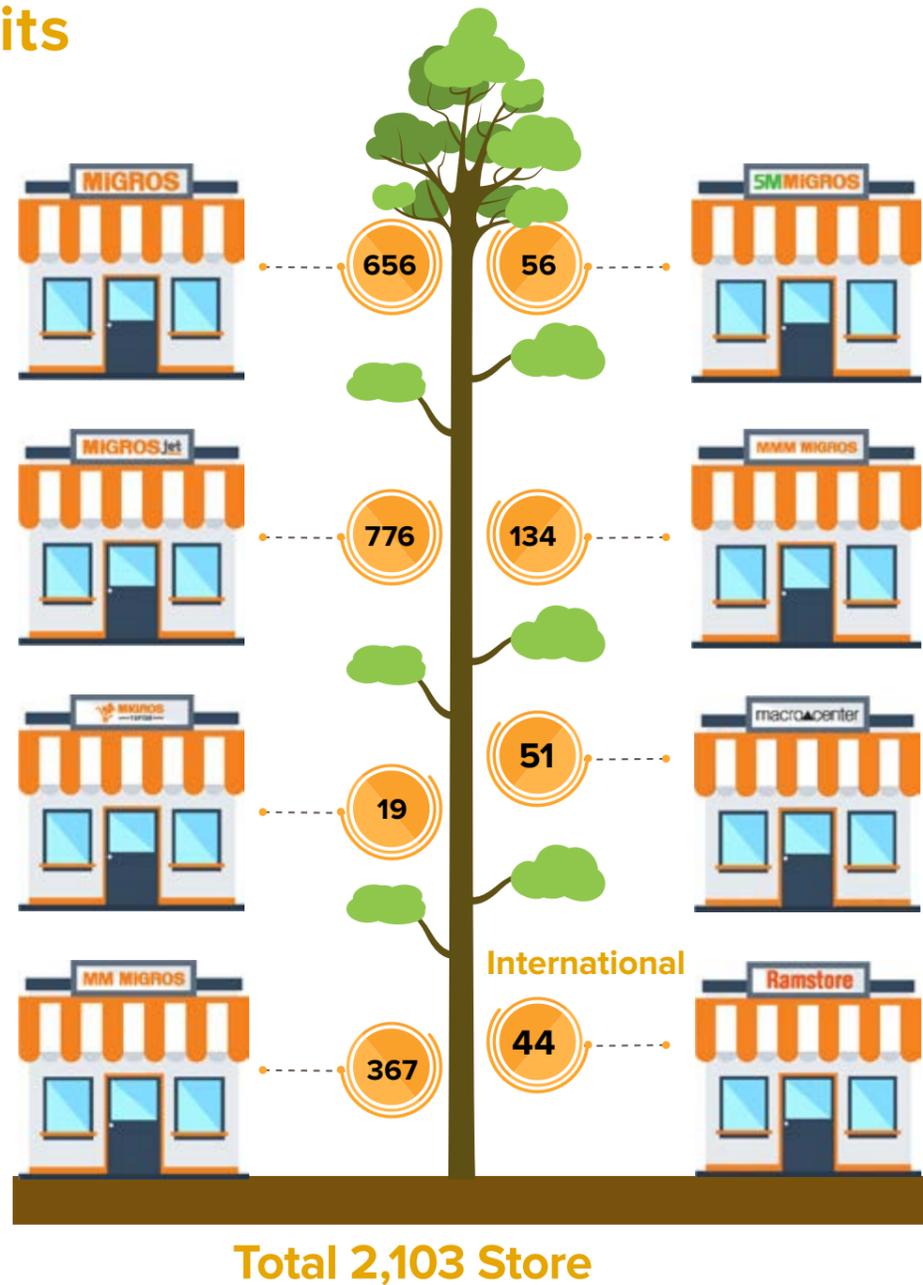


# Our Sustainable Growth and Economic Benefits



## Our Capital Structure

Shareholder	Holding (%)	Holding (TL)
MH Perakendecilik ve Ticaret A.Ş.	49.18	89,046,058
Kenan Investments S.A.	14.88	26,937,336
Moonlight Capital S.A.	7.94	14,371,000
Migros Ticaret A.Ş.	1.64	2,962,116
Other	26.37	47,737,723
<b>Total</b>	<b>100.00</b>	<b>181,054,233</b>

## Our Economic Impact

- Generate employment for **45,000 people** throughout the value chain
- Doubled growth in 3 years
- Doubled the number of stores in 5 years

We create value for the Turkish economy with our productivity-focused sustainable growth strategy, innovative practices, service and employment in all 81 provinces of Turkey. As of 2018 year-end, we have offered products and services to meet different customer needs with our Migros Jet, Migros, MM, MMM and 5M and Macrocenter stores in 81 provinces in Turkey and 43 Ramstores and 1 Macrocenter store in Kazakhstan and Macedonia abroad. **Migros Sanal Market (e-commerce channel), Macrocenter, Tazedirekt and Migros Hemen (Migros Right now)** have continued to offer solutions to meet different customer needs within the scope of online retail and multi-channel channels.

**Consolidated sales increased by 22% in 2018 and reached 18.7 billion TL.** Our main responsibility for our economic impact is to fully and timely fulfill our tax and other financial obligations. According to our audited consolidated IFRS financial statements for the 2018 financial year, we paid 106.5 million TL in corporate taxes. In addition, we paid 28.8 million TL in taxes and other legal dues.

consolidated sales increased by **22%**



## Our Contribution to Employment and Production

Our company is a nation-wide employment center. Our employees in **our stores in 81 provinces of Turkey constitute 95 percent of our human resources. 68 percent of our employees are employed outside Istanbul and 54 percent of our employees are locals.** During the year, we continue to employ for our stores in different provinces throughout Turkey. With this effect, we provide a driving force for regional development.

In addition to our stores, general manager staff and our department directorships are hired for the region where our stores are affiliated within the year. In line with this, we have **provided 6,500 new jobs in 2018.** By the end of 2018, Migros' direct headcount increased to 32,282. With the indirect employment we created, the number of people working under the roof of Migros reached 45,000 people. We doubled our stores in the last five years. We aim to continue creating jobs by opening 100 new stores in 2019.

Besides our employees, we work with many international, national and local brands. In 2018, we had **1,900 active suppliers** from which we purchased goods worth 1,000 TL or more. The impact reach of our ecosystem can be better understood by considering the manufacturers, raw material providers and employees and suppliers of our suppliers and partners.

In addition to our contribution to production and employment, we contribute to the family budgets of our customers with our policy of offering the best quality at the best price and our year-round campaigns and discount opportunities. In our Yellow Label application, we offer the **best price guarantee** for more than 1,500 products, both branded and private label products, each day. With this, we make it possible for consumers from all socio-economic backgrounds to reach quality at a reasonable price. With the impact of these efforts, we **increased the proportion of households in Turkey to 87 percent with a record increase of 7 points in 2018.**

## Current Purchase and Capital Changes

On 31 August 2018, the legal merger with Kipa, which Migros acquired in 2017, was completed. After this merger, the capital of our company increased from 178,030,000 TL to 181,054,233 TL. As of 31 December 2018, BC Partners' (Moonlight Capital S.A. and Kenan Investments S.A.) holdings of direct and indirect total shares in Migros' capital were 23.2%, while Anadolu Group's (AG Anadolu Grubu Holding A.Ş.) holdings of indirect shares were 50%.

In 2018, we achieved our annual goal of **opening 238 new stores**. In addition, we have completed the conversion of Kipa and Uyum stores to Migros format in 2018.

Apart from these developments, there were no significant change to the size, structure, ownership or supply chain of the company.

In 2018, there were no notifications to our company in regarding anti-competitive and monopolization regulations.

