other Financial Items	1	1
Income Tax	(280)	(254)
Funds From Operations	1,290	1,386
Capex Payment	(1,054)	(1,153)
Δ Working Capital	(202)	176
Others	(96)	(65)
Cash Flow	(62)	345

The **Consolidated Balance Sheet** remained strong. The Group's cash position (excluding capitalised operating lease liabilities) at the end of the year was 726 million euros, incorporating the Company's dividend distribution of 411.6 million euros, in accordance with the payout policy in force.

Balance Sheet

(€ Million)	2024	2023
Net Goodwill	639	635
Net Fixed Assets	5,891	5,533
Net Rights of Use (RoU)	3,530	3,074
Total Working Capital	(4,062)	(4,314)
Others	318	235
Invested Capital	6,317	5,163
Total Borrowings / Financial leases	1,003	765
Financial Leases	128	102
Capitalised Operating Leases	3,790	3,280
Accrued Interest	25	22
Cash and Cash Equivalents	(1,882)	(2,074)
Net Debt	3,064	2,097
Non Controlling Interests	247	252
Share Capital	629	629
Retained Earnings	2,377	2,184
Shareholders Funds	3,253	3,066

The Group continued to pursue its financing strategy, using, whenever possible, loans in local currency as a natural hedge against the exchange rate risk of investments.

In order to ensure that its financial strategy is fully aligned with its sustainability agenda, the Group drew up and publicly disclosed its Sustainable Finance Framework (SFF), which will serve as a framework for future financing needs.

In Poland, a new medium-and long-term credit facility was arranged at the end of 2023 with the European Investment Bank, capped at 1,500 million złoty (around 346 million euros), to support investments in the refurbishment of Biedronka stores to improve energy efficiency. As at 31 December 2024, 600 million złoty (around 140 million euros) had been used, with a fixed interest rate over eight years. Since the financing was obtained and by the end of 2024, more than 500 stores have been refurbished, bringing energy efficiency gains through building insulation and the installation of closed-loop cooling systems running on natural gas.

Jerónimo Martins Colombia took out a new loan with the International Finance Corporation (IFC), a member of the World Bank, in the amount of 120 million dollars. As at 31 December 2024, 99 million dollars, approximately 433 billion Colombian pesos, had been used. This ESG-linked loan has a maturity of seven years and was taken out to support the Company's expansion with the construction of two distribution centres in the regions of Bogotá and Cali with EDGE-Advanced Green certification.

Confirming facilities and guarantees, classified as sustainable under the SFF, which consider more favourable cost conditions as an incentive to develop better practices and meet ESG objectives, were also converted.

The euro and złoty denominated business units, which had significant net cash surpluses, were able to earn interest on these amounts throughout the year through bank deposits and other short-term monetary investments.

Total Borrowings and Financial Leases Breakdown

(€ Million)	2024	2023
Long Term Borrowings / Financial leases	622	371
as % of Total	55.0%	42.8%
Average Maturity (years)	3.9	3.6
Total Borrowings / Financial leases	1,131	867
Average Maturity (years)	2.3	1.7
% Total Borrowings / Financial leases in Euros	10.2%	8.4%
% Total Borrowings / Financial leases in Złoty	20.5%	19.0%
% Total Borrowings / Financial leases in Colombian Pesos	69.4%	72.6%

2.4. Jerónimo Martins in the capital markets

Expectations of interest rate cuts by the Federal Reserve (Fed) in the United States of America (USA) and monetary easing by the European Central Bank (ECB) despite higher than expected inflation in the region dominated the capital markets' agendas throughout 2024.

At the very beginning of the year, Red Sea tensions threatened to negatively impact the global oil markets, increasing inflation risk. Nevertheless, the MSCI index hit a two-year high, the Euro Stoxx 50 reached 20-year record highs, and the S&P 500 posted new records, with the fourth consecutive climb registered in January.

The European markets proved particularly robust in the first quarter of the year, facilitated perhaps by the preliminary reading of inflation in the euro area, which renewed optimism on the ECB's interest rate cuts.

The year was also marked by the strengthening of the US dollar. In June, the Bloomberg index, which measures the dollar's performance against the world's main currencies, reached a new high, driven by the Fed's interest rate differential compared to that of other central banks.

Despite positive results for most stock markets, October brought a negative trend, with increased levels of uncertainty just before the USA presidential election.

At the end of the year, volatility increased with the threat of tariffs on USA imports.

The global stock markets declined in the final days of 2024, reversing, albeit slightly, the significant gains recorded in most indices in a year marked by historic highs in various countries and an appetite for higher-risk assets.

The S&P 500 hit 57 all-time highs and appreciated 23.3% in 2024, with back-to-back gains above 20%, which has only happened four times in the last 100 years, most recently in 1997-98.

Although European stock markets also performed well in 2024, USA markets significantly outperformed European stocks, benefiting from strong economic growth, technological advancements and interest rate cuts.

Europe's stock exchanges also hit all-time highs in 2024 on various indices, albeit with much lower gains. The Stoxx 600 climbed 6%, representing the widest gap to the S&P 500 this century. Several aspects may have contributed to this gap, including the lack of technology components, political instability, the slowdown in the Chinese economy, and geopolitical tensions.

Political turmoil, particularly in France, has upped the pressure on the EU which, as entering 2025, is also dealing with the collapse of the German government just weeks before Donald Trump returns to the White House.

Share description

Listed Stock Exchange		Euronext Lisbon
IPO		November 1989
Share Capital (€)		629,293,220
Nominal Value		1.00 €
Number of Shares Issued		629,293,220
Symbol		JMT
Codes	ISIN	PTJMT0AE0001
	Reuters	JMT.LS
	Bloomberg	JMT PL
	Sedol	B1Y1SQ7
	WKN	878605

Jerónimo Martins' shares are listed on more than 140 international sustainability indices, recognising the Group's environmental, social and governance (ESG) commitments and its performance, amongst which the Euronext Sustainable Europe 120 index and the Euronext Climate Europe index, both Euronext indices, and the FTSE4Good Developed and FTSE4Good Europe indices.

In 2024, and for the first time, the Group was included in the FTSE Diversity & Inclusion Index – Top 100, a benchmark index that identifies the top 100 publicly traded companies with the best performance in promoting inclusive workplaces. The Jerónimo Martins Group is the only Portuguese company to be included in this index. We also continue to be listed on the Global Child Forum's benchmark at "Leadership" level, the highest score, and are the top ranking Portuguese company.

The annual assessment carried out by CDP awarded Jerónimo Martins the top score (A) in Climate Change and the leadership level (A-) both in Water Security and in managing the commodities most associated with deforestation risk (Forests): palm oil, paper and timber, cattle and soy. In addition to the actions developed throughout 2024, the distinction recognises transparent reporting.

More information about Jerónimo Martins' listing in these and other relevant indices is available on our website under "Sustainability" ("Recognition" page at www.jeronimomartins.com).

Capital structure

For information on the structure of Jerónimo Martins' share capital, please see Section A – Shareholder Structure of Chapter 4 of this Annual Report.

PSI performance

In 2024, the PSI saw high volatility. The index fell sharply at the beginning of the year, entering on an upward trajectory from March on. This trend was interrupted by a sharp decrease in June, which was partially absorbed by the growth seen in July.

Overall, the PSI's performance in 2024 was influenced by a combination of weak economic growth, specific challenges related to the energy sector, and political uncertainties, leading the index to close 2024 with a slightly decline, in a positive year for global indices.

The Euronext March review showed no change in the composition of the PSI. However, in November, following settlement of the general and mandatory public offer launched for Greenvolt, the company was delisted, with the Portuguese index comprising 15 listed companies.

The year-on-year variation in the PSI (-0.3%) led the index record one of the worst performances compared to the European benchmark, with the exception of the Polish benchmark index (WIG 20: -6.4%) and the French benchmark index (CAC 40: -2.2%).

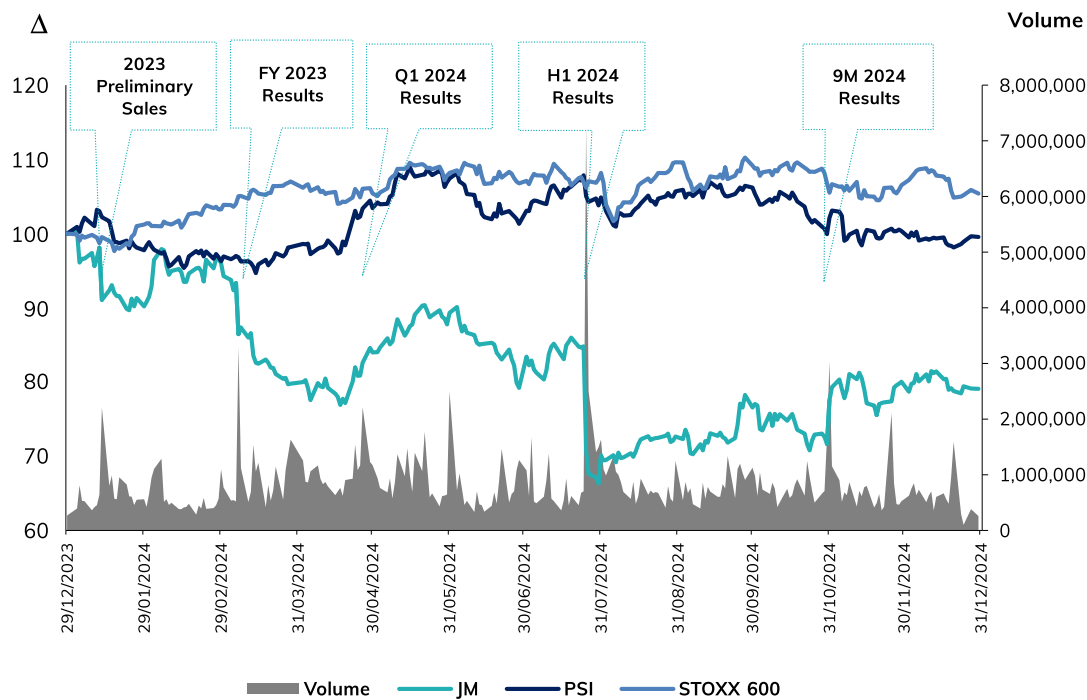
Jerónimo Martins share price performance

While the first five months of the year had a mixed impact on Jerónimo Martins' share performance, June and July had an especially negative effect, particularly after disclosure of the first half-year results (on 24 July after the market closed) confirming the company's anticipated outlook and leading analysts and investors to revise their expectations, in particular with regard to operational context in Poland.

The JM share ended the year with a price of 18.45 euros, down 19.9% on the close of the previous year, showing a positive trend in the last few months of the year.

In 2024, Jerónimo Martins traded approximately 213 million shares on the Euronext Lisbon stock exchange. This volume corresponds to a daily average of around 832 thousand shares (27% above the average volume of the previous year). The average share price was 18.87 euros (down 15.3% year-on-year).

Jerónimo Martins shares represented the equivalent of 12.7% (that is, approximately 4 billion euros) of the total number of shares traded on the PSI in 2024.



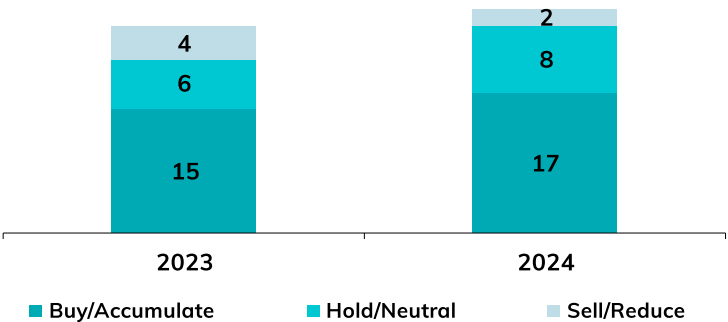
In terms of market capitalisation, with 11.6 billion euros (14.5 billion euros in 2023), Jerónimo Martins ended the year with the second largest representation on the PSI, with a relative weight of 11.5% in the index (compared to 12.5% in 2023). The Company is one of the four Portuguese companies listed on the Euronext100 index, slightly decreasing its weight to 0.32% (from 0.37% in the previous year).

Analysts

As at 31 December 2024, a total of 27 analysts were actively covering Jerónimo Martins shares, compared to 25 at the end of 2023.

The average target price attributed by these analysts was 21.20 euros, around 15% above the closing price on 31 December 2024 (18.45 euros).

The evolution of recommendations and price targets issued by the various institutions is available on our website (www.jeronimomartins.com/en/investors/jeronimo-martins-shares/equity-analysts).



Jerónimo Martins Financial Performance 2020-2024

(€ Million)	2024	2023	2022	2021	2020
Balance Sheet					
Net Goodwill	639	635	613	618	620
Net Fixed Assets	5,891	5,533	4,589	4,159	3,967
Net Rights of Use (RoU)	3,530	3,074	2,420	2,221	2,154
Total Working Capital	(4,062)	(4,314)	(3,837)	(3,290)	(2,864)
Others	318	235	161	145	133
Invested Capital	6,317	5,163	3,946	3,852	4,010
Total Borrowings	1,003	765	470	460	524
Financial Leases	128	102	82	22	11
Capitalised Operating Leases	3,790	3,280	2,597	2,365	2,262
Accrued Interest	25	22	14	-	(3)
Cash and Cash Equivalents	(1,882)	(2,074)	(1,802)	(1,527)	(1,041)
Net Debt	3,064	2,097	1,360	1,320	1,752
Non Controlling Interests	247	252	254	254	249
Equity	3,006	2,814	2,331	2,278	2,008

(€ Million)	2024	2023	2022	2021	2020
Income Statement					
Net Sales & Services	33,464	30,608	25,385	20,889	19,293
EBITDA	2,232	2,168	1,854	1,585	1,423
EBITDA margin	6.7%	7.1%	7.3%	7.6%	7.4%
Depreciation	(1,043)	(902)	(782)	(745)	(734)
EBIT	1,189	1,266	1,071	840	689
EBIT margin	3.6%	4.1%	4.2%	4.0%	3.6%
Financial Results	(267)	(174)	(162)	(154)	(180)
Profit/Losses in Associated Companies	(1)	(1)	-	-	-
Other Profits/Losses ¹	(119)	(79)	(95)	(34)	(50)
EBT	801	1,012	814	652	459
Taxes	(195)	(239)	(207)	(168)	(136)
Net Income	606	773	607	484	323
Non Controlling Interests	(7)	(16)	(17)	(21)	(11)
Net Income attributable to IM	599	756	590	463	312

¹ Other Profits/Losses include the Other Operating Profits/Losses and Gains in Others Investments as presented in the Income Statement by Functions and detailed in the notes to Consolidated Accounts.

Market Ratios	2024	2023	2022	2021	2020
Share Capital (€)	629,293,220	629,293,220	629,293,220	629,293,220	629,293,220
Total Number of Shares	629,293,220	629,293,220	629,293,220	629,293,220	629,293,220
Own Shares	859,000	859,000	859,000	859,000	859,000
Free Float	43.9%	43.9%	43.9%	37.7%	32.4%
EPS (€)	0.95	1.20	0.94	0.74	0.50
Dividend per share (€) *	0.66	0.55	0.79	0.29	0.35
Stock Market Performance					
High (close) (€)	23.10	26.86	23.22	21.61	17.22
Low (close) (€)	15.29	19.18	18.20	12.65	13.61
Average (close) (€)	18.87	22.27	20.57	16.49	14.89
Closing (End of year) (€)	18.45	23.04	20.18	20.10	13.82
Market Capitalisation (31 Dec) (€ 000,000)	11,610	14,499	12,699	12,649	8,697
Transactions (volume) (1,000 shares)	213,016	167,121	198,279	186,528	251,103
Annual Growth	(19.9)%	14.2%	0.4%	45.4%	(5.8)%
Annual Growth - PSI	(0.3)%	11.7%	2.8%	13.7%	(6.1)%

* In the initial phase of the Covid-19 pandemic, when uncertainty was extreme, the Board of Directors decided to follow a prudent approach and to reduce the 2019 payout ratio from 50% to 30%. The Board of Directors reserved, at the time of this decision, the possibility of proposing the distribution of the remaining part of the 50% payout if conditions allowed it. Therefore, taking into account the Group's performance, the Board decided to distribute free reserves. The value includes the payment of a gross dividend of 0.207 euros per share, approved by the General Meeting held on June 25, 2020 and paid on July 15, 2020, regarding the distribution of 2019 results and the distribution of free reserves corresponding to a gross dividend of 0.138 euros per share, approved by the Extraordinary General Meeting held on November 26, 2020 and with payment at December 16, 2020.

3. Performance of the Business Areas

3.1. Food Distribution

3.1.1. Biedronka

MESSAGE FROM THE MANAGING DIRECTOR

We began 2024, envisioning that we would be operating in an increasingly competitive market in view of the expected food deflation and high-cost inflation.

Our priority was to remain the first choice of Polish consumers, protecting the significant customer base that we have built year after year.

Faced with a cautious, price-sensitive and promotion-oriented consumer, we have honoured our brand promise and offered the best prices on the market. Therefore, we have maintained price leadership at the heart of our strategic priorities as well as the recognition of our consumers who continue to see us, deservedly, as the leader in this attribute.

Securing this preference was only possible because, in addition to offering the best savings opportunities, we also continued to increase our proximity to Polish families with 186 new locations. We also raised the quality of the shopping experience with the refurbishment of 280 stores, providing more than 3,200 locations with self-checkouts and more than 1,300 meat & deli counters operating in our store network by the end of 2024.

Although we had an extremely difficult-to-beat record following consecutive years of above-market performance, our teams worked tirelessly and delivered volume growth and increased market share. I would like to acknowledge and thank everyone for their excellent work, which greatly strengthens our brand.

The year 2025 begins with the challenge of operating with low food inflation in a cautious consumer environment.

We will maintain an unwavering consumer-centric focus and continue to implement our expansion plan and work on key productivity improvement projects to ensure the continuity of our profitable growth trajectory.



Sales
€23,571M
(+9.6%)

Stores
3,730

LFL
-0.3%

EBITDA
€1,814M
(-1.3%)

CAPEX
€418M

Highlights of the Year

- Opening of 186 stores and refurbishment of 280 locations
- Surpassed 1,300 stores offering service counters of meat & delicatessen products
- Around 45% of stores have photovoltaic panels
- More than 3,200 stores with self-checkouts

AWARDS AND RECOGNITIONS OF NOTE

Ranked 2nd on the Rzeczpospolita newspaper list of the 2,000 biggest Polish companies.

Golden Laurel of Super Business, awarded by Super Express newspaper to companies supporting the Polish economy.

Friendly Workplace 2024 awarded by MarkaPracodawcy.pl for the Company's modern approach to HR policies and employee development.

Retail Champion for the best loyalty programme (selected by consumers), and Retail Champion for the discount chain of the year (selected by suppliers).

Complete list of awards and recognitions:
www.jeronimomartins.com/en/about-us/recognition/

More information, particularly about our sustainability initiatives, is provided under chapter 5 of this Report.

Performance

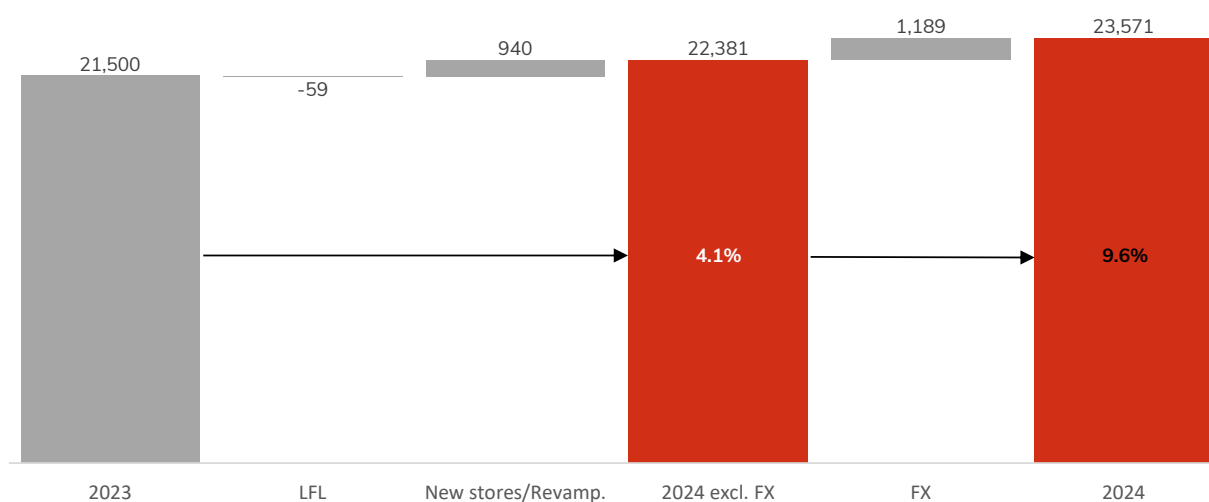
In Poland, despite the increases in wages and in household disposable income, the consumer remained cautious, extremely sensitive to prices and heavily promotions driven. This behaviour led the food retail market to continue to lose volumes and intensified market competition throughout the year.

Against this challenging backdrop, Biedronka consistently offered competitive prices and extra savings opportunities for Polish families. Our main banner leveraged its commercial dynamic and increased price investment having operated with basket deflation. Biedronka's deep understanding of consumers and agile response to their needs allowed it to strengthen its customer base, post strong volume growth, and outperform the market, gaining market share.

Food inflation in the country stood at 3.3% in the year (15.1% in 2023). After declining until March, food inflation rose in April with the reintroduction of VAT on basic food products and continued going up until the year end.

In local currency, sales grew 4.1%, with a negative LFL of 0.3%. In euros, sales totalled 23.6 billion, up 9.6% on the previous year.

Net Sales (€ Million)



Biedronka entered 2024 with the determination to keep offering Polish consumers the lowest prices every day. As such, it executed the campaign “Biedronka takes care of its customers' wallets like no other”, reducing the prices of more than 400 popular products. It also decided to keep unchanged more than 4,000 regular prices, despite the return of VAT on basic food products in April.

The banner continued to leverage its customer loyalty programmes and launched a back-to-school campaign staging 17 heroes entitled “Gang Produkcików” (Gang of Products). The 9th edition of such action created a warm and child-friendly image of the stores. As in previous years, customers received stickers for purchases, which could be exchanged for mascots or books.

To reach younger audiences, Biedronka is now also featured in the Roblox simulator with some minigames focused on “Gang Produkcików”. These games allow players to play the role of both employees and customers of Biedronka stores. In the virtual store, players can shop, clean stores, assist customers, scan products at the cash register, restock shelves, handle deliveries or even bake bread. The game was promoted on Biedronka's social media pages, in collaboration with influencers, on the Company website, and on the Roblox platform.

Following the energy transformation of its store network, the Company signed an agreement with EDP Energia Polska to install photovoltaic panels at nine distribution centres more. By the end of the year the Company already had around 45% of stores and one distribution centre powered by green energy.

Keeping its focus on operational efficiency and on shopping experience, Biedronka introduced self-checkouts in its stores, closing 2024 with more than 3,200 of its network covered with these equipments.

In what concerns Biedronka's online activities, Biek ended the year with 23 micro-fulfilment centres exclusively dedicated to the ultra-fast delivery service and the non-food online business and the partnership with Glovo recorded strong sales growth compared to the previous year.

In the second half of 2024 Biedronka started the ambitious roll out of the electronic price tag project, which enables swifter updates in prices (performed centrally), substantially reducing the possibility of errors, while at the same time increasing efficiency. At the end of the year the Company had already this feature available in 1,207 stores.

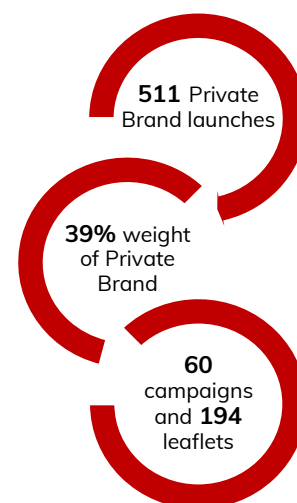
Biedronka continued to invest in the digital front and developed a new version of its mobile app, now more user-friendly and more convenient. This app has already surpassed 13 million users.

Also 2024 brought the opportunity to buy Biedronka non-food products through the zakupy.biedronka.pl website, where the Company offers the option of scheduling home delivery within a four-day period.

To increase the attractiveness and assortment of meat & delicatessen products, Biedronka continued to invest in assisted service counters for these categories, ending the year with more than 1,300 stores offering this possibility.

Executing its capex programme, Biedronka opened 186 stores (161 net additions), of which around 50% with a small-format, and refurbished 280 locations, investing 418 million euros in the year.

EBITDA fell 1.3% (-6.3% in local currency), impacted by price investments and by the decision to significantly increase the wages of the operational teams. As anticipated, these actions, together with the operational deleveraging caused by basket deflation, pressured the EBITDA margin, which stood at 7.7% (8.5% in 2023).



3.1.2. Pingo Doce

MESSAGE FROM THE MANAGING DIRECTOR

The year 2024 was marked by a demanding environment, combining a drop in food inflation with a rise in costs and an increasing cautious consumer seeking further savings opportunities.

In this context, Pingo Doce posted solid sales growth, reflecting the strong promotional dynamic kept throughout the year and its investment in differentiating its value proposition, enhanced with the implementation of the new store concept focusing on its restaurant and fresh food areas.

The store refurbishment plan continued at full speed, with 64 refurbished stores and the opening of 40 new Comida Fresca restaurants, making it the largest restaurant chain in Portugal in terms of number of locations.

Innovation in the Private Brand also remained a key differentiating factor for Pingo Doce, evident in the launch of 217 products in 2024.

The year was also marked by the important distinction awarded to our Logistics Decarbonisation Project. Pingo Doce was the first company in Portugal and the fourth in Europe to be awarded four stars in the GS1 Portugal Lean & Green initiative, for cutting carbon dioxide emissions by 55%.

All achievements, in the year, would not have been possible without the commitment and dedication of our teams, who every day strive to offer the best products to our customers and deliver a unique shopping experience.

In an increasingly challenging and competitive environment, Pingo Doce will continue to focus on differentiating its service, innovation, quality and promotions to continue earning the trust and loyalty of consumers.



Sales
€5,073M
(+4.5%)

Stores
489

LFL
+4.0%
(excl. fuel)

EBITDA
€296M
(+5.1%)

CAPEX
€277M

Highlights of the Year

- Opening of 40 Comida Fresca restaurants, making it the largest restaurant chain in the country with a total of 237 locations
- Private Brand innovation, with the launch of 217 products and two major campaigns announcing the removal of flavour enhancers and artificial colourings from all products, and the DNA laboratory
- Pingo Doce Children's Literature Prize now awards published authors and illustrators

AWARDS AND RECOGNITIONS OF NOTE

Sustainable Retailer of the Year by the initiative: The Best Store in Portugal.

Master of Diversity, Equity and Inclusion 2024 awarded by Distribuição Hoje magazine.

"My Pingo Doce" app recognised as the "Best Digital-Retail Project" at the ACEPI (Digital Economy Association) Navegantes XXI Awards.

Four stars in the GS1 Portugal Lean & Green initiative, for reducing its carbon dioxide equivalent emissions in logistics operations by 55% between 2018 and 2024.

Complete list of awards and recognitions:
www.jeronimomartins.com/en/about-us/recognition/

More information, particularly about our sustainability initiatives, is provided under chapter 5 of this Report.

Performance

The year was marked by the enormous challenge of operating in an economic environment that combined a sharp drop in food inflation, which ceased to contribute to sales growth, with high cost inflation. In 2024, consumers remained cautious, seeking savings opportunities, which resulted in an intensified competitive environment with all operators competing for volume growth, amidst aggressive store expansions, focusing particularly on proximity concepts.

Pingo Doce continued to invest in its price propositioning and in keeping up high promotional activity, meeting the needs and preferences of Portuguese consumers and contributing to a solid sales growth, increased competitiveness and higher volumes. In 2024, sales grew 4.5% to 5.1 billion euros, with an LFL of 4% (excluding fuel).

Net Sales (€ Million)



* Includes fuel sales

Keeping up the rapid pace of refurbishment throughout the year, Pingo Doce continued to implement its "All About Food" store concept, emphasising the brand's differentiation in the meal solutions and perishables categories and offering innovative service solutions valued by customers. The Company opened 40 in-store restaurants this year, now operating a total of 237, making it the largest restaurant chain in the country in terms of number of locations. The comidafresca.pingodoce.pt website was also launched, enabling customers to see the daily menu of the Comida Fresca restaurants nationwide, in addition to placing orders.

Pingo Doce remained committed to differentiation and innovation in its assortment, launching new Private Brand products.

Promotion of the distinctive features of the Private Brand was enhanced with two major communication campaigns: "Se também não adora químicos" (If you also don't like chemicals) was the slogan for communicating the elimination of flavour enhancers and artificial colouring from all food products, while the "DNA Laboratory" campaign reiterated that Pingo Doce is the only food retail company in Portugal with a Molecular Biology Laboratory, accredited by the Portuguese Accreditation Institute (IPAC – Instituto Português de Acreditação), which tests the DNA of the ingredients in Private Brand products, ensuring their integrity and quality.

Pingo Doce joined forces with Portugal's iconic pastry shop Versailles to bring a special edition of a sublime "bolo-rei" (traditional Portuguese Christmas cake) to the whole country, sold exclusively in Pingo Doce stores during the holiday season, aimed at innovating and delivering to its customers differentiating and outstanding quality products at the best prices.

The "My Pingo Doce" app remained an important savings tool, offering a series of exclusive and personalised benefits for users. In 2024, Pingo Doce launched several loyalty campaigns to increase end-user engagement through purchases made using the app. At the beginning of the year, 100,000 euros were raffled every week for four weeks through the "Vida Feita" (Settled Life) competition. In September, after the summer holidays, the Company launched the "Subsídio Pingo Doce" (Pingo Doce Subsidy) competition, awarding 1,500 euros a day, every day. The "Natal a Valer" (A Rewarded Christmas) competition was launched at the end of the year, giving customers the chance to win a shopping voucher every day.

The Children's Literature Prize celebrated its 11th edition with a major innovation. From this edition onwards, the country's biggest children's literature prize will now exclusively award original, unpublished works by authors and illustrators who have already published a book.

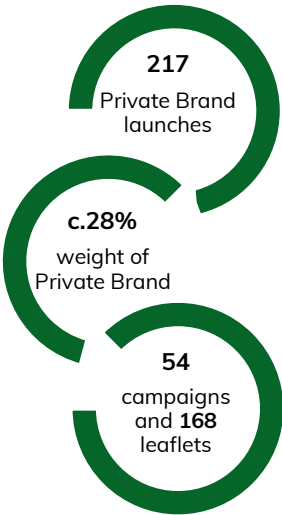
The year 2024 also saw a renewed commitment to promoting children's literature, with participation in book fairs in different parts of the country and the installation of 'Reading Nooks' (mini libraries with children's books) in children's hospitals and inpatient wards across the country.

Pingo Doce was voted Sustainable Retailer of the Year, a special prize awarded under the “A Melhor Loja de Portugal” (The Best Store in Portugal) initiative, promoted by Grande Consumo magazine, which recognises good practices with regard to sustainability and promoting the circular economy.

Pingo Doce's EBITDA was 296 million euros, up 5.1% year-on-year, with the respective margin standing at 5.8%, in line with previous year, despite strong investment in pricing and cost inflation.

The banner invested 277 million euros in the opening of 10 stores (7 net additions) and in the complete renovation of 64 locations to reflect its All About Food concept, which embodies the Company's long-term vision for the business, founded on competitive advantages and critical differentiation factors: fresh food, Private Brand and meal solutions.

These refurbishments also focus on sustainability and electric mobility. Pingo Doce ended the year with the largest electric vehicle (EV) charging network in the country, a commitment that meets its sustainable development objectives, contributing to the energy transition and reduction of its carbon footprint, while at the same time providing an important service to its customers, who can quickly and conveniently charge their electric vehicles while they shop.



3.1.3. Recheio

MESSAGE FROM THE MANAGING DIRECTOR

The year 2024 was challenging, requiring resilience and adaptability. Following a 2023 marked by high inflation, we faced an economic environment with falling inflation and a slowdown in the growth of food sales, coupled with changing domestic tourism patterns, with consumers being increasingly cautious even with spending on restaurants.

Despite this adverse climate, we stood out for our agility in adjusting strategies, innovation and commercial dynamics, which saw us strengthen our leadership position and grow in our different operating channels, in particular the HoReCa channel, both in our cash & carry stores and in distribution, through Recheio Masterchef.

Throughout the year, we intensified our efforts to continue strengthening the traditional retail channel, investing to expand our presence and consolidate the value of the Amanhecer chain. Despite strong commercial pressure and the growth of modern retail, we reached a milestone with the opening of our 700th store, a symbol of the continued growth and expansion of the Amanhecer partners' network.

This performance reflects the hard work and dedication of our teams, who once again demonstrated Recheio's ability to thrive even in adverse circumstances. We maintained our focus on sustainability and on offering solutions that meet the needs of each target segment, boosting trust and the partnership relation with our customers.

In 2024, we celebrated the strength and commitment of our teams. Each achievement is a reflection of the passion and dedication we put into our work every day. For this, my sincerest thanks to all our employees and partners.

We are confident that in 2025 we will continue to overcome challenges, innovate and build a future of sustainable success for Recheio and for all those who are part of our mission.



Sales
€1,357M
(+1.9%)

Stores
39 and 4
platforms

LFL
+2.1%

EBITDA
€69 M
(-4.6%)

CAPEX
€29M

Highlights of the Year

- Amanhecer now has over 700 stores
- Refurbishment of the Faro store with the new concept
- 15 stores with Best Farmer butchery counters
- Launch of the new Recheio website with new features and the BOOST your Business programme, offering an integrated digital solution to boost the business of Recheio's HoReCa customers

AWARDS AND RECOGNITIONS OF NOTE

Distinguished with the Professionals' Choice award, which the Company has won consecutively since 2015.

Distinctive "Sustainable Production, Responsible Consumption" seal awarded by the National Commission for Combating Food Waste (CNCDA).

Complete list of awards and recognitions:
www.jeronimomartins.com/en/about-us/recognition/

More information, particularly about our sustainability initiatives, is provided under chapter 5 of this Report.

Performance

After two years of high food inflation, prices grew at a significantly slower pace in 2024. In addition to this slowdown, consumer behaviour also changed, with consumers becoming more cautious in their spending when dining out. This environment required an uptick in promotional campaigns to continue driving volume growth, resulting in internal deflation.

The year was characterised by growth in sales to traditional retail and a slowdown in the HoReCa channel, after strong recovery in 2023. Nevertheless, the banner consolidated its position in the market, increasing the number of customers across all segments and expanding the Amanhecer store network partnerships, ending the year with 706 establishments (96 more partners than in 2023).

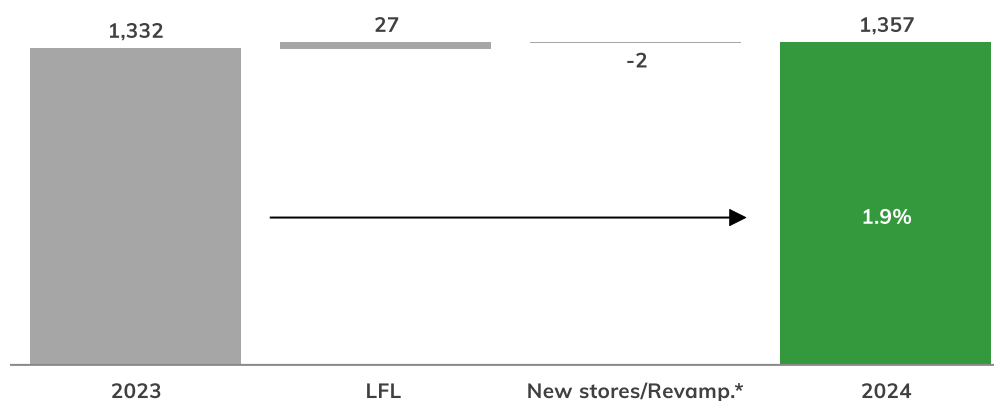
Quarterly performance in the year saw different trends. While sales in the HoReCa channel slowed in the first three quarters, a slight improvement was recorded in the last quarter, benefiting from a more balanced basis of comparison. The pace of growth in traditional retail, meanwhile, remained steady, sustained by the development of the Amanhecer partnership.

In 2024, Amanhecer reinforced its proximity, growing the number of stores and investing in improving customer service. A consistent communication plan helped to strengthen the brand's reputation and positioning as a benchmark for quality and price.

The year also brought innovation in store formats, with the launch of the Buy&Go pilot project in partnership with Amanhecer. This solution is designed to energise traditional retailing and bring the brand closer to a younger audience, enhancing proximity and convenience. This autonomous smart store makes Amanhecer brand products more accessible at any time of the day.

Recheio's total sales amounted to 1,357 million euros, with LFL growth of 2.1%. The export channel grew 3.1%, expanding its international presence and consolidating existing markets.

Net Sales (€ Million)



* Includes export activity

To underscore its position as a fresh food specialist, the Company launched the "HoReCa Special 2024" leaflet, focusing on categories such as fruit, vegetables, fish and meat. The assortment was also enhanced with the Best Farmer butcher concept, promoting sustainability and differentiation in the HoReCa channel, now implemented in 15 stores.

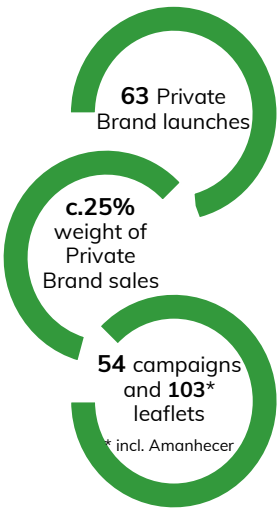
As regards sustainability, the Recheio Talks, with the theme "Sustainable Production - The Future of Food", encouraged debate on sustainable practices in the food sector.

Digital transformation was another strategic pillar in 2024, with the introduction of technology tools to boost efficiency in order and complaints management and enabling the offer of integrated solutions to digitise and optimise the operations of HoReCa channel customers.

Also in 2024, Recheio sponsored the Young Talent in Gastronomy competition and was a partner in the 1st edition of TheFork Awards, reinforcing its commitment to promoting Portuguese restaurants.

Company's investment totalled 29 million euros, where we highlight the refurbishment of the Faro store, which improved the perishables and frozen food sections, expanding the assortment and improving the shopping experience.

The banner's EBITDA amounted to 69 million euros, with a margin of 5.1%, reflecting the strengthening of commercial dynamics.



3.1.4. Ara

MESSAGE FROM THE MANAGING DIRECTOR

We all knew that 2024 would be full of challenges, and it was.

Facing low consumer purchasing power after several years of high inflation, we remained committed to offering the lowest prices on the market hand in hand with the best opportunities for extra savings through weekly promotions, thus enabling Colombian families to buy more for less.

We continued to improve our offer focusing on the perishables, personal care and household cleaning categories and we expanded the ranges of our Private Brand with 146 new launches.

In 2024, we served over one million customers in our stores every day and we brought our stores even closer to consumers, with 150 openings and the inauguration of the Cali distribution centre.

We predict consumers to remain cautious and price-sensitive in 2025, much like this past year. We will remain resolute in our determination to offer the lowest possible prices to our customers, to which operational efficiency and cost discipline, pillars of our business model, will continue to make a decisive contribution.



Sales
€2,850M
(+17%)

Stores
1,438

LFL
+0.2%

EBITDA
€96M
(+113.1%)

CAPEX
€171M

Highlights of the Year

- Opening of 150 stores, increasing the visibility of the brand, to more than 360 municipalities
- Launch of weekly promotions and low prices every day - "En Ara Sí te alcanza para TODO"
- Social investment of one million euros in the social programme "One Million Reasons"

AWARDS AND RECOGNITIONS OF NOTE

The "One Million Reasons" social investment programme was awarded by *Portafolio* newspaper in the 'Corporate Social Responsibility' category.

Recognition by the Colombian Association of Food Banks for Ara's commitment to food security and the fight against hunger.

The Colombian Family Welfare Institute (ICBF) recognised Ara's commitment to Colombian children.

Complete list of awards and recognitions:
www.jeronimomartins.com/en/about-us/recognition/

More information, particularly about our sustainability initiatives, is provided under chapter 5 of this Report.

Performance

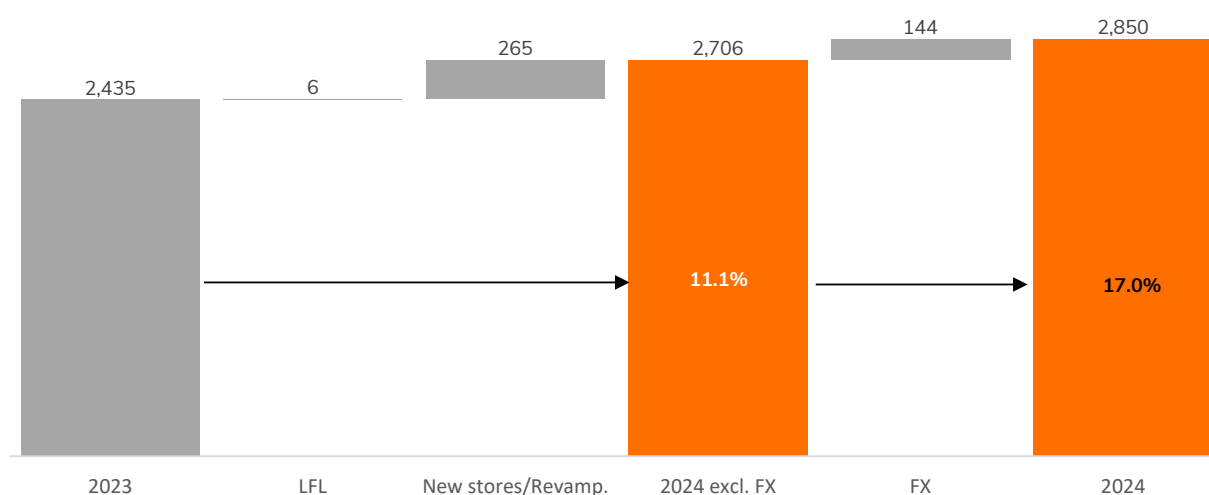
Despite the slowdown in inflation, prices, including food prices, have remained high as a result of the surge in inflation in the past three years, putting pressure on household income throughout 2024. This steady loss of purchasing power among Colombian consumers has negatively impacted volume growth and led to trading down in the market.

Ara remained focused on implementing its commercial strategy, guaranteeing the best value proposition for consumers and strengthening its market position. With its strong promotional dynamics and consistently low prices, the Company continued to create significant savings opportunities for Colombian families, in particularly difficult circumstances.

Throughout the year, the banner remained committed to gaining consumer recognition and increasing its market share in the regions where it is present. Ara stood by Colombian families, offering quality and innovation in its offer, and increasing the weight of promotions in total sales.

Sales, in local currency, grew 11.1%, including an LFL of 0.2%. In euros, sales amounted to 2.9 billion euros, up 17% from 2023.

Net Sales (€ Million)



In 2024, the Company implemented strong in-store promotional campaigns, which have now become Ara's brand image. One example is "En Ara SÍ te alcanza para TODO" (In Ara YES you can afford EVERYTHING), a weekly nationwide campaign offering opportunities for extra savings, enhancing general price perception. These campaigns were also promoted across social media to reach a younger and more digital consumer profile.

Another impactful campaign was "Fútbol Locura" (Football Madness), the main aim of which was to attract more customers and increase sales, boosting the counterpart of Ara's sponsorship of the women's football team, which reached the quarterfinals of the Paris Olympics.

Several promotions were held throughout the year, including the discount marathon and daily "Super Hits", and implemented initiatives directly catering to consumers' appetite for games, such as the launch of the "Aguinaldo" scratch cards awarding vouchers to spend on products in Ara stores.

The banner again leveraged its decentralised operating model to ensure local competitiveness and to carry out high-impact initiatives in surrounding neighbourhoods, taking advantage of store openings, with targeted campaigns and participation and engagement in regional festivities. These actions – store activations and regional brochures – helped increase sales in strategic categories and basket size, as well as attract new customers.

Special media mix strategies were also executed, including regional radio and segmented digital campaigns to increase differentiation.

The Private Brands strengthened their importance in an environment characterised by trading down, where quality options combined with low prices were instrumental. The Company thus continued to invest in the differentiation and innovation of its assortment, having launched 146 new Private Brand products and carried out 11 relaunches. Examples include the development and launch of the "BEM" (GOOD) brand, under which a range of healthy products that included several varieties of tea and wholemeal biscuits.

Several special campaigns were also held in the year focusing on Private Brand categories, particularly dairy, home cleaning and personal care products.

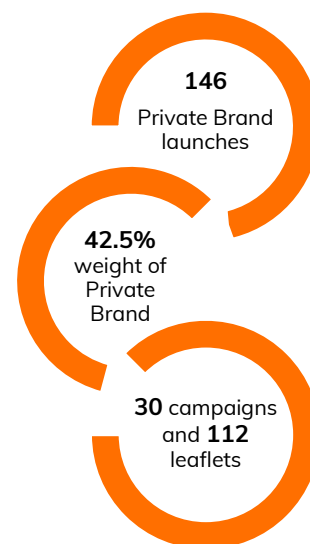
Ara maintained its organic growth strategy as a priority, investing 171 million euros in the opening of 150 new stores, including 10 Bodegas del Canasto, and the refurbishment of 15 locations. The Company also opened a new distribution centre at the beginning of the year to increase supply efficiency for its stores, delivering productivity gains, especially in terms of transportation costs.

Also, with regard to efficiency and reinforcing its commitment to sustainability, Ara installed solar panels at six distribution centres and more than 226 stores in the year, thereby increasing the use of photovoltaic energy and contributing to the Group's commitment to decarbonisation.

In 2024, the Company allocated one million euros to the "One Million Reasons" social investment programme, with two primary objectives: to promote health through food, focusing in particular on fighting child malnutrition, and to support local communities by creating social empowerment projects, in which education plays a key role in bringing change.

Also of note, in terms of social sustainability, is the agreement between Ara and the Colombian Family Welfare Institute (ICBF - Instituto Colombiano de Bienestar Familiar), aimed at fighting child malnutrition through the offer of food support to thousands of Colombian families.

EBITDA totalled 96 million euros, 113.1% up on the previous year (102.3% more in local currency), with the respective margin standing at 3.4% (1.9% in 2023). The rise in the EBITDA margin reflects the change in commercial dynamics and the ongoing efforts to cut costs, helping to mitigate the effects of a weak consumption environment.



3.2. Agribusiness

3.2.1. Jerónimo Martins Agro-Alimentar (JMA)

MESSAGE FROM THE MANAGING DIRECTOR

JMA celebrated its 10th anniversary in 2024, a period in which it created and grew four different business areas: dairy, livestock farming, aquaculture, and fruit and vegetables, with business units and holdings across Portugal, Morocco and Norway. All business areas continued to implement their plans for strong growth, with the dairy area the only one now in the consolidation phase.

In the year, livestock farming was marked by the increase in fattening capacity at the Monte de Trigo farm, the start of operations at the new Pernes farm, and the start of operations at the new automated dairy farm.

As regards aquaculture, work was completed on the sorting unit in Vila Real de Santo António and the salmon project in Norway saw accelerated implementation, which will allow operations to begin in towards the end of 2025, through the subsidiary Andfjord Salmon.

In the fruit and vegetable sector, tango mandarins have been successfully planted, preparatory work for an additional 100 hectares of organic oranges was completed, and the first international campaign to sell grapes "hey,vita!" brand was carried out, with an extensive work to promote the brand.

Websites were designed for each brand. JMA trained its commercial team and carried out initiatives towards opening sales channels, aimed at promoting its products on the national and international markets, enabling it to increase its activity and diversifying its customers in 2025.

The year 2025 will see consolidation of the current business areas, taking advantage of accumulated know-how and installed capacity, and a strengthening of our presence in the different markets, building on work begun in 2024.

Highlights of the Year

- JMA celebrated its 10-year anniversary
- Terra Alegre renewed its IFS (International Featured Standard) certification
- Best Farmer, together with Recheio, strengthened its positioning through the Best Farmer butcher, with counters in 15 stores of the cash & carry chain
- In aquaculture, financial stake in Andfjord Salmon increased to 28%
- In the fruit and vegetables area, of note is the production and marketing in Portugal and Poland of organic seedless grapes under the brand "hey, vita!"

More information, about JMA activities and our sustainability initiatives, is provided under chapter 5 of this Report.

FOCUS ON SUPPLYING STRATEGIC PRODUCTS

In 2024 JMA celebrated ten years of commercial activity. Divided into four business areas – dairy, livestock farming, aquaculture, and fruit and vegetables – the Company currently has operations nationwide (mainland Portugal and Madeira), in Morocco and has a financial stake in Norway. It employs over 500 people.

In a challenging market and with significant cost inflation, mainly related to wages and commodities (in production and energy costs), JMA did not waver in its mission to ensure the availability of key products, ensuring food safety, innovation and differentiation.

In the dairy sector, Terra Alegre continued to affirm the integrity and quality of its products and food processes, achieving “excellence” in the IFS audit, a benchmark recognised by the Global Food Safety Initiative (GFSI), and renewed its environmental certification for Health and Safety in the Workplace (HSW).

As regards livestock farming, Best Farmer scaled up the projects launched in the previous year and strengthened the brand's positioning and visibility by increasing the number of Best Farmer butcher counters, now available in 15 Recheio stores, after the first counter opened in 2023. As part of its sustainable strategy for angus meat production, operations began at a new farm located in Pernes, Santarém (Central Portugal).

The year 2024 saw the start of automated milking following successful installation of the robotic milking system at the dairy farm in Monte do Trigo.

At the same time, significant progress was made in aquaculture in 2024, with JMA increasing its stake in Andfjord Salmon to 28% (from 25.1%).

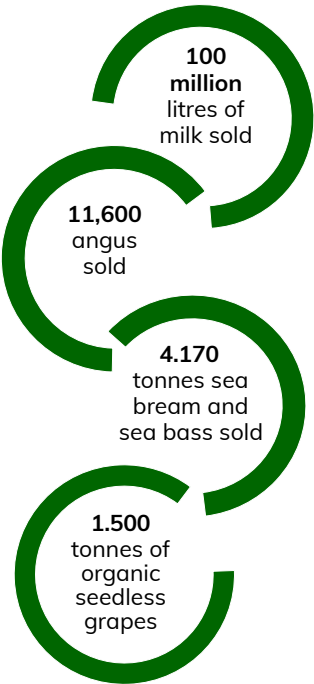
Building on the introduction of the aquaculture industry in Vila Real de Santo António, Seaculture finalised its logistics structure project, both on land (facilities and support dock) and at sea, and kicked off its fishing operations. Construction of the packaging unit to support the operation is also nearing completion.

With regard to fruit and vegetable production, JMA now wholly owns Outro Chão (organic seedless grapes production) and increased its stake in Supreme Fruits (production of tango mandarins and stone fruit: peaches, nectarines and plums) from 50% to 80%.

Operations have started at Outro Chão's integrated packaging unit, enabling the marketing of around 1,500 tonnes of organic seedless grapes in Portugal and Poland under the "hey,vita!" brand (launched in 2023) without compromising the quality and shelf life of the product.

While developing and adapting each business unit, JMA remains focused on sustainability and quality, obtaining certifications for specific products and processes that attest to this commitment. These include obtaining and renewing Global Gap certification for its aquaculture business in Madeira and for the production of organic seedless grapes and obtaining IFS certification for the Outro Chão packaging unit.

The institutional websites for each of the JMA brands were launched in the year.



3.3. Specialised Retail

3.3.1. Hebe

MESSAGE FROM THE MANAGING DIRECTOR

Looking back, 2024 was an extremely challenging year for Hebe. We faced tougher market dynamics, with slowing consumption and extremely determined competition. Despite these challenges, Hebe came through, once again, with strong sales growth, solid market share gains and a substantial increase in profitability.

The year was marked by a boost on our online business, with e-commerce in Poland growing twice as fast as our offline channel and new markets evolving very positively. Hebe is undoubtedly a consolidated omnichannel retailer. Within our online strategy, the Hebe Partner Programme (HPP) has proven itself as a lever for growth and differentiation, allowing us to significantly reinforce our offer, in our quest to become the reference destination in health & beauty.

We maintain our vision to extend the banner's reach throughout the Central and Eastern European region. One year after having launched Czechia and Slovakia's operations, we opened in 2024 the first two brick & mortar stores in Slovakia, with another store inauguration in Prague, ending the year with five international brick-and-mortar stores.

We have also strategised and designed our future logistics setup, with the construction of our new distribution centre, in the South of Poland, already negotiated and underway. This investment, the largest in Hebe's history, will be key to support our future growth, with a strong focus on digital and international.

Looking forward, next year will surely bring us additional challenges. However, I strongly believe that our resilience and uncompromised belief in our long-term vision will drive us to another successful year.



Sales
€583M
(+24.3%)

Stores
381

LFL
+8.5%

EBITDA
€59M
(+39.4%)

CAPEX
€20M

Highlights of the year

- App responsible for more than 50% of online revenues
- Opened the first brick-and-mortar store in Slovakia and reached a total of five stores outside Poland
- The HPP increased its importance by enhancing the possibility to access a higher range of products and to reinforce Hebe on key categories
- 220k+ followers on Instagram, over 600k followers on Facebook and already 59k followers on TikTok

AWARDS AND RECOGNITIONS OF NOTE

Retail Champion 2024 with the highest consumer recommendation score: Retail Champion of the Year 2024 in the 'Excellence in Technology' category for innovative solutions in online shopping and mobile apps, and a special distinction for the greatest progress in the 'Loyalty Programme' category, awarded by European Conferences United, European Circular Retail Foundation and GfK Poland.

Drugstore of the Year 2024 awarded by wiadomoscikosmetyczne.pl website.

Awarded 'The Service Quality Star 2024' in the customer satisfaction survey conducted via the jakoscobslugi.pl website under Polish Service Quality Programme, in cooperation with SecretClient®.

Complete list of awards and recognitions:
www.jeronimomartins.com/en/about-us/recognition/

More information, particularly about our sustainability initiatives, is provided under chapter 5 of this Report.

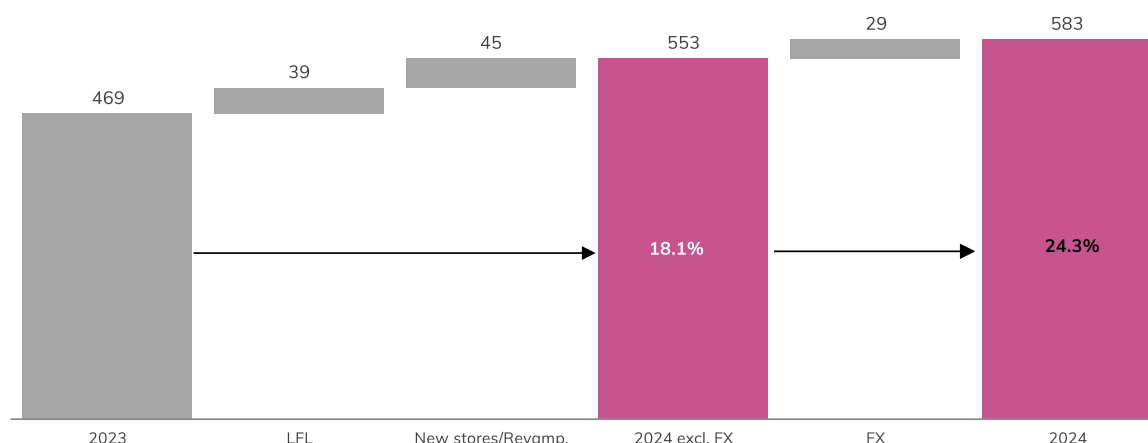
Performance

In 2024 Hebe maintained its determination to deliver on its targets despite the several market challenges faced. The Company increased sales with positive contribution from all core categories: Make-Up, Face Care, Hair and Fragrance. Sales grew by 24.3%, compared with the previous year, with an LFL of 8.5%.

Promotional activity was reinforced to drive sales, focusing on core categories. Hebe has become an international and digital retailer, operating in three countries and delivering fast growth.

In 2024, EBITDA increased to 59 million euros, 39.4% versus previous year. EBITDA Mg reached 10.2% (9.1% in 2023), despite significant competitive pressure and investment in new markets.

Net Sales (€ Million)



Against a backdrop characterised by increased competition and slower market growth, the Company continued to gain market share.

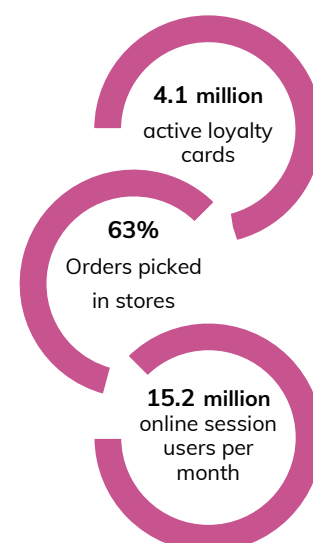
Online sales kept growing fast, representing 19% of total sales, with significant contributions from the HPP and international markets (Czechia and Slovakia). In 2024, we focused on improving customer experience by increasing the overall quality of our digital assets, namely with a new Customer Care Department and an enhanced loyalty programme.

The Company continued improving its offer as a driver of differentiation. Hebe aims to become the ultimate destination in health & beauty, increasing the assortment availability mainly online and through the HPP. The HPP gives access to a higher range of products and complements Hebe's assortment in key categories.

The usage of the Mobile App has increased significantly, with sales through the App representing now more than 50% of total online revenues.

In 2024, Hebe brick-and-mortar stores were opened in both countries – Czechia and Slovakia –, in high traffic galleries, in order to help strengthening the digital value proposition.

Engaging and supporting vulnerable communities, the Company launched the 3rd edition of the original programme "Discover yourself with Hebe". This initiative, organised jointly by Hebe and the One Day Foundation, enables the professional and social activation of young adult pupils of care and educational institutions to prepare to start their first job in Hebe stores throughout Poland. The aim of the programme is to help its participants to



become independent by enabling employment and providing mentoring support from current Hebe employees.

For the fifth time, Hebe was a strategic partner of the TOP Women in e-business educational program. This program was created to support women in their professional development and to enable them to change their career path.

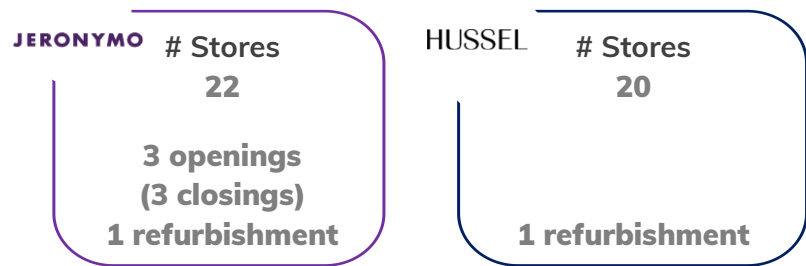
3.3.2. Jeronymo and Hussel

MESSAGE FROM THE MANAGING DIRECTOR

The year 2024 was a difficult one for the Companies given their operating environment.

Jeronymo and Hussel have restructured their operations, making profound changes in management and redefining their business models to simplify them and prepare for a challenging future, foreseeing a continued increase in the main operating costs (human resources, rents and raw materials, primarily coffee and cocoa) and the reduction in margins to respond to the decline in our consumers purchasing power. Three Jeronymo coffee shops were closed in 2024 as a result of these challenges.

In 2025, the focus will be on growing sales and simplifying processes, boosting productivity so that we can return our banners to profitability.



Highlights of the year

- Jeronymo invested in renewed communication and in simplifying and innovating its menus to streamline operations
- Hussel experienced an extremely challenging year, marked by more complex business negotiations with its key suppliers
- Jeronymo and Hussel officially launched their TikTok accounts

More information, particularly about our sustainability initiatives, is provided under chapter 5 of this Report.

FOCUS ON GROWTH

Jeronymo and Hussel remained committed to growing their respective businesses by focusing on optimising their assortment and operational efficiency. In a markedly challenging environment, in 2024 sales grew 5.9% at Jeronymo and fell 1.4% at Hussel, compared to the previous year.

Jeronymo focused on innovating and simplifying its menus, introducing new products and improved recipes with competitive prices and promoting them using a renewed communication strategy, with a modern, simple image in line with the brand's core values: serving high-quality coffee and light meals with fresh ingredients, for everyone, throughout the day.

The new (fortnightly) communication plan, with the focus on greater social media presence and on the improved loyalty plan, helped increase the customer base.

Digital communication has been aligned with store communication. Jeronymo officially launched its TikTok account, increasing its social media presence, which already included Instagram and Facebook.

Besides the change of image, in line with the layout created in 2023, Jeronymo's refurbishment plan included the upgrading of electric ovens, and the installation of new equipment configured and installed to optimise operations in its main coffee shops. In this regard, most noteworthy is the refurbishment of the Cais do Sodré coffee shop, with distinctive decorative elements and its own character. The coffee shop, located at a central railway hub, is now more modern, with more light and better adapted to its customers' consumption patterns. As regards openings, the Miraflores coffee shop is of note, reverting back to the

kiosk format to strengthen the “Coffee & Friends” concept, placing coffee at the heart of its customer offering.

Hussel faced a very demanding year, marked with increasingly difficult negotiations with its main suppliers as a result of the insolvency of its shareholder and Jerónimo Martins partner – Hussel GmbH – in Germany. Despite the challenges posed in 2024, the banner remained committed to its mission of brand loyalty. The Company continued to invest in its flagship campaigns, innovating its assortment, packaging differentiation, and in the diversity of gift options, to increase the attractiveness of the campaigns.

Besides the theme-based campaigns for Valentine's Day, International Women's Day, Father's Day, Easter, Mother's Day, Halloween and Christmas, and promoting them on digital communication platforms, the Company also invested in new initiatives to connect with customers, such as the tasting campaign, which offered double points on the bulk purchase of jelly sweets. This initiative saw new sign-ups for the loyalty programme and received positive feedback.

Hussel also launched its TikTok channel during its Halloween campaign, showcasing a new, more engaging image. The content has been well received by the digital community, and it is hoped that using this platform will breathe new life into the brand as a reference in quality indulgence in the Portuguese market.

Also of note is the initiative that saw Hussel partner with the “A avó veio trabalhar” (Grandma Came to Work) association to celebrate Grandparents' Day. The initiative, which involved two grandmothers serving customers in the Amoreiras store, was very well received by the shopping centre's customers and was also highlighted on social media platforms.

4. Outlook for the Jerónimo Martins Businesses

Biedronka

As 2025 is expected to continue to be challenging, Biedronka will keep strengthening its price leadership and ensuring a high level of cost discipline to protect its profitability, always keeping consumers at the center of its strategic choices.

The Company will maintain its focus on improving store operational standards, to retain both regular and core customers, ensuring their loyalty and satisfaction, while at the same time working to increase the value of its Private Brand through innovation and differentiation.

The investment programme will continue to contemplate the significant pace of expansion followed by the banner as well as its ambitious store remodelling plan.

Hebe

The Company's ambition is clear and remains unchanged: Hebe will continue its path to become the reference player in the health & beauty sector in Central and Eastern Europe, with a leadership position in e-commerce.

While Polish offline business will continue to grow, online will remain the main growth driver. Encouraged by international sales acceleration, the Company will be increasing its digital expansion in Czechia and Slovakia.

At the same time, and as the Company grows, the logistics setup will be subject to significant investment which will be key to support the development of e-commerce and international business.

Pingo Doce

Pingo Doce will continue to enhance its value proposition, based on proximity and offering the best savings opportunities to its customers.

The banner will continue to modernise its store network and increase the number of Comida Fresca restaurants, while at the same time continuing to invest in operational efficiency measures, in particular the installation of self-checkouts and improving checkout service and the shopping experience.

The Company will continue to focus on digital transformation and committing to sustainability as strategic pillars.

Recheio

In 2025, Recheio will remain focused on growing volumes and protecting profitability in an equally challenging environment. To this end, the banner will prioritise:

1. Expansion and refurbishment: continuing to improve the shopping experience and customer service, increasingly meeting its customers' needs;
2. Digital transformation: enhancing the shopping experience through digital platforms, such as the website and app, and implementing new in-store technologies for greater efficiency and personalisation;
3. Expansion of traditional retail: maintaining the pace of growth of the Amanhecer store partnerships, consolidating the brand's presence and competitiveness;
4. Sustainability: promoting sustainable practices throughout the operation, with a focus on preserving natural resources and developing more efficient assortments and processes.

With these initiatives, Recheio aims to strengthen its role as a reference in the sector, continuing to meet the expectations of its customers and partners.

Ara

In Colombia, consumption is expected to remain weak.

In 2025, the banner will remain focused on price leadership and promotional activity, meeting the needs of Colombian families and building a strong perception of low prices combined with quality. Improved price perception will be driven by communication with consumers and development of the assortment, enabling Ara to continue growing its customer base and becoming the go-to neighbourhood food retail store in Colombia.

Expansion of the store network will continue to be a priority for the Company, which will maintain a dynamic pace of openings in line with its long-term vision in terms of market potential and the suitability of its business model.

In the first half of 2025, Ara expects to progressively integrate c.70 locations previously operated by Colsubsídio into its chain, adapting them to its store concept.

Jerónimo Martins Agro-Alimentar (JMA)

Climate change will continue to put pressure on JMA's processes and business areas, having a direct impact on rising production costs.

Challenges will persist in continuing to develop new products adapted to changing consumer preferences and finding sustainable production models.

Consequently, JMA's business areas will remain focused on optimising the use of natural resources, harnessing all available knowledge and innovating in processes that help enhance traceability, sustainability, environmental protection, and food safety and security, while at the same time capitalising on the investments made.

Jeronymo e Hussel

Jeronymo will move forward with its refurbishment programme, adapting its coffee shops to a new environment-based image in line with the brand's strategy. The banner will continue to optimise its assortment, offering menus tailored to customers' needs, with fresh ingredients and flexible meal solutions throughout the day.

Hussel will be celebrating its 35th anniversary in 2025, during which it will share stories and the most significant moments in its history.

The confectionery chain will remain focused on recovering sales, establishing strategic partnerships that not only allow it to innovate in its exclusive offer, but also to improve purchasing conditions and, consequently, profitability. At the same time, it will remain committed to leveraging the loyalty programme, investing in personalisation, and ensuring effective communication on digital channels.

5. Events after the Balance Sheet Date

At the conclusion of this report there were no relevant events to highlight that are not disclosed in the Financial Statements.

6. Dividend Distribution Policy

The Company's Board of Directors has maintained a policy of dividend distribution based on the following rules:

- A total dividend between 40% and 50% of the ordinary consolidated net earnings adjusted for the accounting effects of the adoption of IFRS16 as these do not represent cash out-flows;
- if, by applying the above mentioned criteria, there is a drop in the dividend of a certain year compared to that of the previous year, and the Board of Directors considers that this decrease results from abnormal and merely circumstantial situations, it may propose to maintain the value from the previous year. It may even resort to the existing free reserves, providing that the use of these reserves does not jeopardise the principles adopted for balance sheet management.

At the 18 April 2024 AGM, following the Board of Directors' proposal, it was resolved to distribute dividends in a total amount of 411.6 million euros.

This translated in a gross dividend of 0.655 euros per share (excluding the 859,000 own shares in the portfolio), paid in May 2024, representing a payout of c.50% of ordinary consolidated net earnings (or c.54% of the consolidated net earnings) excluded from the effects of IFRS16.

Taking into consideration the consolidated net earnings for 2024, the Board of Directors will propose to the Annual General Shareholder's Meeting, the distribution of 370.8 million euros of dividends, in line with the defined policy.

This proposal corresponds to a gross dividend of 0.59 euros per share (excluding the 859,000 shares in the portfolio), representing a payout of c.50% of ordinary consolidated net earnings (or c.58% of the consolidated net earnings) excluded from the effects of IFRS16.

The proposed dividend distribution preserves the Group's full flexibility to continue investing in accordance with its expansion plans and to take advantage of potential opportunities of non-organic growth, while maintaining a strong balance sheet.

7. Results Appropriation Proposal

In the financial year 2024, Jerónimo Martins, SGPS, S.A. declared consolidated net earnings of 599,001,274.01 euros and net earnings at its individual accounts of 705,214,945.63 euros.

Under article thirty-first of the Company's articles of association, the Board of Directors proposes to the Company's Shareholders the following appropriation of the net earnings for the year:

- Free Reserves 294,438,755.83 euros;
- Endowment to Jerónimo Martins Foundation 40,000,000.00 euros;
- Dividends 370,776,189.80 euros.

The proposed gross dividend corresponds to 0.59 euros per share, excluding own shares in the portfolio.

Lisbon, 18 March 2025

The Board of Directors

8. Reconciliation Notes

Following ESMA guidelines on Alternative Performance Measures from October 2015

Income Statement (in Management Report)	Consolidated Income Statement by Functions (in Consolidated Financial Statements)
Net Sales and Services	Net sales and services
Gross Profit	Gross profit
Operating Costs	Includes headings of Distribution costs; and Administrative costs, excluding €-1,043 million related with Depreciations and amortisations (note - Segments Reporting)
EBITDA	
Depreciation	Value reflected in the note - Segments Reporting
EBIT	
Net Financial Costs	Net financial costs
Gains/Losses in Joint Ventures and Associates	Gains (losses) in joint ventures and associates
Other Profits/Losses	Includes headings of Other operating profits/losses; Gains (losses) on disposal of business (when applicable); and Gains (losses) in other investments (when applicable)
EBT	Profit before taxes
Income Tax	Income tax
Net Profit	Profit before non-controlling interests
Non-Controlling Interests	Non-Controlling interests
Net Profit Attributable to JM	Net profit attributable to Jerónimo Martins Shareholders

Balance Sheet (in Management Report)	Consolidated Balance Sheet (in Consolidated Financial Statements)
Net Goodwill	Amount reflected in note Intangible assets
Net Fixed Assets	Includes the headings Tangible and Intangible assets (excluding the Net goodwill of €639 million); and adding the Financial leases (€145 million)
Net Rights of Use (RoU)	Includes the heading Rights of use excluding the Financial leases (€145 million)
Total Working Capital	Includes the headings Current trade debtors, accrued income and deferred costs; Inventories; Biological assets; Trade creditors, accrued costs and deferred income; Employee benefits; and also, €-49 million related to 'Others' due to its operational nature. Excludes €-8 million related with Interest accruals and deferrals heading (note - Net financial debt); and, €58 million of short-term investments that do not qualify as cash equivalents (note - Debtors, accruals and deferrals)
Others	Includes the headings Investment property; Investments in joint ventures and associates; Other financial investments; Non-Current trade debtors, accrued income and deferred costs; Deferred tax assets and liabilities; Income tax receivable and payable; Provisions for risks and contingencies. Excludes €-49 million related to 'Others' due to its operational nature
Invested Capital	
Total Borrowings	Includes the heading Borrowings current and non-current
Financial Leases	Includes the heading of Financial leases (2024: €128 million; 2023: €102 million) according with IAS 17 in place before IFRS16 adoption
Capitalised Operating Leases	Amount in the heading of Lease liabilities current and non-current, excluding Financial leases (heading above)
Accrued Interest	Includes the headings Derivative financial instruments and €-8 million related with Interest accruals and deferrals (note - Net financial debt)
Cash and Cash Equivalents	Includes the heading Cash and cash equivalents; and €58 million of Short-term investments that do not qualify as cash equivalents (note - Debtors, accruals and deferrals)
Net Debt	
Non-Controlling Interests	Non-Controlling interests
Share Capital	Share capital
Reserves and Retained Earnings	Includes the headings Share premium; Own shares; Other reserves; and Retained earnings
Shareholders' Funds	

Cash Flow (in Management Report)	Consolidated Cash Flow Statement (in Consolidated Financial Statements)
EBITDA	Includes the headings Cash generated from operations before changes in working capital, including headings which did not generate cash flow, and excluding profit and losses that do not have operational nature (€96 million)
Capitalised Operating Leases Payment	Included in the heading Leases paid, excluding €12 million related with the payment of financial leases according with previous accounting standards
Interest Payment	Includes the headings of Loans interest paid; Leases interest paid; and Interest received
Income Tax	Income tax paid
Funds from Operations	
Capex Payment	Includes the headings Disposal of tangible and intangible assets; Disposal of other financial investments and investment property; Acquisition of tangible and intangible assets; Acquisition of other financial investments and investment property; and Acquisition of businesses, net of cash acquired. It also includes acquisitions of tangible assets classified as finance leases under previous accounting standards (€-37 million)
Change in Working Capital	Includes Changes in working capital
Others	Includes the headings Disposal of business (when applicable); and Profit and losses which generated cash flow, although not having operational nature (€-96 million)
Cash Flow	Corresponds to the Net change in cash and cash equivalents, deducted from Dividends paid; Acquisition of subsidiaries to non-controlling interests; Net change in loans; and Net change in Short-term investments that do not qualify as cash. It also includes acquisitions of tangible assets classified as finance leases (€-37 million); and deducted from the payment of financial leases (€12 million), both according with previous accounting standards