



[migros.ch/besitzer](https://www.migros.ch/besitzer)

# Facts & figures 2017



**MIGROS**

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## Overview

With sales of CHF 28.1 billion (2017), the Migros Group is Switzerland's largest retailer, and with over 105 000 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 33 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 2017.*

# Organisation of the Migros Group

## Cooperative members

**2.19** million

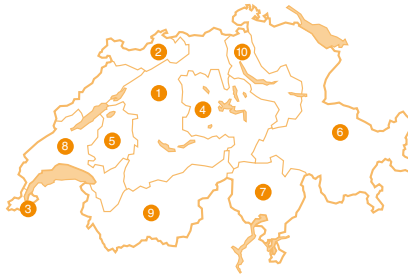
cooperative members  
are the owners of Migros.



## Cooperatives

**10** regional Migros cooperatives,

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

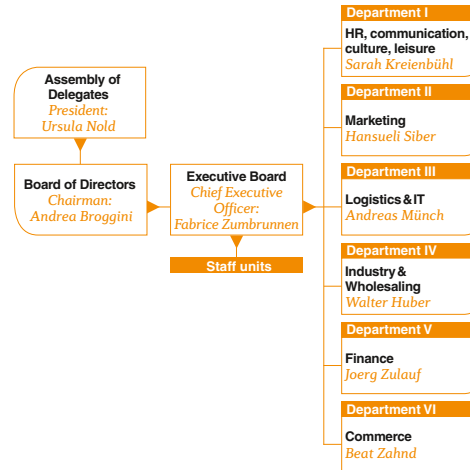


- |                      |                       |
|----------------------|-----------------------|
| 1 Aare               | 6 Eastern Switzerland |
| 2 Basel              | 7 Ticino              |
| 3 Geneva             | 8 Vaud                |
| 4 Lucerne            | 9 Valais              |
| 5 Neuchâtel-Fribourg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

## Federation of Migros Cooperatives (FMC)

**6** departments

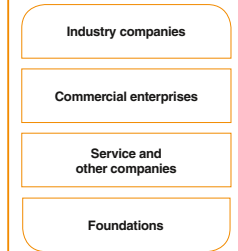
are responsible, with the staff units, for the whole Migros Group.  
The central Migros executive bodies are also located in the FMC.



## Subsidiaries and foundations

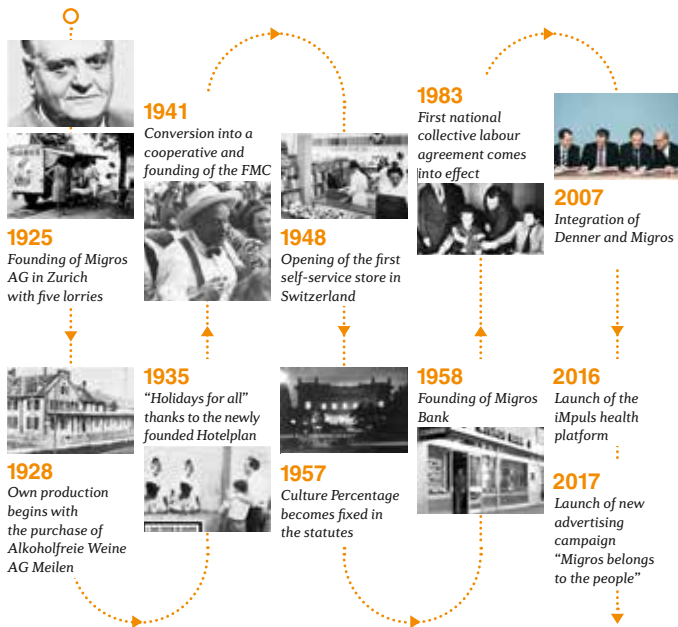
approx. **50** enterprises

and foundations from various  
sectors are part of the FMC.



# History

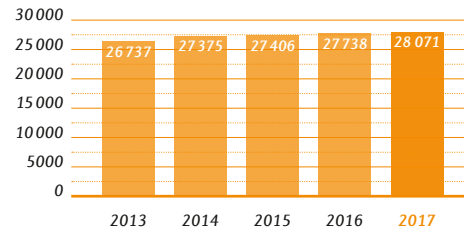
The history of Migros is closely linked with its founder Gottlieb Duttweiler. In 1925, he was the first to send mobile shops out on the road selling six basic products at very low prices. His goal was to create a bridge from producer to customer. Today, Migros is still faithful to the visions of its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



# Sales

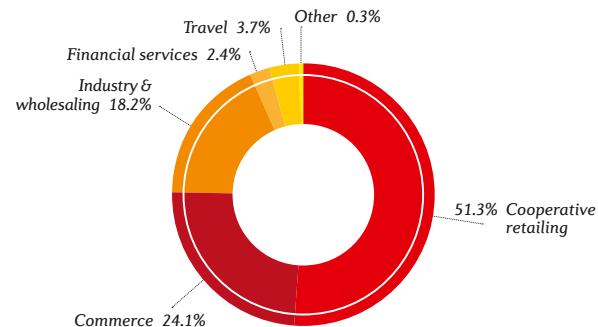
## Migros Group sales

in CHF million



## Migros Group sales 2017 by segment

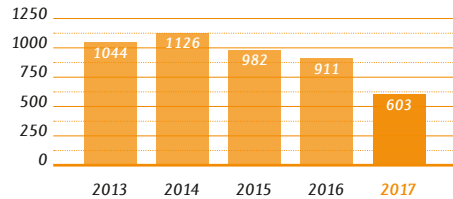
in percent



## Earnings

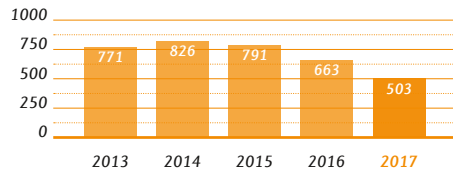
### EBIT (earnings before interest and taxes)

in CHF million



### Profit

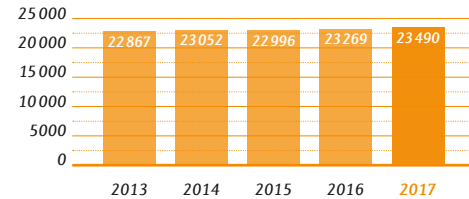
in CHF million



## Retail sales

### Sales by retail and commercial enterprises

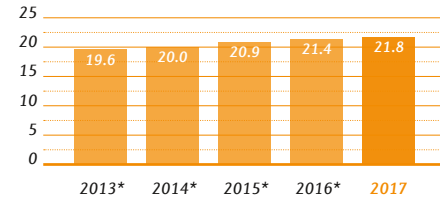
in CHF million



## Market share

### Market share – Migros Group\*

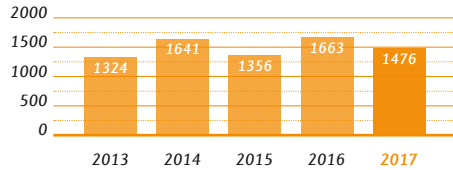
in percent



\* Change based on adapted values for previous year (baseline year: 2015).  
Based on nominal retail sales excluding fuels in Switzerland.

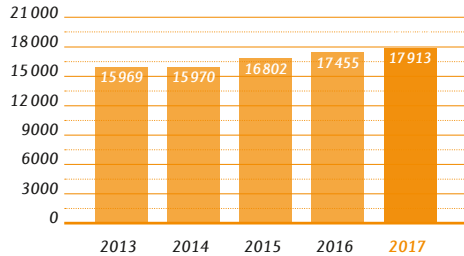
## Investments

in CHF million



## Equity

in CHF million



## Strategic business units

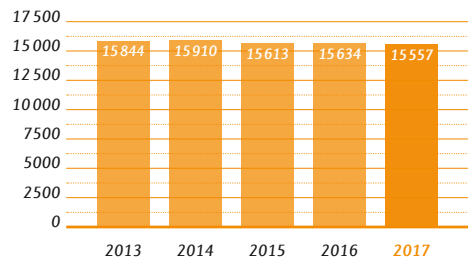
*From cheese production to round-the-world trips, Migros operates in a wide range of sectors.*

## 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

		2017	2016
Supermarkets	M	345	336
	MM	209	211
	MMM	49	48
	Other supermarkets	9	10
	<b>Total supermarkets</b>	<b>613</b>	<b>605</b>
<b>Sales area m<sup>2</sup></b>		<b>938 181</b>	<b>932 041</b>
Specialist markets	Do It + Garden	45	46
	Micasa	32	29
	SportXX	60	58
	Melelectronics	75	75
	Obi home improvement stores/garden	10	10
	<b>Total specialist markets</b>	<b>222</b>	<b>218</b>
<b>Sales area m<sup>2</sup></b>		<b>369 708</b>	<b>371 759</b>
Migros catering services	M-Restaurants	162	165
	Take Away and other gastronomic formats*	151	150
	<b>Total M-Restaurants</b>	<b>313</b>	<b>315</b>
<b>Sales area m<sup>2</sup></b>		<b>94 280</b>	<b>93 654</b>
Others	Supermarkets France	3	3
	Tegut (Germany)	273	272
	Migros partners	47	48
	VOI	44	39
	Single-line stores**	36	32
	Migros Club Schools sites	50	50
	Leisure facilities***	316	111
	Medbase and Santémed health centres	47	36
	*Green Meadow Parks" Foundations	5	5

\* Chickieria, My Way, Kaimug, Bio Take Away, Coffee&Time and Frau Helvetia

\*\* Outlets, Alnatura organic supermarkets, independent Outdoor by SportXX stores, etc.

\*\*\* incl. water parks, sports facilities, and golf courses, Activ Fitness, FlowerPower – Finest Fitness&Wellness, ONE Training Center, MFIT, M-Fitnesscenter, Only Fitness, Silhouette, Joy (CH), Elements (DE) and Joy (AT, BE, DE)



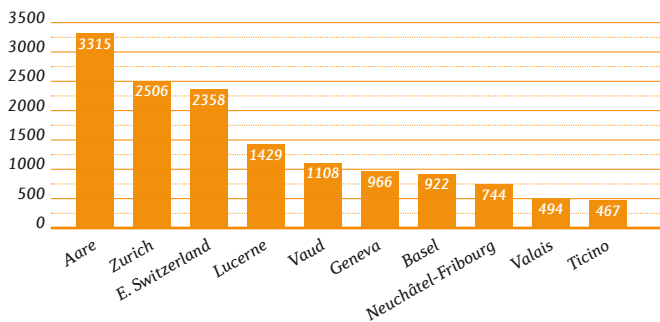
## Ten cooperatives

Cooperative	Cooperative members	Employees*	Managing Director
Aare	506302	11 700	Anton Gäumann
Zurich	326086	8968	Jörg Blunschli
E. Switzerland	410273	9768	Peter Diethelm
Lucerne	191 580	5960	Felix Meyer
Vaud	151 184	3424	Marc Schaefer
Geneva	133391	3385	Philippe Echenard
Basel	168543	3476	Stefano Patrignani
Neuchâtel-Fribourg	123018	2608	Jean-Marc Bovay
Valais	79454	2036	Max Alter
Ticino	97987	1582	Lorenzo Emma

\* Annual average

## Domestic sales of the individual cooperatives 2017

In CHF 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

	2017	2016	Change
<b>Sales in CHF million</b>			<b>in %</b>
Denner AG	3050	2959	3.1
Migrol AG	1410	1290	9.3
Magazine zum Globus AG	857	879	-2.5
Digitec Galaxus AG	834	704	18.5
Depot (Gries Deco Group)	540	501	7.7
Migrolino AG	480	431	11.3
LeShop SA	181	182	-0.5
Interio AG	154	168	-8.1
Office World Group*	144	179	-19.5
Ex Libris AG	109	112	-3.0
Dolphin France SAS (Probikeshop)**	10	75	-87.3
Other enterprises	71	63	12.8
<b>Total</b>	<b>7840</b>	<b>7544</b>	<b>3.9</b>

\* Office World Group was sold as of December 1, 2017.

\*\* Dolphin France SAS (Probikeshop) was sold as of May 17, 2017.

## Distribution network – commerce

	2017	2016
<b>Denner</b>		
Stores, satellite stores and Denner-Express		
<b>Total</b>	<b>811</b>	<b>809</b>
<b>Sales area m<sup>2</sup></b>	<b>210 552</b>	<b>207 182</b>
<b>Globus</b>		
Globus department stores Herren-Globus and Schild*, **		
<b>Total</b>	<b>81</b>	<b>84</b>
<b>Sales area m<sup>2</sup></b>	<b>131 949</b>	<b>132 081</b>
<b>Interio (furniture stores)</b>	<b>11</b>	<b>11</b>
<b>Sales area m<sup>2</sup></b>	<b>44 073</b>	<b>44 073</b>
<b>Depot Switzerland</b>	<b>39</b>	<b>36</b>
<b>Sales area m<sup>2</sup></b>	<b>18 000</b>	<b>17 797</b>
<b>Depot (Germany and Austria)</b>	<b>601</b>	<b>522</b>
<b>Sales area m<sup>2</sup></b>	<b>255 031</b>	<b>230 886</b>
<b>Office World***</b>	<b>–</b>	<b>26</b>
<b>Sales area m<sup>2</sup></b>	<b>–</b>	<b>17 522</b>
<b>Ex Libris</b>	<b>57</b>	<b>69</b>
<b>Sales area m<sup>2</sup></b>	<b>5624</b>	<b>6790</b>
<b>Migrol service stations</b>	<b>307</b>	<b>313</b>
<b>Migrolino****</b>	<b>311</b>	<b>307</b>
<b>Migrol Shops</b>	<b>46</b>	<b>47</b>

\* incl. outlets (2 Globus, 4 Schild)

\*\* incl. Schild brand stores

\*\*\* Office World Group was sold as of December 1, 2017.

\*\*\*\* 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 25 high-performance companies in Switzerland as well as 8 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 556 apprentices in more than 30 professions, it is a major employer in Switzerland. → [www.mindustry.com](http://www.mindustry.com)

	2017	2016	Change in %
<b>Sales in CHF million</b>			
Micarna, Mérat, Favorit, Schär, Fleury, Stauss Geflügel, KM Seafood, Lüchinger+Schmid, Tipesca	<b>1725</b>	1747	1.1
Elsa, Mifroma, Dörig, Bergsenn, Mifroma France, Idhéal, Schwyzer Milchhuus	<b>1136</b>	1069	6.3
Jowa, Bischofszell Nahrungsmittel, Aproz, Gastina, Bäckerei Hug, Sushi Mania	<b>1482</b>	1459	1.6
Frey, SweetWorks, Delica, TCS, Midor, Riseria	<b>1047</b>	1047	0.0
Mibelle Group (Mibelle, Mifa, Mibelle Ltd., Ondal, QBC)	<b>455</b>	436	4.3
Saviva	<b>596</b>	576	–3.6
<b>Total (incl. others)</b>	<b>6520</b>	<b>6389</b>	<b>2.1</b>

Adjustment of the segment structure as of January 1, 2017, and neutralisation of the segment shift for Lüchinger+Schmid AG compared to the previous year

## Financial services

With a total balance sheet of CHF 43.3 billion and 1479 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

	2017	2016	Change in %
Income from financial services business (CHF million)	779	817	-4.7
Earnings before financial income, income taxes and pension plan effect (EBIT; CHF million)	280	270	3.7
Number of employees	1479	1507	

## 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](http://www.hotelplan.com)

### Hotelplan

	2017	2016	Change in %
Sales (CHF million)	1212	1284	-5.6
Earnings before financial income, income taxes and pension plan effect (EBIT; CHF million)	5	-12	142.9
Number of employees	2709	2822	

## 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 2017

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

24 000 000

#### Number of fresh produce suppliers

555

#### Total number of articles to be managed

400 000

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

13 000 000

#### Total number of pallets delivered

10 000 000

#### Total number of stores to be supplied

835

#### 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 105 000 people from 154 nations who are committed to improving the quality of life for all of their customers every day.*

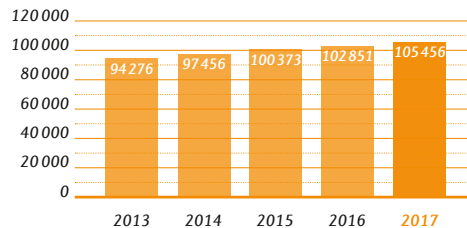
## Migros as employer

The success of the Migros Group is based on the knowledge and skills of its employees. Women and men from 154 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

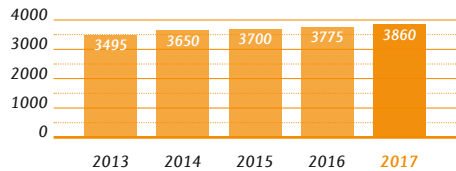
#### Number of persons (annual average)

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



## Trainees

Number of persons (annual average)



## Employment level

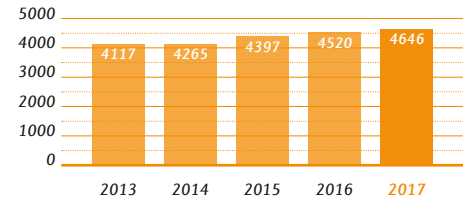
in percent



## Salary growth

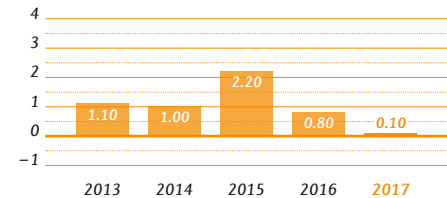
### Total payroll

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 2017

**Number of vegetarian and vegan products** in cooperative retailing

651

**Sales of sustainable labels** in cooperative retailing

CHF 2964 m

**Output of installed solar arrays owned by Migros**

27832 kWp

**Number of organic products (Food)** in cooperative retailing

4500

**Reduction of greenhouse gas emissions** in cooperative retailing compared with 2010

21.2%

**Number of participants in health-promoting courses** (change over previous year)

+14%

**Tonnes of plastic bottles collected** in cooperative retailing

2897

**Number of courses held at Migros Club Schools**

54 140

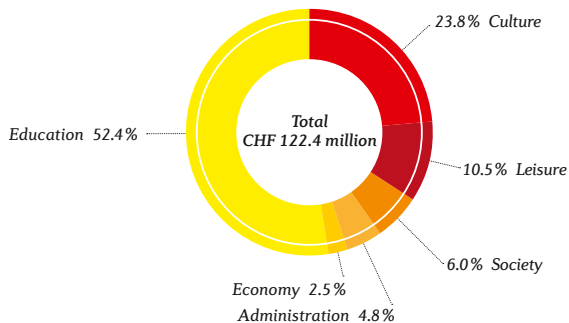
# Culture Percentage & Engagement Migros

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 122.4 million in 2017. 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 2017, a total of CHF 15 million in dividends from companies operating in the retail, travel and financial services sectors were spent on more than 55 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 2017



## Highlights 2017

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

## Social and ecological

Migros' commitment to sustainability has been ahead of its time for generations. The range of certified vegetarian and vegan products grew by 73% by the end of 2017, compared to 2015, far in excess of the target value of 30%. Migros has offered vegetarian product lines for 30 years. Since 1998, it has also sold vegan products under the Cornatur brand. In 2014, the existing food range was expanded through the addition of organic products from Alnatura. In all, sales of sustainable and regional labels as well as the "aha!" health label exceeded CHF 4 billion. The target of offering fitness and wellness courses as well as training facilities to 10 million people a year was reached in 2017. Migros has been the main sponsor of the WWF youth programme since 2009. Thanks to this partnership, WWF has been able to teach more children and young people about environmental issues and raise their awareness about the sustainable use of our resources.

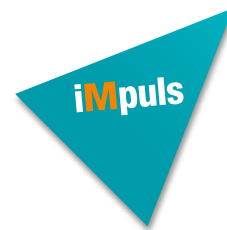
➔ [www.generation-m.ch](http://www.generation-m.ch)



## Health

The iMpuls health initiative provides inspirational tips and wide-ranging offers, thus making an important contribution to healthy lifestyles. The new online tool "iMpuls Coach" contains 24 free programmes that help people reach their personal health targets. Every day, users receive appropriate workouts, tasks, tips and recipes. Following the successful integration of the Zur Rose-run pharmacy into the Migros store on Marktgasse in Berne, further shop-in-shop pharmacies are being established at Migros stores in Basel and Zurich. Migros subsidiary Medbase plays another significant role in the provision of basic medical care. Having since the takeover of the Santémed health centres grown to 47 locations, Medbase offers a comprehensive range of medical and therapeutic services. An important component of Medbase in French-speaking Switzerland is its collaboration with the well-known Réseau Delta medical network that has regional roots and is comprised of more than 550 doctors. The topic of health is rooted in the mission statement of the Migros Group and will continue to play an important strategic role in the future. ➔ [www.migros-impuls.ch](http://www.migros-impuls.ch) ➔ [www.medbase.ch](http://www.medbase.ch)

**medBASE**





## Monte Generoso and Mario Botta

After two years of construction on Monte Generoso, which offers one of the most stunning views in the canton of Ticino, Migros has opened a panorama restaurant designed by the world-famous architect Mario Botta. The newly erected “Fiore di pietra” (stone flower) offers a spectacular panoramic view, a gourmet and a self-service restaurant as well as a modern conference infrastructure. → [www.montegeneroso.ch](http://www.montegeneroso.ch)



## Globus, Herren-Globus & Schild

The three formats Globus, Herren-Globus and Schild are to be united under the umbrella of the premium Globus brand and will drive forward their digital transformation. Customers will therefore benefit from a fully networked product range and competent advice in all formats, both at its stores as well as online. → [www.globus.ch](http://www.globus.ch)

## Digitisation

Migros has been addressing the issue of digitisation intensively for years. Through its online stores digitec.ch, galaxus.ch and leshop.ch, it is Switzerland's market leader in e-commerce. Migros PickMup enables format-independent cross-channel purchasing. It is thus connecting its network of stores with its online shops. 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 at the Migros fitness centre. M-Industry sells a selected range of Migros products on the Chinese online trading platforms Kaola and Tmall under the Orange Garten brand. Migros also actively and directly communicates with its customers via its own community platform – Migipedia – as well as on Facebook, Twitter, Instagram and elsewhere.

→ [www.pickmup.ch](http://www.pickmup.ch) → [www.migipedia.ch](http://www.migipedia.ch)



## “Migros belongs to the people”

Migros is not controlled by either shareholders or a founding family. The company belongs to its 2.2 million or so cooperative members. This fact is at the heart of its new advertising campaign.



## Newcomers to the Migros Group

The Migros Group continued to grow in 2017. M-Industry in particular was able to strengthen its market position through targeted acquisition. This included the purchase of Tipesca SA in the fish sector by Mérat, of a majority shareholding in the bakers Hug Bäckerei AG by Jowa, as well as a majority of shares in the milk and cheese specialist Schwyzer Milchhuus AG by Estavayer Lait SA. Migros is also further expanding its specialist know-how in cycling. The launch of Bike World by SportXX provides Switzerland with a new chain of specialist bicycle stores offering the largest selection of bikes and brands, a comprehensive range of cyclewear and accessories as well as in-house repair shops and innovative testing tools.

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

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