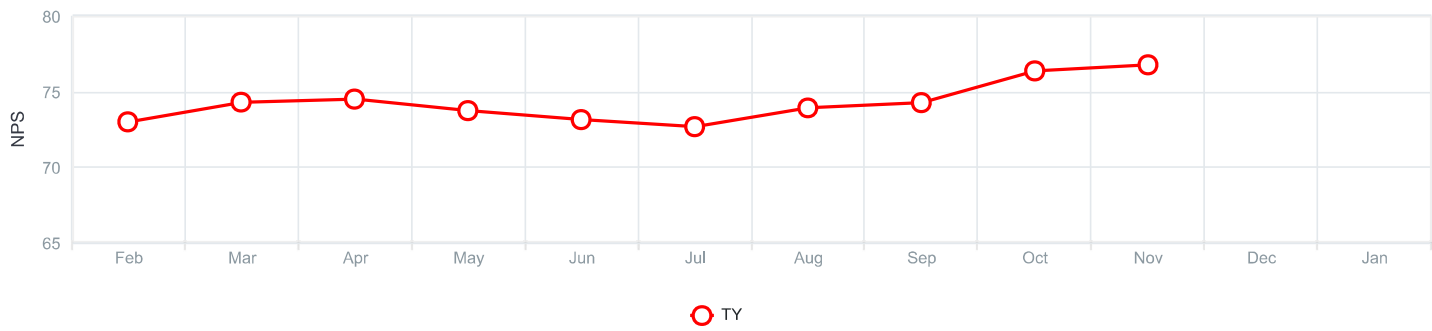


Macy's Topline Customer Experience

Omni NPS - TY



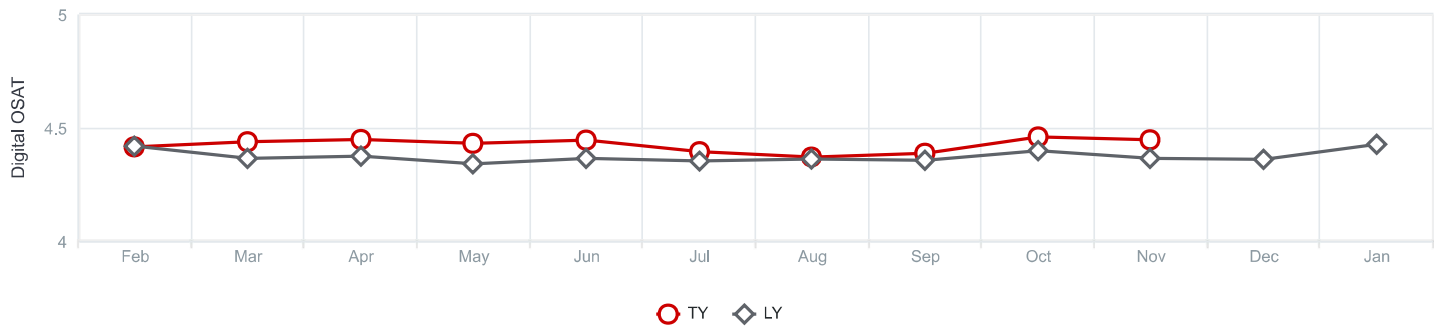
Export ▾

	Last Month		Year to Date (Through LM)
	Nov	+/- LM	YTD
Omni NPS	76.8	0.4	74.4

Export ▾

Macy's Online Customer Experience

Digital Shopping OSAT - TY vs. LY



Export ▾

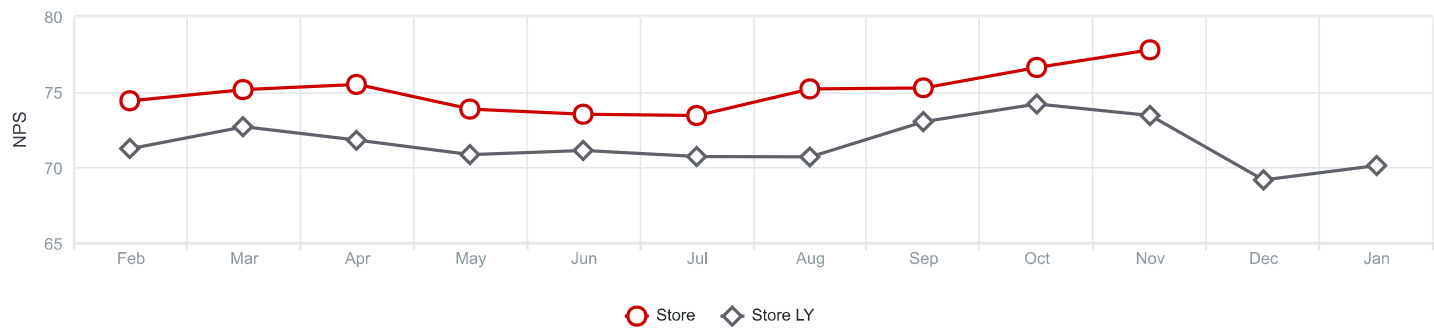
Online Customer Experience KPIs

	Website			App		
	Nov	+/- LM	+/- LY	Nov	+/- LM	+/- LY
Digital Shopping OSAT	4.31	-0.01	0.07	4.60	-0.00	0.05
Availability of items	4.02	0.04	0.09	4.28	0.04	0.07
Page Speed	4.20	-0.04	-0.00	4.49	-0.02	0.03
Ease of navigation	4.13	-0.03	-0.04	4.50	0.00	0.04
Ability to narrow results	4.04	-0.05	0.02	4.41	0.03	0.06
Helpfulness of product info	4.16	-0.03	-0.02	4.46	-0.02	-0.01
Ease of checkout	4.56	-0.02	0.03	4.72	-0.05	0.02
Coupon validity	4.04	-0.08	0.24	4.27	-0.08	0.22
Sales/promo clarity	4.51	0.00	0.13	4.63	-0.01	0.11
Price/value offered	4.12	0.01	-	4.31	0.03	-
Selection of products offered	4.17	0.07	-	4.41	0.05	-
Clarity of delivery or pickup timing	4.68	-0.02	0.10	4.75	-0.02	0.10
Costs associated with delivery	4.69	0.01	0.06	4.77	-0.01	0.05

Export ▾

Macy's In Store Customer Experience

Store NPS – TY vs. LY



Export ▾

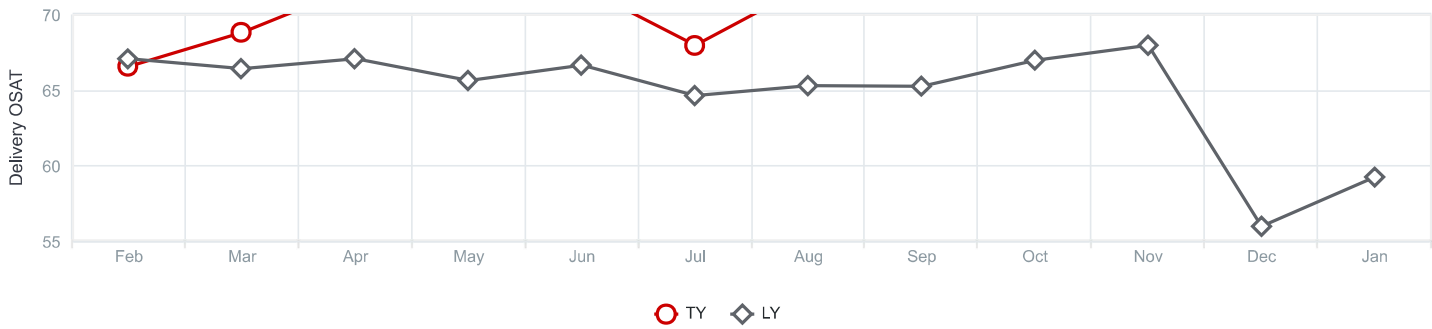
In Store Shopping Experience KPIs

	Store – Total			Store – F50			Store – N75			Store – Other GF		
	Nov	+/- LM	+/- LY	Nov	+/- LM	+/- LY	Nov	+/- LM	+/- LY	Nov	+/- LM	+/- LY
Store NPS	77.8	1.2	4.3	79.2	2.2	5.1	77.9	0.4	4.4	77.1	1.1	4.0
Store was neat and clean	76.4	-0.2	6.5	78.1	0.1	6.9	78.1	0.2	9.8	74.8	-0.5	4.7
Ease of navigation	67.7	-1.3	5.0	69.1	-0.8	4.9	69.1	-0.3	8.9	66.4	-2.0	3.3
Good selection of products in size I needed	51.7	1.2	3.8	56.2	-0.2	2.5	53.0	0.7	4.6	49.1	2.1	4.0
Sales/promos clear	66.5	-1.4	3.3	66.0	-3.2	2.2	67.0	-1.3	4.8	66.4	-0.6	3.0
Provided shopping inspiration and styling ideas	54.2	0.1	7.1	58.2	0.7	8.0	55.4	-0.7	8.4	51.7	0.3	6.0
Sales people friendly and helpful	78.3	-1.4	4.3	79.3	-0.0	4.9	78.8	-1.6	6.9	77.6	-2.0	2.7
Sales people available	59.9	-1.6	6.9	63.1	-2.6	6.0	61.3	-2.0	11.7	57.8	-1.0	5.1
Quick/easy checkout	74.3	-2.0	5.0	75.4	-1.5	4.6	74.5	-2.8	7.4	73.7	-1.9	4.0
Offered a good selection of products	62.6	-0.2	-	68.6	0.0	-	63.6	-1.1	-	59.5	0.2	-
Offered good pricing / value	63.3	-0.1	-	63.2	-0.7	-	63.2	-0.7	-	63.3	0.5	-

Export ▾

Macy's Delivery Customer Experience

Delivery OSAT - TY vs. LY



Export ▾

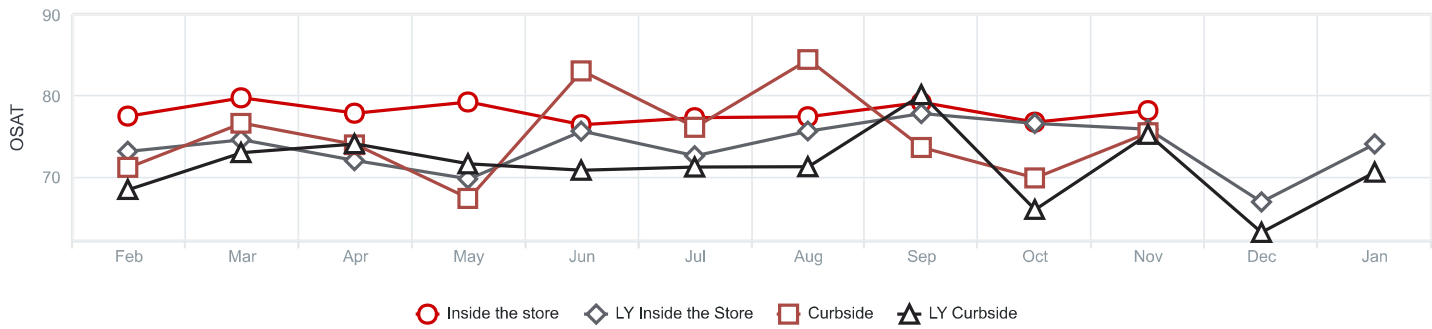
Delivery Experience KPIs

	Logistics			Store			VDF			Marketplace		
	Nov	+/- LM	+/- LY	Nov	+/- LM	+/- LY	Nov	+/- LM	+/- LY	Nov	+/- LM	+/- LY
Delivery OSAT	74.7	-0.1	5.8	74.6	1.2	5.8	75.6	2.8	11.1	67.1	-0.1	-0.7
Fast/efficient delivery	71.5	-0.1	5.8	69.8	-2.8	3.0	70.4	3.3	9.7	66.7	3.0	4.0
Later than expected (%Yes)	9.7	1.2	-0.7	10.3	2.1	-0.3	10.4	-1.0	-3.9	11.7	-0.9	-0.8
Good condition (%Yes)	97.5	0.2	0.6	96.8	0.5	0.4	97.0	0.5	0.1	96.5	-0.8	0.5
Shipment was accurate (%Yes)	97.0	0.1	0.8	96.3	0.3	1.1	96.9	0.1	1.5	95.2	-0.7	0.1
Clarity of communication	78.0	-0.5	-	77.9	-1.1	-	78.8	1.8	-	74.6	2.0	-

Export ▾

Macy's Store Pickup Experience

Curbside and In Store Pickup OSAT - TY vs. LY



Export ▾

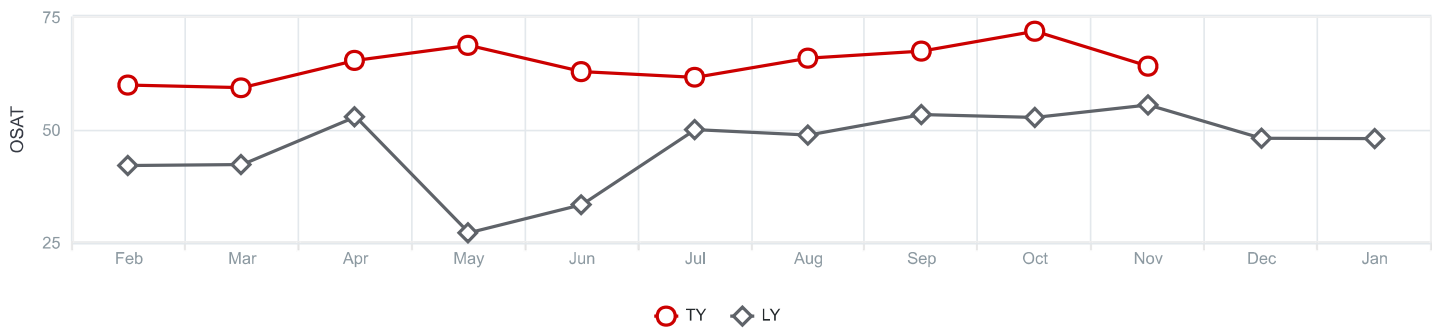
Store Pickup Experience KPIs

	Curbside and In Store Pickup		
	Nov	+/- LM	+/- LY
Store Pickup OSAT	77.8	1.9	2.1
Wait time to receive order was acceptable	78.0	2.1	2.2
In store pickup location easy to find	83.4	-0.7	2.7
In store pickup location wait time	79.0	-1.9	1.2
Curbside pickup location wait time	79.1	-0.8	-
Curbside pickup location easy to find	82.3	1.2	-
Good condition (% yes)	98.1	0.4	0.3
Item was accurate (% yes)	97.2	0.5	0.5

Export ▾

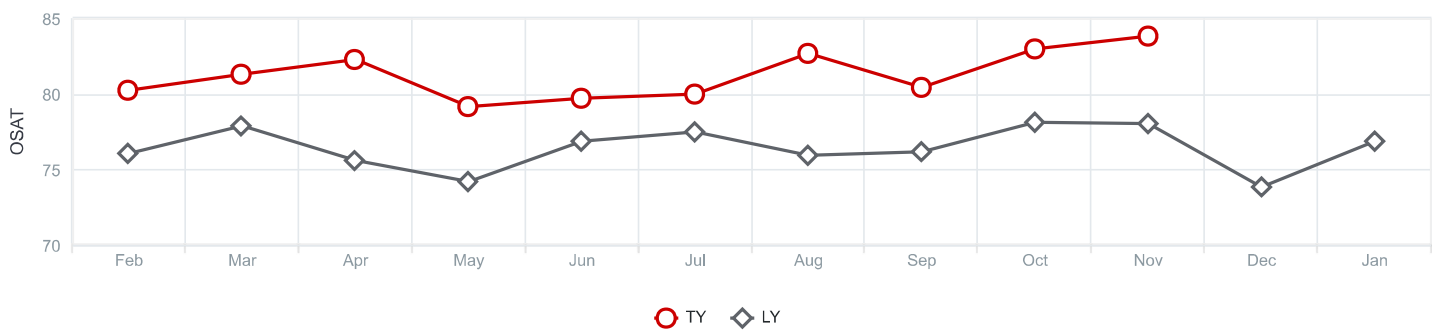
Macy's Returns Customer Experience

Mail-In Return OSAT - TY vs. LY



Export ▾

In Store Return OSAT - TY vs. LY



Export ▾

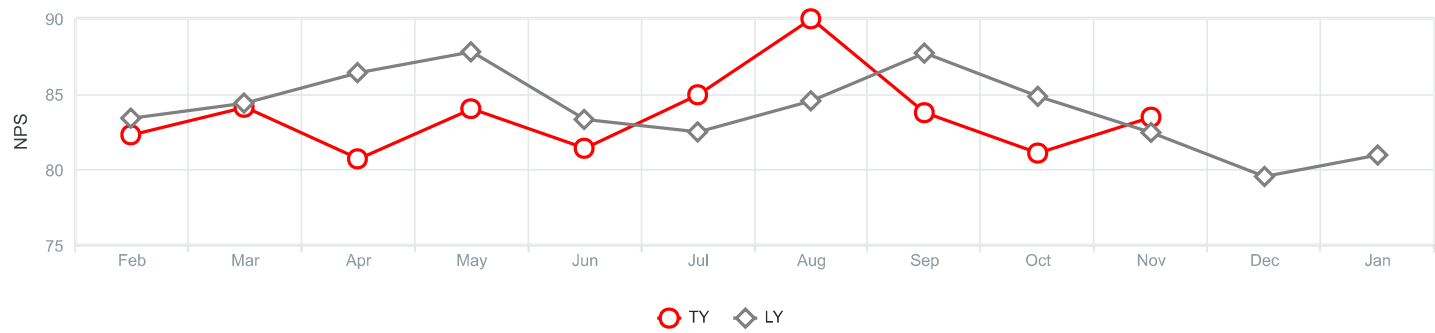
Returns Customer Experience KPIs

		Nov	+/- LM	+/- LY
Store Return	Store Return OSAT	83.8	0.9	5.8
	Locating an associate to assist with return	83.4	0.8	6.0
	Amount of time it took to make return	81.0	0.4	6.2
Mail-In Return	Mail-In Return OSAT	63.9	-7.8	8.6
	Ease of return drop off	78.0	-3.7	4.3
	Communication about return	66.4	-4.4	12.1
	Refund timing	60.8	-9.1	6.2
	CS interaction	25.7	-13.0	21.8

Export ▾

Appendix: Macy's Furniture & Mattress Experience

Furniture & Mattress NPS - TY vs. LY



Export ▾

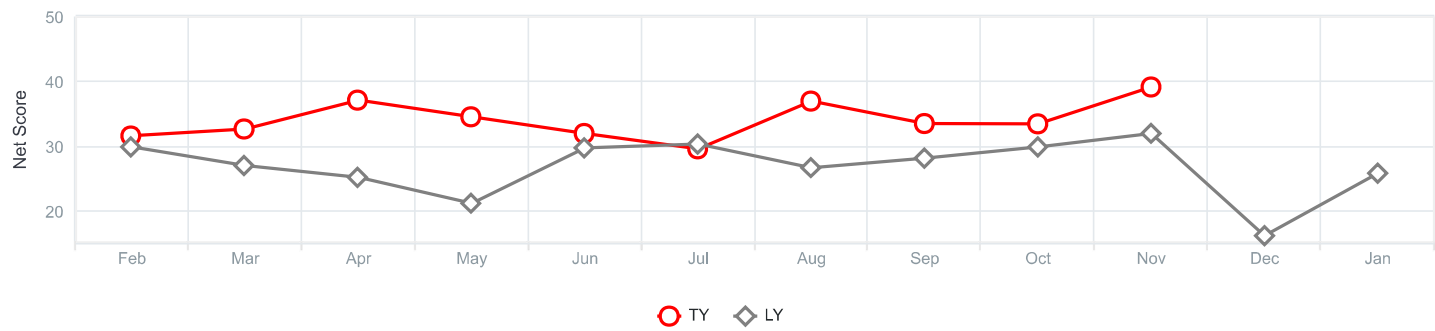
Furniture & Mattress Customer Experience KPIs

	Furniture and Mattress		
	Nov	+/- LM	+/- LY
Sales people were friendly and helpful (In-store and call agent only)	92.4	6.1	-
Sales person available (In-store only)	85.7	7.8	4.3
Items in stock and available (%Yes)	90.1	7.5	3.7
Delivered on selected delivery date (%Yes)	94.2	2.3	1.7
Delivery within promised window (%Yes)	95.1	2.6	0.9
Delivery expert professional (%Yes)	98.2	0.7	1.2
Order was accurate (%Yes)	96.7	0.3	-0.0
Delivered in showroom condition (%Yes)	95.9	0.6	1.7

Export ▾

Appendix: Macy's Digital Customer Support Experience

MCCS Digital Ease to Access the Help I Needed - TY vs. LY



Export ▾

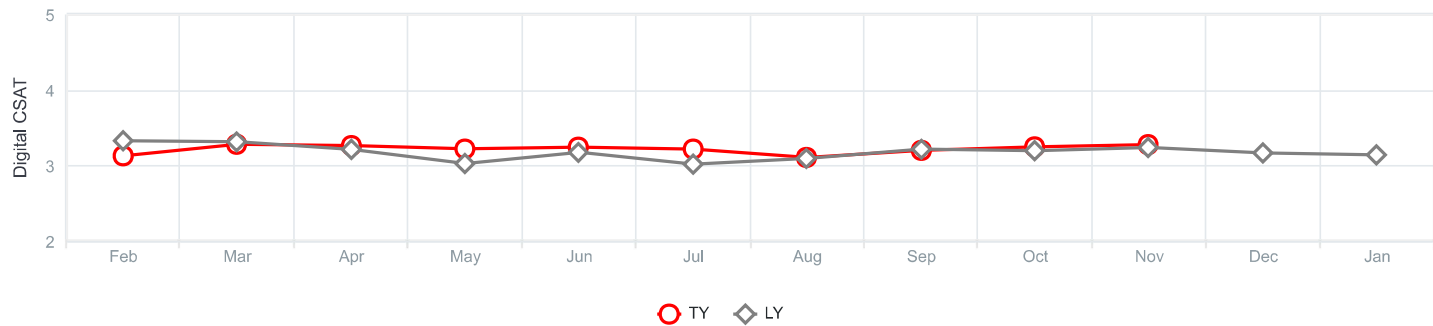
Digital Customer Support Experience KPIs

	Ease of Access			Inquiry Resolution Satisfaction		
	Nov	+/- LM	+/- LY	Nov	+/- LM	+/- LY
IVR	57.0	16.1	2.3	54.8	15.4	-1.7
Phone Agent	35.8	3.3	7.0	40.7	4.8	6.5
Store	53.8	16.8	19.3	54.6	21.3	20.3
Chat Bot	2.2	7.6	-0.2	1.5	9.1	0.8
Chat Agent	11.7	12.2	2.8	10.1	13.1	3.6
Email	50.0	6.0	5.4	50.8	5.0	6.8
FAQ	34.2	12.6	16.5	43.2	14.2	19.7

Export ▾

Appendix: Macy's Credit Card Experience

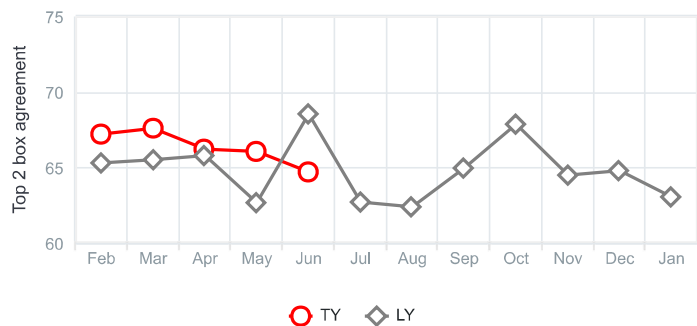
Credit Self-Serve Digital CSAT - TY vs. LY



Export ▾

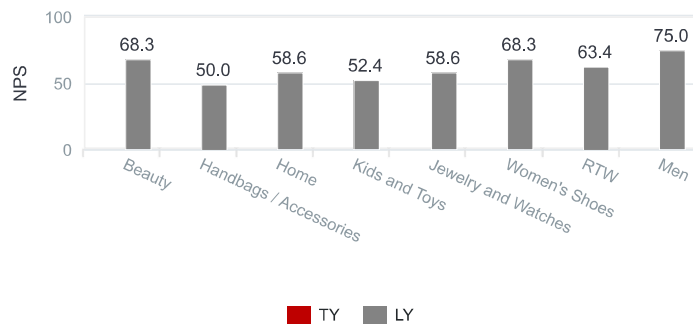
Appendix: Macy's Product & Pricing Satisfaction

Prices as Good or Lower (Store Purchase)



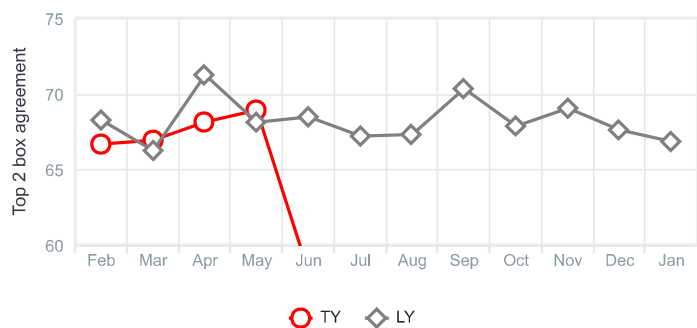
Export ▾

Prices as Good or Lower by Department (Store Purchase)



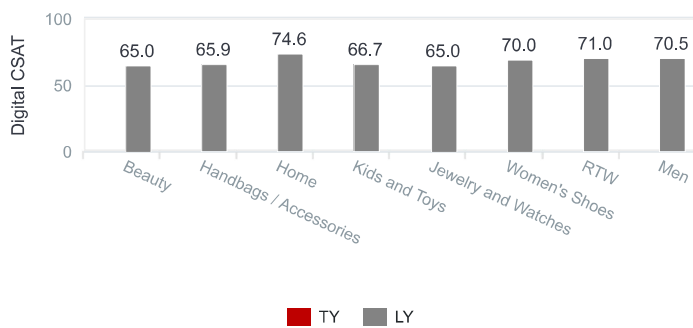
Export ▾

Prices as Good or Lower (COM)



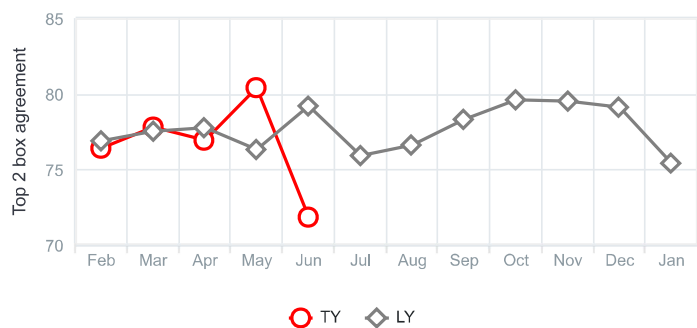
Export ▾

Prices as Good or Lower by Department (COM)



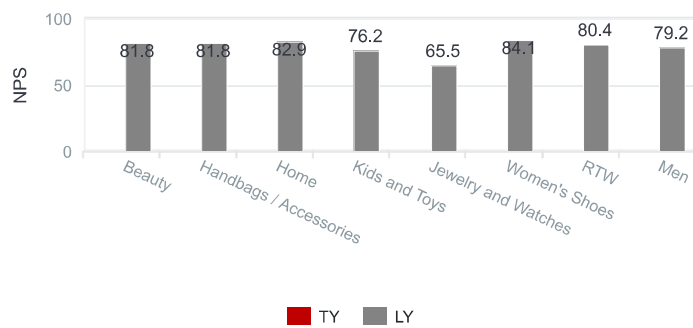
Export ▾

Good Value for Money (Store Purchase)



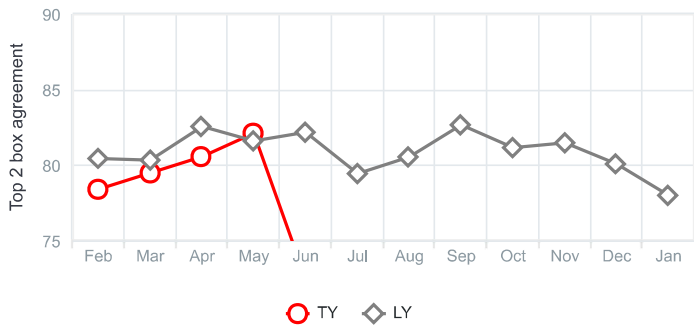
Export ▾

Good Value for Money by Department (Store Purchase)



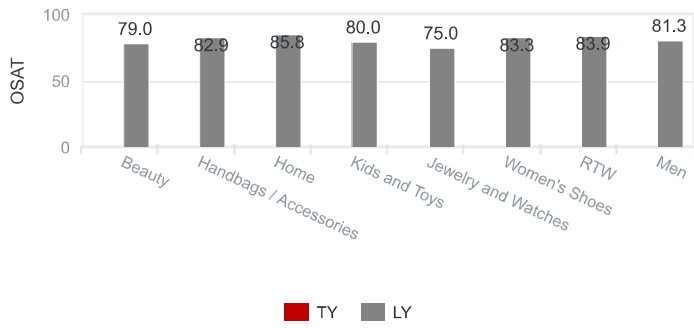
Export ▾

Good Value for Money (COM)



Export ▾

Good Value for Money by Department (COM)



Export ▾

Appendix: Macy's Store Satisfaction Detail

In Store Shopping Experience KPIs by Region

	West			Central			East		
	Nov	+/- LM	+/- LY	Nov	+/- LM	+/- LY	Nov	+/- LM	+/- LY
Store NPS	78.1	1.3	4.6	77.0	0.2	3.9	78.1	1.8	4.5
Neat/clean	78.0	-0.4	7.6	74.9	-1.8	5.3	76.2	1.1	6.6
Product availability	53.0	4.2	5.6	51.1	-1.3	2.9	51.4	1.0	3.6
Offered a good selection of products	62.8	0.7	-	62.1	-2.7	-	62.9	1.1	-
Style inspiration	55.7	1.6	9.7	53.0	-2.6	6.1	54.1	1.2	6.1
Helpful associates	79.0	-1.4	5.7	77.8	-3.0	3.9	78.2	-0.3	3.5
Associate availability	60.6	-1.7	8.2	58.1	-5.1	5.2	60.7	0.7	7.3
Ease of checkout	74.4	-2.3	5.6	73.2	-4.4	3.6	75.1	-0.2	5.6

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In Store Shopping Experience KPIs by Store Format

	Inspirational			Experiential			Small Format		
	Nov	+/- LM	+/- LY	Nov	+/- LM	+/- LY	Nov	+/- LM	+/- LY
Store NPS	77.8	1.3	4.3	77.5	0.5	4.3	77.2	0.4	3.8
Neat/clean	75.4	-0.7	6.8	76.9	0.7	6.3	87.6	-1.7	-1.8
Ease of navigation	67.1	-1.9	5.0	69.5	-1.1	5.1	75.7	-2.1	1.9
Product availability	51.6	-0.1	2.9	50.8	2.7	5.4	44.6	1.1	3.6
Offered a good selection of products	63.7	-0.1	-	60.5	-0.0	-	51.4	-3.9	-
Style inspiration	53.2	-0.8	6.1	55.7	2.4	8.7	50.6	-1.6	-0.1
Helpful associates	77.6	-1.9	4.2	79.7	-1.1	4.2	78.9	-1.0	1.2
Associate availability	59.3	-3.0	6.7	60.6	-0.4	7.3	61.9	2.6	-0.6
Ease of checkout	73.7	-2.3	5.0	75.5	-1.8	5.2	77.9	-2.5	-3.3

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In Store Shopping Experience KPIs by Store Type

	F50			Non-F50			Small Format		
	Nov	+/- LM	+/- LY	Nov	+/- LM	+/- LY	Nov	+/- LM	+/- LY
Store NPS	79.2	2.2	5.1	77.4	0.9	4.1	77.2	0.4	2.8
Neat/clean	78.1	0.1	6.9	75.9	-0.3	6.3	87.6	-1.7	-2.4
Ease of navigation	69.1	-0.8	4.9	67.3	-1.5	5.1	75.7	-2.1	0.8
Product availability	56.2	-0.2	2.5	50.3	1.6	4.2	44.6	1.1	4.0
Offered a good selection of products	68.6	0.0	-	60.8	-0.2	-	51.4	-3.9	-
Style inspiration	58.2	0.7	8.0	52.9	-0.0	6.8	50.6	-1.6	-0.4
Associate availability	63.1	-2.6	6.0	58.9	-1.3	7.2	61.9	2.6	-0.9
Helpful associates	79.3	-0.0	4.9	78.0	-1.9	4.0	78.9	-1.0	0.7

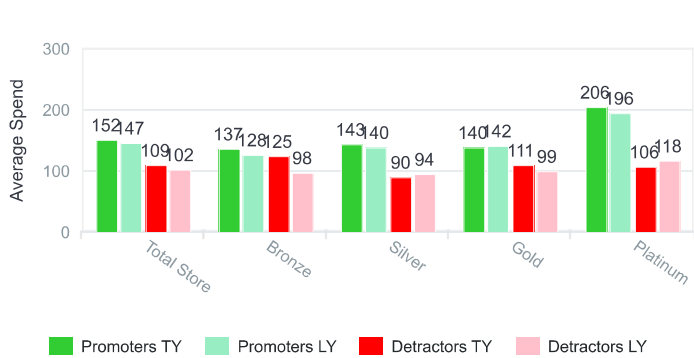
Export ▾

Store Purchase NPS by Time of Day and Day of Week

	NPS		
	Nov	+/- LM	+/- LY
Store NPS	77.8	0.8	4.5
Saturday	77.9	1.2	4.6
Sunday	77.8	-0.8	6.2
Weekday	77.3	1.3	5.0
Morning (6am - noon)	78.8	2.3	4.8
Afternoon (noon - 5pm)	76.9	0.4	5.0
Evening (5pm - midnight)	77.8	2.0	5.6

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Store Purchase Promoter vs. Detractor Avg Spend



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Backstage

	Backstage		
	Nov	+/- LM	+/- LY
Store was neat and clean	67.1	-0.3	8.5
Ease of navigation	66.4	-0.7	5.8
Good selection of products in size I needed	43.4	-2.1	-2.3
Sales/promos clear	61.0	-3.2	-3.6
Provided shopping inspiration and styling ideas	46.4	0.2	-1.8
Sales people friendly and helpful	73.8	-2.6	-0.8
Sales people available	56.0	-1.5	0.5
Quick/easy checkout	71.1	-5.6	-1.6
Value offered	69.9	0.3	-4.4
Offered a good selection of products	56.9	-3.0	-

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Appendix: Macy's Satisfaction By Age

	U40			40+		
	Nov	+/- LM	+/- LY	Nov	+/- LM	+/- LY
NPS						
Omni NPS	51.7	-1.5	1.9	60.2	0.7	2.9
Store NPS	72.9	-1.7	4.2	79.1	1.2	3.6
Digital NPS	30.6	-2.7	-1.0	39.8	0.6	1.7
Store						
Neat/clean	73.1	-1.6	4.3	77.2	-0.1	6.6
Ease of navigation	64.9	-6.7	0.7	69.1	-0.7	5.4
Product availability	57.7	-6.0	4.0	52.3	1.2	3.4
Offered a good selection of products	69.7	-0.2	-	63.3	-0.7	-
Style inspiration	60.6	-3.9	7.5	54.5	0.2	6.9
Helpful associates	71.7	-4.8	3.1	79.5	-1.3	4.2
Associate availability	61.0	-7.7	2.8	60.8	-1.4	7.2
Ease of checkout	70.4	-6.1	1.9	75.1	-2.1	4.8
Sales/promos clear	65.6	-5.7	4.3	67.9	-0.7	3.5
Online/Fulfillment KPIs						
Reasonable free ship minimum	55.7	-7.4	-4.0	74.6	0.9	4.5
Store pickup OSAT	72.4	3.2	1.8	78.5	-1.1	1.3
Delivery OSAT	57.3	-7.2	0.1	76.7	0.9	6.2
Fast/efficient delivery	52.9	-9.8	-1.0	73.1	0.5	6.0
Wait time at the pickup location was reasonable	81.2	0.4	7.5	79.1	-4.5	-0.1

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Appendix: Macy's Satisfaction By Loyalty Tier

	Platinum			Gold			Silver			Bronze			Non-Loyalty		
	Nov	+/- LM	+/- LY	Nov	+/- LM	+/- LY	Nov	+/- LM	+/- LY	Nov	+/- LM	+/- LY	Nov	+/- LM	+/- LY
NPS															
Omni NPS	59.4	0.7	2.6	57.2	1.0	3.4	55.0	1.3	3.2	54.5	0.4	2.7	52.8	3.1	3.8
Store NPS	82.2	1.0	4.6	78.8	1.1	4.6	76.7	1.7	4.9	76.0	0.5	3.8	73.3	3.8	5.6
Digital NPS	41.7	1.0	1.8	40.5	1.2	2.7	37.5	1.0	1.1	37.6	0.6	1.7	35.2	0.3	2.3
Store															
Neat/clean	77.4	-1.1	6.2	77.1	1.3	6.4	76.2	-1.0	6.0	75.8	-0.6	7.2	74.4	5.9	8.1
Product availability	55.2	1.3	1.8	51.7	0.9	4.1	48.4	0.4	3.7	52.8	0.8	4.9	49.1	13.1	5.5
Offered a good selection of products	65.5	-0.7	-	63.3	1.3	-	59.4	-1.6	-	63.7	-0.5	-	60.1	9.5	-
Style inspiration	57.6	-1.0	4.0	54.1	0.9	6.9	51.6	-0.8	8.3	55.1	0.6	8.2	49.8	6.3	7.3
Helpful associates	81.4	-1.0	3.8	78.3	-0.9	4.4	78.8	-2.2	3.7	76.5	-1.7	5.0	76.0	2.1	5.9
Associate availability	60.5	-1.7	6.6	59.2	-1.1	7.6	58.4	-3.6	4.9	61.5	-1.1	8.6	58.8	5.2	6.4
Ease of checkout	75.3	-4.6	4.6	74.7	-0.7	5.0	74.4	-2.3	5.0	73.7	-1.7	5.1	72.6	2.1	7.0
Sales/promos clear	72.0	-0.3	2.2	66.7	-1.0	3.2	63.3	-3.9	2.5	65.7	-0.6	4.2	67.6	4.9	7.1
Online/Fulfillment KPIs															
Reasonable free ship minimum	84.1	2.4	5.8	78.1	0.8	5.0	69.8	2.6	6.4	64.5	-0.2	-0.1	64.5	-1.1	4.6
Store pickup OSAT	89.1	9.9	12.8	81.0	5.4	6.6	79.2	-1.1	0.9	74.5	0.7	-1.1	70.8	3.0	-0.2
Delivery OSAT	80.0	2.7	7.0	77.6	1.4	6.5	72.9	0.4	4.9	70.1	-0.9	5.2	68.2	0.2	7.0
Fast/efficient delivery	74.9	1.0	6.8	75.0	2.1	7.1	70.0	0.8	4.5	66.7	-0.0	4.7	65.5	-1.9	5.7
Wait time at the pickup location was reasonable	90.7	8.5	10.0	76.6	-2.9	1.3	79.9	-2.3	-0.6	76.7	-4.5	-0.7	76.0	1.0	5.2

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Appendix: Macy's Satisfaction by Department

	Beauty			Handbags and Accessories			Home			Kids			Jewelry and Watches			Women's Shoes			RTW			Men		
	Nov	+/- LM	+/- LY	Nov	+/- LM	+/- LY	Nov	+/- LM	+/- LY	Nov	+/- LM	+/- LY	Nov	+/- LM	+/- LY	Nov	+/- LM	+/- LY	Nov	+/- LM	+/- LY	Nov	+/- LM	+/- LY
NPS																								
Omni NPS	50.1	1.0	2.4	48.0	-0.3	0.8	46.8	0.9	1.5	47.5	-0.0	0.5	49.7	1.5	3.2	49.3	2.0	2.4	49.4	0.9	2.8	47.8	0.2	1.8
Store NPS	83.1	0.7	5.6	78.9	-0.6	-0.0	76.3	3.8	1.8	76.9	0.9	0.6	81.4	1.3	3.1	80.6	4.2	3.4	80.2	1.5	4.8	79.0	0.4	3.3
Digital NPS	39.6	1.7	0.5	39.0	-0.9	0.9	38.5	0.1	1.1	41.1	1.9	1.4	40.1	2.0	4.6	40.4	0.5	2.0	41.7	0.9	2.2	37.8	-0.1	0.9
Store																								
Neat/clean	83.9	-2.1	4.8	81.9	0.2	7.2	74.9	0.1	2.3	74.1	-3.6	4.6	83.0	-3.3	2.0	77.4	1.2	4.4	75.8	0.3	7.7	80.8	1.0	7.4
Product availability	67.8	0.3	6.4	60.8	2.7	10.7	44.1	5.9	-1.4	48.5	-2.4	2.7	64.4	5.5	5.8	54.5	7.1	3.9	48.8	1.3	3.8	55.8	2.2	4.8
Offered a good selection of products	75.4	-1.5	-	67.4	2.3	-	52.4	-1.5	-	55.6	-4.3	-	71.1	1.0	-	65.9	4.8	-	61.1	0.8	-	67.0	3.2	-
Style inspiration	70.2	-1.9	9.0	59.3	-3.2	8.9	50.3	-4.0	1.1	53.3	-2.1	8.5	69.8	3.7	13.2	55.9	6.5	5.3	50.7	0.8	9.1	56.8	-0.6	6.2
Associate availability	75.3	-2.1	8.1	65.7	2.8	13.2	57.3	-1.1	5.8	53.8	-2.2	9.6	66.5	-3.8	2.4	62.6	2.8	9.0	54.1	-0.5	7.2	65.7	-1.1	7.5
Ease of checkout	83.0	-2.5	5.8	77.5	-3.1	6.2	70.9	-1.4	2.7	68.1	-5.8	3.8	77.7	-4.0	3.9	75.6	1.3	5.2	73.6	0.1	6.1	78.3	-0.0	6.1
Sales/promos clear	74.1	-3.3	6.0	69.9	-1.4	3.9	60.8	-0.1	-1.9	63.3	-6.3	0.7	74.1	-1.9	5.8	67.6	0.5	0.1	67.0	0.5	4.4	68.4	0.8	2.8

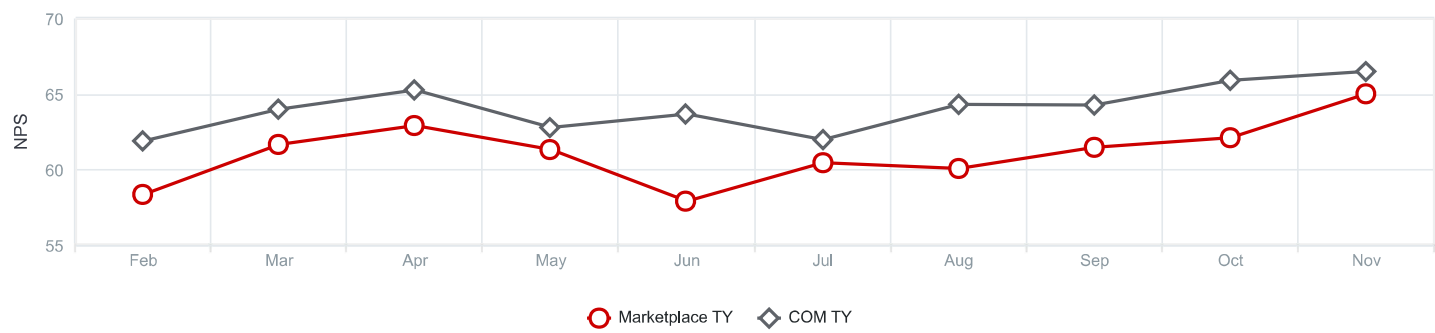
Export ▾

	Beauty			Handbags and Accessories			Home			Kids			Jewelry and Watches			Women's Shoes			RTW			Men		
	Nov	+/- LM	+/- LY	Nov	+/- LM	+/- LY	Nov	+/- LM	+/- LY	Nov	+/- LM	+/- LY	Nov	+/- LM	+/- LY	Nov	+/- LM	+/- LY	Nov	+/- LM	+/- LY	Nov	+/- LM	+/- LY
Digital CSAT																								
Digital CSAT	4.53	0.02	0.04	4.54	-0.05	0.19	4.42	-0.12	-0.02	4.43	-0.09	0.06	4.42	-0.06	0.06	4.54	0.04	0.07	4.44	-0.01	0.03	4.34	-0.10	-0.02
Online																								
Product availability	4.31	-0.03	-0.01	4.32	-0.01	0.19	4.15	0.02	0.03	4.11	-0.07	0.04	4.28	0.12	0.19	4.19	0.08	0.05	4.13	0.06	0.05	4.11	-0.04	0.08
Product info available	4.41	-0.02	-0.10	4.39	-0.11	-0.09	4.35	-0.02	0.10	4.29	-0.10	0.01	4.30	-0.07	-0.04	4.44	0.03	-0.10	4.31	0.02	-0.02	4.34	0.06	0.08
Style inspiration	4.53	0.04	0.08	4.55	-0.03	0.22	4.48	-0.14	0.07	4.60	0.00	0.13	4.57	-0.20	0.19	4.57	-0.01	0.17	4.56	0.05	0.22	4.48	-0.07	0.09
Ease of navigation	4.45	0.03	-0.02	4.40	-0.07	0.01	4.34	-0.08	-0.01	4.32	-0.12	-0.05	4.36	-0.04	-0.00	4.50	-0.01	0.07	4.34	0.02	0.01	4.27	-0.06	-0.08
Ease of narrowing results	4.39	-0.01	-0.02	4.38	-0.01	0.14	4.28	-0.04	0.09	4.23	-0.15	0.03	4.25	0.02	0.09	4.39	-0.02	0.05	4.25	0.08	0.07	4.17	-0.13	-0.06

Export ▾

Appendix: Macy's Marketplace Experience

Marketplace NPS - TY vs. LY



Export ▾

Marketplace Digital KPIs

		Marketplace			1P
		Nov	+/- LM	+/- LY	+/- 1P
Digital Shopping (Avg 1-5)	Information on item size or fit	4.08	-0.05	-0.05	-0.05
	Photos and/or videos	4.23	-0.04	-0.05	-0.09
	Helpfulness of product info	4.10	-0.05	-0.04	-0.08
Digital Checkout (Avg 1-5)	Coupon validity	3.86	-0.07	0.41	-0.19
	Ease of checkout	4.52	-0.09	0.08	-0.05

Export ▾

Marketplace Delivery KPIs

		Marketplace			1P
		Nov	+/- LM	+/- LY	+/- 1P
Delivery	Speed satisfaction (-100 to 100)	66.7	3.0	4.0	-4.5
	Arrived later than expected (%Yes)	11.7	-0.9	-0.8	1.8

Export ▾

Appendix: Macy's Same-Day Delivery Experience Quarterly

	Q3 2025	+/- LY
Delivery OSAT	53.2	29.2
Product delivery fast / efficient	54.3	31.1
Package arrived early / on time (% yes)	90.2	12.3
Item(s) accurate (% yes)	92.1	7.5
Item(s) arrived in good condition (% yes)	95.1	10.3
Package arrived later than expected (%Yes)	9.8	-12.3

Export ▾