

The background of the cover is a repeating pattern of blue triangles pointing downwards, each containing the word 'inputs' in white. A large, stylized orange 'M' shape is superimposed over the pattern, with a white 'V' shape cut out of its center. The text 'Migros Facts & figures 2016' is positioned to the right of the 'M' shape.

Migros Facts & figures 2016

MIGROS

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Overview

With sales of CHF 27.7 billion (2016), the Migros Group is Switzerland's largest retailer, and with over 100 000 employees, it is also Switzerland's largest private employer. Migros is owned by its more than 2 million cooperative members, organised into ten regional cooperatives. These cooperatives operate the core business of Migros, retailing. Migros also owns 30 industrial companies, various commercial, travel and logistics enterprises, as well as Migros Bank. Migros is committed, willingly and with conviction, to social and cultural issues. Its primary goal is to improve the quality of life of all of its customers.



Migros Group

Where Migros comes from, how it is structured, and the results it achieved in 2016.

Organisation of the Migros Group

Cooperative members

2.18 million

cooperative members
are the owners of Migros.



Cooperatives

10 regional Migros cooperatives,

each with its own Cooperative Council and
Board of Directors, are the bedrock of Migros.

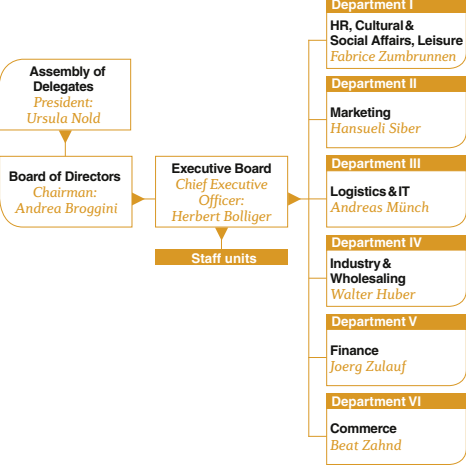


- 1 Aare
- 2 Basel
- 3 Geneva
- 4 Lucerne
- 5 Neuchâtel-Fribourg
- 6 Eastern Switzerland
- 7 Ticino
- 8 Vaud
- 9 Valais
- 10 Zurich

Federation of Migros Cooperatives (FMC)

6 Departments

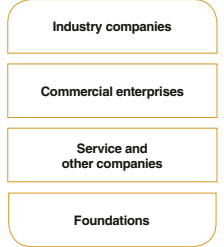
are responsible, with the staff units, for the whole Migros Group.
The central Migros executive bodies are also located in the FMC.



Subsidiaries and foundations

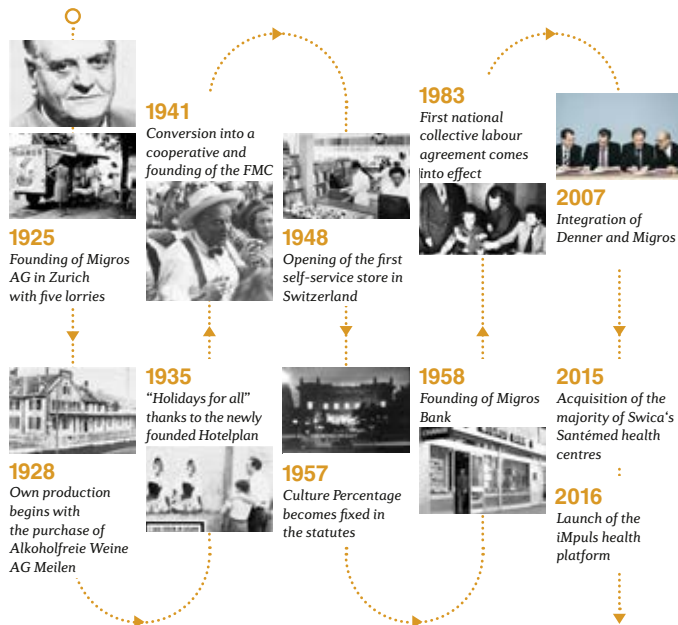
approx. 50 enterprises

and foundations from various
sectors are part of the FMC.



History

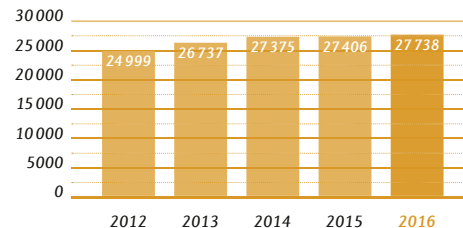
The history of Migros is closely linked with its founder Gottlieb Duttweiler. In 1925, he was the first to send mobile shops out on the road selling six basic products at very low prices. His goal was to create a bridge from producer to customer. Today, Migros is still faithful to the visions of its founder, whose passion was always to balance economic, social and ecological dimensions. www.migros.ch/de/geschichte



Sales

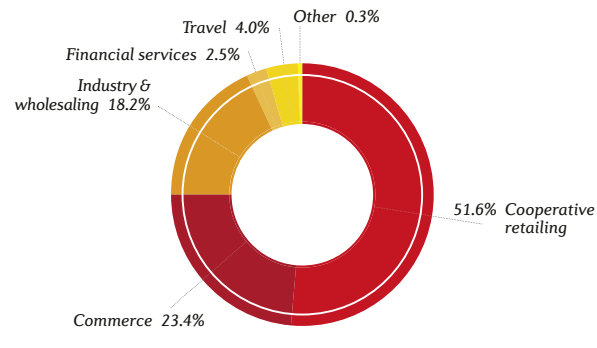
Migros Group sales

in CHF million



Migros Group sales 2016 by segment

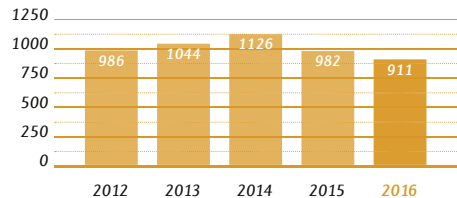
in percent



Earnings

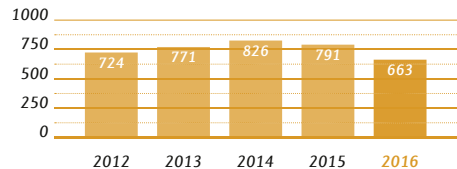
EBIT (earnings before interest and taxes)

in CHF million



Profit

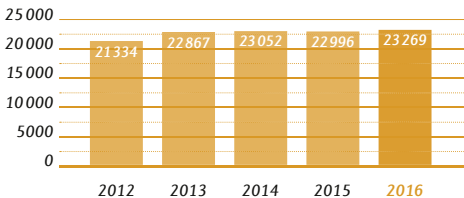
in CHF million



Retail sales

Sales by retail and commercial enterprises

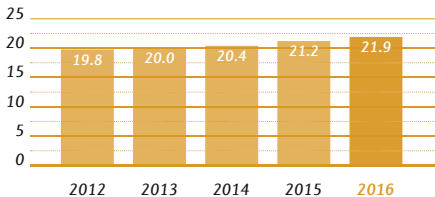
in CHF million



Market share

Market share – Migros Group *

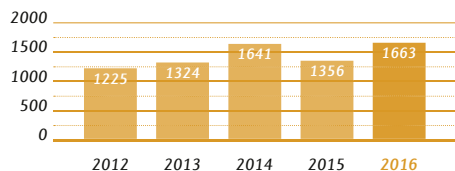
in percent



* Based on nominal retail sales excluding fuels in Switzerland

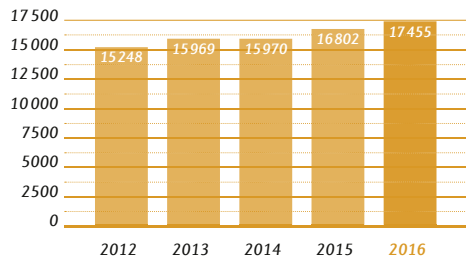
Investments

in CHF million



Equity

in CHF million



Strategic business units

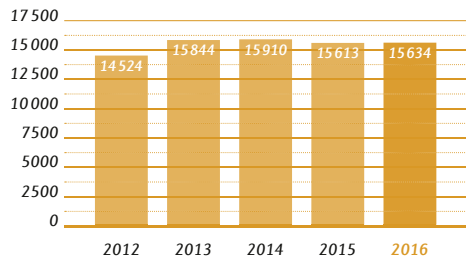
From medical check-ups to chocolate production, Migros operates in a wide range of sectors.

Cooperative retailing

The ten regional cooperatives are the very foundation of Migros. They are independently managed, issue their own annual financial statements and control their own sales areas and staff in the core business, retailing under the Migros name. Their most important functions are the sale of merchandise and the purchasing of regional product assortments, while the Federation of Migros Cooperatives takes care of central services such as purchasing, logistics or IT. The executive bodies of a regional cooperative are all members (original ballot), the Cooperative Council, administration, management and auditors. The 111-person assembly of delegates is composed of ten cooperative boards, each with one ad hoc representative from the ten administration departments and an independent president.

Sales by the cooperatives

in CHF million



Distribution network – cooperative retailing

		2016	2015
Supermarkets	M	336	316
	MM	211	215
	MMM	48	47
	Other supermarkets	10	10
	Total supermarkets	605	588
	Sales area m²	930 470	919 424
Specialist markets	Do It + Garden	46	46
	Micasa	29	29
	SportXX	58	57
	Melectronics	75	74
	Obi home improvement stores/garden	10	10
	Total specialist markets	218	216
	Sales area m²	373 330	365 028
Migros catering services	M-Restaurants	165	168
	Take-away and other gastronomic formats*	150	146
	Total M-Restaurants	315	314
	Sales area m²	93 654	93 181
Others	Supermarkets France	3	3
	Tegut (Germany)	272	273
	Migros partners	48	54
	Voi	39	35
	Single-line stores (Alnatura, outlets, etc.)	32	31
	Migros Club Schools sites	50	50
	Leisure facilities**	111	101
	Medbase and Santémed health centres	36	35
	"Green Meadow Parks" Foundations	4	4

* Chickeria, My Way, Kaimug, Coffee & Time

** incl. Activ Fitness, Flower-Power, ONE, MFIT, M-Fitnesscentres, Elements

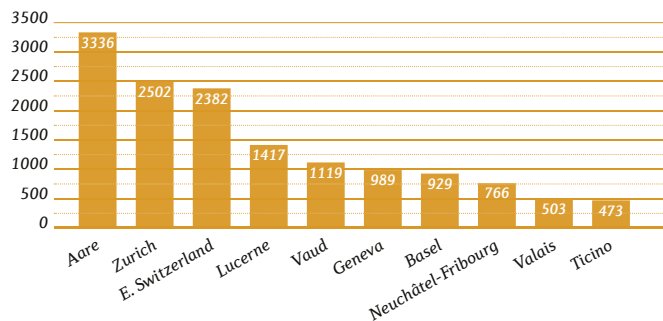
Ten cooperatives

Cooperative	Cooperative members	Employees*	Managing Director
Aare	505 218	11 650	Anton Gäumann
Zürich	326 371	8 912	Jörg Blunsch
E. Switzerland	410 321	9 717	Peter Diethelm
Lucerne	188 235	6 038	Felix Meyer
Vaud	152 192	3 456	Marc Schaefer
Geneva	132 566	3 488	Philippe Echenard
Basel	169 049	3 433	Stefano Patrignani
Neuchâtel-Fribourg	122 970	2 642	Marcelle Junod
Valais	79 454	2 078	Max Alter
Ticino	95 795	1 604	Lorenzo Emma

* Annual average

Domestic sales of the individual cooperatives 2016

In CHF million



Commerce

The Federation of Migros Cooperatives owns 13 market-leading companies. Among them are the discounter Denner, the convenience specialist Migrolino, the Magazine zum Globus department stores, Interio, Depot, Migrol as well as Office World, iba and Ex Libris. The portfolio also includes Probikeshop, an online bike specialist, M-way and Sharoo, the pioneering e-bike and car-sharing companies. Migros also owns Digitec Galaxus, the online non-food retailer with the highest revenues, and LeShop.ch, Switzerland's largest online food retailer.

	2016	2015	Change in %
Sales in CHF million			
Denner	2959	2902	2.0
Migrol	1290	1359	-5.1
Magazine zum Globus	879	929	-5.4
Digitec Galaxus	704	499	41.1
Depot (Gries Deco Group)	501	456	9.8
Migrolino	431	382	13.0
LeShop	182	176	3.5
Office World Group	179	180	-0.6
Interio	168	182	-7.6
Ex Libris	112	121	-7.3
Dolphin France (Probikeshop)	75	60	23.9
Other enterprises	63	52	22.3
Total	7544	7298	3.4

Distribution network – commerce

	2016	2015
Denner	Stores, satellite stores and Denner-Express	
Total	809	793
Sales area m²	207 182	198 844
Globus	Globus department stores Herren Globus and Schild	
Total	84	94
Sales area m²	132 081	138 215
Interio (furniture stores)	11	11
Sales area m²	44 073	43 115
Depot Switzerland	36	32
Sales area m²	17 797	16 220
Depot (Germany and Austria)	522	427
Sales area m²	230 886	213 814
Office World	26	28
Sales area m²	17 522	18 511
Ex Libris	69	78
Sales area m²	6 790	7 584
Migrol service stations	313	310
Migrolino*	307	287
Migrol Shops	47	53

* These locations are subdivided into stand-alone Migrolinos, Migrol Migrolinos, Shell Migrolinos, Socar Migrolinos and Piccadilly Migrolinos

Industry & wholesaling

M-Industry is part of the Migros Group and has 23 high-performance companies in Switzerland as well as 7 production facilities and a number of trading platforms abroad. M-Industry offers more than 20 000 high-quality food, body-care and cleaning products, making it one of the world's largest own-brand producers. M-Industry backs Switzerland as a business location. As the industrial group of Migros, it is close to the market, sets trends and offers surprising, innovative products and services. It exports quality Swiss products to more than 50 countries. With more than 13 000 employees, including 538 apprentices in more than 30 professions, it is a major employer in Switzerland. ➔ www.mindustry.com

	2016	2015	Change
Sales in CHF million			in %
Micarna, Mérat, Favorit, Schär, Fleury, Stauss, KM Seafood	1575	1531	2.8
Elsa, Mifroma, Dörig, Bergsenn, Mifroma France, Idhéal	1069	1038	3.0
Jowa, Midor	993	1015	* -1.7
Frey, SweetWorks, Delica, TCS, Riseria	838	797	5.2
Bina, Aproz, Gastina	675	662	2.0
Mibelle Group (Mibelle, Mifa, Mibelle Ltd., Ondal, QBC)	436	425	2.5
Saviva, Lüchinger+Schmid	748	761	-1.7
Total (incl. others)	6389	6255	2.1

* Adaptation of the segment structure

Financial services

With a total balance sheet of CHF 42.8 billion and around 1500 employees, Migros Bank is one of the ten largest banks in Switzerland. It follows a responsible business policy for the benefit of its more than 820 000 customers. ➔ www.migrosbank.ch

Migros Bank

	2016	2015	Change in %
Income from financial services business (CHF million)	817	861	-5.0
Earnings before financial income, income taxes and pension plan effect (EBIT; CHF million)	270	284	-4.9
Number of employees	1507	1502	

Travel

The Hotelplan Group is the travel agency of the Migros Group. In addition to the national Hotelplan companies in Switzerland and the UK, it also owns the holiday-home agencies Interhome and Inter Chalet as well as business travel specialist bta first travel and the start-up bedfinder, which offers B2C and B2B travel services worldwide. ➔ www.hotelplan.com

Hotelplan

	2016	2015	Change in %
Sales (CHF million)	1284	1305	-1.6
Earnings before financial income, income taxes and pension plan effect (EBIT; CHF million)	-12	-15	20.9
Number of employees	2822	2709	

Shared services

From property management and quality auditing by Migros' own laboratory, SQTS, to the operation of IT point-of-sale solutions, the Federation of Migros Cooperatives provides a diverse range of services which are used by all Migros cooperatives. At the heart of these are IT and the distribution centres in Suhr, Neuendorf and Volketswil, which are responsible for the storage, order picking and transportation of the national product lines. Suhr is the logistical services centre for the food sector, Neuendorf for near-/non-food and frozen products, and Volketswil for textiles. ➔ www.mvn.ch ➔ www.lib-ag.ch ➔ www.sqts.ch ➔ www.logistiktransport.ch

Facts & figures 2016

Number of articles sold on a peak day

24 000 000

Number of fresh produce suppliers

558

Total number of articles to be managed

400 000

Total kilometres travelled by rail for domestic goods transportation

12 500 000

Total number of pallets delivered

10 000 000

Total number of stores to be supplied

823

Total number of products delivered (in millions)

4000

Cardboard savings thanks to reusable containers for the transportation of goods (in tonnes)

93 000

Employees

Migros is more than 100 000 people from 155 nations who are committed to improving the quality of life for all of their customers every day.

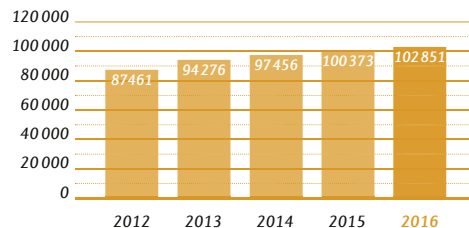
Migros as employer

The success of the Migros Group is based on the knowledge and skills of its employees. Women and men from 155 nations are committed every day to offering our customers products and services providing the best price-performance ratio. As the largest private employer in Switzerland, Migros also bears a special social responsibility which it fulfils with above-average social benefits, secure workplaces and a working environment that is fair and characterised by respect.

Number of employees

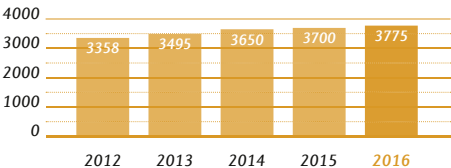
Number of persons (annual average)

(Basis: Number of employees, consolidated enterprises Switzerland and other countries)



Trainees

Number of persons (annual average)



Employment level

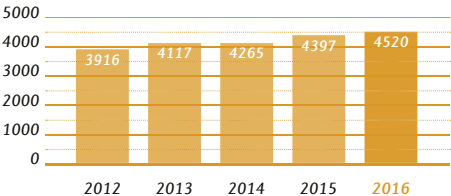
in percent



Salary growth

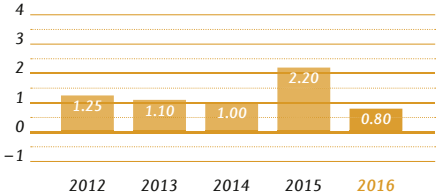
Total payroll

in CHF million



Salary adjustment in real terms

in percent



Our responsibility

Migros is voluntarily committed to society and the environment, and in all its activities adheres to the principle of sustainable development.

Sustainability

Migros has always been committed to social, ecological and community issues. We act in a sustainable way in all of our areas of activity. It begins with our employees, whom we offer working conditions which are above average in every respect. We also act sustainably when we make a commitment to education with the Migros Club Schools or promote sustainable consumption with a broad range of label products. With ambitious projects that ensure careful utilisation of resources, we are constantly intensifying our efforts in the area of environmental protection and are promoting – for example through our fitness and wellness course offerings – people's health in Switzerland.

Facts & figures 2016

Proportion of fish and seafood from sustainable sources

100%

Output of installed solar arrays owned by Migros

26 241 kWp

Reduction of greenhouse gas emissions in cooperative retailing compared with 2010

20.6%

Tonnes of plastic bottles collected

2900

Sales of sustainable labels in cooperative retailing

CHF 2.9 bn

Number of organic products (Food)

3500

Number of attendees of health-promoting courses

12.5 m

Number of courses held at Migros Club Schools

53 791

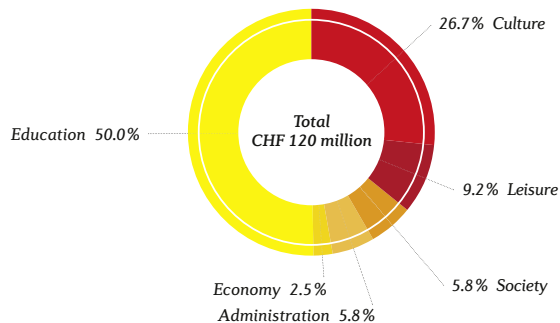
Culture Percentage & Engagement Migros

The Migros Culture Percentage is committed to creating cohesion among the inhabitants of Switzerland in the fields of culture, society, education, leisure and business. The Culture Percentage has been entrenched in the Migros articles of incorporation since 1957, and resulted in voluntary investment of CHF 120 million in 2016. The aim of this globally unique commitment is to facilitate access to cultural and educational services for the general public. Since 2012, the Engagement Migros development fund has operated alongside the Migros Culture Percentage. In 2016, a total of CHF 10.5 million in dividends from companies operating in the retail, travel and financial services sectors were spent on more than 40 pioneering projects promoting social change.

➡ www.migros-culture-percentage.ch ➡ www.engagement-migros.ch

Expenditure by the Migros Culture Percentage

Distribution by sector 2016



Highlights 2016

Five key areas characterise our activities during a year full of ideas and projects in the service of our customers and society.

“From us. From here.”

Migros is the only retailer in the world that produces a large part of its product line in its own manufacturing companies. Expressed in numbers: More than 12000 employees in 23 M-Industry businesses produce some 10000 products themselves. For example, the Risoletto chocolate bar, Handy detergent and the iconic Ice Tea are available exclusively from the Migros branches. To remind people about this uniqueness, Migros launched a multi-year programme entitled “From us. From here.”. www.vonuns-vonhier.ch



Social and ecological

Migros' commitment to sustainability has been ahead of its time for generations. Its goal to sell fish and seafood sourced exclusively from sustainable sources by late 2020 was reached ahead of schedule. It also wants all its bananas to be produced in an environmentally and socially acceptable way by the end of 2017. This project, launched together with WWF, sets goals in the fields of climate protection, biodiversity and employee health protection. Changes in transportation will slash CO₂ output by two-thirds. In the context of Generation M, Migros created more than 2.7 million square metres of natural living space. Micarna's Bazenheid site and a residential area of the Migros pension fund were recently certified. The Swiss environmental foundation honoured Migros for its commitment to a more natural environment at its corporate sites as well as the first wild bee paradise at the Zugerland shopping centre.

www.generation-m.ch



Health

Health is laid down in the articles of incorporation and the mission statement of the Migros Group. With its fitness and wellness centres, its expertise in nutrition and its exemplary company health management activities, Migros has been pursuing a comprehensive health strategy for years. The Migros subsidiary Medbase has built up a network of 12 medical centres in German-speaking Switzerland, and more than doubled it with the takeover of the 23 Santémed health centres. Medbase opened its first medical centre in French-speaking Switzerland together with the Réseau Delta medical network of more than 550 doctors. Another significant contribution to basic medical care will be the integration of a pharmacy run by Zur Rose into a Migros store. Because health will continue to play an important strategic role for Migros, the company is launching the “iMpuls health initiative” in January 2017. The digital platform is part of this initiative. The platform contains health-related offers and reports on movement, nutrition and relaxation as well as information from experts about medical issues, focusing in particular on prevention.

➔ www.migros-impuls.ch ➔ www.medbase.ch
 ➔ www.santemed.ch ➔ www.reseau-delta.ch



Digitisation

Migros has been addressing the issue of digitisation intensively for years. Migros is the e-commerce market leader in Switzerland and one of the founding members of the Digital Switzerland initiative. Migros' PickMup enables format-independent cross-channel purchasing. Migros' online customers can take advantage of this service throughout Switzerland by placing orders with, for example, Digitec, Micasa or LeShop and then collecting their purchases from Migrolino, Ex Libris or a Migros fitness centre. Migros is also actively in direct contact with its customers on its own community platform – Migipedia – as well as on Facebook, Twitter, Instagram, etc. ➔ www.pickmup.ch ➔ www.migipedia.migros.ch



Newcomers to the Migros Group

The Migros Group continued growing in 2016. M-Industry in particular expanded its business. Bischofszell Nahrungsmittel AG took over a majority shareholding in Sushi Mania SA, a Fribourg-based company that specialises in Japanese cuisine and Asian gastronomy. The Migros subsidiary Elsa strengthened its position in Europe with the acquisition of Idh  a, which produces and sells cold sauces and spices and now offers Elsa new opportunities for expansion in the sauce business. The Mibelle Group acquired Procter & Gamble's Ondal Sarl production site in France, thus consistently pursuing Mibelle's international growth strategy. Ondal Sarl specialises in haircare products, dyes, and facial and body-care products. The Micarna Group took over specialist manufacturer Gabriel Fleury SA. This long-established company is the second-largest cured meat producer in the Valais and one of the best-known meat brands. The Migros Aare cooperative took over Bootcamper.ch, investing in an internationally booming market segment and providing an ideal adjunct to its existing fitness offers.



- ➔ www.migros.ch
- ➔ <https://report.migros.ch/2016/en>

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