

## Message of the CEO



**Migros delivered a solid operational performance in 2024, achieving its sales growth, EBITDA margin and new store opening targets which it had set for the year.**

Driven by a combination of physical store expansion and significant investment in online channels that intensified the already competitive landscape, the food retailing industry remained dynamic throughout 2024.

In an effort to provide our customers with more affordably-priced goods in the face of challenging economic conditions, we maintained our competitive stance all year long. Customer-value driven initiatives increased footfall at our stores in 2024. Although consumer spending shifted towards more affordable options in certain categories, the inflation-adjusted growth observed in shopping-cart value shows that customers appreciate our market positioning. According to Nielsen data, Migros' share of Türkiye's overall FMCG market sales increased by 40 basis points and reached 9.8% in 2024.

### Financial & Operational Performance

As was the case in 2023, 2024 was another year in which our sales growth outpaced that of the overall sector. Migros delivered a solid operational performance in 2024, achieving its sales growth, EBITDA margin and new store opening targets which it had set for the year. The 356 new stores that we opened last year brought the total number in the portfolio to 3,621. In addition to opening physical stores, we also continued to invest in online channels, supply chains, energy, and technological infrastructure.

According to our financial results with IAS 29 inflation accounting, Migros' consolidated turnover grew by 12.1% year-on-year and reached TL 293.8 billion in value in 2024. Strong growth momentum

was registered across all of our retailing formats. Benefitting from our omnichannel and multiformat approach, our online channels experienced growth rates that surpassed even the highly successful ones achieved by our physical stores. Not only did the share of consolidated turnover contributed by online sales continue to increase last year but there were improvements in online channel profitability performance as well.

With IAS 29, Migros' EBITDA (earnings before interest, taxes, depreciation, and amortization) amounted to TL 15.8 billion in value in 2024. This corresponds to an EBITDA margin on the order of 5.4%. The pressure on our operational expenses in the first half of the year, mainly due to personnel costs, eased in the second half of the year. Migros booked a net profit of TL 6.6 billion in 2024. This corresponds to a net profit margin of 2.2%.

### Operations and Strategies

While focusing on its principal business activity—food retailing—Migros also continues to invest in the omnichannel and multiformat aspects of its operations. We are continuing to open new physical stores; but we are also expanding the dimensions of our online operations. To provide the logistical support needed by the increase in physical store numbers, we are investing in new distribution centers as well. 16 distribution centers of varying sizes that we opened in 2024 not only significantly expanded our overall storage capacity but also improved operational efficiency. We will be opening more distribution centers in 2025. Also, we reduced our inventory levels through more prudent inventory management.

## Message of the CEO

Migros is constantly on the lookout for ways to further expand its service-channel reach. We have both the technological resources and the logistical capabilities to deliver online service through each and every one of our retailing formats. We intend to extend the effective format-management practices developed for our Mion personal-care stores, the category-specialized format Macroiosk, and packed ready meal operations into other business lines as well.

There are two areas in which we will be investing more in 2025: expanding the use of electronic shelf price tags and increasing the number of self-checkouts in our stores. These investments are intended to improve customer service while also increasing operational productivity. We will likewise continue to invest in digitalization and technological infrastructure.

The ecosystem which we have built up through our subsidiaries and new initiatives continues to develop and nourish our core business. The improving profitability of our subsidiaries encourages us to keep investing in them as we move forward. At the same time, the support which our subsidiaries provide for our core business, food retailing, through the synergies that they generate is becoming increasingly more beneficial and significant. This ecosystem has even more to contribute to our company's sales growth and our ability to create even more long term value for our stakeholders.

### A Sustainable Future

In line with Migros' medium and long-term sustainability and productivity goals, we intensified our investments in solar energy. A solar power plant that we built in Kırşehir began generating

electricity in March 2025. With the addition of this investment to existing capacity provided by solar power arrays installed on the roofs of some of our distribution centers, we are now in a position to generate a tenth of all the energy consumed by Migros and its subsidiaries from company-owned renewable sources. Our goal is to supply a third of that energy requirement from company-owned solar by the end of 2026.

Migros has been awarded an "A" rating—the highest possible—in both the "Climate Change" and the "Water Security" programs of the Carbon Disclosure Project (CDP), a highly respected global environmental reporting platform, thus achieving "Global A Leader" status for the second year in a row. Also, the Science Based Targets initiative (SBTi), a leading global authority on climate action, fully approved our company's carbon reduction initiatives aimed at addressing climate change. Having examined our 2030 carbon-reduction and 2050 net-zero goals, SBTi confirmed that the goals are consistent and methodologically sound. Migros is the first food retailer in Türkiye to receive such confirmation.

### Migros: Europe's Strongest Grocery Retail Brand

Migros has become the hub of an extensive stakeholder group and ecosystem consisting of employees, customers, suppliers, subsidiaries, and investors. We are proud of the fact that for seven decades our company has been contributing to the growth and development of Türkiye's food retailing industry and national economy. We are focused and enthusiastic about creating value for all stakeholders. I'm therefore delighted to

share some good news we had last year about the success of our efforts in this direction.

In the "Top 50 Strongest European Grocery Retailers" report released by ESM: European Supermarket Magazine and Brand Finance in September 2024, Migros was named the strongest grocery retail brand in Europe. Recognitions such as these are what encourage us to work even harder to achieve our long-term goals.

In 2025 we plan to open about 250 new physical stores and to increase the number of stores serving online. We anticipate that these investments will create new employment opportunities for another 8,000 people.

I feel confident when I say that when I come before you again next year it will be to tell you that we have achieved all the goals we set for 2025 and that once again we and all of our stakeholders can view the future with confidence.



### Ö. Özgür TORT

Board Member & CEO  
Migros Ticaret A.Ş.

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