

# **Facts & Figures 2025**

**MIGROS**

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Vision

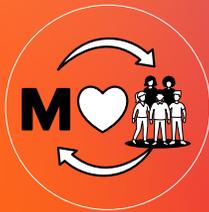
# A Switzerland providing high quality of life for everyone



We are the first choice in every-day life and set standards for day-to-day services



The strong Migros community is the driving force behind our success



We use our commercial success for the benefit of society

The vision defines a clear overarching framework for the Group strategy and the alignment of all units.



# Migros Group

# Cooperative members

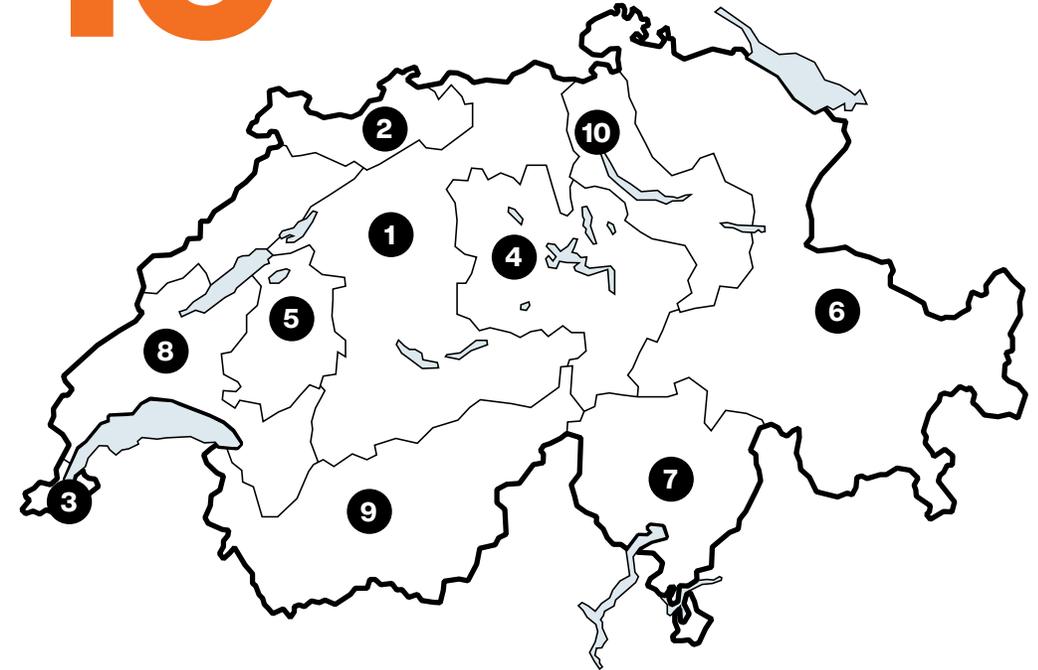
# 2.3 million



Migros has more than **2.3 million Cooperative members.**

# Cooperatives

# 10

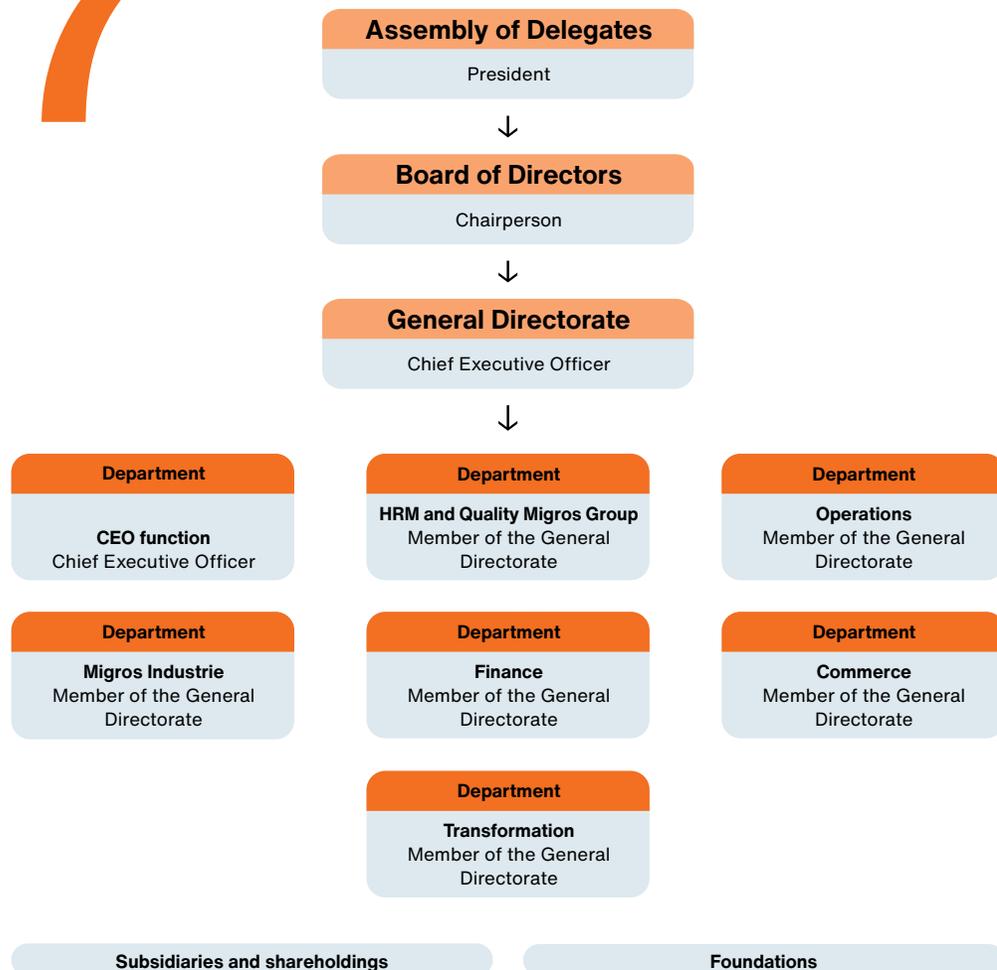


- 1 Aare
- 2 Basel
- 3 Geneva
- 4 Lucerne
- 5 Neuchâtel-Fribourg
- 6 Eastern Switzerland
- 7 Ticino
- 8 Vaud
- 9 Valais
- 10 Zurich

**The ten regional Cooperatives manage the core business of Migros and all have their own executive bodies.**

# Federation of Migros Cooperatives

# 7

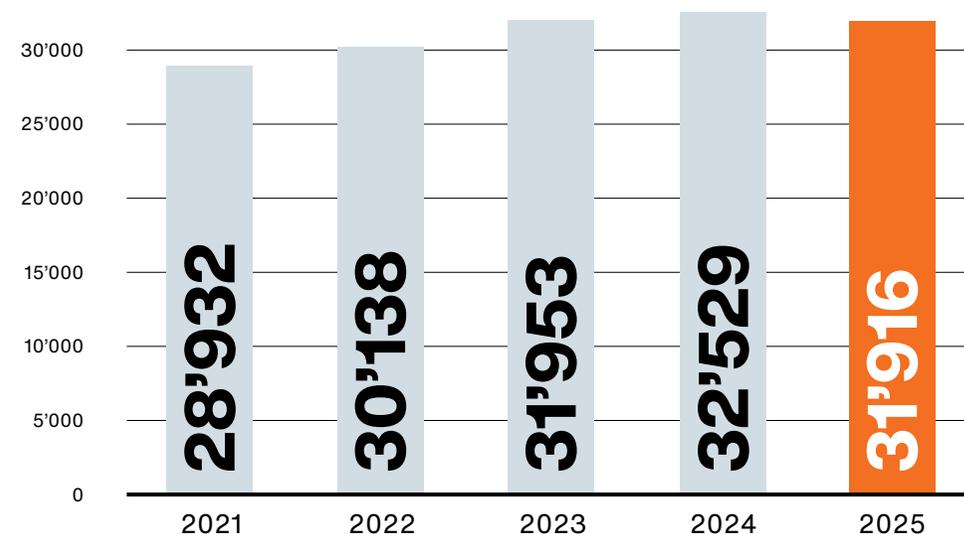


The Executive Board is responsible for the operational management of the Federation of Migros Cooperatives. **The seven departments** perform various functions for the entire Migros Group.

# Sales

# 31.9 billion

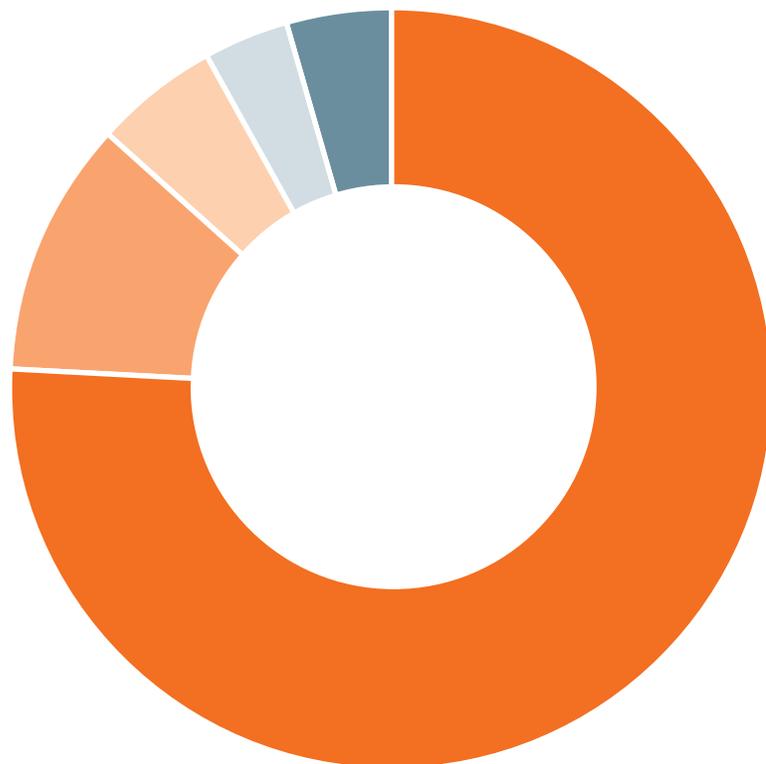
in CHF million



In 2025, Migros generated Group sales of CHF 31.9 billion (-1.9%). The decline was due to the loss of revenue contributions from the companies that were sold.

# Sales by segment

# 5

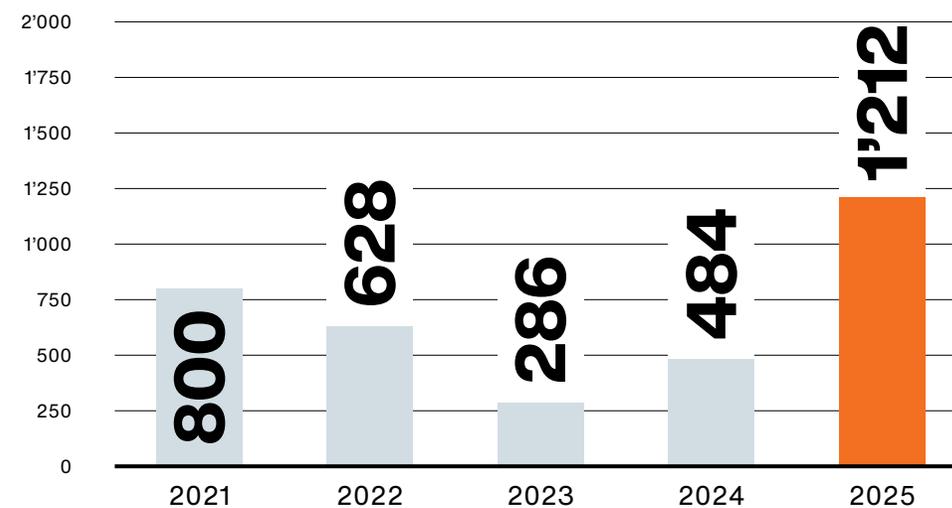


	%
● Food Retail	75.9
● Non-Food Retail	10.8
● Health	5.3
● Financial Services	3.7
● Travel <sup>1</sup>	4.3

<sup>1</sup> Travel (sold; until the end of August 2025)

# EBIT

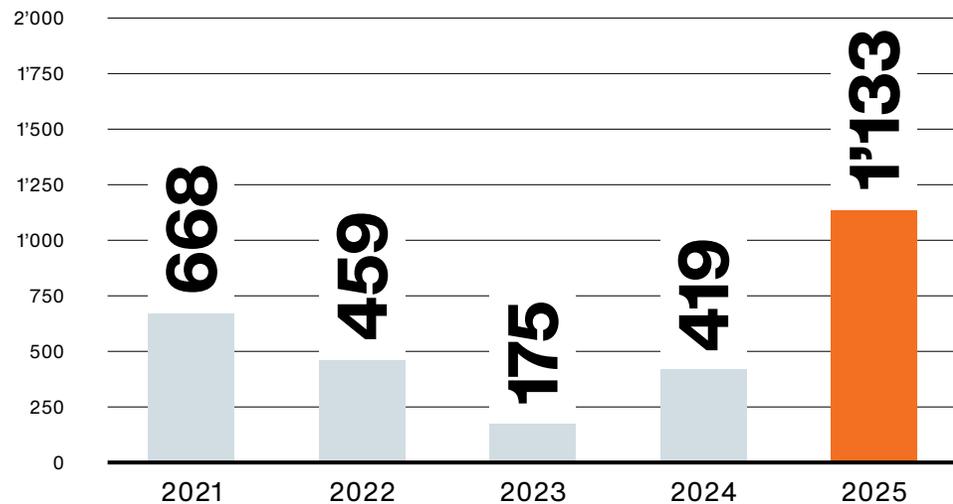
Earnings before interest and taxes  
in CHF million



**Earnings before interest and taxes (EBIT) was significantly higher than in 2024, due mainly to one-off effects from company disposals.**

# Profit

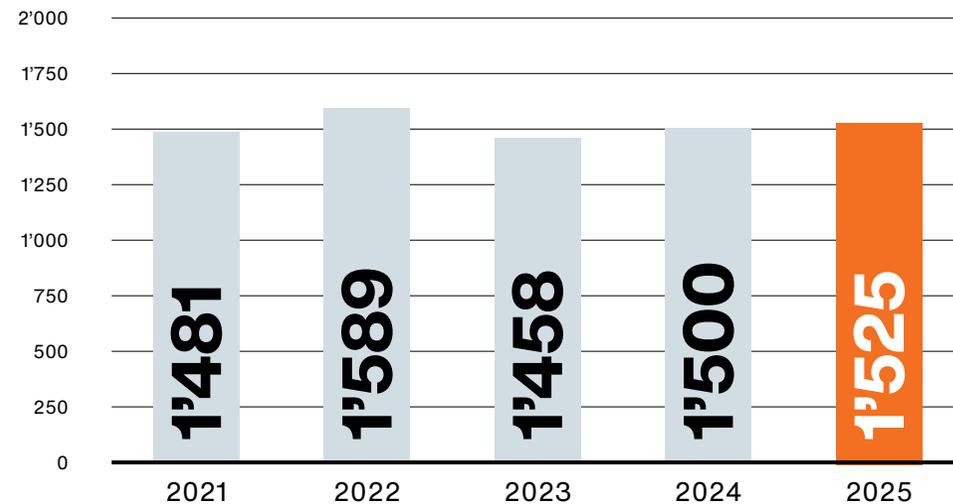
in CHF million



**Profit increased significantly to CHF 1'133 million, including one-off effects from company disposals.**

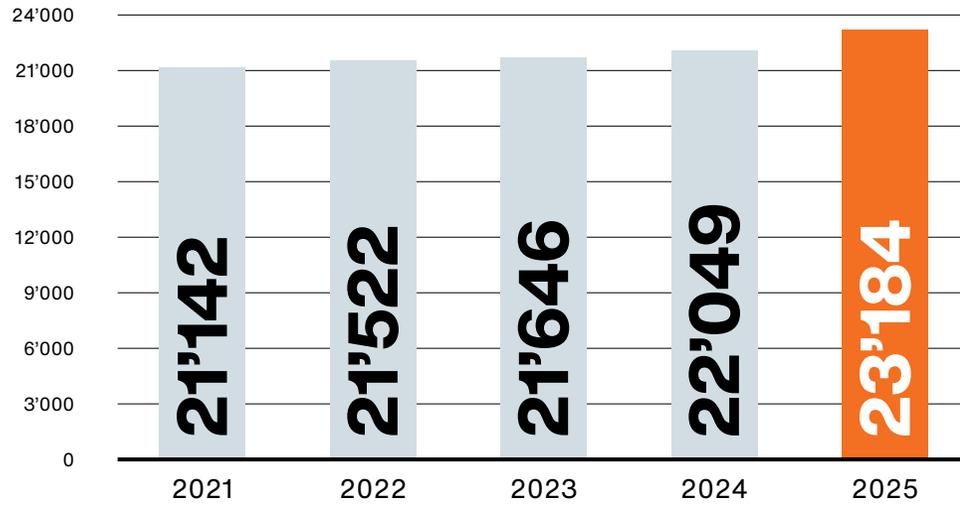
# Investments

in CHF million



# Equity

in CHF million



## Strategic business units

# Food Retail

**Despite significant price reductions for customers, the Migros Group posted stable sales in the super-market business in 2025. The expansion and modernisation of the branch network progressed according to plan.**

## Financial results Food Retail

in CHF million

	2025	2024	Change in %
<b>Net revenue from goods and services sold</b>			
Cooperative Retailing <sup>1</sup>	16'336	16'986	-3.8
Migros Industrie	5'807	6'117	-5.1
Denner	3'845	3'839	0.2
migrolino	825	787	4.8
Migrol	1'287	1'377	-6.5
Other companies	5	5	
Elimination intra-sectoral	-4'993	-4'807	
<b>Total net revenue from sales of goods and services sold</b>	<b>23'113</b>	<b>24'304</b>	<b>-4.9</b>
Other operating income	1'199	525	128.4
<b>Sales per segment</b>	<b>24'312</b>	<b>24'829</b>	<b>-2.1</b>
<b>Earnings before financial income and taxes</b>	<b>830</b>	<b>212</b>	<b>291.2</b>
Employees	74'742	81'416	

<sup>1</sup> Includes the revenues of the ten Cooperatives including subsidiaries, totalling CHF 15'615 million (-4.2%).

# Sales figures

	Number of sites		Sales area m <sup>2</sup>	
	2025	2024	2025	2024
<b>Distribution sites Switzerland</b>				
<b>Independent supermarkets</b>				
M	394	376	320'021	306'274
MM	214	217	468'531	487'715
MMM	51	50	267'956	334'643
<b>Total</b>	<b>659</b>	<b>643</b>	<b>1'056'508</b>	<b>1'128'632</b>
<b>Specialist markets</b>				
MParcs/specialist market centres/Obi	0	36	0	222'416
Single-line stores <sup>1</sup>	37	74	15'175	38'846
<b>Total</b>	<b>37</b>	<b>110</b>	<b>15'175</b>	<b>261'262</b>
<b>Independent gastronomy businesses</b>				
Independent gastronomy businesses <sup>2</sup>	25	9	16'068	1'400
<b>Total sites</b>	<b>721</b>	<b>762</b>	<b>1'087'751</b>	<b>1'391'294</b>
<b>Distribution lines Switzerland</b>				
<b>Supermarkets</b>				
M, MM and MMM <sup>3</sup>	659	652	974'501	972'452
teo <sup>4</sup>	8	7	551	631
Alnatura	1	25	799	9'492
Outlets, Other formats	39	37	17'466	16'530
<b>Total supermarkets</b>	<b>707</b>	<b>721</b>	<b>993'317</b>	<b>999'105</b>
<b>Specialist markets</b>				
Various specialist market formats <sup>3</sup>	0	139	0	307'112
<b>Total specialist markets</b>	<b>0</b>	<b>139</b>	<b>0</b>	<b>307'112</b>
<b>Gastronomy</b>				
M-Restaurants, takeaways and other gastronomic formats <sup>4</sup>	207	213	94'434	85'077
<b>Total Gastronomy</b>	<b>207</b>	<b>213</b>	<b>94'434</b>	<b>85'077</b>

	Number of sites		Sales area m <sup>2</sup>	
	2025	2024	2025	2024
<b>Distribution sites other countries</b>				
<b>France (Migros France)</b>				
Supermarkets <sup>5</sup>	0	3	0	12'521
<b>Germany</b>				
Tegut <sup>6</sup>	302	349	331'177	343'690
<b>Total other countries</b>	<b>302</b>	<b>352</b>	<b>331'177</b>	<b>356'211</b>
<b>Wholesaling cooperatives and other</b>				
Migros Partners	54	54	-	-
VOI	81	76	-	-
<b>Commerce</b>				
Denner	872	870	-	-
Migrol	553	507	-	-
migrolino <sup>7</sup>	384	375	-	-

1 Includes 1 Alnatura, outlets, teo, etc; previous year included Bike World.

2 Includes various Migros restaurants and takeaways that were included under specialist market centres in the previous year.

3 Included Do IT+Garden, Micasa, SportX, Melectronics, Obi DIY superstore; all sold or closed as at 31.12.2025.

4 Also includes Kaimug, Hitzberger, Coffee&Time.

5 All spaces belonging to Migros France will now be leased to Coopérative U and will no longer be operated under the Migros name.

6 Tegut locations were spun off into STS GmbH in 2025.

7 These locations are divided into stand-alone migrolinos, Migrol migrolinos, Shell migrolinos, Socar migrolinos and Piccadilly migrolinos.

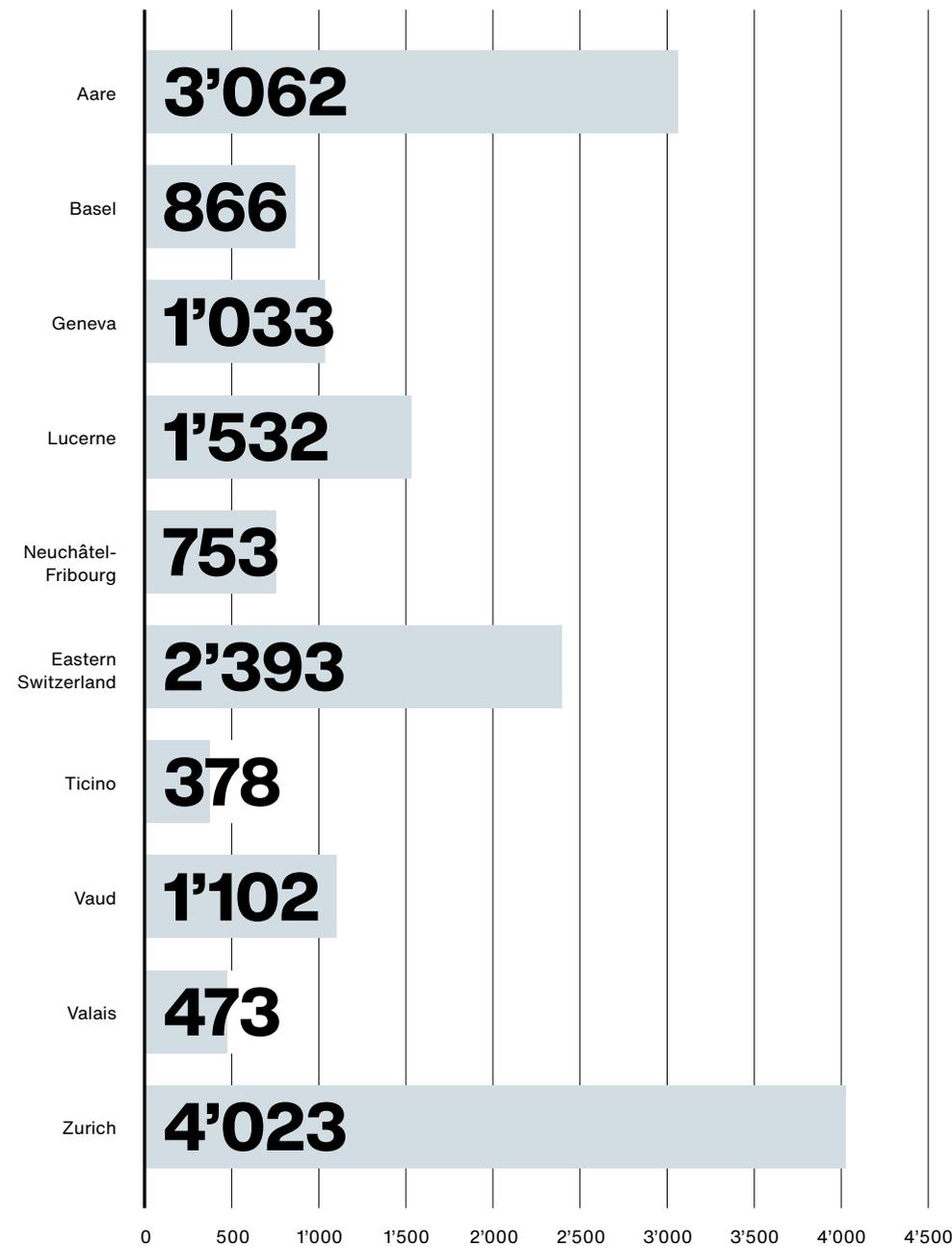
# The ten Cooperatives

	Cooperative members	Employees*	Management
Aare	544'657	7'539	Reto Sopranetti
Basel	168'336	2'517	Anita Weckherlin
Geneva	133'330	2'168	Grégory Décaillet
Lucerne	210'512	4'432	Guido Rast
Neuchâtel-Fribourg	127'108	1'708	Jean-Marc Bovay
Eastern Switzerland	426'292	8'466	Martin Lutz
Ticino	103'001	1'093	Mattia Keller
Vaud	165'231	3'224	Anton Chatelan
Valais	87'738	1'219	Mario Caldelari
Zurich	337'506	6'171	Patrik Pörtig

\* annual average

# Net sales

Cooperatives including subsidiaries in Switzerland and abroad  
in CHF million



# Non-Food Retail

The strategic business unit Non-Food Retail recorded strong growth in 2025, reaching CHF 3.459 billion (+13.6%). This development was driven by the Digitec Galaxus Group, which significantly increased both its revenue and profitability.

## Net revenue from goods and services sold

in CHF million

	2025	2024	Change in %
Digitec Galaxus Group	3'304	2'889	14.4
Other companies	120	123	-2.6
<b>Total net revenue from sales of goods and services sold</b>	<b>3'424</b>	<b>3'012</b>	<b>13.7</b>
Other operating income	35	33	5.1
<b>Segment revenue</b>	<b>3'459</b>	<b>3'045</b>	<b>13.6</b>
<b>Earnings before interest and taxes (EBIT)</b>	<b>30</b>	<b>-13</b>	<b>337.4</b>
Employees	3'559	3'102	

# Health

**Migros stepped up its commitment to sustainable, integrated healthcare in 2025. The strategic business unit Health grew by CHF 77 million (+4.7%).**

At the end of 2025, the Medbase network comprised a total of 188 locations. Medbase opened five new locations in the medical, psychotherapy, dentistry and pharmacy segments.

To improve access to medical care throughout Switzerland and support healthcare professionals, Medbase opened a fully integrated telemedicine unit in early 2025.

With the Activ Fitness and Fitnesspark formats, movemi AG was able to further strengthen its position as the leading fitness provider in Switzerland. At the end of 2025, it had a total of 144 locations.

<b>Medbase Group</b>	<a href="https://medbase.ch">↗ medbase.ch</a>
	<a href="https://medbase-apotheken.ch">↗ medbase-apotheken.ch</a>
	<a href="https://zahnarztzentrum.ch">↗ zahnarztzentrum.ch</a>
	<a href="https://zurrose.ch">↗ zurrose.ch</a>
	<a href="https://wepractice.ch">↗ wepractice.ch</a>
	<a href="https://compassana.ch">↗ compassana.ch</a>
<b>iMpuls</b>	<a href="https://migros-impuls.ch">↗ migros-impuls.ch</a>
<b>movemi AG</b>	<a href="https://movemi.ch">↗ movemi.ch</a>
	<a href="https://activfitness.ch">↗ activfitness.ch</a>
	<a href="https://fitnesspark.ch">↗ fitnesspark.ch</a>
<b>Migros Golf</b>	<a href="https://migrosgolf.ch">↗ migrosgolf.ch</a>

# Financial Services

**In 2025, Migros Bank increased its customer loans to CHF 51.5 billion and generated the second-highest operating income in the bank's history.**

[↗ migrosbank.ch](https://migrosbank.ch)

## Migros Bank

Including subsidiaries in CHF million

	2025	2024	Change in %
Income from financial services	1'168	1'340	-12.8
Earnings before interest and taxes (EBIT)	332	342	-2.9
Employees	2'107	1'983	

# Travel

**Hotelplan Group contributed to the Migros Group's sales for the final time in 2025. With its disposal, the strategic business unit Travel has been discontinued.**

➤ [hotelplan.com](https://hotelplan.com)



## Hotelplan Group

in CHF million

	2025	2024	Change in %
Sales	1'374	1'782	-22.9
Earnings before interest and taxes	6	23	-72.2
Employees	1'842	2'761	

Before the change of ownership to the DERTOUR Group and the HomeToGo Group at the end of August 2025, the sales of Hotelplan Group were recognised in the income statement of the Migros Group for the last time. Total net sales amounted to CHF 1'378 million (-22.9%). The decline is due to the revenue period being shorter.

## Employees

# Personnel figures

The Migros Group posted a strong result again in 2025, due in no small part to the dedication of its employees.

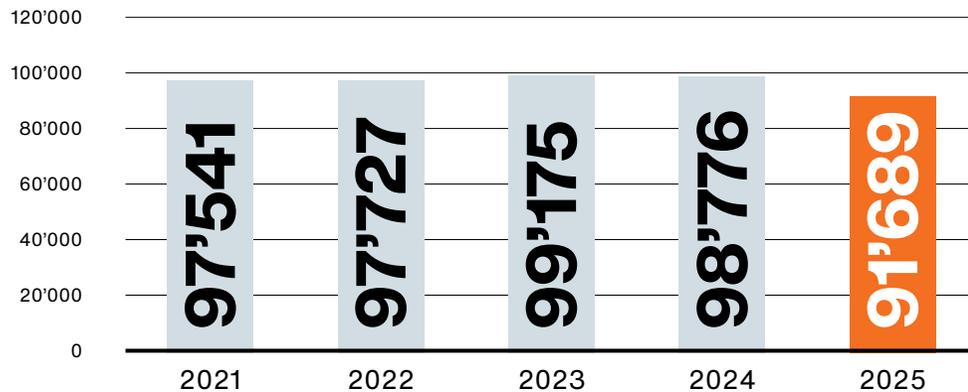
In 2025, the Migros Group employed an average of 91'689 people in around 120 companies, of which 78 were Swiss-based. Migros thereby remained the largest private employer in Switzerland. The number of employees decreased by 7% compared with the previous year.

Growth in the Non-Food Retail segment was particularly strong at +15%. The Financial Services segment recorded growth of 6% in 2025. The number of employees in Food Retail fell by 8%.

## Workforce

### Number (annual average)

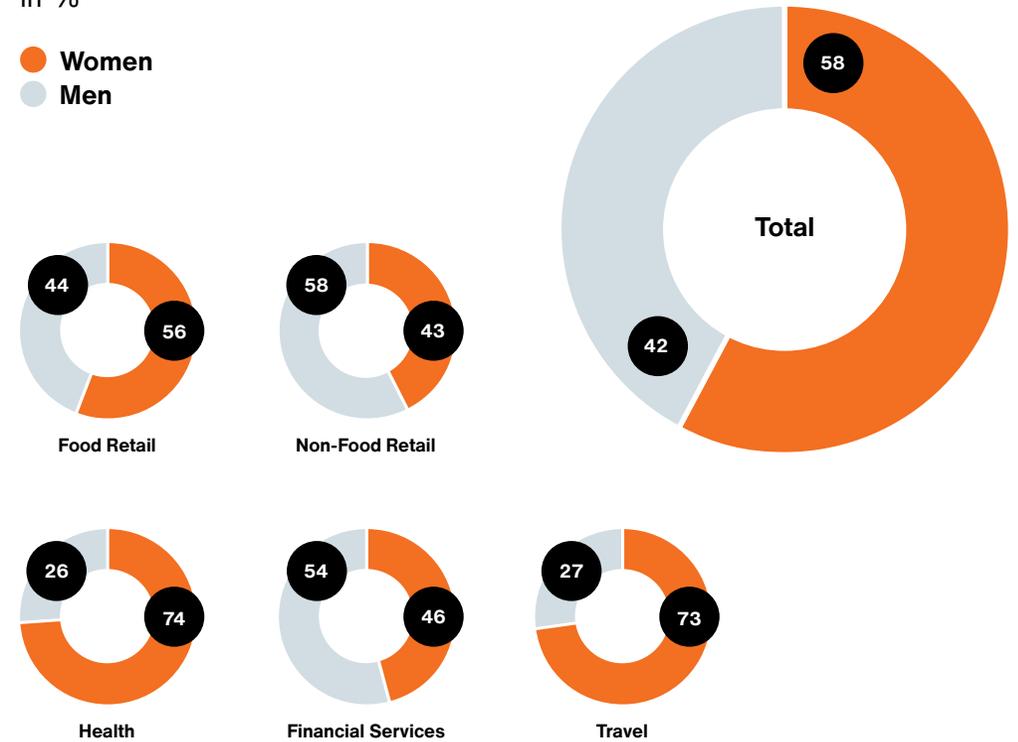
Basis: number of employees, consolidated companies in Switzerland and other countries



## Employees by gender

in %

● Women  
● Men



The proportion of employees in Switzerland rose by 1.5 percentage points to 89%. The overall proportion of women remained stable at 58%, while the proportion of women in managerial positions rose by 0.5 percentage points to 40%. Of the 81'826 employees in Switzerland, around half worked part-time and 77% were paid a monthly salary.

The average age was 40.9 years (2024: 41.1 years), with 25% aged under 30, 46% aged 31-50 and 28% aged over 50.

# 4

## Responsibility

Our responsibility

# Sustainability

**In 2025, the Migros Group adopted the strategic sustainability goals for the four strategic business areas Food, Non-Food, Health and Financial Services.**

The sustainability strategy is focused on the topics of nature (climate, biodiversity, circular economy) and people (product responsibility, marketing & consumption, human rights & working conditions).

In 2025, the Migros Group reduced its operations-related greenhouse gas emissions by 60% compared with 2019. Migros also operates more than 400 photovoltaic systems. 24 new systems were installed in the reporting year, generating 2.3 million kWh of electricity. This makes the Migros Group one of the largest private producers of solar power in Switzerland.

**218**

Number of Migros branches and Migrol locations with EV charging stations (total 895 charging points)

**> 4'200**

Number of products with the M-Check label on the packaging for more transparency on sustainability

**≈ 4'300 t**

Plastic recycled from used plastic collections sacks and mixed plastic bottles

**- 60%**

Reduction in operations-related greenhouse gas emissions of the Migros Group compared with the reference year 2019

# Migros Commitment

**Migros' commitment to a liveable Switzerland for everyone is second to none. In the reporting year, it invested in a wide range of initiatives that strengthen social cohesion and promote participation.**

With its efforts, Migros strengthens the community, enables meaningful moments and empowers people to help shape societal development. In 2025, a total of CHF 138 million was invested in the various initiatives.

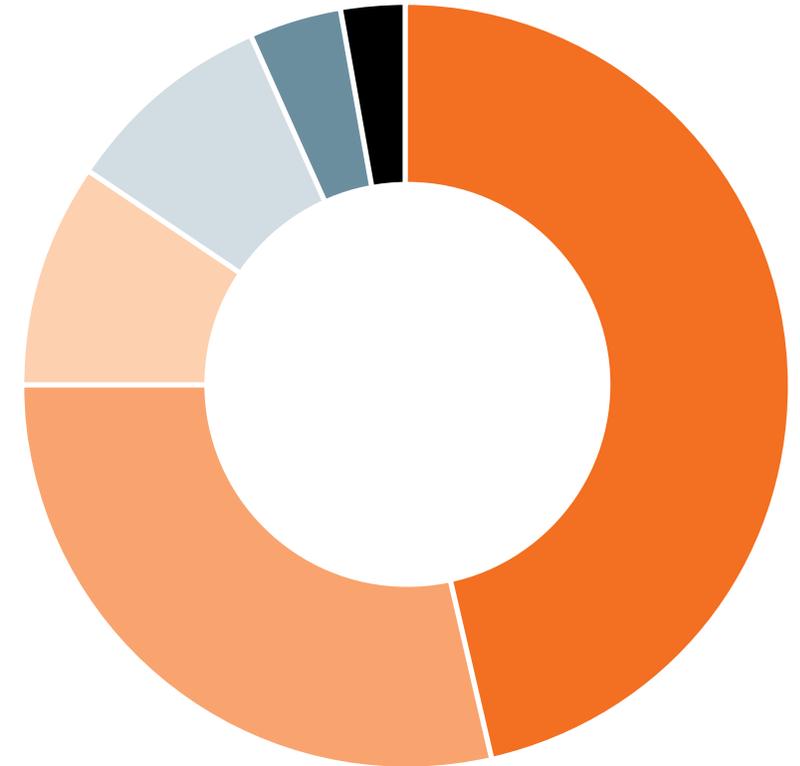
Migros Culture Percentage made a significant contribution to social commitment by providing CHF 121.7 million for projects in the areas of culture, society, education, leisure and the economy. The permanent institutions include the Migros Museum of Contemporary Art, Migros Club School, Ferrovia Monte Generoso, the four "im Grünen" Parks and the Gottlieb Duttweiler Institute.

The Migros Pioneer Fund extends its commitment to other companies of the Migros Group and promotes innovative projects that benefit society. In the reporting year, CHF 15.3 million in seed funding was provided.

➤ [engagement.migros.ch](https://engagement.migros.ch)

# Expenditure Migros Culture Percentage

Distribution by sector 2025



	%
● Education	46.4
● Culture	28.7
● Leisure	9.4
● Society	9.0
● Administration	3.9
● Economy	2.6

Further information

↗ **migros.ch**

↗ **report.migros.ch**



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