

Key Figures 2011

in CHF million or as indicated	2007	2008	2009	2010	2011	Change on previous year in %
Income	22'697.0	25'749.8	24'946.9	25'040.3	24'858.8	- 0.7
↳ of which income before income from financial services business	21'705.0	24'732.0	23'958.4	24'080.4	23'893.6	- 0.8
↳ of which Migros retail sales	18'535.4	21'557.0	21'037.2	21'199.8	21'058.6	- 0.7
↳ of which income of the Cooperatives	14'658.0	15'387.6	15'221.8	15'164.2	14'661.9	- 3.3
EBITDA¹ (earnings before interest, taxes, depreciation and amortisation)	2'018.3	2'096.8	2'278.4	2'315.7	2'116.2	- 8.6
as % of income	% 8.9	8.1	9.1	9.2	8.5	
↳ of which EBITDA of the retail and industry sector	1'739.2	1'869.3	2'039.2	2'001.8	1'791.2	- 10.5
EBIT¹ (earnings before interest and taxes)	1'043.0	1'112.9	1'153.1	1'176.2	979.0	- 16.8
as % of income	% 4.6	4.3	4.6	4.7	3.9	
Profit¹	801.0	700.7	846.3	851.6	659.3	- 22.6
as % of income	% 3.5	2.7	3.4	3.4	2.7	
Cash flow from operating activity	1'268.0	2'471.5	2'409.6	1'999.0	1'126.7	- 43.6
as % of income	% 5.6	9.6	9.7	8.0	4.5	
↳ of which cash flow of the retail and industry sector	1'946.0	1'887.4	1'494.5	1'855.1	1'347.4	- 27.4
Investments	1'421.0	1'673.9	1'479.5	1'490.2	1'265.3	- 15.1
Equity	11'639.0	12'254.0	13'363.4	14'294.0	14'878.4	4.1
as % of balance sheet total	% 24.9	25.1	26.3	27.3	27.0	
↳ of which equity of the retail and industry sector	10'139.0	10'698.5	11'634.9	12'412.4	12'893.2	3.9
as % of balance sheet total	% 53.8	56.0	59.5	62.1	63.6	
Balance sheet total	46'732.0	48'740.9	50'805.2	52'374.5	55'181.4	5.4
↳ of which balance sheet total of the retail and industry sector	18'833.0	19'088.1	19'564.0	19'973.1	20'256.8	1.4
Expenditure for cultural, social and economic policy purposes	127.3	119.7	114.1	114.9	117.6	2.3
Workforce (number of persons – annual average)	number 82'712	84'096	83'780	83'616	86'393	3.3
Migros Cooperatives (number of members)	number 2'022'060	2'055'044	2'074'259	2'086'294	2'091'188	0.2
Distribution network						
Total Migros distribution sites	number 589	601	604	610	623	2.1
Total Migros sales area	m ² 1'225'382	1'251'115	1'266'062	1'293'204	1'332'397	3.0
Apprentices	number 2'957	3'178	3'264	3'328	3'386	1.7
Total sales sustainable labels incl. AdR²			2'018	2'149	2'288	6.5
Greenhouse gas emissions (Scope 1 and 2)³	1'000 t CO ₂ eq (273.5)	328.2	326.4	314.7	310.1	- 1.5
Total energy consumption	GWh 1'625.0	1'626.4	1'629.9	1'630.4	1'599.5	- 1.9
Kilometrage of rail transport	million km 9.4	10.1	10.3	10.6	10.1	- 4.2
Operational waste	1'000 t 198.0	197.3	201.8	208.2	212.0	1.8
Customer returns	1'000 t 12.9	12.6	12.9	13.0	13.4	3.0

¹ Before effect from pension plans.

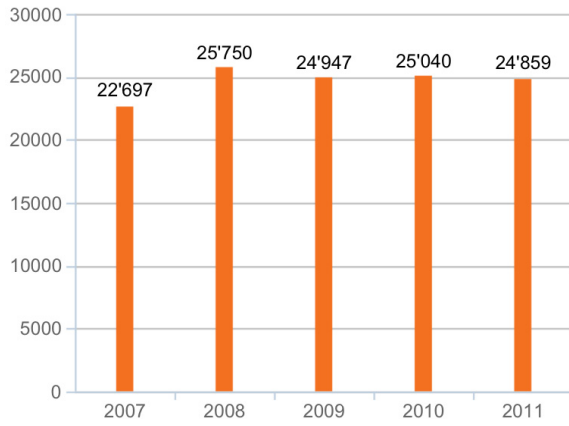
² Due to new calculation bases, the sales of the sustainable labels are available for the first time as of 2009.

³ Greenhouse gas emissions from combustibles and fuel consumption, cooling agent losses (from 2008) and power consumption (in accordance with Swiss consumption mix at 154g CO₂ eq/kWh power). Scope 1 and 2 in accordance with Greenhouse Gas Protocol.

Key Charts 2011

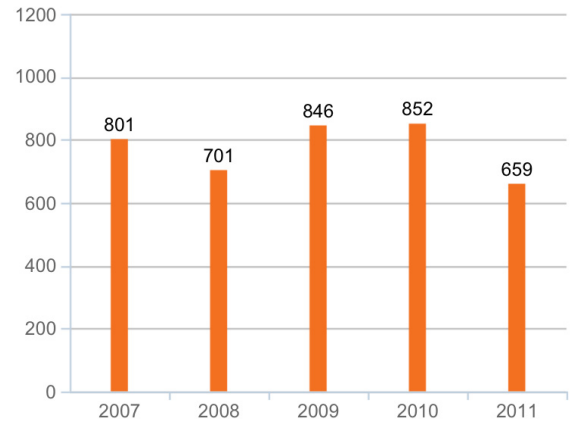
Income

[in million CHF]



Profit¹

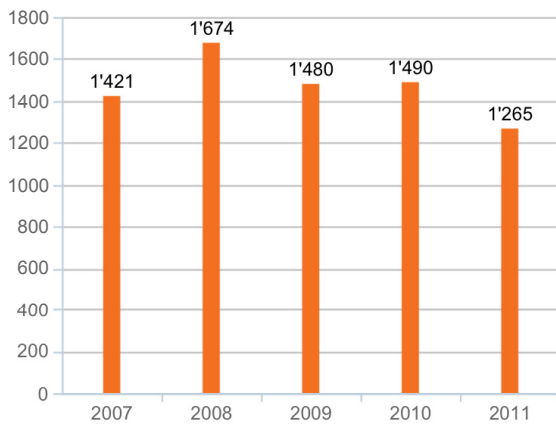
[in million CHF]



¹ Before effect from pension plans.

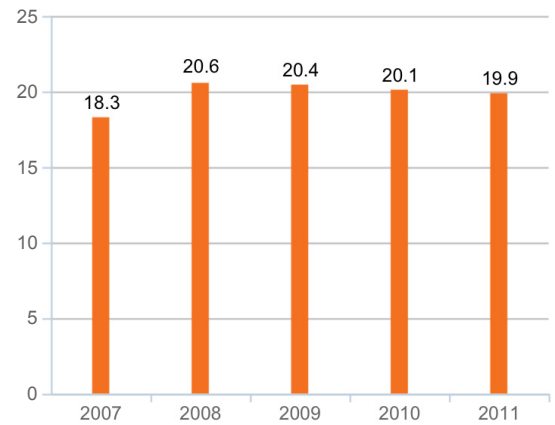
Investments

[in million CHF]



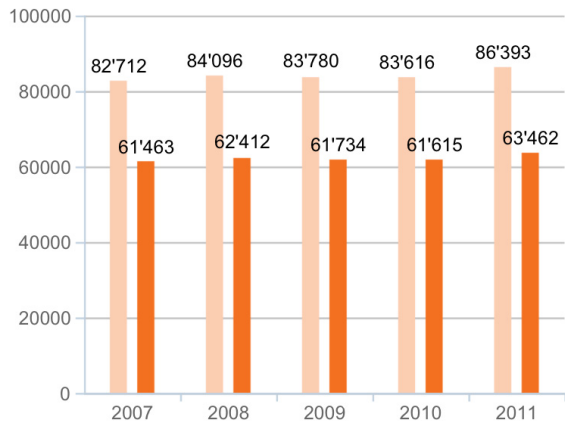
Market share Migros Group

[in %]



Workforce Migros Group

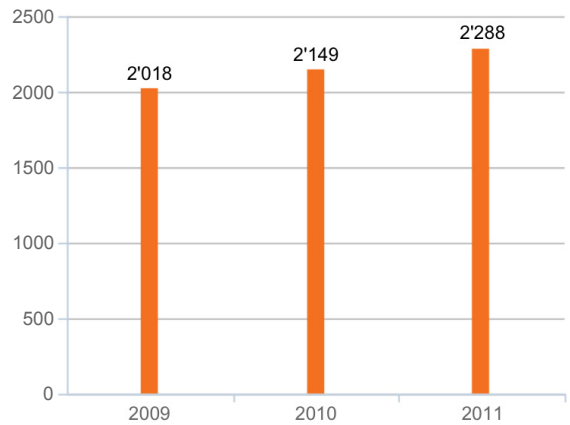
[nombre de personnes]



■ Persons
■ Full-time positions

Total sales of sustainable labels²

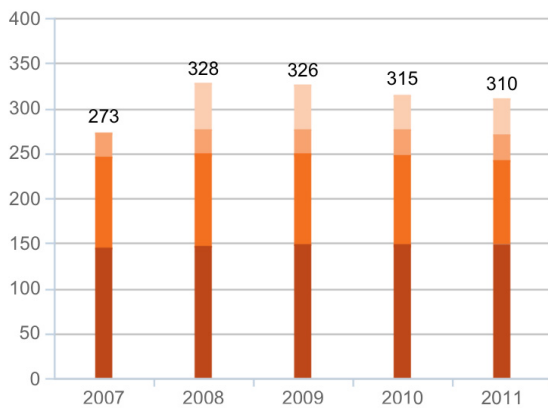
[in million CHF]



² Due to new calculation bases, the sales of the sustainable labels are available for the first time as of 2009.

Greenhouse gas emissions (GHG) Scope 1 and 2³, absolute

[in 1'000 tonnes of CO₂eq]



■ CO₂eq refrigerant emissions (as of 2008)
■ CO₂ fuels⁴
■ CO₂ combustibles
■ Electricity⁵

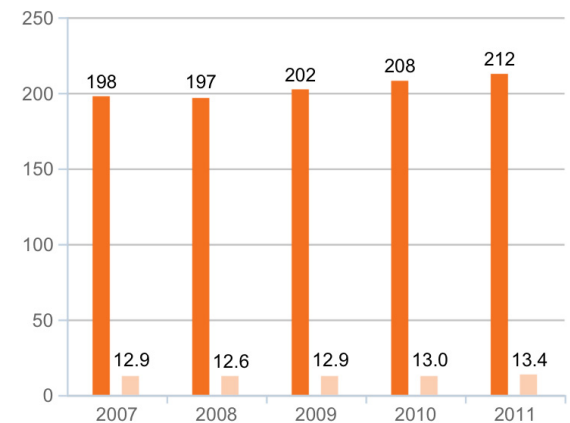
³ Greenhouse gas emissions Scope 1 and 2 in accordance with Greenhouse Gas Protocol.

⁴ Fuel consumption of in-house vehicle fleets of the Migros cooperatives and Scana.

⁵ In accordance with Swiss consumption mix at 154g CO₂eq/kWh power.

Waste disposal

[in 1'000 tonnes]



■ Operational waste
■ Customer returns