



MIGROS CLIMATE TRANSITION PLAN



Our Sustainability Strategy



Migros Better Future Plan

ECOSYSTEM SUSTAINABILITY THROUGH TRANSPARENT, RESPONSIBLE, ETHICAL GOVERNANCE

To adopt the governance practices that are rightful for all stakeholders through our value-focused business model and integrated thinking system.
To create shared value for all by integrating our stakeholders into our goals through our economic value, recruitment, and investments.

A Better Future for Our Planet

EXTENSIVE COMBAT AGAINST CLIMATE CHANGE
To carry out studies to measure and reduce our carbon footprint
To develop projects for effective use of water and energy resources

SUSTAINABLE AGRICULTURE AND SAVING FOOD
To support sustainable agriculture and agriculture-oriented biodiversity;
To make improvements and collaborations throughout our value chain to reduce food waste

SUPPORTING THE CIRCULAR ECONOMY
To measure, reduce and recycle our wastes or return them into economy;
To improve the life cycle of our private label products

A Better Future through Transformative Innovation

INNOVATIVE PRACTICES
To implement innovative practices that increase our efficiency and add convenience and speed to the lives of our stakeholders

PRODUCT DATA ACCESSIBILITY AND TRANSPARENCY
To ensure the transparent, consistent and fast flow of product ingredients and information

A Better Future for Our Customers and Stakeholders

GOOD AND TRUSTWORTHY CUSTOMER EXPERIENCE
To offer a unique shopping experience to customers through both physical and online channels; to connect customers with the highest quality products at affordable prices.

PRODUCTS AND SERVICES SUPPORTING HEALTH AND SUSTAINABILITY
To continuously develop, together with business partners, a product and service portfolio to support a behavioral change towards a healthy and sustainable lifestyle

RESPONSIBILITY AND AWARENESS STUDIES
To carry out social responsibility and awareness raising activities for a better world and a strong society

A Better Future for Our Employees

EMPLOYEE SATISFACTION AND TALENT MANAGEMENT
To support our employee's personal and professional development and manage their career plans fairly and transparently

HEALTH AND SAFETY OF OUR EMPLOYEES
To work to protect the physical and mental health of our employees

Generating Sustainable Economic Value



Our Targets and Commitments

A Better Future for Our Planet

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 › Achieving **Net Zero** by 2050
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 › **42.65%** ↓ reduction in absolute Scope 1 and Scope 2 carbon emissions by end-2030 compared to 2020
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 › **32%** ↓ reduction in Scope 3 Category 1 greenhouse gas emissions by the end-2033
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 › Reduce per-day water withdrawal m² sales area by **10%** ↓ by end-2030 compared to 2023
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 › Reduce per-day electricity consumption/m² sales area by **35%** ↓ by end-2030 compared to 2019
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 › Reduce our food waste tonnage / food supply tonnage by **8%** ↓ by end-2035 compared to 2025
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 › Reduce CO2 emissions per shipped unit by **2.5%** ↓ by end-2030 compared to 2023
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 › Reduce plastic use by **220 tonnes** ↓ by end-2027 compared to 2025 through operational improvements

A Better Future through Transformative Innovation

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 › Develop **23** Migros Up co-innovation projects with startups by end-2026
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 › Complete the transition to the 2D barcode (QR Code) system across operations by end-2030
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 › Installation of the electronic labelling system in 90% of stores by end-2030

A Better Future for Customers & Stakeholders

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 › Increase GAP-certified fruit and vegetable procurements tonnage by **10%** ↑ by end-2026
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 › Increase **sustainable certified fruit and vegetable** procurements tonnage by **50%** ↑ by end-2030
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 › Have all farmed fish on sale sustainability-certified by end-2030
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 › Reach certified classroom training to **850,000 people** by the end - 2027 through Family Clubs

A Better Future for Our Employees

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 › Increase percentage of women with in all management responsibilities by **35%** ↑ by 2027
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 › Increase percentage of women in all management positions to **40%** ↑ by 2035,
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 › Increase percentage of women in all management positions by **50%** ↑ by 2050,
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 › Increase percentage of women in senior management (CEO & direct-reports) to **27-33%** ↑ by 2026

Extensive Combat Against Climate Change



Among the sustainability issues that we approach within the context of the Migros Better Future Plan, we give particular precedence to climate change mitigation and carbon management. We use natural resources responsibly, improve energy efficiency and reduce our carbon footprint, and make our distribution systems more efficient.

We set our environmental goals and formulate plans to achieve them in ways that are compatible with our sustainable ecosystem strategy, aligned with the principles of the Paris Agreement and other global initiatives, and in line with our own country's climate objectives and targets. Our near and long-term Scope 1, 2 and 3 emissions reduction targets have been validated by the Science Based Targets initiative (SBTi).

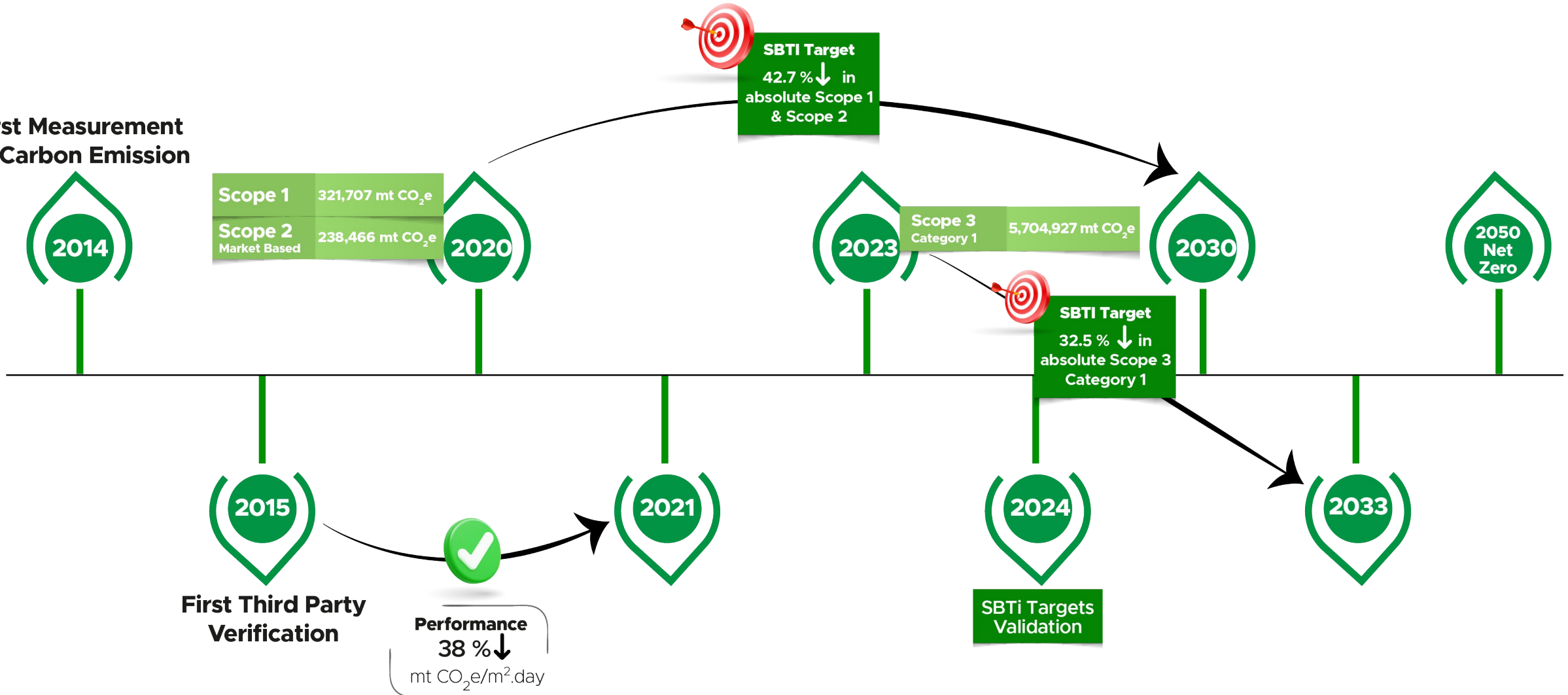
Most of our Scope 1 emissions arise from refrigerant gases, Scope 2 emissions from our electricity consumption, and Scope 3 emissions from purchased goods and services.



Our Journey to Decrease our Carbon Footprint



First Measurement
of Carbon Emission



Our Carbon Emissions Reduction Initiative



Most of our Scope 1 emissions arise from refrigerant gases, Scope 2 emissions from our electricity consumption, and Scope 3 emissions from purchased goods and services.

Ecofriendly Cooling Systems

Most of our greenhouse gas (GHG) emissions are generated by our refrigeration systems. To reduce these emissions, we prioritize efficient natural / low GWP refrigerants and next-generation systems.

Our Energy Efficiency Works & Renewable Energy

We are implementing energy-saving initiatives, select highly automated efficient systems and use an energy monitoring system to track our energy consumption on a daily, weekly, and monthly basis. Besides, to achieve our environmental sustainability goals, we are investing in renewable energy sources such as solar power plant.

Our Carbon Footprint Works Towards Our Suppliers

Our Sustainable Business Partners Network (SBPN) platform will serve our strategic and environmental goals with our responsible production and consumption approach, in order to measure the effects of our suppliers on our Scope 3 emissions resulting from the products we sell. Migros is currently co-developing a product-level carbon footprint platform with a tech startup as part of a strategic innovation initiative. Once this platform is made accessible to suppliers, it will be possible to track Scope 3 emissions in full compliance with the ISO 14067 standard.

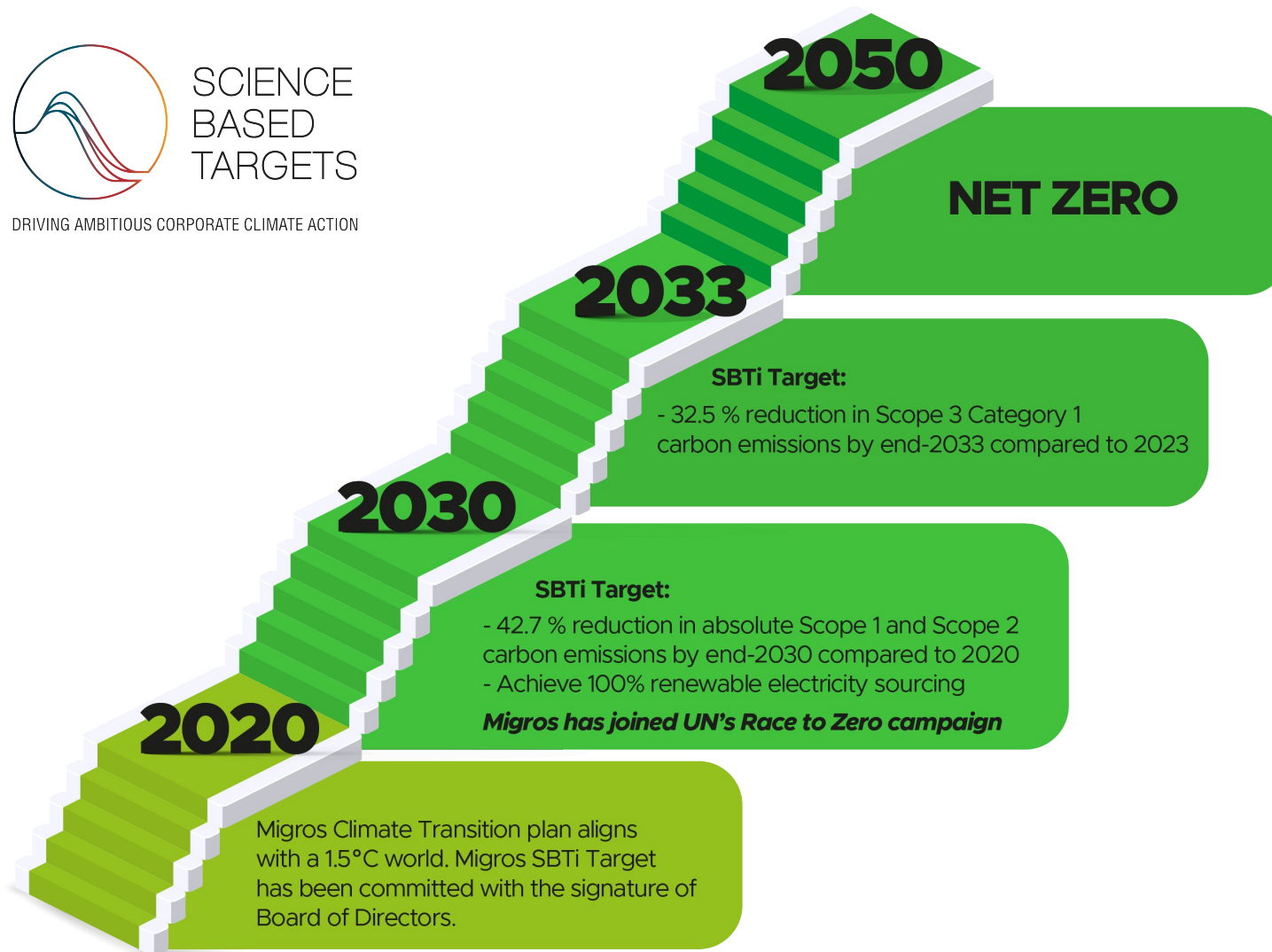


Our Targets in accordance with SBTi



SCIENCE
BASED
TARGETS

DRIVING AMBITIOUS CORPORATE CLIMATE ACTION



Annual Target: 4.2% absolute carbon emissions reduction each year compared to the previous year

As we approach 2030, the plan for between 2030 to 2050 will be decided, taking into account the current technology and carbon reduction trend with our innovative approach.





Our Transition Plan for Scope 1 & Scope 2 Up to 2025

For Scope 1

- 363 water-cooling refrigeration system transformations
- Replacement of end-of-life air conditioners
- Gradually replacing the refrigeration groups
- Enhanced leak detection and repair (LDAR) practices

For Scope 2

- Achieved **105.28 MWp** of installed solar capacity
- Completed the transition to LED lighting
- Implementation of building and energy automation systems
 - Cooling automation: **3,500+ stores**,
 - Air Conditioning Automation: **2,900+ stores**
 - Lighting Automation: **2,700+ stores**

Over **111,000 tCO₂e** emissions ↓
achieved (2020–2025)



Our Transition Plan for Scope 1 & Scope 2 2025 - 2030

For Scope 1

- Conversion to low-GWP refrigerants in 200 stores per year
- 100–200 water-cooling refrigeration system conversions and/or low-GWP refrigerant replacements per year

For Scope 2

- Identifying viable opportunities to expand solar capacity in suitable regions.
- Achieve 100% renewable electricity sourcing by 2030
- Continued replacement of air-conditioning systems with energy-efficient models

Over **125,000 tCO₂e** emissions ↓
projected (2025–2030)

Our Transition Plan for Scope 3



For Scope 3

- Managing supplier emissions through **Sustainable Business Partners Network (SBPN)** to reduce Scope 3 Category 1 emissions
- Scaling **using** product carbon footprint calculation tool across suppliers to support supplier decarbonization
- Optimizing routes between stores and distribution centers to reduce logistics-related emissions per shipped unit
- Supporting local supplier procurement
- Increasing the share of GAP-certified, regenerative and organic fresh produce procurement to 50% by 2030
- Reduce food waste tonnage / food supply tonnage by 8% by the end of 2035
- Our projects to minimize food losses and waste are as follows:
 - Operational improvements
 - Extending product shelf life through technological solutions
 - Consumer awareness initiatives
 - Food donations
 - Animal feed recovery
 - Energy recovery from organic waste
 - Reducing food waste within our supplier network