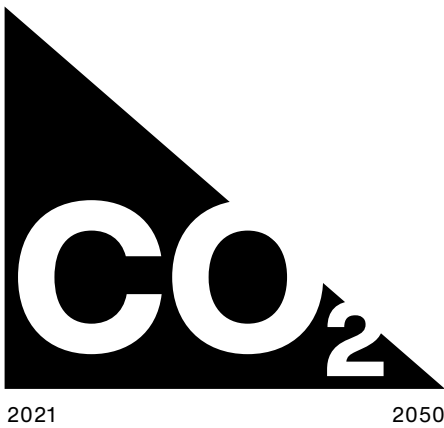


# Facts and figures for the Migros Group's 2021 financial year

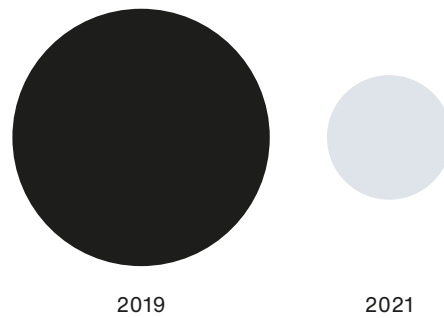
Sustainability



## Net zero

CO<sub>2</sub>: net zero by 2050 is the ambitious climate target that the Migros Group set itself in 2021.

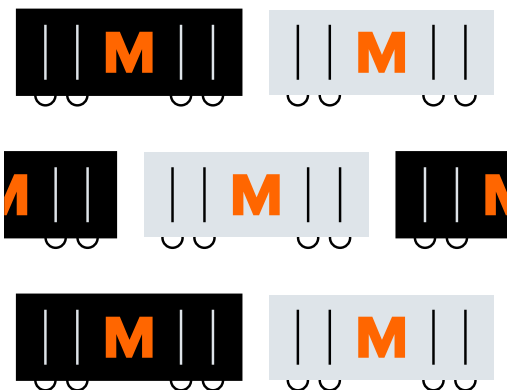
Sustainability



## -51.6%

was the reduction in operations-related greenhouse gas emissions by the Migros Group in 2021 in comparison with the reference year 2019. The target period lasts from 2020 to 2030.

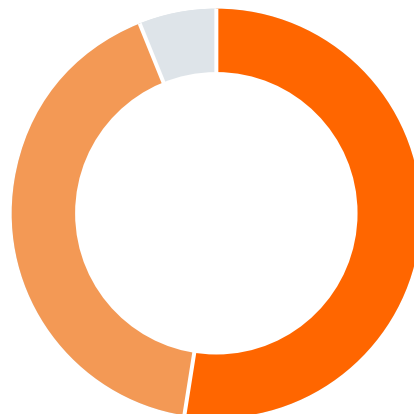
Sustainability



## 400

More than 400 rail wagons transport goods for Migros every day.

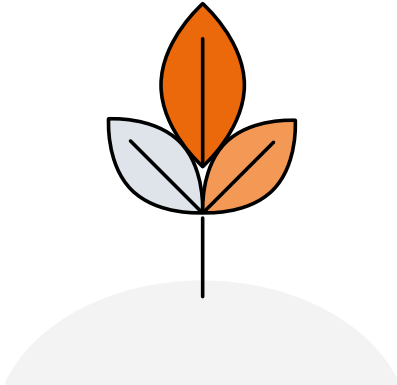
Sustainability



## 188

188 vehicles make up Migros' fleet of climate-friendly lorries: 99 electric lorries and transporters, 78 biogas and biodiesel vehicles, 11 hydrogen-powered vehicles.

Sustainability



**+3%**

increase in organic food sales in Cooperative Retailing (incl. Alnatura) in comparison with the previous year

Sustainability

**-2.1%**

was the reduction in operations-related energy consumption by the Migros Group in 2021 in comparison with the reference year 2019. The target period lasts from 2020 to 2030.

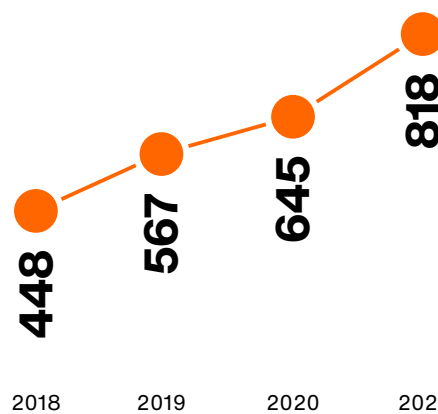
Sustainability



**265 million**

Number of PET drinks bottles collected in Cooperative Retailing in 2021

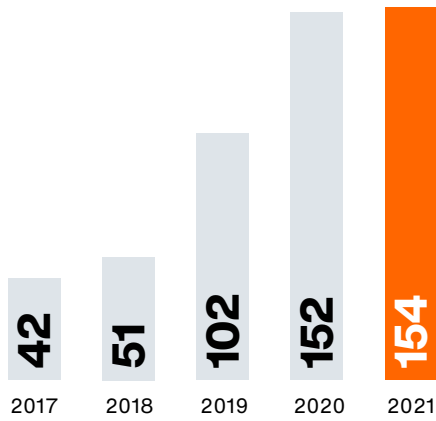
Health



**818**

Increase in the number of certified vegan products

Health



# 154 locations

Development of the Medbase Group's medical, dental and pharmaceutical contact points over the last five years

Commitment



# 160 million

CHF 160 million was invested in social commitment and in areas such as community, education and ethics in 2021. CHF 142 million of these funds was distributed to Migros Culture Percentage.

Commitment



# 18 million

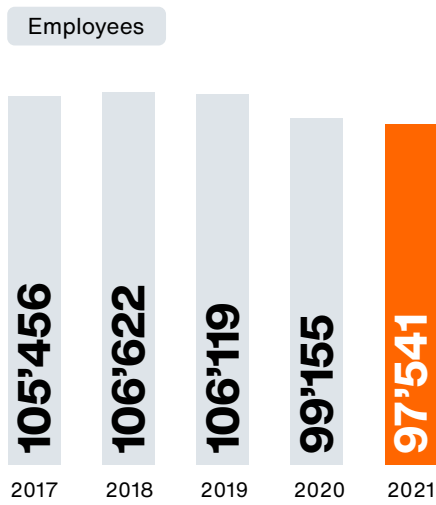
CHF 17 million was made available for the Migros Group's Migros Pioneer Fund in 2021 (CHF 18 million spent).

Commitment



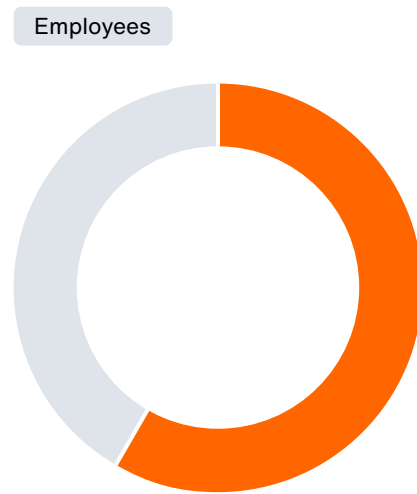
# 1 million

CHF 1 million per year has gone towards ecological development aid projects since 1979.



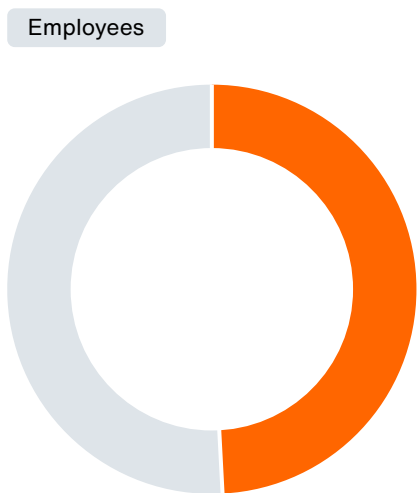
**97'541**

97'541 employees in the Migros Group including 3'621 trainees in the Migros Group in more than 60 different occupations



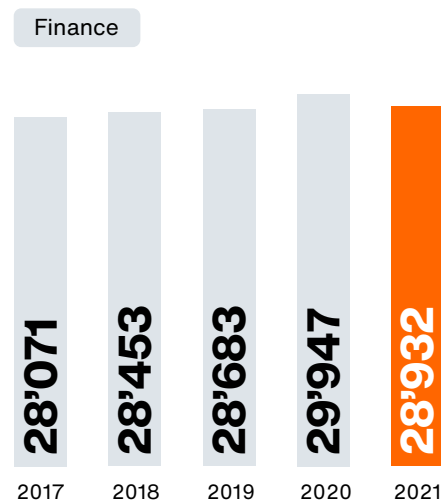
**58.6%**

The proportion of female employees in 2021 was 58.6%.



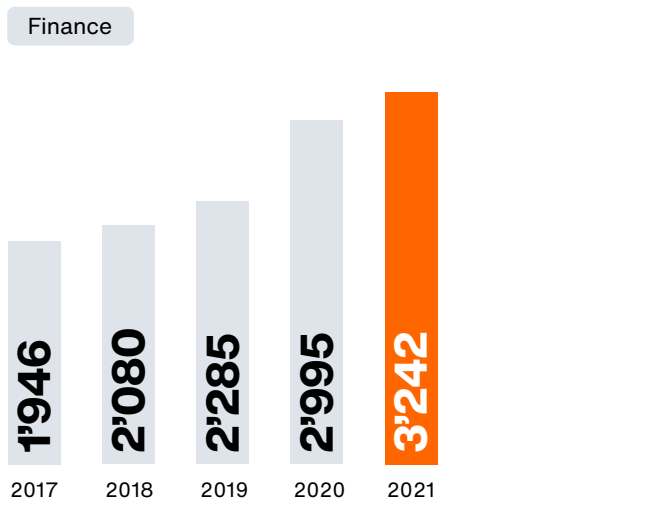
**49.2%**

49.2% of employees worked part time in 2021.



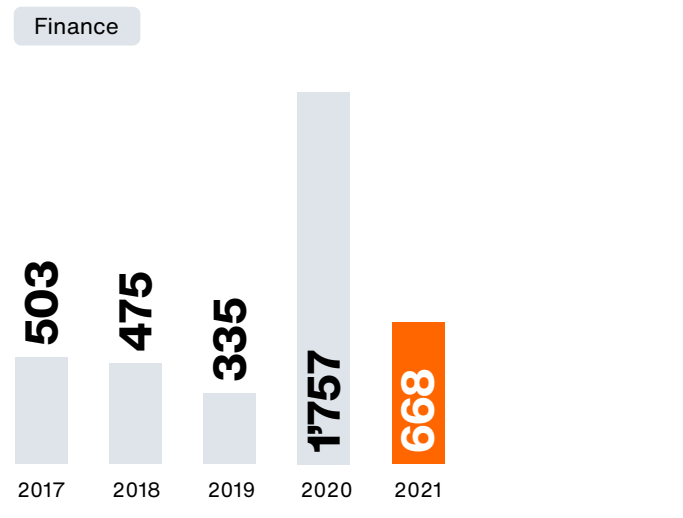
**28.932 billion**

Group sales increased by 2.3% to CHF 28.932 billion in comparison with the previous year.



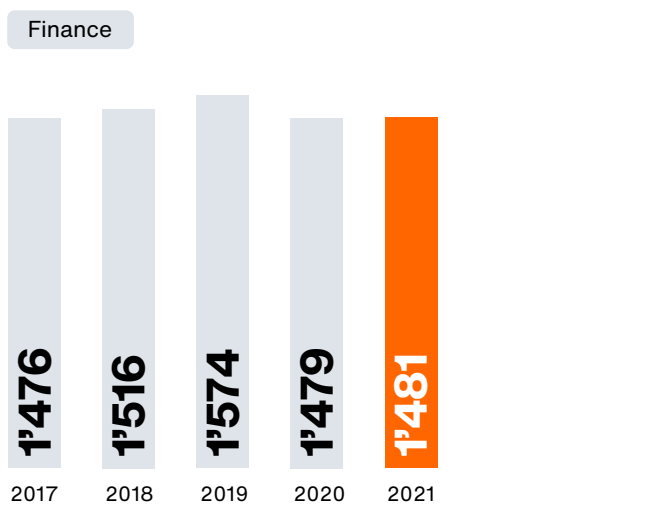
# 3.242 billion

Migros has grown its online sales by 67% in the past 5 years. Sales in 2021 amounted to CHF 3.242 billion.



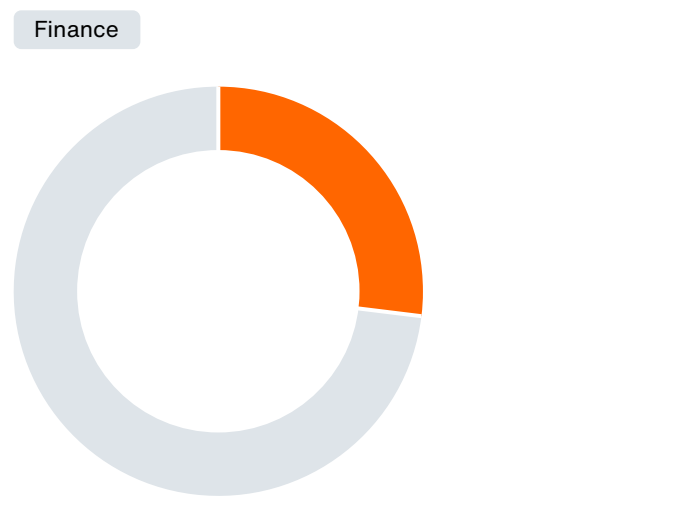
# 668 million

The Migros Group's profit came to CHF 668 million in 2021.



# 1.481 billion

The Migros Group's total investments amounted to CHF 1.481 billion in 2021.



# 21.142 billion

Equity CHF 21.142 billion  
27.1 % of the balance sheet total

## Key figures in detail

CHF million, except where indicated	2017	2018	2019	2020	2021	Change from previous year in %
<b>Income</b>	28'071	28'453	28'683	29'947	28'932	-3.4
of which income before income from financial services business	27'292	27'677	27'914	29'189	28'173	-3.5
of which Migros retail sales	23'296	23'729	23'757	24'379	24'744	+1.5
of which income of the Cooperatives <sup>1</sup>	15'557	16'255	16'062	16'559	16'364	-1.2
Total Migros distribution sites	number 701	727	737	726	735	+1.2
Total Migros sales area	m <sup>2</sup> 1'402'169	1'476'827	1'478'738	1'415'437	1'437'315	+1.5
<b>EBITDA (earnings before interest, taxes, depreciation and amortisation)</b>	2'103	2'118	1'732	3'349	2'094	-37.5
as % of income	% 7.5	7.4	6.0	11.2	7.2	
of which EBITDA of the Retail and Industry sector	1'795	1'796	1'390	3'096	1'841	-40.5
<b>EBIT (earnings before interest and taxes)</b>	603	651	201	1'866	800	-57.1
as % of income	% 2.1	2.3	0.7	6.2	2.8	
<b>Profit</b>	503	475	335	1'757	668	-62.0
as % of income	% 1.8	1.7	1.2	5.9	2.3	
<b>Cash flow from operating activity</b>	1'170	1'361	1'820	2'934	3'353	+14.3
as % of income	% 4.2	4.8	6.3	9.8	11.6	
of which cash flow of the Retail and Industry sector	1'619	1'641	1'382	1'598	1'322	-17.3
<b>Investments</b>	1'476	1'516	1'574	1'479	1'481	+0.1
<b>Equity</b>	17'913	18'417	18'781	20'489	21'142	+3.2
as % of balance sheet total	% 27.7	27.7	27.5	28.2	27.1	
of which equity of the Retail and Industry sector	14'931	15'282	15'438	17'004	17'545	+3.2
as % of balance sheet total	% 67.3	67.1	69.1	71.7	71.9	
<b>Balance sheet total</b>	64'581	66'601	68'402	72'781	77'982	+7.1
of which balance sheet total of the Retail and Industry sector	22'176	22'789	22'331	23'727	24'416	+2.9
<b>Expenditure for cultural, social and economic policy purposes</b>	122	120	118	142	142	-0.1
<b>Workforce/Migros Cooperatives</b>						
Workforce (number of persons – annual average)	number 105'456	106'622	106'119	99'155	97'541	-1.6
Migros Cooperatives (number of members)	number 2'187'818	2'215'194	2'236'811	2'268'184	2'281'761	+0.6

<sup>1</sup> Adjustment as from 2018: Cooperations inclusive domestic and foreign branches

# Cooperative Retailing

**In 2021, the Migros Group expanded its online business, increased regional diversity, sold more sustainable products and reduced its prices. The consolidated sales of Cooperative Retailing remained stable at CHF 17.719 billion.**

The ten regional Migros Cooperatives including subsidiaries generated sales of CHF 14.865 billion in Switzerland, not quite matching the outstanding performance of the previous year. The supermarkets and hypermarkets posted sales of CHF 12.344 billion (-0.9%); including the business of Migros Online, sales amounted to CHF 12.644 billion (-0.4%). Sales abroad came in at CHF 1.499 billion (+0.1%).

## 1.7%

average price reduction in the supermarkets and hypermarkets

### Prices reduced

Migros reduced its prices in the supermarkets and hypermarkets by 1.7% on average. It thereby continued to pursue its strategy of offering its customers the best value for money. The retailer was able to finance these price cuts by continuously reducing costs.

The lower prices, combined with factors such as changes in consumer behaviour, meant that the average basket value was lower than in the previous year. Customers made smaller purchases than in 2021, but they visited the branches more often. This is reflected in a 3.6% increase in footfall to around 333 million purchases.

**The ten regional Cooperatives now sell around 10'000 products bearing the label "Aus der Region. Für die Region" (From the region. For the region).**

## 110

V-Love own-brand products with plant-based ingredients now sold

### Focus on sustainability and regional products

Migros also increased regional diversity in 2021. For example, the ten regional Cooperatives now sell around 10'000 products bearing the label "Aus der Region. Für die Region" (From the region. For the region). This represents an increase of around 500 products. The range of sustainably produced food was also expanded in the reporting year. With the introduction of IP-Suisse grass-fed milk, Migros has become the first retailer in Switzerland to sell only sustainably produced milk. It also made improvements in the area of animal welfare. Since 2021, all eggs sold by Migros are free-range.

In order to simplify sustainable shopping, Migros launched M-Check in 2021. Unique in the Swiss retail sector, it evaluates Migros' own brand products in terms of animal welfare and climate compatibility.

Migros also introduced innovations in meat and milk substitute products. The range of V-Love own-brand products with plant-based ingredients, which was launched in the previous year, has been expanded by 57 products to more than 110.

Migros' sales of products with ecological or social added value amounted to CHF 3.404 billion (+0.7%). Following strong growth in the previous year, organic food sales increased by a further 3.0% to CHF 1.250 billion.

→ Sustainable development

**Specialist markets record further growth**

In 2021, the specialist markets Micasa, SportXX, melectronics, Do it + Garden and OBI were transferred to Migros Fachmarkt AG, which defines the strategic orientation of the formats and provides all central activities. The specialist markets maintained their momentum of the previous year even in the challenging environment of the pandemic. Sales rose by 0.9% to CHF 1.730 billion, while prices decreased by 2.2%. In-store business was the main contributor to this increase.

**24.5%**

increase in sales by online supermarket  
Migros Online

**Migros Online extends leading position**

The online supermarket Migros Online further extended its leading position in the Swiss market during the reporting year. Sales increased by 24.5% to a record CHF 330 million. The number of delivered orders again rose significantly by 38.0%.

**Branch network expanded**

Migros opened 18 new branches, including several local M and MM locations, an OBI specialist market and five Alnatura supermarkets. Nine locations were closed, most of which were independent catering businesses. The Migros sales network comprised a total of 735 locations (previous year: 726). The sales area of the supermarkets and hypermarkets, the specialist markets and the restaurants and takeaways increased by a net 1.5% to 1'437'315 m<sup>2</sup>.

**Financial results Cooperative Retailing**

in CHF million	2021	2020	Change in %
<b>Net revenue from goods and services sold</b>			
Cooperatives incl. branches <sup>1</sup>	16'364	16'559	-1.2%
Medbase (Medbase group and santémed health centres)	490	380	28.8%
FMC	5'434	5'618	-3.3%
Migros Online SA	330	266	24.5%
Logistics	408	423	-3.6%
Other companies	6	3	64.4%
<b>Total net revenue from sales of goods and services sold</b>	<b>23'032</b>	<b>23'249</b>	<b>-0.9%</b>
Elimination intra-sectoral	-5'313	-5'513	
<b>Sales per segment (net revenue from sales of goods and services sold)</b>	<b>17'719</b>	<b>17'736</b>	<b>-0.1%</b>
Other operating income	438	1'691	-74.1%
<b>Total income</b>	<b>18'157</b>	<b>19'428</b>	<b>-6.5%</b>
<b>Earnings before financial income and taxes</b>	<b>304</b>	<b>1'522</b>	<b>-80.0%</b>
Segment assets	11'191	10'950	
Investments in long-term assets	1'099	1'088	
Employees	71'537	71'437	

<sup>1</sup> Cooperations inclusive domestic and foreign branches



## Distribution figures Cooperative Retailing

	Number of sites 2021	Number of sites 2020	Sales area (m <sup>2</sup> ) 2021	Sales area (m <sup>2</sup> ) 2020
<b>Distribution sites Switzerland</b>				
<b>Migros sites</b>				
M	368	367	301'309	300'290
MM	212	204	487'516	475'695
MMM	50	50	369'332	373'327
<b>Total</b>	<b>630</b>	<b>621</b>	<b>1'158'157</b>	<b>1'149'311</b>
MParcs/specialist market centres/Obi <sup>1</sup>	40	40	244'129	234'243
Single-line stores <sup>2</sup>	53	48	33'468	29'552
<b>Total</b>	<b>93</b>	<b>88</b>	<b>277'597</b>	<b>263'794</b>
Independent gastronomy businesses	12	17	1'561	2'332
<b>Total sites</b>	<b>735</b>	<b>726</b>	<b>1'437'315</b>	<b>1'415'437</b>
<b>Distribution lines Switzerland</b>				
Supermarkets				
M, MM and MMM	630	621	950'945	941'883
Alnatura <sup>3</sup>	19	-	7'624	-
Other supermarkets <sup>4</sup>	9	9	13'605	12'531
<b>Total supermarkets</b>	<b>658</b>	<b>630</b>	<b>972'174</b>	<b>954'414</b>
Specialist markets				
Do it + Garden	41	41	96'685	97'323
Micasa	35	34	69'434	69'625
SportXX	65	63	79'561	76'931
Melectronics	101	101	39'636	40'284
Obi DIY superstore/garden	11	11	90'069	86'045
<b>Total specialist markets</b>	<b>253</b>	<b>250</b>	<b>375'385</b>	<b>370'208</b>
Gastronomy				
M-Restaurants	-	153	-	77'738
Takeaways and other gastronomic formats <sup>5</sup>	-	135	-	13'077
<b>Total Gastronomy<sup>6</sup></b>	<b>235</b>	<b>288</b>	<b>89'756</b>	<b>90'815</b>
<b>Distribution sites other countries</b>				
France (Migros France)				
MMM	2	2	10'883	10'883
MM	1	1	1'638	1'638
Germany				
Tegut	296	283	313'040	306'178

<b>Total other countries</b>	<b>299</b>	<b>286</b>	<b>325'561</b>	<b>318'699</b>
<b>Wholesaling cooperatives and other</b>				
Migros Partners	49	49		
VOI	61	59		
<b>Health, leisure and foundations</b>				
Medbase locations	154	152		
MiSENSO (audiology & optometry) <sup>7</sup>	9	2		
Fitness Switzerland <sup>8</sup>	139	138		
Fitness other countries <sup>9</sup>	170	167		
Aquaparcs <sup>10</sup>	2	2		
Sportparcs	3	3		
Golfparcs	8	8		
Foundations "Park im Grünen" and Monte Generoso	5	5		

<sup>1</sup> Site may include super/hypermarket branches

<sup>2</sup> Outlets, Alnatura Bio supermarkets, independent Outdoor by SportXX stores, etc.

<sup>3</sup> Alnatura is now shown separately; the area was previously assigned to M/MM/MMM sites

<sup>4</sup> integrated in MParcs or specialist market centres

<sup>5</sup> Chickeria (2020), Kaimug, Hitzberger, Coffee&Time

<sup>6</sup> Adjusted calculation basis

<sup>7</sup> integrated in Migros branches (shop-in-shop)

<sup>8</sup> Migros Fitnessparks (incl. fitness park in Milandia sport and adventure park), Migros Fitnessclubs, Migros Fitnesscenter, Activ Fitness (AG), ONE Training Center (AG), Only Fitness; +

FT-Club

<sup>9</sup> ACISO Fitness&Health GmbH (ELEMENTS studios in Germany, INJOY franchise facilities in Germany, Austria and Belgium; FT-Clubs in Germany, Austria, Switzerland, Netherlands,

Italy)

<sup>10</sup> Sântispark, Bernaqua

# Commerce

**The Commerce Department is responsible for Migros' Convenience and Discount food retail sub-segments. It also drives online growth with Digitec Galaxus and Ex Libris. All companies increased their market share in 2021.**

## 162 million

earnings before interest and taxes (EBIT) in CHF

Due to the successful transformation of the retail portfolio over the past few years, with a particular focus on Convenience, Discount and Online Retail, the Commerce Department achieved a further surge in growth in the reporting year. The companies Digitec Galaxus and Ex Libris again responded flexibly to strong growth in online demand and significantly extended their positions as online market leaders. The discounter Denner also increased its market share, while migrolino and Migrol made significant strides forward in the Convenience sub-segment.

At CHF 162 million, earnings before interest and taxes (EBIT) exceeded the previous year's posted result of CHF 127 million by a considerable margin.

## 16%

increase in platform sales by the Digitec Galaxus group

### Long-term profitable growth in Online Retail

Due to the portfolio optimisation measures, the Migros Group's dependency on in-store non-food business was greatly reduced. It is now driving growth in the online business.

**Digitec Galaxus** increased its platform sales by 16% to CHF 2'122 million. The company grew much faster than its competitors and gained market share in all areas. By intensifying its activities in the German market, Galaxus Germany generated platform sales of more than EUR 100 million and thereby reached an important milestone in the development of the business. The Digitec Galaxus group's net sales came in at CHF 2'054 million, compared with CHF 1'745 million in the previous year.

**Ex Libris** completed its successful transformation from brick-and-mortar retailer to online retailer. Due to continued strong online growth and the positive development of in-store business, sales increased by 10.3% to CHF 134 million. Ex Libris has thus again extended its position as Switzerland's leading online book retailer.

## 4.3%

increase in sales by migrolino AG

### Strong performance in Discount and Convenience

**Denner** posted sales of CHF 3'808 million (+1.2%) in a generally declining food retail market. Due to its strengths as a local discounter with a dense network of branches, Denner was able to capitalise on changes in consumer behaviour during the Covid-19 pandemic. In addition, it also managed to retain the customers acquired in the previous year. With a net increase of twelve branches, the branch network grew to 850 locations, further increasing proximity to customers.

**Migrolino** increased its sales by 4.3% to CHF 747 million. Footfall in the branches remained at the high levels of the previous year. The wholesale business also saw significant growth, due to the acquisition of new business partners. migrolino AG expanded its network of migrolino, mio by migrolino and goods shops to 337 (previous year: 323).

**Migrol** recorded a significant rise in sales to CHF 1'450 million (+18.3%) in the reporting year, after a fall in revenues in the previous year, due in part to lower fuel and heating oil prices and reduced use of private vehicles. Sales volumes in the petrol station business in 2021 did not quite recover to pre-pandemic levels.

## Financial results Commerce

in CHF million	2021	2020	Change in %
<b>Net revenue from goods and services sold</b>			
Denner AG	3'808	3'762	1.2%
Migrol AG	1'450	1'227	18.3%
Digitec Galaxus	2'054	1'745	17.7%
migrolino AG	747	716	4.3%
Ex Libris AG	134	122	10.3%
Other companies <sup>1</sup>	5	200	-97.7%
<b>Total net revenue from sales of goods and services sold</b>	<b>8'198</b>	<b>7'771</b>	<b>5.5%</b>
Elimination intra-sectoral	-16	-38	
<b>Sales per segment (net revenue from sales of goods and services sold)</b>	<b>8'182</b>	<b>7'733</b>	<b>5.8%</b>
Other operating income	96	83	14.9%
<b>Total income (sales)</b>	<b>8'277</b>	<b>7'816</b>	<b>5.9%</b>
<b>Earnings before financial income and income tax</b>	<b>162</b>	<b>127</b>	<b>27.0%</b>
Segment assets	1'366	1'262	
Investments in long-term assets	134	130	
Employees	9'263	9'565	

<sup>1</sup> Magazine zum Globus and Swisstherm AG in the previous year: revenues recognised up until date of disposal

## Distribution network Commerce figures

	Number of sites 2021	Number of sites 2020	Sales area (m <sup>2</sup> ) 2021	Sales area (m <sup>2</sup> ) 2020
<b>Denner</b>	<b>850</b>	<b>838</b>		
Denner branches	580	570	232'986	228'123
Denner satellites (incl. Denner Express)	270	268		
<b>Ex Libris AG</b>	<b>14</b>	<b>14</b>	<b>1'427</b>	<b>1'427</b>
<b>MIGROL</b>				
Total petrol stations	310	309		
Migrol Auto Service/Migrol Service	149	148		
Petrol stations (automated)	161	161		
Convenience stores operated by Migrol (migrolino and Migrol shops)	(149)	(148)		
<b>Total convenience stores</b>	<b>386</b>	<b>371</b>		
migrolino <sup>1</sup>	337	322		
Migrol shops	49	49		

<sup>1</sup> These locations are divided into stand-alone migrolinos, Migrol migrolinos, Shell migrolinos, Socar migrolinos and Piccadilly migrolinos.

# Migros Industrie

**In 2021, Migros Industrie generated sales of CHF 5.748 billion (-3.8%) in a challenging market environment. The pandemic-related decline in Switzerland and the effects of the portfolio adjustments were largely cushioned by growth abroad.**

With its industrial companies, Migros is one of the biggest producers of own-brand products. At the same time, it also supplies many third-party customers in Switzerland and abroad with its products. In 2021, domestic sales and food services in particular were hit hard by the pandemic. However, this was largely offset by growth in sales to customers abroad.

Collaboration within the Migros Group was further enhanced with the project "Winning together". Representatives of the Cooperatives, the Federation of Migros Cooperatives and Migros Industrie committed to end-to-end optimisation across the board with the aim of improving Migros' market position over the long term. Migros Industrie is supporting this drive with the introduction of a cost-plus pricing model.

**Despite the challenging conditions caused by the pandemic, Migros Industrie was able to continue fulfilling its mission thanks to the extraordinary dedication of its employees.**

## 206 million

was invested by Migros Industrie in Switzerland as a centre of industry (in CHF).

### Active portfolio adjustment in Switzerland

In the Swiss market (retailing and bulk consumer business), Migros Industrie separated from the catering wholesaler Saviva in the previous year. In 2021, this led to a year-on-year decrease in domestic sales of CHF 310 million (-6.1%) across all channels in Switzerland. Despite the challenging conditions caused by the pandemic, Migros Industrie was able to continue fulfilling its mission thanks to the extraordinary dedication of its employees.

### International market position maintained

The international business grew by an encouraging CHF 83 million (+9.4%) in the reporting year. This was driven mainly by the export business of Delica and Mifroma, and by the growth of the Mibelle Group's foreign subsidiaries in Korea (Dr. G) and France (Ondal).

### Investment in Switzerland as a centre of industry

In 2021, Migros Industrie invested about CHF 206 million in Switzerland as a centre of industry. As in previous years, the focus was on automating and digitalising processes.

Migros Industrie employed an average of 13'119 people in 2021. Due to portfolio adjustments (Saviva) in 2020, the number of employees in the reporting year was down by 831 on the previous year. As a committed trainer, Migros Industrie trained a total of 527 apprentices in more than 30 different occupations.

**Financial results Migros Industrie**

in CHF million	2021	2020	Change in %
Net revenue from goods and services sold	5'748	5'975	-3.8%
Other operating income	61	72	-16.3%
<b>Total income</b>	<b>5'809</b>	<b>6'048</b>	<b>-4.0%</b>
<b>Earnings before financial income and taxes</b>	<b>133</b>	<b>111</b>	<b>20.1%</b>
Segment assets	2'182	2'234	
Investments in long-term assets	206	220	
Employees	13'119	13'950	

# Financial Services

**Migros Bank again saw significant growth in volumes and earnings in its core business. Across all divisions, operating income increased by 14% to CHF 652 million in the reporting year.**

Due to the continued high level of customer confidence, Migros Bank saw significant growth in its core business in 2021. This included a 9.4% increase in customer deposits to CHF 42.2 billion and a 53% rise in the number of asset management mandates.

## 6.5%

increase in mortgage volume

### Encouraging trend in loans

The volume of customer loans increased in parallel with customer deposits. The mortgage volume rose by 6.5% to CHF 42.6 billion. The increase in new customer loans across all divisions amounted to CHF 2.8 billion (+6.7%). Around half of this was attributable to the corporate clients business, which had its best financial year to date, due in part to a twofold increase in the number of acquisition and succession financing transactions. The growth in customer lending in both the corporate clients and private clients business was helped by an unchanged prudent risk policy, which also contributed towards an increase in net interest income (CHF 482 million, +15.2%).

Migros Bank is continuously expanding its range of services. In the private clients business, the brokerage service Nextkey was launched in collaboration with the subsidiary CSL Immobilien AG. Private clients also benefit from partnerships with providers of sustainability solutions, such as Helion for low-energy renovation and gowago.ch for e-mobility.

## 19.6%

increase in the value of all securities in Migros Bank custodian accounts

### Investment business further expanded

The performance of the investment business was also encouraging. The value of all securities held in Migros Bank custodian accounts rose by 19.6% to CHF 16.8 billion. Commission income also increased by 7.9% to CHF 115 million due to the strong investment business. Trading business grew by 25.5%. Operating income across all divisions was up 14% to CHF 652 million.

### Investments in the future

Operating expenses amounted to CHF 342 million (+9.1%), with personnel and material expenses both rising. Migros Bank employed around 100 new staff in 2021. It also invested in training in order to align advice even more to specific customer needs and to take account of the new requirements and job profiles resulting from digital transformation. Material expenses increased by 11.6%, due primarily to investments in the brand and in expanded digital services.

At 51.5%, the cost-income ratio was again encouragingly low compared with the sector average. Without special items, this figure would have been even better: as announced on 3 November 2021, Migros Bank voluntarily paid out retrocessions on Migros Bank funds of CHF 60 million to around 37'000 customers. Of this amount, CHF 7.6 million was allocated to commission income and CHF 52.4 million to provisions/losses. After taking into account depreciation, provisions and losses, operating income amounted to CHF 234 million.



**Well positioned thanks to strategic initiatives**

Due to sustained pressure on net interest margins, the general conditions will remain challenging in 2022. Migros Bank sees itself in good shape, and its position is further strengthened by its strategic initiatives. These include expanding direct sales activities, increasing innovation to boost the core business with corporate and private clients, improving operational processes, and leveraging synergies with the Migros Group (e.g. with the Cumulus credit card).

**Financial results Financial Services**

in CHF million	2021	2020	Change in %
Net revenue from goods and services sold	14	11	25.1%
Income from financial services	762	758	0.5%
Other operating income	2	0	307.4%
<b>Total income</b>	<b>778</b>	<b>770</b>	<b>1.0%</b>
<b>Earnings before financial income and taxes</b>	<b>233</b>	<b>234</b>	<b>-0.5%</b>
Segment assets	54'556	50'615	
Investments in long-term assets	39	38	
Employees	1'722	1'622	

# Travel

**The operating result of the Hotelplan Group was again heavily affected by the pandemic. Due to the sharp decline in winter business, net sales fell by 11.9% year-on-year to CHF 645 million.**

The Hotelplan Group's results were again affected by the Covid-19 pandemic in the 2020/2021 financial year. Customers made far fewer bookings and travelled much less than in the previous year, in particular during the winter season. The pandemic situation eased somewhat during the summer months, which resulted in more bookings compared with the same period in the previous year. For several weeks, bookings received by the business entities Hotelplan Suisse, vtours and Interhome Group even exceeded the levels seen in 2019 before the pandemic. The total net sales of the Hotelplan Group amounted to CHF 645 million in the reporting year (previous year: CHF 732 million).

**Hotelplan Suisse introduced some new options to give customers more flexibility to change planned trips.**

**50%**

less greenhouse gas emissions by 2030 is the target reduction for the Hotelplan Group.

#### **Flexible cancellation terms introduced**

A customer survey carried out by Hotelplan Suisse in 2021 showed that customers want protection and flexible cancellation terms. Hotelplan Suisse answered this call with its new "care-free package", which includes flexible cancellation terms for selected destinations, plus daily updates on entry requirements. The "Flexible 50" tariff introduced by vtours also gives customers more flexibility to change planned trips.

#### **Focus on sustainability and customer experience**

To take account of changing market conditions and prepare for the post-pandemic era, the Hotelplan Group used the 2020/2021 financial year to streamline its strategy. The Group-wide strategy process resulted in the ONWARDS! programme, which focuses on the core topics of sustainability and customer experience. In the area of sustainability, the Hotelplan Group was the first Swiss travel company to sign the "Glasgow Declaration on Climate Action in Tourism" in 2021. As part of this, it has pledged to reduce greenhouse gas emissions by 50% by 2030 and to achieve net-zero by 2050.

The Hotelplan Group is also committed to becoming climate-neutral in the current year by offsetting own greenhouse gas emissions that have not yet been reduced. It is also expanding its product portfolio to include sustainable holidays. In the area of customer experience, the Hotelplan Group strives to optimally link online and offline customer touchpoints across the entire customer journey, from initial contact to booking through to the stay in the destination.

**Financial results Travel**

in CHF million	2021	2020	Change in %
Net revenue from goods and services sold	645	732	-11.9%
Other operating income	9	3	231.3%
<b>Total income</b>	<b>654</b>	<b>734</b>	<b>-10.9%</b>
<b>Earnings before financial income and taxes</b>	<b>-41</b>	<b>-117</b>	<b>64.5%</b>
Segment assets	23	28	
Investments in long-term assets	3	3	
Employees	1'900	2'581	

# Services

**Migros systematically invests in future-oriented technological solutions. The main focus is on digitalising the business units, transforming the supply chain and positioning the company as an attractive tech employer.**

To build the future of Migros, modern digital foundations are needed. The Migros Group has paved the way for this: over the next few years, Cooperative Retailing will be made even fitter for the future with innovative technological solutions.

**With the EIGER programme, Migros is standardising its processes in order to meet customer requirements more effectively and efficiently.**

#### **Digitalisation of the Migros Community**

Digitalisation has become a central enabler in all business units of the Migros Community. Accordingly, the companies are preparing for the future together by modernising the digital core, reducing the complexity that has grown over time in the IT architecture, making greater use of synergies and developing key factors for the future.

Migros has launched various initiatives to achieve this. With EIGER, the biggest transformation programme in its history, Migros is completely renewing the digital core. The aim is to standardise as many processes as possible and thereby meet customer requirements more effectively and efficiently. In addition, the topic of sustainability will be communicated in a much more tangible way. In future, Migros wants its customers to be able to see in-store where products come from, who planted and harvested them, how they were brought to Switzerland and their ecological footprint. This will be done by mapping the products in the virtual world as a "digital twin", which customers can then consult online while shopping.

In the reporting year, Migros continued to establish and expand key areas for successful transformation, such as digital business, analytics and enterprise IT architecture.

#### **Secure and ecological supply chain**

Alongside digitalisation, Migros is also focusing on the transformation of the supply chain. Through simplification and automation, it is pooling its competencies and strengthening its logistics. The first step in implementing this transformation has been taken with Switzerland's largest and fully automated cold warehouse, which went into operation in Neuendorf in the reporting year. Migros also supports the development of innovative and environmentally friendly logistics solutions throughout Switzerland with its extensive expertise across all process stages of the supply chain.

#### **Helping to shape the future**

With almost 3'000 technology jobs, Migros has become one of Switzerland's biggest and most attractive tech employers. To ensure that the transformation is successful, Migros also relies on qualified internal employees, who help to shape the future of the Group with their skills and expertise. In order to provide customers and employees with innovative technology solutions more quickly, the Lean-Agile (SAFe) approach to collaboration was introduced throughout the Group in 2021. It involves agile teams from different functions and disciplines working towards shared goals.

# 3'000

technology jobs at Migros