

Facts & Figures 2021

MIGROS

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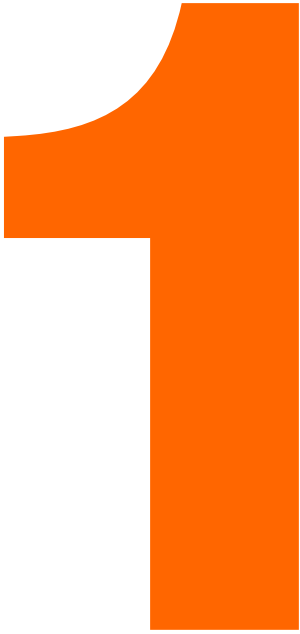
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**We are committed
each day to improving
society and people's
quality of life.**

**This raison d'être is what drives us and
what we strive for together every day.**

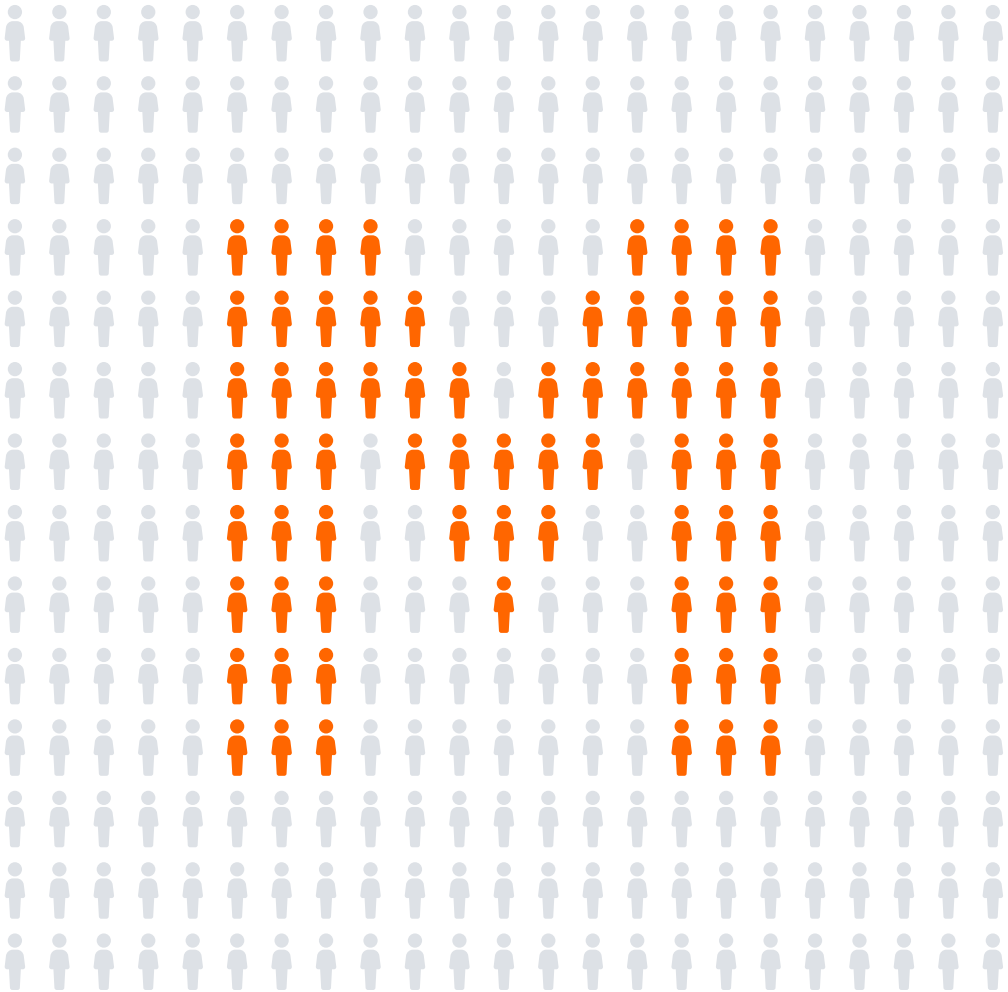


Migros Group

Where Migros comes from, how it is structured and the results it achieved in 2021.

Cooperative members

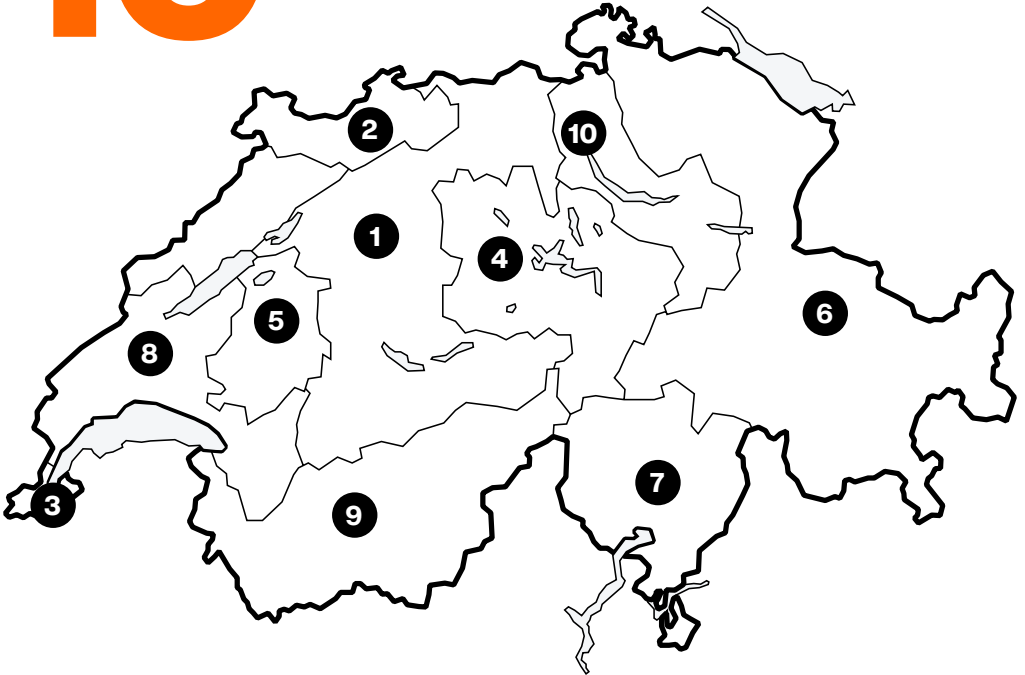
2.28 million



2.28 million Cooperative members own Migros.

Cooperatives

10

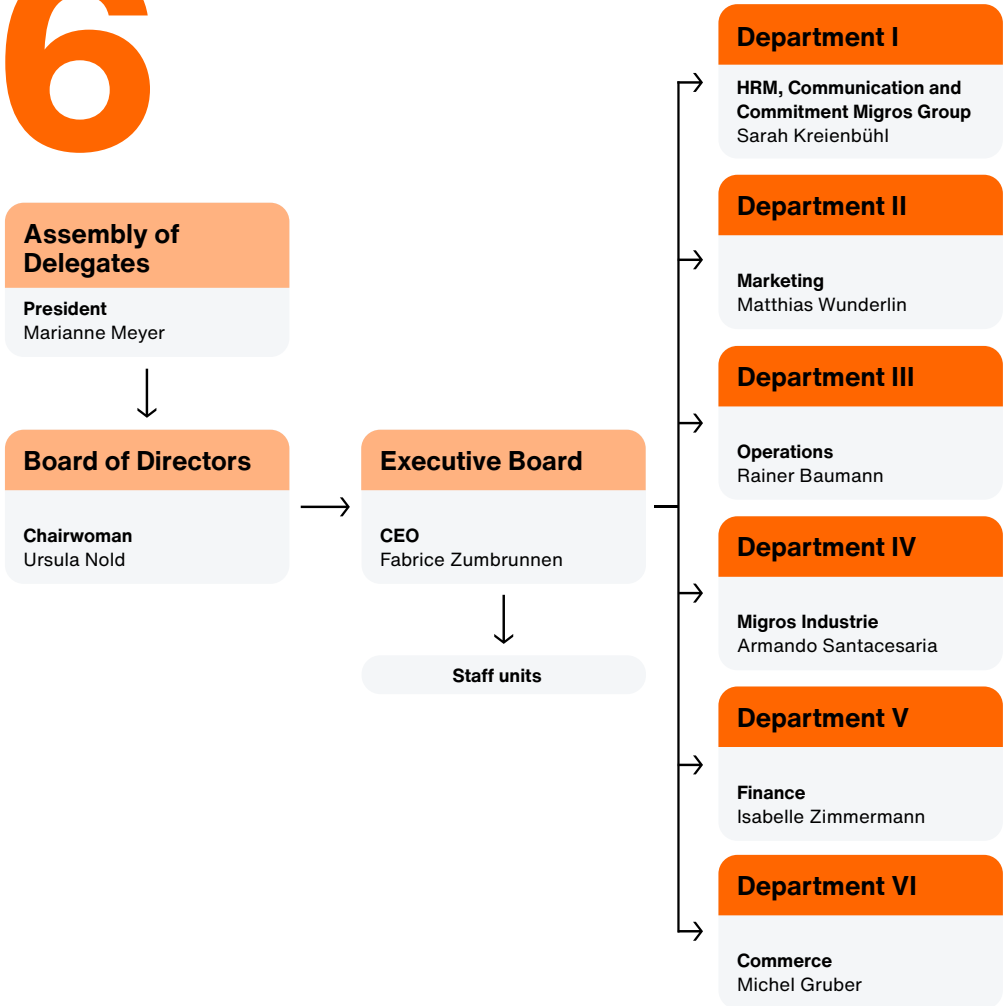


- ❶ Aare
- ❷ Basel
- ❸ Geneva
- ❹ Lucerne
- ❺ Neuchâtel-Fribourg
- ❻ Eastern Switzerland
- ❼ Ticino
- ❽ Vaud
- ❾ Valais
- ❿ Zurich

10 regional Migros Cooperatives, each with its own cooperative council and board of directors, are the bedrock of Migros.

Federation of Migros Cooperatives

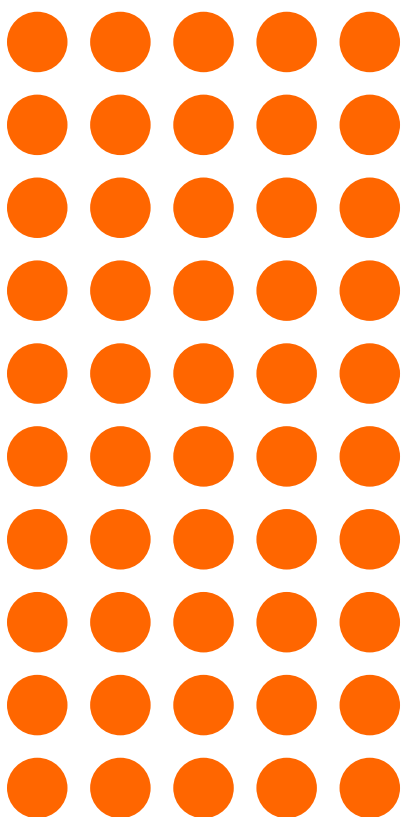
6



6 departments carry out activities for the whole Migros Group together with the staff units. The FMC also includes the central Migros organs.

Subsidiaries and foundations

50



Industrial companies

Retail companies

**Service and
other companies**

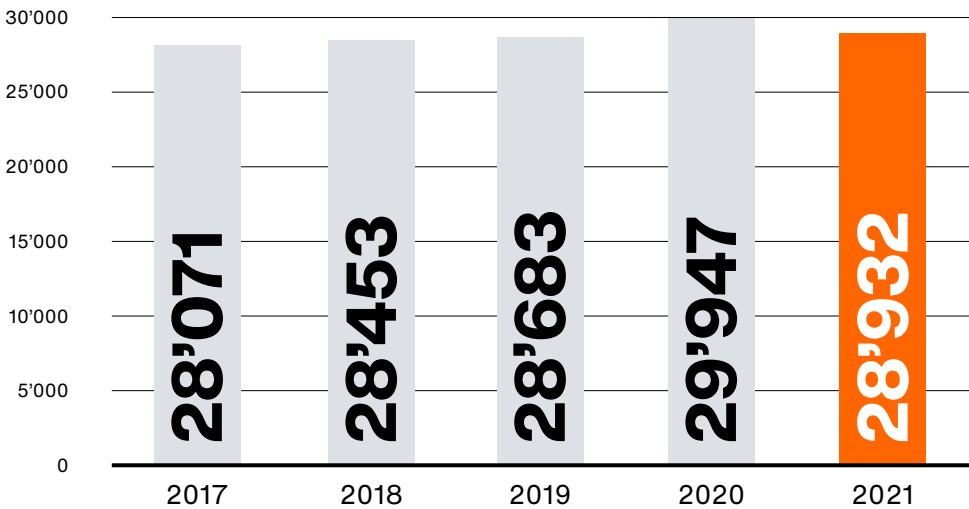
Foundations

About 50 companies and foundations from various sectors belong to the FMC.

Sales

28.9 billion

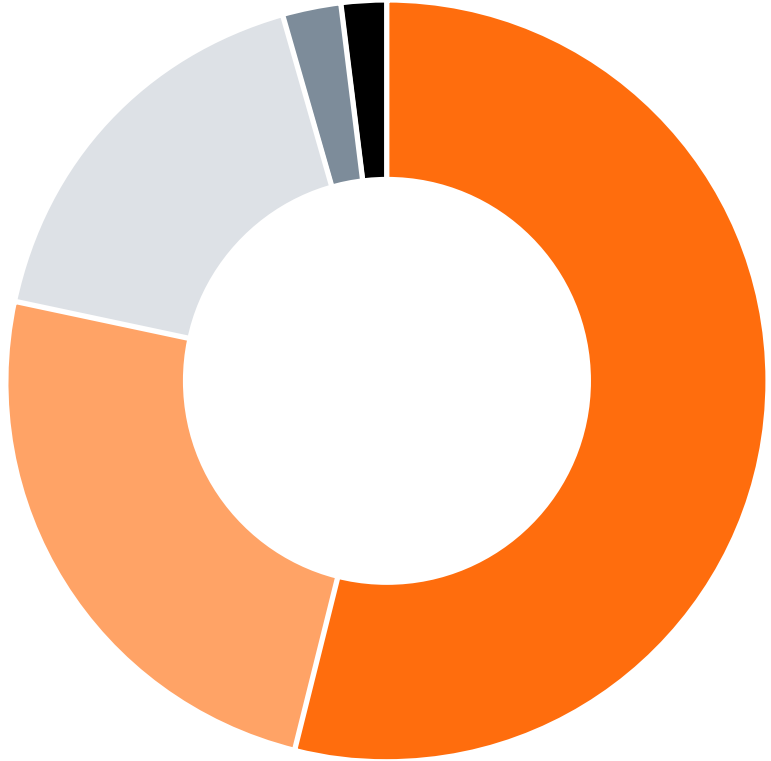
in CHF million



Group sales increased by 2.3% to CHF 28.932 billion in comparison with the previous year.

Sales by segment

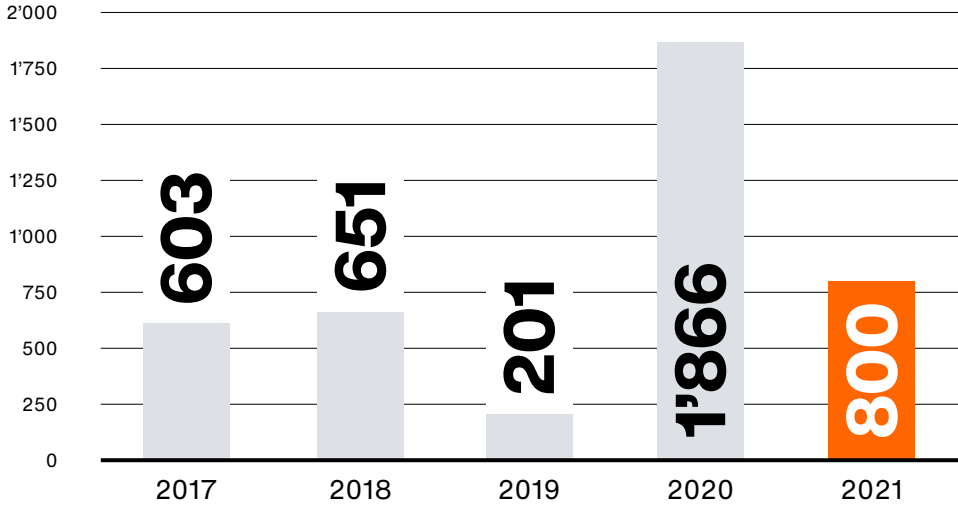
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● Cooperative Retailing	53.9%
● Commerce	24.6%
● Migros Industrie	17.2%
● Financial Services	2.3%
● Travel	1.9%

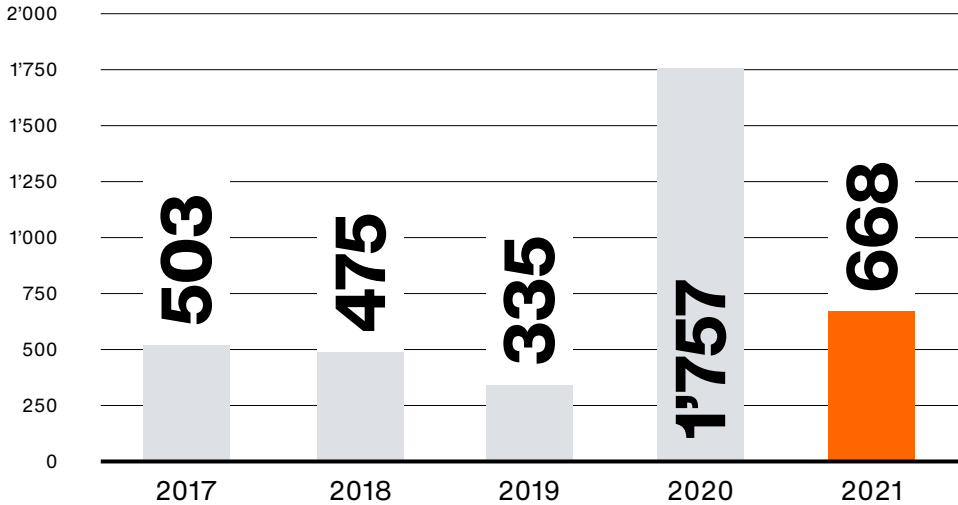
EBIT

Earnings before interest and taxes
in CHF million



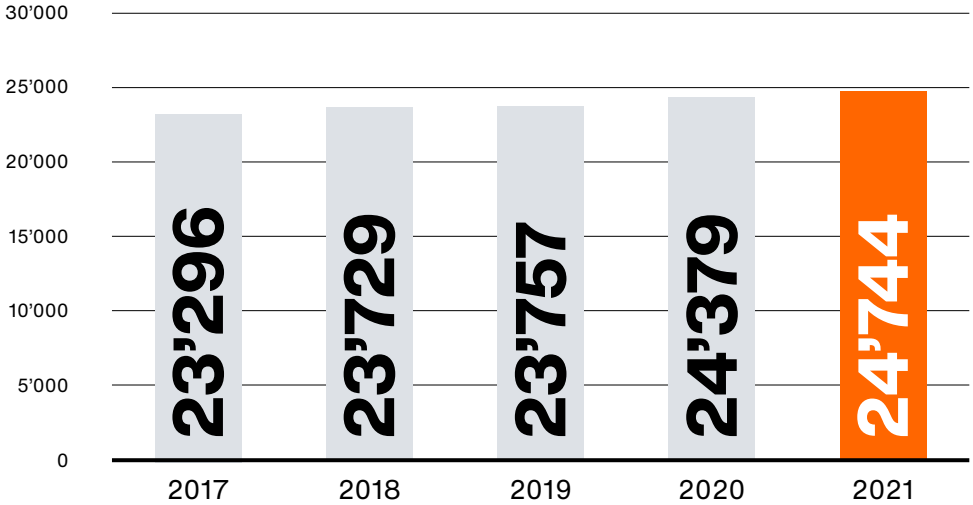
Profit

in CHF million



Retail sales

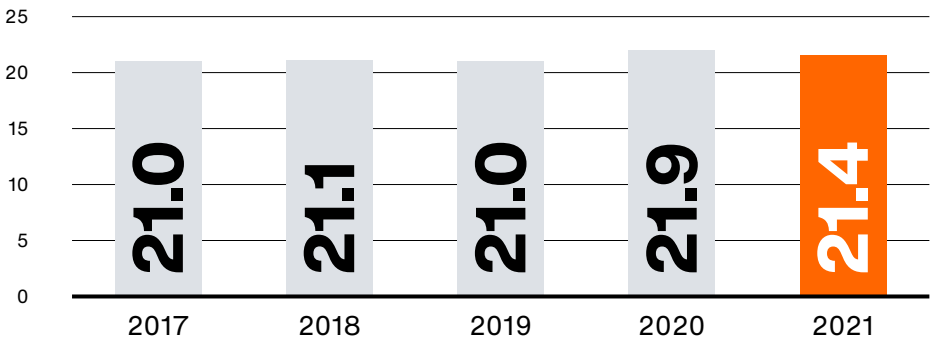
Sales by retail and commercial companies
in CHF million



Market share

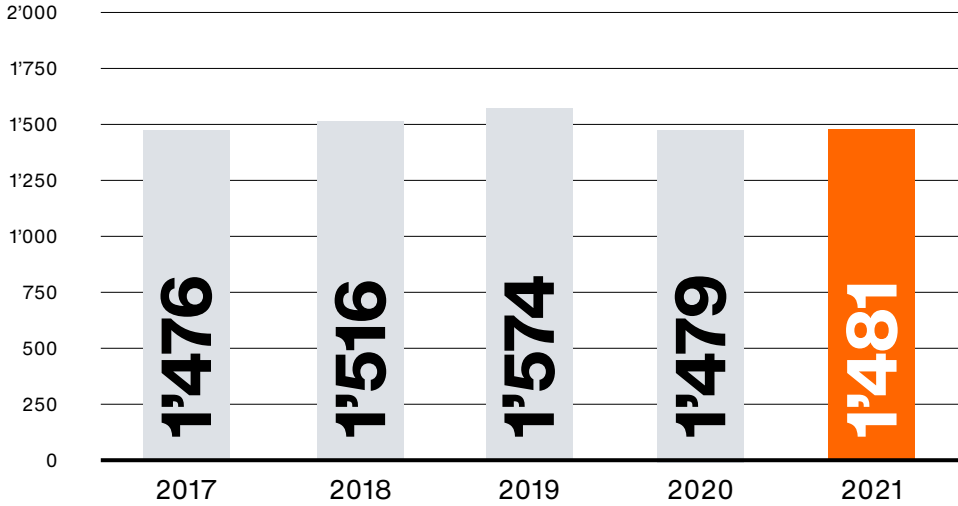
Migros Group market share
in %

Previous years' figures adjusted; new definition
Federal Statistical Office



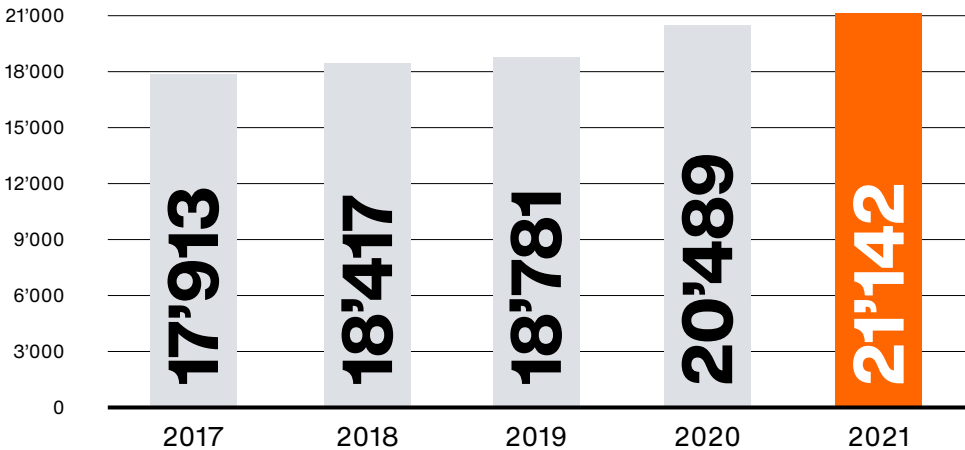
Investments

in CHF million



Equity

in CHF million



2

Strategic business units

**Whether food, culture or health,
Migros operates in a wide range of sectors.**

Cooperative Retailing

The ten regional Migros Cooperatives including subsidiaries generated sales of CHF 16'364 million in Switzerland and abroad, not quite matching the outstanding performance of the previous year. The renewed Covid restrictions made themselves felt, in particular in the leisure/fitness facilities and the catering segment.

Customers again benefited from lower prices

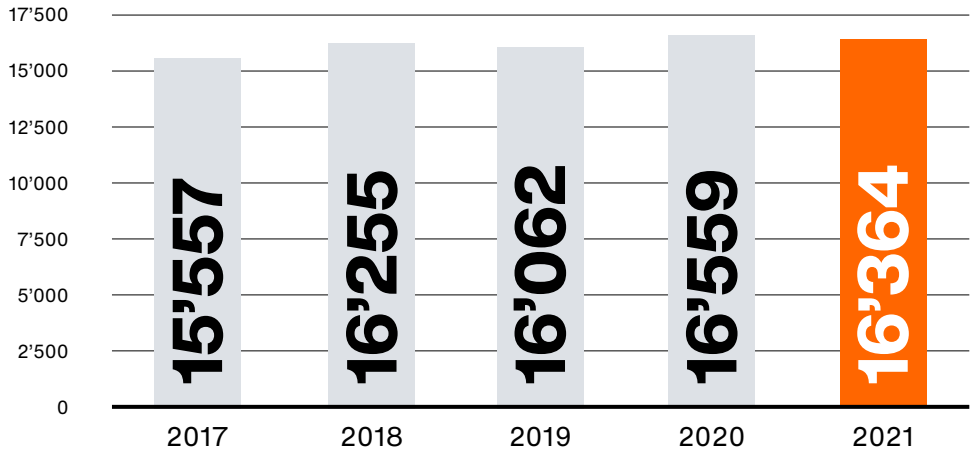
In the supermarkets, customers benefited from price decreases of approximately CHF 190 million or 1.7% on average.

Further increase in regionality and sustainability

Migros also increased regional diversity in 2021. For example, the ten regional Cooperatives now sell around 10'000 products bearing the label "Aus der Region. Für die Region" (From the region. For the region).

Sales of the Cooperatives*

Earnings before interest and taxes
in CHF million



* Adjustment from 2018: Cooperatives including subsidiaries in Switzerland and abroad

24.5%

Increase in sales by online supermarket
Migros Online

Sales figures

	Number of sites		Sales area m ²	
	2021	2020	2021	2020
Distribution sites Switzerland				
Migros sites				
M	368	367	301'309	300'290
MM	212	204	487'516	475'695
MMM	50	50	369'332	373'327
Total	630	621	1'158'157	1'149'311
MParcs/specialist market centres/Obi ¹	40	40	244'129	234'243
Single-line stores ²	53	48	33'468	29'552
Total	93	88	277'597	263'794
Independent gastronomy businesses	12	17	1'561	2'332
Total sites	735	726	1'437'315	1'415'437
Distribution lines Switzerland				
Supermarkets				
M, MM and MMM	630	621	950'945	941'883
Alnatura ³	19	-	7'624	-
Other supermarkets ⁴	9	9	13'605	12'531
Total supermarkets	658	630	972'174	954'414
Specialist markets				
Do it + Garden	41	41	96'685	97'323
Micasa	35	34	69'434	69'625
SportXX	65	63	79'561	76'931
Melectronics	101	101	39'636	40'284
Obi DIY superstore/garden	11	11	90'069	86'045
Total specialist markets	253	250	375'385	370'208
Gastronomy				
M-Restaurants	-	153	-	77'738
Takeaways and other gastronomic formats ⁵	-	135	-	13'077
Total Gastronomy⁶	235	288	89'756	90'815

	Number of sites		Sales area m ²	
	2021	2020	2021	2020
Distribution sites other countries				
France (Migros France)				
MMM	2	2	10'883	10'883
MM	1	1	1'638	1'638
Germany				
Tegut	296	283	313'040	306'178
Total other countries	299	286	325'561	318'699
Wholesaling cooperatives and other				
Migros Partners	49	49	-	-
VOI	61	59	-	-
Health, leisure and foundations				
Medbase and santémed health centres	154	152	-	-
MiSENSE (audiology & optometry) ⁷	9	2	-	-
Fitness Switzerland ⁸	139	138	-	-
Fitness other countries ⁹	170	167	-	-
Aquaparcs ¹⁰	2	2	-	-
Sportparcs	3	3	-	-
Golfparcs	8	8	-	-
“Park im Grünen” foundations and Monte Generoso	5	5	-	-

1 Site may include supermarket/hypermarket branches

2 Outlets, Alnatura Bio supermarkets, independent Outdoor by SportXX stores, etc.

3 Alnatura is now shown separately; the area was previously assigned to M/MM/MMM sites

4 integrated in MParcs or specialist market centres

5 Chickeria (2020), Kaimug, Hitzberger, Coffee&Time

6 Adjusted calculation basis

7 integrated in Migros branches (shop-in-shop)

8 Migros Fitnessparks (incl. fitness park in Milandia sport and adventure park), Migros Fitnessclubs, Migros Fitnesscenter, Activ Fitness (AG), ONE Training Center (AG), Only Fitness; + FT-Club

9 ACISO Fitness&Health GmbH (ELEMENTS studios in Germany; INJOY franchise facilities in Germany, Austria and Belgium; FT-Clubs in Germany, Austria, Switzerland, the Netherlands and Italy)

10 Sântispark, Bernaqua

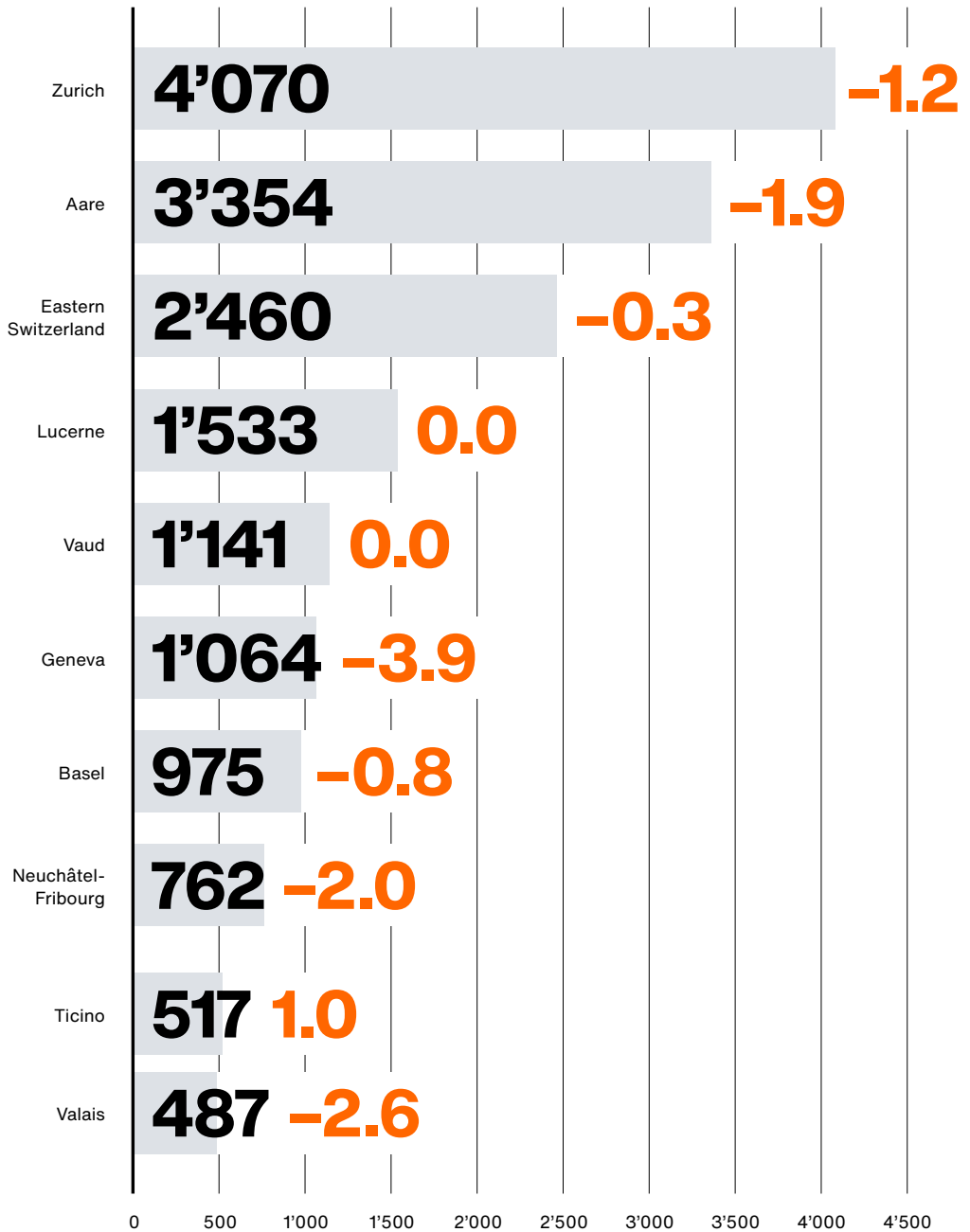
The ten Cooperatives

Cooperative	Cooperative members	Employees*	Management
Aare	538'159	11'301	Anton Gäumann until 15.11.2021 Reto Sopranetti a. i., since 16.11.2021
Basel	169'388	3'309	Anita Weckherlin since 01.12.2021
Geneva	133'501	2'818	Philippe Echenard
Lucerne	204'623	5'853	Guido Rast
Neuchâtel-Fribourg	127'001	2'333	Jean-Marc Bovay
Eastern Switzerland	424'965	9'013	Peter Diethelm
Ticino	104'160	1'450	Mattia Keller
Vaud	160'548	3'250	Anton Chatelan
Valais	83'522	1'763	Max Alter
Zurich	335'894	9'071	Jörg Blunschi

* Annual average

Net sales

Cooperatives including subsidiaries in Switzerland and abroad
in CHF million Change from previous year in %



Commerce

The Commerce Department is responsible for Migros' Convenience and Discount food retail sub-segments. It also drives online growth with Digitec Galaxus and Ex Libris. All companies increased their market share in 2021.

Net revenue from goods and services sold

in CHF million

	2021	2020	Change in %
Denner	3'808	3'762	1.2
Migrol AG	1'450	1'227	18.3
Digitec Galaxus	2'054	1'745	17.7
migrolino AG	747	716	4.3
Ex Libris AG	134	122	10.3
Other companies ¹	5	200	-97.7
Total	8'198	7'771	5.5

¹ Magazine zum Globus and Swisstherm AG recognised in previous year until date of disposal

Distribution network Commerce

Number of sites

	2021	2020
Denner: stores, satellites and Denner Express	850	838
Migrol petrol stations	310	309
Migrol shops	49	49
migrolino/mio shops	337	322
Ex Libris	14	14
Digitec Galaxus	10	10

Migros Industrie

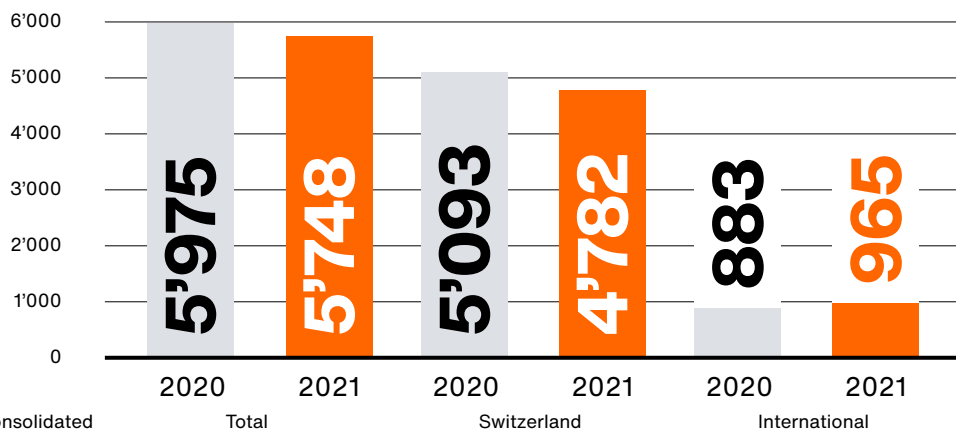
In 2021, Migros Industrie generated sales of CHF 5.748 billion (-3.8%) in a challenging market environment. The international business grew by an encouraging CHF 83 million (+9.4%) in the reporting year.

In the Swiss market, Migros Industrie separated from the catering wholesaler Saviva in the previous year. In 2021, this led to a year-on-year decrease in domestic sales of CHF 310 million (-6.1%) across all channels in Switzerland.

Migros Industrie employed an average of 13'119 people in 2021. As a committed trainer, it trained a total of 559 apprentices in more than 30 different occupations.

Sales performance

Net sales in CHF million*



* Consolidated

Financial Services

Migros Bank again saw significant growth in volumes and earnings in its core business. Operating income across all divisions was up 14% to CHF 652 million in the reporting year.

↗ [migrosbank.ch](https://www.migrosbank.ch)

Migros Bank

Including subsidiaries in CHF million

	2021	2020	Change in %
Income from financial services business	762	758	0.5
Earnings before interest and taxes	233	234	-0.5
Employees	1'722	1'622	

Travel

The operating result of the Hotelplan Group was again heavily affected by the pandemic. Due to the sharp decline in winter business, net sales fell by 11.9% year-on-year to CHF 645 million.

➤ [hotelplan.com](https://www.hotelplan.com)

Hotelplan Group

in CHF million

	2021	2020	Change in %
Sales	645	732	-11.9
Earnings before interest and taxes	-41	-117	64.5
Employees	1'900	2'581	

3

Services

Migros systematically invests in future-oriented technological solutions. The main focus is on digitalising the business units, transforming the supply chain and positioning the company as an attractive tech employer.

Operations

Digitalisation has become a central enabler in all business units of the Migros Community. Accordingly, the companies are preparing for the future together by modernising the digital core. Alongside digitalisation, Migros is also focusing on the transformation of the supply chain.

Through simplification and automation, it is pooling its competencies and strengthening its logistics. The first step in implementing this transformation has been taken with Switzerland's largest and fully automated cold warehouse, which went into operation in Neuendorf in the reporting year.

Migros also supports the development of innovative and environmentally friendly logistics solutions throughout Switzerland with its extensive expertise across all process stages of the supply chain.

400+

More than 400 rail wagons transport goods for Migros every day

3'000

Technology jobs at Migros

941 GWh

941 gigawatt hours of electricity supplied for Migros partners

188

99 electric lorries and transporters
78 biogas and biodiesel vehicles
11 hydrogen-powered vehicles

4

Employees

98'000 people from more than 170 countries are committed each day to improving the quality of life of Migros' customers.

Migros as an employer

In 2021, the Migros Group employed 97'541 people and created more than 1'300 new jobs, mainly in online retail and the health sector. Migros continues to be the largest private employer in Switzerland.

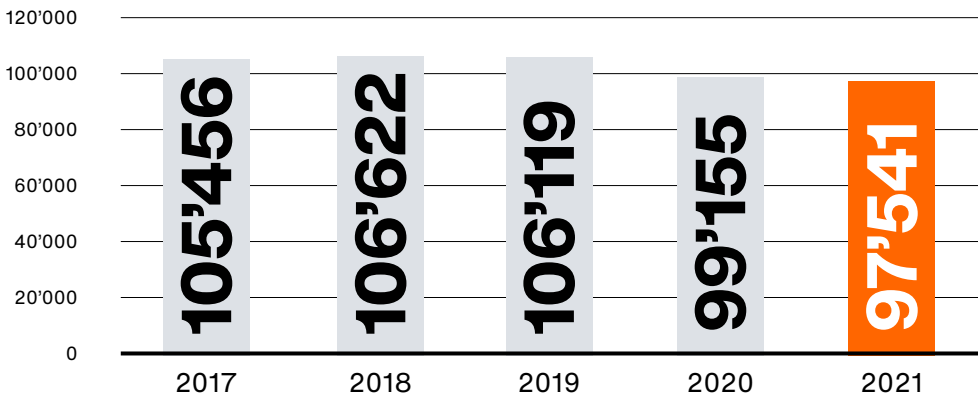
The workforce shrank by 1.6% in comparison with the previous year, due mainly to staff reductions in the strategic business units Travel (-26.4%) and Migros Industrie (-6.0%, disposal of Saviva).

Employee retention at the Migros Group is extremely high. Employees stay with Migros for 10.8 years on average. With 3'621 trainees, Migros continues to be a leading provider of training.

Workforce

Number (annual average)

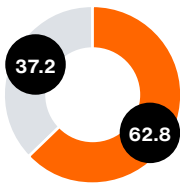
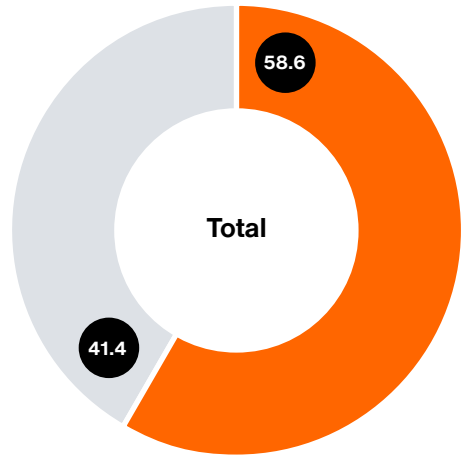
Basis: number of employees, consolidated companies in Switzerland and other countries



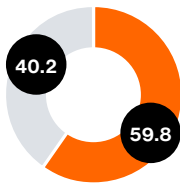
Employees by gender

in %

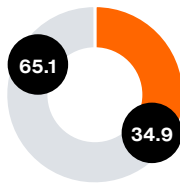
- Women
- Men



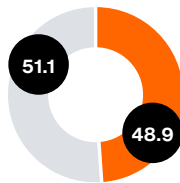
Cooperative Retailing



Commerce



Migros Industrie



Financial Services



Travel

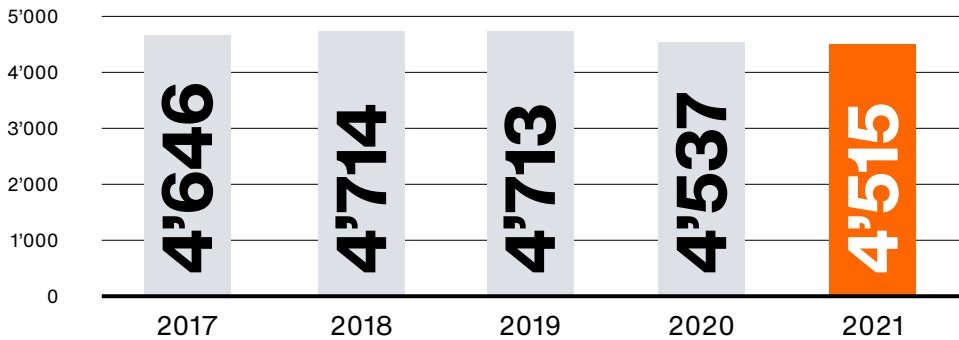
Just under 60% of employees in Switzerland are female and around half work part time. The average age is 41.3 years: 27% of employees are under 30, 45% are aged 31–50 and 28% are over 50. Around 47'000 employees (64%) in Switzerland are covered by a collective labour agreement.

Employees

Salary growth

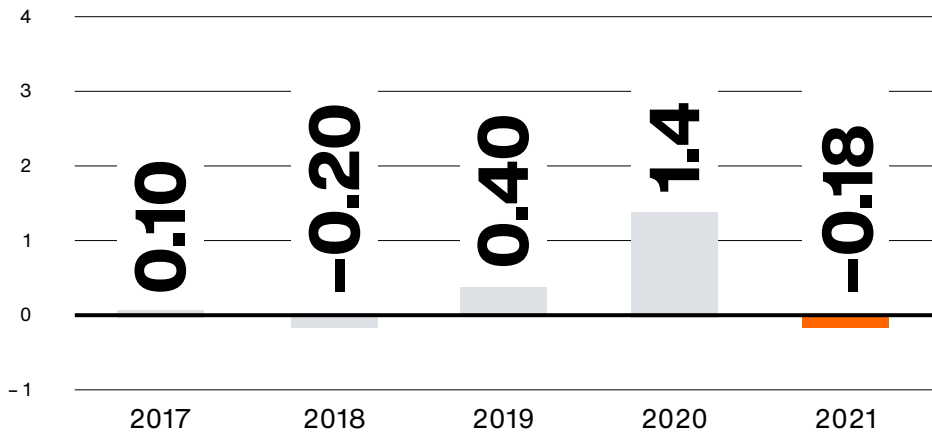
Total payroll

in CHF million



Salary adjustment in real terms

in %



5

Our responsibility

Migros makes a voluntary commitment to society and the environment, and follows the principle of sustainability in all its activities.

Sustainable development

Ambitious climate targets, products with a transparent sustainability rating and new organic food refill points throughout Switzerland: Migros made excellent progress in all strategic areas in 2021.

In the reporting year, the Migros Group set itself the ambitious climate target of achieving net zero by 2050. In 2020, it made a commitment to meeting comprehensive climate targets by joining the Science Based Targets Initiative (SBTi). These targets have now been officially validated by SBTi. With M-Check, Migros has been offering a high level of transparency on the sustainability of its own brands since 2021. By the end of 2021, customers in 24 Migros branches were able to refill selected organic food products themselves and thereby avoid disposable packaging.

CO₂

In the reporting year, the Migros Group set itself the ambitious climate target of achieving net zero by 2050.

+3%

Increase in organic food sales in Cooperative Retailing (incl. Alnatura) in comparison with the previous year.

265 million

Number of PET drinks bottles collected in Cooperative Retailing in 2021.

-51.6%

was the reduction in operations-related greenhouse gas emissions by the Migros Group in 2021 in comparison with the reference year 2019. The target period lasts from 2020 to 2030.

Health

The health of the population is important to Migros. In 2021, it underlined its commitment to health with new offers in the areas of psychotherapy and psychology.

iMpuls

Since 2021, the health platform iMpuls has also been offering personal health coaching to help people in Switzerland lead a healthy lifestyle.

➤ migros-impuls.ch

MiSENSE AG

In the areas of optometry and hearing aids, MiSENSE opened seven more specialist stores in German-speaking Switzerland in 2021.

➤ misenso.ch

Medbase Group

The Medbase Group's network of medical, dental and pharmaceutical contact points was expanded in 2021. In addition, Medbase helped to deal with the Covid-19 pandemic through its participation in the cantonal vaccination and testing centre in Winterthur (ZH) and by providing vaccination and testing services in Medbase medical centres and pharmacies.

➤ medbase.ch

➤ medbase-apotheken.ch

➤ zahnarztzentrum.ch

V-Love

Migros now stocks more than 1'000 certified vegan and vegetarian products, making it even easier to follow a plant-based diet. The V-Love own-brand range was expanded to more than 130 products in the reporting year.

bestsmile

In the area of dental care, bestsmile, a teeth correction and cosmetic dentistry start-up that counts Sparrow Ventures among its investors, grew its network of practices to more than 36 throughout Switzerland in 2021.

➤ bestsmile.com

WePractice and HelloBetter

With its entry into the fields of psychotherapy and psychology, Migros expanded its integrated healthcare portfolio in the reporting year. For example, WePractice was launched, a modern group practice that provides access to flexible spaces. Migros also increased its stake in the online platform HelloBetter, which offers psychological therapy courses.

➤ wepractice.ch

➤ hellobetter.de

In Switzerland, Migros operates

2

Aquaparc

139

fitness centres

154

Medbase and santémed
health centres

9

MiSENSO optometry
& hearing aid
stores

5

“Park im Grünen”
foundations
Monte Generoso

3

Sportparcs

8

Golfparcs

Migros Commitment

Each year, Migros contributes more than CHF 160 million towards social causes. Since 2021, Migros has combined and communicated all its initiatives in this area under the name “Migros Commitment”. These include Migros Culture Percentage, the Migros Pioneer Fund (formerly the Engagement Migros Development Fund) and the Migros Aid Fund.

In 2021, Migros Culture Percentage invested CHF 142 million in culture, society, education, leisure and the economy. The permanent institutions include the Gottlieb Duttweiler Institute (GDI), Migros Club School, Ferrovia Monte Generoso, the Migros Museum of Contemporary Art and the four “im Grünen” Parks. With the Migros Pioneer Fund, Migros extended its social commitment in 2012 to other companies of the Migros Group: CHF 17 million was made available in the reporting year (CHF 18 million spent).

The Migros Aid Fund has been supporting social and ecological development aid projects in Switzerland and worldwide since 1979. CHF 1 million is made available for this purpose each year.

➤ [migros-engagement.ch](https://www.migros-engagement.ch)

Expenditure by Migros Culture Percentage

Distribution by sector 2021



● Education	61.1%
● Culture	16.9%
● Leisure	9.6%
● Society	5.9%
● Administration	3.8%
● Economy	2.6%

Further information

↗ **migros.ch**

↗ **report.migros.ch**



Federation of Migros Cooperatives
Limmatstrasse 152, CH-8031 Zurich