

# Facts & figures 2018



**MIGROS**

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## Overview

With sales of CHF 28.5 billion (2018), the Migros Group is Switzerland's largest retailer, and with over 106 000 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 32 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 2018.*

# Organisation of the Migros Group

## Cooperative members

**2.22** 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.

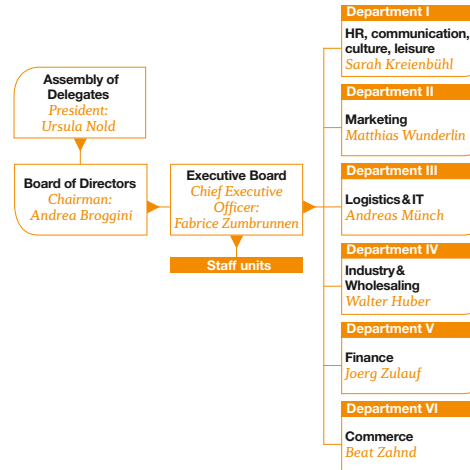


- |                      |                       |
|----------------------|-----------------------|
| 1 Aare               | 6 Eastern Switzerland |
| 2 Basel              | 7 Ticino              |
| 3 Geneva             | 8 Vaud                |
| 4 Lucerne            | 9 Valais              |
| 5 Neuchâtel-Fribourg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

## Federation of Migros Cooperatives (FMC)

**6** departments

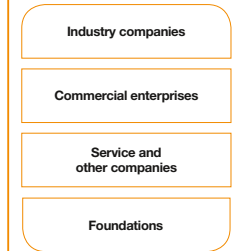
are responsible, with the staff units, for the whole Migros Group.  
The central Migros executive bodies are also located in the FMC.



## Subsidiaries and foundations

approx. **50** enterprises

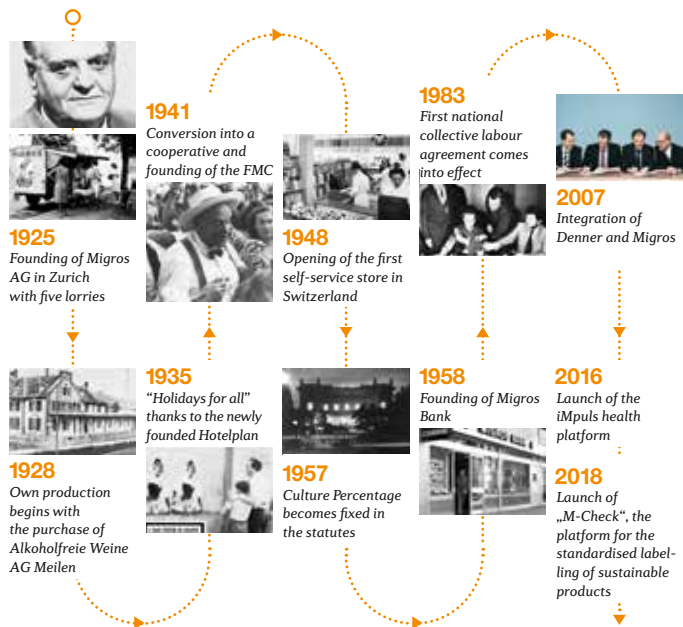
and foundations from various  
sectors are part of the FMC.



# 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.

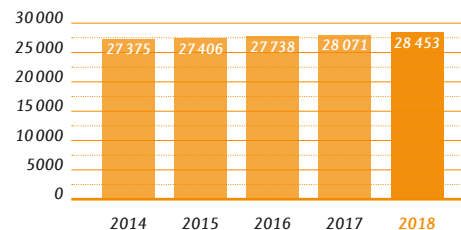
➔ [www.migros.ch/de/unternehmen/geschichte](http://www.migros.ch/de/unternehmen/geschichte)



# Sales

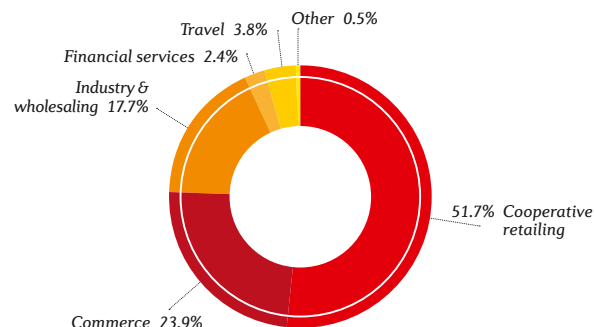
## Migros Group sales

in CHF million



## Migros Group sales 2018 by segment

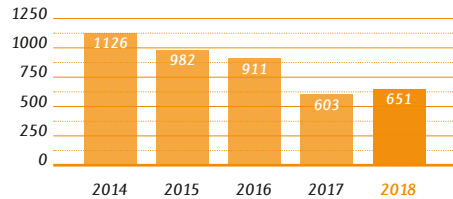
in percent



## Earnings

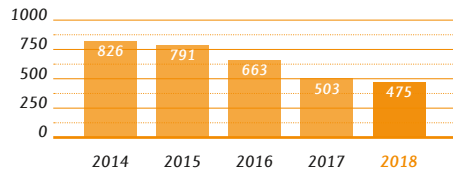
### EBIT (earnings before interest and taxes)

in CHF million



### Profit

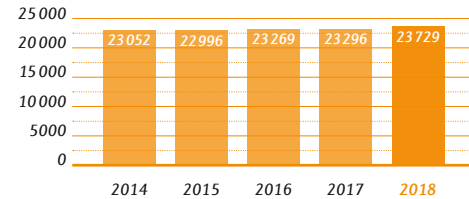
in CHF million



## Retail sales

### Sales by retail and commercial enterprises

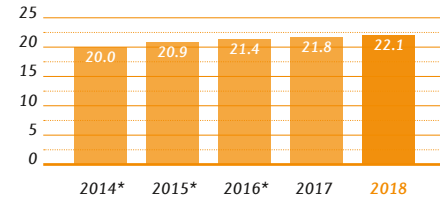
in CHF million



## Market share

### Market share – Migros Group\*

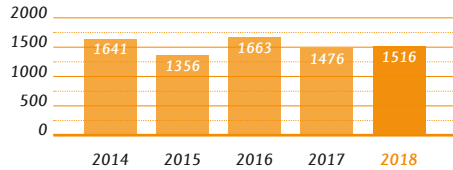
in percent



\* Change based on adapted values for previous year (baseline year: 2005).  
Based on nominal retail sales excluding fuels in Switzerland.

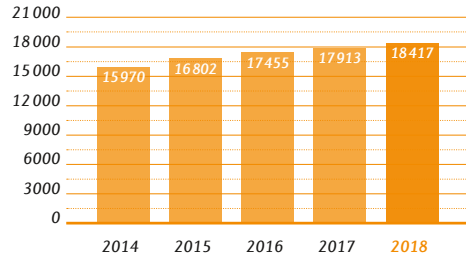
## Investments

in CHF million



## Equity

in CHF million



## Strategic business units

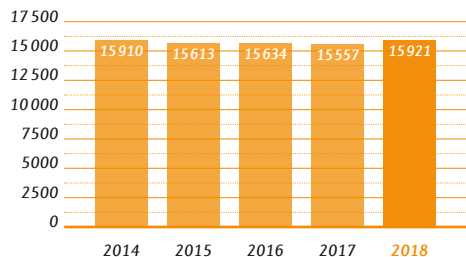
*From ice cream production to the golf course:  
Migros operates in a wide range of sectors.*

## 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

		2018	2017
Supermarkets	M	351	345
	MM	208	209
	MMM	49	49
	Other supermarkets	9	9
	<b>Total supermarkets</b>	<b>617</b>	<b>612</b>
	<b>Sales area m<sup>2</sup></b>	<b>945 083</b>	<b>934 341</b>
Specialist markets	Do It + Garden	45	43
	Micasa	34	32
	Interio*	11	
	SportXX	62	60
	Melelectronics	106	105
	Obi home improvement stores/garden	11	10
	<b>Total specialist markets</b>	<b>269</b>	<b>250</b>
	<b>Sales area m<sup>2</sup></b>	<b>436 623</b>	<b>373 548</b>
Migros catering services	M-Restaurants	161	162
	Take Away and other gastronomic formats**	163	151
	<b>Total M-Restaurants &amp; Take-Away</b>	<b>324</b>	<b>313</b>
	<b>Sales area m<sup>2</sup></b>	<b>95 121</b>	<b>94 280</b>
Others	Supermarkets France	3	3
	Tegut (Germany)	273	273
	Migros partners	49	47
	VOI	53	44
	Single-line stores***	38	36
	Migros Club Schools sites	50	50
	Leisure facilities****	310	316
	Medbase and Santémed health centres	51	47
	"Green Meadow Parks" Foundations	5	5

\* From 2018, Interio will be included in the cooperative retailing business.

\*\* Chickeria, Kaimug, Hitzberger, Bio Take Away, Coffee&Time, My Way and Frau Helvetia Outlets, Alnatura organic supermarkets, independent Outdoor by SportXX stores, etc.

\*\*\* Including water parks, sports facilities, and golf courses, ACTIV FITNESS, FlowerPower, ONE Training Center, MFIT, Migros fitness centres, Only Fitness, Silhouette/PURE as well as ELEMENTS studios in Germany, INJOY franchise outlets in Germany, Austria and Belgium



## Ten cooperatives

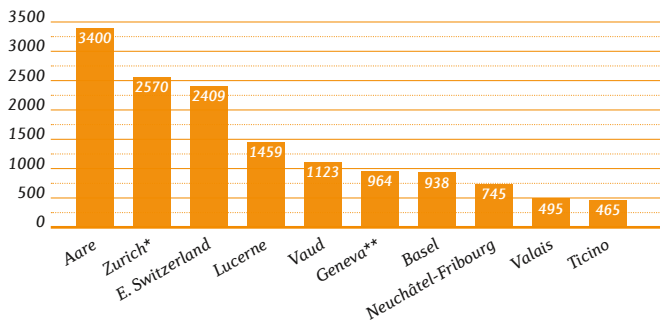
Cooperative	Cooperative members	Employees*	Managing Director
Aare	518369	11874	Anton Gäumann
Zurich	329767	9057	Jörg Blunski
E. Switzerland	413692	9947	Peter Diethelm
Lucerne	194861	6022	Felix Meyer
Vaud	152515	3460	Marc Schaefer**
Geneva	134407	3321	Philippe Echenard
Basel	169006	3469	Stefano Patrignani
Neuchâtel-Fribourg	124251	2583	Jean-Marc Bovey
Valais	80487	1981	Max Alter
Ticino	97839	1583	Lorenzo Emma

\* Annual average

\*\* From 1/1/2019: Anton Chatelan

## Domestic sales of the individual cooperatives 2018

in CHF million



\* Foreign sales by Tegut: CHF 1191 million

\*\* Foreign sales by Migros France: CHF 123 million

## Commerce

The Federation of Migros Cooperatives owns nine leading commercial enterprises, including the discounter Denner, the convenience specialist migrolino, e-bike provider m-way and gas station operator and mineral oil supplier Migrol. Migros also owns Digitec Galaxus, Switzerland's highest-selling online non-food retailer, and LeShop, the country's largest online food retailer. Its portfolio also includes the Globus department stores and fashion stores, media retailer Ex Libris, and Depot, which supplies decoration materials and household accessories.

### Net revenues on deliveries and services

	2018	2017	Change
Sales in CHF million			in %
Denner AG	3181	3050	4.3
Migrol AG	1530	1410	8.5
Magazine zum Globus AG	808	857	-5.7
Digitec Galaxus AG	953	834	14.2
Depot (Gries Deco Group)	554	540	2.5
migrolino AG	516	480	7.3
LeShop SA	185	181	1.9
Ex Libris AG	99	109	-9.0
Other enterprises	58	379	-84.8
<b>Total</b>	<b>7869</b>	<b>7813</b>	<b>0.7</b>

## Distribution network – commerce

	2018	2017
<b>Denner</b>	Stores, satellite stores and Denner-Express	
<b>Total</b>	<b>817</b>	<b>811</b>
<b>Sales area m<sup>2</sup> (Denner branch stores)</b>	<b>214 789</b>	<b>210 552</b>
<b>Globus</b>	Globus department stores Globus Speciality Formats*, **	
<b>Total</b>	<b>56</b>	<b>81</b>
<b>Sales area m<sup>2</sup></b>	<b>118 926</b>	<b>131 949</b>
<b>Interio (furniture stores)***</b>		<b>11</b>
<b>Sales area m<sup>2</sup></b>		<b>44 073</b>
<b>Depot Switzerland</b>	<b>38</b>	<b>39</b>
<b>Sales area m<sup>2</sup></b>	<b>17 800</b>	<b>18 000</b>
<b>Depot (Germany and Austria)</b>	<b>644</b>	<b>601</b>
<b>Sales area m<sup>2</sup></b>	<b>262 807</b>	<b>255 031</b>
<b>Ex Libris</b>	<b>15</b>	<b>57</b>
<b>Sales area m<sup>2</sup></b>	<b>1 562</b>	<b>5 624</b>
<b>Migrol service stations</b>	<b>307</b>	<b>307</b>
<b>migrolino****</b>	<b>318</b>	<b>311</b>
<b>Migrol Shops</b>	<b>49</b>	<b>46</b>

\* Including outlets

\*\* Merger of the former Herren Globus and Schild stores in 2018

\*\*\* From 2018 onward, Interio will be operated as part of the "cooperative retailing" segment.

\*\*\*\* These locations are divided into stand-alone migrolino, Migrol migrolino, Shell migrolino, Socar migrolino and Piccadilly migrolino stores.

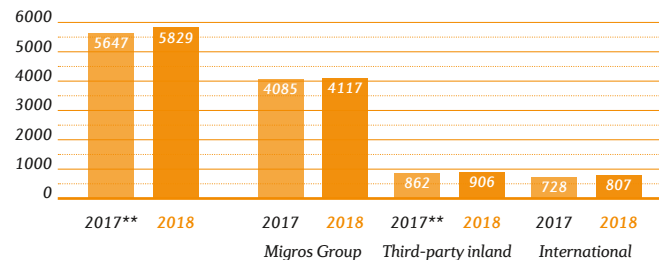
## Industry &amp; wholesaling

M-Industry is part of the Migros Group and has 23 high-performance companies in Switzerland as well as 9 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 14 000 employees, including 554 apprentices in more than 30 professions, it is a major employer in Switzerland. → [www.mindustry.com](http://www.mindustry.com)

## M-Industry sales performance

Net sales (CHF million)\*

Net sales by sales channel (CHF million)\*



\* Consolidated

\*\* Previous year adjusted for sale of CGA

## Financial services

With a total balance sheet of CHF 44.6 billion and 1542 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 800 000 customers. [www.migrosbank.ch](http://www.migrosbank.ch)

### Migros Bank (including subsidiaries)

	2018	2017	Change in %
Income from financial services business (CHF million)	777	779	-0.3
Earnings before financial income, income taxes and pension plan effect (EBIT; CHF million)	291	280	4.1
Number of employees	1542	1479	

## Travel

The Hotelplan Group is the travel organisation of the Migros Group. In addition to Hotelplan Suisse and Hotelplan UK, the holiday home division with Interhome and Inter Chalet, and the business travel specialists including bta first travel and Finass are also part of Hotelplan Group. Furthermore, the online portal bedfinder provides worldwide travel services. [www.hotelplan.com](http://www.hotelplan.com)

### Hotelplan

	2018	2017	Change in %
Sales (CHF million)	1259	1212	3.9
Earnings before financial income, income taxes and pension plan effect (EBIT; CHF million)	-3	5	-166.1
Number of employees	2749	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](http://www.mvn.ch)  
[www.mvs.ch](http://www.mvs.ch) [www.lib-ag.ch](http://www.lib-ag.ch) [www.sqts.ch](http://www.sqts.ch) [www.logistiktransport.ch](http://www.logistiktransport.ch)

### Facts & figures 2018

#### Number of articles sold on a peak day

24 000 000

#### Number of fresh produce suppliers

562

#### Total number of articles to be managed

400 000

#### Total kilometres travelled by rail for domestic goods transportation

13 500 000

#### Total number of pallets delivered

10 000 000

#### Total number of stores to be supplied

886

#### Total number of products delivered (in millions)

4000

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

91 000

# Employees

*Migros is more than 106 000 people from 154 nations who are committed to improving the quality of life for all of their customers every day.*

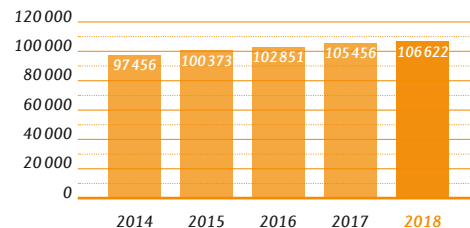
## Migros as employer

The success of the Migros Group is based on the expertise and the capabilities of its employees. As the largest employer in Switzerland, Migros is passionately committed to ensuring a motivating and performance-oriented work environment. The Migros Group offers an exceptionally diverse range of opportunities for various roles and professions at every level. The number of full-time employees rose by 0.3% to 75 542. The average age of Migros employees is 39.8 years. With 3833 trainees, Migros continues to be the leading Swiss company offering vocational programs. It boasts an average retention rate of 58%.

### Number of employees

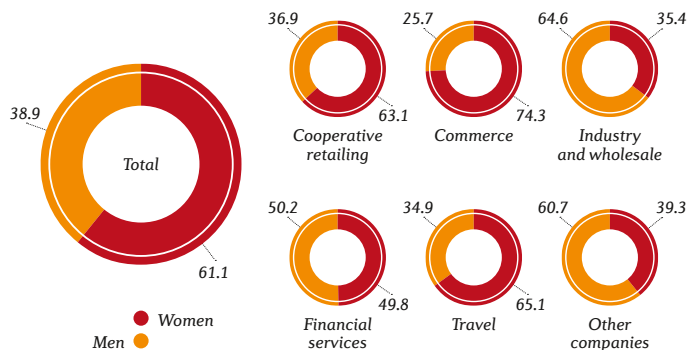
#### Number of persons (annual average)

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



## Employees by gender

in percent



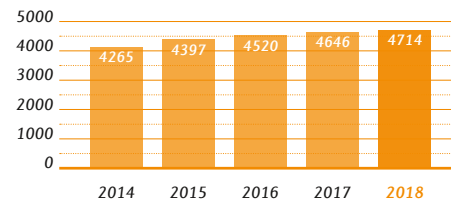
In 2018, the Migros Group employed 65 98 women and 41 524 men. Thus Women made up 61.1% of the workforce. In our strategic cooperative retailing, commerce and travel divisions, the percentage of female employees was between 63.1% and 74.3%, whereas it was 35.4% in our industry and wholesaling business division.

The percentage of women in leadership positions increased further in 2018. Women made up 31.9% of the employees at the managerial level (previous year: 30.9%) and 16.3% of directors (previous year: 16.7%).

## Salary growth

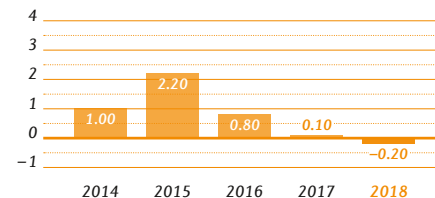
### Total payroll

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 cultural causes and has earned the title of world champion in this regard. Renowned rating agency ISS-Oekom analysed over 150 retail companies worldwide with respect to their social and ecological commitment. And Migros sits in first place. Four key points of focus represent Migros' efforts in the areas of environmental protection and the stewardship of resources.

### Facts & figures 2018

#### **Products with a sustainability, health or origin label (CRB\*)**

In 2018, the total revenue generated from the sale of all products that bear a sustainability or health label or that are sourced from regional producers rose by 5.3% in comparison with the previous year. They account for approximately 30% of the overall revenue of the cooperative retail business (excluding Tegut).

#### **Certified vegetarian and vegan range (CRB\*)**

In 2018, the vegetarian and vegan-certified product range in the cooperative retail business was extended by 8.1% in comparison with the previous year.

#### **Volume of ecologically optimised packaging material since 2013 (CRB\*)**

Since 2013, Migros has optimised its ecological performance by slashing the amount of packaging it uses by a total of 3849 metric tons.

#### **Climate and energy**

In 2018, the cooperative retail business reduced the total power consumption in its branch stores and logistics operations by 9.8% in comparison with 2010. Parallel to this, greenhouse gas emissions were cut by 22.4%.

\* Cooperative retail business

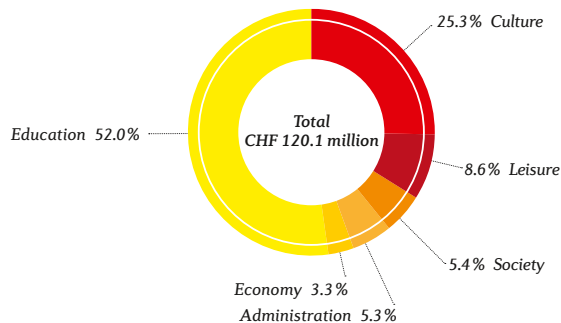
## Culture Percentage & Engagement Migros

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 120.1 million in 2018. 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 2018, a total of CHF 15.6 million provided (expenditure CHF 16.5 million) in dividends from companies operating in the retail, travel and financial services sectors were spent on more than 60 pioneering projects promoting social change.

➔ [www.migros-culture-percentage.ch](http://www.migros-culture-percentage.ch) ➔ [www.engagement-migros.ch](http://www.engagement-migros.ch)

### Expenditure by the Migros Culture Percentage

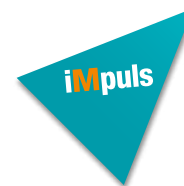
#### Distribution by sector 2018



## Health

Migros takes the health of the population very seriously. Migros is committed to improving the quality of life of the Swiss population and runs more than 360 meeting points for promoting health. With the iMpuls health initiative as a partner for the most popular Swiss fun runs, Migros ensures unforgettable events for the entire family. In 2018, more than 2.5 million customers visited the iMpuls online health platform to find out more about various healthcare-related topics including diet and nutrition, exercise, stress relief and medicine. In the year under review, Migros once again consolidated its leading position in fitness and wellness with 9 new locations. The company runs over 130 fitness centres. Moreover, “Migros Fitness” is committed to Swiss elite sports and has recently become the new official partner of Swiss Olympic. In the year under review, Migros has expanded the product range of its well-being brand “YOU”. The brand now includes a diversified portfolio of over 80 innovative products. By expanding the Medbase Group and through strategic collaborations with healthcare service providers and hospitals, Migros has taken future-oriented steps in 2018 to ensure seamless, innovative and integrated medical care.

➔ [www.migros-impuls.ch](http://www.migros-impuls.ch) ➔ [www.medbase.ch](http://www.medbase.ch) ➔ [www.migros-fitness.ch](http://www.migros-fitness.ch)



## Migros is a place of encounter

Those who have been part of it since the first **m4music** festival back in 1998 could theoretically have already witnessed **1000 bands**. According to statistics, one hot dog machine is stolen at this event **every seven years** – that makes **three machines in all so far**.

### Culture

Last year, **26 497 visitors** thronged to the Migros Museum of Contemporary Art, which boasts a collection of **1400 works** by 700 artists. One of the largest works there is artist Karla Black's plaster sculpture which takes up a floor space of **270 square metres** and weighs two tonnes.

In the past 20 years, over **15 000 songs** have been submitted for "Demotape Clinic", the pop music competition for budding Swiss talent.

### Fitness

**One quarter** of fitness subscription holders train with Migros. This clearly makes Migros **number one** on the Swiss fitness market.

### Sponsorship

Every year, Migros sponsors over **100 events** across Switzerland, thus reaching up to **3 million people**. The gatherings focus on Swiss folk wrestling, fun runs, festivals and various events for families and children. The sponsored events also include several major projects.

This summer, around **300 000 visitors** are expected to show up at the Swiss National Wrestling and Alpine Festival in Zug.

One of the smaller projects comprises the try-out days for budding "schwinger" folk wrestlers. These consist of around **100 smaller events** that are held across Switzerland. Around **1500 kids** participate each year.

### Generationen-Jass A Migros Cultural Percentage project

Since its inception back in 2014, **2531 enthusiasts** have participated in Generationen-Jass. Jass is a popular Swiss trick-taking game. To date, the participants have played a total of around **15 000 games** at the jass tournaments. The age difference record between two jass partners was set at **88 years** when a 94-year-old man partnered for a game with his 6-year-old great-grandchild.



### Did you know...?

The “Park im Grüene” in **Rüschlikon** in the canton of Zurich was once the private estate of Gottlieb Duttweiler which he presented to the people of Switzerland.

The Park im Grünen in **Münchenstein** in the canton of Basel-Landschaft was the venue for “Grün 80”, the Swiss Horticulture and Landscape Architecture Exposition, in 1980.

Switzerland’s first skiing competition with international participants was held in 1902 at the Gurten Park in **Bern**.

At Parc Pré Vert du **Signal de Bougy** in the canton of **Vaud**, Adèle Duttweiler permitted wine to be served in the restaurant.

Four public **Parks im Grünen** (parks in the country) are the ideal setting for people to relax, have fun and enjoy leisure activities. Furthermore, Migros also operates the Monte Generoso mountain railway at Lake Lugano.

*Leisure*

*“Migros belongs to the people”*

In 2018, the campaign “Migros belongs to the people” **inspired 26 758 customers** to become cooperative members. In other words, the number of **new members was four times higher** than in 2017. Migros thus truly belongs to the people – to **2.2 million** cooperative members.

*Food services*

In 2018, **610012 coffees** (including espressos, ristrettos, cappuccinos and other varieties) and **146 287 gipfels** (Swiss croissants) were sold at Migros restaurants in the region of Neuchâtel-Fribourg.

*Migros interacts with its owners*

Migripedia has **138 000 registered users** who can evaluate around 70 000 Migros products on the online platform.

Thanks to the creative ideas of Migripedia users, **82 new products** have so far been introduced, including Blévita crackers with gruyère cheese or syrup with mojito aroma.



Medbase

Last year, Medbase's **operations in Geneva grew by over 50%**.

This season, Medbase financed the **250 doses of influenza vaccine** required to cover the canton's vulnerable populations, whose treatment is covered by the Primary Care Division of Geneva University Hospitals (SMPR). The SMPR has agreed to administer the vaccines.



Chickeria

Chicken kebab snacks are the most popular product at the 15 Chickeria outlets: over **750000 servings** are sold over the counter **each year**. The chicken is sourced exclusively from Switzerland.

Every year, **300 tonnes of potatoes** are transformed into chips at the Chickerias.

And Chickeria patrons devour over **120000 salad dishes** each year.

↳ [www.migros.ch](http://www.migros.ch)  
↳ <https://report.migros.ch>

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