

Good and Trustworthy Customer Experience



Migros continues to enhance its operations across both physical stores and online platforms, offering thousands of products while prioritizing a superior shopping experience to further strengthen customer trust. Positioning customer satisfaction as a core priority, Migros continuously enhances its operational frameworks to reinforce a customer-centric culture throughout the organization. In Capital Magazine's annual “Most Admired Companies” survey, Migros has been named as Türkiye's “Most Admired Retail Company” for 22 times.

Giving the utmost importance to food safety across its entire value chain, Migros provides customers with high-quality, fresh, and hygienic products at affordable prices. In line with its approach to supporting healthy living and sustainability, the Company allocates significant shelf space to products and services aligned with these principles and aims to enable customers to make choices that benefit both themselves and the planet, while supporting the development of balanced eating habits. Detailed **information about these efforts is presented in the “Access to Products and Services Supporting Health and Sustainability”**  section of this report.

Migros maintains an uninterrupted dialogue with its customers through omnichannel communication and 360° feedback mechanisms that are

additionally supported by comprehensive market research. As an integral part of Migros' performance management framework, customer satisfaction targets are embedded in a goal-setting system that extends from senior management to operational-level teams, ensuring that customer-centricity is managed as a unified priority across the entire organization. Customer satisfaction targets are included in the performance scorecards of all employees who are at manager level or above, including senior executive level, with weightings ranging from 2.5% to 3%. These targets directly impact annual performance bonuses, ensuring high-level accountability for customer satisfaction outcomes.

Effective Customer Interaction

In line with its strategy to create a unique shopping experience, Migros continuously evolves its communication channels to address changing customer needs. The Company embraces uninterrupted accessibility across every touchpoint as a core objective, providing an effective and rapid response to customer feedback while delivering a good and trustworthy customer experience. As required by its **TSE ISO 10002 Customer Satisfaction Management System**, Migros systematically records and classifies all customer feedback under strict

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confidentiality protocols. Every inquiry is addressed and objectively resolved within 48 hours.

In 2025, Migros continued to effectively manage customer feedback through a comprehensive mix of robust physical infrastructure and operational communication resources. During the year, approximately 19 million customer interactions were received across all communication channels, with 92% being resolved within targeted timeframes. To further advance its customer-centric service model, Migros remains committed to the continuous improvement of its customer communication management processes.

The **Migros Interaction Platform** aims to enhance customer experience by integrating data analytics, artificial intelligence (AI), and voice-recognition technology into its after-sales processes. Using algorithms that anticipate the reason for each inquiry, the Migros Customer Communication Center provides customers with a personalized interaction flow, while self-service modules facilitate the rapid and accurate resolution of requests. During 2025, more than half of all customer inquiries were resolved immediately by these self-service modules. Such technologies have significantly streamlined resolution processes while simultaneously enhancing overall service quality.

To refine its customer experience design, Migros uses speech analytics technology to analyze every word of its Customer Communication Center interactions, transforming raw data into actionable insights. This process goes beyond simple classification; however, by measuring customer sentiment, it allows specific sources of satisfaction or concern to be spotted immediately. By correlating customer feedback, sentiment analysis, and actual purchasing behavior, Migros measures the direct impact of its communication style on sales. These findings enable the Company to dynamically update its strategies based on real-world evidence.

Migros maintains continuous engagement with its customers through a multichannel communication approach. The core pillars of this structure include the Customer Communication Center, the Corporate WhatsApp line (offering both chatbot and live support), official email channels, corporate websites, and mobile apps (inquiry forms and Appbot).

Social media platforms are utilized as more than just information channels; instead, they are actively integrated into Migros' feedback collection and rapid response

processes. Both industry developments and customer inquiries are monitored systematically through Social Media Analytics Dashboards. During 2025, 7.5 million instances of social media content were evaluated in this way. Real-time and effective analysis processes significantly contribute to increasing customer satisfaction while enabling more accurate identification of areas that are in need of customer experience improvement.

Migros has put in place robust crisis management procedures that allow measures to be taken proactively. To support this, potential crisis content maps are continuously updated and refined. The **Migros Crisis Communication Committee** is tasked with dynamically managing all forms of communication-related crises under the coordination of the Chief Corporate Communications and Sustainability Officer. Senior executives are included in the Committee on a case-by-case basis, ensuring that crisis management remains aligned with Migros' established governance framework and functional authorities. Crisis management is followed up the development of action plans and future roadmaps, with the entire process undergoing monitoring and reporting.

Communication Channel	Contact Address
Customer Communication Center (Migros, Macrocenter, Migros Sanal Market, Migros Hemen, Macroonline, Mion, Petimo, Miggo, Tansaş Gross, Migros Toptan)	0850 200 40 00
Corporate WhatsApp Line	0530 300 13 00
MoneyPay Communication Center	0850 297 55 55
Happy Customer Line (Tazedirekt)	444 75 15 mutlu.musteri@tazedirekt.com
Corporate E-mail Addresses	iletisim@migros.com.tr, etik@migros.com.tr, surdurulebilirlik@migros.com.tr, kisiselverikoruma@migros.com.tr info@moneypay.com.tr
Mobile Apps	Migros Mobile app Migros Money app
Social Media Platforms	Twitter Facebook Instagram LinkedIn TikTok

Customer Loyalty Programs

Recognizing that customer loyalty is directly linked to the quality of products and services being provided, Migros offers personally-customized rewards in promotional campaigns featuring a variety of benefits such as loyalty points and discounts.

With 14 million individual active members, **Money** is Türkiye's biggest and most popular loyalty program. The program's 2025 campaigns and special offers delivered a total of TL 57,6 billion in economic value to its members.

Within the Money program, Migros analyzes the demographic particulars and shopping habits of customers who allow their personal data to be processed. This information is then used to design personally-targeted “Meant For Me” and “Create Your Own Campaign Yourself” campaigns, offers, and special deals. In 2025, customer loyalty was prioritized through customized loyalty programs offering targeted benefits to specific groups. These programs included **“UniMoney”** for university students, **“BebeMoney”** for the parents of infants, **“Yacht Card”** for yacht captains and owners, **“Hotel Restaurant Card”** for food-service and hospitality businesses, and **“Service Card”** for residential building caretakers. Through its **“Yellow Label”** application, Migros provides an everyday best-price and best-quality guarantee on more than 1,500 products, including those in its private-label range. Extending such benefits beyond food retailing, Migros also collaborates with **more than 200** leading brands spanning **17 different sectors** to offer Money members exclusive deals that simplify and enhance their daily lives.

Money Gold, Migros' monthly subscription-based premium loyalty scheme, offers members a range of benefits when they shop at Migros stores and Migros Sanal Market. These benefits include free delivery on Migros Sanal Market orders, an additional monthly “Create Your Own Campaign Yourself” right, exclusive members-only Migroskop prices, and the ability to earn loyalty points on their fuel purchases.



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Customer and Brand Research

Positioning customer insight as an integral component of its strategic decision-making processes, Migros has recourse to a variety of research methodologies to identify and track evolving customer expectations. The Company performs multidimensional consumer and trend research utilizing innovative surveying technologies and person-specific techniques. The goal is to improve the customer experience by detecting shifting needs at their earliest onset.

Migros prioritizes demographic, gender, and socio-economic inclusivity in its research framework. Insights gathered through interviews, surveys, and qualitative methodologies are analyzed across these key segments to ensure comprehensive reporting. In 2025 the Company's consumer and trend surveys interacted with 447,321 customers and generated critical insights that continue to shape Migros' strategic roadmap. The results of customer loyalty and experience research, surveys, and feedback queries across both physical and digital channels provide deep insights into consumer responses to seasonal conditions and shifting market dynamics, enabling Migros to manage the in-store and online experience as a unified, holistic journey.

- The results of a **Customer Loyalty Survey** of 1,574 respondents revealed that Migros' customer loyalty score is two points above the sector average.
- Migros continuously monitors evolving food retail industry price dynamics and consumer sentiments by analyzing the results of a **Price Perception Survey** of a nationally representative sample of 1,000 respondents.
- Within the **Customer Experience Survey**, Migros regularly solicits feedback through personalized, transaction-specific customer experience queries automatically sent immediately after a store visit. During 2025 Migros conducted 204,208 of these surveys to monitor store performance, capturing detailed customer ratings on everything from product availability and checkout efficiency to staff service quality. Migros' Customer Satisfaction Score in 2025

was 79/100, the same as it was the year before. The Company is aiming to increase this by 100 basis points over the next three years.

- The **MoneyPay Benefits Analysis** examined the expectations of various generational cohorts, identifying areas for flexible employee experiences and strategic opportunities to strengthen the Employer Value Proposition (EVP). Migros used the results of comprehensive surveys and in-depth interviews conducted across 16 provinces to analyze **MoneyPay Brand Awareness** and **MoneyFlex** performance and to optimize brand reach and communication effectiveness.
- The **Macrocenter Customer Insight Analysis** utilized a mixed-method approach, combining in-depth digital interviews tracking the shopping journey with in-store surveys of 204 customers to provide a comprehensive mapping of customer experience journeys and expectations.
- A **Brand Health Tracking Survey** was conducted all year long for Migros and Migros One, with systematic measurements of communication impact on brand equity directly informing campaign strategies and channel planning.
- As part of the EU Horizon Europe-supported ALLIANCE Project, Migros carried out a **Blockchain Application Customer Survey** to identify customer perceptions and expectations regarding blockchain-based traceability solutions.

Responsible Approach in Advertising and Marketing Communication

Committed to responsible and ethical advertising, Migros manages its media planning and procurement processes not only on the basis of reach and performance metrics but also through the lenses of social benefit, brand reputation, and sustainability. Every stage of these processes from media selection to content placement prioritizes brand credibility, ethical communication, audience alignment, and regulatory compliance. For societally significant occasions and observances, Migros develops inclusive, value-based

media strategies designed to raise public awareness and drive positive social change. To ensure a media management approach that is both highly effective and socially responsible, the Company regularly optimizes its communication investments based on data-driven analyses and current media trends.

Migros leverages an extensive media ecosystem to reach audiences across multiple touchpoints in the conduct of its marketing and brand communication activities. Migros manages the wide range of media, from cutting-edge digital platforms to traditional channels, through a seamlessly integrated approach. Traditional outlets such as television, radio, outdoor, newspapers, and magazines are utilized along with social media and digital platforms as complementary tools to reach target audiences.

The Company regularly reviews its communication strategies in light of emerging trends, shifting consumer behavior, and the ongoing transformation of marketing methodologies. This ensures that all content remains consistent, dynamic, and relevant in an increasingly diversified media landscape.

Acknowledging that it has a fundamental responsibility to ensure that every stage of advertising from initial conception to publication is aligned with the requirements of laws and regulations as well as with industry standards, Migros acts accordingly. The Company also gives particular attention to ensuring that all communication content is consistent with and supports the principle of social gender equality.

Migros does not advertise any product unsuitable for children or whose consumption by children should be limited on any channel or media that is intended for audiences aged 12 or less. All television advertisements for processed foods include the mandatory legal disclosures required by the Ministry of Health.

Social media sustainability awareness and communication initiatives conducted on the occasion of special observances such as World Environment Day, International Women's Day, Persons with Disabilities Week, World Water Day, and World Environmental Health Day reached over 1.5 million people.