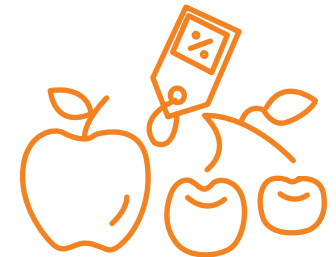


Good and Trustworthy Customer Experience

GRI 3-1, GRI 3-2, GRI 3-3, GRI 418-1



BEST-QUALITY
PRODUCTS
AT THE MOST-
AFFORDABLE
PRICES




THE MİGROS INTERACTION PLATFORM (MIP) WAS DEVELOPED WITH THE GOALS OF INCREASING OPERATIONAL EFFICIENCY WITH **DATA ANALYTICS, ARTIFICIAL INTELLIGENCE, VOICE TECHNOLOGY** AND CREATING AN UNRIVALED CUSTOMER EXPERIENCE.

Since the day it was founded, Migros' customer-oriented approach has enabled it to maintain its identity as a trusted retailer who offers shoppers the **best-quality products at the most-affordable prices**. With a physical presence in all 81 of Türkiye's provinces and online channels that reach the entire country, Migros today provides a top-notch shopping experience by giving customers access to thousands of products.

We keep a close watch on dynamic changes in both consumer behavior and demand through a variety of surveys, communication platforms, and feedback channels and we use the input from these to further diversify and improve our product and service offerings.

Committed to providing our customers with safe, fresh, and hygienic food, we abide by our **"Buy Safely, Store Safely, and Sell Safely"** principle throughout our value chain. Believing that customer communication is essential to our ability to constantly improve our value chain processes, we therefore make it a high-priority issue.

In addition to product and service offerings that support healthy lifestyles, we also encourage our customers to acquire good nutritional habits by helping them make better shopping choices. We do this through our Migros Well Being Journey program, by conducting healthy-lifestyle awareness workshops, and by providing meal-planning and recipe tips.

Detailed information about these matters is provided in the **"Our Products and Services Supporting Healthy Living"**  section of this report.

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Good and Trustworthy Customer Experience

Effective Communication with Our Customer

We strive to improve our communication channels so that customers can enjoy the best possible shopping experience. We make sure that these are accessible wherever our customers are. In this context, we conduct our efforts in compliance with the requirements of the **TSE ISO 10002 Customer Satisfaction Management System**. We record all customer feedback and we process it in accordance with data-confidentiality laws and regulations. We respond to all customer feedback speedily and effectively and are committed to resolving issues within 48 hours.

During 2022, customers submitted feedback about 4.5 million times. We processed all customer requests, suggestions, and other feedback meticulously and resolved 94% of the issues within 48 hours.





We constantly improve the capabilities of our infrastructure resources in order to better keep pace both with consumers' rapidly-changing habits and demands and with the retail industry's evolving needs. **The Migros Interaction Platform (MIP)** was developed in 2020 with the goals of increasing operational efficiency with data analytics, artificial intelligence, voice technology and creating an unrivaled customer experience. In 2022, we resolved about 35% of customer communications immediately through self-service modules that we developed to provide a human-like interactive experience.

We use an algorithm to anticipate the reasons why our customers call us with **Customer Communication Center** line. Thus we provide each customer with a flow that is tailored to their specific needs. We personalize our solution processes for each customer based on individual needs

and preferences. This includes a customer's sales campaign choices, accumulated loyalty points, shopping histories, previous requests, and communication preferences.

We offer customers the convenience of **ordering over the phone** through our **Alo Migros** line. Customers can place orders with stores by calling Alo Migros or by sending a WhatsApp or SMS message. They can pay for their purchases with a credit card or in cash upon delivery or when they pick them up at the store.

We offer our corporate and commercial customers a service model that provides instant solutions to their needs through our corporate WhatsApp line and e-commerce **Chatbot channels**. We also back up these channels with live support to ensure that our customers' needs are fully met. We use **Social Media Monitoring Screens** to effectively track new developments in the retail industry, trending topics, and manage customer feedback, demand, question. During 2022 **we tracked and analyzed the content of 12,132,245** social media posts. We have systems in place to monitor all written and digital media, which allows us to identify potential crises quickly and to develop effective action plans to deal with them. We use dynamic critical content maps to identify potential issues early on; we also use proactive crisis management procedures to intervene before problems escalate. Our Crisis Communication Committee, coordinated by the Corporate Communications Group Directorate, handles all kinds of communication crises in a dynamic and effective manner. In line with our scheme consisting of all our Chief Officers and the directorates that are their subordinates, the process is managed by including the top executives into the committee for each crisis issue. After assessing a crisis, we lay out a roadmap, formulate and implement an action plan, and then follow up and report on the results.

Communication channel	Address	Actions taken
Customer Contact Center	0850 200 40 00	All communications having to do with Migros, Macrocenter, Migros Sanal Market, MacroOnline, and Migros Hemen are dealt with through the Customer Communication Center Line.
Corporate WhatsApp line	0530 300 13 00	All messages received through the Corporate WhatsApp line are replied by chatbot and live support service is provided through the same channel.
Happy Customer Line	444 75 15	The Happy Customer Line deals with all communications having to do with Tazedirekt.
Corporate email addresses	iletisim@migros.com.tr, etik@migros.com.tr, surdurulebilirlik@migros.com.tr	All feedback received through our corporate email addresses is responded to.
Social media platforms	Migros Money mobile app Migros Sanal Market mobile app Twitter  Facebook  Instagram  LinkedIn 	All feedback received through our social media accounts and Migros Money and Migros Sanal Market mobile apps is responded to.

Good and Trustworthy Customer Experience



Our Customer Loyalty Program

With about **18.7 million active members** in 2022, Migros Money remains **Türkiye's biggest, most popular, and most widely-used customer loyalty program**. Through this program we provided **discounts to 10.1 million individual customers** and supported their household budgets to 2.9 million individual customers in return for the Money they earned.

We use the data that Migros Money loyalty card owners have given us permission to process in order to analyze their shopping habits by gender and demographics.

In 2022, a total of 2.5 million unique users accessed the Migros Money mobile application 7 million times, where campaigns on the Migroskop, **Tam Bana Göre (Meant For Me)** and **Wellbeing Offers** individually for Money card members, and their shopping histories can be followed.

Money Gold, membership program that we introduced in 2021, continued to be popular with Migros customers in 2022. The Money Gold card offers its users special services and discounts of up to TL 60 a month on in-store and Migros Sanal Market purchases for a monthly subscription fee of TL 9.99. Money Gold subscribers are also entitled to a number of other benefits such as free delivery, a 50% discount on two favorite products every month, two extra chances to participate in Migros' monthly **"Create Your Own Campaign Yourself" program**, access to specially-priced Migroskop campaign products, and the ability to earn loyalty points on automobile-fuel purchases.

Seeking to provide customers with quick and convenient solutions, Migros' Money loyalty program also responds to the particular needs of commercial customers as well in the form of special Money cards for yacht operators, hotel and restaurant operators, and service providers. Communication and campaign activities targeting these customers also continued in 2022.

Customer Satisfaction & Brand Research

In Capital magazine's latest annual survey of Türkiye's Most Favorite Companies, Migros was cited for the **19th year in a row as "The Favorite Retail Company"**; it also ranked among **"The Türkiye's Top 20 Most Favorite Companies"** irrespective of sector.

We constantly evaluate and adapt our business practices to respond to the changes in consumer behavior that are inevitable in a world where technology is constantly evolving. By integrating new, personalized technologies into our operations, we come up with solutions and ideas that better meet the needs of our customers. In 2022, **we conducted monthly consumer and trend surveys of 76,865 respondents** on a variety of topics using a variety of methodologies, including eye tracking. The findings were used to support strategic decision-making across the company, to understand factors that strengthen customer loyalty and have the potential to improve the customer experience, and to identify changing consumer needs. We strive to ensure demographic,

19th year in a row

The Favorite Retailer

MİGROS WAS CITED FOR THE 19TH YEAR IN A ROW AS "THE FAVORITE RETAIL COMPANY"; IT ALSO RANKED AMONG "THE TÜRKİYE'S TOP 20 MOST FAVORITE COMPANIES" IRRESPECTIVE OF SECTOR.

Good and Trustworthy Customer Experience

gender, and socioeconomic diversity among our customers when conducting interviews, polls, and other surveys. We analyze and report survey results broken down by the same categories. We use the insights and feedback we gain from our surveys to continuously improve the services we provide to our customers. In 2022, we also conducted a Corporate Reputation Survey which showed that our company's average reputation index among stakeholders was above the general norm.

Recognizing that online and physical-world retailing have become inextricably linked in the minds of today's shoppers, we had a **Digital Marketer's Logbook Survey** conducted in early 2022. This study investigated the online shopping tension points, perceptions, motivations, and behavioral differences of 144 Migros Sanal Market customers based on their shopping habits and profiles. The insights gained through this research were applied, resulting in a 46% increase in the number of people accessing Migros Sanal Marketeach day, a 23% increase in new customer acquisitions, and a 20% increase in the number of shoppers placing their first orders.

In the 2022 **Migros Customer Loyalty Survey** conducted in cooperation with Ipsos, 1,290 customers submitted 3,232 responses evaluating the places they regularly shop at. The results

showed that Migros customers had become even more loyal since the previous year and that Migros once again numbered among the retailers that are strongest in creating and maintaining customer loyalty. The performance scorecards of all executives at manager level and above including the members of senior management have an "Customer satisfaction" target which contributes between 2.5-3.0% of their annual performance bonuses are directly affected by this target.

In 2022, Migros introduced the Migros Customer Experience Score to track **customer satisfaction** with in-store service, campaign effectiveness, and personnel behavior across its physical store network. As a result of the 26,091 surveys, Migros Customer Experience Score was 77 points out of 100. Customer experience score includes in-store operations of the company.

In the summer of 2022, Migros conducted a **Sustainability Trends** survey among 405 customers to understand their perspectives on sustainability and how those perspectives affect their behavior. This study found that 78% of respondents said that the availability of a brand's ecofriendly or recyclable products influenced their choice of that brand. Similarly, 43% of customers said that they are more likely to purchase sustainable products now than they were last year. We are updating our services in light of these findings to better meet the needs and expectations of our customers.



IN 2022, WE CONDUCTED CONSUMER AND TREND SURVEYS OF 76,865 RESPONDENTS ON A VARIETY OF TOPICS.

