

Financial reporting 2025

**Migros
Group**

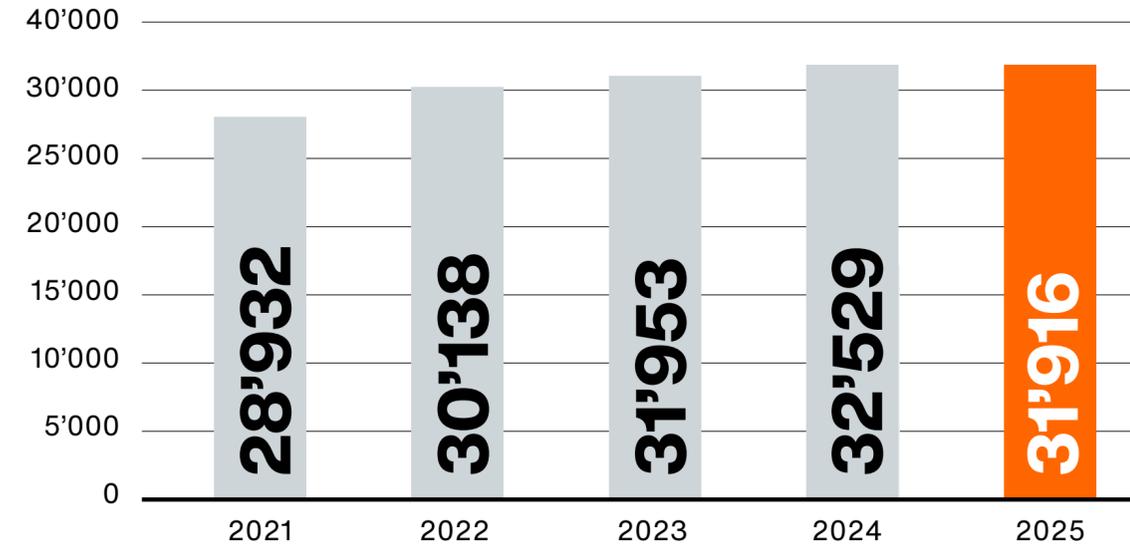
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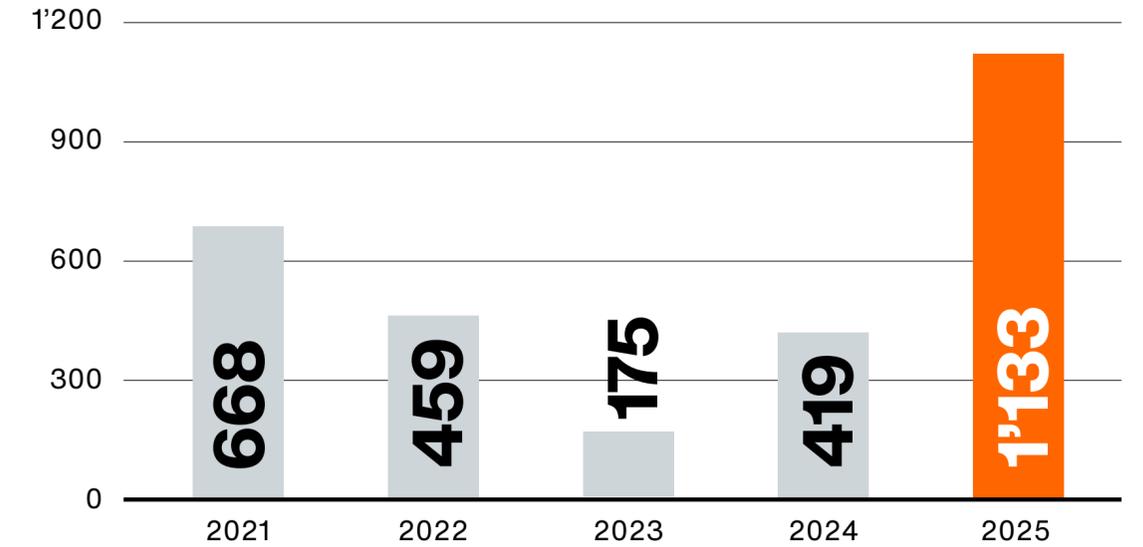
Migros Facts

Development of Group results

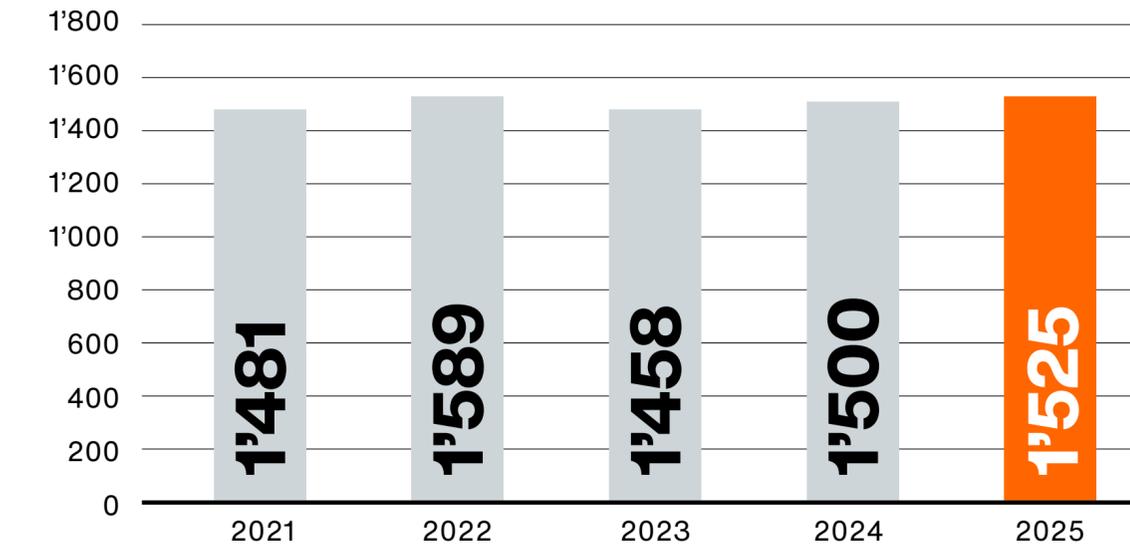
Income
in CHF million



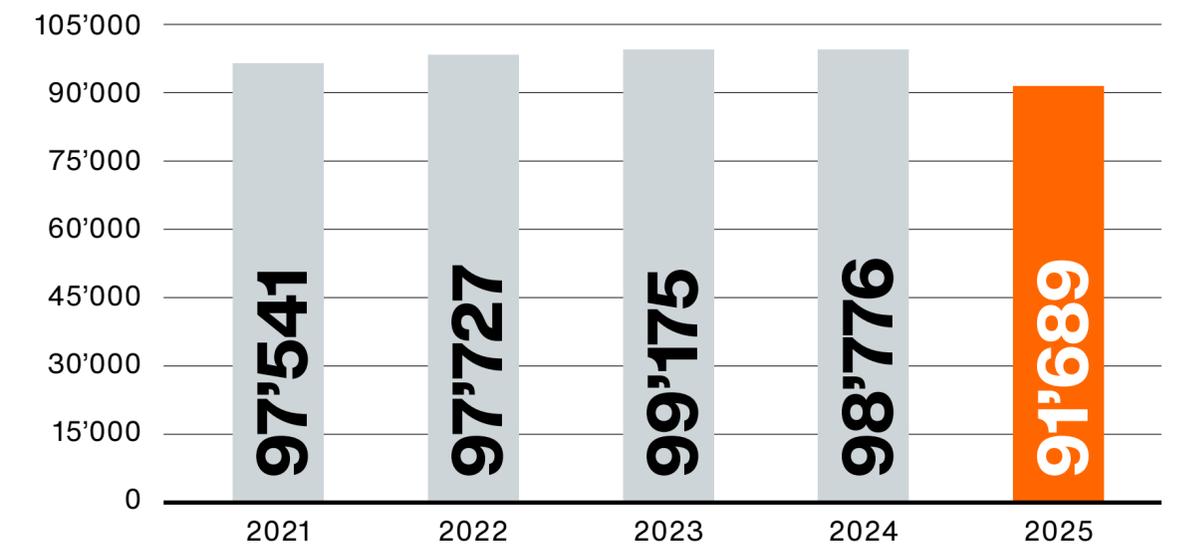
Profit
in CHF million



Investments
in CHF million



Workforce
Number of persons



Key figures and ratios

CHF million, except where indicated	2021	2022	2023	2024	2025	Change from previous year in %
Income	28'932	30'138	31'953	32'529	31'916	-1.9
→ of which income before income from financial services business	28'173	29'313	30'708	31'191	30'746	-1.4
→ of which income of the Cooperatives ¹	16'364	15'986	16'425	16'294	15'615	-4.2
EBITDA (earnings before interest, taxes, depreciation and amortisation)	2'094	1'883	2'068	1'972	2'801	+42.0
as % of income	7.2	6.2	6.5	6.1	8.8	
→ of which EBITDA of the Retail and Industry sector	1'841	1'569	1'645	1'587	2'433	+53.3
EBIT (earnings before interest and taxes)	800	628	286	484	1'212	+150.4
as % of income	2.8	2.1	0.9	1.5	3.8	
Profit	668	459	175	419	1'133	+170.6
as % of income	2.3	1.5	0.5	1.3	3.6	
Cash flow from operating activity	3'353	-70	-1'630	1'931	320	-83.4
as % of income	11.6	-0.2	-5.1	5.9	1.0	
→ of which cash flow of the Retail and Industry sector	1'322	1'505	372	1'490	772	-48.2
Investments	1'481	1'589	1'458	1'500	1'525	+1.7
Equity	21'142	21'522	21'646	22'049	23'184	+5.1
as % of balance sheet total	27.1	26.7	26.9	26.9	27.7	
→ of which equity of the Retail and Industry sector	17'545	17'686	17'502	17'621	18'477	+4.9
as % of balance sheet total	71.9	72.5	72.8	78.7	80.6	
Balance sheet total	77'982	80'746	80'433	82'021	83'631	+2.0
→ of which balance sheet total of the Retail and Industry sector	24'416	24'393	24'050	22'393	22'939	+2.4
Expenditure for cultural, social and economic policy purposes	142	139	121	121	122	+0.6
Workforce / Migros Cooperatives						
Workforce (number of persons – annual average) (number)	97'541	97'727	99'175	98'776	91'689	-7.2
Migros Cooperatives (number of members) (number)	2'281'761	2'307'939	2'320'426	2'281'485	2'302'711	+0.9

¹ Cooperatives including domestic and foreign subsidiaries

Report on the financial situation of Migros Group

Report on the financial situation of Migros Group

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Overview

Key figures and ratios

CHF million	Migros Group	
	2025	2024
Earnings before interest and taxes	1'212	484
Profit	1'133	419
Cash flow (from operating activity)	320	1'931
→ of which cash flow of the Retail and Industry sector ¹	772	1'490
Investments	1'525	1'500
Equity	23'184	22'049
→ of which equity of the Retail and Industry sector ¹	18'477	17'621
Balance sheet total	83'631	82'021
→ of which balance sheet total of the Retail and Industry sector ¹	22'939	22'393

¹ Unaudited; before consolidation of transactions between the two sectors.

The individual amounts have been rounded to the nearest million CHF (see also → [Note 3](#), Basis of preparation).

Income statement

CHF million	Migros Group		Retail and Industry sector ¹		Financial Services sector ¹	
	2025	2024	2025	2024	2025	2024
Net revenue from goods and services sold	29'500	30'626	29'517	30'640	16	14
Other operating income	1'246	565	1'253	574	6	2
Income before financial services business	30'746	31'191	30'769	31'215	22	16
Income from financial services business	1'169	1'339	-	-	1'168	1'340
Total income	31'916	32'529	30'769	31'215	1'190	1'355
Cost of goods and services sold	18'533	19'061	18'534	19'080	1	0
Expenses of financial services business	361	531	-	-	363	542
Personnel expenses	6'218	6'584	5'942	6'319	276	264
Depreciation	1'589	1'488	1'555	1'456	34	33
Other operating expenses	4'002	4'383	3'861	4'228	184	174
Earnings before interest and taxes	1'212	484	878	132	332	342

¹ Unaudited; before consolidation of transactions between the two sectors.

Balance sheet

CHF million	Migros Group		Retail and Industry sector ¹		Financial Services sector ¹	
	2025	2024	2025	2024	2025	2024
ASSETS						
Cash and cash equivalents	10'141	9'844	937	983	9'557	9'131
Receivables due from banks	1'488	1'182	1'888	1'282	-	-
Mortgages and other customer receivables	51'518	50'533	-	-	51'518	50'533
Other receivables	1'361	1'382	1'368	1'388	2	3
Inventories	2'221	2'283	2'221	2'283	-	-
Other financial assets	2'349	1'797	1'572	1'032	777	765
Investments in associated companies and joint ventures	96	115	833	852	1	1
Investment property	294	310	270	286	24	24
Fixed assets	11'596	11'841	11'458	11'706	138	135
Intangible assets	963	955	890	892	73	63
Other assets	1'604	1'779	1'501	1'689	103	90
BALANCE SHEET TOTAL	83'631	82'021	22'939	22'393	62'193	60'745
LIABILITIES AND EQUITY						
Payables due to banks	867	819	37	49	830	771
Customer deposits and liabilities	44'827	44'907	-	-	45'581	45'277
Other financial liabilities	455	219	453	218	2	1
Other liabilities	2'594	2'860	2'439	2'647	164	221
Provisions	374	524	336	486	38	38
Issued debt instruments	9'816	8'953	-	-	9'816	8'953
Liabilities from employee benefits	480	572	458	549	21	23
Current income tax payables	78	61	51	37	28	24
Deferred income tax liabilities	958	1'058	688	786	270	272
Total liabilities	60'447	59'973	4'461	4'772	56'749	55'580
Total equity including minority interests	23'184	22'049	18'477	17'621	5'444	5'165
BALANCE SHEET TOTAL	83'631	82'021	22'939	22'393	62'193	60'745

¹ Unaudited; before consolidation of transactions between the two sectors.

Cash flow statement

CHF million	Migros Group		Retail and Industry sector ¹		Financial Services sector ¹	
	2025	2024	2025	2024	2025	2024
Cash flow from operating activity	320	1'931	772	1'490	-369	848
Cash flow from investing activity	-967	-1'091	-900	-944	-68	-147
Cash flow from financing activity	946	351	84	-1'573	863	637
Changes in cash and cash equivalents	299	1'192	-43	-1'027	426	1'339
Cash and cash equivalents, at beginning of year	9'844	8'656	983	2'012	9'131	7'793
Influence of foreign currency translation	-3	-3	-3	-3	-	-
Cash and cash equivalents, at end of year	10'141	9'844	937	983	9'557	9'131

¹ Unaudited; before consolidation of transactions between the two sectors.

Introduction

Apart from the commercial, industrial and services companies, Migros Group also owns Migros Bank. The financial services business of Migros Bank differs fundamentally from other segments of Migros Group. For this reason, in the annual financial statements of Migros Group two sectors have been added in the report on the financial situation: Below, Migros Group without the financial

services business is referred to as the **Retail and Industry sector** and Migros Bank as the **Financial Services sector**. This separate reporting allows outsiders to gain a good insight into the results of operations, financial position and net assets of the two sectors. The table below provides an overview of the segments assigned to the sectors:

Sector	Consisting of the strategic business units (segment)
Retail and Industry sector	Food Retail, Non-Food Retail, Health, Travel
Financial Services sector	Financial Services (Migros Bank and its subsidiaries)

Income statement of Migros Group

CHF million	2025	2024
Net revenue from goods and services sold	29'500	30'626
Other operating income	1'246	565
Income before financial services business	30'746	31'191
Income from financial services business	1'169	1'339
Total income	31'916	32'529
Cost of goods and services sold	18'533	19'061
Expenses of financial services business	361	531
Personnel expenses	6'218	6'584
Depreciation	1'589	1'488
Other operating expenses	4'002	4'383
Earnings before interest and taxes	1'212	484

Migros Group generated total sales of CHF 31.916 billion in the 2025 financial year (- 1.9 %). The decrease compared with the previous year is due to company disposals. Sales increased in the remaining business units. Digitec Galaxus and health services in particular saw significant growth. Online sales registered pleasing growth of 12.2 % to CHF 3.785 billion.

Gross profit fell by CHF 599 million in the reporting year, to CHF 11.775 billion (- 4.8 %). At the same time, **other operating income** increased by CHF 682 million to CHF 1.246 billion (+ 120.8 %), including gains from company disposals. **Personnel expenses** fell by CHF 365 million to CHF 6.218 billion (- 5.5 %), primarily due to the company's focus on its core business and related disposals. **Depreciation and amortisation** increased by CHF 101 million to CHF 1.589 billion (+ 6.8 %). The decrease in

other operating expenses by CHF 381 million to CHF 4.002 billion (- 8.7 %) is due, among other things, to lower electricity prices and provisions in the previous year in connection with the closure of specialist markets.

The **operating result (EBIT)** of Migros Group rose to CHF 1'212 million in the reporting year, CHF 728 million (+ 150.4 %) more than the previous year's figure of CHF 484 million. This significant increase is due in particular to successful disposals and one-off effects as a result of portfolio adjustments in the previous year.

Development of the Retail and Industry sector

CHF million	Food Retail	Non-Food Retail	Health	Travel	Eliminations	Total
2025						
Net revenue from goods and services sold	23'113	3'424	1'665	1'374	-58	29'517
Income	24'312	3'459	1'701	1'378	-80	30'769
Earnings before interest and taxes (EBIT)	830	30	14	6	-2	878
2024						
Net revenue from goods and services sold	24'304	3'012	1'591	1'782	-47	30'640
Income	24'829	3'045	1'624	1'788	-72	31'215
Earnings before interest and taxes (EBIT)	212	-13	-97	23	6	132

In the Retail and Industry sector, income decreased by CHF 446 million to CHF 30.769 billion (-1.4 %) in the reporting year. The earnings before interest and taxes in the Retail and Industry sector increased by CHF 746 million to CHF 878 million.

The strategic business unit **Food Retail** comprises Cooperative Retailing, Migros Industrie and the retailers Denner, Migrol and migrolino. The strategic segment Food Retail posted overall consolidated income of CHF 24.312 billion (-2.1 %).

The activities of the regional Migros Cooperatives and the Federation of Migros Cooperatives and the services of the Group's logistics companies are combined in Cooperative Retailing. Net sales of CHF 16.336 billion (-3.8 %) were generated in Cooperative Retailing. Due to the online strategy, this also includes Migros Online SA

with sales of CHF 362 million (-0.6 %). The ten regional Cooperatives, including subsidiaries, recorded sales of CHF 15.615 billion (-4.2 %). Sales abroad fell by 4.6 % (adjusted for currency effects -3.0 %) to CHF 1.318 billion.

Migros Industrie generated net sales of CHF 5.807 billion (-5.1 %) in the reporting year. This decrease is due to the disposal of the Mibelle Group as a result of the strategic focus on the core business. As an integrated producer within Migros Group, Migros Industrie concentrates on its main sales channel, Migros. The product margin is below the previous year's level due to various, in some cases countervailing, effects from raw material prices and exchange rates, as well as the disposal of companies.

Denner (+0.2 %, CHF 3.845 billion) continued to report stable performance, while migrolino recorded growth of 4.8 % to CHF 825 million. Migrol, on the other hand, saw its sales decline to CHF 1.287 billion (– 6.5 %), due to a fall in volumes and lower oil prices.

The strategic business unit **Non-Food Retail** generated consolidated net sales of CHF 3.424 billion (+ 13.7 %) in the reporting year. The Galaxus Group's result reflects the continuing strength of the online business. With growth of + 14.4 % to CHF 3.304 billion, the online retailer improved its sales for the 24th time in succession.

The activities grouped together under the strategic business unit **Health** recorded a pleasing + 4.7 % increase in sales to CHF 1.665 billion. The Medbase Group generated sales of CHF 1.370 billion (+ 5.6 %).

In the strategic business unit **Travel**, the disposal of the Hotelplan Group was successfully completed in August 2025. The Group's business results were taken into account until its removal from the scope of consolidation. The sale reduced net sales by CHF 408 million to CHF 1.374 billion.

Income trend of financial services

Total income in the Financial Services sector amounted to CHF 1.190 billion in the reporting year (– 12.2 %), with interest revenue of CHF 847 million or 71.2 % constituting the main share of this figure. Income from financial services business totalled CHF 1.168 billion (– 12.8 %), with costs of CHF 363 million (– 33.1 %). Net income from financial services increased from CHF 798 million to CHF 806 million (+ 1.0 %). The operating result fell by CHF 10 million to CHF 332 million.

Balance sheet of Migros Group

The Financial Services sector has had a considerable impact on the balance sheet of Migros Group. Compared with the previous year, the balance sheet total rose by CHF 1.610 billion to CHF 83.631 billion, due in particular to the increase in mortgages and other customer receivables and other financial assets. Customer deposits and liabilities as at 31 December 2025 amounted to 53.6 % (previous year: 54.8 %).

Balance sheet of the Retail and Industry sector

At CHF 22.939 billion, the balance sheet total for the Retail and Industry sector as at 31 December 2025 was above the level of the previous year (+ 2.4 % / CHF + 546 million). Cash and cash equivalents decreased by CHF 45 million to CHF 937 million. The carrying amount of fixed assets fell by CHF 248 million against the previous year to CHF 11.458 billion. During the past financial year, companies in the Retail and Industry sector invested a total of CHF 1.492 billion (previous year: CHF 1.452 billion). Intangible assets amounted to CHF 890 million as at 31 December 2025 (previous year: CHF 892 million).

The balance sheet structure of the Retail and Industry sector remains very healthy. Net financial assets stood at CHF 1.455 billion on 31 December 2025 (previous year: CHF 1.155 billion). Equity (including minority interests) increased by CHF 856 million to CHF 18.477 billion and corresponds to 80.6 % (previous year: 78.7 %) of the balance sheet total.

Balance sheet of the Financial Services sector

During the reporting year, cash and cash equivalents increased by CHF 426 million to CHF 9.557 billion. Mortgages and other customer receivables increased by CHF 985 million on the previous year to CHF 51.518 billion (+ 1.9 %). On the liabilities and equity side, liabilities due to banks increased by CHF 59 million to CHF 830 million. Customer deposits and liabilities rose by CHF 303 million to CHF 45.581 billion (+ 0.7 %). Due to the positive result for the year, the bank once again managed to strengthen its equity base. As at 31 December 2025, the bank's equity amounted to CHF 5.445 billion.

Cash flow statement of Migros Group

The cash and cash equivalents of Migros Group stood at CHF 10.141 billion as at 31 December 2025 and increased by CHF 297 million (31 December 2024: CHF 9.844 billion).

The cash inflow from operating activities amounted to CHF 320 million (previous year: CHF 1.931 billion). This decrease can be attributed in particular to the increase in mortgages and other customer receivables. In 2025, investments in fixed and intangible assets totalled CHF 1.526 billion, compared with CHF 1.500 billion in the previous year. A total of CHF 5 million (previous year: CHF 31 million) was spent on the acquisition of subsidiaries / business operations and other associated companies. Sales of subsidiaries resulted in a cash inflow of CHF 980 million in the reporting year.

The cash inflow from the issuance / repayment of long-term and medium-term bonds / mortgage-backed loans amounted to CHF 863 million (previous year: CHF 637 million). A cash outflow of CHF 141 million (previous year: CHF 2 million) resulted from the acquisition of minority interests. Financing activity resulted in a total cash inflow of CHF 946 million (previous year: CHF 351 million).

Cash flow statement of the Retail and Industry sector

At the end of 2025, cash and cash equivalents of the Retail and Industry sector came in at CHF 937 million, representing a decrease of CHF 45 million (previous year: CHF 983 million).

In the current year, cash inflows from operating activity stood at CHF 772 million (previous year: CHF 1.490 billion). The decrease in

operating cash flow was primarily the result of gains from the sale of fixed asset securities and a corresponding funding requirement for receivables due from banks.

The cash outflow from investment activities came to CHF 900 million in the reporting year (previous year: CHF 944 million). The acquisition and sale of fixed asset securities resulted in a total cash outflow of CHF 531 million (previous year: cash inflow of CHF 270 million). The highest investment volumes were in the Food Retail (CHF 1.302 billion), Non-Food Retail (CHF 99 million) and Health (CHF 67 million) segments.

Financing activity resulted in a cash inflow of CHF 84 million in the reporting year (previous year: cash outflow of CHF 1.573 billion). The change is due to the financing strategy implemented in the previous year within the Federation of Migros Cooperatives, particularly the transfer of the company savings bank (staff investment accounts) to Migros Bank.

Cash flow statement of the Financial Services sector

At the end of 2025, cash and cash equivalents of the Financial Services sector amounted to CHF 9.557 billion, which represents an increase of CHF 426 million on the previous year (CHF 9.131 billion).

The cash outflow from operating activity stood at CHF 369 million (previous year: cash inflow of CHF 848 million). Mortgages and other receivables rose sharply compared with the previous year. At

the same time, there was a less severe increase in customer deposits compared with the previous year.

CHF 52 million was invested in extending the bank's infrastructure (previous year: CHF 48 million). Fixed asset securities of CHF 22 million were acquired during the reporting year (previous year: CHF 99 million). Overall, a cash outflow of CHF 68 million

resulted from the investment activities in the reporting year (previous year: CHF 147 million).

Financing activities resulted in a cash inflow of CHF 863 million (previous year: CHF 637 million). This increase on the previous year's figure is due to the issuance of more medium-term bonds and mortgage-backed loans.

Value-oriented management as basis for creating added value

Value-oriented management is a recognised form of corporate financial management. For all companies, regardless of what they do, how big they are or what their legal form is, it is of central importance that they are oriented to the creation of value added. Migros applies a model of value-oriented management specifically adapted to Migros Group as a basis for its financial management. Its basis is that Migros Group has to act just like any other company with regard to creation of value added and efficiency. The paramount objective for Migros here is to guarantee long-term success by means of sustained value added. To achieve this, differentiated targets are set for the various corporate sectors. Migros therefore differs from capital market oriented businesses in its use of the value created. The financial values created are made available to customers, to secure jobs, for the Culture Percentage or for long-term investments in major projects. Further information about this may be found in the Statement of Value Added.

The concept applied, and its methodology, are not intended solely to strengthen the notion of value added; they also improve the quality and transparency of decisions and ensure the availability of

relevant financial information. This means that Migros can focus more on the sustained implementation of its corporate strategy and on greater integration of strategic, financial and investment planning. Annual results, budgets and plans are assessed on the basis of established targets, and new projects are evaluated accordingly. Sector-specific evaluations with differentiated targets enable Migros to carry out a radical evaluation of its activities and risks, showing the value added by the corresponding sectors or projects. Key variables such as appropriate returns, growth and creation of value added are a component of operations and strengthen Migros' influence in an increasingly competitive market environment. Accordingly, the concept of value-oriented management and a positive focus on greater attractiveness are ever-present considerations.

Risk management and Internal Control System (ICS) in Migros Group

Risk management and Internal Control System (ICS) in the Retail and Industry sector

General risk management

Migros Group operates a comprehensive risk management system across all companies of Migros Group. The Board of Directors of the Federation of Migros Cooperatives is responsible for the way this system is structured. It defines the underlying conditions of the risk management activities within Migros Group and ensures that risk assessments are conducted in a timely and appropriate manner.

Using systematic risk analysis, the Boards of Directors and the Management of the individual companies identify the main risks and assess them in terms of the likelihood of occurrence and financial effects. These risks are prevented, reduced or passed on by using suitable measures that have been decided upon by the Boards of Directors. Risks borne by the company are rigorously monitored. Risks in business processes affecting the financial reporting are reduced by the Internal Control System.

The companies of the strategic business units Food Retail, Non-Food Retail and Health are active in many markets and are thus also exposed to different risks. The results of the risk assessments of the individual companies are therefore summarised and grouped by strategic business units (bottom-up view). The overall risk assessment for the strategic business units is carried out by the Executive Board of the Federation of Migros Cooperatives as the highest management body covering all segments (top-down view).

The Board of Directors of the Federation of Migros Cooperatives is regularly informed about the risk situation in Migros Group and the strategic business units by the Executive Board. Based on this information, the Board of Directors will assess the influence of the main risks on the strategic business units and will consequently decide on further measures.

Internal auditing also performs a monitoring and control function. As it operates independently of operational activities, it is able to identify any weaknesses in the risk management system and the Internal Control System, and to take measures to improve the effectiveness and efficiency of the monitoring and control processes.

The risk management process is integrated into the annual strategy and financial planning process. The results of the risk assessment are appropriately considered during the annual analysis of the corporate strategy.

Financial risk management

As a result of its operating activities, the Retail and Industry sector is confronted with financial risks caused by a change in interest rates, exchange rates and the price of raw materials and fuel. In order to limit these financial risks, original and derivative financial instruments are used to hedge against risks from arranged and planned transactions. Internal guidelines determine the required scope, competencies and controls. Financial instruments are entered into only with contractors of sound standing. The limits set for counterparties for this purpose and the utilisation of such limits are consistently monitored and reported.

Exchange rate risks originate from the purchase of commodities, raw materials and services from abroad, as well as to a limited extent from international activities carried out by companies in the Retail and Industry sector. Each entity defines its maximum foreign currency exposure from which it defines its hedging requirement. The individual enterprises enter into hedging relationships with the Treasury department of the Federation of Migros Cooperatives. The Treasury department of the Federation of Migros Cooperatives is responsible for hedging against foreign currency exposure in the market in different currencies used by the Retail and Industry sector. The main currencies are the euro and US dollar. The main hedging instruments used are foreign exchange forwards and swaps. The individual companies report their foreign currency exposure on a regular basis to the Treasury department of the Federation of Migros Cooperatives, which generates the foreign exchange exposure or foreign exchange risk of the Retail and Industry sector from these figures.

As most of the liquidity and financing of the Federation of Migros Cooperatives is centralised, the interest risk can be centrally monitored and controlled. Because of the volatility of market interest rates, other interest-bearing financial investments as well as lending are exposed to an interest rate risk that may have negative effects on the net worth and earnings. The interest rate risk is monitored with a simulation calculation and, where necessary, controlled with interest rate swaps.

Migros also buys a limited amount of equities to maintain liquidity. Share price fluctuations consequently have a direct effect on the result. In this regard, care is taken to ensure that equity investments based on markets, securities and sectors are diversified in a reasonable manner. Loss of value risks are reduced by analyses

before the purchase and by the regular monitoring of the investments' performance and risks. Raw material price risks result from the planned purchase of raw materials such as coffee and cacao, heating oil, diesel and fuel. Where possible, price increases are passed on to customers. In order to limit the effects of raw material and energy price fluctuations, swaps and futures are sometimes also used for hedging against risks for a period of up to 18 months.

Financial risk management helps to maintain a strong balance sheet and healthy balance sheet ratio. These activities are based on a conservative approach that places the strategic financial targets of "flexible and adequate cash flow" and "minimisation of risk" before the "achievement of a maximum return".

Insurance risk management

Insurance cover for the Retail and Industry sector is provided by the Group's own insurance and by contracts with private insurers and public law insurance institutions. Based on the actual risk situation, the potential damage and the criteria of the likelihood of occurrence and extent of damage, it is generally decided whether a risk is to be self-financed, i.e. covered by the Group's own insurance, or whether it is to be covered externally, i.e. passed on.

The insurance department of the Federation of Migros Cooperatives acts as an in-house insurance broker with insurance companies. Having group contracts means, first, that the insurance cover available is very comprehensive and extensive, and, second, that the amounts covered are high. This also ensures that all companies of the Retail and Industry sector have the best insurance cover available, at reasonable premiums.

To cover property risks (fire, storm and tempest, theft and burglary, water, EDP, machinery), the FMC operates an internal insurance scheme, whereby it bears common risks itself, up to a certain total amount. Major risks and risks of disaster are covered by a group policy and an excess of loss contract.

For all businesses that are part of the Retail and Industry sector, insurance cover exists for employer's and product liability risks under a basic contract and various excess contracts. Here, too, the Federation of Migros Cooperatives operates an internal insurance scheme, i.e. the company bears losses up to a certain amount per event and per year itself.

Transportation risks for imports and exports are covered by an own insurance solution. Claims for damages or loss which exceed the deductible are covered by a separate group policy.

Group vehicle fleet insurance covers mandatory third-party liability insurance and comprehensive risks which have been specifically requested.

For companies not subject to SUVA (the Swiss accident insurance fund), accident insurance has been concluded with private insurance companies (cover in accordance with the Swiss Accident Insurance Act UVG and in some cases supplementary insurance).

Sickness allowance insurance solutions are likewise concluded with private insurance companies.

Special risks such as new construction / conversion projects, etc. are covered by separate policies depending on the risk situation and the extent to which they warrant insurance.

For losses in the area of insurance for own account of the relevant insurance sectors, corresponding provisions are made on outstanding losses.

The insurance department carries out its own risk engineering activities in order to determine maximum loss scenarios. At the same time, the businesses are given support in implementing risk improvements, especially in the area of fire safety. Thermographic testing is conducted on a regular basis, in addition to loss prevention measures.

Tax and VAT risk management

The management of tax risks is an integral part of tax planning. Tax risks are thus those uncertainties that could have negative effects for the company in the various types of taxation. For both associated risks (tax legislation and tax practices), process risks (correct fiscal handling of different circumstances and transactions) and information risks (tax evaluation based on uncertain assumptions), risks are recorded and measured and, where necessary, appropriate action is taken.

Risk management of legal cases

The annual risk assessment within the Retail and Industry sector has shown that the sector is not involved in any court or arbitration proceedings as plaintiff or defendant that could have a considerable negative effect on the economic situation. Also, no administrative proceedings exist that could have a considerable adverse effect on the economic situation of the sector.

Like all companies of a certain size, businesses of the Retail and Industry sector will face third-party claims. Provisions are set up for such claims, as far as is allowed in accordance with Swiss GAAP FER. The sector also enjoys extensive insurance cover, where this makes economic sense.

Internal Control System (ICS) in the Retail and Industry sector

The ICS in the Retail and Industry sector has a conceptual and uniform structure and encompasses the levels of Company – Processes – IT. The decisive concept describes the technical and organisational nature of the ICS and is used by all businesses within this division. In compliance with the statutory regulations of Article 728a of the Swiss Code of Obligations, the Retail and Industry sector has defined the goals to be fulfilled by the ICS as follows: reliable data quality and data consistency – reliable financial reporting – compliance with applicable laws and regulations – protection of assets – efficiency of operation. The aim is to achieve ICS level 3 (1 being the lowest level and 5 the highest level), at which controls are defined, are in place, and are documented and communicated to the parties involved. Deviations from the standard are generally detected and corrected. The ICS is uniformly based on the COSO model and is risk focused. High and regularly occurring medium risks defined by a risk matrix (frequency of occurrence / extent of damage) are minimised by checks. The aim is to cover the following risks in particular: economic performance risks of the five to seven most important business processes – personnel risks – IT and financial risks as well as other relevant risks.

Risks specific to the company and sector as well as risks relating to corporate strategy are not covered by the ICS but in the risk management process instead. The Board of Directors has overall

responsibility for the ICS; the Management is responsible for the operation and monitoring of the system. An ICS Manager has been appointed for each business, ensuring the operation of the system and reporting, at least once a year, the existence and functioning of the ICS to the Management and the Board of Directors.

Risk management and Internal Control System (ICS) in the Financial Services sector

General risk management

Because of their special operating activities, banks have to comply with comprehensive regulatory provisions concerning risk management, as stipulated in particular by banking legislation and circulars of the Financial Market Supervisory Authority. Quantitative regulations refer, in particular, to minimum levels of equity capital, liquidity provisions and risk distribution.

The Board of Directors is responsible for regulating, establishing and monitoring an effective risk management system as well as for managing overall risks. To this end, it approves the risk management principles and the risk tolerance requirements for the respective risk categories on an annual basis. The Board of Directors is also responsible for creating both a suitable risk and control environment and an effective Internal Control System (ICS). In addition, the Board of Directors deals with and approves transactions which have a high level of financial exposure, pose particular risks in terms of business policy, or have particular impacts on the reputation of Migros Bank. A detailed and comprehensive risk assessment is also conducted by the Board of Directors each year.

The risk tolerance requirements of the Board of Directors can be further operationalised through subordinate risk tolerance requirements of the Management. In order to limit risks, Migros Bank uses both qualitative and quantitative risk tolerance requirements in the form of risk limits.

The Management is responsible for operating activities and for managing the bank in line with the business strategy, risk policy and the requirements and decisions of the Board of Directors. In particular, it maintains the way in which risks and controls are organised, ensures the implementation in operating terms of an effective ICS and introduces operating provisions for the identification, assessment, control, management, monitoring and reporting of the individual risk categories through the enactment of corresponding directives.

The Risk & Finance Committee, chaired by the Chief Risk Officer (CRO), supports the Management in designing and implementing the risk management process. The Committee is comprised of members of the Management and first and second line representatives. The Risk & Finance Committee is responsible for monitoring and controlling market, credit, liquidity, operational, compliance and legal risks at the level of the bank as a whole.

Risk management at Migros Bank is organised based on the three line model. The risk-taking functions (first line) and the independent control functions (second line) are separated in organisational terms. Direct responsibility for internal auditing (third line) lies with the Board of Directors.

The first line contains all operating, income-oriented and process-oriented units responsible for costs and income based on the

risks assumed. These units are responsible for actively identifying and managing their risks on an ongoing basis as well as for ensuring that legal, regulatory and internal performance targets and customary market standards are met.

The second line consists of independent control functions which are not income-oriented, namely the Risk Control and Compliance units. Headed up by the Chief Risk Officer (CRO), who is a member of the bank's management team, the independent control functions systematically monitor compliance with legal, regulatory and internal provisions and limits, conduct an independent assessment of the activities, processes and risk reduction measures carried out by the first line and report on these matters to the Board of Directors and the Management. The control functions support the first line with recommendations and expertise to strengthen the effectiveness and economic efficiency of the ICS.

Every quarter, a comprehensive risk report is submitted to the Board of Directors, informing it about the developments of risks and the compliance with specific risk tolerance requirements. In carrying out their duties, the independent control functions have an unrestricted right to information, access and inspection as well as direct access to the Board of Directors. Internal auditors make up the third line of risk organisation at Migros Bank. They are appointed by the Board of Directors and provide the latter with support in discharging its statutory supervisory and control duties.

Financial risk management

Financial risks primarily cover credit, liquidity and market risks and relate to potential negative changes to Migros Bank's own positions. Migros Bank has always pursued a restrained and somewhat balanced risk policy. Security and the assessment of risks are of

utmost importance for its activities and serve as the principle for all decisions relating to risk culture, risk strategy and risk processes. Risks are always in appropriate proportion to generated income. Risks are limited with the aid of targeted principles, operational risk management provisions and comprehensive risk tolerance requirements in order to protect the bank against unexpected losses.

Credit risks comprise risks of financial losses resulting from credit transactions. Financial losses may arise if customers or counterparties either do not meet contractual obligations that are due from loans, trading activities or other payment undertakings, or fail to do so in a timely manner. Detailed internal guidelines determine the competencies graded by credit type and level of authority.

Credit commitments are represented using a credit rating model. It takes qualitative and, in some cases, quantitative elements into consideration for customers who are required to keep accounts and their business-specific collateral. The credit rating that is calculated is an essential element in decisions as to whether to grant credit. For business customers, the credit ratings are reviewed annually. In the mortgage business with private individuals, a coverage rating procedure is used that is based on the value of the loan and the type of property. The frequency with which credit checks are carried out in the mortgage business varies depending on the quality of the coverage ratio, the personal contribution and the type of cover. The rating model ensures that the credit commitment is managed based on the risk involved.

Credit transactions are generally secured, with most loans being secured by charges on land or by private finance for housing construction. Credit allocation is based on cautious lending limits and on current valuations of the properties to be mortgaged. The cor-

responding collateral is well diversified throughout Switzerland. For residential mortgages, sustained affordability is assessed on the basis of a cautious, imputed rate of interest corresponding to a long-term average interest rate.

The liquidity risk is the risk that contractual and conditional payment obligations can no longer be serviced on time in full and in the respective currency despite adequate capitalisation. To counter this risk, Migros Bank's liquidity management ensures that the bank has sufficient liquidity at all times to meet its payment obligations on time. To this end, Migros Bank holds and manages a liquidity reserve consisting of freely disposable, highly liquid and diversified assets. Access to the Swiss repo market also allows available financial assets to be quickly used for collateralised borrowing through repo transactions.

The amount of liquidity reserves held is continuously monitored and assessed with regard to potentially increased liquidity requirements in the event of stress and to the risk tolerance requirements derived from these. Migros Bank also maintains a comprehensive liquidity emergency plan to deal with short-term liquidity squeezes and liquidity emergencies.

In addition, Migros Bank strives to attain a stable and sufficiently diversified financing structure across all sources of financing, maturities and counterparties. As well as stable customer deposits, Migros Bank also relies on money and capital market refinancing and mortgage-backed loans. These instruments enable Migros Bank to actively manage its financing structure and ensure stable refinancing of its business activities over the long term.

Market risks in the trading ledger are losses that may arise on securities and derivatives held by the bank without the intention of permanent exposure due to adverse changes, particularly to share prices, interest rates, levels of volatility or exchange rates. Special software is used for the systematic measuring, control and monitoring of these risks. Risk tolerance requirements and corresponding market risk limits restrict the trading ledger volume, which is assessed using the mark-to-market method. Scenario analyses are produced periodically and earnings with profit and loss figures are recorded daily and communicated to the responsible parties.

Market risks in the banking book primarily concern the risk of interest rate changes. Managing this risk is a key element of Migros Bank's asset and liability management. Interest rate changes can have a major impact on the economic value of assets, liabilities and off-balance sheet positions (present value perspective) as well as on the periodic net interest income or loss (earnings perspective). Special software is used for the centralised, systematic measuring, control and monitoring of interest risks in the banking book from both a present value and an earnings perspective. As well as capital market transactions and other balance sheet structure measures, Migros Bank also uses derivative financial instruments (in particular interest rate swaps) to manage its risk exposure. The effectiveness of hedges undertaken is regularly reviewed.

Management of non-financial risks

Operational risks cover the risk of a financial loss caused by the inappropriateness or failure of internal processes, people or systems, or due to external events. In contrast to financial risks, operational risks are not taken on an active basis. Such risks arise instead as a result of normal business operations. Specific guide-

lines for minimising operational risks are contained in general instructions issued by the bank, in control instructions and in codes of conduct. For the staff and management personnel concerned, these are also expressed in process guidelines which have the character of instructions. Responsibility for managing and, in particular, identifying and preventing operational risks lies primarily with the executive officers themselves in their area of responsibility and activity. These persons must guarantee that operational risks in their area of responsibility are identified, assessed, managed and controlled. At the level of the bank as a whole, the focus is on continuing processes that are business-critical.

For the sectors and functions concerned, the continuation of banking operations is safeguarded in organisational terms within the framework of Business Continuity Management (BCM). A functioning crisis management system is key to managing incidents and guarantees a structured and controlled response in the event of a crisis. A clearly defined crisis unit is responsible for managing crisis situations efficiently and professionally. The duties, responsibilities and competencies of the crisis unit are defined in binding terms. Regular training and emergency exercises guarantee operational readiness and the effectiveness of the precautionary measures taken.

Management of legal and compliance risks

Legal and compliance risks comprise risks which are caused by non-compliance with or breaches of laws, regulations, provisions, agreements, prescribed practices or ethical standards and which can subsequently lead to legal or regulatory sanctions or restrictions, to the cancellation of contracts, to fines and financial losses for the bank or to reputational damage.

All of the bank's units and executive officers are subject to legal and compliance risks in connection with their work. In order to ensure ongoing compliance with relevant legal and regulatory provisions, the bank has an appropriate system of directives in place. In order to prevent legal risks in transactions with customers and business partners, standardised contractual documents are used, where possible.

The preventative tasks of the Legal Services function therefore also include the legal assessment of new products and contracts. The priority of the Legal Services department is to defend the interests of the company against those of third parties in the event of legal disputes. It conducts and assists with legal proceedings, represents the bank in court and before authorities and third parties, supports bank projects with regard to legal matters, and examines, drafts or negotiates contracts with third parties.

The Legal Services and Compliance functions submit a comprehensive quarterly report about pending or impending legal disputes and any regulatory infringements to the Risk & Finance Committee. If necessary, respective provisions are made for such legal cases.

Management of sustainability risks

Migros Bank understands sustainability risks as loss risks arising from environmental, social or governance events or conditions, the occurrence of which may have an actual or potential adverse impact in material terms on the value of financial products and services and thus on the bank's assets, finances and income as well as its reputation.

The implementation of the principles established by the Board of Directors with regard to sustainability risks is prescribed by the Management in internal directives. In so doing, Migros Bank takes into account national and international standards as well as the relevant legal and regulatory requirements on dealing with sustainability risks.

Sustainability risks can manifest themselves in the form of credit, market, liquidity and non-financial risks. Migros Bank therefore regards sustainability risks as a risk driver. They do not form a separate risk category, but are part of the risk categories defined in risk management and of the comprehensive risk management process that applies throughout the bank.

Internal Control System (ICS) in the Financial Services sector

Migros Bank defines the ICS as all of the control structures and processes for planning, steering and retrospective control that form the basis for achieving business policy objectives and for operating in an orderly manner. The main objectives of the ICS are to protect assets, ensure the accuracy and completeness of financial information, comply with external and internal guidelines and guarantee the effectiveness of business processes. The activities of the ICS are not only limited to retrospective checks, but also include planning and control activities. The ICS thus plays a crucial role in guaranteeing the stability, integrity and accountability of Migros Bank and, as such, is an integral component of risk management.

The basic features of the ICS comply with the respective regulatory provisions of the circulars 2017 / 1 “Corporate governance – banks” and 2023 / 1 “Operational risks and resilience – banks” published by the Swiss Financial Market Supervisory Authority.

Statement of value added

CHF million	Retail and Industry sector ¹	
	2025	2024
ALLOCATION		
to employees	5'942	6'319
to culture / social (Culture Percentage)	122	121
to lenders	43	18
to public sector	1'064	1'060
→ taxes	54	29
→ value-added taxes	215	219
→ customs duties / fees / fiscal charges	795	812
to the company (self-financing)	854	136
Net value added	8'025	7'653

¹ Unaudited; before consolidation of transactions between the two sectors.

The **statement of value added of Migros Group** in the Retail and Industry sector shows the **added value created for society** by the Group. The aim of the Group is to create sustainable value added by striving for future-oriented management of available resources that will safeguard the future of the business, secure jobs and guarantee public-sector contributions. At 74.0 %, personnel costs account for the lion's share of value added. The 6.0 % decrease in personnel expenses compared with the previous year is mainly attributable to the disposals of companies and the closure of individual operations. The Retail and Industry sector has 89'582 employees (previous year: 96'793).

Contributions to **Migros Culture Percentage**, a voluntary commitment by Migros in the areas of culture, society, education, leisure and business, amounted to 1.5 % (previous year: 1.6 %) of the value added. They help make cultural and social benefits accessible to a broad public. Additional benefits were also provided under

the Migros Pioneer Fund and Aid Fund. **Lenders** received 0.5 % (previous year: 0.2 %) in the form of interest during the reporting year. Thanks to the Group's unchanged sound financial situation, there has been only a moderate change compared with the previous year.

The public sector received 13.3 % (previous year: 13.8 %) in taxes, customs duties and fees. This means that contributions to the public sector remain essentially unchanged compared with the previous year. The Group secures its **continuation as a going concern** and guarantees **innovation** by consistently aligning the value chain to dynamic market trends. Realising adequate profit serves both to achieve this goal, safeguard jobs and ensure that goods and services are passed on to customers on fair terms and conditions.

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Income statement of Migros Group

CHF million	Notes	2025	2024
Net revenue from goods and services sold		29'500	30'626
Other operating income	8	1'246	565
Income before financial services business		30'746	31'191
Income from financial services business	7	1'169	1'339
Total income	6	31'916	32'529
Cost of goods and services sold	9	18'533	19'061
Expenses of financial services business	7	361	531
Personnel expenses	10	6'218	6'584
Depreciation and amortisation	11	1'589	1'488
Other operating expenses	12	4'002	4'383
Earnings before interest and taxes		1'212	484
Finance income	13	89	36
Finance cost	13	-43	-17
Share of (loss) / profit from associates and joint ventures		-17	3
Profit before income tax		1'241	506
Income tax expense	14	108	87
Profit Migros Group		1'133	419
Attribution of profit of Migros Group			
Profit attributable to members of the Cooperatives		1'129	419
Profit / (loss) attributable to minority interests		5	0
Profit Migros Group		1'133	419

Balance sheet of Migros Group

CHF million	Notes	31.12.2025	31.12.2024
ASSETS			
Cash and cash equivalents	17	10'141	9'844
Receivables due from banks		1'488	1'182
Mortgages and other customer receivables	18	51'518	50'533
Trade receivables	19	915	1'015
Other receivables	19	446	366
Inventories	20	2'221	2'283
Other financial assets	21-24	2'349	1'797
Investments in associates and joint ventures		96	115
Investment property	25	294	310
Fixed assets	26	11'596	11'841
Intangible assets	27	963	955
Assets from employee benefits	33	1'154	1'183
Current income tax receivables		17	18
Deferred income tax assets	14	42	71
Other assets	28	390	506
TOTAL ASSETS		83'631	82'021

CHF million	Notes	31.12.2025	31.12.2024
LIABILITIES AND EQUITY			
Payables due to banks		867	819
Customer deposits and liabilities		44'827	44'907
Other financial liabilities	29	455	219
Trade payables	30	1'537	1'478
Other liabilities	30	1'056	1'382
Provisions	31	374	524
Issued debt instruments	32	9'816	8'953
Liabilities from employee benefits	33	480	572
Current income tax payables		78	61
Deferred income tax liabilities	14	958	1'058
Total liabilities		60'447	59'973
Cooperative capital	34	23	23
Retained earnings		23'200	22'144
Currency translation differences		9	-78
Equity attributable to members of Cooperatives		23'233	22'089
Minority interests		-49	-40
Total equity		23'184	22'049
TOTAL LIABILITIES AND EQUITY		83'631	82'021

Statement of changes in equity of Migros Group

CHF million	Notes	Attributable to members of the Cooperatives					Total
		Cooperative capital	Retained earnings ¹	Currency translation difference	Equity of the Cooperative members	Minority interests	
Equity as per 1 January 2025		23	22'144	-78	22'089	-40	22'049
Profit Migros Group		-	1'062	66	1'129	5	1'133
Change in Cooperative capital	34	0	-	-	0	-	0
Currency translation difference		-	-	21	21	1	22
Dividends paid to minorities		-	-	-	-	-0	-0
Changes in scope of consolidation / equity interest ²		-	-6	-	-6	-14	-20
Equity as per 31 December 2025		23	23'200	9	23'233	-49	23'184

¹ In retained earnings, there is an amount of around CHF 6 million reserved for the Culture Percentage. Also see note 15.

² Change due to modifications in the shareholding percentage resulting from acquisitions and disposals.

CHF million	Notes	Attributable to members of the Cooperatives					Total
		Cooperative capital	Retained earnings ¹	Currency translation difference	Equity of the Cooperative members	Minority interests	
Equity as per 1 January 2024		23	21'727	-60	21'691	-44	21'646
Profit Migros Group		-	419	-	419	0	419
Change in Cooperative capital	34	-0	-	-	-0	-	-0
Currency translation difference		-	-	-19	-19	-0	-19
Dividends paid to minorities		-	-	-	-	-2	-2
Changes in scope of consolidation / equity interest ²		-	-1	-	-1	6	5
Equity as per 31 December 2024		23	22'144	-78	22'089	-40	22'049

¹ In retained earnings, there is an amount of around CHF 14 million reserved for the Culture Percentage. Also see note 15.

² Changes due to modifications in the shareholding ratio especially at Médical Synergie SA and Smood SA, through further successive acquisitions of minority interests.

Cash flow statement of Migros Group

CHF million	Notes	2025	2024
Profit before income tax		1'241	506
Depreciation, amortisation and impairment (net)	11	1'589	1'488
Impairment of other financial assets (net)		10	3
(Profit) / loss from sale of non-current assets		-736	-27
(Profit) / loss from sale of fixed asset securities		-42	-0
Profit from associates and joint ventures		20	1
Increase / (decrease) provisions		-144	247
Change to operating assets and liabilities			
→ (Increase) / decrease receivables due from banks		-306	-186
→ (Increase) / decrease mortgages and other customer receivables		-985	-654
→ (Increase) / decrease inventories		-104	132
→ (Increase) / decrease other financial assets		32	-194
→ (Increase) / decrease other assets		-170	103
→ Increase / (decrease) payables due to banks		59	274
→ Increase / (decrease) customer deposits and liabilities		-80	784
→ Increase / (decrease) other liabilities		56	-407
Paid income tax expense		-120	-139
Cash flows from operating activity		320	1'931
Acquisition of fixed assets and investment property		-1'416	-1'328
Proceeds from sale of fixed assets and investment property		139	262
Acquisition of intangible assets		-110	-172
Proceeds from sale of intangible assets		-1	3
Acquisition of fixed asset securities and loans		-1'366	-965
Proceeds from sale of fixed asset securities and loans		813	1'136
Acquisition of subsidiaries and business activities, net of cash acquired		-4	-26
Proceeds from sale of subsidiaries and business activities, net of cash disposed		980	4
Acquisition of associates and joint ventures		-1	-5
Proceeds from sale of associates and joint ventures		-	0
Cash flows from investing activity		-967	-1'091

CHF million	Notes	2025	2024
Proceeds from issuance of long-term bonds		-	-
Repayment and repurchase of long-term bonds		-	-
Proceeds from issuance of medium-term bonds and mortgage-backed loans		1'014	637
Repayment of medium-term bonds and mortgage-backed loans		-151	-
Increase / (decrease) of short-term payables due to banks		1	-8
Increase / (decrease) of long-term payables due to banks		-13	-21
Proceeds / (repayment) from issuance of other short-term financial liabilities		242	-247
Proceeds / (repayment) from issuance of other long-term financial liabilities		-7	-6
Dividends paid to minorities		-0	-2
Increase in Cooperative capital		2	0
Reduction in Cooperative capital		-0	-1
Change in equity interests of controlling interests		-141	-2
Cash flows from financing activity		946	351
Changes in cash and cash equivalents		299	1'192
Cash and cash equivalents, at beginning of year		9'844	8'656
Foreign exchange impact		-3	-3
Cash and cash equivalents, at end of year		10'141	9'844
Cash and cash equivalents include:			
Petty cash / postal accounts / bank accounts		10'112	9'779
Fixed-term deposits with an original maximum maturity of 90 days		29	66
Total cash and cash equivalents	17	10'141	9'844
Cash flows from operating activities include:			
Interest received		865	966
Interest paid		-143	-278
Dividends received		18	14
Cash flows from investing activities include:			
Government grants for assets		1	2

Notes to the FMC consolidated financial statements

Notes to the FMC consolidated financial statements

1 Information about Migros Group

Migros Group (also referred to below as “the Group” or “Migros”) is one of Switzerland’s largest retailers and is active in various business segments. Migros concentrates on the business units Food Retail, Non-Food Retail (including the Digitec Galaxus Group), Health (including the Medbase Group) and Financial Services (Migros Bank). Food Retail comprises the core business – Cooperative Retailing, Migros Industrie as an integrated producer, as well as Denner, Migrol and migrolino. Migros is also actively committed to culture, society, leisure, education and the economy. The key activities of Migros Group are presented in the segment reporting in → [Note 6](#). A full list of Group companies is contained in → [Note 42](#).

The Federation of Migros Cooperatives (FMC) is a cooperative association as defined by Art. 921 – 925 of the Swiss Code of Obligations. The FMC, its affiliated Cooperatives, the companies that belong to them and the Migros foundations make up Migros Group. Its structure as a cooperative association means that Migros Group can be regarded as an economic entity under the integrated management of the FMC. The FMC consolidated financial statements are prepared with the aim of presenting the profit or loss, financial position and cash flows of this economic entity.

The registered office of the FMC is at Limmatstrasse 152, 8005 Zurich (Switzerland).

The present FMC consolidated financial statements were approved by the Board of Directors on 12 March 2026 and are to be submitted to the Assembly of Delegates for approval on 21 March 2026.

The FMC consolidated financial statements are available in German, French and English. The German version takes precedence.

2 Basis of preparation

Conformity with Swiss GAAP FER

The present FMC consolidated financial statements have been prepared in conformity with the provisions of the law and with all the current guidelines of the Accounting and Reporting Recommendations (Swiss GAAP FER). In order to provide readers of the financial statements with additional transparency, Migros Group has decided to impose more stringent accounting and disclosure requirements in many areas than those required by Swiss GAAP FER. Accordingly, Swiss GAAP FER forms the basis for financial reporting which is as transparent, clear and reader-oriented as possible.

Critical accounting estimates and judgements

Preparation of the FMC consolidated financial statements in conformity with Swiss GAAP FER necessitates the use of accounting estimates and judgements that may affect the reported assets and liabilities, revenue and expenditure, and also the disclosure of contingent assets and liabilities in the reporting period. Although to the best of the knowledge and belief of the Management, these accounting estimates have been made on the basis of current events and possible future operations of Migros Group, the actual results ultimately achieved may differ from these estimated values. Areas that may incorporate a greater number of uncertain accounting estimates and judgements are clarified in → [Note 5](#).

Presentation according to decreasing liquidity

The financial services business contributes more than half of the balance sheet total of Migros Group. To take the characteristics of the financial services business and their significance into account, the Migros Group balance sheet is grouped by decreasing liquidity and not by current and non-current assets and current and non-current liabilities. Finance income and finance expenses from the financial services business, together with the underlying cash flows, are presented as operational items. Finance income and finance expenses of entities that are not involved in the financial services business are reported in finance income or finance cost. The breakdown of the balance sheet by maturity is shown in → [Note 35](#).

Different reporting date

The financial year of Migros Group corresponds in principle to the calendar year. By way of variation, the Hotelplan Group is included on the basis of the subgroup financial statements of the Hotelplan Group as at 31 October. Interim financial statements have not been prepared. Significant transactions in the Hotelplan Group between 31 October and 31 December are taken into account in the Group financial statements. The reason for the different financial year of the Hotelplan Group is the tourism year, which follows the seasonal cycle of the travel business and is split into a summer and a winter business.

Changes to accounting policies

The FMC consolidated financial statements are based on all accounting and reporting recommendations which have been published and are to be applied as of 1 January 2024, insofar as these are relevant to Migros Group. The application and corresponding effects on Migros Group of the new and amended standards

published at the time of the preparation of the FMC consolidated financial statements are listed below.

Changes to accounting policies as of 1 January 2025 and ongoing projects

Swiss GAAP FER 16 “Pension benefit obligations” has been in force since 2006 and was last revised in 2010. A review procedure for this recommendation began in September 2022 and was successfully completed in June 2023. The process for revising this recommendation was subsequently initiated, with a focus on the treatment of foreign pension plans and a critical examination of the disclosures relating to Swiss pension plans. The draft of the revised recommendation was released for consultation in November 2024. The final version of the revised recommendation was adopted in December 2025. The new provisions enter into force on 1 January 2027.

A review procedure for Swiss GAAP FER 26 “Accounting of pension plans” was initiated in June 2025 and completed in December 2025. A project to revise the recommendation was subsequently approved. As this recommendation is only relevant for pension plans, there are no effects for Migros Group.

3 Summary of significant accounting principles

The principal accounting policies applied in the preparation of these consolidated financial statements are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated. Further specific accounting principles are described directly in the individual notes to the consolidated financial statements.

Basis of preparation

The FMC consolidated financial statements are presented in Swiss francs (CHF). All amounts and totals are rounded to the nearest million CHF, unless otherwise stated. The sum of the rounded individual values may therefore differ from the total shown. Amounts of less than CHF 0.5 million are shown as “0”, and amounts which represent zero are shown as “-”.

Consolidation policies

Subsidiaries

Subsidiaries are fully consolidated if the FMC controls them. The FMC is assumed to have control if it holds the majority of the voting rights in a subsidiary, either directly or indirectly. Control can also be exercised if the FMC holds less than half of the voting rights but is able to make the key decisions (e.g. as a result of statutes, cooperation agreements, shareholder agreements, voting majority in supervisory and executive bodies, etc.).

Inter-company transactions, receivables and debts, plus unrealised gains / losses are eliminated when the FMC consolidated financial statements are prepared. The company concerned is deconsolidated once Migros Group no longer exercises control.

Joint ventures

In a joint venture, two or more parties have shared control of a company on the basis of a contractual agreement. None of the parties have the option of controlling the joint venture. The joint venturers record their own share of the net assets as an equity interest and the following results in accordance with the equity method (see comments under Associates).

Associates

Associates are entities in which the FMC has a significant influence on the financial and business policy, which generally means a direct or indirect shareholding of between 20 % and 50 % of the voting rights. They are initially recognised at acquisition cost, and thereafter using the equity method. The goodwill paid for associates is included in the carrying amount of the investment concerned. The Group's share in the current gains and losses of associates is recognised in income and shown separately in the Group's statement of income. If the share in the losses is equivalent to or greater than the investment in the associate, no further losses are recognised unless further obligations exist in respect of these.

Differences arising from the conversion of shares in associates in foreign currencies are recognised directly in the equity of the Group, under currency translation differences. Upon the acquisition of additional shares related to the attainment of control of associates, old shares are not revalued but instead are transferred at the current equity carrying amount.

Minority interests and transactions with minority interests

The minority interests shown represent the share in the profit or loss, plus the net assets of subsidiaries that are not fully owned by the FMC. Minority interests are reported separately in the income statement and equity of the Group. Transactions with minority interests are recorded within equity as long as no loss of control is associated herewith. When control is lost, the corresponding gain or loss is recognised in income.

With regard to company acquisitions, the FMC has the option to acquire further shares. At the same time, the counterparties are given the right to sell. The prices of these buying and selling rights usually correspond to the fair value at the time they are executed. They are therefore not reported in the balance sheet.

Foreign currency translation Functional and presentation currency

Each subsidiary prepares its own financial statements in its functional currency, i.e. in the currency of the primary economic environment in which it operates. The FMC consolidated financial statements are presented in Swiss francs (CHF).

Translation from transaction currency into functional currency

Transactions in foreign currencies are translated into the functional currency using the exchange rates prevailing at the dates of the transactions, or using monthly average exchange rates, provided these are a reasonable approximation thereof. Foreign currency profits and losses from such transactions and from the conversion to the functional currency of financial foreign currency positions at the balance sheet date are included in income.

Translation of functional currency into presentation currency

The annual financial statements of all subsidiaries that are not prepared in CHF are translated into the presentation currency as follows:

Assets and liabilities at year-end rates (exchange rate on the balance sheet date) and income and expenses at average exchange rates for the year.

The resulting currency translation differences are recognised directly in equity under “currency translation differences”.

Any currency translation difference arising from the sale of a foreign subsidiary is recognised in profit and loss as part of the disposal proceeds.

Goodwill and fair value adjustments to individual balance sheet items arising from the acquisition of a foreign entity are treated as assets or liabilities of the foreign entity, and translated from the functional currency into the presentation currency at the closing rate.

The procedure is the same for associates and joint ventures in foreign currencies.

Revenue recognition

Revenue comprises the fair value of proceeds received or due from the sale of goods and services. It is recognised net, after deduction of sales or value-added taxes, returns and rebates, plus deferrals of awards under customer loyalty programmes. Income is recognised when the amount can be reliably measured, when it is probable that the economic benefits associated with the transaction will flow to the entity, and when the specific conditions listed below have been satisfied.

Income from retailing and sales of goods

Income from the retailing business is recognised, after taking income-reducing items into account, at the date of sale to the customer. Income from sales of goods is recognised in the income statement when the risks and rewards associated with the title to the goods have been transferred to the customer.

Income from the travel business

Income from the travel business is recognised, after taking income-reducing items into account, at the date of performance (commencement of travel by the customer). Pure intermediary activities are recognised net based on the commission received.

Income from financial services

Commission income and income from the financial services business are recognised on an accrual basis, as soon as the corresponding service has been provided. Interest income on mortgages and other customer receivables, and other financial assets are deferred on an accrual basis.

Dividend income

Dividend income is recognised when the right to receive payment is established.

Receivables due from banks

Receivables due from banks include amounts due under money market investments and receivables from central banks and commercial banks with originally more than 90 days to maturity. Receivables due from banks are initially measured at acquisition cost, i.e. fair value plus external transaction costs that can be directly allocated at commencement. Receivables due from banks are subsequently measured at amortised cost, taking account of any deductions for impairment or uncollectibility.

Discontinued operations

Discontinued operations concern activities which have either been sold or where a decision has been made to close the operation. Discontinued operations are disclosed in the Notes.

Liabilities due to banks

Liabilities due to banks are measured at their amortised cost, which generally corresponds to the nominal value.

Customer deposits and liabilities

Customer deposits and liabilities arise from liabilities to customers in the form of savings and investments, such as savings, private, investment and retirement accounts, plus current accounts and time deposits. Customer deposits and liabilities originate exclusively from the financial services business. They are measured at amortised cost, which generally corresponds to the nominal value.

Government grants

Government grants are recognised when it is certain that the requisite conditions will be met and that the grants will flow to Migros Group.

Grants for assets are deducted from the purchasing or manufacturing costs of the assets concerned. They are recognised over the useful life of the assets in the income statement by means of the reduced depreciation amounts.

Grants related to income are recognised in the income statement in the same period as the reduction of the corresponding expenses that they were approved to compensate, or, if these cannot be clearly determined, as other operating income.

4 Risk management

4.1 Risk management within Migros Group

Migros Group operates its own risk management. The risk management process is part of the annual strategy and financial planning process of Migros Group. The Board of Directors of the Federation of Migros Cooperatives is responsible for ensuring comprehensive risk management across all entities of Migros Group.

Based on a systematic risk analysis, the most significant risks are identified and their likelihood of occurrence and financial effects are evaluated by the entities.

The results are summarised in an individual risk report for each company and are discussed by the Board of Directors each year. The larger entities of Migros Group introduce suitable measures for preventing, reducing or passing on such risks. Risks borne by the company are rigorously monitored. Financial risks affecting the financial reporting are reduced by the Internal Control System. The risk reports of the individual companies are combined into a final report for each strategic business unit, to which a top-down risk analysis / evaluation is generally added. The final report for each strategic business unit is discussed by the Board of Directors of the FMC. The results of the risk evaluation are appropriately considered in the annual examination of the business units and corporate strategies.

4.2 Financial risk management and capital risk management

In their operating activities, Migros Group entities are exposed to a multitude of financial risks. The most significant financial risks arise from changes in foreign exchange rates, interest rates, commodity and share prices, and from credit and liquidity risk.

In its financial risk management and capital risk management, Migros Group distinguishes between the Retail and Industry sector (Food Retail, Non-Food Retail and Health) and the Financial Services sector (Migros Bank). Management of financial risk in the two sectors is independently structured, and both sectors are monitored by the executive bodies responsible. The tables of the financial risk management show gross values, i.e. including the relationships between the two sectors. The risk control function and responsibility for independent risk control lies with the Management of the individual businesses. The Board of Directors is responsible for independent monitoring of the risks.

4.2.1 Financial risk management in the Retail and Industry sector

Responsibility for financial risk management in the Retail and Industry sector is allocated to different management levels:

- Financial risk management is based on uniform policies and guidelines laid down by the executive Group management.
- The Boards of Directors of the different entities are responsible for strategy, supervision and control of the corresponding Group companies and for the financial risk management, including the determination of each entity's risk tolerance.
- The Management of the different entities is responsible for the implementation, management and monitoring of the financial risk management, particularly the risk tolerance as defined by the Board of Directors.

The retail businesses (Migros Cooperatives, Denner, etc.), industrial companies and service companies are independently responsible for their own treasury functions.

Risks are regularly monitored. In conformity with the internal risk policy, derivative financial instruments are used to manage and hedge individual risks. In the Retail and Industry sector, no financial risks are incurred that involve a non-assessable risk at the date of conclusion of the transaction.

Market risks

Foreign exchange risks

As a retail group whose main sales activity is in Switzerland, a significant proportion of the purchasing of commodities is done in other countries, in foreign currencies. There are other foreign currency operations in other countries in the Food Retail segment.

Foreign exchange rate fluctuations – mainly against the euro, US dollar and sterling – can therefore have a considerable effect on the income statement, especially in the form of transaction risks on the purchases and sales of goods and services in foreign currencies as well as in the form of translation risks on balance sheet items in foreign currencies.

Each company defines its maximum foreign currency exposure. Within clearly defined tolerance values, a certain volatility in the operating result as a result of currency fluctuations is acceptable. The individual Group entities have a hedging relationship with the FMC Treasury. The Treasury department of the FMC is responsible for hedging the foreign currency exposure on the market in the different currencies used by the Retail and Industry sector.

The main hedging instruments used are forward exchange contracts, currency swaps and investments and financing in foreign currency.

Foreign exchange risks are regularly monitored at individual company level. It is assumed that the holdings on the reporting date are representative for the whole year.

Share price risks

Migros Group purchases shares to a limited extent to invest its liquid resources. These shares are classified as “fixed asset securities”. If there are signs of an impairment, “fixed asset securities” are reviewed accordingly and, if necessary, adjusted in the income statement. In this regard, care is taken to ensure that equity investments based on markets, securities and sectors are diversified in a reasonable manner. Loss of value risks is reduced by analyses before the purchase and by the regular monitoring of the investments’ performance and risks.

Commodity price risks

The Retail and Industry sector is exposed to commodity price risk regarding operating stock in the fuel and heating oil business (Migrol). Migrol uses commodity futures to reduce most of this risk and the risk of prospective customer orders.

Credit risks

Credit risks comprise the counterparty risk on marketable debt instruments, the default risk on derivative financial instruments, current account balances and time deposits, and to a lesser extent the credit risk on open trade receivables. The maximum credit risk corresponds to the carrying amounts. For off-balance-sheet

transactions (including irrevocable loan commitments), the credit risk corresponds to the amounts stated in → [Note 37](#).

Counterparty risk is reduced in principle by purchasing bonds from debtors that carry at least an investment grade rating or an equivalent rating from a major Swiss bank. In individual cases, bonds are also purchased from debtors with a lower rating, but only after a thorough analysis and positive assessment of any potential risks. To prevent cluster risks, the bond portfolio is broadly diversified.

The default risk on derivative financial instruments, current account balances and time deposits is reduced by selecting as counterparties only highly reputable banks, financial institutions, or also, in the case of time deposits, public bodies and entities that carry at least an investment grade rating or an equivalent rating from a major Swiss bank.

A rigid limits system restricts the exposure per counterparty and is constantly adjusted in line with developments in ratings and credit default swap spreads, as well as general market developments.

The Retail and Industry sector of Migros Group is operationally subject to a very low credit risk, because transactions with customers are usually in cash. Of the existing trade receivables, these are mainly receivables by the industrial companies and from the oil and fuel business. In the case of new customers, their credit rating is determined by a detailed credit rating test and subsequently by permanent monitoring of open claims.

Liquidity risks

The Retail and Industry sector entities are in principle responsible for managing their own liquid resources. Investment of liquid resources and any procurement of external financing (bank loans, other loans, capital market financing) for bridging tight liquidity positions, and also to fund investments, can be undertaken centrally at the FMC, which assumes the function of an internal group bank. This function enables the FMC to control most of the liquidity flow within the Retail and Industry sector. To ensure that the resulting liquidity demands can be satisfied at any time, the FMC holds sufficient cash reserves, liquid money market investments and easily realisable securities.

4.2.2 Capital risk management in the Retail and Industry sector

In terms of capital risk management, the long-term aim of the Retail and Industry sector is to achieve:

- a maximum ratio of net financial liabilities to equity of 30 % and
- a minimum ratio of equity to the balance sheet total of 40 %.

CHF million	31.12.2025	31.12.2024
Liabilities due to banks	37	49
Other financial liabilities (interest bearing)	504	274
Issued debt instruments	-	-
Total financial liabilities	541	322
Cash and cash equivalents	937	983
Other financial assets	1'059	495
Total cash and cash equivalents and other financial assets	1'997	1'477
Net financial assets	1'455	1'155
Total equity (without non-controlling interests)	18'526	17'661
Ratio of net financial assets to equity	7.9 %	6.5 %
Balance sheet total	22'939	22'393
Ratio of equity to balance sheet total	80.8 %	78.9 %

Net financial assets grew to CHF 1'455 million as at 31 December 2025 (previous year: CHF 1'155 million), due in particular to the increase in other financial assets. The ratio of

net financial assets to equity therefore increased by 1.4 percentage points.

4.2.3 Financial risk management in the Financial Services sector (Migros Bank)

Assumption of risks is one of the entrepreneurial functions of a bank, for which, in addition to maintaining a risk-neutral margin, it is compensated by corresponding risk premiums. Consciously handling risks is therefore a key element of a bank's success. Financial risk management is regarded as a core competence in the Financial Services sector. In addition to internal risk guidelines, banks are subject to extensive regulatory provisions relating to the individual types of risk. Compliance with these is regularly monitored by the supervisory authorities.

The Financial Services sector traditionally adopts a conservative risk policy, concentrating its activities on business areas where risks are moderate.

The bank's basic risk policy is set out in the organisational rules, and regulated in detail in the competence regulations and directives. The Board of Directors is the most senior body responsible for financial risk management, setting out the levels of competence, the method of risk measurement and the risk tolerance requirements to be adhered to. The Board of Directors is kept fully informed by the Management about the development of all risks at its quarterly board meetings.

Risk management involves determining risk strategies and risk control measures as well as identifying, analysing, evaluating, managing, monitoring and reporting risks. The independent control bodies (second line) report monthly to the Risk & Finance Committee and the Management, and quarterly to the Board of Directors, about the development of the risk profile, significant internal

and external events, as well as findings from monitoring activities, as part of integrated risk reporting.

The Risk Control function (body in accordance with FINMA Circular 2017 / 1 "Corporate governance – banks") is responsible for the consolidated monitoring of compliance with the provisions on risk management, as well as for independent risk reporting to the Management and to the Board of Directors using corresponding Risk Control reports.

At operational level, overall responsibility for risk management rests with the Risk & Finance Committee. This comprises members of the Management and other first and second line representatives. The committee is updated on the development of all risks at its monthly meetings. Depending on how risks have developed, and the estimation of future market trends, it is within the competence of the Management to decide to take on additional risk, or to order the hedging of existing risk.

Credit risks

Credit risk, or counterparty risk, relates to the risk that a party will either not meet the obligations it has entered into, or will fail to do so in a timely manner. Credit risk exists both on traditional bank products (e.g. mortgages) as well as on trading activities. If a customer fails to meet its obligations, the result may be a loss for the bank.

To limit credit risk, a gradual approval procedure is in place for new credits and credit extensions. The credit decision-making process distinguishes between the internal competence of a customer segment and that of Credit Risk Management, the Credit Committee

of the entire Migros Bank or the Credit Committee of the Board of Directors, in accordance with separate competence regulations. The approval procedure is based on a clear division between credit application and credit approval. Because of the high volume of mortgage business, most transactions can be decided by the internal competence of the sales organisation. Credit Risk Management is responsible for supervising all credits transacted in respect of the applicable rules and for complying with the bank's relevant global instructions.

Most of the lending in the Financial Services sector relates to mortgage loans. These loans are secured on real estate.

All properties financed by Migros Bank are measured using common valuation techniques, with the principle of prudent valuation being applied at all times. In measurement of real estate, the principle of lower of cost or market applies, according to which the market value must be equivalent to no more than the purchase price (lending base for funding). The calculated market values are reviewed at risk-based intervals. Different measurement methods are applied depending on the type of property, its size and complexity.

In the case of measurement models based on the capitalised earnings value, the capitalisation rate is fixed according to the property-specific features (region, position, age, condition, rental structure, level of rental compared to surrounding area). For commercial and industrial properties, Migros Bank also measures based on the capitalised earnings value; for properties used by a company itself, the focus of the risk assessment is primarily on the company's debt capacity. The plausibility of market value estimates submitted by external specialists is assessed by the bank's real estate specialists.

Credit quality of outstanding mortgages and other customer receivables

In the corporate clients business, the Financial Services sector uses a credit rating model to support the credit rating decision and restrict it where the rating is insufficient. It takes predominantly quantitative factors (hard facts) and some qualitative factors (soft facts) into account. For business customers, the credit ratings are reviewed annually. In the mortgage business, a coverage rating procedure is used that is based on the value of the loan and the type of property. The frequency with which credit checks are carried out in the mortgage business varies depending on the quality of the coverage rating, the personal contribution and the type of cover. The credit rating model ensures that the credit commitment is managed commensurate to the risk involved.

Analysis of mortgages and other customer receivables

Breakdown of receivables by rating levels (type of collateral)

Internal rating level ¹	Mortgage receivables (part in %)		Other customer receivables (part in %)		Total (cumulative)	
	31.12.2025	31.12.2024	31.12.2025	31.12.2024	31.12.2025	31.12.2024
1	2.0	2.0	3.0	2.2	2.1	2.0
2	15.7	15.1	0.6	1.9	14.7	14.2
3	37.8	47.0	4.6	16.5	35.6	44.8
4	14.1	17.8	11.5	40.3	13.9	19.4
5	21.9	12.6	56.9	23.3	24.2	13.4
6	3.5	1.5	9.1	3.9	3.9	1.7
7	2.2	1.3	2.4	3.5	2.2	1.5
8	1.6	1.3	3.1	1.9	1.7	1.4
9	0.6	1.2	0.4	1.8	0.6	1.3
10	0.6	0.1	1.0	4.8	0.6	0.4
11	0.0	n/a	4.3	n/a	0.3	n/a
12	0.0	n/a	3.1	n/a	0.2	n/a
Total in %	100.0	100.0	100.0	100.0	100.0	100.0
Total in CHF million	48'173	46'921	3'345	3'612	51'518	50'533

¹The internal rating level was adjusted from 10 to 12 compared to the previous year. The percentage shares of the previous year's values were not adjusted.

Lending margins

The Financial Services sector works on a secured basis for most of its credit business. Most loans are secured by charges on land. Credit allocation is based on lending margins that are in line with standard banking practice. Most of the corresponding collateral comes from the private housing sector, and is well diversified

throughout Switzerland. In order to determine the sustained affordability, an imputed affordability rate corresponding to a long-term average interest rate is assumed for residential mortgages and investment properties.

Identification of default risks

Default risks are identified on the basis not only of specific events that have been identified (e.g. limits exceeded, arrears of interest and amortisation, declining sales, SOGC publications) but also periodic reviews of existing credit items (e.g. regular credit checks of companies on the basis of annual financial statements, periodic review of market value and affordability in the case of mortgages, periodic collection of current tenancy schedules, daily monitoring of Lombard loans). The rating system is used to identify commitments where there is an increased risk. It also provides comments on these risk positions on a half-yearly basis. In addition, measures are established and their implementation monitored.

To assess the need for impairment where debts are at risk, the liquidation value (estimated realisable value) of the credit collateral is determined. The liquidation value of mortgage-related collateral is determined from a current internal or external market value estimate, based on a visit to the site.

The usual value reductions, maintenance costs and liquidation expenses not yet incurred are deducted from the estimated market price.

Interbank business / trading business

In order to prevent concentration risks, the aggregate exposure to a single counterparty or group of counterparties is restricted by means of limits and detailed competence regulations. The aggregate exposure to foreign countries is also limited and monitored. The default risks are limited and controlled by means of credit limits on each counterparty; these are also based primarily on the rating, in addition to other criteria.

The Financial Services sector is centred mainly on mortgages. For the bank, this results in a concentration of risk in the Swiss real estate market.

Market risks

The market risk is the risk of financial losses resulting from adverse movements of price-determining factors. These include observable factors such as interest rates, exchange rates, share prices, credit spreads and raw materials prices as well as factors which are unobservable or only indirectly observable.

Risks of changes in interest rates

In the traditional core business of interest margin, interest rate changes can have a major impact on the economic value of assets, liabilities and off-balance sheet positions (present value perspective) as well as on the periodic net interest income or loss (earnings perspective). The Treasury function ensures that the regulatory requirements of the Management and the Board of Directors in the area of managing interest rate risk are adhered to. In this regard, the instruments defined by the Management for controlling interest rate risks can be used on an independent basis. As well as capital market transactions and other balance sheet structure measures, Migros Bank also uses derivative financial instruments (in particular interest rate swaps) to manage its risk exposure. The Risk Control function, which operates independently of risk management measures, monitors the risk tolerance guidelines defined by the Board of Directors and the Management every month.

Share price risks

Trading activities are centralised, and conducted by the Trading function. Market risks in the trading ledger arise from transactions in customer business as well as from our own fund positions from asset management. Systematic measuring, control and monitoring of market risks in the trading ledger is carried out with a software solution used specifically for this purpose. The risk metrics that it applies estimate the risk of loss from the positions in the trading ledger based on potential changes in the fair value. The positions in the trading ledger and the trading income are monitored daily.

Foreign exchange risks

As a retail bank that operates within Switzerland, the Financial Services sector is only exposed to a low volume of foreign currency risk in its operating activities. Relevant foreign currency items arise from security investments in foreign currencies, stocks of banknotes and private accounts held in euros.

The Trading function is responsible for hedging foreign currency exposure on the market. Forward exchange contracts are among the hedging instruments used.

Balance sheet by currency

31.12.2025

million	CHF	EUR	USD	USD	Other	Total
Financial assets						
Cash and cash equivalents	9'068	200	39	130	119	9'557
Receivables due from banks	-	-	-	-	-	-
Mortgages and other customer receivables	51'248	209	59	1	0	51'518
Trade receivables	2	-	-	-	-	2
Other receivables	0	-	-	-	-	0
Other financial assets	768	9	-	-	-	777
Total financial assets	61'087	419	98	132	119	61'855
Financial liabilities						
Payables due to banks	-630	-140	-60	-0	-0	-830
Customer deposits and liabilities	-44'017	-1'128	-286	-16	-134	-45'581
Other financial liabilities	-2	-	-	-	-	-2
Trade payables	-1	-	-	-	-	-1
Other liabilities	-163	-	-	-	-	-163
Issued debt instruments	-9'816	-	-	-	-	-9'816
Total financial liabilities	-54'628	-1'268	-345	-16	-134	-56'392
Foreign currency net exposure before hedging	6'459	-850	-247	116	-15	5'463
Foreign currency derivatives		825	245	-116	16	
Foreign currency net exposure after hedging		-24	-3	-0	1	
31.12.2024						
million	CHF	EUR	USD	USD	Other	Total
Total financial assets	59'673	495	93	89	83	60'433
Total financial liabilities	-53'486	-1'218	-399	-19	-101	-55'223
Foreign currency net exposure before hedging	6'187	-723	-306	70	-18	5'210
Foreign currency derivatives		707	303	-70	20	
Foreign currency net exposure after hedging		-16	-3	-0	2	

Results of the sensitivity analysis

If EUR had been 5 % stronger against CHF on 31 December 2025, the pre-tax earnings would have been CHF 1.2 million lower (31.12.2024: CHF 0.8 million). If it had weakened by the same amount against CHF, the effect on the pre-tax earnings would have been the reverse.

If USD had been 5 % stronger against CHF on 31 December 2025, the pre-tax earnings would have been CHF 0.1 million lower (31.12.2024: CHF 0.1 million). If it had weakened by the same amount against CHF, the effect on the pre-tax earnings would have been the reverse.

Liquidity risks

The liquidity risk is the risk that contractual and conditional payment obligations can no longer be serviced on time, in full and in the respective currency despite adequate capitalisation.

The liquidity and/or refinancing situation in the short-term sector is controlled daily and on a centralised basis by the Treasury function and managed operationally by the Trading function. Medium-term and long-term aspects are monitored within the framework of the Risk & Finance Committee, which meets on a monthly basis.

The Risk Control function notifies the Board of Directors, the Management and the Risk & Finance Committee regularly about Migros Bank's risk situation with regard to liquidity risks, based on qualitative information, quantitative risk metrics and the degree to which defined risk tolerance requirements are utilised.

To ensure that there is adequate liquidity, the legislature has decreed minimum stipulations for short-term, medium-term and long-term liquidity. These minimum stipulations are constantly maintained.

Compliance with liquidity requirements specified by the banking legislation

CHF million	Short-term liquidity		Medium-term liquidity	
	31.12.2025	31.12.2024	31.12.2025	31.12.2024
Creditable liquidity	10'044	9'768	8'026	7'612
Required liquidity	1'533	1'544	5'877	5'858
Excess liquidity	8'511	8'223	2'148	1'753
Degree of compliance	655.3 %	632.5 %	136.6 %	129.9 %

4.2.4 Capital risk management in the Financial Services sector

In the Financial Services sector, capital risk management is oriented primarily to the equity rules under banking legislation. These define a minimum ratio between risk-weighted assets and eligible own funds.

CHF million	31.12.2025	31.12.2024
Capital resources required and creditable as per the banking legislation		
Credit risks	1'845	1'829
Market risks	28	9
Risks not related to counterparties	-	15
Operating risks	114	121
Total capital resources required	1'988	1'974
Equity as per Swiss GAAP FER	5'455	5'178
Corrections due to banking legislation ¹	-6	-7
Creditable capital resources as per the banking legislation	5'448	5'171
Excess creditable capital resources	3'461	3'197
Excess in % of required resources	174.1	162.0

¹ The difference between equity recognised under Swiss GAAP FER and eligible capital resources under the Banking Act results primarily from the different accounting treatment of debt instruments as part of the other financial assets as well as expected distribution of profits.

5 Critical accounting estimates and judgements

Estimates and judgements are continually evaluated and are based on historical experiences and other factors, as well as future expectations that appear reasonable under the particular circumstances. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below. There is also an explanation of the accounting principles that might have a significant impact on the consolidated financial statements because of the Management's assessment.

Fair values of other financial assets and financial instruments

The fair value of other financial assets and financial instruments that are not traded in an active market (e.g. non-listed equity instruments and derivatives traded "over the counter") is determined by using valuation techniques. This means making assumptions which, as far as possible, rely on observable market data. The discounted cash flow method (DCF) was used to determine the fair value of a number of unlisted current asset securities. The DCF calculation is based on Bloomberg yield curves, taking into account the relevant parameters (rating, maturity, etc.).

Impairment on fixed asset securities

Migros Group follows the guidelines of Swiss GAAP FER 20 to determine whether there is an impairment that is not of a temporary nature. To determine an impairment, the Management draws on a number of factors in its assessment, such as time development, scope of the impairment, branch, technological environment, development of credit default swap spreads, and so on. This

procedure is thus based on material estimates that involve some uncertainty. In both the reporting year and the previous year, fixed asset securities were impaired. See → [Note 7](#) and → [Note 13](#).

Useful lives of fixed assets

The useful lives of fixed assets are defined on the basis of current technical conditions and past experiences. However, the actual useful lives can vary from those originally determined, as a result of technological change and market conditions. Where variations from the useful lives as originally defined do occur, these are adjusted.

Impairment of fixed assets and intangible assets

The recoverability of fixed assets, intangible assets and other non-current assets is always reviewed when there is specific evidence that the carrying amounts have been overstated. Recoverability is determined on the basis of management estimates and assumptions regarding the future benefit to be derived from these assets. The values actually arrived at may differ from these estimates. In connection with investment projects, uncertainties as regards cost overruns and income targets can exist. See also → [Note 26](#) and → [Note 27](#).

Income tax expense

As the Group is liable to pay tax in various countries and cantons, some estimated figures must be used for calculating provisions for taxation. Consequently, differences between the actual results and assumptions made by the Management can affect future tax expenditure and tax refunds. Based on appropriate estimates, provisions for taxation are made for obligations whose cost and likelihood of occurrence cannot be determined with certainty.

Deferred income tax assets

Deferred income tax assets on unused loss carry forwards are recognised when it is probable that there will be future profits available to offset these loss carry forwards against tax. The assessment of recoverability of the recognised deferred income tax assets is based on assumptions regarding future realisable fiscal gains.

6 Segment reporting

Segment reporting contains information about the operating segments, as well as additional details about the Group split into different regions.

Information about operating segments is disclosed on the basis that it is applied for internal reporting to executive decision makers. Within Migros Group, the Executive Board of the Federation of Migros Cooperatives is the chief operating decision maker that allocates resources and assesses performance.

6.1 Determination of operating segments

The operating segments of Migros Group are determined based on the organisational units initially reported to the Executive Board

of the Federation of Migros Cooperatives as the chief operating decision maker responsible for all segments.

- Food Retail (nutrition & enjoyment)
- Non-Food Retail (lifestyle & home)
- Financial Services (payment, investment & financing)
- Health (health & well-being)
- Travel

For the purpose of internal reporting, Migros Group is divided into four strategic business units that, because of their key role, are reportable operating segments. In terms of the products and services they produce or offer, they differ as follows:

– **Food Retail:**

This business segment primarily comprises all activities in the area of food retailing and related activities. It includes Cooperative Retailing of the Migros Cooperatives and their subsidiaries in Switzerland and abroad (supermarkets and hypermarkets including the Tegut Group, wholesale, catering, Club Schools), services of logistics companies of the Group (transport of goods, central warehouse) and services provided by the Federation of Migros Cooperatives (central purchasing, Migros Media, etc.) as well as by the Migros online supermarket, including all commitments of Migros Group relating to Migros Culture Percentage.

The operating segment also includes Migros Industrie as an integrated producer and the business of Denner, migrolino and Migrol. The corporate sectors are managed on a decentralised basis by local managers, with the results monitored by the Executive Board of the Federation of Migros Cooperatives.

– **Non-Food Retail:**

All activities in the area of goods for resale and the associated online business (Omnichannel). These include, in particular, the Digitec Galaxus Group and ExLibris. The management of the Commerce Department is responsible for managing and strategically analysing the results.

– **Health:**

Activities in the areas of medicine and fitness are grouped together under the Health segment. Management is performed by local managers and is grouped at the highest level for the Executive Board of the Federation of Migros Cooperatives.

– **Financial Services:**

Services provided by Migros Bank in the Financial Services sector as well as by its subsidiaries (leasing, real estate management). Management is centralised, and responsibility for operational management lies with the Board of Directors of Migros Bank.

6.2 Information about operating segments

The performance of the segments is, in particular, evaluated based on the result before finance income and income taxes. This also applies to the segment Financial Services because the income and expenses from the financial services business also constitute part of the operating activities and thus of the operating result before finance income. Transactions between the segments are generally based on market prices.

As part of the revision of the segment information, the figures for the previous year were adjusted to ensure comparability of the reporting periods. The adjustments only relate to the presentation of income and results by segment and have no impact on the overall amounts of the income statement, balance sheet or cash flow statement of Migros Group.

Information by operating segment

2025

CHF million	Food Retail	Non-Food Retail	Health	Financial Services	Travel	Total segments	Reconciliation ¹	Total Migros Group
Total income	24'312	3'459	1'701	1'190	1'378	32'039	-124	31'916
Operating profit	830	30	14	332	6	1'212	0	1'212

2024

CHF million	Food Retail	Non-Food Retail	Health	Financial Services	Travel	Total segments	Reconciliation ¹	Total Migros Group
Total income	24'829	3'045	1'624	1'355	1'788	32'641	-112	32'529
Operating profit	212	-13	-97	342	23	467	17	484

¹ The reconciliation includes the elimination of connections between segments.

6.3 Information by region

Migros Group operates mainly in Switzerland and in some countries abroad. Income and assets are allocated to the regions of Switzerland and Other countries depending on the location of the sites producing the goods and rendering the services. The region Switzerland consequently contains all activities of the Swiss Migros companies, including their export business to other

countries. The region Other countries contains all activities of the foreign companies of Migros Group. These consist mainly of companies in Germany, England and France.

Information by region

CHF million	2025			2024		
	Switzerland	Other countries	Total	Switzerland	Other countries	Total
Total income from third parties	28'997	2'918	31'916	29'044	3'486	32'529

Explanations to the income statement

7 Net income from the financial services business

CHF million	2025	2024
Interest income		
Cash and cash equivalents	19	109
Receivables due from banks	-	-
Mortgages and other customer receivables	822	921
Fixed asset securities	7	9
Total interest income	847	1'039
Interest expense		
Payables due to banks	-11	-34
Customer deposits and liabilities	-107	-264
Issued debt instruments	-99	-93
Total interest expense	-217	-391
Impairments on credit business		
Receivables due from banks	-	-
Mortgage receivables	-9	-10
Other customer receivables	-34	-41
Total impairments on credit business	-43	-51
Reversals of impairments on credit business		
Receivables due from banks	-	-
Mortgage receivables	2	1
Other customer receivables	7	5
Total reversal of impairments on credit business	9	6
Net interest income	597	603

Continuation of table ►

CHF million	2025	2024
Commission income		
Mortgages and other customer receivables	19	14
Securities and investment business	98	94
Income from other services	122	111
Total commission income	238	219
Commission expense	-111	-95
Net commission income	128	124
Income from other financial assets		
Profit (loss) on current asset securities	0	1
Profit (loss) on fixed asset securities	-	-
Impairment on fixed asset securities	-	-
Reversal of impairments on fixed asset securities	0	1
Dividend income on fixed asset securities	6	6
Currency translation differences, net	77	73
Income from other financial assets	83	81
Total profit from the financial services business	808	808
Disclosed in the consolidated financial statements of FMC under:		
Income of financial services business	1'169	1'339
Expenses of financial services business	-361	-531
Total profit from financial services business	808	808

The challenging interest rate environment led to both lower interest income and lower interest expenses. Overall, at CHF 597 million, a strong result on a par with the previous year was achieved. Net interest income continued to be underpinned by growth in customer lending and deposits.

Net commission income increased to CHF 128 million, mainly due to positive developments in the investment segment.

8 Other operating income

CHF million	2025	2024
Income from advertising services	100	68
Internally generated assets (fixed and intangible)	51	64
Revenue from the disposal of		
→ Investment property	0	4
→ Fixed assets	13	43
→ Intangible assets	-	0
→ Investments and business operations	743	6
Other operating income	340	380
Total other operating income	1'246	565

Other operating income includes income from regular sidelines. Revenue from the disposal of investments and business operations was the result of the portfolio adjustments that began in 2024 and were successfully completed in the reporting year (see → [Note 39](#)).

This income includes government grants amounting to CHF 3 million (2024: CHF 3 million). No outstanding conditions and other income uncertainties in connection with government grants shown in the accounts existed at the respective balance sheet date.

9 Cost of goods and services sold

CHF million	2025	2024
Cost of goods and services sold	18'459	19'084
Inventory change	74	-24
Total cost of goods and services sold	18'533	19'061

Cost of goods and services sold include government grants in favour of Migros Industrie in particular (mainly in the form of customs duty refunds, milk refunds, other subsidies) totalling CHF 6 million (2024: CHF 6 million) shown as a reduction of costs. No other forms of government grants directly benefiting Migros Group

existed at the respective balance sheet date. No outstanding conditions and other income uncertainties in connection with government grants shown in the accounts existed at the respective balance sheet date.

10 Personnel expenses

CHF million	Notes	2025	2024
Wages and salaries		4'800	5'087
Pension costs	33	505	530
Social insurance and other social security benefits		605	607
Other personnel expenses		308	360
Total personnel expenses		6'218	6'584

In agreement with the social partners, Migros companies granted salary increases – individually and performance-related – of up to 1.1 % in 2025.

Despite this, expenses for wages and salaries were lower compared with the previous year, due mainly to the disposal of companies and the closure of individual operations.

Included among other personnel expenses are expenses for long-service awards and further training of employees.

11 Depreciation and amortisation

Impairment is recognised if the recoverable amount is lower than the carrying amount of the asset. The recoverable amount is the higher of the net proceeds (estimated proceeds from the sale minus all costs incurred in direct connection with the sale) and the value in use (carrying amount of the estimated future cash inflows and outflows from use). In order to test the impairment of goodwill and fixed assets, a respective allocation to the CGU is made. The impairments on an asset in earlier periods (with the exception of impairment on goodwill) are tested annually to ascertain whether they should be reversed.

Depreciation and amortisation

CHF million	Notes	2025	2024
Investment property	25		
→ Ongoing depreciation & amortisation		5	5
→ Extraordinary depreciation and impairments		10	1
→ Reversal of impairments		-	-
Total depreciation & amortisation investment property		15	6
Fixed assets	26		
→ Ongoing depreciation & amortisation		1'019	1'064
→ Extraordinary depreciation and impairments		374	161
→ Reversal of impairments		-	-22
Total depreciation & amortisation fixed assets		1'393	1'203
Intangible assets	27		
→ Ongoing depreciation & amortisation		173	202
→ Extraordinary depreciation and impairments		8	77
→ Reversal of impairments		-	-0
Total depreciation & amortisation intangible assets		181	279
Other assets			
→ Ongoing depreciation & amortisation		-	-
→ Extraordinary depreciation and impairments		0	-
→ Reversal of impairments		-	-
Total depreciation & amortisation other assets		0	-
Total depreciation & amortisation			
→ Ongoing depreciation & amortisation		1'197	1'271
→ Extraordinary depreciation and impairments		393	239
→ Reversal of impairments		-	-22
Total depreciation & amortisation		1'589	1'488

12 Other operating expenses

CHF million	2025	2024
Rental and building-lease cost	779	847
Losses from the disposal of		
→ Investment property	-	0
→ Fixed assets	4	9
→ Intangible assets	0	-
→ Investments and business operations	16	17
Maintenance	549	554
Energy and consumables	597	710
Advertising	524	556
Administration	346	405
Other operating expenses	1'186	1'286
Total other operating expenses	4'002	4'383

Other operating expenses include costs of services relating to IT, logistics and transportation, as well as levies, fees, property and capital taxes. Lower electricity prices and the release of provisions made in the previous year in connection with the closure of the specialist markets led to a decrease in operating costs.

13 Finance income and cost

CHF million	2025	2024
Finance income		
Interest income		
Cash and cash equivalents	2	9
Receivables due from banks	10	24
Fixed asset securities	5	2
Loans	7	8
Other interest income	27	6
Total interest income	51	49
Profit from other financial assets		
Profit / (loss) on current asset securities	3	1
Profit / (loss) on fixed asset securities	42	2
Dividend income on fixed asset securities	9	5
Currency translation differences, net	-10	-14
Total profit from other financial assets	45	-7
Reversal of impairments on fixed asset securities and receivables due from banks		
Fixed asset securities	-	-
Loans	15	15
Receivables due from banks	-	-
Total reversal of impairments on fixed asset securities and receivables due from banks	15	15
Impairments on fixed asset securities and receivables due from banks		
Fixed asset securities	-20	-4
Loans	-5	-16
Receivables due from banks	-	-
Debt waiver of receivables	3	-2
Total impairments on fixed asset securities and receivables due from banks	-22	-22
Total finance income	89	36

Continuation of table ▶

CHF million	2025	2024
Finance costs		
Interest expense		
Payables due to banks	-1	-5
Issued debt instruments	-	-
Other financial liabilities	-0	-0
Finance leasing	-7	-8
Provisions: present value adjustments	-0	-0
Other interest expense	-31	0
Total interest expense	-39	-13
Other finance costs	-3	-3
Total finance costs	-43	-17

14 Income tax expense

Current income taxes are recognised on an accrual basis based on the operating profit or loss of the consolidated entities recognised locally in the reporting year. Deferred income taxes are accrued on all temporary taxable or tax-deductible differences between the tax and Swiss GAAP FER values according to the liability method. However, deferred income taxes are not recognised if they are linked to the initial recognition of an asset or liability arising from a transaction that does not relate to a business combination and where recognition has no effect on the accounting or taxable profit. Deferred income taxes are measured using the tax rates that are expected to apply to the period in which an asset is realised or a debt discharged. Deferred income tax assets on loss

carry forwards are capitalised only if it is probable that there will be future gains that can be used to offset the tax on the loss carry forwards.

Deferred income taxes are not recognised on temporary differences in connection with investments in subsidiaries, associates and joint ventures where the reversal date can be controlled by the Group and which will not be realised in the foreseeable future.

CHF million	2025	2024
Current income taxes	149	136
Deferred income taxes	-41	-48
Total income tax expense	108	87

Development of the deferred tax liabilities (net)

CHF million	2025	2024
As per 1 January	987	1'040
Changes to the scope of consolidation	-29	0
Recorded through profit and loss	-41	-48
Currency translation differences	-1	-5
As per 31 December (net)	916	987

Allowance has been made for deferred income tax on differences between the value of assets and liabilities measured in accordance with Group guidelines and values determined under tax legislation. These are reported separately in the consolidated balance sheet.

Deferred income tax assets and liabilities are offset against each other, provided it is permitted to offset current tax refunds against due income tax liabilities and where the income tax refers to the same tax subject.

In the case of Group companies, the tax rate that is expected to apply in each case was used to calculate the annual sum of deferred income tax to be accrued. Overall, the average tax rate that is expected for the Group in the reporting year amounts to 17.8 % (previous year: 18.3 %) and is therefore slightly below the level of the previous year.

As at the balance sheet date, the deferred income tax asset recognised in the balance sheet from unused tax losses carried forward was CHF 291 million (previous year: CHF 348 million). Income tax effects on tax losses carried forward are taken into consideration if adequate taxable results can be produced in future against which the tax loss carry forwards can be offset. The evaluation of whether tax effects can be capitalised depends on the expected development of the business and the existence of tax savings options.

Migros Group falls within the scope of the OECD provisions on minimum taxation rules ("BEPS 2.0 – Pillar II"), which came into force on 1 January 2024. These essentially require an additional tax to be paid for the difference between the effective (lower) tax rate (calculated based on OECD's published "GloBE" rules) and the minimum tax rate of 15 %.

Switzerland has adopted the OECD minimum taxation rules through a constitutional amendment and a corresponding ordinance. A national supplementary tax ("QDMTT") has been levied since the 2024 reporting period. An additional international supplementary tax ("IIR") applies for reporting periods from 2025 onwards.

On the basis of the existing country-by-country reporting (CbCR), Migros Group periodically assesses the applicability of transitional regulations (transitional safe harbour rules), which enable simplified reporting.

For the 2025 reporting period, the criteria for simplified reporting are met in all material tax jurisdictions and no significant impacts on the income tax burden are expected as a result of the entry into force of the OECD provisions on minimum taxation. Accordingly, no additional tax liabilities were taken into account in the 2024 and 2025 reporting periods.

15 Expenditure for cultural, social and economic policy purposes

Funding provided by Migros Culture Percentage is a voluntary commitment by Migros in the areas of culture, society, education, leisure and the economy. With its institutions, projects and activities, Migros makes culture and education broadly accessible to the population. The following funding is provided for the different areas:

The financing of this item of expenditure is specified in the statutes and rules of the Cooperatives (including the FMC). The Cooperatives have undertaken to spend at least 0.5 % (FMC 0.33 %) of their retail sales – over a four-year average – on cultural, social and economic policy purposes. Some of the funds are, for instance, used to support the Club Schools. This expenditure is

included in the operating costs. According to Swiss GAAP FER, shortfalls within the four-year period do not qualify as obligations and excess expenditure does not qualify as an asset.

Provisions are thus only made for performance obligations towards third parties existing at the balance sheet date. Compliance with the stipulations of the statutes and rules is thus verified by the calculation of the so-called “Culture Percentage reserve”. The calculation highlights any shortfalls in Culture Percentage expenditure that has to be made up over the coming years.

CHF million	2025	2024
Culture	35	30
Education / training	57	62
Social	11	10
Leisure and sport	11	11
Economic policy	3	4
Administration	5	4
Total expenditure for cultural, social and economic policy purposes	122	121

Culture Percentage reserve

CHF million	2025	2024
Minimum expenditure required	113	118
Incurred expenditure	122	121
Excess / (shortfall) in expenditure for the financial year	9	3
Excess / (shortfall) in expenditure for 4-year period	38	52
Culture Percentage reserve as per 31 December	6	14

In the 2025 financial year, Migros Group's expenditure relating to the Culture Percentage exceeded the minimum specified in the charter by CHF 9 million. The Culture Percentage reserve was reduced by CHF 7 million to CHF 6 million in 2025. The Culture Percentage reserve is part of retained earnings.

16 Discontinued operations

On 7 January 2026, the Elsa Group announced the sale of its subsidiary Idh ea in the Food Retail segment in a press release. In the Non-Food Retail segment, the bundling of the online book offering was announced on 30 January 2026. This will see the gradual transfer of the Ex Libris book business to Galaxus. These decisions are part of Migros Group's strategic focus on its core business, announced at the start of February 2024.

The permissible and assessable effects of these decisions in accounting terms are taken into account in the consolidated financial statements for 2025.

Further details on the disposal of subsidiaries and business operations can be found in [→ Note 39](#). Information on events after the balance sheet date can be found in [→ Note 41](#).

Explanations to the balance sheet

17 Cash and cash equivalents

Cash and cash equivalents include cash on hand, postal and sight deposits held at banks, and short-term highly liquid investments with a maximum original maturity of 90 days. These are measured at acquisition cost, i.e. fair value.

CHF million	31.12.2025	31.12.2024
Petty cash / postal accounts / bank accounts	10'112	9'779
Fixed-term deposits with an original maximum maturity of 90 days	29	66
Total cash and cash equivalents	10'141	9'844

18 Mortgages and other customer receivables

Mortgages and other customer receivables are loans by the financial services business that are granted directly to the borrower. Loans are recognised when the funds flow to the borrower. Receivables granted or acquired are initially measured at acquisition cost, i.e. fair value. Mortgages and other customer receivables are subsequently measured at amortised cost, taking account of any deductions for impairment or uncollectibility. They are entered in the balance sheet at nominal value, less any necessary value adjustments.

Mortgages and other customer receivables are reviewed at regular intervals for recoverability. Credit commitments are individually

assessed, taking into account the personal circumstances of the borrower, such as their financial situation, payment record, existence of any guarantees, and if necessary the realisable value of any collateral. If there is objective evidence that the whole amount owed, according to the original contractual terms, or the corresponding consideration of a receivable will not be collected, an individual impairment loss will be recorded for the receivable at risk.

Impairments of mortgages and other customer receivables are disclosed in → [Note 7](#) under the heading interest and commission expenses and impairment losses on the financial services business. On submission of a loss certificate, or if a waiver is granted, the receivable is derecognised and charged to the corresponding allowance account or directly to the income statement.

A default risk is inherent in every credit transaction. The value adjustments for inherent default risks are value adjustments for losses that have not yet been incurred on non-impaired receivables. Value adjustments for inherent default risks are created on the following balance sheet items:

- Receivables due from banks
- Receivables due from customers (including personal loans and leasing loans)
- Mortgage receivables
- Financial assets (debt instruments to be held to maturity)

The value adjustments for inherent default risks are assessed by means of a credit portfolio model used for risk management. The methodology for calculating value adjustments for inherent default risks is based on the measurement of the expected loss (EL). This is derived by multiplying the probability of default (PD) by the loss given default (LGD) and the exposure at default (EaD). Probabilities of default are estimated with the help of a comprehensive Switzerland-wide database and are based on the bank's credit rating. Receivables that are not considered to be at risk are taken into account when determining value adjustments for inherent default risks. Every credit claim is assigned to a rating class which is associated with a specific probability of default.

The model assumptions and criteria used to calculate value adjustments for inherent default risks are reviewed at least annually, taking into account the current risk assessment, and adjusted if necessary.

Mortgages and other customer receivables

CHF million	31.12.2025	31.12.2024
By type of engagement		
Mortgages		
→ Residential property	46'076	45'252
→ Office and commercial property	1'497	1'038
→ Manufacturing and industry property	367	375
→ Other mortgages	312	336
Other customer receivables	3'473	3'719
Total mortgages and other customer receivables (gross)	51'726	50'720
Provision for impairment	-208	-187
Total mortgages and other customer receivables	51'518	50'533
By type of collateral		
Mortgages	48'345	46'481
Securities	-	-
Sureties or other collateral	128	852
Unsecured	3'254	3'387
Total mortgages and other customer receivables (gross)	51'726	50'720
Provision for impairment	-208	-187
Total mortgages and other customer receivables	51'518	50'533

Mortgages and customer lending continued to grow in the 2025 financial year, rising by 1.9 % to CHF 51.5 billion. Mortgages accounted for most of the credit growth.

With regard to customer lending, major emphasis is placed on sustainable growth based on a stable and broadly diversified refinancing structure. Around 90 % of loans are refinanced through customer deposits.

Changes to the provision for impairment

CHF million	2025			2024		
	Mortgages	Customer receivables	Total	Mortgages	Customer receivables	Total
As per 1 January	80	106	187	77	85	162
Changes to the scope of consolidation	-	-	-	-	-	-
Impairments	9	39	47	10	42	52
Reversals of impairments	-2	-7	-9	-1	-5	-6
Disposals / Reclassifications	-7	-10	-17	-5	-16	-21
Currency translation differences	-	-	-	-	-	-
As per 31 December	80	128	208	80	106	187

The mortgage business of the financial services business is mainly secured and in the Swiss real estate market.

CHF million	31.12.2025	31.12.2024
Mortgages pledged to mortgage bond bank	11'344	10'417
Loans from mortgage bond bank	8'991	7'977

19 Trade receivables and other receivables

Trade and other receivables are initially measured at acquisition cost, i.e. fair value. They are subsequently measured at amortised cost, taking account of any deductions for impairment or uncollectibility. Impairments are recognised in other operating expenses. Receivables at risk of default are individually impaired. Receivables that are not individually impaired are impaired on a flat rate basis, based on empirical payments and corresponding maturity.

CHF million	31.12.2025	31.12.2024
Receivables of goods and services sold	970	1'074
Other receivables	448	368
Total receivables of goods and services sold and other receivables (gross)	1'418	1'442
Provision for impairment	-56	-61
Total receivables of goods and services sold and other receivables	1'361	1'381

Trade receivables are also lower as a result of the company disposals. Other receivables include VAT refund claims, tax credits, receivables from credit card companies and security deposits.

Changes to the provision for impairment

CHF million	2025	2024
As per 1 January	-61	-62
Changes to the scope of consolidation	16	0
Impairments	-17	-13
Reversals of impairments	5	9
Disposals	1	6
Currency translation differences	0	0
As per 31 December	-56	-61
Pledged receivables	-	-

The formation and release through profit and loss of impairments of trade receivables and other receivables are recognised and reported in other operating expenses.

20 Inventories

Inventories are stated at the lower of purchasing or manufacturing cost and net realisable value. As a general rule, the valuation base used for inventories is the average-cost method. Costs include production overheads, based on normal utilisation of production

capacities. Financing costs (including discounts) are not capitalised. The net realisable value is equivalent to the estimated selling price, less direct selling costs and finishing costs, if any. Gains and losses arising from the maturity of cash flow hedges on purchased goods are transferred to inventory costs (concurrent with the entry of the hedged purchase).

CHF million	31.12.2025	31.12.2024
Raw materials and consumables	525	524
Work in process	127	84
Finished products	271	314
Goods for resale	1'473	1'637
Compulsory stocks	24	24
Total inventories (gross)	2'420	2'583
Provision for impairment	-199	-300
Total inventories	2'221	2'283
Pledged inventories	-	-

The level of inventories has fallen as a result of lower inventories, most notably of goods for resale, in large part due to portfolio adjustments. Impairments are subject to annual fluctuations and have decreased compared with the previous year.

21 Other financial assets

Migros Group classifies its other financial assets in the categories of “current asset securities”, “fixed asset securities” and “loans”. The classification depends on the actual purpose for which a financial asset is acquired, as well as on the time for which it is held. The Management makes the classification on acquisition and reviews it at each balance sheet date.

Current asset securities

Financial assets in the category “current asset securities” include other financial assets held for trading purposes. These relate to interest-bearing securities and investment securities (shares), which have been acquired by Migros Group with the intention of selling them in the near term.

Fixed asset securities

The category “fixed asset securities” comprises securities which Migros Group intends to invest on a longer-term basis.

Loans

The category “loans” covers interest-bearing receivables from related foundations, public law institutions and other third parties with an original term of more than 90 days. It does not include mortgages and other customer receivables under the financial services business, or receivables due from banks.

Principles for recognising and measuring other financial assets:

All other financial assets with the exception of “loans” are recognised on the trading date on which Migros Group entered into the obligation to buy or sell an asset. “Loans” are recognised on the

settlement date. Fixed asset securities and loans are initially measured at fair value plus external transaction costs. In the “current asset securities” category, transaction costs are recognised on acquisition as an expense in the income statement. Other financial assets are derecognised when the rights to receive payments from the other financial asset have lapsed, or if essentially all risks and income from the other financial asset have been transferred to a third party. Other financial assets in the categories “current asset securities” are subsequently measured at fair value, those in the category “fixed asset securities” and “loans” at amortised cost.

In the financial services business, premiums and discounts on debt instruments which are intended to be held to maturity are amortised in the income statement on a linear basis over the term in accordance with the so-called accrual method.

Gains and losses (realised and unrealised), including interest and dividend income from other financial assets in the category “current asset securities”, are recognised in the income statement at the time they occur. Exchange gains and losses, plus interest and dividend income on other financial assets, are recognised as follows:

- in interest and commission income and (net) gains on financial instruments of the financial services business in the case of other financial assets of the financial services business, and
- in finance income in the case of other financial assets of other business units.

Measurement of the fair value of quoted other financial assets is based on the official stock market price (bid price) achieved in an active market. A market is deemed to be active if transactions between knowledgeable, willing contracting partners who are

independent of each other (“at arm’s length transactions”) regularly take place. If there is no active market, or in the case of unlisted other financial assets, a recognised measurement method is used. Recognised measurement methods include comparisons with recent market transactions, the fair value of other, essentially identical financial assets, as well as calculations of discounted cash flows and option price models.

At each balance sheet date, Migros Group assesses whether there is any objective evidence of permanent impairment of another financial asset or group of other financial assets. Examples of objective evidence of permanent impairment are substantial financial difficulties of the borrower; breach of contract, such as default or delay in interest or redemption payments; or financial redevelopment. In the case of “fixed asset securities”, the following factors give rise to impairment:

- a significant reduction in the fair value of at least 20 % below acquisition cost, or
- a decrease in the fair value below acquisition cost that lasts over a period of two consecutive balance sheet dates.

If an impairment need is determined on the basis of this information, the loss as the difference between acquisition cost and current fair value is recognised in the income statement as an impairment loss. Reversals of impairments are recognised in profit and loss, up to a maximum of the acquisition cost.

CHF million	Derivative financial instruments for trading portfolio	Current asset securities	Fixed asset securities	Loans	Total
Notes	24	22	23		
As per 1 January 2025	20	220	1'027	560	1'827
Changes to the scope of consolidation	2	-7	-0	-3	-8
Additions	1	239	943	423	1'605
Fair value gains / (losses) through profit and loss	66	0	-0	2	69
Reclassifications	-	-	-	-	-
Disposals	-85	-253	-306	-463	-1'107
Currency translation differences	-	-0	-0	-0	-0
As per 31 December 2025	3	199	1'664	520	2'385
Accumulated provision for impairment					
As per 1 January 2025			-10	-20	-30
Changes to the scope of consolidation			0	2	2
Impairments			-20	-3	-22
Reversals of impairments			0	15	15
Reclassifications			-	-	-
Disposals			0	-2	-2
Currency translation differences			-	0	0
As per 31 December 2025			-30	-7	-36
Balance sheet value					
1 January 2025	20	220	1'017	540	1'797
31 December 2025	3	199	1'634	513	2'349
Additional information about financial instruments					
Pledged financial assets	-	-	-	-	-

Further details on the amounts of the other financial assets disclosed can be found in → [Notes 22 to 24](#). Further details on the other financial assets' effects on net income are included in → [Note 7](#) and → [Note 13](#).

CHF million	Derivative financial instruments for trading portfolio	Current asset securities	Fixed asset securities	Loans	Total
Notes	24	22	23		
As per 1 January 2024	26	36	1'026	740	1'829
Changes to the scope of consolidation	-	-	-	-	-
Additions	0	185	204	761	1'150
Fair value gains / (losses) through profit and loss	47	1	0	0	48
Reclassifications	-	-	-	-	-
Disposals	-54	-1	-203	-941	-1'199
Currency translation differences	-	-1	0	-0	-1
As per 31 December 2024	20	220	1'027	560	1'827
Accumulated provision for impairment					
As per 1 January 2024			-11	-22	-34
Changes to the scope of consolidation			-	-	-
Impairments			-4	-16	-20
Reversals of impairments			1	16	17
Reclassifications			-	-	-
Disposals			3	4	7
Currency translation differences			-0	-0	-0
As per 31 December 2024			-10	-20	-30
Balance sheet value					
1 January 2024	26	36	1'015	718	1'795
31 December 2024	20	220	1'017	540	1'797
Additional information about financial instruments					
Pledged financial assets	-	-	-	-	-

22 Current asset securities

CHF million	31.12.2025	31.12.2024
Debt instruments	37	42
Equity instruments	162	178
Total current asset securities	199	220

23 Fixed asset securities

CHF million	31.12.2025	31.12.2024
Debt instruments	1'424	747
Equity instruments	240	280
Total fixed asset securities (gross)	1'664	1'027
Provision for impairment	-30	-10
Total fixed asset securities	1'634	1'017

As part of liquidity management, debt instruments falling into the fixed asset securities category were increased in the financial year.

24 Derivative financial instruments and hedge accounting

Migros Group uses derivative financial instruments to hedge foreign exchange, interest rate, commodity and energy risks. No derivative financial instruments are concluded for speculative purposes. Migros Group distinguishes between the following cases when applying hedge accounting:

- hedging of the risk on the change in the fair value of an asset or liability recognised in the balance sheet (fair value hedge), or
- hedging of the risk of fluctuations in cash flows in connection with an asset or liability recognised in the balance sheet, or the risk associated with a planned future transaction (cash flow hedge).

In the financial services business of Migros Group, interest rate swaps are used as instruments to hedge the risk of interest rate changes and – in connection with this – the fair value risk of fixed-interest items. In particular, the interest rate risk on mortgage receivables and other customer receivables in the financial services business is, where necessary, hedged by means of interest rate swaps at portfolio level.

Future sales of heating oil by Migros Group, which are exposed to a risk arising from changes in the fair value caused by changes in the market price, are hedged by commodity futures.

Fair value hedge

Instruments to hedge the risk of the change in value of balance sheet assets are reported in the balance sheet and measured at each balance sheet date at fair value through profit and loss.

Cash flow hedge

Hedges of future cash flows which are connected either with balance sheet assets or a future transaction (in particular purchases of inventories in foreign currencies) and which meet the requirements of hedge accounting are not entered in the balance sheet. Cash flow hedges are recorded in the income statement only when the transaction is executed and, as a result, at the same time as the underlying transaction matures. The fair value and contract volume are disclosed accordingly (see → [Note 24](#)).

At the inception of the transaction, Migros Group documents the relationship between hedging instruments and hedged risk, as well as its risk management objectives and strategies for each hedging transaction. The Group also monitors the effectiveness of the hedge both at hedge inception and on an ongoing basis.

Derivative financial instruments that do not meet the requirements for a hedging transaction

Certain derivative financial instruments do not satisfy the requirements of a hedging transaction, even though they are used for hedging purposes as part of Migros Group's risk strategy. The fair values of these contracts are reported under current asset securities and the changes in their value are recognised in the income statement.

Derivative financial instruments

CHF million	31.12.2025			31.12.2024		
	Replacement values positive	negative	Contract volume	Replacement values positive	negative	Contract volume
Derivative financial instruments recognised						
Trading portfolio						
Interest instruments	-	-	-	-	-	-
Foreign currency instruments	3	6	2'026	21	5	1'884
Commodity hedging	-	-	-	-	-	-
Equity instruments	-	-	-	-	-	-
Total derivative financial instruments recognised	3	6	2'026	21	5	1'884
Derivative financial instruments not recognised						
Held for cash flow hedge						
Interest instruments	-	-	-	-	-	-
Foreign currency instruments	6	2	1'001	15	4	1'118
Commodity hedging	-	-	11	-	-	22
Held for fair value hedge						
Interest instruments	134	13	3'360	166	0	1'963
Derivative financial instruments concluded in connection with related parties						
Foreign currency instruments - related counterparty ¹	0	-	56	144	1	3'599
Foreign currency instruments - third-party counterparty ¹	-	0	56	1	144	3'599
Total derivative financial instruments not recognised	140	16	4'483	326	150	10'302
Total derivative financial instruments	144	22	6'509	347	155	12'185

¹ Foreign currency hedge contracts concluded between the Federation of Migros Cooperatives and the Migros Pension Funds with full risk transfer to a third party.

The derivative financial instruments purchased by Migros Group as part of the hedging strategy, and which meet the hedge accounting criteria, are not reported in the balance sheet but are instead only recognised in the income statement upon maturity.

Only fair value hedges and hedging instruments that do not meet or no longer meet the hedge accounting criteria are reported in the balance sheet.

25 Investment property

Investment property is measured at acquisition cost or manufacturing cost. It is depreciated using the straight line method on the basis of its estimated useful life as follows and charged to the income statement:

- Buildings: 20 to 67 years
- Fixed equipment: 5 to 20 years

Mixed-use properties are classified as investment property or as fixed assets, depending on the degree of own use.

CHF million	2025	2024
Acquisition costs		
As per 1 January	506	577
Changes to the scope of consolidation	-2	-
Additions from		
→ acquisitions	1	3
→ capitalised costs	-	-
Reclassifications from / to fixed assets	40	3
Disposals	-1	-77
Currency translation differences	-0	0
As per 31 December	544	506
Accumulated depreciation and impairment provision		
As per 1 January	-196	-197
Changes to the scope of consolidation	1	-
Depreciation	-5	-5
Extraordinary depreciation and impairments	-10	-1
Reversal of impairments	-	-
Reclassifications	-41	-1
Disposals	1	7
Currency translation differences	0	-0
As per 31 December	-250	-196
Balance sheet value		
1 January	310	380
31 December	294	310

Continuation of table ►

CHF million	2025	2024
Additional information about investment property		
Undeveloped plots of land recognised as investment property		
→ Acquisition costs	66	80
→ Accumulated impairment provision	-6	-6
Investment property - finance lease	-	-
Rental income from investment property	14	14
Maintenance and operating costs for investment properties generating rental income during the period	3	3
Maintenance and operating costs for investment properties not generating rental income during the period	3	3
Existence and extent of restrictions with regard to sale	4	4
Contractual obligations to purchase, construct and maintain investment property	11	11

26 Fixed assets

Fixed assets consist of undeveloped plots of land, buildings required for operations (such as sales outlets, operations centres, warehouse buildings), operating equipment and machinery (such as shop fittings, conveyors, warehousing systems), assets under construction and other fixed assets (such as furniture, vehicles and EDP equipment).

Fixed assets are recognised at cost, less cumulative depreciation. Acquisition cost also includes all transaction costs attributable to the purchase. If parts of a fixed asset have different useful lives, these are kept and depreciated as separate items. Depreciation is calculated by the straight line method on the basis of the following estimated useful lives:

- Buildings: 20 to 53 years
- Operating equipment, machinery: 5 to 30 years
- Furniture, vehicles: 5 to 10 years
- EDP equipment: 3 to 8 years

The estimated useful lives are reviewed annually and adjusted if necessary. Land, which is recognised in fixed assets, is not depreciated.

Subsequent capitalisations of expenses on existing fixed assets are recognised only if it is probable that an additional economic benefit can be generated from them. Repair and maintenance costs are recognised as an expense.

The value of fixed assets is tested at the level of the smallest identifiable group of assets or cash generating units (CGUs), generating inflows of funds that are to the greatest possible extent independent of inflows of funds of other assets or other groups of assets. Fixed assets are checked for impairment where results or changes to the circumstances at Cooperative level indicate that the carrying amount can no longer be achieved. In addition, specific value retention considerations are made for shopping centres, where value drivers, assumed at the time the investment decision was made, can no longer be continuously achieved.

For those companies falling under Migros Industrie or Health, the CGUs are defined for each business unit or company. For Commerce, value retention is checked at the level of sales formats or companies. Gains and losses from the disposal of a fixed asset are recognised in other operating income and other operating expenses respectively as the difference between the net disposal proceeds and the carrying amount.

Any financing costs incurred during the creation of fixed assets are recorded directly in income.

2025

CHF million

	Undeveloped land	Land & buildings	Plant, machinery & equipment	Other fixed assets	Assets under construction	Total
Acquisition costs						
As per 1 January 2025	83	13'142	14'368	1'870	601	30'064
Changes to the scope of consolidation	-	-147	-448	-50	-6	-652
Additions from						
→ acquisitions	-	179	288	78	860	1'405
→ capitalised costs	-	-1	1	-	9	9
Reclassifications						
→ within fixed assets	-9	233	355	51	-629	-
→ from / to investment property	4	-34	41	1	-53	-40
Disposals	-	-225	-739	-273	-6	-1'243
Currency translation differences	-0	-5	-4	-1	-0	-10
As per 31 December 2025	78	13'143	13'862	1'675	775	29'532
Accumulated depreciation and impairment provision						
As per 1 January 2025	-3	-6'707	-10'076	-1'430	-8	-18'223
Changes to the scope of consolidation	-	107	382	42	0	531
Depreciation	-	-302	-618	-99	-0	-1'019
Extraordinary depreciation and impairments	-	-121	-237	-16	-0	-374
Reversal of impairments	-	-	-	-	-	-
Reclassifications						
→ within fixed assets	-	-25	17	8	0	-
→ from / to investment property	-	31	10	-0	-	41
Disposals	-	144	718	239	0	1'101
Currency translation differences	-	3	3	1	0	6
As per 31 December 2025	-3	-6'869	-9'801	-1'256	-8	-17'936
Balance sheet value						
1 January 2025	80	6'436	4'292	439	593	11'841
31 December 2025	75	6'273	4'061	419	767	11'596

Continuation of table ►

CHF million	Undeveloped land	Land & buildings	Plant, machinery & equipment	Other fixed assets	Assets under construction	Total
Additional information about fixed assets						
Fixed assets – finance leasing	-	96	1	2	-	99
Pledged or restricted title of fixed assets	-	5	-	-	-	5
Contractual obligation to purchase, construct and maintain fixed assets	-	5	6	1	241	253
Reimbursements / compensation received from third parties	-	0	-	-	-	0

The increase in 2025 in extraordinary depreciation and impairments can be attributed primarily to the Food Retail segment. These relate to logistics properties and production facilities.

In 2025, Migros Group received government grants for fixed assets of CHF 1 million (2024: CHF 2 million), which were deducted directly from the acquisition costs of the assets concerned.

2024

CHF million	Undeveloped land	Land & buildings	Plant, machinery & equipment	Other fixed assets	Assets under construction	Total
Acquisition costs						
As per 1 January 2024	83	12'946	14'068	1'905	683	29'684
Changes to the scope of consolidation	-	-	-7	1	-	-5
Additions from						
→ acquisitions	-	184	316	48	767	1'315
→ capitalised costs	-	-	1	-	9	10
Reclassifications						
→ within fixed assets	-	171	593	55	-819	-
→ from / to investment property	-	-2	13	1	-14	-3
Disposals	-	-161	-619	-141	-26	-947
Currency translation differences	0	5	4	1	1	10
As per 31 December 2024	83	13'142	14'368	1'870	601	30'064

Continuation of table ►

CHF million	Undeveloped land	Land & buildings	Plant, machinery & equipment	Other fixed assets	Assets under construction	Total
Accumulated depreciation and impairment provision						
As per 1 January 2024	-3	-6'511	-9'873	-1'417	-8	-17'810
Changes to the scope of consolidation	-	-	2	0	-	2
Depreciation	-	-298	-654	-112	-0	-1'064
Extraordinary depreciation and impairments	-	-2	-123	-36	-1	-161
Reversal of impairments	-	9	13	0	-	22
Reclassifications						
→ within fixed assets	-	16	-16	0	-	-
→ from / to investment property	-	-0	1	-0	-	1
Disposals	-	81	577	134	1	793
Currency translation differences	-	-2	-3	-0	-0	-5
As per 31 December 2024	-3	-6'707	-10'076	-1'430	-8	-18'223
Balance sheet value						
1 January 2024	80	6'435	4'195	488	675	11'874
31 December 2024	80	6'436	4'292	439	593	11'841
Additional information about fixed assets						
Fixed assets – finance leasing	-	98	4	2	-	104
Pledged or restricted title of fixed assets	-	6	0	1	-	7
Contractual obligation to purchase, construct and maintain fixed assets	-	4	8	1	182	196
Reimbursements / compensation received from third parties	-	0	-	-	-	0

Impairments carried out in 2024 mainly affect the Food Retail segment in the amount of CHF 82 million. These relate to logistics properties and production facilities.

In 2024, Migros Group received government grants for fixed assets of CHF 2 million (2023: CHF 1 million), which were deducted directly from the acquisition costs of the assets concerned.

27 Intangible assets

Goodwill

Goodwill arises on the purchase of a company (subsidiary, associate entity, joint venture or business division). It corresponds to the amount by which the acquisition cost exceeds Migros Group's share in the fair value of the identified net assets of the company purchased by Migros Group at the acquisition date. Goodwill on the purchase of a company is recognised in intangible assets and amortised on a scheduled basis using the straight line method over a useful life of between 5 and 20 years. Tests as to whether there are any signs of impairment are carried out each year. If there are, an impairment test is carried out. The goodwill paid for associates as well as joint ventures is included in the carrying amount of the investment concerned, which is why the full carrying amount of the investment is tested for impairment. Goodwill reported separately is recognised at amortised cost, taking account of its amortisation on a straight line basis over the useful life, less any impairment. Any impairment recognised on goodwill cannot be reversed in subsequent periods. On the disposal of an entity, the relevant residual goodwill is accounted for in the operating result.

If the acquisition cost is lower than the acquired assets measured at the fair value, this results in negative goodwill ("badwill"). Badwill must be recognised as a liability and amortised to profit or loss within a maximum of five years.

For the purpose of testing impairment of goodwill, it is allocated to the cash generating units (CGUs; see notes under Fixed assets) or a CGU group. These conditions apply for Cooperative Retailing at Cooperative level, for Commerce at sales format or company level, and for Migros Industrie or Health at business unit or company level.

Software and software development

Purchased software licences are recognised at acquisition cost. This comprises the purchase price and additional costs incurred for commissioning (customising, etc.). Internal and external costs connected to the internal development of entity-specific software applications are capitalised as intangible assets if there are likely to be future benefits over a number of years. All other costs connected with software development and maintenance are recognised as an expense. Capitalised software is depreciated on a scheduled basis over its expected useful life (three to ten years, up to 15 years in special cases).

Trademarks, licences, patents, publishing rights

Trademarks, licences, patents and publishing rights are recognised at acquisition cost. The acquisition cost of trademarks, licences, patents and publishing rights that were acquired as part of the purchase of a company corresponds to their fair value on the acquisition date. The intangible assets capitalised in this category have a finite useful life, and are depreciated on a scheduled basis (5 to 20 years).

2025

CHF million

	Goodwill	Software	Trademarks, licences, patents, publishing rights	Development costs	Intangible assets in development	Total
Acquisition costs						
As per 1 January 2025	1'166	531	1'001	604	136	3'437
Changes to the scope of consolidation	-212	-30	-198	-21	-	-460
Additions from						
→ acquisitions	127	39	1	8	61	236
→ capitalised costs	-	0	0	-	-	1
Reclassifications	-	-	-	106	-106	-
Disposals	-22	-22	-10	-9	-	-64
Currency translation differences	-7	-0	-4	-	-0	-11
As per 31 December 2025	1'052	518	790	688	91	3'139
Accumulated depreciation and impairment provision						
As per 1 January 2025	-939	-286	-737	-520	0	-2'482
Changes to the scope of consolidation	213	24	159	20	-	416
Depreciation	-62	-39	-42	-30	-	-173
Extraordinary depreciation and impairments	-	-0	-6	-3	-	-8
Reversal of impairments	-	-	-	-	-	-
Reclassifications	-	-	-	-	-	-
Disposals	22	21	10	9	-	64
Currency translation differences	7	0	2	-	-	9
As per 31 December 2025	-758	-280	-613	-524	0	-2'175
Balance sheet value						
1 January 2025	227	245	263	84	136	955
31 December 2025	293	239	176	164	91	963
Additional information about intangible assets						
Pledged or restricted title	-	-	-	-	-	-
Obligations to purchase intangible assets	-	-0	-	-	-	-0

Changes to the scope of consolidation are due to company acquisitions and disposals. Details can be found in → [Note 39](#).

The significant increase in goodwill in the reporting year is attributable to the purchase of minority interests. Further additions from acquisitions are, on the one hand, investments in goods management, logistics and telecommunications systems as well as in systems for online trading. On the other hand, they include investments for the “EIGER” and “ONE Smart Solution” programmes.

Capitalised development costs mainly comprise the costs of IT applications developed in-house (applications, customisation of standard solutions). Following the go-live of individual programmes, a significant proportion of the projects under development was transferred to finished assets.

2024

CHF million	Goodwill	Software	Trademarks, licences, patents, publishing rights	Development costs	Intangible assets in development	Total
Acquisition costs						
As per 1 January 2024	1'136	460	1'024	603	78	3'301
Changes to the scope of consolidation	21	0	-0	-	-	21
Additions from						
→ acquisitions	11	83	1	22	65	183
→ capitalised costs	-	-	-	-	-	-
Reclassifications	-	4	1	2	-7	-
Disposals	-7	-17	-28	-23	-	-74
Currency translation differences	4	0	2	0	-0	7
As per 31 December 2024	1'166	531	1'001	604	136	3'437
Accumulated depreciation and impairment provision						
As per 1 January 2024	-834	-260	-686	-491	0	-2'271
Changes to the scope of consolidation	1	-0	0	-	-	1
Depreciation	-70	-35	-70	-27	-	-202
Extraordinary depreciation and impairments	-38	-5	-9	-25	-	-77
Reversal of impairments	-	0	-	-	-	0
Reclassifications	-	-	-	-	-	-
Disposals	7	14	28	23	-	72
Currency translation differences	-4	0	-0	-0	-	-4
As per 31 December 2024	-939	-286	-737	-520	0	-2'482
Balance sheet value						
1 January 2024	302	200	338	112	78	1'030
31 December 2024	227	245	263	84	136	955
Additional information about intangible assets						
Pledged or restricted title	-	0	0	-	-	0
Obligations to purchase intangible assets	-	-0	-	-	-0	-0

28 Other assets

CHF million	31.12.2025	31.12.2024
Prepayments	41	152
Real estate from collateral loans ¹	1	2
Accrued interest income	34	31
Other accrued income	314	321
Total other assets	390	506

¹ From Financial Services segment.

The decrease in prepayments is due to the sale of the Hotelplan Group and the associated travel business. Details can be found in [→ Note 39](#).

29 Other financial liabilities

The following balance sheet items are recognised in other financial liabilities:

Finance leases

See also section “Leasing (finance and operating leases)”

[→ Note 36](#).

Derivative financial instruments

Negative fair values of derivative financial instruments that are entered in the balance sheet are recognised in this item. See also section “Derivative financial instruments and hedge accounting”

[→ Note 24](#).

Other financial liabilities

Financial liabilities recognised in other financial liabilities are those that do not represent liabilities due to banks or originate from the financial services business. These include loans, for example. Other financial liabilities are measured at amortised cost, which generally corresponds to the nominal value.

Other financial liabilities

CHF million	Notes	2025	2024
Liabilities from finance leases		139	141
Derivative financial instruments	24	6	5
Other financial liabilities		310	73
Total other financial liabilities		455	219

Liabilities from finance leases

CHF million	31.12.2025			31.12.2024		
	Nominal	Discount ¹	Present value ²	Nominal	Discount ¹	Present value ²
Remaining contract terms						
Up to one year	10	9	2	10	8	2
More than one and up to five years	41	34	8	38	30	8
More than five years	338	208	129	298	167	130
Total liabilities from finance leases	389	251	139	346	205	141

¹ Future financing costs.

² Carrying amounts in the balance sheet.

Additional information about finance leases

CHF million	31.12.2025	31.12.2024
Contingent lease payments recorded in the income statement	8	8
Expected future minimum lease payments from sub-lease contracts	-	-

Finance leases mainly comprise long-term rental agreements for real estate. Apart from finance leases, Migros Group also operates rental and lease agreements, which due to their economic content have been classified as operating leasing agreements. See also → [Note 36](#).

30 Trade payables and other liabilities

Trade payables and other liabilities are measured at amortised cost, which generally corresponds to the nominal value.

CHF million	31.12.2025	31.12.2024
Trade payables	1'537	1'478
Other liabilities	520	794
Accrued expenses		
→ Course fees of Club Schools	24	25
→ Rent	6	6
→ Interest	33	45
→ Other accrued expenses	473	511
Total trade payables and other liabilities	2'594	2'860

Trade payables remained largely stable in the 2025 financial year. Other liabilities, by contrast, decreased sharply, mainly due to disposals in the financial year. Details can be found in → [Note 39](#). Other accrued expenses include obligations from customer loyalty programmes, such as M-Cumulus.

31 Provisions

Provisions for guarantees, restructuring, onerous contracts and other legal claims are recognised when Migros Group has a present obligation (legal or constructive) arising from a past event that is likely to result in a cash outflow, and the amount can be reliably estimated. No provisions are created for future losses. If the amount of the obligation cannot be reliably estimated, it is recognised as a contingent liability → [Note 37](#). Measurement is based on

the best possible estimate of the expected expense. If there is a significant effect of the time value of money, the provision is discounted. Restructuring provisions are not recognised until a detailed plan has been submitted and a public announcement made.

CHF million	Guarantees	Restructuring	Onerous contracts	Legal cases	Insured claims ¹	Others	Total
As per 1 January 2024	16	5	72	35	14	136	277
Changes to scope of consolidation	-	-	-	0	-	1	1
Addition	20	80	104	8	8	150	371
Usage	-14	-4	-32	-10	-3	-33	-96
Release	-0	-0	-13	-2	-6	-7	-29
Unwinding of discounts	-	-	-0	-	-	0	0
Reclassification	-	-	-	-	-	-	-
Currency translation differences	-0	-0	-0	0	-	-0	-0
As per 31 December 2024	21	81	131	31	13	247	524
Of which current	6	65	36	30	5	69	211

CHF million	Guarantees	Restructuring	Onerous contracts	Legal cases	Insured claims ¹	Others	Total
As per 1 January 2025	21	81	131	31	13	247	524
Changes to scope of consolidation	-0	0	-0	-0	-	-5	-6
Addition	8	24	30	3	7	71	142
Usage	-9	-52	-49	-3	-3	-39	-155
Release	-5	-13	-25	-23	-4	-62	-131
Unwinding of discounts	-	-	0	-	-	0	0
Reclassification	-	-	-	-	-	-	-
Currency translation differences	-0	-0	-0	-0	-	-0	-0
As per 31 December 2025	15	40	87	7	14	212	374
Of which current	5	19	33	7	6	95	165

¹ Include liabilities for which insurance exists (such as liability claims and transport claims)

The CHF 150 million reduction in provisions is largely attributable to the completion of portfolio adjustments (usage and release of provisions for restructuring and onerous contracts).

32 Issued debt instruments

Issued debt instruments include bonds issued on the capital market, mortgage-backed loans and medium-term bonds from the financial services business and private placements. Issued debt instruments are initially recognised at acquisition cost, i.e. at the fair value of the consideration received less transaction costs.

At Migros Bank, the difference between acquisition cost and repayment amount (nominal amount) is recognised in interest expense over the term in profit and loss, using the straight line amortisation method.

CHF million	31.12.2025	31.12.2024
Long-term bonds issued ¹	550	550
Mortgage-backed loans ¹	8'991	7'977
Medium-term bonds ¹	275	425
Private placements	-	-
Total issued debt instruments	9'816	8'953
Of which subordinated	-	-

¹ From Financial Services segment.

No payment defaults or contract infringements occurred in issued debt instruments either during the reporting year or the previous

year. Holdings of mortgage-backed loans were increased in the reporting year in order to secure long-term refinancing.

Detailed overview of long-term bonds issued

CHF million	Securities number	Year of issue	Interest rate nominal	Interest rate effective	Currency	Maturity	Nominal amount
Migros Bank	46123893	2019	0.25 %	0.20 %	CHF	10.12.2027	200
	129087086	2023	2.25 %	2.19 %	CHF	26.09.2028	200
	129087087	2023	2.50 %	2.41 %	CHF	26.09.2033	150
Total long-term bonds issued							550

No new long-term bonds were issued in the reporting year.

33 Assets and liabilities from employee benefits

Employee benefits

Benefits paid by Migros Group to employees cover all forms of compensation granted in exchange for employee services provided, or under special circumstances. Employee benefits include short-term benefits, post-employment benefits (pension obligations), other long-term benefits and termination benefits.

Short-term benefits

Short-term employee benefits are benefits that are expected to be paid in full within twelve months of the end of the reporting period, such as wages, salaries, social security contributions, annual leave and overtime claims, and non-monetary benefits to active employees. Recognition of short-term benefits is done on an accrual basis.

Post-employment benefits (pension obligations)

The pension arrangements of Migros Group are tailored to local circumstances in respect of entry and range of benefits. Funding is generally shared by the employer and the employees. The majority of employees in Switzerland are insured under the company provisions by the defined contribution plans of the Migros Pension Fund in respect of age, disability and death.

In other countries, old-age provision is mainly covered by defined contribution state plans. The primary benefits under this form of provision are pensions that are paid post-employment. Contributions to defined contribution plans made on a contractual, legal or voluntary basis are recognised directly in profit and loss. Once the contributions owed have been paid, the Group has no further obligations.

Within the framework of the statutory employee benefits in Switzerland, independent pension funds prepare annual financial statements in accordance with the relevant provisions (Swiss GAAP FER 26). On the balance sheet date, Migros Group examines whether, in addition to the statutory contributions paid, there is an economic benefit or an economic obligation which would be considered as a pension asset or a pension liability.

Termination benefits

Termination benefits arise when employment is terminated by the employer either before the normal retirement date or as a result of the employee accepting a corresponding offer made by the employer. Examples of such benefits include settlements and benefits under social plans. Termination benefits are recognised as an expense in profit and loss once the employer is no longer able to withdraw the offer of such benefits, or at the time of the earlier recognition of the corresponding restructuring costs.

Other long-term benefits

Other long-term employee benefits are all benefits to employees with the exception of short-term benefits, post-employment benefits (pension obligations) and termination benefits. In Migros Group, these are primarily long-service awards. The amount recognised in the balance sheet corresponds to the nominal value of the obligation thus calculated at the balance sheet date.

All assets and liabilities from employee benefits are stated in an asset / liability position in the balance sheet.

A number of different pension plans are available for Migros Group employees. The majority of Migros Group employees are insured

under a defined contribution Swiss pension fund. Under the Swiss Federal Law on Occupational Old Age, Survivors' and Disability Pension Plans (BVG), employees insured in Switzerland are insured against the risks of old age, death and disability in various legally independent pension funds. The largest pension funds are the Migros Pension Fund (MPF) and the VORSORGE in globo M foundation.

These pension funds are foundations which are legally separate from Migros Group and whose executive bodies are made up equally of employer and employee representatives. The executive bodies determine, among other things, the amount of pension benefits as well as the investment strategy for pension plan assets, based on an asset liability study carried out at regular intervals. The asset liability studies are based on the pension obligations calculated in accordance with statutory pension provisions, since the former are authoritative for cash flows. The regulations drawn up by the executive bodies as part of the statutory investment provisions also form the basis for the way in which the assets of the pension plans are invested. Responsibility for their implementation lies with the investment committees of the executive bodies concerned. The management board of each pension fund is entrusted with the investment of the assets.

The benefits provided by the pension plans are significantly higher than the minimum level prescribed by law. If an insured party leaves either Migros Group or the corresponding pension plan before reaching retirement age, the vested benefits acquired on the basis of statutory pension provisions are transferred to the insured party's new pension provision solution. In addition to the funds brought into the pension plan by the insured party, the vested benefits also include employee and employer contributions as well as a mandatory premium. Upon reaching retirement age, the insured party can choose whether to draw their benefits in the form of an annuity or as a lump sum. Within the financial options available to a pension plan, and in accordance with statutory pension provisions, pensions must be adapted in line with inflation.

Assets from employee benefits

CHF million	31.12.2025	31.12.2024
Short-term benefits	56	54
Post-employment benefits	0	0
Employer contribution reserves	1'098	1'129
Economic benefit from pension funds	-	-
Total assets from employee benefits	1'154	1'183

Employer contribution reserve

CHF million	Pension funds	Patronage funds / patronage pension institutions	Total
Nominal Value			
As per 1 January 2025	1'129	-	1'129
Accumulation of employer contribution reserves	65	-	65
Use of employer contribution reserves	-100	-	-100
Interest income	5	-	5
As per 31 December 2025	1'098	-	1'098
Granted renounced use			
As per 1 January 2025	-	-	-
Granted renounced use in the reporting period	-	-	-
Reversed renounced use in the reporting period	-	-	-
As per 31 December 2025	-	-	-
Total employer contribution reserves 31 December 2025	1'098	-	1'098

Continuation of table ►

Nominal Value

As per 1 January 2024	1'166	-	1'166
Accumulation of employer contribution reserves	44	-	44
Use of employer contribution reserves	-86	-	-86
Interest income	5	-	5
As per 31 December 2024	1'129	-	1'129
Granted renounced use			
As per 1 January 2024	-	-	-
Granted renounced use in the reporting period	-	-	-
Reversed renounced use in the reporting period	-	-	-
As per 31 December 2024	-	-	-
Total employer contribution reserves 31 December 2024	1'129	-	1'129

The employer contribution reserve is formed from pension contributions paid by the employer in advance. The employer can derive an economic benefit from the reserve in the form of reduced future

contributions, provided that the employer has not granted any conditional waiver of use.

Liabilities from employee benefits

CHF million	31.12.2025	31.12.2024
Short-term benefits	294	260
Termination benefits	0	0
Post-employment benefits	16	24
Other long-term benefits	170	286
Economic obligation from pension funds	-	2
Total liabilities from employee benefits	480	572

Other long-term benefits decreased in 2025 compared with 2024, primarily due to the closure of long-service award accounts.

Economic benefit / Economic obligations from pension funds

CHF million	Surplus / Deficit		Economic part of Migros Group		Change resulting in profit compared to previous period resp. recognised in the reporting period 2025	Contributions concerning current period 2025	Pension benefit expenses current period	
	31.12.2025	31.12.2025	31.12.2024	31.12.2024			2025	2024
Patronage funds / patronage pension institutions	-	-	-	-	-	-	-	-
Pension institutions without surplus / deficit	-	-	-	-	-	-	-	-
Pension institutions with surplus	3'571	-	-	-	-	489	489	511
Pension institutions with deficit	-	-	-	-	-	-	-	-
Pension institutions without own assets	-	-	-	-	-	16	16	19
Total	3'571	-	-	-	-	505	505	530

The main foundations posted a surplus. The surplus is of no economic benefit to the employer.

CHF million	2025		2024	
	Switzerland	Abroad	Total	Total
Employer contribution				
Contributions concerning current period	383	20	402	438
Employer contributions accumulated by the employer contribution reserve	100	-	100	86
Total employer contribution	483	20	502	524
Change in employer contribution reserve by asset development, provision for impairment, etc.	5	-	5	5
Employer contribution and change in employer contribution reserve	488	20	507	529
Change in economic part due to surplus / deficit	-	-	-	-
Change in obligation pension institutions without own assets	-	-2	-2	0
Pension benefit expenses current period	488	17	505	530

The decrease in employer contributions in 2025 compared with 2024 is primarily due to disposal of companies and the closure of individual operations.

34 Cooperative capital

Equity

Cooperative capital

The Cooperative capital consists of the Cooperative capital amounts of the ten Cooperatives.

Retained earnings

Retained earnings comprise the retained profits of Migros Group and the profit of the reporting year.

Currency translation difference

The currency translation difference includes the currency translation differences arising from the conversion into the presentation currency, CHF, of the annual financial statements of foreign subsidiaries that are not denominated in CHF. A further component are translation differences from the measurement of investments in associates and joint ventures in foreign currencies, in accordance with the equity method.

Minority interests

The minority interests shown represent the share in the profit or loss, plus the net assets of subsidiaries that are not fully owned by the Group.

Cooperative capital

Cooperative share certificates	Share certifi- cate 10.-	Share certifi- cate 20.-/30.-	Total share certificates
01.01.2024	2'320'480	87	2'320'567
Change in share certificates	-39'131	0	-39'131
31.12.2024	2'281'349	87	2'281'436
Change in share certificates	21'416	-1	21'415
31.12.2025	2'302'765	86	2'302'851

Change in Cooperative capital CHF thousand

01.01.2024	23'205	2	23'207
Change in Cooperative capital	-387	0	-387
31.12.2024	22'819	2	22'820
Change in Cooperative capital	209	-0	209
31.12.2025	23'028	2	23'029

Cooperative capital – Statutory provisions

Share certificates: Each Cooperative issues its own registered share certificates.

Liability: The assets of a Cooperative are exclusively liable for the commitments of that Cooperative. Any personal liability on the part of Cooperative members is excluded.

35 Balance sheet maturities

The balance sheet structure of Migros Group is based on liquidity. The table below offers an overview of maturities (short-term; long-term) of assets and liabilities.

CHF million	31.12.2025			31.12.2024		
	Current assets	Non-current assets	Total	Current assets	Non-current assets	Total
ASSETS						
Cash and cash equivalents	10'141	-	10'141	9'844	-	9'844
Receivables due from banks	1'451	37	1'488	1'165	17	1'182
Mortgages and other customer receivables	18'980	32'538	51'518	18'237	32'297	50'533
Trade receivables	915	-	915	1'015	-	1'015
Other receivables	446	-	446	365	1	366
Inventories	2'221	-	2'221	2'283	-	2'283
Other financial assets	641	1'708	2'349	546	1'251	1'797
Investment in associates and joint ventures	-	96	96	-	115	115
Investment property	-	294	294	-	310	310
Fixed assets	-	11'596	11'596	-	11'841	11'841
Intangible assets	-	963	963	-	955	955
Assets from employee benefits	56	1'098	1'154	54	1'129	1'183
Current income tax receivables	17	-	17	18	-	18
Deferred income tax assets	-	42	42	-	71	71
Other assets	390	-	390	506	-	506
TOTAL ASSETS	35'258	48'373	83'631	34'034	47'987	82'021

Continuation of table ►

CHF million	Current liabilities	Non-current liabilities	Total	Current liabilities	Non-current liabilities	Total
LIABILITIES						
Payables due to banks	855	12	867	795	25	819
Customer deposits and liabilities	44'827	-	44'827	44'907	-	44'907
Other financial liabilities	305	150	455	61	158	219
Trade payables	1'537	-	1'537	1'478	-	1'478
Other liabilities	1'056	-	1'056	1'382	0	1'382
Provisions	165	209	374	211	314	524
Issued debt instruments	732	9'083	9'816	527	8'425	8'953
Liabilities from employee benefits	301	179	480	266	306	572
Current income tax payables	78	-	78	61	-	61
Deferred income tax liabilities	-	958	958	-	1'058	1'058
TOTAL LIABILITIES	49'857	10'590	60'447	49'687	10'286	59'973

36 Operating leasing

Migros Group as lessee

Finance lease agreements:

Lease agreements for properties, facilities and other fixed assets where Migros Group essentially assumes all risks and rewards connected with ownership are classified and treated as finance leases. The fair value of the leased asset or the carrying amount of the lease payments, if that is lower, is recognised at the beginning of the lease agreement in fixed assets. Each lease payment is divided into amortisation and interest. The amortisation portion is deducted from the capitalised lease debt, which is recognised under other financial liabilities. Fixed assets in finance leases are depreciated over the useful life or the lease term, whichever is the shorter.

Operating lease agreements:

Other lease agreements are classified as operating lease agreements. These are not reported in the balance sheet. The lease payments are recognised on a straight line basis over the lease term as an expense in the income statement.

Migros Group as lessor

Finance lease agreements:

Finance lease agreements are concluded by Migros Bank as part of corporate client lending. Corresponding receivables are reported under other customer receivables.

Operating lease agreements:

Investment property that is leased under operating lease agreements is recognised separately in Migros Group's balance sheet. The rent received is recognised on an accrual basis in other operating income.

At the balance sheet date, Migros Group had open obligations from irrevocable operating leases, maturing as follows:

CHF million	31.12.2025	31.12.2024
Remaining contract terms		
Up to one year	824	782
More than one and up to five years	2'559	2'398
More than five years	2'152	2'148
Total future liabilities from operating leases	5'535	5'328
Minimum lease payments	764	834
Contingent lease payments	16	12
Income from sub-lease relationships	-70	-53
Net payments from operating leases and sub-lease contracts affecting net income	711	794
Expected future payments from sub-lease contracts	247	216

Payments for operating leases relate mainly to rent for real property. Payments from sub-lettings equate to lease payments received by Migros Group from sub-lettings under operating leases.

Migros Group as lessor

At the balance sheet date, Migros Group had contractually agreed the following irrevocable minimum lease payments:

CHF million	31.12.2025	31.12.2024
Remaining contract terms		
Up to one year	245	195
More than one and up to five years	608	457
More than five years	452	215
Total future receivables from operating leases	1'305	867
Contingent lease payments received	3	3

Future receivables from operating leases include payments that Migros Group will receive in future as income from renting out its properties to third parties. The variable indexed part of the rental income realised in the period will be shown as contingent lease payments received.

37 Off-balance sheet transactions

Migros Group and its subsidiaries continually face legal disputes, claims and actions that usually originate from normal operating activities. No major liabilities are expected in this connection which are not already taken into account by corresponding provisions (see → [Note 31](#)). The Board of Directors is not aware of any new facts since the last balance sheet date that significantly influence the 2025 annual financial statements.

Most of the contingent liabilities originate from the operational banking business of Migros Bank.

Contingent liabilities

CHF million	31.12.2025	31.12.2024
Contingent liabilities from the financial services business		
Guarantees for loans and similar instruments	0	0
Performance guarantees and similar instruments	73	63
Unutilised irrevocable loan commitments	1'590	1'947
Capital commitments	74	74
Total contingent liabilities from the financial services business	1'736	2'084
Other contingent liabilities		
Guarantees	0	0
Sureties	1	27
Others	24	35
Total other contingent liabilities	25	62

Contingent liabilities from the financial services business are part of the normal course of customer business and are CHF 348 million lower than in the previous year. Other contingent liabilities, which are CHF 37 million less than in the previous year, mainly include guarantees issued by various companies and other contingent liabilities of various companies.

Contingent assets

CHF million	31.12.2025	31.12.2024
Total contingent assets	-	-

There were no contingent assets as at 31 December 2025.

Fiduciary placements

CHF million	31.12.2025	31.12.2024
Fiduciary placements with third-party banks for account of the customers	-	-

Fiduciary placements are funds Migros Bank places with third-party banks for account of customers. Migros Bank is neither responsible for any defaults by the third-party bank nor are creditors able to access placed assets.

38 Information about relationships with related parties

31.12.2025

CHF million	Associates	Joint ventures	Key management personnel ¹	Pension funds	Other related parties ²	Total
Balance sheet						
Cash and cash equivalents	-	-	-	-	-	-
Mortgages and other customer receivables	42	-	10	-	0	51
Trade receivables	1	0	-	1	2	4
Other receivables	0	1	-	-	1	2
Other financial assets	25	4	-	-	48	77
Other assets	7	-	-	-	0	7
Customer deposits and liabilities	-4	-	-10	-70	-0	-85
Other financial liabilities	-30	-	-	-312	-2	-344
Trade payables	-0	-0	-	-0	-1	-1
Other liabilities	-3	-	-	-2	-15	-20
Provisions	-	-	-	-	-	-
Income statement						
Net revenue from goods and services sold	25	9	-	4	1	39
Other operating income	0	0	-	0	9	9
Result from financial services	1	-	0	-1	-0	-0
Cost of goods and services sold	-9	-	-20	-0	-0	-29
Other operating expenses	-0	-5	-	-13	-12	-31
Finance income	1	-	-	196	1	198
Finance cost	-1	-	-	-200	-0	-201

Continuation of table ►

31.12.2025

CHF million	Associates	Joint ventures	Key management personnel ¹	Pension funds	Other related parties ²	Total
Off-balance-sheet transactions						
Issued guarantees	-	-	-	-	-	-
Irrevocable loan commitments	-	-	-	-	-	-
Entered future liabilities for the purchase of						
→ inventories	-	-	-	-	-	-
→ other financial assets	-	-	-	-	-	-
→ non-current assets ³	-	-	-	-	-	-
Entered future liabilities for the supply of						
→ inventories	-	-	-	-	-	-
Future liabilities arising from operating lease-commitments	-	-	-	-207	-7	-214
Future receivables arising from operating lease-commitments	-	-	-	-	-	-

¹ Key management personnel includes the Board of Directors and the Executive Board of the Federation of Migros Cooperatives, as well as the members of the board of directors and the chief executive officer of Migros Supermarket Ltd. Transactions between Migros Group and the key management personnel are, in the case of external members of the Board, carried out at market conditions and, in the case of staff being engaged as key management personnel, at standard employee conditions.

² Other related parties include in particular foundations such as the "Im Grünen"-Foundation.

³ Non-current assets include investment property, fixed assets and intangible assets.

The other financial liabilities with pension funds are, as in previous years, surplus liquidity positions of the pension funds, made available by the latter on a short-term basis to the Federation of Migros Cooperatives.

The gains achieved from foreign currency derivatives concluded in connection with pension funds are included in finance income and cost. These gains are squared by offsetting third-party transactions (see derivatives not entered in the balance sheet in connection with related parties, → Note 24).

31.12.2024

CHF million	Associates	Joint ventures	Key management personnel ¹	Pension funds	Other related parties ²	Total
Balance sheet						
Cash and cash equivalents	-	-	-	-	6	6
Mortgages and other customer receivables	56	-	12	-	-	68
Trade receivables	1	1	-	1	0	3
Other receivables	0	0	0	0	3	4
Other financial assets	25	0	-	-	44	69
Other assets	8	-	-	0	0	8
Customer deposits and liabilities	-3	-	-11	-78	-0	-92
Other financial liabilities	-30	-	-	-69	-2	-101
Trade payables	-1	-0	-	-	-0	-1
Other liabilities	-2	-	-	-1	-14	-17
Provisions	-	-	-	-	-	-
Income statement						
Net revenue from goods and services sold	27	3	-	4	1	35
Other operating income	0	0	-	1	9	10
Result from financial services	1	-	0	-1	-0	0
Cost of goods and services sold	-6	-	-22	-0	-0	-28
Other operating expenses	-0	-5	-	-16	-17	-39
Finance income	1	-	-	286	0	287
Finance cost	-1	-	-	-232	-0	-233

Continuation of table ►

31.12.2024

CHF million	Associates	Joint ventures	Key management personnel ¹	Pension funds	Other related parties ²	Total
Off-balance-sheet transactions						
Issued guarantees	-	-	-	-	-	-
Irrevocable loan commitments	-	-	-	-	-	-
Entered future liabilities for the purchase of						
→ inventories	-	-	-	-	-	-
→ other financial assets	-	-	-	-	-	-
→ non-current assets ³	-	-	-	-	-	-
Entered future liabilities for the supply of						
→ inventories	-	-	-	-0	-	-0
Future liabilities arising from operating lease-commitments	-	-	-	-226	-7	-233
Future receivables arising from operating lease-commitments	-	-	-	-	-	-

¹ Key management personnel includes the Board of Directors and the Executive Board of the Federation of Migros Cooperatives, as well as the members of the board of directors and the chief executive officer of Migros Supermarket Ltd. Transactions between Migros Group and the key management personnel are, in the case of external members of the Board, carried out at market conditions and, in the case of staff being engaged as key management personnel, at standard employee conditions.

² Other related parties include in particular foundations such as the "Im Grünen"-Foundation.

³ Non-current assets include investment property, fixed assets and intangible assets.

Personnel expenses of key management personnel

CHF million	2025	2024
Short-term benefits	15	13
Post-employment benefits	2	2
Other long-term benefits	0	0
Termination benefits	-	0
Total personnel expenses of key management personnel	17	15

39 Acquisition and disposal of subsidiaries and business operations

Acquisition of subsidiaries and business operations

Fair value ¹ CHF million	31.12.2025	31.12.2024
Cash and cash equivalents	1	2
Receivables	1	3
Inventories	0	0
Other financial assets	-	-
Fixed assets and investment property	-	6
Intangible assets (goodwill included)	4	22
Deferred income tax assets	-	0
Other assets	0	0
Financial liabilities	-	-0
Trade payables	-0	-2
Provisions	-	-1
Deferred income tax liabilities	-0	-
Other liabilities	-0	-2
Addition net assets	5	28

¹ Fair value according to Purchase Accounting. Fair value analyses were carried out for all balance sheet categories; where essential, a valuation adjustment was carried out.

2025

In the **Health** segment, Medbase Apotheken AG acquired 100 % of the shares in MediShams Holding SA and Pharmacie de la Batelière SA. Both companies were integrated into the scope of consolidation on 1 January 2025.

The acquired companies have contributed sales of CHF 3 million since their inclusion in the scope of consolidation.

2024

In the **Food Retail** segment, tegut... gute Lebensmittel GmbH & Co. KG acquired 100 % of the shares in Germany-based company tegut... BASIC GmbH on 15 December 2023. On 14 December 2023, the Migros Cooperative Ticino acquired 100 % of the shares in VM Partner Ticino Sagl. Both companies were integrated into the scope of consolidation on 1 January 2024.

The acquired companies have contributed sales of CHF 45 million since their inclusion in the scope of consolidation.

Disposal of subsidiaries and business operations

CHF million	31.12.2025	31.12.2024
Cash and cash equivalents	105	1
Receivables	139	3
Inventories	167	2
Other financial assets	8	-
Fixed assets	133	9
Intangible assets (goodwill included)	50	0
Deferred income tax assets	20	-
Other assets	218	2
Financial liabilities	-2	-0
Trade payables	-189	-2
Provisions	-6	-
Deferred income tax liabilities	-49	-
Other liabilities	-211	-2
Currency translation differences	-	-
Disposal of net assets	383	13

2025

In 2025, Migros Group successfully completed the portfolio adjustment begun in 2024 and shifted its focus more to its core business. Several subsidiaries and business operations were sold as part of this strategic realignment.

In the **Food Retail** segment, the SoFine Group was sold to The New Originals Company on 31 January 2025. In addition, Migros Group sold Gowoonsesang Cosmetics Co. Ltd., a subsidiary of the Mibelle Group, to L'Oréal S.A. on 25 March 2025. The Mibelle Group itself was sold to the multinational company Persán on 30 April 2025. Favorit Geflügel AG was sold by Micarna AG on 30 September 2025. The contribution made by these companies to sales amounted to CHF 0.2 billion at the time of disposal.

In addition, the OBI DIY stores and a branch under construction in Agno were sold to the OBI Group on 1 April 2025. The OBI Group also acquired two major Do it+ Garden branches of the Migros Cooperative Geneva on 4 August 2025.

In the **Travel** segment, Migros Group announced the sale of the Hotelplan Group (excluding Interhome) to the DERTOUR Group in a press release on 12 February 2025. The Interhome Group was acquired by the HomeToGo Group. Following approval by the relevant authorities (COMCO), the companies were transferred on 28 August 2025 and deconsolidated with effect from 31 August 2025. The contribution made by the Hotelplan Group to sales amounted to CHF 1.4 billion at the time of disposal.

For information on the effect of these disposals, please see → [Note 8](#) and → [Note 12](#).

2024

In the **Health** segment, Operationszentrum Burgdorf AG and Misenso AG were sold on 31 March 2024 and 30 June 2024 respectively. The contribution made by these companies to sales amounted to CHF 10 million at the time of disposal.

40 Foreign exchange rates

The following key exchange rates were used for converting the accounts of foreign subsidiaries into Swiss francs (reporting currency):

	Year-end rates		Average rates for the year	
	31.12.2025	31.12.2024	2025	2024
1 EUR	0.93	0.94	0.94	0.95
1 GBP	1.07	1.14	1.09	1.13
1 USD	0.79	0.91	0.83	0.88

41 Events after the balance sheet date

No significant events took place after the balance sheet date and up to the release of the publication of the annual accounts by the Board of the Federation of Migros Cooperatives.

The following material changes were announced as part of the strategic focus on the core business of Migros Group.

- In a press release on 7 January 2026, the Elsa Group announced the sale of the French subsidiary Idh ea.

- On 30 January 2026, the integration of Ex Libris' online business into Galaxus was announced. The 15 Ex Libris stores are set to be closed by the end of the year. This measure will have no impact on customers or business partners.

- In the press release dated 11 March 2026, the Migros Cooperative Zurich announced the sale of the German Tegut Group. A significant part of the Tegut Group will be acquired by Edeka.

The permissible and assessable effects of these decisions in accounting terms are reflected in the consolidated financial statements for 2025.

Scope of consolidation

Food Retail

Segment / Company	Domicile	Accounting method ¹	Switzerland / Other countries	Currency	Registered capital in 1000	Equity interest in % ²
Food Retail						
Food Retail - Cooperative Retailing						
Federation of Migros Cooperatives⁴	Zurich	F	Switzerland	CHF	15'000.0	
Atlante S.r.l.	IT-Casalecchio di Reno	E	Other countries	EUR	1'000.0	20.0
Migros Beteiligungen AG	Rüschlikon	F	Switzerland	CHF	1'000.0	100.0
Löwenbräu-Kunst AG	Zurich	E	Switzerland	CHF	27'000.0	33.3
Migros (Hong Kong) Ltd.	HK-Kowloon	F	Other countries	HKD	100.0	100.0
Migros Consulting Services (Shenzhen) Co. Ltd.	CN-Shenzhen	F	Other countries	CNY	626.0	100.0
Migros Digital Solutions Ltd in liquidation	Zurich	F	Switzerland	CHF	100.0	100.0
Migros Fresh AG	Zurich	F	Switzerland	CHF	100.0	100.0
Migros India Private Limited	IN-Gurugram	F	Other countries	INR	20'000.0	100.0
Migros Online Ltd.	Ecublens	F	Switzerland	CHF	4'500.0	100.0
Migros Verteilbetrieb AG	Neuendorf	F	Switzerland	CHF	39'500.0	100.0
Sportx AG	Zurich	F	Switzerland	CHF	100.0	100.0
Utzenstorfer Transfer AG	Utzenstorf	F	Switzerland	CHF	150.0	100.0
Yuno Ltd.	Zurich	F	Switzerland	CHF	1'000.0	100.0
Ferrovia Monte Generoso SA	Mendrisio	NC	Switzerland	CHF	3'500.0	100.0
Mitreva Ltd	Zurich	NC	Switzerland	CHF	200.0	100.0
Migros Supermarkt AG	Zurich	F	Switzerland	CHF	329.7	100.0
Migros Logistique Romande SA	Ecublens	F	Switzerland	CHF	1'600.0	100.0
Migros Cooperative Aare	Moosseedorf	F	Switzerland	CHF	5'446.6	
Capricorn Holding AG	Rüdtligen-Alchenflüh	E	Switzerland	CHF	1'000.0	40.0
Casa Interio AG	Moosseedorf	F	Switzerland	CHF	1'000.0	100.0
Culinart Gastro AG	Moosseedorf	F	Switzerland	CHF	100.0	100.0
FoodNow Ltd.	Bern	F	Switzerland	CHF	169.4	100.0

Table 1/7

Continuation of table ►

Scope of consolidation

Food Retail

Segment / Company	Domicile	Accounting method ¹	Switzerland / Other countries	Currency	Registered capital in 1000	Equity interest in % ²
MA Ventures Ltd.	Moosseedorf	F	Switzerland	CHF	1'000.0	100.0
Naturparkkäserei Diemtigtal AG	Diemtigen	E	Switzerland	CHF	400.0	59.3
Shopping-Center Brünnen AG	Berne	F	Switzerland	CHF	100.0	100.0
Shopyland, Shopy AG	Moosseedorf	F	Switzerland	CHF	100.0	100.0
Time-Out AG	Moosseedorf	F	Switzerland	CHF	100.0	100.0
VOI LTD	Moosseedorf	F	Switzerland	CHF	1'000.0	100.0
Migros Cooperative Basel	Basel	F	Switzerland	CHF	1'683.4	
Migros Deutschland GmbH	DE-Lörrach	F	Other countries	EUR	100.0	100.0
Société coopérative Migros Genève	Carouge	F	Switzerland	CHF	1'333.3	
Bamica SA in liquidation	Carouge	F	Switzerland	CHF	300.0	100.0
Centre Balexert SA	Vernier	F	Switzerland	CHF	500.0	100.0
GRANDS PRES DEVELOPPEMENT (GPD) SA ³	Collonge-Bellerive	E	Switzerland	CHF	100.0	50.0
Migros France SAS	FR-Gaillard	F	Other countries	EUR	3'500.0	100.0
SCI M-Etrembières	FR-Gaillard	F	Other countries	EUR	1.0	100.0
SCI M-Thoiry	FR-Gaillard	F	Other countries	EUR	1.0	100.0
Smood Ltd	Plan-les-Ouates	F	Switzerland	CHF	1'000.0	100.0
Jamtech SAS	FR-Biot	F	Other countries	EUR	10.0	100.0
Société Immobilière du Marché de gros de l'Alimentation	Carouge	F	Switzerland	CHF	2'625.0	100.0
NEYDDEVELOPPEMENT SASU	FR-Neydens	F	Other countries	EUR	1.0	100.0
S.R.M. (Société des restaurants Migros S.à.r.l.)	FR-Etrembières	F	Other countries	EUR	600.0	100.0
SCI Neydloisirs	FR-Neydens	F	Other countries	EUR	1.0	100.0
Migros Cooperative Lucerne	Dierikon	F	Switzerland	CHF	2'107.4	
Parkwirtin "Einfache Gesellschaft"	Lucerne	F	Switzerland	CHF	585.1	84.6
Migros Cooperative Neuchâtel-Fribourg	La Tène	F	Switzerland	CHF	1'271.1	
Marin Centre SA	La Tène	F	Switzerland	CHF	17'300.0	100.0
Strega SA	La Tène	F	Switzerland	CHF	100.0	100.0
Au Léopold SA	La Tène	F	Switzerland	CHF	100.0	100.0

Table 2/7

Continuation of table ►

Scope of consolidation

Food Retail

Segment / Company	Domicile	Accounting method ¹	Switzerland / Other countries	Currency	Registered capital in 1000	Equity interest in % ²
Migros Cooperative Eastern Switzerland	Gossau SG	F	Switzerland	CHF	4'262.9	
Parking Wattwil AG	Wattwil	F	Switzerland	CHF	3'550.0	65.5
Randenburg-Immobilien AG	Schaffhausen	F	Switzerland	CHF	400.0	99.9
Strässle Derby Wil AG	Wil (SG)	E	Switzerland	CHF	500.0	50.0
Società Cooperativa fra produttori e consumatori Migros-Ticino	Sant'Antonino	F	Switzerland	CHF	1'030.0	
Mitico Ticino SA	Sant'Antonino	F	Switzerland	CHF	100.0	100.0
VM Partner Ticino Sagl	Sant'Antonino	F	Switzerland	CHF	20.0	100.0
Migros Cooperative Valais	Martigny	F	Switzerland	CHF	877.4	
Migros Cooperative Vaud	Ecublens	F	Switzerland	CHF	1'642.3	
Migros Marketing Romand SA	Ecublens	F	Switzerland	CHF	100.0	100.0
Parking des Remparts SA	La Tour-de-Peilz	E	Switzerland	CHF	3'600.0	33.3
Parking Pully Centre SA	Pully	E	Switzerland	CHF	4'409.0	28.0
Migros Cooperative Zurich	Zurich	F	Switzerland	CHF	3'375.1	
Ospena Group Ltd	Zurich	F	Switzerland	CHF	2'500.0	100.0
GMZ Deutschland Holding GmbH	DE-Fulda	F	Other countries	EUR	20'000.0	100.0
Smart Retail Solutions GmbH	DE-Fulda	F	Other countries	EUR	1'000.0	100.0
tegut... teo GmbH & Co. KG	DE-Fulda	F	Other countries	EUR	100.0	100.0
tegut... Basic GmbH	DE-Munich	F	Other countries	EUR	25.0	100.0
tegut... gute Lebensmittel GmbH & Co. KG	DE-Fulda	F	Other countries	EUR	1'000.0	100.0
tegut... Holding GmbH	DE-Fulda	F	Other countries	EUR	20'000.0	100.0
tegut... Immobilien GmbH	DE-Fulda	F	Other countries	EUR	1'636.2	100.0
tegut... Logistik GmbH & Co. KG	DE-Fulda	F	Other countries	EUR	1'005.5	100.0
tegut... Logistikimmobilien GmbH	DE-Fulda	F	Other countries	EUR	25.0	100.0
tegut... Vertriebs GmbH & Co. KG	DE-Fulda	F	Other countries	EUR	100.0	100.0
tegut... Verwaltungs GmbH	DE-Munich	F	Other countries	EUR	100.0	100.0
Herzberger Bäckerei GmbH	DE-Fulda	F	Other countries	EUR	153.4	100.0

Table 3/7

Continuation of table ►

Scope of consolidation

Food Retail

Segment / Company	Domicile	Accounting method ¹	Switzerland / Other countries	Currency	Registered capital in 1000	Equity interest in % ²
Miduca Ltd.	Zurich	F	Switzerland	CHF	10'000.0	100.0
Migros Fachmarkt AG in liquidation	Zurich	F	Switzerland	CHF	10'000.0	100.0
Food Retail -Commerce						
Denner Ltd	Zurich	F	Switzerland	CHF	15'000.0	100.0
EG Dritte Kraft AG	Zug	F	Switzerland	CHF	600.0	100.0
Migrol AG	Adliswil	F	Switzerland	CHF	52'000.0	100.0
migrolino Ltd	Suhr	F	Switzerland	CHF	6'000.0	100.0
cevastore GmbH	Suhr	F	Switzerland	CHF	50.0	100.0
primetrust Ltd	Suhr	F	Switzerland	CHF	500.0	100.0
Food Retail - Migros Industrie						
Aproz Sources Minérales SA	Nendaz	F	Switzerland	CHF	850.0	97.5
Delica Ltd.	Buchs AG	F	Switzerland	CHF	4'000.0	100.0
Delica Foods Canada LTD	CA-Vancouver	F	Other countries	CAD	11'248.9	100.0
Delica Foods North America LTD	US-Delaware	F	Other countries	USD	10'988.8	100.0
Delica USA Real Estate LLC	US-Buffalo	F	Other countries	USD	-	100.0
SweetWorks Confections LLC	US-Delaware	F	Other countries	USD	-	100.0
M-Industry China LLC	CN-Shanghai	F	Other countries	CNY	895.6	100.0
Swiss Industries GmbH	Birsfelden	F	Switzerland	CHF	20.0	100.0
Café Royal Pro SAS	FR-Paris	E	Other countries	EUR	2'000.0	47.3
Swiss Coffee Innovation Ltd.	Buchs AG	F	Switzerland	CHF	120.0	100.0
Elsa Group Ltd.	Estavayer	F	Switzerland	CHF	3'500.0	100.0
aaremilch AG	Lyss	E	Switzerland	CHF	142.9	47.1
Financière du Solimont SAS	FR-Hochfelden	F	Other countries	EUR	2'300.8	100.0
Idhélia SAS	FR-Hochfelden	F	Other countries	EUR	6'500.0	100.0
Schwyzter Milchhuus Deutschland GmbH	DE-Munich	F	Other countries	EUR	25.0	100.0

Table 4/7

Continuation of table ►

Scope of consolidation

Food Retail

Segment / Company	Domicile	Accounting method ¹	Switzerland / Other countries	Currency	Registered capital in 1000	Equity interest in % ²
The Cultured Hub Ltd.	Lindau	E	Switzerland	CHF	600.0	33.3
Fresh Food & Beverage Group Ltd.	Volketswil	F	Switzerland	CHF	10'000.0	100.0
Hug Bäckerei AG	Lucerne	F	Switzerland	CHF	1'000.0	85.0
Sushi Mania SA	Vuadens	F	Switzerland	CHF	300.0	100.0
Micarna SA incl. Micarna AG, Bazenheid branch	Courtepin	F	Switzerland	CHF	10'000.0	100.0
Centravo Holding AG	Lyss	E	Switzerland	CHF	2'040.0	29.3
Mérat AG	Berne	F	Switzerland	CHF	50.0	100.0
Schlachtbetrieb St. Gallen AG	Gossau SG	E	Switzerland	CHF	1'080.0	46.2
TMF Extraktionswerk AG	Kirchberg SG	E	Switzerland	CHF	1'200.0	15.0
Delica Benelux B.V.	NL-Rotterdam	F	Other countries	EUR	100.0	100.0
Delica Deutschland GmbH	DE-Düsseldorf	F	Other countries	EUR	225.0	100.0
Delica France SAS	FR-Chalamont	F	Other countries	EUR	1'105.0	100.0
Delica Spain S.L.	ES-Barcelona	F	Other countries	EUR	100.0	100.0
Delica North America Inc.	US-Delaware	F	Other countries	USD	700.0	100.0
Migros Industrie Ltd.	Zurich	F	Switzerland	CHF	1'000.0	100.0
Lüchinger + Schmid AG, Eier & Eiprodukte	Kloten	F	Switzerland	CHF	5'600.0	100.0
SCG Swiss Consumer Goods GmbH	DE-Bensheim	F	Other countries	EUR	25.0	100.0

Non-Food Retail

Non-Food Retail						
digitec Ltd.	Zurich	F	Switzerland	CHF	100.0	70.0
Digitec Galaxus Ltd.	Zurich	F	Switzerland	CHF	240.0	70.0
Galaxus Deutschland GmbH	DE-Hamburg	F	Other countries	EUR	25.0	70.0
Digitec Galaxus d.o.o. Beograd-Stari Grad	SRB-Belgrad-Stari Grad	F	Other countries	RSD	0.1	70.0
Ex Libris AG	Dietikon	F	Switzerland	CHF	3'000.0	100.0

Table 5/7

Continuation of table ►

Scope of consolidation

Health

Segment / Company	Domicile	Accounting method ¹	Switzerland / Other countries	Currency	Registered capital in 1000	Equity interest in % ²
Health						
Migros Vita AG	Gossau SG	F	Switzerland	CHF	56'218.0	100.0
Medbase AG	Winterthur	F	Switzerland	CHF	6'380.0	100.0
Centre d'Imagerie Médicale de Cornavin SA	Geneva	F	Switzerland	CHF	100.0	100.0
fit im job AG	Winterthur	F	Switzerland	CHF	100.0	100.0
Gesundheits- und Impfzentrum WIN AG	Winterthur	E	Switzerland	CHF	100.0	50.0
iMpuls Wellcare Ltd	Winterthur	F	Switzerland	CHF	100.0	100.0
IMRAD Ltd.	Lausanne	E	Switzerland	CHF	100.0	25.0
Medbase Berner Oberland AG	Winterthur	F	Switzerland	CHF	800.0	60.0
Medbase Zentralschweiz AG	Winterthur	F	Switzerland	CHF	1'800.0	100.0
Medbase Apotheken AG	Winterthur	F	Switzerland	CHF	268.5	100.0
MediShams Holding SA	Lausanne	F	Switzerland	CHF	100.0	100.0
PHARMACIE DE LA BATELIERE SA	Lausanne	F	Switzerland	CHF	100.0	100.0
Müller Reformhaus Vital Shop AG in Liquidation	Volketswil	E	Switzerland	CHF	833.0	40.0
Radiologie Win Ltd.	Winterthur	F	Switzerland	CHF	100.0	50.0
Telehealth Services Ltd.	Frauenfeld	E	Switzerland	CHF	1'000.0	51.0
Unilabs St. Gallen Ltd.	St. Gallen	E	Switzerland	CHF	100.0	51.0
ZRMB Marketplace Ltd.	Frauenfeld	F	Switzerland	CHF	100.0	100.0
zahnarztzentrum.ch Beteiligungs AG	Zurich	F	Switzerland	CHF	342.9	100.0
zahnarztzentrum.ch AG	Zurich	F	Switzerland	CHF	800.0	100.0
Zur Rose Suisse Ltd.	Frauenfeld	F	Switzerland	CHF	7'650.0	100.0
Bluecare AG	Winterthur	F	Switzerland	CHF	1'288.0	100.0
Specialty Care Therapiezentren AG	Frauenfeld	F	Switzerland	CHF	100.0	100.0
Aerztemedika AG	Frauenfeld	F	Switzerland	CHF	500.0	100.0
Clustertec AG	Baar	F	Switzerland	CHF	100.0	100.0
PolyRose AG	Frauenfeld	E	Switzerland	CHF	200.0	50.0
WePractice Ltd.	Zurich	F	Switzerland	CHF	1'000.0	100.0
Migros Golf AG	Dierikon	F	Switzerland	CHF	100.0	100.0

Table 6/7

Continuation of table ►

Scope of consolidation

Segment / Company	Domicile	Accounting method ¹	Switzerland / Other countries	Currency	Registered capital in 1000	Equity interest in % ²
movemi Ltd.	Zurich	F	Switzerland	CHF	834.0	100.0
FlowerPower Fitness und Wellness LTD	Moosseedorf	F	Switzerland	CHF	100.0	100.0
ACTIV FITNESS TICINO SA	Sant'Antonino	F	Switzerland	CHF	100.0	100.0

Financial Services

Financial Services						
Migros Bank AG	Zurich	F	Switzerland	CHF	700'000.0	100.0
CSL Immobilien AG	Zurich	F	Switzerland	CHF	158.7	100.0
CSL Invest Ltd	Zurich	F	Switzerland	CHF	200.0	100.0
Swisslease AG	Wallisellen	F	Switzerland	CHF	100.0	100.0
GOWAGO Ltd.	Zurich	E	Switzerland	CHF	450.3	27.9

¹ Accounting method: F = fully consolidated / E = accounted for under the equity method / NC = not consolidated

² Interest: P = parent company

³ Joint ventures

⁴ For further information see Summary of significant accounting policies - consolidation policies

Report of the statutory auditor



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To the Assembly of Delegates of the
Federation of Migros Cooperatives, Zurich

Zurich, 12 March 2026

Report of the statutory auditor

Report on the audit of the Migros Group financial statements



Opinion

We have audited the consolidated financial statements of the Federation of Migros Cooperatives and its subsidiaries (the Migros Group), which comprise the balance sheet as at 31 December 2025, the income statement, the statement of changes in equity and the cash flow statement for the year then ended, and notes to the consolidated financial statements, including a summary of significant accounting policies.

In our opinion, the consolidated financial statements (pages 30 to 130) give a true and fair view of the consolidated financial positions of the Group as of 31 December 2025 and its consolidated results of operation and cash flows for the year then ended, in accordance with Swiss GAAP FER and in accordance with Swiss law.



Basis for opinion

We conducted our audit in accordance with Swiss law and Swiss Standards on Auditing (SA-CH). Our responsibilities under those provisions and standards are further described in the "Auditor's responsibilities for the audit of the Migros Group financial statements" section of our report. We are independent of the Group in accordance with the provisions of Swiss law and the requirements of the Swiss audit profession and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.



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Key audit matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the Migros Group financial statements of the current period. These matters were addressed in the context of our audit of the Migros Group financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters. For each matter below, our description of how our audit addressed the matter is provided in that context.

We have fulfilled the responsibilities described in the “Auditor’s responsibilities for the audit of the consolidated financial statements” section of our report, including in relation to these matters. Accordingly, our audit included the performance of procedures designed to respond to our assessment of the risks of material misstatement of the Migros Group financial statements. The results of our audit procedures, including the procedures performed to address the matters below, provide the basis for our audit opinion on the Migros Group financial statements.

Recoverable amount of fixed and intangible assets

Area of focus

Fixed and intangible assets are stated at cost less cumulative depreciation and impairment losses. Fixed and intangible assets are tested for impairment at the cash-generating unit level if events or changes in circumstances indicate that the carrying amount may not be recoverable. For shopping centres and IT projects, specific impairment considerations are made if the value drivers and expected benefits on which the investment decision was based are not achievable in the long term. The identification and assessment of indications of impairment and the determination of the recoverable amount require the use of management estimates and assumptions that involve significant judgement. The assumptions in the valuation model that could lead to an inappropriate valuation include, for example, the expected cash flows and the discount rates.

As at 31 December 2025, fixed assets represent a significant part of Migros Group’s assets at CHF 11.6 billion or 14 % and intangible assets at CHF 1 billion or 1 %. In the reporting year, impairments of CHF 374 million were recognized on fixed assets and CHF 8 million on intangible assets. Due to the significant scope of judgement by the management and the importance of the balance sheet items mentioned in the consolidated financial statements, we consider the identification and assessment of indications of impairment and the determination of the recoverable amount to be a key audit matter.



	Migros Group describes its accounting policies for fixed and intangible assets in note 26 and 27 to the consolidated financial statements of the Federation of Migros Cooperatives.
Our audit response	<p>We audited the processes and key controls related to the identification and assessment of indicators of impairment of fixed and intangible assets and assessed the procedures for the preparation of financial plans.</p> <p>In addition, we verified the determination of the recoverable amount with the assistance of valuation specialists. In doing so, we assessed the effects of the assumptions in the valuation model using sensitivity analyses. For properties for which a market valuation was carried out, we assessed the usability of the work results of external appraisers commissioned by the management. We audited that the costs relating to impairment were correctly accounted for and disclosed in the consolidated financial statements.</p>
	Our procedures did not lead to any reservations concerning the recoverable amount of fixed and intangible assets.

Measurement of value adjustments and provisions for default risks from customer loans of Migros Bank AG

Area of focus	<p>The valuation of customer loans, which consist of amounts due from customers and mortgage receivables, has been performed at nominal value less any necessary value adjustments for default risks. For impaired customer loans, individual value adjustments and provisions are made. For not impaired customer loans, the Bank makes value adjustments for inherent default risks.</p> <p>The measurement of value adjustments and provisions for default risks from customer loans requires making estimates and assumptions which, by definition, involve significant judgment.</p> <p>As of 31 December 2025, customer loans amount to CHF 51.5 billion (equivalent to 62%) and are a material part of the total consolidated balance sheet. At the balance sheet date, value adjustments and provisions from impaired receivables amount to CHF 96 million. Value adjustments for inherent default risks amount to CHF 131 million. Due to significant judgmental matters and the significance of the mentioned balance sheet items in the consolidated financial statements, we consider the measurement of value adjustments and provisions for default risks as a key audit matter.</p> <p>Migros Group describes the accounting and valuation principles applied to customer loans as well as value adjustments and provisions for default risks in note 18 and discloses its approach to risk management of default risks in note 4 to the consolidated financial statements of the Federation of Migros Cooperatives.</p>
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Our audit response

We audited the processes and key controls in connection with granting and monitoring loans as well as the method for the identification and measurement of value adjustments and provisions for default risks from customers loans.

Moreover, we performed sample tests on the impairment of credit commitments and the measurement of value adjustments and provisions for default risks from customers loans. In addition, we evaluated the compliance of significant accounting principles as well as the appropriateness of the disclosures in the notes to the financial statements.

Our procedures did not lead to any reservations concerning the measurement of value adjustments and provisions for default risks from customer loans.



Other Information

The Board of Directors is responsible for the other information. The other information comprises the information included in the annual report, but does not include the consolidated financial statements of Federation of Migros Cooperatives and our auditor's report thereon.

Our opinion on the Migros Group financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the consolidated financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.



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Board of Directors' responsibilities for the Migros Group financial statements

The Board of Directors is responsible for the preparation of the Migros Group financial statements, which give a true and fair view in accordance with Swiss GAAP FER and the provisions of Swiss law, and for such internal control as the Board of Directors determines is necessary to enable the preparation of Migros Group financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the Migros Group financial statements, the Board of Directors is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern, and using the going concern basis of accounting unless the Board of Directors either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.



Auditor's responsibilities for the audit of the Migros Group financial statements

Our objectives are to obtain reasonable assurance about whether the Migros Group financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Swiss law and SA-CH will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these Migros Group financial statements.

A further description of our responsibilities for the audit of the consolidated financial statements is located on EXPERTsuisse's website at: <https://www.expertsuisse.ch/en/audit-report>. This description forms an integral part of our report.



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Report on other legal and regulatory requirements



In accordance with Art. 906 CO in conjunction with Art. 728a para. 1 item 3 CO and PS-CH 890, we confirm that an internal control system exists, which has been designed for the preparation of the financial statements according to the instructions of the Board of Directors.

We recommend that the consolidated financial statements submitted to you be approved.

Ernst & Young Ltd.

Willy Hofstetter
Licensed audit expert
(Auditor in charge)

Ina Braun
Licensed audit expert



This 2025 financial report is part of Migros Group's annual report. The 2025 annual report can be found at report.migros.ch ↗

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Legal notice:
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Technical implementation: NeidhartSchön AG, Zürich
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