

Digital Innovation and Accessibility

GRI 102-6, 102-7

We attach great importance to make our customers' lives easier and to allow them to access our products effortlessly all over our country. For this purpose, we implement the latest technological practices, and create sustainable business models through collaborations. We believe in the importance of digital transformation for sustainable growth and shape our operations accordingly. We develop the services we offer through our online sales channels in order to make our products easily accessible by our customers, and create a perfect customer experience. We bring our customers together with our products sold in the stores through [Migros Sanal Market](#), [Tazedirekt](#), [Migros Hemen](#), [Macroonline](#), and accomplish collaborations to support this process.

We built mini e-commerce warehouses in our stores in specific locations in order to support our online operations. In this way, we increased both product collection efficiency and service quality. We have become a 25 percent shareholder of Paket Lojistik ve Teknoloji A.S., the logistics service provider, in order to manage our e-commerce operations more efficiently and effectively.

The number of our active customers, using our online channels increased by 120%



INNOVATIVE SERVICES

Since our establishment, we have contributed to the development of modern retailing by putting into practice many technology-based innovations and maintain our leading position in the industry.

We establish collaborations to allow our customers to fulfill all of their daily needs through our stores. Therefore, our stores have gone beyond being just a shopping spot. A total of 3 million customers made use of our collaborations in a year.

We added a new practice to our life-easing practices, and integrated a retail loyalty program into a transportation system for the first time. This integration allowed **all Istanbulkart holders to be able to take the advantages of Money Card**. In this way, our customers can load Istanbulkart in our stores to **make shopping payments by Istanbulkart and use the Moneys they**

earned by their Money Cards in public transportation.

We created a new and easy payment alternative for our customers, especially for shopping of electronic products. Through our collaborations with the banks, we allowed our customers to purchase electronic products in our stores at the most affordable price in a very short period of time and under favorable credit conditions. Furthermore, our service of **store-to-store money transfer** enables our customers to send and receive money until 10 P.M. every day of the week without the need for a bank account. We enabled our customers to **pay the bills of over 170 institutions at our cash registers** to offer them a perfect shopping experience and to make it easier. We will continue our innovations through the advantage brought by having an R&D center and our collaborations in Silicon Valley.

Migros Sanal Market

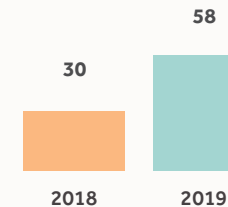
In 2019, increased the number of the cities, where we offer service through **Migros Sanal Market** (our e-commerce channel), **to 58 from 30**. We started to offer Migros Kargo (Migros Cargo) service for our customers in the locations where Sanal Market operation is not available. In this way, we started to deliver our entire product portfolio, except fresh products, to all districts across Turkey. **We will generalize our service of Migros Sanal Market in 81 provinces in 2020, and deliver all orders, including fresh products, to the addresses of our customers on the same day.**

In 2019, we also opened the **Darkstore operation center** in

Istanbul, where Migros Sanal Market team carries out order and distribution operations, in order to improve our service quality and ensure sustainable growth. The darkstores **increase by 5 times the service capacity of Migros Sanal Market** with the opportunity to meet more orders, when compared to the stores with physical and online sales. As all of the products are directed to Migros Sanal Market service, more types of products and stock are offered to customers shopping online. We aim to generalize our darkstores in other cities in 2020.

MIGROS
sanalmarket

Number of Cities Providing Migros Sanal Market Service



Tazedirekt

We offer the products, which we purchase from 20 contracted farms that conduct organic production, to our customers , who give priority to organic foods with a known source , through our Tazedirekt online shopping channel. We share the source and manufacturer stories of the products on the website of Tazedirekt in a fully transparent manner in order to allow our customers to be closely acquainted with the products they buy. You can find detailed information about our Tazedirekt sales channel under the title of Our Online Channel Supporting Healthy Living .



Migros Hemen

Joined our family in 2019, Migros Hemen delivers the largest product range to its customers at Migros prices through its fast delivery model. Through Migros Hemen, we deliver more than 2,000 products, needed by our customers, from 30 locations in 3 major cities (Istanbul, Izmir, Ankara) to the address in maximum 30 minutes at the prices, high-quality and guarantee of Migros.



Trendyol

We have established a cooperation with Migros Sanal Market and Trendyol, the online shopping platform with the highest order volume in its field of activity in Turkey, and for the very first time, we opened an e-commerce channel for our customers other than our own platform. We **bring our customers together with the strong product portfolio and campaigns of Migros through Migros Sanal Market boutique opened in Trendyol** by the cooperation we have established.



Macrocenter

In addition to our Macrocenter stores with special product options and service standards, we offer service in 5 cities with our Macroonline mobile application. We will deliver Macrocenter products and services to all cities, where Macrocenter is available, with the option of online shopping upon the participation of Bursa in 2020.

