

# Key Figures 2013

in CHF million, unless stated otherwise	2009	2010	2011	2012 (restated) <sup>1</sup>	2013	Change on previous year in %
<b>Income</b>	<b>24'946.9</b>	<b>25'040.3</b>	<b>24'858.8</b>	<b>24'998.8</b>	<b>26'737.0</b>	<b>7.0</b>
↳ of which income before income from financial services business	23'958.4	24'080.4	23'893.6	24'076.9	25'845.9	7.3
↳ of which Migros retail sales	21'037.2	21'199.8	21'058.6	21'333.9	22'867.1	7.2
↳ of which income of the Cooperatives	15'221.8	15'164.2	14'661.9	14'524.0	15'844.3	9.1
<b>EBITDA<sup>2</sup> (earnings before interest, taxes, depreciation and amortisation)</b>	<b>2'278.4</b>	<b>2'315.7</b>	<b>2'116.2</b>	<b>2'177.4</b>	<b>2'177.4</b>	<b>2.9</b>
as % of income	% 9.1	9.2	8.5	8.7	8.5	
↳ of which EBITDA of the retail and industry sectors	2'039.2	2'001.8	1'791.2	1'901.5	1'985.6	4.4
<b>EBIT<sup>2</sup> (earnings before interest and taxes)</b>	<b>1'153.1</b>	<b>1'176.2</b>	<b>979.0</b>	<b>985.6</b>	<b>1'043.9</b>	<b>5.9</b>
as % of income	% 4.6	4.7	3.9	3.9	3.9	
<b>Profit<sup>2</sup></b>	<b>846.3</b>	<b>851.6</b>	<b>659.3</b>	<b>724.2</b>	<b>770.9</b>	<b>6.4</b>
as % of income	% 3.4	3.4	2.7	2.9	2.9	
Effect from pension plans after income tax	135.3	40.2	3.1	22.4	13.4	
<b>Cash flow from operating activity</b>	<b>2'409.6</b>	<b>1'999.0</b>	<b>1'126.7</b>	<b>1'267.5</b>	<b>1'224.9</b>	<b>-4.3</b>
as % of income	% 9.7	8.0	4.5	5.1	4.6	
↳ of which cash flow of the retail and industry sector	1'494.5	1'855.1	1'347.4	2'045.3	687.7	-66.4
<b>Investments</b>	<b>1'479.5</b>	<b>1'490.2</b>	<b>1'265.3</b>	<b>1'224.8</b>	<b>1'324.2</b>	<b>8.1</b>
<b>Equity</b>	<b>13'363.4</b>	<b>14'294.0</b>	<b>14'878.4</b>	<b>15'922.3</b>	<b>15'969.1</b>	<b>4.7</b>
as % of balance sheet total	% 26.3	27.3	27.0	26.5	27.2	
↳ of which equity of the retail and industry sectors	11'634.9	12'412.4	12'893.2	13'099.8	13'663.4	6.7
as % of balance sheet total	% 59.5	62.1	63.6	62.5	65.1	
<b>Balance sheet total</b>	<b>50'805.2</b>	<b>52'374.5</b>	<b>55'181.4</b>	<b>57'534.2</b>	<b>58'809.4</b>	<b>2.2</b>
↳ of which balance sheet total of the retail and industry sectors	19'564.0	19'973.1	20'256.8	21'958.3	20'983.7	0.1
<b>Distribution network</b>						
Total Migros distribution sites	604	610	623	631	639	1.3
Total Migros sales area	m <sup>2</sup> 1'266'062	1'293'204	1'332'397	1'344'738	1'348'664	0.3
<b>Migros Cooperatives (number of members)</b>	<b>2'074'259</b>	<b>2'086'294</b>	<b>2'091'188</b>	<b>2'111'084</b>	<b>2'136'959</b>	<b>1.2</b>
<b>Workforce (number of persons – annual average)</b>	<b>83'780</b>	<b>83'616</b>	<b>86'393</b>	<b>87'461</b>	<b>94'276</b>	<b>7.8</b>
<b>Apprentices (number of persons)</b>	<b>3'264</b>	<b>3'328</b>	<b>3'386</b>	<b>3'358</b>	<b>3'495</b>	<b>4.1</b>
<b>Expenditure Migros Culture Percentage</b>	<b>114.1</b>	<b>114.9</b>	<b>117.6</b>	<b>125.0</b>	<b>120.3</b>	<b>-3.8</b>
<b>Expenditure of the Engagement Migros development fund (Migros Group)<sup>3</sup></b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>4.8</b>	<b>-</b>
<b>Sales of sustainable &amp; regional labels Cooperative Retailing<sup>4</sup></b>	<b>2'018</b>	<b>2'149</b>	<b>2'288</b>	<b>2'613</b>	<b>2'833</b>	<b>8.4</b>
<b>Share of sustainable and regional labels in Cooperative Retailing's sales<sup>4</sup></b>	% <b>13.3</b>	<b>14.2</b>	<b>15.6</b>	<b>18.0</b>	<b>19.3</b>	<b>7.2</b>
<b>Greenhouse gas emissions<sup>5</sup>, absolute</b>	in 1'000 tonnes of CO <sub>2</sub> eq <b>309.5</b>	<b>289.2</b>	<b>291.7</b>	<b>292.8</b>	<b>283.0</b>	<b>-3.3</b>
<b>Total energy consumption, absolute</b>	GWh <b>1'632</b>	<b>1'638</b>	<b>1'599</b>	<b>1'612</b>	<b>1'595</b>	<b>-1.1</b>
<b>Kilometres travelled using rail transport (in Switzerland Migros Groupe)</b>	in million km <b>10.3</b>	<b>10.6</b>	<b>10.1</b>	<b>9.9</b>	<b>10.7</b>	<b>8.0</b>
<b>Waste, total</b>	in 1'000 tonnes <b>214.5</b>	<b>221.2</b>	<b>228.3</b>	<b>230.5</b>	<b>235.6</b>	<b>2.2</b>
<b>Waste recycling rate</b>	in % <b>70.5</b>	<b>71.6</b>	<b>72.0</b>	<b>72.5</b>	<b>74.1</b>	<b>2.2</b>

<sup>1</sup> Restated in connection with IAS 19 (cf. explanations in Note 2 to the Migros Group financial statements) and restatement tangible assets.

<sup>2</sup> Before effect from pension plans.

<sup>3</sup> Funds made available for the first time in 2012.

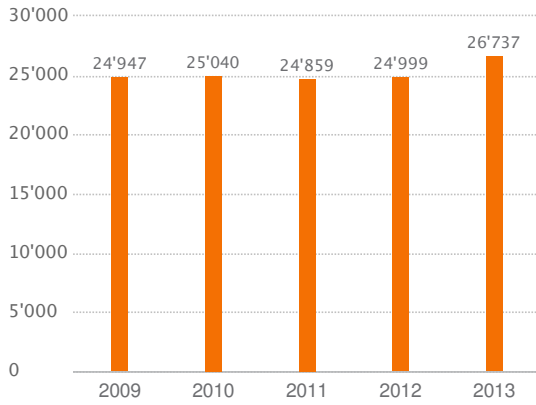
<sup>4</sup> Cooperative Retailing business unit. The following labels: AdR, TerraSuisse, Bio, Bio Cotton, Bio Garden, UTZ Certified, Max Havelaar, MSC/ASC, Topten, Climatop. Incl. products with two awards. Retailing excl. tegut...

<sup>5</sup> Greenhouse gas emissions from combustibles and fuel consumption, cooling agent losses and power consumption (in accordance with Swiss consumption mix at 132.9g CO<sub>2</sub> eq/KWh power; new emission factor in accordance with FOEN, also applied to previous years for comparison purposes). Scope 1 and 2 in accordance with Greenhouse Gas Protocol.

# Key Charts 2013

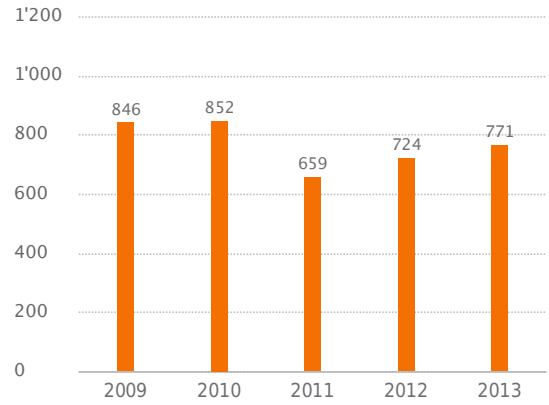
## Income

[in CHF million]



## Profit<sup>1</sup>

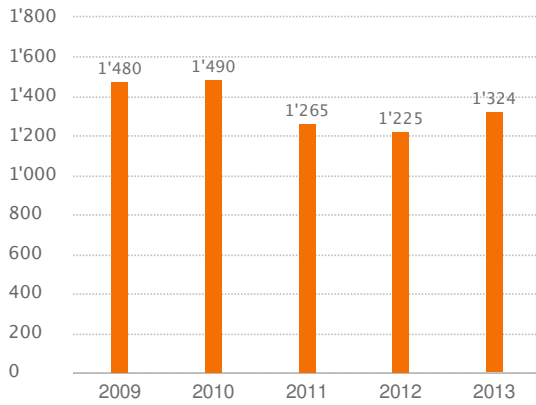
[in CHF million]



<sup>1</sup> Before effect from pension plans

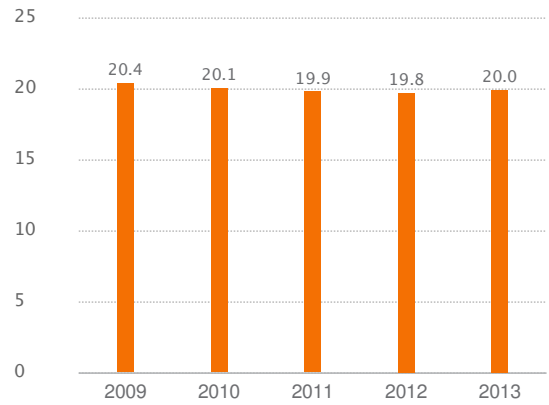
## Investments

[in CHF million]

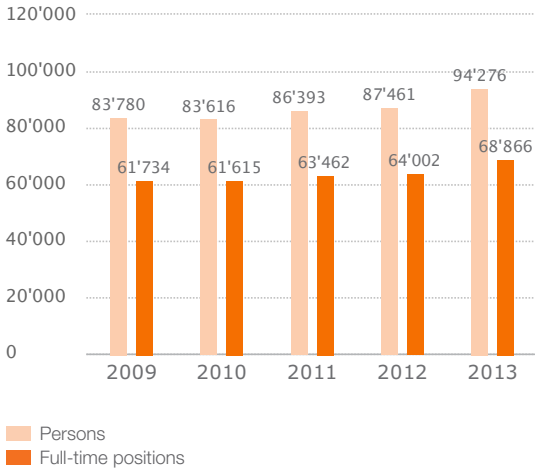


## Market share Migros Group

[in %]

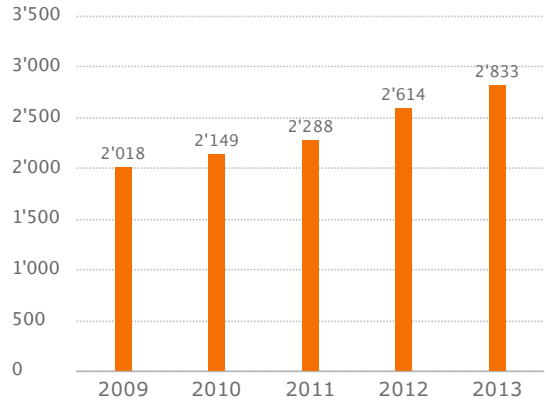


### Workforce Migros Group



### Total sales of sustainable and regional labels Cooperative Retailing<sup>1</sup>

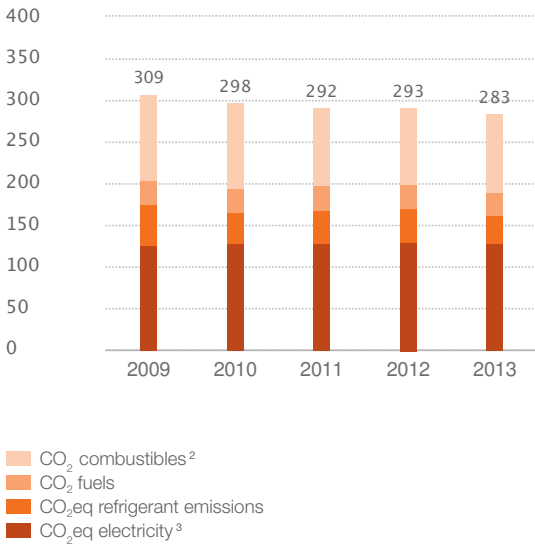
[in CHF million]



<sup>1</sup> The following labels: AdR, TerraSuisse, Bio, Bio Cotton, Bio Garden, UTZ Certified, Max Havelaar, MSC/ASC, Topten, Climatop. Incl. products with two awards. Detailhandel ohne tegut...

### Greenhouse gas emissions (GHG)<sup>1</sup>, absolute

[in 1'000 tonnes of CO<sub>2</sub>eq]



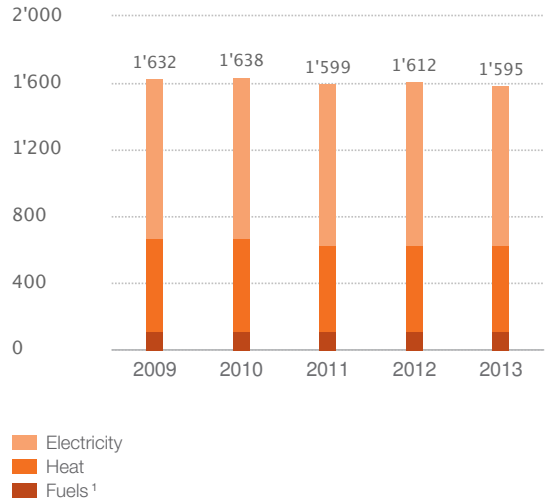
<sup>1</sup> Scope 1 and 2 in accordance with Greenhouse Gas Protocol

<sup>2</sup> Own vehicle fleets of the Migros Cooperatives and Scana

<sup>3</sup> in accordance with Swiss consumption mix at 132.9g CO<sub>2</sub>eq/KWh power.  
New emission factor in accordance with FOEN, also applied to previous years for comparison purposes

### Energy consumption, absolute

[in 1'000 tonnes]



<sup>1</sup> Own vehicle fleets of the Migros Cooperatives and Scana