



# FIELD TRIP TO COLOMBIA

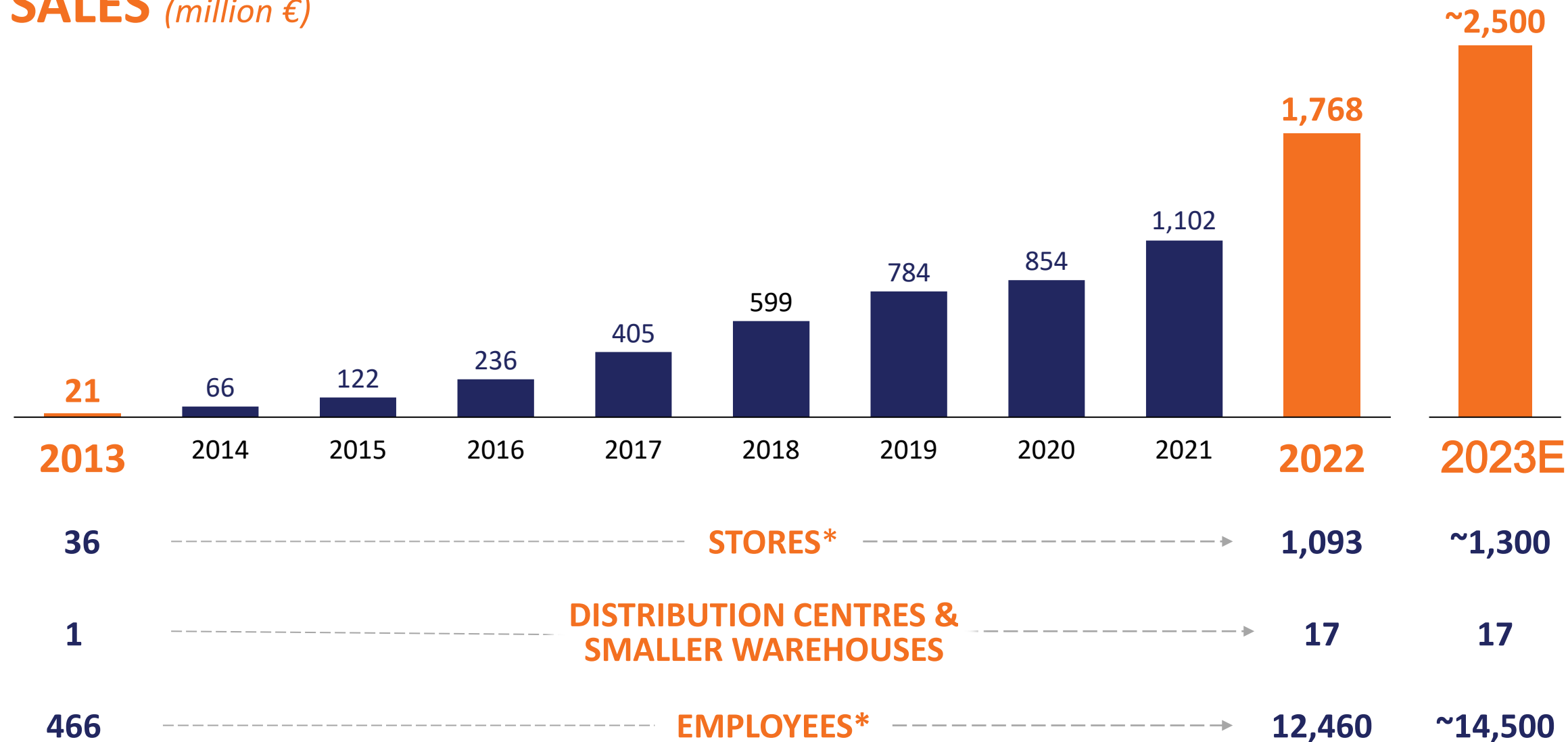
BOGOTÁ  
SEPT 25 & 26, 2023

Jerónimo  
Martins



# Impressive growth achieved over the last decade

## SALES (million €)



Ara is among the **Top 20** largest companies in **Colombia** (in sales and number of employees)

**BUILT FROM SCRATCH**

# High potential still to be explored

Market potential in **10 years**  
**3 to 4 thousand stores,**  
including franchising



# Colombia with an increasing relevance on JM's portfolio...



Share of Jerónimo  
Martins' **SALES**

Share of Jerónimo  
Martins' **EMPLOYEES**

*from 2013*

*to 2023E*

**0.2%**

**~8%**

**0.6%**

**~10%**



... and a very important role to play in our future (20% of JM's sales in 10 years)

**Jerónimo  
Martins**





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