

# Facts & figures 2020



**MIGROS**

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## Overview

With sales of CHF 29.9 billion (2020), the Migros Group is the largest retailer in Switzerland, and around 99 000 employees, it is the country's largest private-sector employer. Migros is owned by its more than 2 million cooperative members and organised into ten regional cooperatives. These cooperatives operate the core business of the Migros Group: retailing. Migros also owns numerous industrial companies, various commercial, travel and logistics enterprises, as well as Migros Bank. Migros is committed, voluntarily 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

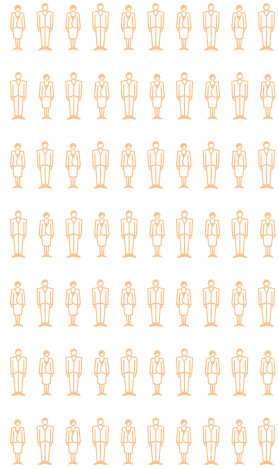
*Where Migros comes from, how it is structured and the results it achieved in 2020.*

# Organisation of the Migros Group

## Cooperative members

**2.27** million  
cooperative members

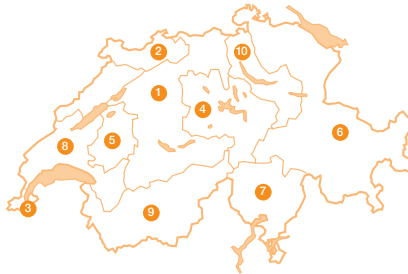
are the owners of Migros.



## Cooperatives

**10** regional Migros cooperatives,

each with its own cooperative board and administration, are the bedrock of Migros.

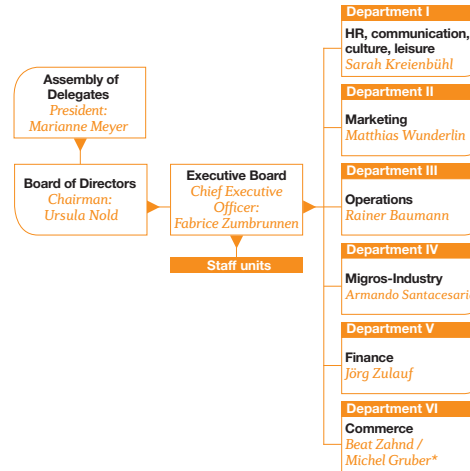


- |                      |                       |
|----------------------|-----------------------|
| 1 Aare               | 6 Eastern Switzerland |
| 2 Basel              | 7 Ticino              |
| 3 Geneva             | 8 Vaud                |
| 4 Lucerne            | 9 Valais              |
| 5 Neuchâtel-Fribourg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

## Federation of Migros Cooperatives (FMC)

**6** departments

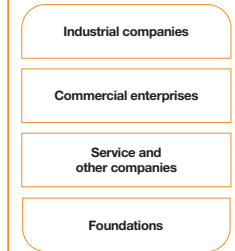
are responsible, with the staff units, for the whole Migros Group. The central Migros executive bodies are also located in the FMC.



## Subsidiaries and foundations

Approx. **50** enterprises

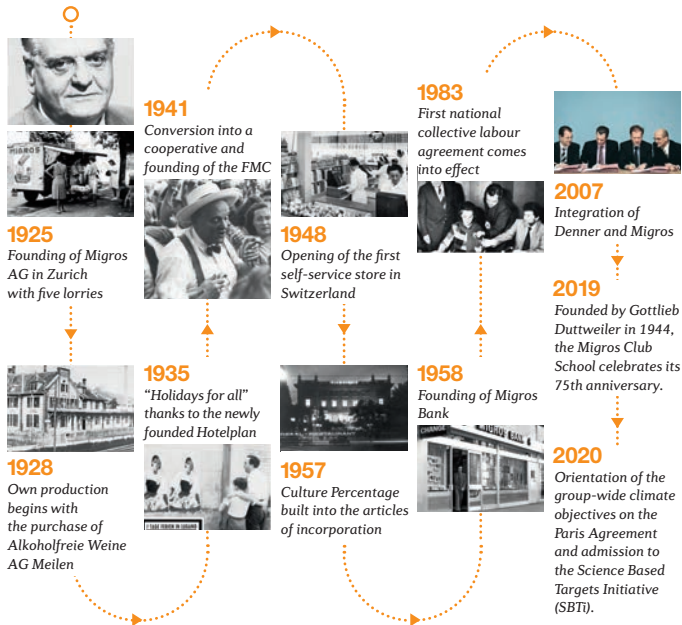
and foundations from various sectors are part of the FMC.



# 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. To this day, Migros has remained faithful to the visions of its founder, whose passion was always to balance economic, social and ecological dimensions.

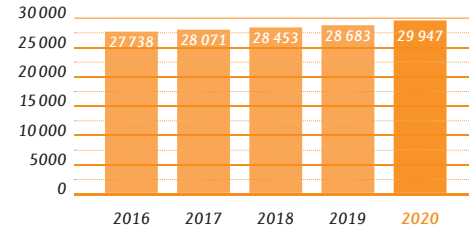
→ [www.migros.ch/de/unternehmen/geschichte](http://www.migros.ch/de/unternehmen/geschichte)



# Sales

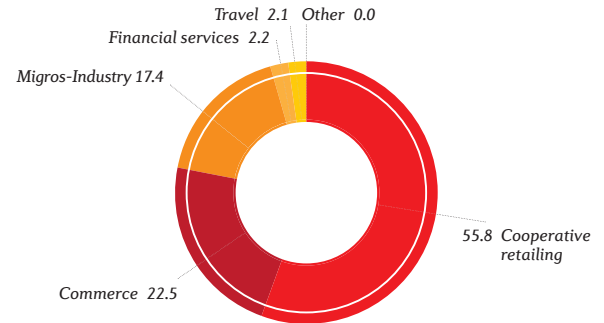
## Migros Group sales

in CHF million



## Migros Group sales 2020 by segment

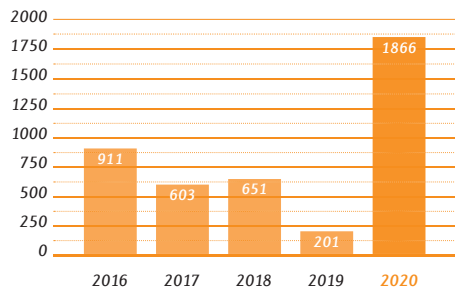
in %



## Earnings

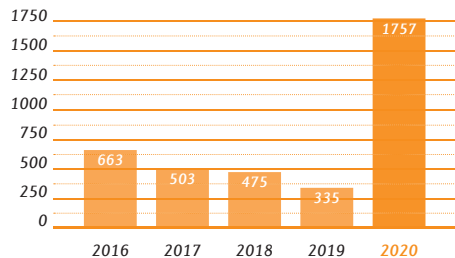
### EBIT (earnings before interest and taxes)

in CHF million



### Profit

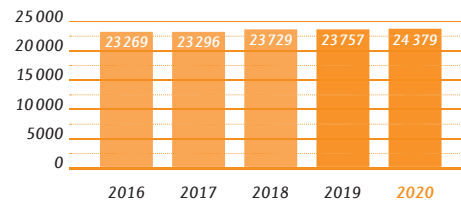
in CHF million



## Retail sales

### Sales by retail and commercial enterprises

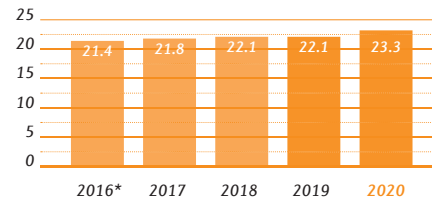
in CHF million



## Market share

### Market share – Migros Group\*

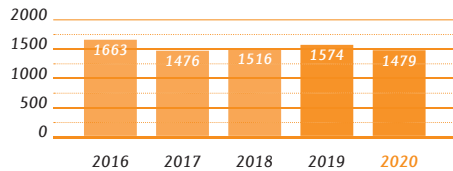
in %



\* Change based on adapted values for previous year (baseline year: 2005).  
Based on nominal retail sales excluding fuels in Switzerland.  
Market shares are based on the preliminary estimates of BAK Economics / SFSO

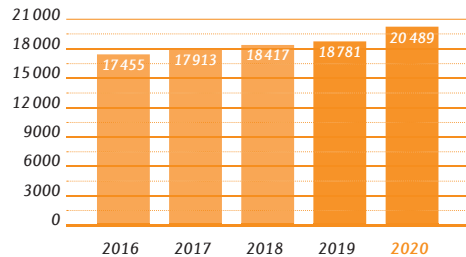
## Investment

in CHF million



## Equity

in CHF million



## Strategic business units

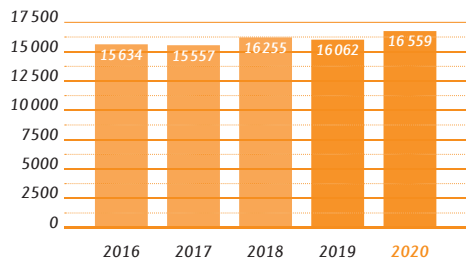
Whether you're looking for bread, glasses or banking, Migros operates in a wide range of sectors.

## 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 ranges, while the Federation of Migros Cooperatives takes care of central services such as purchasing, logistics and IT. The executive bodies of a regional cooperative are all members (original ballot), the cooperative board, administration, management and auditors. The 111-member Assembly of Delegates is appointed from the ten cooperative committees and also includes an ad hoc representative from each of the ten managerial teams as well as an independent president.

### Sales by the cooperatives\*

in CHF million



\* Adjustment from 2018: cooperatives including subsidiaries in Switzerland and abroad

### Distribution network – Cooperative retailing

		2020	2019
Supermarkets	M	367	363
	MM	204	205
	MMM	50	50
	Other supermarkets*	9	9
	<b>Total supermarkets</b>	<b>630</b>	<b>627</b>
<b>Sales area m<sup>2</sup></b>		<b>954 414</b>	<b>955 598</b>
Specialist markets	Do It + Garden	41	43
	Micasa	34	35
	Interio	-	11
	SportXX	63	62
	Melectronics	101	102
	Obi home improvement stores/gardening	11	11
	<b>Total specialist markets</b>	<b>250</b>	<b>264</b>
<b>Sales area m<sup>2</sup></b>		<b>370 208</b>	<b>428 212</b>
Migros catering services	M-Restaurants	153	159
	Take-away and other gastronomic formats**	135	154
	<b>Total Migros restaurants &amp; take-aways</b>	<b>288</b>	<b>313</b>
<b>Sales area m<sup>2</sup></b>		<b>90 815</b>	<b>94 928</b>
Others	Supermarkets (France)	3	3
	Tegut (Germany)	283	275
	Migros partners	52	52
	VOI	59	57
	Single-line stores***	48	43
	Migros Club School sites	49	50
	Migros fitness and leisure facilities****	318	332
	Medbase and Santémed health centres	152	100
	MiSENSO (optical & hearing)****	2	-
	*Green Meadow Parks* and Monte Generoso foundations	5	5

\* Integrated to MParks or specialist markets

\*\* Chickeria, Kaimug, Hitzberger, Coffee&Time

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

\*\*\*\* Including water parks, sports facilities and golf courses; a fitness centre at the Milandia sports and adventure park; Migros fitness clubs; Migros fitness centres; Activ Fitness (AG), ONE Training Center (AG); Only Fitness; + FT-Club, ACISO Fitness&Health GmbH (GMZ) (ELEMENTS-Studios in Germany; INJOY-Franchise-Anlagen in Germany, Austria and Belgium; FT clubs in Germany, Austria, Switzerland, the Netherlands and Italy)

\*\*\*\* Integrated to Migros branch stores (shop-in-shop)



## The ten cooperatives

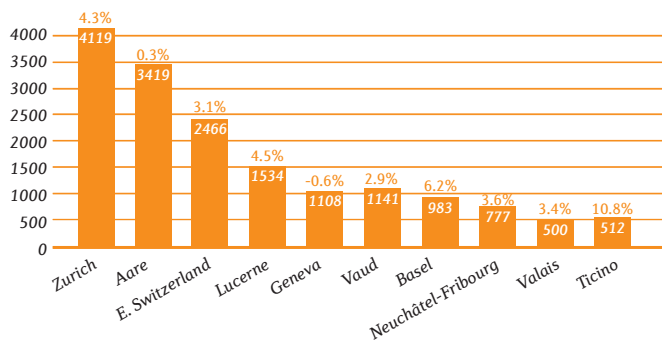
Cooperative	Cooperative members	Employees*	Managing Director
Aare	531 871	11 585	Anton Gäumann
Zurich	335 241	9 151	Jörg Blunschli
E. Switzerland	423 859	9 445	Peter Diethelm
Lucerne	202 441	5 836	Guido Rast
Vaud	158 576	3 237	Anton Chatelan
Geneva	134 162	3 023	Philippe Echenard
Basel	170 294	3 353	Stefano Patrignani
Neuchâtel-Fribourg	126 643	2 433	Jean-Marc Bovay
Valais	82 864	1 864	Max Alter
Ticino	102 233	1 473	Lorenzo Emma

\* Annual average

## Net revenues of cooperatives, including subsidiaries in Switzerland and abroad

### Sales in CHF million

Change over previous year (in %)



## Commerce

The Federation of Migros Cooperatives owns five market-leading companies. These include the discounter Denner, convenience specialist migrolino, and petrol station operator and oil supplier Migrol. With Digitec Galaxus, Migros also owns the largest e-commerce player in Switzerland, while Ex Libris is the country's leading online bookseller.

## Net revenues on deliveries and services

	2020	2019	Change in %
<b>Sales in CHF million</b>			
Denner AG	3762	3252	15.7
Migrol AG	1227	1548	-20.8
Digitec Galaxus AG	1745	1106	57.7
migrolino AG	716	593	20.8
Ex Libris AG	122	99	22.4
Magazine zum Globus AG*	185	763	-75.8
Depot (Gries Deco Group)*	-	436	-100
Other enterprises*	15	48	-68.4
<b>Total</b>	<b>7733</b>	<b>7835</b>	<b>-1.3</b>

\* Magazin zum Globus and in the previous year Depot (Gries Deco Group) and m-way AG: Including revenue up to the date of divestiture

## Distribution network – commerce

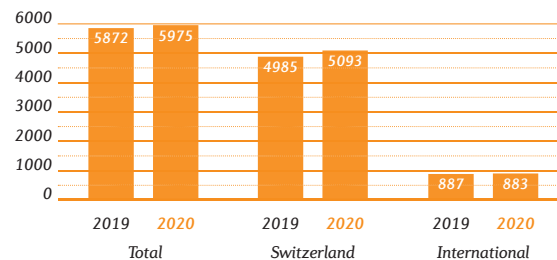
	2020	2019
<b>Denner</b>		
Stores, satellite stores and Denner-Express		
<b>Total</b>	<b>838</b>	<b>822</b>
<b>Sales area m<sup>2</sup> (Denner branch stores)</b>	<b>228 123</b>	<b>219 236</b>
<b>Migrol service stations</b>	<b>309</b>	<b>308</b>
<b>Migrol Shops</b>	<b>49</b>	<b>48</b>
<b>Globus</b>		
Globus department stores Globus speciality formats		
<b>Total</b>	<b>-</b>	<b>47</b>
<b>Sales area m<sup>2</sup></b>	<b>-</b>	<b>103 792</b>
<b>migrolino*</b>	<b>322</b>	<b>321</b>
<b>Ex Libris</b>	<b>14</b>	<b>14</b>
<b>Sales area m<sup>2</sup></b>	<b>1427</b>	<b>1427</b>

## Migros-Industry

Through its industrial companies, Migros Industry produces and distributes high-quality food, personal care and cleaning products in Switzerland and abroad. It is an integral component of Migros and has been a fundamental part of the Migros DNA since the company was founded by Gottlieb Duttweiler: More than 50% of the brands in Migros branch stores are own brands. In 2020, Migros Industry had sales of CHF 5.975 billion (+1.8%), despite the challenging market environment. The year was heavily affected by the coronavirus pandemic: Changed customer behaviour led to a sales increase of CHF 215 million in the Migros Group retail business. The closure of food operations during the lockdown and the ongoing restrictions led to a decline in sales of CHF 107 million in the large consumer business. With some 14 000 employees, including 524 apprentices in more than 30 professions, Migros is a major trainer and employer in Switzerland. ➔ [www.mindustry.com](http://www.mindustry.com)

## Migros-Industry sales performance

## Net sales (CHF million)\*



\* These locations are divided into stand-alone migrolino, Migrol migrolino, Shell migrolino, Socar migrolino and Piccadilly migrolino stores, as well as fresh-migrolinos

\* Consolidated

## Financial services

With a total balance sheet of more than CHF 50 billion and 1 575 employees, Migros Bank is one of the ten largest banks in Switzerland. It has a responsible business policy for the benefit of its roughly 800 000 customers. → [www.migrosbank.ch](http://www.migrosbank.ch)

### Migros Bank (including subsidiaries)

	2020	2019	Change in %
Income from financial services business (in CHF million)	758	769	-1.4
Earnings before interest and taxes (EBIT; in CHF million)	234	314	-25.6
Number of employees	1622	1583	

## Travel

The Hotelplan Group is the internationally operating tourism company of the Migros Group. In addition to Hotelplan Suisse and Hotelplan UK, it also includes holiday home agency Inter-home Group, business travel specialists bta first travel and Finass Reisen, German online travel provider vtours and travel service provider bedfinder. → [www.hotelplan.com](http://www.hotelplan.com)

### Hotelplan

	2020	2019	Change in %
Sales (in CHF million)	732	1 188	-38.4
Earnings before financial income, income taxes and pension plan effect (EBIT; in CHF million)	-117	1	-11 318.7
Number of employees	2581	2643	

## Shared services

The Operations department (formerly „Technology, IT & Logistics department“) - Shared services - enhanced its operational processes further in 2020 and during the pandemic, it ensured that the very high demand was met without any problems and that the transition to working from home was seamless. Shared Services is responsible for the warehousing, logistics, transportation, engineering, IT, digital business and analytics functional areas. It provides services to all Migros Group units in line with the overriding goals and directives.

### Facts & figures 2020

#### Number of website visits per day

Approx. 56 million

#### Terabytes of storage

7700

#### Total number of products to be managed

290 000

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

96 000

#### No. of kilometres travelled by rail for domestic goods transportation

14.5 million

#### Number of fresh food suppliers

549

# Employees

*Migros employs around 99 000 people from 169 nations, who strive to improve the quality of life for all their customers every day.*

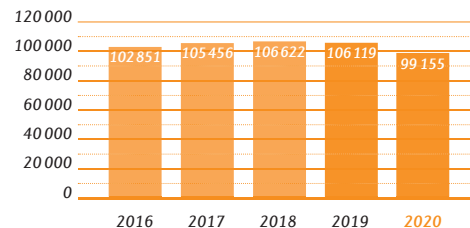
## Migros as an employer

The success of the Migros Group is based on the skills and know-how of its employees. As the largest private-sector employer in Switzerland, Migros is passionately committed to providing a motivational and performance-oriented working environment. The Migros Group offers an exceptionally diverse range of opportunities for a variety of roles and professions at every level. As a result of the sale of companies, the number of full-time equivalents fell during the reporting year by 5.7% to 71 297. The average age of Migros employees is 41.5 years. With 3 700 trainees, Migros continues to be Switzerland's leading training company. It boasts an average retention rate of 57%.

### The workforce

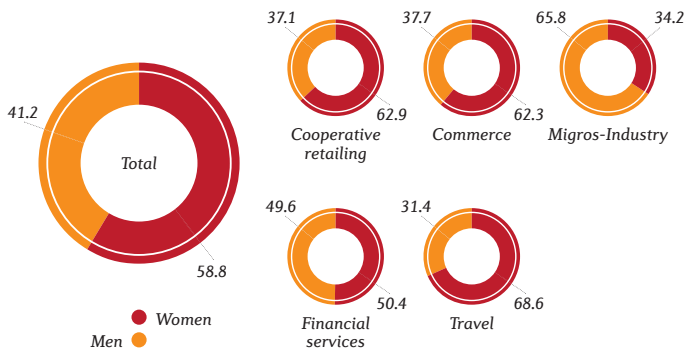
#### Number of people (annual average)

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



### Employees by gender

in %



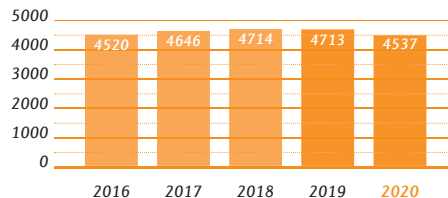
In 2020, Migros Group employed 58 262 women and 40 893 men. Women thus made up 58.8% of the workforce.

Migros continuously aims to further improve diversity, including at the managerial level. Migros was the first retailer in Switzerland to sign the Advance Diversity Charter to ensure gender equality and equal opportunities at the workplace. In so doing, it has undertaken to ensure a fair and balanced approach to the recruitment, development and retention of employees, irrespective of their gender. In 2020, women accounted for 16.5% of employees at the divisional level and 29.7% at the manager level.

## Salary growth

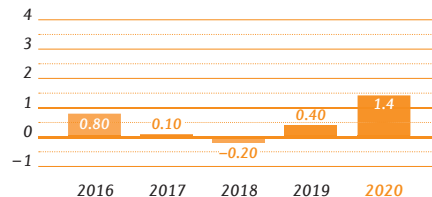
### Total payroll

in CHF million



### Salary adjustment in real terms

in %



## Our responsibility

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

## Sustainability

“We make life more sustainable” is the vision of the Migros Group. Under the umbrella of its Group-wide sustainability mission statement, it focuses on a sustainable product range, climate protection, closed production loops and promoting social cohesion. When it joined the Science-Based Targets Initiative (SBTi), the Migros Group committed itself to making a contribution to the Paris Agreement. In 2020, Migros achieved several key milestones. For example, it installed the first zero-waste filling stations at its cooperative retail businesses and it tested more climate-friendly lorries for the transport of goods.

### Facts & figures 2020

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

In 2020, 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 6.3% in comparison with the previous year. They account for approximately 31% of the overall revenue of the cooperative retail business (excluding Tegut).

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

In 2020, the range of vegetarian and vegan-certified products sold at its cooperative retail outlets spanned 785 products.

#### 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 6900 metric tons.

#### Climate and energy

In 2020, the cooperative retail business reduced the total power consumption at its branch stores and logistics operations by 14.6% in comparison to 2010. Parallel to this, greenhouse gas emissions were cut by 25.5%.

\* Cooperative retail business

## Health

Migros provided more than 5 million people with information about health topics via its iMpuls platform in 2020.

With its entry into the optical and hearing sector (MiSENSO AG), Migros added another strategic business area to its health portfolio.

With its acquisition of Zahnzentrum.ch, the “Medbase Group” continues to pursue its vision of providing comprehensive medical care, while also expanding its network of medical contact points.

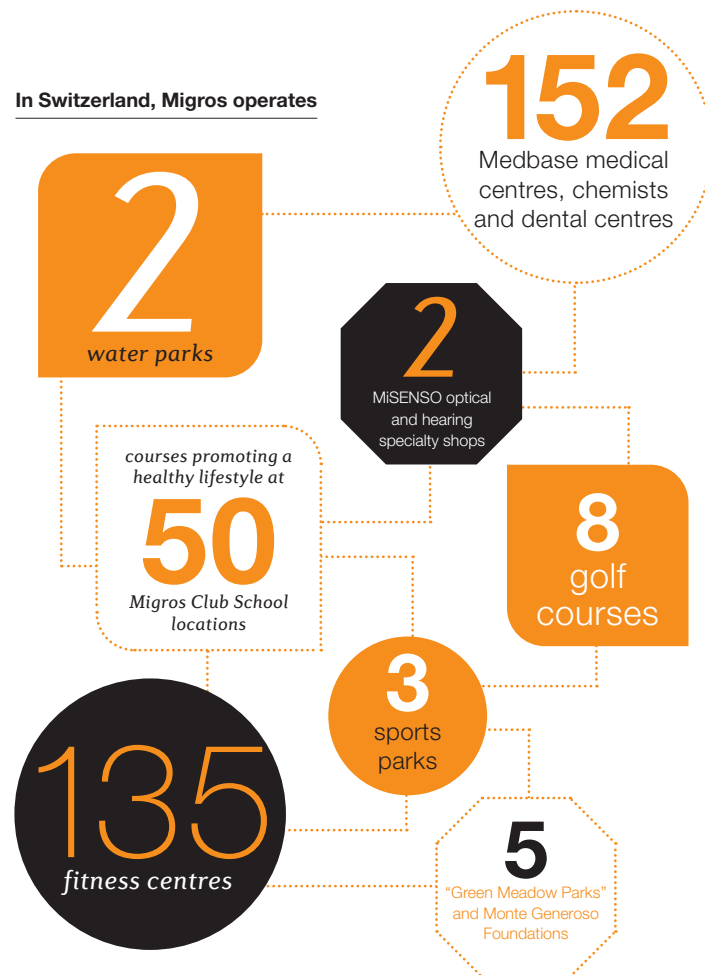
In the area of nutrition, Migros increased its range of plant-based products to 780 certified vegan or vegetarian products and also launched its own V-Love brand during the reporting year.

Migros Fitness offers 135 fitness facilities to promote healthy activities. More than 62 400 people attended a fitness or relaxation class at the Club School in 2020.

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



### In Switzerland, Migros operates

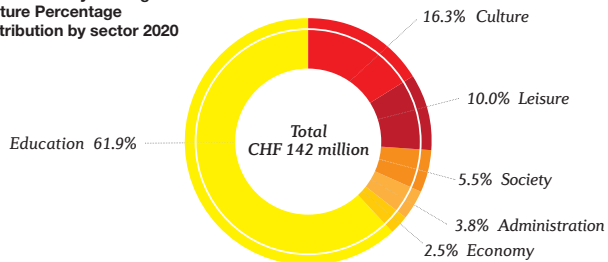


## A unique commitment

Migros Group's voluntary social engagement is globally unique in that it aims to foster and strengthen social cohesion in Switzerland and beyond its borders. In 2020, Migros Culture Percentage, which has been part of the Migros articles of incorporation since 1957, spent CHF 142 million on culture, society, education, leisure and the economy in 2020, making it easier for the general public to access cultural and social offerings. At the same time, the Migros Engagement development fund, which was launched in 2012, supported 67 pioneering projects in the midst of social change with a total of CHF 15.9 million (CHF 16 million were made available). The Migros Support Fund, which was established in 1979 as the Migros Aid Fund, invests CHF 1 million each year in social and environmental projects. Through this commitment, Migros continues to further the ideas of Migros founder Gottlieb Duttweiler.

→ [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 2020**



→ [migros.ch](http://migros.ch)  
→ [report.migros.ch](http://report.migros.ch)

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