

These are our four most important targets

1. We want to remain the **undisputed market leader in the Swiss retail sector**. In other business units we can lay claim to a **leading role in the market segment concerned**.

In the tradition of Gottlieb Duttweiler, we undertake to offer our customers the best value for money.

It is an advantage for us that in the Cooperative Retailing sector major components of value added are under our own control. In this sense, within the group we operate industrial, logistics and retail enterprises.

Our own industry companies fulfil a dual role here: the development and manufacture of innovative own brands offering solid Swiss quality at reasonable prices, together with sales to third parties in Switzerland and other countries.

This will help us, especially in the Cooperative Retailing sector, to position ourselves as the product leader, and also in the long term to set ourselves apart from our competitors.

International purchasing enables us to buy reasonably priced products while taking ethical and ecological principles into account.

2. We target **growth abroad**, with the intention of thereby strengthening the existing business units and the Migros Group.
3. We also aim to grow by **developing digital business models** (cross-channel) and by **transforming the traditional locations**.
4. We aim for **profitable growth** for the Migros Group as a whole.

MIGROS



STRATEGY OF THE MIGROS GROUP

This is the way forward together for the Migros Group

The group strategy provides a framework for the orientation of Migros' strategic business units. Linked to it are annual agreements on targets and roles, which the Executive Board expects to be fulfilled.

Adopting and following strategic initiatives creates the potential for added value, something that can only be achieved by joint, integrated endeavour.

A vision that we are turning into reality: Migros – a better life every day

Migros is recognised by its customers, its employees and among the general public as **the leading company for improving quality of life**.

We cater for the needs of everyday life with our consumer and service products.

We target our offering at all levels of society and their specific needs in terms of quality of life.

Our benefit pledge

Migros is the Swiss company that is passionately committed to improving **the quality of life of all of its customers**.

As a **model employer** we provide our employees with the right-conditions for a motivational, performance-oriented working environment that attracts the best workers.

We give our Cooperative members our undertaking to create values that will guarantee the **continued existence of Migros as an independent entity for the long term**.

Migros' strategic business units and business entities act as far as possible as stand-alone businesses. They are set clear objectives and roles. **Potential synergies** between the businesses **are utilised to the full**.

With the free market economy and performance-oriented competition as a basis, we aim for direct cooperation with our suppliers.

We are **constantly improving our products and services, we promote the good health and well-being** of the population and **also set**

ecological and social standards for working and production conditions.

We promote the **free, responsible development of human beings**. The Migros Culture Percentage **provides** a broad section of the population with **access to culture and education** and enables people to be a part of the cultural, social and economic changes in society.

We take **care of the environment** and provide pioneering services in this respect.

We run our core business in a **socially acceptable** way that is **not wasteful of resources**. And thanks to our pioneering work we create unique **value added for human beings, wildlife and the environment**.

These are our values

Our identity is shaped by the **basic cooperative idea** – this enables us to utilise the profits that are not needed to safeguard the company to improve the quality of life of our customers, employees and society.

Being a cooperative also means that many interests have to be in tune with each other and taken into account – in this case we are multifaceted, just like Switzerland with its basic federal structure.

We are proud of the fact that we are a **Swiss company** – as well as of our tradition and history. At the same time, we are **receptive to global diversity**.

We are **oriented to success and performance**, and in this respect are **committed to sustainable development**.

That means striking a balance between economic, ecological and social demands.

We are **trustworthy and responsible** because in our business relationships we think, talk and act honestly, predictably and reliably. Legislation and voluntary Migros standards that go even further form a solid basis for everything we do. We make ourselves trustworthy by checking, and having others check, that we really deliver what we promise. We maintain an open dialogue, both internally and externally.

Our openness, curiosity and interests are geared to **improving the quality of life** of our customers.

We take inspiration from analysing their needs, and apply our entire professional passion to constantly taking them by surprise, in a positive way, and to keeping them happy with our products and services.

With our organisational structure we support the implementation of the strategy

The Migros Group is structured into five **strategic business units (SBUs)**: Cooperative Retailing, Commerce, Industry & Wholesaling, Financial Services and Travel.

At the secondary management level, one or more **business entities (BEs)** is allocated to each SBU.

All SBUs and BUs are responsible for their own profits.

By coordinating our SBUs and BEs, we create additional cost and growth synergies.

In the Cooperative Retailing sector, over and above the Migros Cooperatives, coordination is managed by the Retail Committee (RC), on which the head of each Cooperative is represented.

And: That's how we lead!

The substance and implementation of our strategies have been, and still are, essentially shaped by our executive staff.

The basis of our managerial function is the normative framework of our Migros Group strategy: a) **exemplification of our common values**, b) orientation of our actions to the benefit pledge to our stakeholders, c) striving to achieve our vision “Migros – a better life every day”, and d) commitment to the common goals – the primary duty of our executive staff!

We promote executives who successfully manage their businesses with a high degree of entrepreneurial **self-reliance**, and to the benefit of the whole. The prerequisite for any career within the Migros Group is the exemplification and promotion of our common values, and also **thinking and acting within the concept of the group**. To ensure that we have sufficient executives with the above qualifications available for the organisation, we operate a **systematic, inter-business-unit executive development programme**.

To strengthen our group identity and culture, we encourage the exchange of executive staff between the different business units.