



MIGROS WATER MANAGEMENT PLAN

2030 ROADMAP



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

INCREASING ACCESS TO HEALTHY/ SUSTAINABLE PRODUCTS AND SERVICES WITH BUSINESS PARTNERS
To continuously develop a product and service portfolio to support a behavioral change towards a healthy and sustainable lifestyle

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.

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

GENDER AND OPPORTUNITY EQUALITY
To work in compliance with human rights in all our activities to observe gender equality and equal opportunity

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 Sustainability Targets



Our Targets and Commitments

A Better Future for Our Planet

- ▶ Achieving **Net Zero** by 2050
- ▶ **42.65%** reduction in absolute Scope 1 and Scope 2 carbon emissions by end-2030 compared to 2020
- ▶ **32%** reduction in Scope 3 Category 1 greenhouse gas emissions by the end-2033
- ▶ Reduce per-day water with drawal m² sales area by **10%** by end-2030 compared to 2023
- ▶ Reduce per-day electricity consumption/m² sales area by **35%** by end-2030 compared to 2019
- ▶ Reduce our food waste tonnage / food supply tonnage by **50%** by end-2030 compared to 2018
- ▶ Reduce CO₂ emissions per shipped unit by **2.5%** by end-2030 compared to 2023
- ▶ Transformation of **single-use plastics** into environmentally friendly products in our Macrocenter stores by end - 2025

A Better Future through Transformative Innovation

- ▶ Develop **15** Migros Up co-innovation projects with startups by end-2024
- ▶ Standardize and digitalize all merchandisable goods product data by end-2030

A Better Future for Customers & Stakeholders

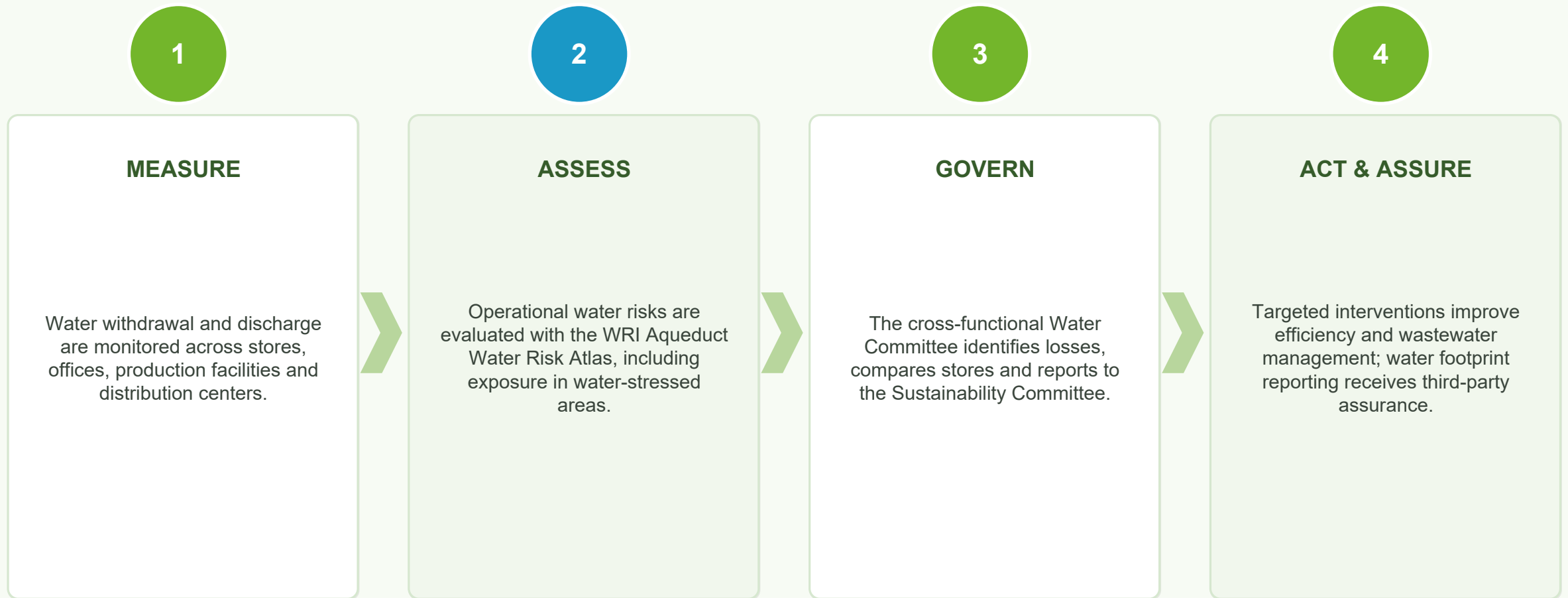
- ▶ Increase GAP-certified fruit and vegetable procurements tonnage by **10%** by end-2025
- ▶ Increase **sustainable certified fruit and vegetable** procurements tonnage by **50%** by end-2030
- ▶ Have all farmed fish on sale sustainability-certified by end-2030
- ▶ Reach certified classroom training to **850,000 people** by the end - 2027 through Family Clubs

A Better Future for Our Employees

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

Sustainable Water Management

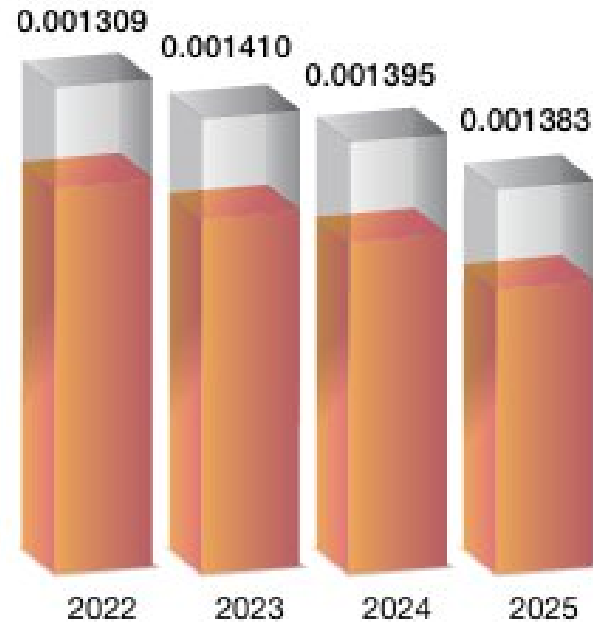
Integrated governance, monitoring, risk assessment and operational action



Progress Against Our Water Target

Reducing daily store water withdrawal per square meter of sales area

**Daily Water Withdrawal Amount per
m² of Sales Area (m³)**



2030 TARGET

Primary Objective: 10% reduction in daily water withdrawal intensity (m³/m² day) by 2030 (vs. 2023).
Supporting Objective: 10% reduction in water withdrawal intensity from water-stressed areas (m³/m² day) by 2030 (vs. 2023).

2025 PROGRESS

1.91% cumulative reduction since 2023
0.85% year-on-year reduction

DATA INTEGRITY

Water footprint reporting is independently assured in line with ISO 14046.

Water Efficiency Initiatives

Our focus areas for efficient water use, reliable data and wastewater management

DIGITAL TRACEABILITY

We strengthen the traceability of water meters, water bills and consumption data through digital infrastructure used across store operations.

EFFICIENT FIXTURES

We expand the use of aerators and water-efficient fixtures in new and renovated stores, while prioritizing solutions that meet hygiene requirements.

WASTEWATER CONTROL

We use grease traps and strainer equipment in relevant store formats to support effective wastewater management.

WATER CONTINUITY

We improve water supply resilience through storage solutions at locations exposed to supply disruptions.

PRESSURE IMPROVEMENTS

We upgrade water systems where needed to address mains pressure issues and support efficient operations.

Operational Water Management Roadmap to 2030

Confirmed practices, indicative rollout inputs and items requiring feasibility assessment

Dual-flush systems

Standard in all new stores and distribution centers; approximately 200–250 installations per year are planned for 2025–2027 | Continue rollout in line with new store and facility openings

Aerators / faucets

Used in relevant new and renovated stores | Scale through openings and renovations

Grease traps

Applied in relevant seafood store formats | Continue format-based installation

Rainwater harvesting

Suitable facilities are being evaluated and feasibility studies are being conducted | Consider implementation opportunities based on technical and economic feasibility

Digital monitoring

Data-flow infrastructure is being developed | Strengthen meter, invoice and consumption data flows