

## About us

*Musgrave is Ireland's leading food retail and wholesale company. We feed 1 in 3 people in Ireland, and we are the country's largest private sector employer.*

Musgrave is a sixth-generation family business, with strong values and a commitment to partnering with and supporting other family businesses.

Today we remain as focused as ever on making it possible for communities to thrive, for entrepreneurs to succeed and for shoppers to access quality, healthy and inspiring food through our market-leading retail and wholesale brands.

We know that when we focus on our brands and work on being 'different and better' we win in the market. To achieve this our purpose is Growing Good Business, which means concentrating on delivery in four key areas:

## A year of transformation

Having celebrated our 140th anniversary in 2016, our focus has shifted to transitioning our business to be fit for purpose for the next 140 years. There are opportunities to be seized, and our growth strategy is about responding to such opportunities. It relies upon relentless innovation, more digital improvements, better stores and product ranges and developing more partnerships and business ventures that fit with our core expertise. It also means continuing to invest in the recruitment of the best and brightest so that we can respond quickly to the changing needs of our customers.

- **Food leadership** – being famous for great quality, healthy, inspiring food
- **Building better brands** – where we build profitable omnichannel brands that are different and better
- **Partnership** – supporting retailers, businesses and communities
- **People** – being the destination place to work, where talented people can grow and thrive.

Now and into the future we will be famous for outstanding delivery in each of these areas.

Growth is important because ultimately it drives a living, breathing organisation, but it can't be achieved at the expense of doing the right thing. Our focus is on growing to the benefit of all our stakeholders – our retail partners, our colleagues and our shareholders. And this is how we continue to make our economic contribution to communities and the Irish economy.

*I am excited about the next chapter of the Musgrave story and look forward to this transformation.*



Chris Martin  
CEO, Musgrave

## Our values



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SuperValu

Centra

Dialprix

MACE

Dialsur  
tu cash & carry

Daybreak

MUSGRAVE  
MarketPlace

FRANK AND HONEST  
GOURMET COFFEE COMPANY

CHIPMONGERS  
FOR CHIP LOVERS

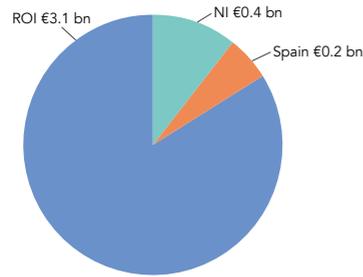
Key Facts  
June 2017



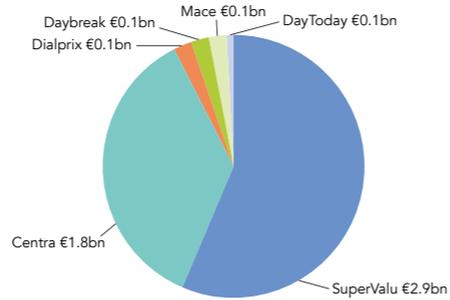
Musgrave

# Financial highlights

Musgrave sales €3.7 billion



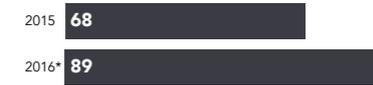
Retail sales €5.1 billion



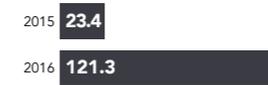
Group turnover € billions



Profit before tax € millions



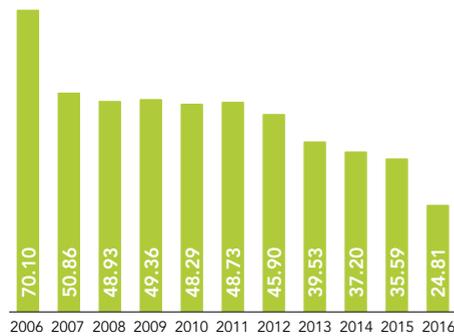
Net cash € millions



\* From continuing operations

\* Profit before tax excluding pension gain is €73m

## Sustainability, responsibility and community



Total carbon footprint kilotonnes CO<sub>2</sub>



## Growing Good Business

### Food leadership

- We are encouraging healthy eating and active lifestyles through our in-store and online campaigns Good Food Karma in SuperValu and Live Every Day with Centra.
- Following the success of our retail focused Food Academy, we launched our Foodservice Academy, to champion local producers and help them get stocked and sold in our wholesale business.
- We are redefining convenience shopping by increasing our healthy grab-and-go product ranges, and reducing carbonated drinks in our chillers.
- Musgrave MarketPlace continues to innovate by re-inventing 'cash and carry' with the launch of the Food Emporium, the destination place for foodservice entrepreneurs.

### Building better brands

- SuperValu, Centra, Daybreak and Musgrave Marketplace are the leading brands in their respective markets in Ireland.
- Our artisan take-away coffee brand Frank and Honest is now alive and brewing in over 300 Centra stores, bringing city-style fresh coffee to towns across Ireland.
- Chipmongers, our new gourmet fish and chip brand, extends our commitment to developing family-run businesses in the heart of local communities.
- Online shopping is now essential in our omnichannel offering, and it was a key sales driver for the SuperValu brand in 2016, growing by 22%.

### Partnerships

- We partner with entrepreneurial retailers operating more than 1,400 stores. We support them and the vibrant communities they serve.
- With over 330 participating businesses, Food Academy continues to help local suppliers bring their product to market with over 1,000 jobs created, in collaboration with Bord Bia and the Local Enterprise Office Network.
- Musgrave and our retail partners in SuperValu stores are committed to an annual involvement in the TidyTowns initiative. 2016 marked the 25th anniversary of SuperValu's sponsorship of the TidyTowns competition.
- We are the first Irish grocery retailer to agree a business partnership with Alibaba Group and open a shopfront on Tmall Global, China's foremost e-commerce site.

### People

- We are Ireland's largest private sector employer, with over 35,000 people employed across our business and brands in the Republic of Ireland alone.
- Our Graduate Programme has a strong track record in developing talented people who now occupy leadership roles within our business.
- We run some of the largest and most complex IT and business change projects in Ireland, and we have the best people on board to deliver them.
- We have rolled out the largest people development initiative that the business has ever seen in collaboration with Breakthrough Global, and extended the training to our retail partners.

Feeding 1 in 3 people on the island of Ireland



1st grocery retailer to develop a transactional app



1st Irish retailer selling directly to China via Alibaba Group partnership  
Reaching international markets

330 participating businesses

40,000 people employed

3,000+ colleagues received Breakthrough Tools Training