

Key Figures 2015

In million CHF except where indicated	2011	2012	2013	2014 ^[1]	2015	Change compared to previous year
Finances						
Income	24'858.8	24'998.8	26'737.0	27'374.6	27'406.5	0.1%
↳ of which income before financial services business	23'893.6	24'076.9	25'845.9	26'501.7	26'545.8	0.2%
↳ of which Migros retail sales	21'058.6	21'333.9	22'867.1	23'051.5	22'996.1	-0.2%
↳ of which (income) of the Cooperatives	14'661.9	14'524.0	15'844.3	15'910.2	15'612.7	-1.9%
Total Migros distribution sites (number)	623	631	639	648	659	1.7%
Total Migros sales area (in m2)	1'332'397	1'344'738	1'348'664	1'362'083	1'377'633	1.1%
EBITDA (earnings before interest, taxes, depreciation and amortisation)	2'116.2	2'177.4	2'266.1	2'392.3	2'313.9	-3.3%
as % of income	8.5	8.7	8.5	8.7	8.4	
↳ of which EBITDA of the retail and industry sector	1'791.2	1'901.5	1'985.6	2'075.8	1'999.9	-3.7%
EBIT (earnings before interest and taxes)	979.0	985.6	1'043.9	1'125.6	981.6	-12.8%
as % of income	3.9	3.9	3.9	4.1	3.6	
Profit ^[2]	659.3	724.2	770.9	825.6	791.1	-4.2%
as % of income	2.7	2.9	2.9	3.0	2.9	
Cash flow from operating activity	1'126.7	1'267.5	1'224.9	2'361.5	2'696.3	14.2%
as % of income	4.5	5.1	4.6	8.6	9.8	
↳ of which cash flow from the retail and industry sector	1'347.4	2'045.3	687.7	1'703.0	2'047.1	20.2%
Investments	1'265.3	1'224.8	1'324.2	1'640.9	1'356.3	-17.3%
Equity	14'878.4	15'248.0	15'969.1	15'970.1	16'802.3	5.2%
as % of balance sheet total	27.0	26.5	27.2	26.4	27.0	
↳ of which equity of the retail and						

industry sector	12'893.2	13'099.8	13'663.4	13'548.1	14'181.3	4.7%
as % of balance sheet total	63.6	62.5	65.1	65.4	66.5	
Balance sheet total	55'181.4	57'534.2	58'809.4	60'585.1	62'138.1	2.6%
↳ of which balance sheet total of the retail and industry sector	20'256.8	20'958.3	20'983.7	20'709.3	21'322.9	3.0%
Migros Cooperative						
Number of Migros cooperative members	2'091'188	2'111'084	2'136'959	2'155'331	2'166'145	0.5%
Employees						
Workforce (people annual average)	86'393	87'461	94'276	97'456	100'373	3.0%
Full-time positions	63'462	64'002	68'866	71'056	72'609	2.2%
Trainees	3'386	3'358	3'495	3'650	3'700	1.4%
Society & culture						
Migros Culture Percentage expenses	117.6	125.0	120.3	122.4	120.2	-1.7%
Expenses Engagement Migros development fund (Migros Group) ^[3]	-	-	4.8	6.1	8.6	47.5%
Products						
Total sales of sustainable, health and regional label Cooperative Retailing	2'534.4	2'843.9	3'079.3	3'399.8	3'647.9	7.3%
Environment						
Greenhouse gas emissions (GHG), Cooperative Retailing and M-Industry (in 1'000 tonnes CO2-eq)	292	293	284	272	266	-2.3%
CO2 cooling systems in the branches, Cooperative Retailing	230	303	368	460	471	2.4%
Energy consumption, Cooperative Retailing and M-Industry (in GWh)	1'599	1'610	1'598	1'539	1'540	0.1%
Installed capacity of solar plants on Migros roofs (in kWp)	3'222	3'691	11'882	16'817	26'271	56.2%
Minergie-certified area (in 1'000 m2)	790	822	872	878	885	0.9%
Waste recycling rate, Cooperative Retailing and M-Industry (in %)	71.4	72.9	74.5	75.8	77.2	1.9%

1 Due to the switch in accounting standard from IFRS to Swiss GAAP FER with effect from 1 January 2015, the figures for the previous year have been adjusted

2 2011 - 2013 IFRS, before effect from pension plans

3 Funds made available for the first time in 2012.