

Letter from the Chair

Agustín Markaide



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In 2017 EROSKI began a new strategic cycle that looks to the future, focusing on the different approach found in our stores. We are kick-starting this new phase with health and sustainability as the two key areas that set us apart.

Financial results in 2017 were positive in both qualitative and quantitative terms, consolidating the path to recovery that began in recent years. Total sales were down as a result of reducing our surface area in 2017 following various disinvestments, but when comparing per surface area, sales performed well. In turn, business competitiveness has continued to improve, especially with regard to sales prices. The “with you” sales model is still being gradually expanded across our network of supermarkets and hypermarkets. We closed the year with over 600 next generation stores that offer consumers a fresh concept that has been warmly received.

In 2017 we resumed opening our own stores with three new supermarkets, adding to the large number of franchise stores that were also opened, including two new hypermarkets. We have made significant progress with our digital transformation and won an award for the best website for online food shopping, confirming the excellent evaluation we were given by our customers.

We have strengthened our links with our EROSKI Club Client Partners, developing new advantages such as the new Mastercard credit card or the new GOLD savings programme. This reaffirms our historic social commitment to helping families make savings, inspired by the fee-based initiative that EROSKI used for its first Client Partners when it was originally founded.

Big challenges lie ahead but we now find ourselves in a positive socioeconomic context that means they can be overcome: greater economic stability, increased consumer confidence, greater health awareness, healthy lifestyle habits and sustainability.

In turn, EROSKI workers continue to be the key players in the future of our project. The positive evolution of our financial results is the perfect opportunity to give thanks and recognition to all EROSKI workers for their high level of commitment that, year after year, stands out in our cooperative culture and is unquestionably our greatest strength.

Imminent tasks to tackle involve finding solutions that will encourage more responsible consumption of healthier food and we plan to make firm commitments in this area. We will also continue to boost our business competitiveness, improving its business interest, developing a closer relationship with our customers and adapting our physical and virtual stores to their changing needs.

To summarise, we will work to tighten our relationship with our customers, playing an important role in meeting their needs. This is our *leitmotiv* and our firmest commitment.



Agustín Markaide
CHAIR