



# 2022 ANNUAL REPORT OF THE COOP GROUP

## **Publishing information**

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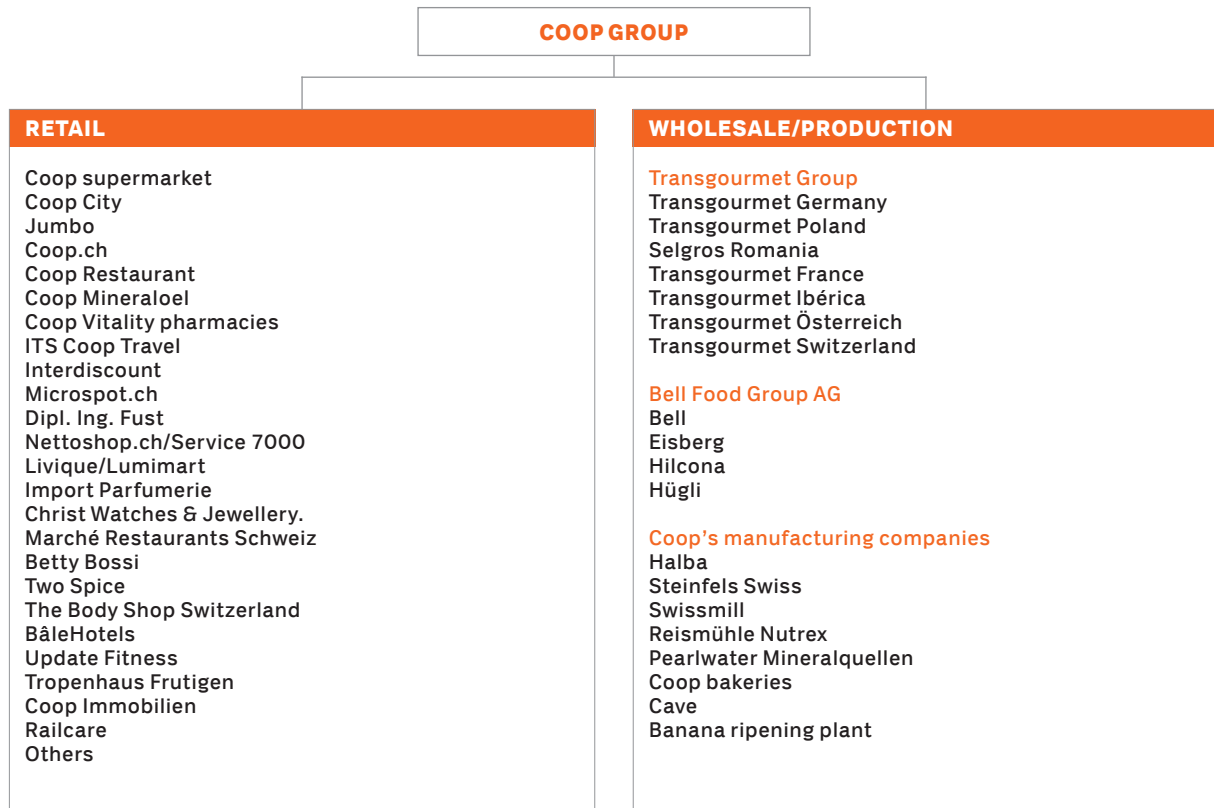
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# 2022 Annual Report of the Coop Group

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## Coop Group business areas





## Key figures at a glance

### Total sales

**34 206** CHF million

### Net sales Group

**33 104** CHF million

of which

**22 231** CHF million Switzerland  
67.2% of net sales Group

**10 873** CHF million abroad  
32.8% of net sales Group

### Net sales segments

**19 921** CHF million Retail  
55.9% of net sales segments

**15 747** CHF million Wholesale/Production  
44.1% of net sales segments

### Net sales online trading

**4 952** CHF million

### Employees at 31.12

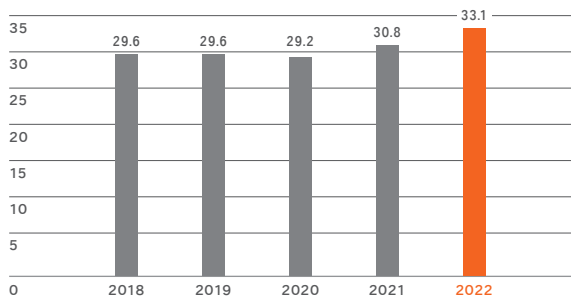
**94 790**

### Trainees at 31.12

**3 417**

### Net sales

in CHF billion



### Earnings

**2 184** CHF million EBITDA  
6.6% of net sales

**843** CHF million EBIT  
2.5% of net sales

### Profit

**562** CHF million  
1.7% of net sales

### Equity

**11 439** CHF million  
52.1% Equity ratio

### Cash flow from operating activities

**1 696** CHF million

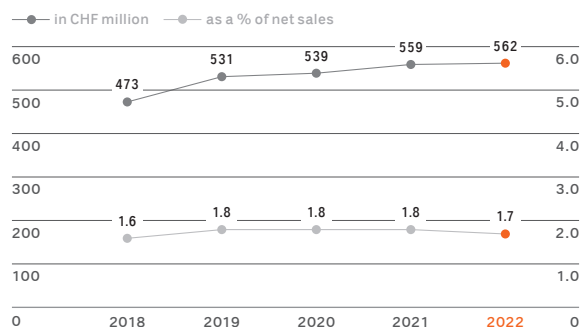
### Investments

**1 496** CHF million

### Sales outlets/markets

**2 633**

### Profit





Joos Sutter and Philipp Wyss

## Foreword

# Coop 2022: strong revenue growth and stable profits

The Coop Group can look back on a successful business year in 2022. Gross revenues rose by a total of CHF 2.3 billion to CHF 34.2 billion, the strongest growth recorded in the last ten years. This is also the outcome of the proven, focused two-pillar strategy with our successful presence in retail as well as wholesale and production. The retail and wholesale/production divisions both experienced significant growth in sales revenues. Cost increases amounting to around CHF 250 million were absorbed out of profits and were not passed on to customers. The profit of CHF 562 million was slightly higher than the previous year, and will be reinvested in the company in full. Equity accounted for 52.1% of total assets, meaning that Coop remains on a sound financial footing.

With the densest sales outlet network in Switzerland and a varied product range, net sales in retail rose by CHF 304 million to CHF 19.9 billion.

The Coop supermarkets, including Coop.ch, generated net sales of CHF 11.6 billion. This equates to an 8.8% increase compared with the pre-pandemic figures from reference year 2019, yet remains below the record levels achieved in previous years during the pandemic. It was particularly important for us that, despite cost pressure, Coop should continue to invest in lower prices, expanding its Prix Garantie range to ease the burden on customers in this difficult year.

The specialist formats generated net sales of CHF 8.4 billion, up 11.2% from the previous year. For example, Coop City, Jumbo, Import Parfumerie, Christ Watches & Jewellery, Coop Vitality and Coop restaurants reported pleasing levels of sales growth. With innovative store concepts, interesting new products and services and new digital tools, Coop is also positioning itself here as a pioneer in the market.

Online business took a major leap forwards this year. With sales of around CHF 5 billion, Coop's online business increased by CHF 1.2 billion. With over 18 000 products, online supermarket Coop.ch grew by 8.5%. In the wholesale business area, online sales grew by 55.2%.

We are also extremely satisfied with the wholesale/production group division, which generated record sales in the reporting year. Net sales rose by 14.9% overall and amounted to CHF 15.7 billion. This represents an increase of CHF 2.0 billion.

Transgourmet generated net sales of CHF 11.1 billion, an increase of 21.4%. This positive result is due to the acquisition of Transgourmet Ibérica, the Spanish wholesale market leader, as well as to the lifting of pandemic-related lockdowns in the various countries. In all national companies, Transgourmet was able to exceed the previous year's results by a clear margin, enabling the company to further consolidate its strong position in the European cash & carry and wholesale supplies market.

The Coop Group's manufacturing companies also posted sustained growth. Net sales for the manufacturing companies grew by CHF 177 million to CHF 5.2 billion. Additional investments such as in Reismühle Nutrex, Swissmill or Steinfels confirm our firm commitment to Switzerland as a production location.

We are particularly proud that Coop was able to build further on its leadership position on sustainability issues. In the reporting year, the Coop Group launched its new sustainability strategy, which comprises around 70 measurable targets in three sustainability pillars, "sustainable products", "environment and climate protection" and "staff and social commitment". With around 20 900 products, Coop carries the widest range of sustainable products. With 1360 Fairtrade products, Coop offers the widest fairtrade range in the world. As part of our commitment for the environment and climate protection, we aim to achieve net-zero emissions by 2050. For example, as part of this process Coop will reduce direct CO<sub>2</sub> emissions by more than 20% by 2026. Coop's commitment to social issues continues to be strong. For instance, Coop has expanded the "day of good deeds" and is offering 3400 apprentices each year in 33 different professions.

Overall, sales of sustainable products increased by around CHF 382 million to CHF 6.2 billion, representing growth of 6.5%.

A huge thank-you for the successful business year goes once again to the Coop Group's workforce, almost 95 000 in number, who have again achieved outstanding results with considerable commitment and dedication. They produced a sterling performance not only in the sales outlets but also in production, logistics and all other areas.

Overall, the Coop Group can look ahead confidently to the future, despite the challenging environment. The company is very well placed for the future with its successful business models in retail and wholesale/production. We look forward to instilling enthusiasm for Coop in our customers again in 2023 and to surprising them with new ideas and offerings.

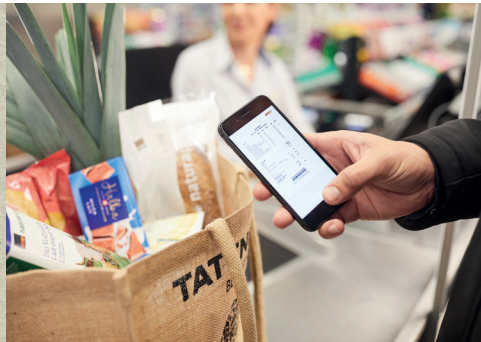


Joos Sutter  
Präsident des Verwaltungsrates



Philipp Wyss  
Vorsitzender der Geschäftsleitung

# Milestones in 2022



## January

### New sustainability strategy for 2022–2026

Coop's new sustainability strategy takes effect, building on customers' expectations and covering 26 focal areas. Coop defines 70 measurable and ambitious targets within its three sustainability pillars, such as a 90% share of products with added value from an animal welfare perspective in Retail, or net zero emissions by 2050 throughout the Group. As part of its broad-based commitment to combating food waste, Coop is aiming to double the volume of donated food by 2026. Already, 16 million plates are donated each year.

## March

### Till recipes now only printed on request

Even at staffed checkouts, Coop now only prints out till receipts on request, saving over 400 tonnes of paper each year.

### Transgourmet completely withdraws from Russia

Owing to the Ukraine conflict, Transgourmet withdraws from all its business activities in Russia. To enable local staff to continue their employment, the withdrawal takes the form of a management buyout.

### Coop supports people affected by the Ukraine conflict

Together with the Swiss Federal Department of Foreign Affairs, Coop sends everyday items worth over 500 000 Swiss francs to the Polish-Ukrainian border region, runs a "donation roll" campaign that raises 150 000 Swiss francs for the SRC's efforts and provides shopping vouchers worth 500 000 Swiss francs to people who had to flee to Switzerland from Ukraine.



## April

### Coop adds more photovoltaic units

Coop extends the area used to generate solar power to around 115 000 square metres. As a result, Coop produces around 19 million kilowatt hours of sustainable solar power per year, making a significant contribution to the target of net zero emissions by 2050.

## May

### Hundreds of thousands of good deeds on the "Day of good deeds"

On Coop's third "Day of good deeds", the people of Switzerland perform hundreds of thousands of good deeds, showing their commitment to society and the environment. Numerous volunteers and various clubs and organizations from all over the country get involved in the diverse hands-on activities.

"scoop!" – the new digital magazine is here  
Coop launches the digital magazine "scoop!" on TikTok and Instagram. The perfect supplement to the Coop Member Press and "Coopzeitung Weekend", "scoop!" is a platform for the young generation. The magazine is packed with infotainment covering various areas, such as sustainability, food, tech, lifestyle and society.





## July

### 80 years of Coop Aid for Mountain Regions

Coop Aid for Mountain Regions has been dedicated to improving the living and working conditions of the mountain population for 80 years. In the year under review, the programme supports over 150 projects with around 5.2 million Swiss francs. Coop has been selling specialities from the Swiss mountains for 15 years, under the own-label brand Pro Montagna. Coop donates a portion of the sales price of every product sold to Coop Aid for Mountain Regions.

## August

### Over 1 000 new apprentices

1 130 young people begin their apprenticeships in the Coop Group. The cooperative employees around 3 000 apprentices in all, making it one of Switzerland's biggest training companies.

### With its "1 August rolls" promotion, Coop supports four aid projects in the Swiss mountains

For the first time, proceeds from the "1 August rolls" promotion are used to support four projects at once in Swiss mountain regions. Coop's donation of 412 000 Swiss francs enables the urgently needed renovation work and new buildings at Alpage d'Onnaz, Wimmisalp, Alp Oberflüe and at a farm in Obersaxen.

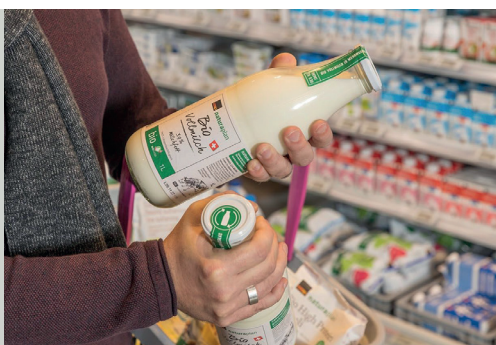
## September

### Joint Jumbo brand

The two leading Swiss DIY and gardening stores, Coop Building & Hobby and Jumbo, now operate under Jumbo as a joint brand.

### 1st place at the Swiss Fairtrade Awards

Max Havelaar awards Coop 1st place in the Retail category of the Fairtrade Awards, in recognition of Coop's 30-year track record of pioneering Fairtrade-certified products. With over 1 360 fairtrade products, Coop sells the world's largest fairtrade range.



## November

### Coop implements eco-score for all own-label products

Coop becomes the first major Swiss retailer to implement Beelongh's voluntary food label. The label provides clear, transparent information about the environmental impact of a given product and serves as useful guidance for customers. By adopting this label, Coop is being even more transparent about its own-label products.

### Naturaplan organic whole milk in a reusable glass bottle

Coop launches another whole milk in a reusable glass bottle. Coop Naturaplan organic whole milk in the sustainable packaging solution prevents waste and closes the packaging cycle, marking another step forwards in Coop's commitment to reducing disposable packaging.

## December

### New vinegar factory for Reismühle Nutrex

After 17 months under construction, the newly-built vinegar factory in Brunnen commences production. Around 10 000 000 litres of vinegar will be produced here each year.

### Roll-out of myCoop employee app

Coop rolls out an app for employees, called myCoop, so that employees in Sales, Logistics and Production also have access to important information and useful functions.

# Strategy and operating environment

With innovative ranges, a focus on sustainability, the expansion of modern store concepts and new formats, Coop is making a statement which strengthens its position on the Swiss retail market. Coop is driving forward digitalization in all areas, automating processes, and adapting its supply chain to new demands. In wholesale, Coop is working with Transgourmet to broaden its expertise and is expanding in its existing markets as well as new ones. Coop is committed to sustainability and verticalization in the production of strategically important goods and benefits from an efficient organization.

## Profile

### Active in retail as well as wholesale and production

The Coop Group operates in the retail as well as wholesale and production sectors. In the retail sector, Coop operates supermarkets and various specialist formats in Switzerland. The Coop Group is the market leader in many of these formats. In wholesale, the Coop Group operates in Germany, Poland, Romania, Spain, France, Austria and Switzerland through Transgourmet. The Transgourmet Group is Europe's second-largest cash & carry and food service company. In the production sector, the internationally active Bell Food Group is the biggest company in the Coop Group. In addition to the Bell Food Group, the Coop Group also operates other manufacturing companies in Switzerland.

### The Coop Group is a cooperative

The Coop Group has a history that goes back over 150 years and has always been structured along cooperative lines. At the organizational level, it is divided into six regions and has some 2.5 million cooperative members. For the Coop Group, the focus is on the customers – the members of the cooperative. The company gears all its efforts to their needs. As a cooperative, the Coop Group does not strive to maximize profits; because of this, it plans and invests sustainably for the long term.

## Strategies and objectives

### Aligned to the Corporate Profile

A shared vision, a shared corporate profile and company-specific mission statements shape the Coop Group's day-to-day work and corporate culture. Over 94 790 employees share the same Group vision: "Together to the top". The corporate profile is also the same for all sales formats and companies in the Coop Group. It expresses how we perceive our work: close, diverse, distinctive, innovative and partnership-oriented. The mission statements are set out for each company and each format individually and reflect its positioning in the sector and strategic focus. With their respective mission statements, the companies and formats make their contribution to the Group-wide vision and corporate profile.

### Growth and internationalization

In terms of growth and internationalization, the Coop Group pursues two strategic thrusts. In retail, efforts are focused on optimizing sales outlets in ways that specifically benefit their customers, by adjusting ranges and embracing new trends. As more new sales outlets continue to be added to the network, the Group is also growing by launching new formats and expanding existing ones. Moreover, the Coop companies engage with digitalization to introduce new online shops and services, further expand the omnichannel offering and make processes more efficient. In this way, the Coop Group is strengthening its position on the domestic market. In wholesale, it is opening up new markets in Europe, thereby expanding the market position of the Transgourmet units. This can be secured through both organic growth and acquisitions.

### Verticalization

For goods of particular strategic importance, Coop is committed to verticalization, i.e. integrating manufacturing companies into its business activities. Whether meat from the Bell Food Group, water from Pearlwater, cereals from Swissmill or chocolate from Halba, integrating the manufacturing companies enables Coop to respond swiftly to new trends and customers' needs and exploit the synergies between the Retail and Wholesale/Production business areas. The business areas generally work closely together and exploit synergies in purchasing and logistics. Furthermore, the manufacturing companies produce products for retail and wholesale. The objective is to exhaust the available synergy potential, set the range apart with distinctive products, and attain even greater efficiency, which will translate into lower consumer prices.

### Digitalization

Coop is pursuing two main strategic thrusts where digitalization is concerned. The primary purpose of digitalization must be to even better meet customers' individual needs and simplify the shopping process. At the same time, it should make behind-the-scenes processes even more efficient and economical. Coop has devised a digitalization concept specifically for this purpose, which is systematically geared towards customer service and is broken down into seven pillars. Topics such as "In-store Sales", "E-Business and CRM", "Category Management and Purchasing", "Logistics and Production", "E-back office" and "IT Infrastructure" are the priorities. One cornerstone is the omnichannel approach, combining online and in-store trading. The Coop companies are among the leading Swiss companies in online trading. As well as the online shop Coop.ch with its supermarket range, all non-food specialist formats also have dedicated online shops. Online shopping centre Microspot.ch offers the very best in home and consumer electronics, along with many other items outside the world of electronics which provide real added value for everyday life, leisure time or the home. Goods ordered online can either be delivered to the customer's home or collected in person at the POS of the specialist format in question or at one of more than 525 pick-up stations (click & collect). In total, the Coop Group operates 46 online shops, 25 of those in retail and 19 in the Wholesale/Production business area. Digitalization provides lots of opportunities to open up new markets. Coop is also driving the development of innovations, both as a main partner of Digital Switzerland and with Kickstart Accelerator – the digital innovation hub for start-ups.

From 1 January 2023, the Coop Group will be stepping up its focus on the challenges of digitalization. Organizationally, Coop is combining the areas of IT, Marketing, and Digital Services at Executive Committee level, in the newly-established "Digital & Customer" Business Unit. This will enable Coop to address the needs of customers, business partners and employees even more specifically, efficiently and effectively. Organizationally, it is also an acknowledgement that IT is nudging ever-closer to the direct interface with the customer (with things such as self-checkout and apps) and with employees (the mobile devices used by store staff and so on), while technology and data are playing an ever-more pivotal role in marketing.

### **Purchasing**

The aim of Coop's purchasing is to secure access to raw material sources and safeguard the high quality of those sources. In Switzerland, Coop is committed to long-term partnerships with Swiss agriculture. Purchasing regional and local products, as well as organic products, is an important aspect of this. Sustainability is a key element of purchasing, both at home and abroad. Working with producers in emerging and developing countries in particular, Coop is implementing a multitude of projects which involve high social responsibility and environmental standards. The projects also stabilize income and production in those countries. The Coop Group handles the purchasing of food and non-food products in Asia via its subsidiary Eurogroup Far East Ltd., The branches in Hong Kong, Shanghai, Delhi and Ho Chi Minh City enable the Coop Group to safeguard and enforce all the quality specifications on the local market, and to support business partners in the Far East in implementing environmental and social standards. Coop subsidiary Alifresca is responsible for purchasing fruit and vegetables in Spain and Italy. As well as assuring customers of high quality, Alifresca also supplies and safeguards the volumes and quality standards required by the respective markets. Alifresca's Food division has expanded the purchase and delivery of cheese from Italy and integrated more product lines, such as panettone. Both nationally and internationally, Coop is committed to long-term partnerships with its suppliers, with whom Coop is optimizing the supply chain and exploiting synergies.

### **Quality management**

For 117 years, Coop has been operating laboratories in order to satisfy stringent product quality requirements. Taking a risk-oriented approach, the laboratories test products at every stage of the product chain for compliance with the statutory quality and safety requirements, as well as industry standards and the relevant norms. Business partners of Coop and Coop's employees also play a crucial role in quality assurance. Coop selects reliable business partners who satisfy the quality requirements and whose manufacturing processes are certified to international standards. A concept has been devised for own-label brands and officially recognized labels to help safeguard Coop's values with regard to quality and sustainability in the supply chain. As well as its own inspection activities carried out by quality assurance experts, Coop also works with independent inspection agencies.

### **Goal-setting process**

To ensure that long-term strategies give rise to effective measures each year, the Coop Group has, since 2001, had a uniform, top-down goal-setting process in place. Every year, it defines key objectives that apply to the Group as a whole. Based on these goals, concrete measures are developed right down to the operational levels. With a view to the continuous further development of its sustainability commitment, the Coop Group has set multi-year targets for all divisions covering the three pillars of its sustainability concept.



## Economic and political environment

### Falling sales in Swiss retail – the influence of the pandemic and Ukraine conflict

2022 was characterized by the return to normal following the Covid pandemic and inflation resulting from the Ukraine conflict. Retail food sales, which rose sharply during the coronavirus period, declined last year despite price increases. Consumer behaviour changed. Consumer spending shifted towards individual non-food goods, fuels and services. The higher energy prices resulting from the war in Ukraine left their mark in the product range of both food and non-food retail and in particular on fuel. Retail sales including fuel increased, thanks primarily to inflation. In real terms, i.e. excluding price increases, they rose slightly.

### Factory Farming Initiative

As part of the IG DHS Swiss retailers' organization, Coop has spoken out against the Factory Farming Initiative. During the parliamentary debate, Coop campaigned for a workable counterproposal and is saddened that no such proposal came about. At the end of September, however, the public firmly rejected the initiative. Regardless of this result, Coop will continue campaigning for greater animal welfare and keep expanding its successful animal welfare programmes, both in retail and wholesale, and at home and abroad. For example, Coop is the only retailer in Switzerland to stock meat from pasture-grazed and mostly grass-fed animals raised under suckler cow husbandry. To enable it do this, Coop has been partnering with Mutterkuh Schweiz (Suckler Cow Switzerland) for over 40 years.

### Formulating a future-proof agricultural policy

In some respects, putting agricultural policy on hold in 2022 has created a political vacuum which, in Coop's view, must be overcome using the instruments currently available to us. Coop campaigns for a sustainable, market-driven agricultural policy and is firmly committed to having Swiss products in its range. Political agricultural and nutritional strategies for the period to 2030 must look to increase the resilience of Swiss agriculture. This calls for instruments to promote innovative approaches and more individual responsibility for companies and sectors, as well as conditions conducive to market-driven production.

### Enabling the circular economy

The revised Swiss Environmental Protection Act continues the process of enshrining in law Switzerland's circular economy. Coop and the IG DHS consider it appropriate to draw together the numerous present-day requirements. In Coop's view, the proposals made in 2022 provide an expedient political framework for even more effectively closing material cycles. Coop believes it is imperative to take account of current private-sector initiatives when finalizing that framework, which means relaxing the municipalities' monopoly on municipal waste, preventing copycatting and having liberal requirements for industry agreements. Irrespective of the political parameters, Coop is pursuing ambitious targets for closing material cycles and reducing packaging materials. That said, the parameters are key to making significant headway with recycling and all relevant players can, and must play their part.

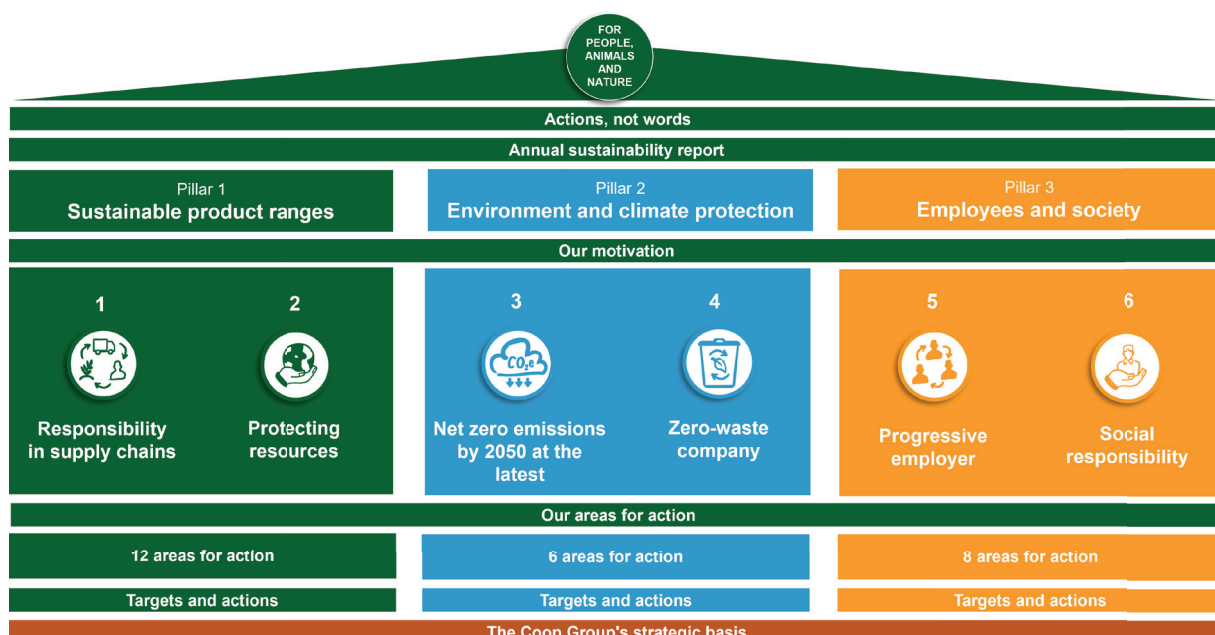
# Strong inner drive for sustainability

Sustainability is part of Coop’s corporate DNA and imbues all its relevant strategies. The focus is on sustainable products, environmental and climate protection as well as commitment to employees and society. Coop’s approach to sustainability management is key to a sustainably successful future.

## Strong awareness of sustainability

After more than 30 years of strong commitment to sustainability, it has become part of Coop’s corporate DNA. The Coop Group has enshrined this topic in its Articles of Association, its Corporate Profile and its mission statements and integrated it into all relevant strategies and processes. To give one example, sustainability targets are systematically incorporated in the comprehensive target-setting process, the training of employees and in operating processes and procedures.

Through its comprehensive approach to sustainability, the Coop Group seeks to set itself apart by delivering added value in the various markets, securing access to resources and creating a shared value throughout the Coop Group. By doing this, Coop also ensures that the growing demands made by society and politicians are implemented efficiently and credibly throughout its business activities, thus making a contribution to the wider public interest. The topics are selected with the focus squarely on the expectations of our customers, our business partners and other stakeholders, in particular NGOs and authorities.



## **The strategic basis**

Coop is a cooperative and promotes the economic and social interests of its members and its consumers. Economic, environmental and ethical principles secure the cooperative's competitiveness and continued existence. Sustainability is also pivotal to our Vision 2025+, in which Coop sets itself apart from its competitors through sustainable products and its commitment to sustainability projects. Coop takes a holistic approach to managing sustainability and all targets are incorporated in the relevant corporate strategies. In 2022, Coop launched its new sustainability strategy, which builds on the expectations of customers and other stakeholders and covers 26 focal areas. Around 70 measurable targets have been defined for the whole group, pertaining to the three sustainability pillars Sustainable product ranges, Environment and climate protection and Employees and society. The new strategy is aligned with international standards and, among other things, embraces the concept of planet earth and its limits. By taking this approach, Coop is helping preserve our planet's natural resources for the long term.

### **Pillar 1: Sustainable product ranges**

Coop is committed to observing ambitious minimum requirements along the whole value chain, in all product ranges. In addition, Coop is involved in pioneering sourcing projects and long-term partnerships to promote organic farming, fair trade, animal welfare and biodiversity. The own-label sustainability brands and quality seals play an important role here, being the medium through which Coop sets itself apart with the most stringent standards in Swiss retail. Coop promotes sustainable consumption, with conscious range selection, targeted customer information and a variety of advertising activities. Since 2012, this strong commitment has yielded an increase of 82% in turnover from organic products and of 244% in total sales of sustainable products.

### **Pillar 2: Environment and climate protection**

Coop is committed to scientifically based climate targets and has confirmed this commitment to effective climate protection by signing the "Science Based Target Initiative". In keeping with this, Coop regularly calculates its CO<sub>2</sub>e-emissions and sets ambitious and effective targets in all of its business areas. Between 2008 and 2021, CO<sub>2</sub>e-emissions in the core business were lowered by 38%. By 2026 Coop will have reduced CO<sub>2</sub>e-emissions in areas it can directly influence by a further 21%, and will have begun reducing emissions in its supply chains and in upstream processes. Using resources efficiently is also a priority: Coop is aiming to be a zero waste company and to close its energy and material cycles wherever possible, as well as consistently reducing its own water consumption.

### **Pillar 3: Employees and social commitment**

As a cooperative, Coop has a special commitment to society and its employees as well as to its members. More than 38 000 employees throughout the country benefit from the best collective employment agreement in the Swiss retail sector, a wide range of training and development opportunities and good career prospects. Coop is also the second-largest provider of apprenticeships in Switzerland. Coop works with a variety of different partners to directly support the well-being of the community, and encourages its employees and the rest of the population to do good deeds.

### **Coop Sustainability Fund: CHF 80 million by 2026**

Coop finances projects from all three pillars through the Coop Sustainability Fund. Customers experience the result of these projects, not just in Coop's range but when doing their daily shopping. Promotions and events for employees and the public are a direct expression of the Coop Sustainability Fund's innovative solutions to key social and environmental issues. Through pioneering work in the area of sustainability, Coop raises public awareness of sustainable consumption. The Fund currently has access to funds of at least CHF 16.85 million a year to implement such projects. In the last 10 years, total funding of over CHF 100 million has been provided to projects. For information about projects run by the Coop Sustainability Fund, visit: [www.actions-not-words.ch/fund](http://www.actions-not-words.ch/fund).

## **Sustainability progress report**

A Sustainability Progress Report is published annually at [sustainable.coop.ch](https://sustainable.coop.ch). Sharing specific information, the report provides a detailed insight into Coop's commitment and the percentage of attainment of its multi-year sustainability targets. The report fulfils international reporting standards and is externally revised.

## **Overarching topics in the area of sustainability**

The companies of the Coop Group continued their impressive track record on sustainability in the year under review. Selected projects from the six overarching drives of the three sustainability pillars are outlined below. News on sustainable projects from the individual business areas is assigned to the respective chapters.

## **Responsibility in supply chains**

### **1st place at the Swiss Fairtrade Awards**

In September, Fairtrade Max Havelaar presented the first-ever Fairtrade Awards in Switzerland and Coop was awarded 1st place in the Retail category. Coop has been a partner of Fairtrade Max Havelaar and a pioneer in the sale of Fairtrade-certified products for 30 years. With over 1 360 Fairtrade products, Coop offers the world's largest Fairtrade range and is described by Fairtrade's director as an international role model. Furthermore, Coop has switched many of its own-label product segments, such as chocolate bars, entirely to Fairtrade and is the first Swiss retailer to have introduced the Fairtrade label for individual ingredients. Coop will continue expanding its Fairtrade range in future.

### **Coop adopts strategy for living wages in its supply chains**

Coop regularly analyses its supply chains for sustainability risks, including in terms of social welfare. Farmers or factory workers are not paid a high enough living wage in every country. Coop is aware of this issue and, together with Max Havelaar, has done much to pioneer fair working conditions in these countries over the last 30 years. Now, with its partners and its new strategy for living wages, Coop is going one step further and closing more income gaps for the workers affected. By pioneering this move in the industry, Coop hopes to persuade other retailers to follow suit.

### **Value-based Supply Chain Management**

Coop pursues the overarching objective of being the leading supermarket for sustainability and quality while also demanding complete transparency along critical supply chains. Satisfying the rising demands and growing documentation requirements placed on Coop and its supply chain partners calls for a central, integrated system. In establishing the new "Value-based Supply Chain Management (VSCM)" organizational unit and setting up a technical business platform, Coop has created the means for efficiently collecting, then validating, assessing and centrally analysing and providing data and information to safeguard and communicate quality and sustainability efforts.

## **Long-term protection of natural resources**

### **Coop does not use conventional palm oil in any of its dough and fresh baked goods range**

Coop is achieving further milestones in the implementation of its palm oil vision. For example, Coop has successfully delivered a pioneering project for the sourcing of sustainable organic palm oil within a transparent supply chain. This enables Coop to immediately drop conventional palm oil from all its doughs and fresh baked goods in its own-label range, furthering the goal of replacing conventional palm oil in all of its own-label foods.

## Net zero emissions by 2050 at the latest

### Expansion of photovoltaic units

Coop produces solar power with photovoltaic units on over 60 supermarket, shopping centre, manufacturing company and distribution centre roofs. So far, a surface area of almost 120 000 square metres has been fitted with photovoltaic units, producing around 19 million kilowatt hours of sustainable solar power per year. This equates to the annual power consumption of around 5 800 Swiss households. In light of the anticipated energy shortages, Coop has revised the guidelines on the construction of these units. Now, the whole surface of the roof must be used, even if a smaller surface area would suffice in order for the building to cover its own energy needs. Furthermore, each time a building is refurbished, Coop investigates the use of façade systems, thereby helping to safeguard Switzerland's security of energy supply.

### Transgourmet Germany's deliveries are climate-neutral

Since 1 October, all of Transgourmet's deliveries to its customers have been climate-neutral. The company is playing a pioneering role in the sector in this area and is Germany's first food wholesaler to implement climate-neutral transport. By 2026, Transgourmet Germany will have switched a third of its truck fleet to biogas trucks, which generate 90% less CO<sub>2</sub> than diesel trucks. Every remaining, unavoidable gram of CO<sub>2</sub>e emitted by the truck fleet is offset through climate protection projects.

### Even greater reliance on rail in Logistics

Thanks to the constant involvement of Coop's own rail company Railcare, even greater use is now made of sustainable transport by rail: compared with 2010, the volume that Coop transports by rail has increased around threefold, saving approximately 13 million road kilometres per year.

## Vision of a zero-waste business

### Still committed to combating food waste

Coop further stepped up its commitment to combating food waste in 2022. All Coop restaurants have partnered with Too Good To Go to offer cut-price surprise menus before close of business. Additionally, the volume donated to partner organizations Tischlein deck dich (Table Be Set) and Schweizer Tafel (Swiss Table) has been further increased, enabling around 20 million plates to be filled each year for people in poverty. A number of projects have also been launched to optimize the ordering process and recycling. As part of the IG DHS Swiss retailers' organization, Coop has joined the Initiative United Against Waste and, together with other industry representatives, makes an important contribution to combating food waste.

## Progressive employer

### Coop promotes inclusion

Under the "Job Integration" project, Coop currently employs around 150 people with disabilities. The project enables these people to perform regular jobs in a Coop sales outlet. External specialists support them with various routine tasks. Coop cooperates with 15 foundations across Switzerland and is keen to integrate more people with disabilities into the world of work over the next few years.

## Social responsibility

### Day of good deeds 2022

On the Day of good deeds 2022, hundreds of thousands of people across Switzerland undertook good deeds. Around 2 000 Coop stores once again took part. Through this initiative, run jointly with the national partners Pro Infirmis, WWF, the Swiss Guide and Scout Movement, SRC, Tischlein deck dich and Schweizer Tafel, Coop is highlighting the important topic of collective and mutual solidarity. The Day of good deeds takes place in May each year.

### **Transgourmet France supports the sustainable nutrition of the future**

Transgourmet France is committed to doing even more to promote more sustainable and responsible nutrition, so has joined forces with the Hectar Campus. Hectar is the world's biggest agricultural campus, with a pilot farm for regenerative agriculture. Transgourmet shares these common values and insights and its first concrete action in support of this project is the creation of "tg Origine", a new yoghurt range. As a bridge between the producers, the farm and consumers, Transgourmet France assures its customers of the most environmentally compatible production as well as an optimized logistics and trade chain. More projects are planned in future.

# Retail Business Area

# 2

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# Retail Business Area

Coop is once again investing in affordable prices, is committed to artisanal methods in its supermarkets and stocks the largest vegan and vegetarian range. The specialist formats boast impressive new store layouts while Jumbo, as the undisputed leader on the Swiss DIY and gardening market, combines the best of both worlds.

In 2022, the Coop Group generated net retail sales of CHF 19.9 billion, and its extensive network of supermarket sales outlets, their proximity to customers and their diverse and innovative product range proved a tremendous asset.

## Sales formats and range

In the Retail business area, the Coop Group operates supermarkets as well as numerous specialist formats for every customer need. At the end of 2022, it had 2 425 sales outlets throughout Switzerland, which is 29 more than the previous year. Coop also boasts a wide range of online shops and systematically combines online and offline trade (omnichannel). Almost all of Coop's specialist formats now have their own online shops in addition to their brick-and-mortar stores.

Coop attaches particular strategic importance to its sustainable ranges. In 2022, Coop's retail sales from sustainable products totalled almost CHF 4.9 billion (for details see [sustainable.coop.ch](https://sustainable.coop.ch)). Sales of organic products alone came to almost CHF 1.7 billion.

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**19.9** CHF billion

net sales in retail

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**4.2** CHF billion

sales from sustainable products in retail

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**1.7** CHF billion

sales of organic products

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## Supermarkets and food formats

The Coop supermarkets generated net sales of over CHF 11.6 billion in 2022. With 960 stores, Coop has the densest network of sales outlets in Switzerland. In the 2022 financial year, 11 new sales outlets were opened and 6 closed. Coop implemented the new store concept 2025+ in a total of 42 supermarkets in 2022, bringing the total number of new-style supermarkets to 247.

### Highlights from the food formats

The table below lists highlights from the year under review.



The Coop supermarkets have the densest network of sales outlets in Switzerland.

#### Highlights 2022

- Another 42 branches remodelled according to the new store concept, by the end of 2022 247 branches had been remodelled
- 11 new sales outlets opened
- First megastore according to 2025+ concept in Tenero, Ticino
- Prix Garantie range expanded to 1 270 products with the same price and same quality as a discounter
- Range of vegetarian/vegan products increased to 2 000 items, biggest range in the Swiss retail market
- World's largest Fairtrade range with 1 360 products
- Over 20 900 sustainable products in the range
- Swiss vertically farmed herbs added to the range
- Supporting Swiss mountain regions with own-label brand Pro Montagna for 15 years
- In-store artisanal range further expanded, with in-store bakeries, cheese humidors, deli and fresh food islands and fish and meat counters
- CHF 50 million invested in price cuts
- Till receipts no longer automatically printed at any checkouts
- Commitment to fight food waste broadened, with donations of over 20 million meals to organizations such as "Tischlein deck dich" and "Schweizer Tafel"
- Cooperation with more than 50 Swiss institutions and foundations for people with disabilities

### Coop.ch

The omnichannel platform with the biggest selection and personal home deliveries.

#### Highlights 2022

- Growth rates of 8.5% compared with 2021
- New customers acquired during pandemic retained and customer growth continued
- Largest online food range with over 18 000 products, wine range expanded by 500 to more than 2 700 wines
- Eco-Score introduced, with information about a product's environmental impact in cooperation with Beelong
- Launch of "My Coop", individually tailored offers, to enable customers to quickly complete a full shop
- Two new logistics hubs became operational in Winterthur and Conthey, for even greater customer proximity and faster delivery

Points of sale  960 <sup>+5</sup>

New products  3 332

Online shop  [www.coop.ch](http://www.coop.ch)



The number one in the Swiss convenience market.

#### Highlights 2022

- Meat, dairy, bread and water ranges expanded
- Ultra-fresh Ready to eat and Ready to cook ranges expanded to include Freshly Made products
- Hot dogs added to freshness concept at 181 locations, and sandwiches made fresh daily at 320 locations
- New, high-performance Franke coffee machines installed for Coffee to go across the whole shop network
- All Coop Pronto shops redesigned, with wood effect
- Collaboration between Coop Pronto and EcoDrive, sharing tips on reducing Co2e2e emissions
- CO<sub>2</sub>e offsetting enabled by collaboration with Myclimate
- CO<sub>2</sub>e offsetting of Coop's own vehicle fleet

Points of sale  320

More information: [www.coop-pronto.ch](http://www.coop-pronto.ch)



Coop's authentic Italian delicatessen and store format.

#### Highlights 2022

- Launch of "Too Good To Go" at all Sapori sales outlets to reduce food waste
- Innovative new products, such as Sapori d'Italia Manitoba flour

Products  311

More information: [www.saporiditalia.ch](http://www.saporiditalia.ch)



Coop to go offers exclusive take-away products not available in any other Coop format.

#### Highlights 2022

- Launch of "Too Good To Go" at all Coop to go sales outlets to reduce food waste

Points of sale  20

More information: [www.cooptogo.ch](http://www.cooptogo.ch)



The trendy branding format for vegetarian and vegan products in the Karma product line.

#### Highlights 2022

- Greenbox: New range of salads, freshly made on the premises in reusable packaging with a CHF 5 deposit
- Innovative new products, such as Karma Max Havelaar Creamy Hazelnut Balls

Products  323

More information: [www.karmastore.ch](http://www.karmastore.ch)



The platform and format for artisanal food, regional products and sustainability, with leading recipe app.

#### Highlights 2022

- Launch of a pasta station with freshly-made pasta to eat at once, prepared in a wok with the sauce of your choice
- New Swipe&Cook feature for discovering recipes in a fun way

Page views  65 million

More information: [www.fooby.ch/bel-air](http://www.fooby.ch/bel-air)

## coop restaurant

Culinary treats every day, at fair prices.

### Highlights 2022

- Marked increase in market shares and sales
- Nationwide launch of lactose-free and vegan milk alternatives in all Coop restaurants
- Huge increase in share of organic bud label to 15.2%
- 1 new restaurants and 6 re-opened restaurants
- Launch of social media content (TikTok, Instagram, Facebook)

### Restaurants

 **183**

More information: [www.coop-restaurant.ch](http://www.coop-restaurant.ch)

## twospice



Innovative and contemporary fast casual catering.

### Highlights 2022

- After the impact of Covid, sales of each brand are once again trending upwards
- Coop's stake increased to over 50%
- Yooji's range of vegan products increased by 7% to 20% since 2018
- Pleasing sales growth at Yalda
- More plant-based protein sources added to the Rice Up! brand
- Zenbu brand develops well (sushi line at Coop)

### Restaurants

 **28**

More information: [www.twospice.ch](http://www.twospice.ch)

## Marché

Schweiz Suisse Svizzera



The refreshing host at busy locations, number one in motorway catering.

### Highlights 2022

- Strong recovery in sales after the Covid pandemic
- Successful refurbishment at Zurich Airport
- Burger King at St. Jakob Park in Basel, the ninth store to have successfully opened
- Acquisition of the three Swiss Popeyes companies and opening of the first own Popeyes branch at the Letzipark shopping mall
- Nationwide launch of Too Good To Go app to reduce food Waste
- Nationwide integration of the Coop Supercard

### Restaurants

 **45** <sup>+6</sup>

More information: [www.marche.ch](http://www.marche.ch)

## Betty Bossi

Switzerland's number one for cooking and indulgence.

### Highlights 2022

- Relaunch of the Betty Bossi recipe app with over 100 000 users per month
- "20 years of Betty Bossi products on Coop's shelves": anniversary of the highly successful collaboration between Betty Bossi and Coop
- Launch of first Betty Bossi vegan recipe book
- Major new digital feature in Betty Bossi recipe database – automated display of nutritional values, allergens, types of diet and seasonal dishes

### Reach of the newspaper

 **1.56** millions

More information: [www.bettybossi.ch](http://www.bettybossi.ch)

## Non-Food specialist formats

The Coop Non-Food specialist formats generated net sales of over CHF 8.4 billion in 2022. The 18 different formats (counting Coop Mineraloel and Heizöl as one format) comprise 1 465 sales outlets and operations and 20 online shops. New shop designs were implemented at 57 sales outlets. The specialist formats are dedicated to omnichannel strategies and are investing in new, attractive shop designs and modern online shops. They have also been integrated into the new Supercard app, and access to their online shops has been simplified.

### Highlights from the Non-Food formats

The table below lists highlights from the year under review.



The best home electronics shopping experience in Switzerland.

#### Highlights 2022

- Pilot branch opened in Zurich with new shop design
- Improvements to availability and service level at Customer Care Center
- Apple brand zones integrated into another 20 stores
- Beurer health product displays set up in 170 stores
- Logitech brand zones integrated into 150 stores
- Mobile advice at sales outlets: more functionalities added to tablet (such as repair process)

Points of sale



170

Online shop



[www.interdiscount.ch](http://www.interdiscount.ch)



microspot.ch

The best online shopping experience.

#### Highlights 2022

- Market position and recognition further increased
- Integration into Coop's Supercard scheme
- Launch of microspot.ch app
- Help Center made available for easier handling of customer enquiries
- 100 000 items added to the range
- Range of e-bikes expanded with over 200 products (including premium brands such as "Flyer" and "Stromer")
- Expansion of accessories range for mobility, with brands such as "Thule", "POC" and "Abus"
- Expansion of home & living range with the brands "House Nordic", "Brilliant", "Steinhauer" and "Inter Link"
- Grilling and cooking range expanded

Pick-up points



525

Online shop



[www.microspot.ch](http://www.microspot.ch)



Switzerland's leading building supplies store

#### Highlights 2022

- Once-separate Building & Hobby and Jumbo formats successfully amalgamated under a single brand
- All former Building & Hobby sales outlets renamed
- Corporate services at Dietlikon site merged
- Combined online shop launched and optimized for mobile devices
- Further harmonization of ranges
- New Chur Wiesental sales outlet opened
- Roll-out of Coop IT systems to the acquired Jumbo sales outlets
- All Jumbo employees integrated into the Coop Cooperative and the Coop collective employment contract adopted

Points of sale

 114 <sup>+1</sup>

Online shop

 [www.jumbo.ch](http://www.jumbo.ch)



The second-largest department store chain in Switzerland.

#### Highlights 2022

- "Bellacasa" shop design implemented at Coop City Lausanne St. Francois, and Neuchâtel remodelled
- New shop design with in-store bakery and deli counter in Zug and remodelling of Food at Geneva Plainpalais
- Market position further expanded
- "Bellacasa" shop redesigned to offer a more attractive customer experience
- Online offering further expanded

Points of sale

 31

Online shop

 [www.coop-city.ch](http://www.coop-city.ch)



The first choice for Lighting.


#### Highlights 2022

- New Lumimart Villmergen store
- Modernization of Lumimart Romanel
- "HAY", "Secto Design" and "Anglepoise" brands added to the range

Points of sale

 19 <sup>+1</sup>

Online shop

 [www.lumimart.ch](http://www.lumimart.ch)

## LIVIQUE

The provider of customized furnishing solutions.


#### Highlights 2022

- First Livique boutique concept opened in the Centre Signy near Nyon
- Livique Biel and Livique Lyssach remodelled and modernized
- Design tool for furniture introduced at livique.ch
- Further expansion of the "Swiss Collection" umbrella brand, under which Swiss-made ranges by 10 Swiss manufacturers are sold
- "Willisau Design Collection" and "Novamobili" brands added to the range

Points of sale

 26

Online shop

 [www.livique.ch](http://www.livique.ch)



Everything that is good for your health, from prescription medicines to beauty products.

#### Highlights 2022

- Roll-out of new shop design at three locations: Basel Europe, Zurich Bahnhofstrasse, Delémont
- Pharmacy network expanded with two new stores in Huttwil and Bern Freudenberg
- Strong growth in “Primary Care” (initial medical advice) and dispensing of prescription medicines (without prescription from doctor)
- Increase in sales of generics and own-label brands

Points of sale

 86

Online shop

 [www.coopvitality.ch](http://www.coopvitality.ch)

## IMPORT PARFUMERIE

The leading Swiss prestige perfume store.

#### Highlights 2022

- New shop design implemented in 19 more stores
- New prestige and luxury brands introduced, including Tom Ford, Sisley Paris, Origins and Gisada
- Online engraving service introduced at [impo.ch](http://impo.ch) for over 600 products
- Live shopping introduced as another advice and sales channel
- “The Member Club” membership increased to 300 000

Points of sale

 108

Online shop

 [www.impo.ch](http://www.impo.ch)



## THE BODY SHOP

The natural and sustainable cosmetics company.


#### Highlights 2022

- New shop design at Basel Freie Strasse and Geneva Balexert with refill station
- Relaunch of the entire range with new Edelweiss, Choice and Wellness lines; by 2023 100% of the range vegan-certified and with environmentally friendly packaging
- Successful fundraising campaign for children’s aid foundation Stiftung Kinderhilfe Sternschnuppe

Points of sale

 41

Online shop

 [www.thebodyshop.ch](http://www.thebodyshop.ch)

## CHRIST

Watches & Jewelry

The prime destination for watches and jewellery.

#### Highlights 2022

- Kriens, Oftringen and Sierre stores refurbished
- Pleasing growth in all CHRIST categories: watches, jewellery and services. Successful development of CHRIST own-label brands, in particular Diamonds by CHRIST, Kids by CHRIST and Men’s by CHRIST
- Omni-Channel Readiness (ORI study 2022): CHRIST once again number 1 in the watches and jewellery sector.
- Live shopping successfully introduced as another advice and sales channel, with monthly broadcasts
- Fashion own-label brand Silver Spirit by CHRIST has its first new fashion watches range.
- Watch recycling launched, with social institution Bürgerspital Basel

Points of sale

 61

Online shop

 [www.christ-swiss.ch](http://www.christ-swiss.ch)

## Fust

Just the job: number one for electrical household appliances and upgrading your kitchen or bathroom.

### Highlights 2022

- 18 modernized and two new sales outlets
- Expansion of all remote advice channels: telephone sales, chat and video advice
- Online booking for repairs to large electrical appliances, with choice of home service appointments
- Kitchen/bathroom refurbishment expertise expanded with project management services under the one-stop shopping motto
- Re-design of online shop [www.fust.ch](http://www.fust.ch)

Points of sale



153

Online shop



[www.fust.ch](http://www.fust.ch)

## netto**shop**.ch

Wir lieben Haushalt

The leading online provider of electrical household appliances with a comprehensive range of services.

### Highlights 2022

- Gastro and Do it ranges expanded
- New logistics and service partners acquired for optimized customer service
- Next-day delivery before 9 p.m. for online orders that can be sent by post
- Introduction of SAP
- Introduction of new ticket system for Customer Service

Products



30 000

Online shop



[www.netto\*\*shop\*\*.ch](http://www.netto<b>shop</b>.ch)

## 7000 SERVICE

Leistung aus Leidenschaft

A passion to perform.

### Highlights 2022

- Strong growth in own-label brands
- Introduction of routine customer satisfaction surveys based on NPS; initial results above average
- Automated route planning introduced for service technicians

Deployments



95 000

More information:

[www.service7000.ch](http://www.service7000.ch)

## per piedi

podologische praxis

Biggest podology institute in Switzerland.

### Highlights in 2022

- The podology practice moved to new, modern premises at Freie Strasse 38 in Basel
- Offering extended with additional treatment rooms
- Comfort shoe range moved to the shoe department at Pfauen Basel
- Strong growth in new customers
- Successful apprentice supervision (excellent results in 2022, 3 new apprentices started in 2022)

Number of treatments



22 000

More information:

[www.per-piedi.ch](http://www.per-piedi.ch)





The market leader in Switzerland, with a modern network of Coop filling stations.

#### Highlights 2022

- Opening of two new hydrogen filling stations in 2022 in Frenkendorf and Chur – three more planned in 2023
- AdBlue available on dispensers at 75 locations

Points of sale

 **326**

More information: [www.coop-mineraloel.ch](http://www.coop-mineraloel.ch)



For warmth and well-being.

#### Highlights 2022

- Popular online shop, 60% of orders received were placed online
- Since start of 2022, only low-sulphur ecological heating oil sold
- Facility to offset CO<sub>2</sub>e with myclimate

Online orders

 **14 500**

More information: [www.coop-heizoel.ch](http://www.coop-heizoel.ch)



Tropical house with a restaurant.

#### Highlights 2022

- Customer numbers higher than previous year
- Caviar sales up 38%, start of caviar exports to Austria
- Fish farming expanded with an additional fish farming facility
- Suisse Garantie and Pro Montagna sustainability labels obtained for perch and sturgeon from the Tropenhaus
- 980 m<sup>2</sup> photovoltaic unit installed

Perch

 **1.2** millions

More information: [www.tropenhaus-frutigen.ch](http://www.tropenhaus-frutigen.ch)





The travel agent owned by Coop and Rewe – Switzerland's leading direct seller of beach holidays.

#### Highlights 2022

- Range significantly expanded by new booking technology
- Sales recover after Covid years
- Increase in share of online to 45%
- Successful launch of new reservations system

#### Destinations

 **112** <sup>+4</sup>

#### Online shop

 [www.itscoop.ch](http://www.itscoop.ch)



One of Switzerland's leading fitness providers.

#### Highlights 2022

- Expansion to 65 locations in 17 cantons
- Three locations opened in French-speaking Switzerland
- More than 52 000 members
- Academy update: training courses now available online and in hybrid form

#### Locations

 **65** <sup>+6</sup>

More information: [www.update-fitness.ch](http://www.update-fitness.ch)



## BâleHotels

Coop's hotel group.

#### Highlights 2022

- Strong performance for boutique hotel Märthof Basel
- Successful acquisition of Holiday Inn Express Aarburg/Oftringen
- Employee micro-trainings: "At BâleHotels our ethos is warm hospitality"
- New websites for several hotels
- Continuation of catering collaboration with Swiss Indoors
- ISO 9001: BâleHotels obtained recertification until 2023

#### Accommodation

 **8** <sup>+1</sup>

More information: [www.balehotels.ch](http://www.balehotels.ch)

## Own-label brands and quality labels

At Coop, customers find the largest selection of national and international brand-name items in all price segments, with the focus on enjoyment, sustainability, regional produce, environment, good value and lifestyle. With independent quality labels, Coop is committed to a sustainable product range and works closely with independent organizations to promote sustainable development. The Naturaplan own-label sustainability brand, for example, is the largest organic brand in Switzerland. With Naturaplan, Coop looks consistently to the Bio Suisse bud label, including for processing and imports. For Naturafarm, Coop scores top marks on animal welfare. Oecoplan offers an environmentally friendly alternative to almost every conventional household, gardening, DIY or construction product. Coop is the world leader in marketing fairtrade organic cotton. It is also a leading retailer in Switzerland and worldwide as a provider of Fairtrade Max Havelaar-certified products.

### OWN-LABEL SUSTAINABILITY BRANDS AND QUALITY LABELS



### OWN-LABEL TARGET GROUP BRANDS



### OWN-LABEL STANDARD BRANDS



- ➔ This list is a selection of the key own-label brands and quality labels.  
For more information about Coop own-label brands, visit [www.coop.ch/labels](http://www.coop.ch/labels)

## Specialist units

### Purchasing

In 2022, purchasing was shaped by various uncertainties owing to the Ukraine conflict and its consequences, which led to major challenges on the purchasing markets. Shortages of raw materials, capacity bottlenecks in the manufacturing companies, energy shortages and uncertain supply chains resulted in an increase in purchasing prices and lower availability. Thanks to partnership-based supplier relationships, systematic negotiations and also to the currency effect, Coop was able to ensure availability generally without any interruptions and to keep price increases to a minimum.

### Logistics

#### Integration of Jumbo distribution centres

By acquiring the 41 Jumbo sales outlets, Coop also acquired three logistical distribution centres in Dagersellen, Oensingen and Oberbuchsitzen, which previously organized the supply of goods for Jumbo stores. Jumbo's logistics processes were amalgamated with those of Coop in 2022. Among other things, this entailed drawing up new route plans, making adjustments to warehousing, harmonizing ordering and delivery cycles and arranging joint recycling and disposal. In 2022 and beyond, Coop processes are being gradually introduced at Jumbo, such as the WAMAS inventory management system.

#### Railcare gets its own new freight wagons for wagonload traffic

In 2022, Coop's own rail company, Railcare, began using 105 of its own flat wagons, with a total of 210 matching 45-foot containers. These are used for daily rail freight between Coop's national and regional distribution centres. This step eliminates the need for Railcare to hire conventional freight wagons. Like the road fleet, the white containers are instantly recognizable as Coop transport, with the Coop logo and fresh fruit and vegetables. Another plus for the containers is that they are insulated, can be chilled if needed and therefore satisfy the temperature requirements.

#### Maximizing customer benefit by overhauling the Service Level Agreement

To maximize customer benefit, the internal Service Level Agreement (SLA) has been thoroughly reviewed and overhauled. The SLA governs cooperation between Sales (Retail) and Logistics, with the goal of enabling Coop to display a sufficient quantity of top-quality goods to end customers. Achieving this relies on sophisticated, upstream logistics with the related IT processes. For example, ordering times have been aligned with customers' shopping behaviour and routes optimized to enable even fresher goods to be delivered before shops open. Narrower delivery windows are also being defined, so that they dovetail even better with processes in the sales outlets.

#### Coop supports "Cargo sous terrain" while still in the planning permission phase

The visionary "Cargo sous terrain" project continues to take shape. Along with ten other investors, Coop declared its willingness early on to be heavily involved in the planning permission phase, as long as the specified conditions are met. "Cargo sous terrain" is on track, and began the major planning permission milestone at the end of August. As a next step, preparations are now underway for construction to start in 2026 and the system design is being finalized.

## IT

#### SAP S/4HANA migration

To be equipped for the challenges of digitalization and ensure maintenance safety for the next few years, the central IT retail systems have been migrated to the latest SAP S/4/HANA product. After around 18 months of intensive project work, the migration of the two SAP systems was successfully completed over the Easter weekend in 2022. The new release boasts more streamlined data management coupled with enhanced performance.

#### Jumbo integration

The best of both worlds: Since the start of September Building & Hobby and Jumbo have been combined on the new website jumbo.ch. After intensive project work, the merger was successfully completed. Over the same period, all of Jumbo's existing e-shop processes were migrated to Coop's supply chain management processes and systems. From October, a successful start was made on the second step: the roll-out for all 41 Jumbo sales outlets. The switching process will continue until mid-February 2023.

## Property

### Real estate projects

In 2022, Coop started a total of nine real estate projects and completed 24, including two new builds, one extension and 21 modernizations/renovations.

### New stores

After 13 months under construction, on *20 January 2022* the new *Fust* store in *St. Gallen* opened. The customer zone stretches from the ground floor (electrical goods) to the first floor (bathrooms and kitchens). There are also four apartments on the second floor and attic floor. With sustainability in mind, the building has a bivalent heat pump in combination with geothermal probes and a photovoltaic unit, in line with the Minergie standard. As well as being visually appealing, the planting around the building conserves microorganisms and wild bees.

In *Tenero*, the first floor of the *Centro shopping centre* was refurbished in 2020 and, in 2021, refurbishment of the ground floor got underway, including the terrace and the two parking levels. In parallel to the building work, Retail phased in the first megastore designed according to the 2025+ concept in Ticino. The Coop Restaurant and Coop Vitality underwent full renovation. The centre was opened on *31 March 2022*.

After 10 months of construction work, since *31 March 2022* the 53-year-old *residential building* at *Austrasse 1* in *Reinach (BL)* has been restored to its original 1960s' charm. Working closely with the urban development department of the municipality of Reinach, the entire original building shell, including roofs, was removed and the whole building was refurbished (structural elements, energy efficiency and fire prevention systems).

The *Ilfis Center shopping centre* in *Langnau im Emmental (BE)* is owned by Coop and was opened in 2010. Refurbishment commenced in the summer of 2021, and the entire interior was modernized. In the late summer, the existing domed roof was replaced with a large glass roof, and work was completed on *31 October 2022*.

The new *sales outlet* in *Courroux (JU)* opened on schedule, on *16 November 2022*. Customers will find an attractive range on offer across the 660 m<sup>2</sup> sales area. The new-build fulfils Coop's energy and design requirements, incorporating heating with heat recovery via an integrated system, a new building shell and a roof-mounted photovoltaic unit. The support structure and façade are made of wood, and wide window frontages let in plenty of daylight.

The newly-refurbished *Bärenmarkt shopping centre* in *Reinach (AG)* looks attractive and is customer-friendly. The building services have been optimized and brought into line with the new requirements. The original oil heating has been replaced with a pellet heating system and a photovoltaic unit installed on the roof. The mall has been upgraded with a large skylight creating a view to the outside and letting in daylight. It fully opened on *24 November 2022*.

The *Grüzemarkt* in *Winterthur*, which was built in the 1980s, underwent complete renovation in 2022, during which the building was re-insulated from the outside and clad in a contemporary wooden façade. In addition, all of the building services have been replaced and the roof has been completely rebuilt, with the addition of a photovoltaic unit. The 5 300 m<sup>2</sup> megastore and the Coop Restaurant have been modernized and additional rental space created for third-party tenants. It fully opened on *24 November 2022*.

The *Aarepark shopping centre* in *Würenlingen (AG)* has been modernized, creating an attractive and customer-friendly environment. The building services have been optimized and brought into line with the new requirements. A photovoltaic unit has been installed on the roof. The Coop sales outlet and Coop Restaurant have been remodelled. It fully opened on *24 November 2022*.

### Under construction

Due to continuous growth in recent years, the *empties collection centre* at the *distribution centre* in *Bern* could not be adapted and optimized to meet current needs. To create a large and cohesive space, the existing building housing the empties collection centre will be extended with a two-storey addition and another five bays and the existing garage building will be demolished from the ground floor up. The new building is due to open in 2024.

Construction work got underway at the *Fribourg Sud shopping centre* in *Villars-sur-Glâne (FR)* at the end of November 2019, and a provisional arrangement became operational in 2020. Demolition work then commenced, making way for the shopping centre section, which opened to shoppers before Christmas 2021. Demolition work on the provisional arrangement started in 2022, followed by construction of the new specialist store section, which will open on *23 March 2023* with a Jumbo and a Livique, including Lumimart.

Owing to the buildings and developments on the neighbouring parcels of land, it made sense to relocate the catering facilities to the façade on the Robert-Walser-Platz side of the listed building, dating back to 1936, in which the *Centre Bahnhof shopping centre* in *Biel (BE)* is housed. The Coop Restaurant opened in December 2021. New sales areas have been created and updated for Interdiscount, Fust and Import Parfumerie and the whole frontage of the Livique store replaced, to optimize energy. The refurbishment of the centre also involved replacing all floor and ceiling coverings as well as the shop fronts, and creating new event and rest areas with lounges and plenty of daylight. The Megastore, Vitality pharmacy and take-away will be remodelled in 2023.

Work on the *Riviera Center shopping centre* in *Rennaz (VD)* is proceeding according to schedule, with the centre due to open on *8 March 2023*. This project will deliver a 3 700 m<sup>2</sup> megastore, complete with newsstand, a 500 m<sup>2</sup> Coop Restaurant and 3 000 m<sup>2</sup> of retail space for third-party tenants. Energy is generated by a waste heat utilization system, and some of the electricity requirements are met by a 1 850 m<sup>2</sup> roof-mounted photovoltaic unit.

### Construction starting

Decommissioning work for the *replacement new store* in *Bachenbülach (ZH)* began at the end of January 2022. Meeting all the official requirements and obtaining permits took a long time, but this period was used to pre-manufacture many construction components, to make the actual delivery phase as efficient and swift as possible. The new store is due to open on *8 March 2024*.

*Steinfels Swiss* in *Winterthur (ZH)* has maintained its strong market position in recent years, steadily increasing both market shares and sales. However, the building and equipment were outdated, so some of the facilities had to be replaced to safeguard the future of production. Construction work started on *30 March 2022* and the project is on track to be completed in September 2023.

Meanwhile, on 19 April 2022 construction work started in *Allaman (VD)* for the refurbishment of the *Littoral Centre shopping centre*. During the first construction phase, the Building & Hobby store and Livique – which is now present in Etoy (VD) – were closed. The project will be delivered in phases, with businesses remaining open. There will be a steady influx of new tenants into the centre from March 2024 onwards, and the renovation work should be completed around the end of *October 2024*.

The refurbishment of the *Telli shopping centre* in *Aarau (AG)* involves replacing and repairing the now outdated building structure by 2026, with a particular focus on the building shell and building services so that the building is fit for purpose. The aim of this project is to conserve the property and enhance its appeal. It will be given a more modern look, both inside and out. Building work started on *22 August 2022*.

### **Nationwide shopping centres**

Coop constantly surprises its customers in shopping centres, with over 400 national, local and regional events. In 2022, the national events “Harry Potter”, “Swiss Voice Tour”, “Selfie World” and “Viva Montagna” were held. Coop uses novel ideas to maintain the innovative feel of its shopping centres, such as the opportunity for customers to immerse themselves in a virtual world, various digital competitions, or exclusive partners. The focus is always on increasing footfall and customer satisfaction, as well as recognition of the shopping centres and their sales. By involving local clubs and organizations, engaging in unique storytelling or partnering with celebrities, Coop generated over 500 positive media reports.

### **Gas and electricity shortages**

As a bulk consumer, Coop is ready to respond to the various measures in connection with the shortages. Its key supply mission for the population lies at the heart of the measures that will be taken. Voluntary energy-saving measures, such as not illuminating logos and display windows outside opening hours, have already been implemented throughout Switzerland. The Federal Council’s recommendation to switch from natural gas to heating oil has also been acted upon. Preparations have also been made for potential measures in the event of rationing.

As a member of various trade associations, when defining energy-saving measures Coop is committed to minimizing harm to the economy as a whole in the event of a shortage. The current situation is also being used as an opportunity to replace fossil-fuelled heating and industrial heating systems earlier than planned.

## **Quality management**

### **Comprehensive quality assurance**

Coop’s quality management is geared to the core processes of purchasing, production, logistics and sales. All employees do their bit in ensuring high quality standards are maintained. Ensuring conformity with statutory provisions and label requirements across the entire own-label range remained a quality management priority in 2022. One example of this is the implementation of labelling for items produced and packaged in-store, including disclosing nutritional values. Since 2012, all sales outlets offering counter service have been audited and certified by independent inspection body q.inspecta for compliance with quality requirements. A total of 409 sales outlets were successfully audited in 2022. These audits were in addition to the 1 200 or so internal quality-control audits conducted by Coop. In its own laboratory, Coop tested around 40 000 random samples from the food and non-food segments for compliance with the requirements. This involved checking more than one million criteria. As more and more fresh products are now made at the sales outlets, the importance of hygiene monitoring continues to grow in this area as well.

To meet these higher demands, automation was stepped up in the laboratory to improve processes. We were able to demonstrate compliance with the most stringent standards. As part of its risk management in the area of product quality, Coop devoted a great deal of time in 2022 to issues surrounding the safeguarding of the supply chain for critical raw materials. A pioneering concept for value-based supply chain management was developed, and the organizational changes needed to implement have been made. Coop further clarified the requirements for critical product groups in the non-food segment and made these available to potential suppliers in automated form. Furthermore, the quality management systems and QM organizations of Jumbo and Coop Building & Hobby were combined. Employees had access to updated e-learning courses to hone their expertise in regard to quality processes in sales and purchasing.

## Communication and advertising

### *Customer Service answers more than 640 000 enquiries*

Customer Services for the Coop member press, Supercard and Coop as a whole answered more than 640 000 customer enquiries in 2022. The switch to digital till receipts in the spring met with positive feedback from customers, although a few were critical of the move. Customers now accept and support the decision to no longer print out till receipts. The conflict between Russia and Ukraine led to Customer Service handling lots of enquiries about the boycott decision and ways to donate. Throughout the year, gift cards, pricing and product range were once again our customers' main concerns.

### *Coop rolls out the new Supercard app*

The new Supercard app was launched in October. The layout has been given a cosmetic makeover, and now gives a quicker overview of the functions. The overhauled app now also has direct access to the trading formats, customer clubs and the Supercard bonus gifts shop. In the areas devoted to the formats, customers will find current special offers, inspiration in the form of social media content and direct access to each format's online shop. Digital till receipts and guarantee certificates can now also be viewed in the app. As ever, the new version also contains digital coupons, collection passes and competitions.

### *Families benefit from loyalty programmes*

Coop ran a total of four collection promotions to reward customer loyalty in 2022. The focus was on families with children, who enjoyed various free products. In the spring, the "All of a twitter" activity was all about the fascinating world of birds. The sloth in the "Let's chill" campaign encouraged people to enjoy a particularly laid-back and varied summer. In the autumn, the "Tree friends" campaign offered products appropriate to the season, while "Charly" the hedgehog helped everyone have a cosy festive period during the "Time to dream" Christmas promotion. Customer feedback on all the activities was positive.

### *Popular Trophy loyalty programme*

During the year under review, Coop ran three attractive Trophy loyalty programmes which were a hit with customers. The Kuhn Rikon Trophy ran until the end of February, with pots and pans from the famous Swiss brand. This proved hugely popular, and ended up being the most successful Trophy for 15 years. From March to August, Coop surprised customers with an Outdoor Trophy. The 15 Rewind branded products, ranging from a head torch to a rubber dinghy, were designed especially for Coop. The share of online participants was 25% greater than ever before in the history of the Coop Trophy. In the autumn, together with Interdiscount and Fust, Coop launched the Sound Trophy, with headphones and speakers by JBL.

### *Coop member press publications increase readership and leadership*

The Coop member press (G/F/I) which, with over 3.3 million readers (WEMF MACH Basic 2022-2), is Switzerland's most widely read weekly magazine, is expanding its leading position in all parts of the country. Together with the "Coopzeitung Weekend" member press, it is read by a total of 4.6 million readers (WEMF MACH Basic 2022-2). In a declining market for printed publications, readership increased by 60 000 compared with the previous year.

### *Coopzeitung Weekend now well-established*

"Coopzeitung Weekend" (d/f/i), which has been published every Friday since August 2020 as a 16-page magazine-within-a-magazine in the Bundmitte section of "20 Minuten", is well-established on the reader and advertising market. It is read by 1.3 million commuters among whom, according to a representative study, it is very popular.

### *Sponsorship brings Coop close to its customers*

Covid was no longer taking a toll on Coop's local sponsorship activities in 2022. Customers and their families appreciated Coop's sponsorship of Coop Openair Cinema, Coop Community Duel, Coop Andiamo, the Coop Kinderland open-air event, the Coop Children's Musical, Coop Fidibus Fairytale Theatre and the shows by Bliss, as well as other projects. As well as the family focus of sponsorship, many local projects were a priority in 2022. These were successfully implemented, including in-store. In 2022, the camp discount cards for children's and youth camps also became more popular.

### *Employee magazine Forte wins award*

With a print run of over 75 000 copies, the magazine Forte is published quarterly and is sent directly to the home addresses of all employees and pensioners of the Coop Group. There are eight different editions containing content tailored to the relevant language and field of work, with background reports sharing information about the latest news, decisions and corporate goals. The modern and reader-friendly employee magazine was awarded the "Award of Excellence" prize at the International Creative Media Award (ICMA) in 2022.

### *Coop now on TikTok*

In May 2022, digital magazine "scoop!" was launched, aimed squarely at the consumers of the future. Over 4.7 million young adults were reached on Instagram and TikTok in the first five months – more than half of whom (2.8 million) showed an interest in the content by regularly interacting with the posts. The concept is fresh, young, and bold, and relies heavily on collaborations with influencers. Topic-wise, "scoop!" is geared towards the interests of Gen Z and provides a direct, weekly link to the Coop Group. First and foremost, it is all about inspiration, storytelling and entertainment.

### *Social media*

2022 again kicked off on social media with Veganuary. For the first time, the campaign was supported by a total of 8 influencers who, in turn, generated a reach of 2.1 million contacts with a total of 8.9 million impressions. In May 2022, Community Management switched from the Salesforce tool to Khoros. Each month, some 13 000 posts and mentions are collated here, of which just under 300 a month are Customer Service cases. On the growing TikTok platform, Coop topped 1 million likes, and followers grew from 60 000 the previous year to over 80 000. As this TikTok boom has had a knock-on effect on all other social media channels, since the start of 2022 Coop has focused more on moving image content.

### *Media Unit: Coop highly relevant among Swiss media*

As one of Switzerland's most-contacted media offices, Coop's Media Unit further intensified dialogue with journalists in 2022, by stepping up personal contact and holding various media events. Consequently, heavy media coverage of Coop news continued in the year under review. The strong profit in 2021, the new digital magazine "scoop!", the "Day of good deeds" and the new sustainability strategy attracted the most media interest. Journalists also continued to focus on Chairman of the Executive Committee, Philipp Wyss, who featured prominently in external media with 22 interviews. As a result of this interest he came third in the Sonntagszeitung CEO image ranking, and also placed sixth in the "Handelszeitung" in the leader ranking of the 100 most successful managers of the year. With increased media coverage of critical issues relating to energy management, inflation and the war in Ukraine, the announcement of Transgourmet's withdrawal from Russia attracted a lot of media attention. The Covid pandemic continued to take more of a back seat, becoming an everyday topic in the media. During the year under view, Coop's Media Unit issued 25 media releases, published over 80 exclusive information pieces and exclusive articles and proactive topics, gave and attended 50 interviews and responded to 1 800 media enquiries.



## Social commitment

Coop Cooperative's commitment to society is based on Coop's sustainability strategy. As well as the examples on page 16, the company expressed its commitment with numerous other projects which are summarized at [www.actions-not-words.ch/en](http://www.actions-not-words.ch/en). Here is a selection of projects from the year under review:

### *Coop Aid for Mountain Regions: 80 years of solidarity with the mountain regions*

In 1942, amidst the turmoil of World War II, the Verband Schweizerischer Konsumvereine, now Coop, established the Aid for Mountain regions programme. Driven by a cooperative spirit of solidarity, the objective is to help people living in the mountains. In 2022, the programme generated revenues of CHF 5.3 million, made up of numerous private donations, legacies and funds raised from the "1 August rolls" promotion and textile recycling at Coop. In its anniversary year, the programme also received CHF 1.25 million in contributions from the sale of Pro Montagna products. As Coop pays all the administrative costs, every centime goes to the mountain regions. In the year under review, 180 projects raised CHF 7.1 million in support for more than 1 000 people in the Swiss mountain regions.

### *With its "1 August rolls" promotion, Coop supports four aid projects in the Swiss mountains*

During the year, Coop uses proceeds from the "1 August rolls" promotion to support, for the first time, four projects at once in Swiss mountain regions. Coop's donation of CHF 412 000 enables the urgently needed renovation work and new buildings at Alpage d'Onnaz in Valais, Wimmisalp in Bern, Alp Oberflüe in Obwalden and at a farm in Obersaxen in Graubünden. CHF 280 000 were raised from sales of both small and large 1 August rolls and Cervelat sausages and Coop's contribution. The Coop Aid for Mountain Regions programme tops up the funds to reach the total donation amount of CHF 412 000, ensuring a better future for people in the Swiss mountains and giving a boost to the mountain regions.

### *Coop supports people affected by the Ukraine crisis*

In spring 2022, Coop reacted swiftly to supply essential goods to the many people caught up in the Ukraine crisis. Together with the Swiss Agency for Development and Cooperation (SDC) and Swiss railways (SBB), in March 2022 everyday items were sent to the Polish-Ukrainian border region. As part of the "Day of good deeds", a "donation roll" was used to raise a total of CHF 150 000 to support the SRC's efforts for the people affected, and our customers sent donated food packages online to people directly affected by the Ukraine crisis. Coop also provided shopping vouchers worth CHF 500 000.

### *Support for people in poverty with the "2xChristmas" campaign*

Once again this year, Coop supported the "2xChristmas" campaign run by the Swiss Red Cross for people in poverty in Switzerland. Coop sold around 11 500 donated parcels worth CHF 230 000. Via Coop.ch, 1 124 parcels were sold, containing products worth CHF 65 080. In addition, Coop supported the campaign by donating products worth around CHF 350 000 (retail value).

### *Sustainable raw material procurement for coconut oil and palm oil*

Two Coop purchasing projects were successfully implemented on the Côte d'Ivoire: one for Bio Suisse-certified palm oil, the other for Fairtrade and Bio Suisse-certified coconut oil. The projects make it possible for Coop's manufacturing companies to sustainably source raw materials from climate-friendly cultivation according to best practice, which involves things such as producing and using vegetable carbon to improve soil fertility. Activities include supporting Fairtrade and Bio Suisse certification and improving organic management, both at the small farms involved and along the value chain. As part of the coconut project, a project was initiated to promote dynamic agroforestry, i.e. mixed cultivation of coconut palms, fruit trees and hardwood trees. Thanks to the projects, small farmers benefit from longer-term, secure partnerships and sales channels, while Coop benefits from high-quality, sustainably produced raw materials.

*Promoting organic agriculture with Transgourmet Germany*

Anyone wanting to become an organic producer in Germany needs perseverance and strong partners. Sufficient funding and a strong network for distributing the organic products are the key to success. To meet the growing need for “homegrown” organic products, Transgourmet Germany set up the programme “Bio-Möglichmacher:innen” (Organic Enablers). Under the programme, selected agricultural businesses that are planning to switch from conventional to organic products can compete for financial support from Transgourmet. The aim is to create a win-win-win situation. On the one hand, the businesses making the switch receive firm support for their transitional phase, while for Transgourmet it is an opportunity to identify new and reliable partners for its supplier network and ensure it can meet the growing demand for organic products among Transgourmet customers.

*Agrivoltaic raspberries in Spain and Switzerland*

Two pilot projects are underway involving the use of solar panels on arable land to produce electricity while also growing fruit beneath the panels. In Switzerland, at Coop partner Beerenland, the fruits being grown are raspberries and strawberries. In Huelva in Spain, raspberries are being grown. This cultivation system, called agrivoltaics, is a complementary combination of energy production and food production. It makes dual use of limited space. The solar panels protect the berry crops from increasingly common extreme weather events, while agriculture can make an important contribution to supplying the population with electricity. By supporting the projects, Coop is fulfilling its responsibility to help protect the climate and, together with its suppliers, becoming a sustainability pioneer in a promising and innovative sphere of agriculture.

# 3

## Wholesale/ Production Business Area

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# Wholesale/Production Business Area

Transgourmet recovers well from the Covid pandemic, engages even more with sustainability and, with the integration of Transgourmet Ibérica, positions itself as one of the market leaders in Europe's wholesale supplies and cash & carry business. The geopolitical situation, higher energy and raw material prices as well as climate change are impacting on Coop's manufacturing companies.

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**15.7** billion CHF

## Net sales in Wholesale and Production

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Once the Covid-related restaurant closures ended at the start of the year, demand picked up sharply at the Transgourmet Group. The integration of Transgourmet Ibérica, which serves one of Europe's biggest catering markets, Spain, also had a very positive impact on the Group's performance. However, the international situation took a heavy toll on the international purchasing markets, compounded by the major challenges presented to both Wholesale and Production by exchange rates, rising energy prices

and selective export bans. In spite of everything, the Coop Group's Wholesale/Production business area generated net sales in excess of 15.7 billion francs in 2022, which equates to an increase of 14.6%.

## Transgourmet Group

With subsidiary Transgourmet Holding AG, the Coop Group is active in the cash & carry and wholesale supplies market in Germany, Poland, Romania, Spain, France, Austria and Switzerland. In 2022, Transgourmet generated net sales of 11.1 billion francs from its cash & carry stores and wholesale supplies, which equates to an increase of 22%, and was able to further consolidate its position as the number 2 in European wholesale over the last year. Transgourmet generated sales of 847 million francs from sustainable ranges in 2022.

Having integrated Transgourmet Ibérica, the Coop Group is now also present on one of Europe's biggest catering markets. Owing to the Ukraine conflict, Transgourmet also withdrew from all its business activities in Russia. The business operations of Selgros and Global Foods were continued within the framework of a management buyout in Russia, enabling the affected employees to continue their employment.

### Highlights from the national subsidiaries of the Transgourmet Group

The table below lists highlights from the year under review at the individual national subsidiaries and companies of the Transgourmet Group, along with a factsheet on each national subsidiary. For more information about the Transgourmet Group, visit [www.transgourmet.com](http://www.transgourmet.com).



**TRANSGOURMET**

Deutschland

## Germany

Under the Transgourmet Germany umbrella brand, Transgourmet is the wholesale supplies specialist and Selgros the cash & carry specialist. More specialized companies with a broader range of services were added.

### Highlights 2022

- Very positive trend at Natura, thanks in particular to competitive pricing
- Transgourmet Deutschland incl. Selgros and Transgourmet Foodservice reports record sales
- Sustainable product ranges post above-average growth of 39.8%, with organic products (+82.8%) and plant-based products (+46.1%) coming top
- Sales of own-label brands pass the EUR 500 million mark for the first time
- Online shop sales double
- Climate-neutral delivery to customers since 1 October with the “Green Logistics” concept
- Crowdfarming project expanded as poultry stocks were added to the Ursprung fish stocks
- Since November, farmers switching from conventional to ecological farming receive support from the “Bio-Möglichmacher” project
- Bronze medal in “Ecovadis” sustainability rating
- Selgros store overhaul is a huge success, setting new standards in store-based wholesale
- The first Selgros stores set up the “Feinskostshop light”, expanding the existing offer of exclusive products with a delicatessen range.



TRANSGOURMET



TRANSGOURMET  
cash & carry



SELGROS

### Specialists



#### Transgourmet Seafood

- New sales record
- 1<sup>st</sup> innovation fair held in Bremerhaven
- Awarded industry prize “Seafood Star”

#### EGV

- Business operations of Bauer Frischdienst GmbH in Wasserburg am Inn taken over
- Seventh full-range location in Germany and present in Bavaria for first time

#### Frische Paradies

- Sales back up to pre-Covid level
- Frankfurt branch named “Seafood Star” by Fischmagazin
- Own-label range “Frische Paradies” and “QSFP” expanded
- Frische Paradies B2B shop went live as new ordering channel
- Collaboration with Transgourmet Cook broadened

#### Gastronovi

- Delivery platforms such as Lieferando, Wolt or Uber Eats integrated into Gastronovi Office
- Gastronovi self-service concept further developed

#### Sump & Stammer

- Risen to position of market leader in food supplies to cruise liners in Europe
- Entered the luxury and expeditions market with premium quality products

## TEAM BEVERAGE

- › Sales in wholesale and catering stabilized at pre-Covid levels
- › Market shares gained thanks to six new wholesale beverages partners
- › Gastivo hit record sales of CHF 179 million
- › New website and app rolled out

## GEVA Gastro

- › GEVA Gastro's sales up by 96% compared with previous year
- › New Gastivo app implemented
- › New GEVA shareholders Südstar, Westdeutscher Getränke Handel, Heurich and Kratzer

## Sanalogic

- › Positive performance: double-digit customer growth in 2022
- › Transgourmet item data management by Sanalogic Solutions

## Niggemann

- › Profitable growth during the reporting year
- › Sustained reduction in consumption for vehicle fleet
- › Logo relaunch and new website rollout

Stores, facilities,  
central offices

 96

More information:

[www.transgourmet-deutschland.de](http://www.transgourmet-deutschland.de)



## Romania

Selgros România, based in Brasov, operates 23 cash & carry stores with a total sales area of 193 235 m<sup>2</sup>. The company offers a range of over 44 000 food and non-food items. Catering customers are supplied from the individual stores. In Bucharest, customers are served from Selgros' own distribution warehouse.

## Highlights 2022

- › Market shares in catering segment stable
- › Wider fresh range, particularly organic; currently 1 200 items listed
- › More products under own-label brand Topseller in the entry-price segment; currently 311 items
- › Energy-saving measures and CO<sub>2</sub>e footprint reduced by replacing refrigerating units and chill cabinets in the Timisoara store
- › Photovoltaic systems on the Cluj and Arad stores



Stores

 23

More information:

[www.selgros.ro](http://www.selgros.ro)



**TRANSGOURMET**

Polska

## Poland

With Selgros Cash & Carry, Transgourmet Poland is one of the largest cash & carry specialists in the country.

### Highlights 2022

- Market share gains in the food service segment and record net sales since starting out in 2015, with 44% increase compared with previous year
- Catering sales in the cash & carry segment up 40% compared with previous year
- Food retail sales up by 17% from previous year despite falling number of stores on the Polish market
- 40 new products added to own-label brand TopSeller, bringing the total to 119 – sales up 254% from previous year
- Own-label brands stronger, with sales up 7% compared with previous year
- Events and anniversary competitions for customers and employees to mark Transgourmet Poland's 25th anniversary
- New online shop launched for hotel, restaurant and catering customers
- Transgourmet Poland as catering partner to one of Poland's biggest music events as well as "Lotto Triathlon Energy"
- Construction began on two food service warehouses in Silesia
- Transshipment point opened in Stettin
- Pilot project for photovoltaic system in Selgros store
- Microsoft Office 365 introduced
- Transgourmet Poland supported Ukraine with food for residents in Kharkiv in collaboration with partner city Poznan, hygiene items, camp beds, blankets, mattresses, sleeping bags provided in partnership with Caritas Poland, money and money vouchers for children and young people from Ukraine in Warsaw in partnership with "Warsaw Club of Friends", product donations



TRANSGOURMET



SELGROS

### Stores

 19

More information:

[www.transgourmet.pl](http://www.transgourmet.pl)





**TRANSGOURMET**

France

## France

Transgourmet ranks second on the French wholesale supplies market.

### Highlights 2022

- Market share gains thanks to development of the one-stop delivery concept and the associated customer contracts
- “Smart Cuisine” concept developed, with the launch of a solution involving connected vending machines and refrigerators giving 24/7 access to a ready-to-use, high-quality self-service catering range.
- New range of freshly-cooked meals in preserving jars launched to supplement the “Smart Cuisine” range
- Premium range expanded
- Plant-based concept launched and further developed
- 250 “tg Natura” products launched
- Own-label Legave couvertures, part of the bakery and confectionery product range, now Fairtrade
- Catalogues and publications being systematically and fully digitalized, fewer print products
- Participation in European Sustainable Development Week, with several in-store events
- Photovoltaic unit installed at the Saint Loubès location, an ecologically designed building that has been certified “very good” in accordance with BREEAM
- Truck fleet upgraded with investments in new, more environmentally-friendly models (biodiesel and gas) and trials of electrically-powered trucks
- Partnership with Campus Hectar, the world’s biggest agricultural campus which runs a pilot farm for regenerative agriculture
- Launch of a yoghurt range under the “tg Origine” name, made from milk produced by the “Ferme des Godets” on Campus Hectar
- Partnership with chef Nadia Sammut – launch of a range of products free from gluten, eggs and lactose (Kom&Sal)
- Partnership with the FMS Food Management School, the first college to specialize in the food industry
- Named best employer in the industry by “Capital” magazine for the fourth time in a row
- Ranked among the Top 10 French companies from all sectors for its commitment to diversity and first place in the “Wholesale” sector (ranking by “Capital” magazine in the June 2022 edition)



TRANSGOURMET



TRANSGOURMET

cash & carry

### Specialists



TRANSGOURMET  
fruits & légumes



TRANSGOURMET  
seafood



TRANSGOURMET  
export



TRANSGOURMET  
solutions

### Warehouse



42

More information:

[www.transgourmet.fr](http://www.transgourmet.fr)



**TRANSGOURMET**

Ibérica

## Spain

On the Spanish market, Transgourmet is the leading food wholesale company thanks to its cash & carry and retail business.

### Highlights 2022

- Topped CHF 153 million in sales in the food service segment
- New sales team for food service project in the key towns and cities
- Significant growth in e-commerce and telesales
- Big market share gains of 25% as a franchising company in the retail sector
- Natura brand launched with more than 100 products in cash & carry stores and almost 300 products at franchise partners
- Switch to Economy and Quality right across the own-label range, accompanied by an internal and external communication campaign
- Two new filling stations opened in Palamós and Vinarós
- Three cash & carry stores renovated, in Sant Boi, Terrassa and Mataró
- New layout in eleven Frischemarkt stores
- 84 new franchisees in retail
- Integrated distribution centre in Andalusia, which supplies both cash & carry and retail customers with chilled, frozen and dried products
- CHF 4.2 million invested in photovoltaic systems for cash & carry stores
- LEDs installed in 24 stores
- 116 hybrid vehicles purchased



GROS MERCAT



GM CASH



TRANSGOURMET

### Specialists

SUMA

PROXIM

SPAR

### Stores



70

More information:

[www.transgourmet.es](http://www.transgourmet.es)



**TRANSGOURMET**  
Österreich

## Austria

In Austria, Transgourmet operates cash & carry stores combined with a delivery service, making it the leading catering wholesaler.

### Highlights 2022

- Record sales in the year under review
- Sales rose sharply after lockdown at the start of the year
- Further consolidated lead over competitors and increased market share to 27.4% through expansion and acquisitions
- Concept brand Transgourmet Plant-based launched
- Own-label brand Transgourmet Natura has grown to over 300 products
- TRINKWERK celebrates its 10th anniversary as Transgourmet's beverages wholesaler
- Fourteenth Transgourmet location opened in Zell am See
- Catering wholesaler Riedhart in Tirol taken over
- A competitor's property in Klagenfurt (Kärnten) acquired
- Fourth edition of the Transgourmet PUR event with over 4 500 participants and an upgraded Transgourmet app
- Reusable, sustainable fixing plates for wheeled containers in the catering/restaurant and hotel business now in use nationwide in Austria



TRANSGOURMET



TRANSGOURMET  
cash & carry

### Specialists



### Stores



14<sup>+1</sup>

More information:

[www.transgourmet.at](http://www.transgourmet.at)



**TRANSGOURMET**

Schweiz

## Switzerland

In Switzerland, Transgourmet is the market leader in the cash & carry and wholesale supplies sector.

### Highlights 2022

- New customers in retirement homes and hospitals segment due to Transgourmet Care concept
- Safeguarding product availability was the priority in 2022
- Own-label brand Transgourmet Plant-based further developed and range expanded
- Organic own-label brand Transgourmet Natura further developed and range expanded
- Wide-scale launch of Bell's sous-vide products, which come with a quality guarantee, are quick to prepare and enable customers to budget accurately
- New photovoltaic system in Givisiez became operational in May, meeting 30 percent of the location's electricity consumption
- Further efforts to lower directly-caused CO<sub>2</sub>e emissions by 2026 by 21% compared with 2021
- Switch from cardboard to IFCO reusable containers for deliveries from July, annual saving of 200 tonnes of cardboard and 80 percent reduction in water consumption compared with cardboard recycling
- Purchase of two new dual-zone electric trucks for the Transgourmet fleet in the greater Zurich area, saving around 60–80 tonnes of CO<sub>2</sub>e on routes of around 150–200 km per day
- More Prodega stores modernized, in Dietikon, Dübendorf and Bellach
- Switch to electronic invoice processing for simpler workflows, shorter channels and faster processes



PRODEGA



TRANSGOURMET

### Specialists



FRISCHE PARADIES



CASA  
del VINO



VINATTIERI

- Third, dedicated in-store Casa del Vino sales outlet at Frischeparadies Zürich since the autumn, in addition to the Birrhard and Lugano sales outlets
- Vinattieri: launch of Rosso del Ticino DOC "811" 2020 vintage and of the white wine "Vinattieri Bianco Reserva 2021" made with grapes from the chalky soils of Monte San Giorgio (UNESCO world heritage site), as an addition to the range of exclusive quality wines for high-end restaurants
- Frischeparadies: strong growth after Covid, new customers gained in Zürich, Zentralschweiz and Ostschweiz regions.
- Frischeparadies: Tuna expertise boosted for sushi customers, with new cutting service and a superfreezer (-60°C)
- Frischeparadies own-label brand QSFP (Qualité supérieure sélectionnée pour Frischeparadies) strengthened in cooperation with Frischeparadies Germany

### Stores



31

More information:

[www.transgourmet.ch](http://www.transgourmet.ch)

## Production

The Coop Group also includes numerous manufacturing companies, chief among them the Bell Food Group, in which Coop is a majority shareholder. The Bell Food Group, which is one of the leading companies in meat processing and the production of convenience products in Europe, gives Coop a strong international presence.

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**1.68** bn in sales  
**of sustainable products in  
Production**

---

Net sales of the Coop Cooperative Production segment came to 834 million francs in 2022. Added to this are net sales for the Bell Food Group, which grew to almost 4.3 billion francs. Total sales of sustainable ranges in Production totalled around 1.68 billion francs in 2022. Coop therefore increased its sales of sustainable products in the production area by 7.6% year on year.

## Bell Food Group

In a challenging business year in 2022, the Bell Food Group generated a very good result that was in line with that of the record previous year. This is particularly encouraging, as 2022 was characterized by the normalization of the Covid situation and by considerable cost increases, which had a significant impact on business. Business with international cured ham and sustainable poultry products in Europe, which increased again substantially in the year under review, accounted for a large part of the good result.

As expected, the normalization of the Covid situation meant that retail sales declined slightly, while the food service sales channel recovered. The convenience business, which is geared more heavily to the food service and the to-go segment, was the main beneficiary. By contrast, the meat and cold cuts business in Switzerland, with its strong retail pillar, was no longer able to quite match the very high volume of previous years.

Cost increases for energy, animal and plant-based raw materials, feed and auxiliary and packaging materials had a substantial impact on business in the year under review. On the purchasing market, quality and availability problems for animal and plant-based raw materials and higher prices were discernible owing to the hot, dry summer. Overall, this led to a significant recovery in input costs, which could only be recouped by raising prices.

In the course of the year, inflation rates rose everywhere in Europe. Towards the end of the year, this increasingly affected consumer behaviour in addition to impacting on production costs. Recessionary fears and declining purchasing power led to a shift in demand. Sales of expensive branded articles and products with sustainable added value declined, while less expensive standard ranges and own-label brands were popular.

### Highlights Bell Food Group

The Bell Food Group is one of the leading processors of meat and convenience products in Europe and is market leader in Switzerland.

## Highlights 2022

- In a challenging market environment, the Bell Food Group achieved an encouraging annual result and followed on from the excellent previous year.
- The food service channel benefited from the normalization of the Covid situation and advanced strongly over the year under review.
- Bell Switzerland had a good business year. Owing to its strong position in the retail segment, it was not quite able to match the high pandemic-driven volumes of previous years, but posted clear gains in the food service.
- Thanks to its good market position in the strategic focus segments of poultry and cured ham, Bell International was able to grow and again clearly exceed the results of the already very good previous year.
- The Eisberg business area was successful in the food service and the trendy to-go product ranges. However, the traditional business with bagged salads suffered from the difficult operating conditions.
- The Hilcona business area enjoyed record sales in 2022. The pasta and sandwiches segments were successful. Rising costs and weak consumer sentiment weighed on earnings, however.
- The Swiss investment programme is on track.
- The first stage of the gradual expansion at the main Hilcona site in Schaan (Liechtenstein) was completed in the reporting year.
- Eisberg closed its Villigen site as part of its consolidation drive and moved these activities to other plants.
- Construction of the refrigerated warehouse at the Oensingen site was completed.



## New products



# 2 000

More information:

[www.bellfoodgroup.com](http://www.bellfoodgroup.com)

## Coop's manufacturing companies

### Highlights from Coop's manufacturing companies

The table below lists the highlights during the year under review, along with a factsheet on the individual Coop manufacturing companies. Additional information can be found at [www.coop.ch/produktion](http://www.coop.ch/produktion).

**swissmill**  
Die Schweizer Getreidemühle.

Flours, flour mixtures, durum wheat semolina, polenta, oat flakes, extruder products.

#### Highlights 2022

- Sales volumes grew 1.3% to over 220 000 tonnes
- Dealt well with the challenges of sourcing raw materials from difficult harvests in 2021 and 2022, which affected volumes and quality and caused rising prices
- Market share further increased to 35.6% of the grain processed in Switzerland for human consumption
- Sustainability volume of organic and IPS up to over 58 450 tonnes
- Innovative products launched in the oat milk substitute segment
- More good progress made in the pilot project Zoí - Utilizing milling by-products to manufacture high-quality insect proteins

**Processing volume**



**220 000** tonnes

More information: [www.swissmill.ch](http://www.swissmill.ch)

**Steinfels**  
S W I S S

Cosmetics, detergents and cleaning products, hygiene products.

#### Highlights 2022

- Record sales following relaunch of Sherpa Tensing products with a new design and more environmentally-friendly recipes
- Significant market share gains in professional hygiene, thanks in part to sustainable products and comprehensive range of services
- Digital services for hygiene HACCP successfully launched
- First circular project involving plastic packaging successfully launched, canisters of Professional products recycled and processed into Fox bottles
- "WinTurbo" project – upgrading cosmetic production is progressing as planned

**Production volume**



**18 020** tonnes

More information: [www.steinfels-swiss.ch](http://www.steinfels-swiss.ch)

**HALBA**  
SWEET. SALTY. SWISS.

Chocolate: bars, confectionery and seasonal articles, industrial products.

Snacks: nuts, dried fruit, seeds.

Baking and cooking ingredients: sugar, baking ingredients, pulses, dried mushrooms and vegetables.

#### Highlights 2022

- Strong growth in vegan chocolate products
- Economic situation made the export business challenging, trade shows attended in Singapore, Melbourne and Chicago yielded positive outcomes
- Innovative developments in product range to include more "specialities", such as 100% cocoa chocolate, sugar-free/reduced sugar, vegan or recipes containing protein
- New moulding equipment and packaging add-on (Flowpack) became operational, to safeguard capacity
- Pricing and availability risks due to current socio-political climate minimized by sourcing raw materials early and pursuing a multiple supplier strategy
- Sustainable agroforestry projects in Ecuador and Ghana expanded, living wage introduced for cocoa farmers in Ghana

**Production volume**



**46 300** tonnes

More information: [www.chocolatshalba.ch](http://www.chocolatshalba.ch)

#### Banana ripening plant

Bananas, exotic fruit such as pineapple and kiwi, dried fruit.

#### Highlights 2022

- Automated ripeness recognition being set up
- Digitalization of quality assurance in incoming/outgoing goods

**Product quantities**



**33 203** tonnes



## Coop bakeries

Fresh bread products (loaves, rolls, braided bread), frozen bread products, cakes and biscuits, tarts and pastries, and commercial doughs.

### Highlights 2022

- 4 additional in-store bakeries, bringing the total to 61
- Highly successful "Frischgemacht" concept expanded to a total of 90 locations
- Bakeries obtained certification to higher IFS level
- "Best in Class" products such as braided bread and Schenkeli (deep-fried cookies) overhauled
- Gossau bakery began producing Schenkeli
- Business with third-party customers in retail expanded with special products
- Pre-baked breads successfully rolled out for stores in the Ostschweiz, Nordwestschweiz, Zentralschweiz and Zürich and Bern regions

**Production volume**

 **68 897** tonnes

More information: [www.coop.ch/baeckerei](http://www.coop.ch/baeckerei)

## Cave

White wines, rosé wines, red wines, dessert wines, sparkling wines.

### Highlights 2022

- Despite severe constraints on the purchasing markets, good availability of finished products ensured. Available capacity for vinification fully utilized for 2022 harvest.
- Product portfolio expanded at Transgourmet Switzerland with positive trend
- New organic Glühwein successfully developed
- "Bag in Box" packaging format successfully expanded

**Fill volumes**

 **35 300 000** litres



**pearlwater**

Mineral water and sugar-containing soft drinks.

### Highlights 2022

- Coop ranges expanded with Orange 1l, Swiss Alpina & Passion Fruit 1l flavoured waters
- Planning permission requested for ground-mounted photovoltaic system to be implemented in 2023; once implemented, half of all bottles will be made using solar power
- Approval of project to reduce oil heating by using heat pump/spring water and recycling waste heat from compressors
- Four exploratory drills carried out to open up a new source, with a positive outcome: slightly mineralized water found

**Bottling volume**

 **81 058 944** litres

More information: [www.pearlwater.ch](http://www.pearlwater.ch)

REISMÜHLE   
**NUTREX**

Organic and Fairtrade rice, rice specialities and rice mixes, vinegar and vinegar specialities.

### Highlights 2022

- Strong sales year in retail and sales on the rise again in catering
- New corporate image implemented for Reismühle Nutrex
- Vinegar factory opened in Brunnen incl. anniversaries for 66 years of Reismühle and 80 years of vinegar production
- New bottling line for "mixes/small packs" became operational
- New Aceto Balsamico Ticino brought onto the market
- Range of Demeter rice expanded
- Export restrictions for project rice due to new EU regulation on raw materials from India and Pakistan

**Production volume**

 **20 654** tonnes

More information: [www.reismuehle.ch](http://www.reismuehle.ch)

# Employees

# 4

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# Employees

Coop continues to grow and invests heavily in developing its employees. Measures to promote equality get a further boost and the swift progress of digitalization makes employees' working days easier.

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## 94 790

employees within the  
Coop Group

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In all, the company had 94 790 employees in the year under review in the Retail and Wholesale/Production business areas.

Almost 63% of the jobs are located in Switzerland. Coop goes to great lengths to provide secure jobs with the potential for career development and offers its employees the best terms of employment in Swiss retailing nationwide. The company is the only large retailer to have concluded a collective employment agreement with five different social partners. Over 38 000 employees have signed up to the Coop collective employment

agreement. All employees receive competitive pay and benefit from a range of attractive employee discounts. Among other things, Coop assumes two-thirds of the insurance contributions to the CPV/CAP Coop Pension Fund for its employees in Switzerland.

Coop has around 2 670 apprentices in Switzerland alone, making it the country's second-largest provider of apprenticeships. There are 32 different professions to choose from in sales, administration, logistics and production. A total of 32 full-time mentors and around 2 000 trainers oversee and support the young adults. Coop continues to employ over 72% of the trainees once they have completed their training. Thanks to their solid and demanding basic training, many are ideally qualified to soon take on their first management role.

One of the main aims of Coop's HR work, besides recruiting new staff members, is to enthuse employees for and impart to them the skills they need in order to deal with technological change and digitalization.

Coop has adopted the following strategic priorities to tackle the current challenges on the job market:

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## Human Resources Management

### Appeal as an employer

Employer branding  
Women in senior management  
Working conditions

### Entrepreneurship and management

Gender-equal pay structure in  
line with the market  
Management development  
Talent management and Campus

### Change Management

Technological change in retail  
Corporate culture  
HR as a business partner  
Digital HR processes

## Attractiveness as an employer

### Employer branding

#### Measures to enhance appeal as an employer

To further enhance its attractiveness as an employer, Coop launched a market research study in the year under review. This will serve as a basis for devising measures to further strengthen employer branding. The pilot of an HR landing page for applicants has also made the recruitment process even simpler. Coop's presence at various online and offline events and university fairs for graduates provided an even more effective means of reaching this target group as well. A growing online presence on LinkedIn, with targeted content for over 106 000 followers, also helps Coop with recruiting new professionals.

#### Motivating Management Conference in 2022

On 22 June, around 3 400 managers attended the big Coop Management Conference at the Attisholz site, and came away feeling inspired. The focus was very much on appreciation and gratitude for the work done during the challenging period of the Covid pandemic.

### Women in senior management

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# 37.1%

Proportion of women in senior management within the Coop Group

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#### Building a network of female executives

The proportion of women in senior management within the Coop Group is already 37.1%. To increase this percentage even further, a working group of various female professionals from different formats and Business Units held the first national event for Coop female executives. Around 500 participants attended the kick-off in August 2022. The aim of the network is to encourage as many women as possible from within our own ranks to take the next career step, and to support them fully should they do so. The network is also intended as a forum for sharing experiences and as a source

of inspiration. Following on from the kick-off, initial regional network events were held in the Ostschweiz, Nordwestschweiz/Zentralschweiz/Zürich and Bern regions.

### Working conditions

#### New CEA with improvements for employees

In 1914, Coop was the first Swiss retailer to introduce a collective employment agreement (CEA). Thanks to our five social partners, the CEA is more broadly based than any other in the industry. The CEA governs the basis for good relationships and progressive employment conditions in retailing. On 1 January 2022, the new CEA was introduced, ushering in various improvements for Coop employees. Besides fair compensation, Coop supports employees in a number of other ways, such as three weeks' paternity leave and financial contributions towards external child care (Coop Child Care).

#### Transgourmet France wins diversity award

"Capital" magazine has named Transgourmet France as one of the best companies in the wholesale sector for diversity. Of all 300 of the companies rated in France, the company ranked a very impressive 8th. The magazine publishes the rankings in acknowledgement of companies that are actively committed to combating sexism, racism or homophobia.

## Enterprise and management

### Gender-equal pay structure in line with the market

#### Certified for equal pay

Since 2020, Coop has held the Swiss Association for Quality and Management (SQS) “Fair Compensation” certification for the Coop business units. The “Fair Compensation” certificate confirms that Coop’s remuneration policy satisfies the criteria for compliance with fair compensation. This is also proof that, at Coop, all employees have the same opportunities, regardless of gender or background. In 2022 Coop also passed its second audit for the “Fair Compensation” certificate.

### Management development

#### Extremely popular management development programmes

In 2022, around 1 400 candidates enrolled on the “Management & Leadership” development programmes at Coop. The Coop Campus offers ideas and tools that both new and experienced managers can put to use in their daily management activities. Just under 40 participants registered for the CAS FH in “Management & Leadership” or CAS FH in “Shaping culture and processes” in 2022. These programmes enable Coop to continue filling around 70% of all management posts internally, building lasting relationships.

### Talent management and Campus

#### New competencies with e-learning courses

Employees of Coop have access to over 200 e-learning courses to add to their specialist knowledge. In 2022 over 100 000 e-learning courses were successfully completed. Along with countless revisions and updates, new courses were launched such as the “go4pro” independent study programme, in which new sales employees work through four topics of relevance to Coop: sustainability, Coop on the market, sales promotion, and management. There are also numerous e-learning courses available for production and logistics employees. Moreover, thanks to an auto-translate function, they can now be completed in Tamil, Croatian, Ukrainian or one of over 70 other languages.

---

**3 417**  
apprentices within the  
Coop Group

---

#### Start of pilot project to promote apprentices’ talents and strengths

In February 2022, the pilot project “Promoting apprentices’ talents” was launched for apprentices in their second year of the basic training programme for retail specialists. The aim of this new process is to individually nurture apprentices based on their talents, potential and strengths. Once their competence has been tested and their talents identified, apprentices can choose whether they want to implement the specified support measures in their final year of training.

## Change management

### Corporate culture

#### Coop launches an app for employees: myCoop

Around 95% of the Coop Group's total workforce of employees do not have a PC login. To enable it to share information quickly and directly with those employees, in the year under review Coop launched an app for employees which can be downloaded on a smartphone. This is intended to strengthen employees' identification with the company and foster a spirit of solidarity. The app, called myCoop, is proving very popular. Employees engage in lively discussions on their dedicated channel, which they use to report on their successes and post fascinating stories from the world of Coop. The myCoop app also has a chat function, which employees without access to their own computer greatly appreciate.

### Digital HR processes

#### Mobile tools to make life easier for employees

Digitalization measures in Human Resources accelerated at a fast pace in 2022. As well as the employment contract process for CEA employees, the sending of all payslips to employees was digitalized. At the same time, many more workflows were added in the HR sphere: today, Coop has around 30 different workflows which can now be started and processed directly on a mobile phone via the Coop Access app. The app achieved a pleasing 80% usage rate in 2022. Furthermore, Coop records around 600 000 downloads to mobile staff deployment planning each month.

## CPV/CAP Coop Pension Fund

### Challenging investment year for the CPV/CAP Coop Pension Fund

2022 was a challenging investment year for the CPV/CAP. Almost all asset classes posted revaluation losses, which impacted negatively on the generated return. The CPV/CAP's performance amounted to -5.8%. Compared with the benchmark, the return was higher than average at +1.1%. Despite the difficult environment, CPV/CAP interest on retirement assets in 2022 was 2.0%. The provisional interest rate for 2023 is also 2.0%. Pensions remained unchanged, and this will also be the case in 2023. At 40 328, the number of active members was higher than in the previous year (39 305 active members). The number of pensioners rose by 909 people to 22 049 at the end of 2022.



# Corporate governance

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# Corporate governance

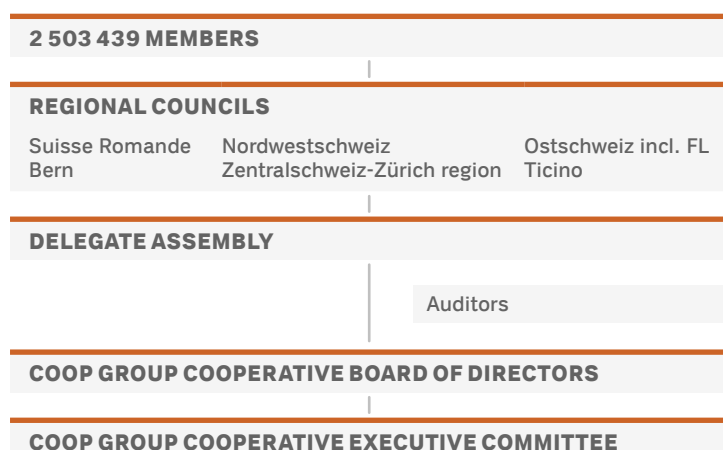
Corporate governance is based on the principle of management's transparency and openness towards employees and the general public. In the following chapter, Coop provides an insight into its company structure.

The Coop Group Cooperative is committed to openness and transparency in the operational management of the Group and it acts to ensure good corporate governance in the interests of its members, customers, employees and other stakeholders. Its governance largely follows the guidelines of SIX Swiss Exchange regarding information on corporate governance. These apply to joint-stock companies and companies that have issued participation certificates or non-voting dividend rights certificates, which does not apply to Coop as a cooperative society. The only company in the Coop Group that has issued SIX-listed equities is Bell Food Group AG. For specific information on this company's corporate governance, see its annual report and website, [www.bellfoodgroup.com](http://www.bellfoodgroup.com).

## Group structure

The Coop Group Cooperative is based in Basel. At the end of 2022 the cooperative had over 2.5 million members. Any resident of Switzerland or the Principality of Liechtenstein can become a member. The Coop Group Cooperative holds stakes in a number of companies in Switzerland and abroad. Pages 106 to 109 of the Annual Report (Scope of consolidation) provide information on the group structure. There are no cross-holdings within the Coop Group. The Coop Group Cooperative is responsible for the general direction of business of the Coop Group. The executive bodies of the Coop Group Cooperative are the Regional Councils, Delegate Assembly, Board of Directors, Executive Committee and auditors.

### Organization



## Regional Councils

The Coop Group Cooperative comprises six regions (Suisse Romande, Bern, Nordwestschweiz, Zentralschweiz-Zürich, Ostschweiz incl. Principality of Liechtenstein, and Ticino). These regions do not constitute separate legal entities, but are part of the Coop Group's cooperative-based organizational structure. In each region, cooperative members elect a Regional Council consisting of 60 to 120 members (Ticino: maximum of 30). The Regional Councils maintain contact with members and the public. Each Regional Council appoints a Committee of twelve (Ticino: six) from among its members. Each Committee is self-constituting and submits a proposal to the Board of Directors for the attention of the Delegate Assembly for one of its members to be appointed to the Board of Directors; if elected, the member becomes President of both the Regional Council (RC) and its Committee (RCC). The other members of the Regional Council Committee are the delegates. They represent the members of the corresponding region at the Delegate Assembly of the Coop Group Cooperative. The current composition of the Delegate Assembly is shown in the section "Delegate Assembly".

The term of office of the Regional Councils and the Regional Council Committees is four years. The current term of office is from 2021 to 2025. According to the Articles of Association, a member's term in office is limited to 20 years, and members must retire at the end of the year in which they turn 70.

## Delegate Assembly

The Delegate Assembly is endowed with the legal powers vested in the Annual General Meeting and the duties assigned to it in the Articles of Association. In particular, it is responsible for laying down the Articles of Association, electing and dismissing the Board of Directors and the statutory auditors, approving the Annual Report, discharging the Board of Directors and dissolving the cooperative society. In addition, the Board of Directors can submit other business to it for a decision.

Further information on the Regional Councils and the Delegate Assembly can be found in the Articles of Association and the Election Regulations of the Coop Group Cooperative. Both documents can be accessed online.

➔ [www.coop.ch](http://www.coop.ch) (> About us > Who we are > Cooperative)

As at 31 December 2022, the Delegate Assembly consisted of the following delegates:

Suisse Romande region	Bern region	Nordwestschweiz region	Zentralschweiz-Zürich region	Ostschweiz region (incl. Liechtenstein)	Ticino region
Vincent Albasini	Sabine Boschung	Alexandra Abbt-Mock	Silvia Banfi Frost	Suzanne Blaser	Lucia Gianoli
Patrick Csikos	Patrick Bruni	Sibylle Bader Biland	Jolanda Bossert	Fridolin Eberle	Christian Broggi
Yvan Délèze	Chantal Gagnebin	Evelyn Borer	Stefan Baumann	Markus Eugster	Cristina Calderari
Olivier Grangier	Sandra Ghisoni Schenk	André Dalla Vecchia	Kilian D'Alberto	Christa Flückiger	Carlo Frigerio
Doris Grobéty	Fränzi Grunder	Adrian Fankhauser	Anna Maria Forlano	Remo Keller	Raffaele Sartori
Nicole Hosseini	Jürg Kradolfer	Susanne Jäger	Alexander Gossauer	Kurt Gansner	
Nadine von Büren-Maier	Corinne Lehmann	Peter Jossi	Ronald Hauser	Roberto Godenzi	
Catherine Sahy	Sibylle Miescher	Pascal Konrad	Evelyn Hofer	Hedwig Kohler	
Benoît Santschi	Felix Truffer	Daniel Münger	Cornelia Luchsinger	Richard Kübler	
Catherine Stern	Annette Wisler Albrecht	Karin Alder-Blaser	Alex Rutz	Leonardo Longaretti	
Marc Vauthey	Zippora Wüthrich		Beda Schlumpf	Gabi Senn	

## Capital structure

The capital structure of the Coop Group can be seen in the consolidated balance sheet (page 85 of the Annual Report) and the corresponding notes (pages 88 to 109). The equity of the Coop Group Cooperative consists exclusively of self-generated funds. The members have no stake in the equity.

## Board of Directors

### Members of the Board of Directors

According to the Articles of Association, the Board of Directors of the Coop Group Cooperative comprises a maximum of six members nominated by the regions as well as a maximum of five further members, including a representative from the French-speaking part of Switzerland and an employee representative. The members of the Board of Directors are proposed by the Board of Directors and elected by the Delegate Assembly. The Board of Directors currently includes four further members, i.e. it has a total of ten members. With the exception of the employee representative, the members of the Board of Directors may not be employed by Coop or by any enterprise controlled by Coop (strict division of powers).

As at 31 December 2022, the Board of Directors of the Coop Group Cooperative comprised the following members:

Name	Year	Current function	First year of office	Elected until
Joos Sutter <sup>2</sup>	1964	Chairman	2021	2025
Markus Beer	1970	Member, employee representative	2021	2025
Michela Ferrari-Testa	1963	Member, representative of Ticino Region	2006	2025
Michael Fuhrer	1972	Member, representative of Ostschweiz/FL Region	2021	2025
Susanne Giger	1970	Member, representative of Zentralschweiz-Zürich Region	2018	2025
Petra Jörg Perrin <sup>2</sup>	1964	Member, representative of Bern Region	2017	2025
Doris Leuthard <sup>1</sup>	1963	Member, Vice-Chairwoman	2019	2025
Grégoire Ribordy	1971	Member	2021	2025
Bernard Rüeger	1958	Member, representative of Suisse Romande Region	2009	2025
Karim Twerenbold	1985	Member, representative of Nordwestschweiz Region	2021	2025

<sup>1</sup> Chairwoman of the Audit Committee

<sup>2</sup> Member of the Audit Committee

### Education/training, professional activities and vested interests

(Reference date 31.12.2022)

The Board of Directors of the Coop Group Cooperative is also the Board of Directors of the Coop Cooperative and Coop Immobilien AG.



#### Joos Sutter

Swiss

#### Vocational training/background:

Lic. oec. HSG, University of St. Gallen; Swiss diploma in auditing, "Kammerschule" of the Schweizerische Treuhandkammer (Swiss Institute of Certified Accountants and Tax Consultants), Zurich

#### Professional experience:

1991–1996 Auditor at PricewaterhouseCoopers, Zurich; 1996–1999 Head of Finance/Personnel at Import Parfümerien AG, Zurich; 1999–2005 various positions such as Head of Finance/Service and Head of Sales at Interdiscount AG, Jegenstorf; 2005–2009 Head of Interdiscount Division; 2010–2011 Member of the Executive Committee of Coop Group Cooperative and Head of the Trading Business Unit of Coop Cooperative, Basel; 2011–2021 Chairman of the Executive Committee of Coop Group Cooperative (CEO) and Head of Retail Business Unit of Coop Cooperative, Basel Since May 2021 Chairman of the Board of Directors of Coop Group Cooperative, Basel

**Directorships:**

AgeCore SA, Geneva; Bell Food Group AG, Basel (Chairman); Coop Mineraloel AG, Allschwil (Chairman); Swiss Household Services Ltd., Oberbüren (Vice-Chairman); Coop Aid for Mountain Regions Cooperative, Basel (Chairman); Transgourmet Holding AG, Basel (Vice-Chairman); Two Spice AG, Zurich

**Other functions and offices:**

CPV/CAP Coop Pension Fund, Basel (Chairman); Member of Board of Trustees of the Jumbo Pension Fund, Dietlikon (Chairman)



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**Markus Beer**

Swiss

**Vocational training/background:**

Baker-confectioner, Marketing Director with ImBa certificate, Certified Board Member (Rochester-Bern Executive Programs)

**Professional experience:**

1989 Shift Baker Coop Mittelland; 1994–2000 Head of In-store Bakery Coop Zofingen; 2000/01 Deputy Head of Bakery Coop Mittelland; 2001–2010 Group Head Regional Category Management Baked Goods; 2010–2015 Group Head Regional Category Management Staple Foods/ Frozen; since 2015 Head of Product Management/Innovation Bakeries Unit

**Other functions and offices:**

Association of Salaried Employees of Coop (Chairman)



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**Michela Ferrari-Testa**

Swiss

**Vocational training/background:**

lic. iur. University of Zurich, lawyer and notary

**Professional experience:**

since 1990, own law and notary practice in Capriasca

**Further directorships:**

Banca dello Stato del Cantone Ticino, Bellinzona; Schweizerische Mobiliar Genossenschaft, Bern



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**Michael Fuhrer**

Swiss

**Vocational training/background:**

Swiss diploma in Swiss diploma in accounting and controlling

**Professional experience:**

1996–2001 Business Customer Advisor St. Galler Kantonalbank; 2001–2003 Credit Specialist Corporate Customers at Credit Suisse St.Gallen; 2003–2004 Head of Finance and Accounts Department Händeler AG; since 2005 Head of Finance & Administration Business Unit and member of the Executive Committee of Händeler AG; since 2021 Deputy Managing Director of Händeler AG

**Further directorships:**

Wasserversorgung Herisau

**Other functions and offices:**

Chair of the interest group Verein IG Sport Region Herisau



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**Susanne Giger**

Swiss

**Vocational training/background:**

Lic. oec. HSG, University of St. Gallen

**Professional experience:**

1995–1998 Project Manager B+R Event AG, Glattbrugg; 1998–2000 Head of Sponsorship and Events “Zürich” insurance company, Zurich; 2001–2007 Business Editor Schweizer Fernsehen und Schweizer Radio DRS, Zurich and Bern; 2008 author of books and freelance journalist; 2009–2017 Business Editor and presenter, Schweizer Radio und Fernsehen SRF, Bern and Zurich; since 2018 entrepreneur (Susanne Giger GmbH), Zollikon

**Further directorships:**

Board member, Kartause Ittingen, Warth-Weiningen; Board member, Zewo, Zurich; Gemeinnützige Stiftung gegen die Mädchenbeschneidung, Hittnau (Vice-Chairwoman); Board member, Pontifical Swiss Guard in the Vatican, Fribourg

**Other functions and offices:**

Delegate, Patria Cooperative; member of the Board of HSG Alumni Women’s Chapter; Advisor, Lassalle-Institut



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**Petra Jörg Perrin**

Swiss

**Vocational training/background:**

Dr. rer. oec. University of Bern

**Professional experience:**

since 1989 editor, author and lecturer as well as project manager; since 2006 Managing Director and since 2015 CEO at Rochester-Bern Executive Programs

**Further directorships:**

Member of the Board of swissICT

**Other functions and offices:**

Titular Professor and visiting lecturer at the University of Bern; member of Training Advisory Board, Berner Kantonalbank; member of Strategic Advisory Board ZippSAFE



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**Doris Leuthard**

Swiss

**Vocational training/background:**

lic. iur. University of Zurich, lawyer

**Professional experience:**

1991–2006 Lawyer and partner at Fricker Lawyers, Wohlen. Also member of various Boards of Directors (including Neue Aargauer Bank AG, Elektrizitäts-Gesellschaft Laufenburg AG, Baugenossenschaft Merenschwand) and political activity as schools inspector for Muri District (1993–2000), member of the Grand Council of the Canton of Aargau (1997–2000), member of the National Council (1999–2006) and as Chairwoman of the Christian Democratic Party of Switzerland (2004–2006). 2006–2018 Federal Councillor, initially as head of the Federal Department of Economic Affairs (FDEA) then, from November 2010, head of the Federal Department of Environment, Transport, Energy and Communications (DETEC), 2010 and 2017 President of the Swiss Confederation

**Further directorships:**

Bell Food Group AG, Basel (Vice-Chairwoman); Coop Mineraloel AG, Allschwil; Stadler Rail AG, Bussnang; Transgourmet Holding AG, Basel

**Other functions and offices:**

Fondation Kofi Annan; Ulrico Hoepli-Stiftung (Chairwoman), Stiftung Swiss Digital Initiative (Chairwoman), Steering Committee Europa Forum (Co-Chairwoman), Member of Foundation Board, ETH Zurich Foundation; Svizra27 Swiss National Exhibition Association (Co-President)



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**Grégoire Ribordy**

Swiss

**Vocational training/background:**

PhD in Physics, University of Geneva

**Professional experience:**

since 2001 founder and CEO ID Quantique SA, Carouge

**Further directorships:**

Miraex SA, Ecublens

**Other functions and offices:**

Chair of University of Geneva Alumni; Association des Parents d'Elèves de l'Ecole de Troinex



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**Bernard Rüeger**

Swiss

**Vocational training/background:**

MBA, Lausanne

**Professional experience:**

since 1986 in various positions and 1992–2012 Managing Director, Rüeger SA, Crissier; 2013–2019 Chairman, Rüeger Holding SA, Paudex

**Further directorships:**

Alpsens Technologies SA, Crissier (Chairman); CSS Holding AG, Lucerne; Gestion indépendante de patrimoines GIP SA, Granges-Paccot (Chairman); Groupe Orllati SA, Bioley-Orjulaz; Precitherm SA, Paudex; Socorex Isba SA, Ecublens



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**Karim Twerenbold**

Swiss

**Vocational training/background:**

BSc International Management, University of Applied Sciences and Arts Northwestern Switzerland

**Professional experience:**

2011–2013 Project Manager/Assistant to the CEO Twerenbold Reisen Group; 2013–2016 CEO Twerenbold Group; since 2016 owner and Chairman of the Board of Directors of the Twerenbold Group

**Further directorships:**

Rütihöfler Immobilien AG, Baden

**Other functions and offices:**

Werner Twerenbold Stiftung; Chair Young Presidents Organization (YPO) Zürich Chapter



## Election and term of office of the Board of Directors

### Principles of the electoral procedure

The members of the Board of Directors are elected by the Delegate Assembly. The term of office for all members is four years. Re-election is possible. In accordance with the Articles of Association, a member's term in office is limited to 16 years, and members must retire by the time of the first ordinary Delegate Assembly in the year in which they celebrate their 70th birthday.

### First-time election and remaining term of office

The start of the term of office for members of the Board of Directors elected for the first time is set out in the section "Members of the Board of Directors". The current term of office began in spring 2021 and ends in spring 2025.

## Internal organization

### Allocation of tasks within the Board of Directors

The Board of Directors is self-constituting, appointing a Chairman and a Vice-Chairman from among its members. The members assume equal responsibility for exercising the functions of the Board of Directors.

### Audit Committee

As support, the Board of Directors has appointed an Audit Committee from among its own members. The Audit Committee advises the Board of Directors on questions concerning the financial statements and reporting, on the activities of the internal and external auditors, the internal control system (ICS) and risk management. Compliance is also a matter for the internal control system and risk management.

The Audit Committee meets at least three times a year. A meeting generally lasts half a day. As a rule, the Chairman of the Executive Committee (CEO), the Head of the Finance Business Unit and the Head of Internal Auditing take part in the meetings in an advisory capacity. Depending on the agenda of the meeting, the external auditors may be asked to attend. The members of the Board of Directors are kept informed on the work of the Audit Committee at regular intervals. Internal Auditing reports to the Chairwoman of the Audit Committee. The Audit Committee met four times and held one video conference in 2022.

### Working method of the Board of Directors

The Board of Directors meets as often as business requires, but at least four times a year. As a rule, the Chairman of the Executive Committee and the Vice-Chairman of the Executive Committee take part (for all items on the agenda) in the meetings of the Board of Directors in an advisory capacity, as do the other members of the Executive Committee if required. The Board is quorate if a majority of its members are present. A valid decision requires a majority of the votes cast. In the event of a tie, the Chairman of the Board of Directors has the casting vote.

In 2022, the Board of Directors convened for seven meetings lasting from one to two days and for two extraordinary meetings. It also undertook a four-day tour of inspection in Europe. No external consultants were engaged.

## Regulation of responsibilities

The Board of Directors is responsible for the general direction (strategic leadership) of the business of the Coop Group Cooperative and the Coop Group and oversees operational management of the Group. The duties and powers vested in it under Art. 38 of the Articles of Association correspond to the regulations laid down for joint-stock companies (Swiss Code of Obligations 716a), which are stricter than Swiss law on cooperatives. The organizational regulations enacted by the Board of Directors provide for a strict division of responsibilities between the Board of Directors and the Executive Committee in all fundamental matters such as finance, corporate strategy, human resources and organization. The Executive Committee has drawn up regulations that define in detail the operational responsibilities of the individual management levels.

## Instruments of information and control over the Executive Committee

### Management information system

The Chairman of the Board of Directors and the CEO meet once or twice a month to discuss fundamental issues regarding the Coop Group. The Chairman of the Board of Directors regularly attends the meetings of the Executive Committee. At each regular meeting of the Board of Directors, the CEO informs the Board members in detail about the company's performance, key projects and events as well as measures that have been implemented. Every month the Board of Directors receives a written report containing key figures on current business performance and important information on all business segments. In addition, reports and results are submitted in writing to the Board of Directors every four months and presented and discussed at the Board meetings.

### Planning and goal-setting process

Coop has a comprehensive and continuous planning and goal-setting process in place, which also features regular reporting to the Board of Directors.

### Risk management

The Coop Group operates a standardized risk management system. Every three years (most recently in 2021), the Executive Committee and the Board of Directors identify and analyse the main risks and main risk scenarios and determine the appropriate measures. The progress made in implementing the individual measures is reviewed each year. Major risks are defined as those that can have a negative impact on the EBIT of the Coop Group to the extent of over 15 million francs within three years.

### Internal control system

During the well-established annual quality evaluation of the internal control system at business process level, operational risks and risks associated with financial reporting and compliance are assessed. The effectiveness of the checks carried out to cover these risks is also assessed. General IT checks are included in the above assessments.

The quality of the Group-wide checks is examined by members of the Executive Committee every two years. As scheduled, an assessment of the Group-wide checks was carried out in 2021. The results of the internal control system evaluations are summarized in a comprehensive report issued each year.

### Internal Auditing

Internal Auditing – as an independent and impartial body – is mandated by the Board of Directors and the Audit Committee to check compliance with guidelines and regulations, the appropriateness and effectiveness of the internal control system and other aspects. It audits, or advises on, the development of new business processes or changes to existing ones, and supports the Executive Committee in the achievement of its goals by presenting proposals for improving business processes. Internal Auditing practises a risk-oriented approach to auditing. Observations from audits are communicated in writing to the Chairwoman of the Audit Committee, the Chairman of the Board of Directors and the Chairman of the Executive Committee. The implementation of measures is monitored promptly. Internal Auditing coordinates its auditing activities and maintains close contact with the statutory auditors for the purpose of sharing information. It is a member of the Institute of Internal Auditing Switzerland (IIAS).

### Compliance

Coop's corporate profile takes shape with the Coop Group Code of Conduct. The Code of Conduct, which is binding on the company's employees, describes the rules when dealing with each other, as well as with our customers and business partners. It focuses on a respectful, non-discriminatory, sincere and honest approach. This includes compliance with statutory requirements and internal guidelines. Violations of this Code of Conduct should initially be reported to line managers. In cases where this is not possible, the person reporting the violation can contact a reporting office. All information is treated as strictly confidential.



## Management

### Members of the Executive Committee

For the operational management of the Group, the Board of Directors appoints an Executive Committee (EC), which acts on its own responsibility as the executive body; its duties and powers are laid down in the organizational regulations by the Board of Directors. The Executive Committee is headed by a Chairman (CEO), who is entitled to issue directives to the other EC members.

Business Unit 7 was reorganized effective 1 January 2023 in order to anchor digital change more firmly in the organization. It will be called “Digital & Customer” in future and from 2023 will be led by Thomas Schwetje, previously responsible for Marketing/Digital Services. Reto Conrad, Head of the IT/Production/Services Business Unit 7, stepped down from the Executive Committee in August 2022.

As at 31 December 2022, the Executive Committee of the Coop Group Cooperative comprised the following members:

Name	Year	Current function	Member since
Philipp Wyss	1966	Chairman of the Executive Committee (CEO)	2009
Christian Coppey	1965	Member	2017
Daniel Hintermann	1970	Member	2017
Andrea Kramer	1969	Member	2021
Daniel Stucker	1964	Deputy Chairman of the Executive Committee	2011
Adrian Werren	1969	Member	2016

### Education/training, professional activities and vested interests

(Reference date 31.12.2022)

The Executive Committee of the Coop Group Cooperative is also the Executive Committee of the Coop Cooperative and Coop Immobilien AG.



#### Philipp Wyss

Swiss

#### Vocational training/background:

Commercial apprenticeship and butcher apprenticeship

#### Professional experience:

1990–1992 Sales Manager, Sempione Gehrig AG, Klus; 1993–1997 Senior Product Manager, Federation of Migros Cooperatives, Zurich; 1997–2003 Category Manager for Meat, Fish, Fresh Convenience at Coop, Basel; 2004–2008 Head of Fresh Produce Category Management at Coop, Basel; 2008–2009 Coop Sales Head of Zentralschweiz-Zürich Region; since 2009, Member of Executive Committee of Coop Group Cooperative, Basel; 2009–2011 Head of Retail Business Unit and Head of Zentralschweiz-Zürich Sales Region of Coop Cooperative, Basel; since 2012, Head of Marketing/Purchasing Business Unit and deputy CEO of Coop Cooperative, Basel; since May 2021 Chairman of the Executive Committee of Coop Group Cooperative (CEO) and Head of Retail Business Unit of Coop Cooperative, Basel

#### Directorships:

AgeCore SA, Geneva; Bell Food Group AG, Basel; Marché Restaurants Schweiz AG, Dietlikon (Chairman); Transgourmet Holding AG, Basel; Two Spice AG, Zurich

#### Other functions and offices:

IG DHS (Swiss retailers' organization) Steering Committee;



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**Christian Coppey**

Swiss

**Vocational training/background:**

diploma in architecture, ETH Zurich, Advanced Master in Urban Planning ENPC Paris

**Professional experience:**

1992–1995 Assistant Prof. D. Schnebli, ETH Zurich; 1993–2005 Project Manager Coppey & Coppey Architectes, Martigny; 2003–2006 Head of Corporate Real Estate Western Switzerland Credit Suisse, Lausanne; 2006–2016 Head of Real Estate & Shopping Management Maus Frères SA, Geneva;

since 2017 Member of the Executive Committee of Coop Group Cooperative and Head of Property Business Unit of Coop Cooperative, Basel

**Directorships:**

Pearlwater Mineralquellen AG, Termen (Chairman); Robix AG, Basel (Chairman)

**Other functions and offices:**

Board member, CPV/CAP Coop Pension Fund, Basel; Trustee Jumbo Pension Fund, Dietlikon



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**Daniel Hintermann**

Swiss

**Vocational training/background:**

Lic. rer. pol. University of Bern; Swiss diploma in logistics management

**Professional experience:**

1997–2001 Consultant and Project Manager Abegglen Management Consultants AG, Volketswil; 2001–2005 Head of Service Interdiscount, Jegenstorf; 2005–2010 Head of Logistics, IT and Service Interdiscount; 2010–2016 Head of Coop Nordwestschweiz logistics region, Schafisheim; since 2017 Member of the Executive Committee of Coop Group Cooperative and Head of Logistics Business Unit of Coop Cooperative, Basel

**Directorships:**

Coop Mineraloel AG, Allschwil; Panflor AG, Zurich; Railcare AG, Härkingen (Chairman)



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**Andrea Kramer**

Swiss

**Vocational training/background:**

Lic. oec. publ. University of Zurich

**Professional experience:**

1995–1998 Marketing Project Manager Winterthur-Versicherungen, Winterthur; 1999–2001 Brand Manager Unilever; 2001–2005 Product Manager Lindt & Sprüngli (Schweiz) AG, Kilchberg; 2005–2010 Key Account Manager, then Head National Sales and later Country Business Manager Switzerland Nestlé Suisse SA, Division Mövenpick Ice Cream; 2011–2013 Head of Business Unit “Hilcona Fresh Express”, Hilcona AG, Schaan; 2013–2014 Commercial Director “Gourmet Switzerland” Barry Callebaut Schweiz AG, Zurich; 2014–2021 Category Manager, then Head of Category Management/Purchasing “Basic Foods/Cleaning” Coop Cooperative, Basel; since May 2021 member of the Executive Committee of Coop Group Cooperative and Head of Marketing/Purchasing Business Unit of Coop Cooperative, Basel

**Directorships:**

Alifresca AG, Basel (Chairwoman); Eurogroup Far East Ltd., Hong Kong (Chairwoman)

**Other functions and offices:**

GfM Schweizerische Gesellschaft für Marketing (Officer); member of the Bio Foundation board; Board member, Biore Foundation



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**Daniel Stucker**

Swiss

**Vocational training/background:**

Dipl. Ing. in business informatics, Biel Engineering College; Executive MBA, University of Zurich

**Professional experience:**

1985–1986 Software engineer PTT, Bern; 1989–1992 Management Consultant and Branch Manager Bern AF Consulting, Bern; 1992–1994 Head of Service-Center RESO, Solothurn; 1994–1999 Head of IT and Organization at UEFA, Union of European Football Associations, Nyon; 1999–2007 Head of IT/Logistics, then Head of Finance/Services, later Head of Purchasing at Interdiscount, Jegenstorf; 2007–2011 Head of Division Import Parfumerie/Christ Watches & Jewellery, Winterthur; since 2011 Member of the Executive Committee of Coop Group Cooperative and Head of Trading Business Unit of Coop Cooperative, Basel

**Directorships:**

Coop-ITS-Travel AG, Freienbach (Chairman); Coop Vitality AG, Bern (Chairman); Coop Vitality Health Care GmbH, Niederbipp (CEO); Coop Vitality Management AG, Bern (Chairman); Swiss Household Services Ltd., Oberbüren (Chairman); Elektronik Distribution AG, Basel (Chairman); Eurogroup Far East Ltd., Hong Kong; Retail Marketing Switzerland AG, Basel; Service 7000 AG, Netstal (Chairman); The Body Shop Switzerland AG, Uster (Chairman); Update Fitness AG, Mönchwil (Chairman)



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**Adrian Werren**

Swiss

**Vocational training/background:**

Lic. rer. pol. University of Basel

**Professional experience:**

1995–1996 Auditor, Coop Switzerland, Basel; 1997–2000 Project Manager Coop Switzerland, Basel; 2001–2008 Team Leader Controlling, Coop, Basel; 2009–2010 Head of Controlling, Coop, Basel; 2011–2016 Head of Controlling, Coop and Head of Business Management/Controlling, Transgourmet (co-responsible); since 2016 Member of Executive Committee of Coop Group Cooperative and Head of Finance Business Unit of the Coop Cooperative, Basel

**Directorships:**

Coop Vitality AG, Bern; Coop Vitality Health Care GmbH, Niederbipp; Coop Vitality Management AG, Bern; Swiss Household Services Ltd., Oberbüren; Interkauf AG, Aarburg; Marché Restaurants Schweiz AG, Dietlikon; Railcare AG, Härkingen; Retail Marketing Switzerland AG, Basel (Chairman); PerService 7000 AG, Glarus; The Body Shop Switzerland AG, Uster; Transgourmet Central and Eastern Europe AG, Basel; Transgourmet Holding AG, Basel; Transgourmet Ibérica, S.A.U., Vilamilla; Transgourmet Österreich GmbH, Traun; Transgourmet Schweiz AG, Basel

**Other functions and offices:**

Member of the Regional Economic Council of the Swiss National Bank (SNB)

## Management agreements

There are no management agreements with third parties.

## Compensation

### Content and method of determining compensation and shareholding programmes

Compensation of the members of the Board of Directors and Executive Committee of the Coop Group Cooperative is prepared by the Chairman and the Vice-Chairwoman of the Board of Directors and set by the Board of Directors.

Compensation of the activities of the Board of Directors of the Coop Group Cooperative consists of a fixed salary dependent on the function involved (chairmanship, vice-chairmanship, regional council chairmanship, membership). In addition, a variable amount is paid in the form of fees for attending meetings. The Chairman and the Vice-Chairwoman of the Board of Directors are exceptions in that they receive fixed compensation (annual lump sum).

Compensation of the members of the Executive Committee of the Coop Group Cooperative consists of a contractually agreed fixed gross salary and a variable performance-related sum (profit-sharing) paid in cash. This sum may not exceed 20% of gross salary and is determined by the degree of budget fulfilment.

Compensation for the activities of the Board of Directors of the Coop Group Cooperative, the Coop Cooperative and Coop Immobilien AG in 2022 amounted to 1.5 million francs (previous year: CHF 1.4 million). The gross salaries of the Executive Committee totalled 3.9 million francs for seven full-time equivalents in 2022 (previous year: 4.4 million francs for seven full-time equivalents). The Coop Group Cooperative and the Coop Cooperative, respectively, are entitled to any fees paid to the Chairman and the Vice-Chairwoman of the Board of Directors and to members of the Executive Committee for activities performed as members of the Boards of Directors of subsidiaries.

The Chairman and the Vice-Chairwoman of the Board of Directors and the members of the Executive Committee do not enjoy special pension rights.

## Rights of participation

### Voting rights

Members of the Coop Group Cooperative are represented by the delegates of their respective region. Voting rights in the Delegate Assembly reflect the number of Coop members in the corresponding regions.

### Statutory quorums

Resolutions and elections in the Delegate Assembly require an absolute majority of the valid votes cast for them to take effect.

### Convening the Delegate Assembly

The Board of Directors convenes the Delegate Assembly at least 20 days in advance, giving details of the matters to be discussed and the proposals of the Board of Directors. An extraordinary Delegate Assembly may be convened if so requested by at least one third of delegates.

### Adding an item to the agenda

Delegates can ask for a matter to be added to the agenda of the Assembly. The request must be submitted to the Board of Directors at least 45 days before an Ordinary Delegate Assembly is due to be held.

## Changes of control and defensive measures

The Coop Group Cooperative has not issued any participation certificates. There are no statutory restrictions or regulations.

## Auditors

### Duration of mandate and term of office of lead auditor

As the auditors are appointed for one year, the Delegate Assembly elects the auditors each year. KPMG has been the auditor of the Coop Group Cooperative and of the consolidated financial statements of the Coop Group since 2019. Lead auditor Jurg Meisterhans has been in office since 2019.

### Auditing fee

The auditors billed fees totalling CHF 3.9 million for fulfilment of their statutory mandate for the 2022 financial year.

### Other fees

For performing additional services over and above the statutory mandate, the auditors billed a total of CHF 0.8 million during the 2022 financial year.

### Information instruments pertaining to an external audit

The Audit Committee is mandated by the Board of Directors to monitor the qualification, impartiality and performance of the external auditors and to inform the Board of Directors of the results of its assessment. It also provides the Board of Directors and the Delegate Assembly with a recommendation regarding the election or re-election of the external auditors.

The lead auditor took part in three ordinary meetings and one extraordinary meeting of the Audit Committee in 2022. Planning of the audit, the observations of the external auditors and the ensuing procedure adopted were discussed at these meetings. In addition, the lead auditor reports to all members of the Board of Directors once a year. The external auditors and Internal Auditing additionally discuss the methods and further development of the internal control system.

## Information policy

The Coop Group Cooperative keeps its members informed through the weekly Coop Member Press and the Coop websites. In addition, members can view the Coop Annual Report on the company's website or download it from the website.

➔ [report.coop.ch](https://report.coop.ch)

In spring and autumn, the delegates attend Delegate Assemblies at which information about ongoing business developments is provided and current topics are discussed in depth. Along with the invitation to the Spring Delegate Assembly they also receive a copy of the Annual Report of the Coop Group. The financial statements of the Coop Group Cooperative are an integral component of this annual report. In addition, they receive a written report every four months informing them of Coop's current business performance.

The key sales figures for the previous year are announced at the beginning of each year, and the annual results conference of the Coop Group takes place in February. Regular media releases keep the public informed on other important developments within the Coop Group.

➔ [www.coop.ch/medien](https://www.coop.ch/medien)

# 6

## Coop Group in figures

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All values rounded up/down individually.

## Key figures

### Key figures at a glance

#### Total sales

**34 206** CHF million

#### Net sales Group

**33 104** CHF million

of which

**22 231** CHF million Switzerland  
67.2% of net sales Group

**10 873** CHF million abroad  
32.8% of net sales Group

#### Net sales segments

**19 921** CHF million Retail  
55.9% of net sales segments

**15 747** CHF million Wholesale/Production  
44.1% of net sales segments

#### Net sales online trading

**4 952** CHF million

#### Employees at 31.12

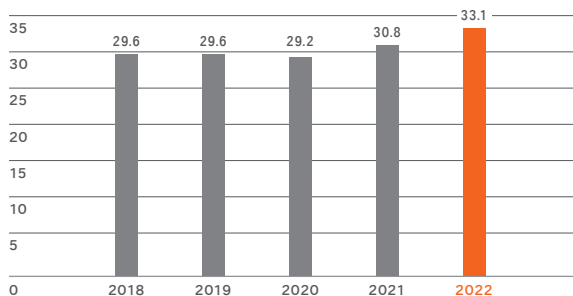
**94 790**

#### Trainees at 31.12

**3 417**

#### Net sales

in CHF billion



#### Earnings

**2 184** CHF million EBITDA  
6.6% of net sales

**843** CHF million EBIT  
2.5% of net sales

#### Profit

**562** CHF million  
1.7% of net sales

#### Equity

**11 439** CHF million  
52.1% Equity ratio

#### Cash flow from operating activities

**1 696** CHF million

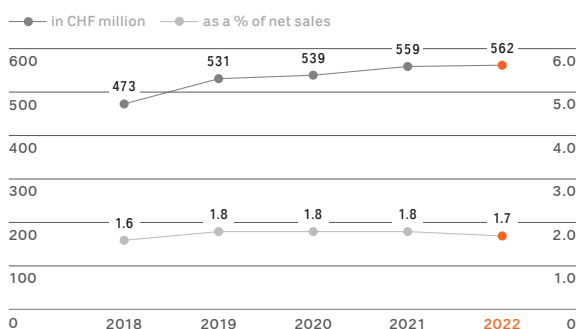
#### Investments

**1 496** CHF million

#### Sales outlets/markets

**2 633**

#### Profit





## Development of the Coop Group

in CHF million or as indicated	2018	2019	2020	2021	2022
<b>Total sales</b>	30 662	30 669	30 173	31 872	34 206
<b>Retail</b>	17 743	17 986	19 113	19 618	19 921
<b>Wholesale/Production</b>	14 170	14 148	12 632	13 711	15 747
<b>Consolidation</b>	-2 348	-2 502	-2 592	-2 576	-2 564
<b>Net sales from goods and services</b>	29 565	29 633	29 153	30 752	33 104
of which net sales Switzerland	19 931	20 159	21 110	21 654	22 231
as a % of net sales	67.4	68.0	72.4	70.4	67.2
of which net sales abroad	9 634	9 474	8 043	9 098	10 873
as a % of net sales	32.6	32.0	27.6	29.6	32.8
<b>Earnings before interest, tax, depreciation and amortization (EBITDA)</b>	2 103	2 046	2 227	2 376	2 184
as a % of net sales (EBITDA margin)	7.1	6.9	7.6	7.7	6.6
<b>Operating result (EBIT)</b>	772	782	838	905	843
as a % of net sales (EBIT margin)	2.6	2.6	2.9	2.9	2.5
<b>Profit</b>	473	531	539	559	562
as a % of net sales (profit margin)	1.6	1.8	1.8	1.8	1.7
<b>Cash flow from operating activities</b>	1 701	1 877	2 426	1 989	1 696
as a % of net sales (cash flow margin)	5.8	6.3	8.3	6.5	5.1
<b>Cash flow from investing activities</b>	-1 792	-1 391	-1 293	-1 979	-1 496
as a % of net sales	6.1	4.7	4.4	6.4	4.5
<b>Cash flow from financing activities</b>	325	-536	-180	-355	-448
<b>Free cash flow<sup>1</sup></b>	218	533	1 146	726	266
<b>Total assets</b>	20 364	20 456	20 646	21 569	21 951
<b>Equity incl. minority interests</b>	9 754	10 144	10 579	11 060	11 439
<b>Equity ratio incl. minority interests in %</b>	47.9	49.6	51.2	51.3	52.1
<b>Financial liabilities</b>	5 781	5 348	5 288	5 199	4 883
<b>Net financial liabilities</b>	4 832	4 427	3 404	3 664	3 608
<b>Debt coverage ratio</b>	2.3	2.2	1.5	1.5	1.7
<b>Interest coverage ratio<sup>2</sup></b>	42.7	49.9	47.4	53.8	53.0
<b>FTE (incl. trainees) at 31.12</b>	77 448	78 118	78 574	82 688	82 054
<b>Employees (incl. trainees) at 31.12</b>	89 579	90 520	90 819	95 410	94 790
<b>Trainees at 31.12</b>	3 449	3 457	3 364	3 413	3 417
<b>Retail number of sales outlets/markets at 31.12</b>	2 313	2 331	2 352	2 396	2 425
<b>Retail sales area in m<sup>2</sup> at 31.12</b>	1 882 500	1 891 525	1 907 627	2 105 458	2 121 345
<b>Wholesale/Production number of sales outlets/markets at 31.12</b>	145	148	149	219	209
<b>Wholesale/Production sales area in m<sup>2</sup> at 31.12</b>	1 008 731	1 021 119	1 026 269	1 204 221	1 113 605
<b>Number of members</b>	2 547 851	2 536 702	2 537 294	2 505 578	2 503 439

Prior-year figures restated

<sup>1</sup> Free cash flow definition: Cash flow from operating activities minus net investments in tangible fixed and intangible assets

<sup>2</sup> Interest coverage ratio definition: EBITDA/Interest and other financial expenses



## Net sales

in CHF million	2022	2021
Coop Supermarkets (incl. coop.ch)	11 568	12 103
Interdiscount	1 046	1 107
Coop City	779	751
Jumbo	1 206	948
Livique/Lumimart	219	236
Import Parfumerie	137	133
Christ Watches & Jewellery	81	77
Dipl. Ing. Fust	984	1 022
Coop Vitality AG	267	261
The Body Shop Switzerland Ltd.	22	24
Coop Mineraloel AG	2 932	2 496
Betty Bossi	73	83
Marché Restaurants Schweiz AG	105	72
Coop Restaurants	210	109
Two Spice	90	
Other companies/formats and effects from segment consolidation	202	195
Specialist formats	8 353	7 514
<b>Retail</b>	<b>19 921</b>	<b>19 618</b>
Transgourmet France	1 595	1 227
Transgourmet Ibérica	1 274	526
Transgourmet Central and Eastern Europe	5 727	5 382
Transgourmet Switzerland	1 743	1 454
Transgourmet Österreich	707	506
Other companies and effects from consolidation Transgourmet	5	6
Transgourmet Group	11 051	9 100
Bell Food Group	4 315	4 152
Coop Cooperative Production	834	820
Other companies and effects from segment consolidation	-453	-361
<b>Wholesale/Production</b>	<b>15 747</b>	<b>13 711</b>
Consolidation Coop Group	-2 564	-2 576
<b>Net sales</b>	<b>33 104</b>	<b>30 752</b>
Other operating income	1 102	1 120
<b>Total sales</b>	<b>34 206</b>	<b>31 872</b>
of which net sales online trading	4 952	3 711
Online trading in home electronics	722	841
– Microspot.ch	349	358
– Nettoshop.ch	99	116
– Other	273	367
coop.ch	288	266
Other online trading Retail	249	224
Online trading Retail	1 259	1 331
Online trading Wholesale/Production	3 694	2 380
of which net sales Switzerland	22 231	21 654
of which net sales abroad	10 873	9 098

Prior-year figures restated

## Sales outlets/markets

	2022	Number at 31.12 2021	Sales area m <sup>2</sup> at 31.12 2022	Sales area m <sup>2</sup> at 31.12 2021
Coop Supermarkets	960	955	1 021 447	1 012 157
Interdiscount	170	173	48 793	52 052
Coop City	31	31	129 087	128 600
Jumbo	113	112	494 982	490 697
Livique/Lumimart	45	45	121 818	128 420
Import Parfumerie	108	110	8 846	9 159
Christ Watches & Jewellery	61	61	5 102	5 103
Dipl. Ing. Fust	153	153	86 064	85 999
Coop Vitality AG	86	87	10 235	10 491
The Body Shop Switzerland Ltd.	41	43	2 326	2 473
Coop Mineraloel AG	326	328	39 218	39 331
Marché Restaurants Schweiz AG	45	39	17 090	16 197
Coop Restaurants	183	191	59 476	60 619
Two Spice	28		8 394	
BâleHotels	8	7		
update Fitness AG	65	59	63 696	59 389
Tropenhaus	1	1		
Specialist formats	1 464	1 440	1 095 127	1 088 530
<b>Retail</b>	<b>2 424</b>	<b>2 395</b>	<b>2 116 574</b>	<b>2 100 687</b>
Transgourmet Ibérica	70	70	178 346	178 346
Transgourmet Central and Eastern Europe	94	105	748 868	842 834
Transgourmet Switzerland	31	31	127 560	127 560
Transgourmet Österreich	14	13	58 831	55 481
Transgourmet Group	209	219	1 113 605	1 204 221
<b>Wholesale/Production</b>	<b>209</b>	<b>219</b>	<b>1 113 605</b>	<b>1 204 221</b>
<b>Coop Group</b>	<b>2 633</b>	<b>2 614</b>	<b>3 230 179</b>	<b>3 304 908</b>

Prior-year figures restated

## Investments (cash flow)

in CHF million	2018	2019	2020	2021	2022
Switzerland	1 016	888	901	954	987
Abroad	527	360	280	256	336
<b>Investments in tangible fixed assets</b>	<b>1 544</b>	<b>1 248</b>	<b>1 181</b>	<b>1 210</b>	<b>1 323</b>
Disposals of tangible fixed assets	198	41	42	68	35
<b>Net investments in tangible fixed assets</b>	<b>1 346</b>	<b>1 206</b>	<b>1 138</b>	<b>1 142</b>	<b>1 288</b>
Other net investments	446	184	154	837	208
<b>Net investments</b>	<b>1 792</b>	<b>1 391</b>	<b>1 293</b>	<b>1 979</b>	<b>1 496</b>

## Sustainability

### Sales from sustainable products

in CHF million	2018	2019	2020	2021	2022
Sales from sustainable products Coop Group	4 671	4 711	5 449	5 858	6 240
of which organic	1 653	1 793	2 003	2 113	2 050
of which Fairtrade	755	760	797	818	830

As of 6 June 2023, you will find all of the Coop Group's other sustainability indicators in accordance with the GRI Standards here:  
<https://sustainable.coop.ch/>



## Statement of added value

in CHF million	2022	2021	Index %
Net sales from goods and services	33 104	30 752	107.6
Other services rendered	1 145	1 161	98.6
Merchandise expenses and other upstream services	25 400	23 125	109.8
Gross added value	8 849	8 788	100.7
Depreciation and amortization/other	1 337	1 459	91.6
<b>Company added value</b>	<b>7 512</b>	<b>7 329</b>	<b>102.5</b>
<b>Employees</b>			
Wages and salaries	4 160	3 947	105.4
Social security contributions/other contributions	1 436	1 360	105.6
Public sector	1 166	1 274	91.5
Investors	41	44	93.3
Minority interests	147	144	102.1
Retained profits (self-financing)	562	559	100.5
<b>Distribution of added value</b>	<b>7 512</b>	<b>7 329</b>	<b>102.5</b>

The Coop Group's statement of added value shows the added value created by the Group in a given year and how it is used. The Coop Group aims to create added value on a sustainable basis, thereby enabling it to safeguard the Group companies and jobs.

At 74.5% (previous year: 72.4%), the largest proportion of the newly created value goes to the Coop Group's employees. The Coop Group employed 82 054 FTE (previous year: 82 688).

The public sector receives 15.5% (previous year: 17.4%) from taxes, customs duties and charges.

The 0.5% (previous year: 0.6%) going to investors comprises interest paid. Due to low interest rates, this remains at a relatively low level.

Adequate profits are retained for self-financing purposes and used to safeguard the Group's continued existence as a going concern, jobs and its ability to provide competitive goods and services for customers.

## Employees

### FTE

	2022	2021
Coop Supermarkets (incl. coop.ch)	19 840	20 287
Interdiscount	1 559	1 606
Coop City	1 983	1 946
Jumbo	2 799	2 942
Livique/Lumimart	625	654
Import Parfumerie	475	463
Christ Watches & Jewellery	279	269
Dipl. Ing. Fust	2 156	2 244
Coop Vitality AG	746	731
The Body Shop Switzerland Ltd.	130	137
Coop Mineraloel AG	130	124
Betty Bossi	103	104
Marché Restaurants Schweiz AG	649	555
Coop Restaurants	1 446	1 431
Two Spice	589	
Other companies and formats	1 155	1 063
Logistics/Corporate services	5 750	5 607
<b>Retail</b>	<b>40 414</b>	<b>40 163</b>
Transgourmet France	2 970	2 784
Transgourmet Ibérica	2 374	2 208
Transgourmet Central and Eastern Europe	19 195	20 983
Transgourmet Switzerland	1 852	1 777
Transgourmet Österreich	1 906	1 605
Transgourmet Group	28 296	29 356
Bell Switzerland	4 835	4 770
Bell abroad	6 748	6 583
Bell Food Group	11 583	11 353
Coop Cooperative Production	1 752	1 806
Other companies	8	11
<b>Wholesale/Production</b>	<b>41 640</b>	<b>42 526</b>
<b>FTE (incl. trainees) at 31.12</b>	<b>82 054</b>	<b>82 688</b>

Prior-year figures restated

## Employees

	2022	2021
Coop Supermarkets (incl. coop.ch)	25 617	26 370
Interdiscount	1 624	1 683
Coop City	2 452	2 413
Jumbo	3 383	3 570
Livique/Lumimart	716	748
Import Parfumerie	604	606
Christ Watches & Jewellery	378	364
Dipl. Ing. Fust	2 231	2 319
Coop Vitality AG	1 059	1 022
The Body Shop Switzerland Ltd.	189	198
Coop Mineraloel AG	136	130
Betty Bossi	125	126
Marché Restaurants Schweiz AG	910	807
Coop Restaurants	1 859	1 847
Two Spice	826	
Other companies and formats	2 071	1 916
Logistics/Corporate services	6 236	6 087
<b>Retail</b>	<b>50 416</b>	<b>50 206</b>
Transgourmet France	3 055	2 882
Transgourmet Ibérica	2 495	2 312
Transgourmet Central and Eastern Europe	20 794	22 551
Transgourmet Switzerland	2 046	1 943
Transgourmet Österreich	2 077	1 727
<b>Transgourmet Group</b>	<b>30 467</b>	<b>31 415</b>
Bell Switzerland	5 131	5 100
Bell abroad	6 935	6 781
<b>Bell Food Group</b>	<b>12 066</b>	<b>11 881</b>
Coop Cooperative Production	1 830	1 897
Other companies	11	11
<b>Wholesale/Production</b>	<b>44 374</b>	<b>45 204</b>
<b>Employees (incl. trainees) at 31.12</b>	<b>94 790</b>	<b>95 410</b>

Prior-year figures restated

## Trainees

	2022	2021
Coop Supermarkets (incl. coop.ch)	1 210	1 248
Interdiscount	298	290
Coop City	169	156
Jumbo	160	164
Livique/Lumimart	36	35
Import Parfumerie	42	38
Christ Watches & Jewellery	17	16
Dipl. Ing. Fust	100	97
Coop Vitality AG	163	152
The Body Shop Switzerland Ltd.	1	1
Coop Mineraloel AG	4	4
Betty Bossi	2	2
Marché Restaurants Schweiz AG	14	14
Coop Restaurants	9	13
Two Spice	10	
Other companies and formats	32	27
Logistics/Corporate services	182	174
<b>Retail</b>	<b>2 449</b>	<b>2 431</b>
Transgourmet France	87	48
Transgourmet Ibérica		1
Transgourmet Central and Eastern Europe	508	570
Transgourmet Switzerland	95	91
Transgourmet Österreich	78	76
<b>Transgourmet Group</b>	<b>768</b>	<b>786</b>
Bell Switzerland	97	91
Bell abroad	68	66
<b>Bell Food Group</b>	<b>165</b>	<b>157</b>
Coop Cooperative Production	35	39
<b>Wholesale/Production</b>	<b>968</b>	<b>982</b>
<b>Trainees at 31.12</b>	<b>3 417</b>	<b>3 413</b>

Prior-year figures restated

## Employee diversity

as %	2022	Retail 2021	Wholesale/Production 2022	2021	2022	Coop Group 2021
<b>Type of employment</b>						
Full-time employees	56.7	56.5	80.7	80.4	67.9	67.8
Part-time employees	43.3	43.5	19.3	19.6	32.1	32.2
<b>Percentage of women</b>	61.3	61.6	40.5	42.1	51.6	52.4
who are full-time employees	43.1	43.1	35.8	37.5	39.0	40.0
who are part-time employees	85.2	85.6	60.2	60.9	78.2	78.5
in management positions	43.0	42.8	27.7	26.9	37.1	36.5
on Board of Directors and Executive Committee of Coop Group Cooperative					29.4	29.4
<b>Percentage of employees over 50 years of age</b>	26.8	26.6	29.8	29.9	28.2	28.1
<b>Trainees</b>						
Sales	84.9	85.9	25.9	27.8	68.2	69.2
Commercial	4.5	4.6	38.1	39.4	14.0	14.6
Trades/Other	10.6	9.5	36.0	32.8	17.8	16.2
<b>Country of work</b>						
Switzerland	99.6	99.5	20.3	19.8	62.5	61.7
Germany			31.4	30.5	14.7	14.4
Poland			11.1	11.0	5.2	5.2
Romania			11.1	10.7	5.2	5.1
Spain			6.2	5.7	2.9	2.7
France			7.7	7.2	3.6	3.4
Austria			8.5	7.5	4.0	3.6
other	0.4	0.5	3.7	7.7	1.9	3.9
<b>Nationality<sup>1</sup></b>						
Switzerland	66.9	68.3	42.8	43.3	63.2	64.5
Abroad	33.1	31.7	57.2	56.7	36.8	35.5

Prior-year figures restated

<sup>1</sup> only from areas based in Switzerland



## Report on the financial year

### Income statement

#### Net sales from goods and services

The Coop Group's net sales figure comprises net sales from the Retail and the Wholesale/Production segments. In 2022, it increased by 7.6% to a total of CHF 33 104 million (previous year: CHF 30 752 million). Total sales for the Coop Group amounted to CHF 34 206 million (previous year: CHF 31 872 million). Through its online shops, the Group generated net sales of CHF 4 952 million (previous year: CHF 3 711 million).

#### Operating result (EBIT)

Personnel expenses amounted to CHF 5 553 million and other operating expenses to CHF 3 790 million. Earnings before interest, tax, depreciation and amortization (EBITDA) came to CHF 2 184 million (previous year: CHF 2 376 million), resulting in an EBITDA margin of 6.6%.

Depreciation and amortization of CHF 1 341 million comprises depreciation of land and buildings and installations of CHF 613 million, depreciation of other tangible fixed assets of CHF 462 million, amortization of goodwill of CHF 89 million and amortization of other intangible assets of CHF 177 million. The operating result (EBIT) was down on the prior-year figure of CHF 905 million to CHF 843 million, and the EBIT margin was 2.5%.

#### Profit for the financial year

Inclusion of the associated organizations resulted in a profit of CHF 9 million. The loss from foreign currencies and the financial result amounts to CHF 48 million (previous year: loss of CHF 41 million). Net of a non-operating profit of CHF 2 million, income taxes of CHF 96 million (previous year: CHF 169 million) and minority interests of CHF 147 million (previous year: CHF 144 million), profit was up by CHF 3 million year on year to CHF 562 million.

### Segment report

#### Retail

Coop grew retail sales by 1.6%, generating net sales of CHF 19 921 million.

Net sales for the Coop supermarkets including coop.ch amounted to CHF 11 568 million and were thus down on the pandemic-driven records achieved in previous years.

The specialist formats posted year-on-year growth of 11.2% and generated net sales of CHF 8 353 million. The consumer electronics business achieved net sales of CHF 2 030 million and remains the leader in the consumer electronics market.

Livique/Lumimart achieved net sales of CHF 219 million, a decrease of 7.1% on the prior-year figure.

Jumbo expanded its leading position in the DIY market. At CHF 1 206 million, net sales were up by 27.3% on the prior-year figure.

Net sales at Coop City department stores rose by 3.7% to CHF 779 million.

Coop Mineraloel AG remains the market leader. At CHF 2 932 million, net sales were up by 17.5% on the prior-year figure. The increase is due to higher fuel sales, and the Pronto shops also advanced by 6.7%.

Coop Vitality AG posted another very encouraging performance, lifting net sales by 2.2% to CHF 267 million.

Following the difficult previous years impacted by coronavirus pandemic restrictions, the catering/restaurant business – including the Coop restaurants, Marché and now Two Spice – generated net sales of CHF 405 million, an increase of 123.9% compared with 2021.

Net retail sales in online business fell by 5.4% to CHF 1 259 million. The decline is due mainly to online sales of consumer electronics, which reached CHF 722 million compared with CHF 841 million in the previous year. Conversely, online supermarket coop.ch posted growth of 8.5% and generated net sales of CHF 288 million.

The number of sales outlets rose by 29 to 2 424. The Coop Group employed 50 416 people in retailing (previous year: 50 206).

## Wholesale/Production

The Wholesale/Production segment generated net sales of CHF 15 747 million (previous year: CHF 13 711 million). This is attributable, firstly, to the recovery in wholesale trade following the pandemic-related restrictions and, secondly, to the integration of Transgourmet Ibérica.

The Transgourmet Group, which operates in the cash & carry and wholesale supplies sector in Germany, Poland, Romania, France, Austria, Spain and Switzerland, increased net sales by 21.4% to CHF 11 051 million (previous year: CHF 9 100 million).

Transgourmet operated a total of 209 cash & carry markets (previous year: 219) and employed 30 467 people (previous year: 31 415). This decline is due mainly to the deconsolidation of Transgourmet Russia.

Net sales at the manufacturing companies rose by 3.6% to CHF 5 157 million (previous year: CHF 4 980 million).

The Bell Food Group is one of Europe's leading meat and convenience food processors. With its brands Bell, Hilcona, Eisberg and Hügli, the group covers a wide range of customer requirements. Its customers include retail, food service and the food industry. At CHF 4 315 million, net sales were 3.9% up on the previous year (CHF 4 152 million). The Bell Food Group employed 12 066 people (previous year: 11 881).

## Financial position and cash flows

### Balance sheet

The Coop Group's total assets increased by CHF 382 million year on year. On the assets side, where there was a decrease in cash and cash equivalents and an increase in receivables and inventories, current assets went up by CHF 467 million to CHF 7 724 million. Non-current assets decreased by CHF 85 million to CHF 14 227 million. Investments and additions from acquisitions were lower than depreciation, amortization and impairment charges. Liabilities increased by CHF 4 million year on year to CHF 10 512 million. Short-term liabilities rose by CHF 142 million to CHF 5 204 million, while long-term liabilities declined by CHF 138 million to CHF 5 308 million. Within long-term liabilities, the Coop Group finances itself through bonds and deposits. Equity including minority interests rose to CHF 11 439 million, resulting in an equity ratio of 52.1%.

### Cash flow statement

At CHF 1 696 million, cash inflow from operating activities was down by CHF 293 million on the prior-year figure. The cash outflow from investing activities was CHF 483 million lower than in the previous year at CHF 1 496 million. This is due primarily to lower expenditure on acquisitions. A net amount of CHF 1 430 million was invested in tangible and intangible fixed assets and a further CHF 64 million in acquisitions of consolidated organizations. Disposal of consolidated organizations resulted in a cash outflow of CHF 9 million. In the case of financial assets/securities, a net amount of CHF 7 million was divested. This resulted in free cash flow of CHF 266 million. The cash outflow from financing activities amounted to CHF 448 million. In addition to inflows from bonds issuance in the amount of CHF 300 million, bonds amounting to CHF 375 million were repaid. Short- and long-term financial liabilities showed a net decrease of CHF 241 million. Moreover, there was a cash inflow of CHF 18 million from the share of minority interest shareholders in a capital increase and a cash outflow of CHF 33 million due to the increase in equity interests in fully consolidated organizations. Dividends of CHF 117 million were paid to minority interests.

## Annual consolidated financial statements

### Consolidated income statement

in CHF million	Notes	2022	2021
Net sales from goods and services	1	33 104	30 752
Other operating income	2	1 102	1 120
Merchandise expenses		22 679	20 905
Personnel expenses	3	5 553	5 266
Other operating expenses	4	3 790	3 325
<b>Earnings before interest, tax, depreciation and amortization (EBITDA)</b>		<b>2 184</b>	<b>2 376</b>
Depreciation on tangible fixed assets	5	1 075	1 119
Amortization on intangible assets	5	267	352
<b>Operating result (EBIT)</b>	<b>1</b>	<b>843</b>	<b>905</b>
Result of associated organizations		9	6
Result from foreign currencies		-17	-8
Financial result	6	-31	-33
<b>Ordinary result</b>		<b>803</b>	<b>870</b>
Non-operating result	7	2	3
<b>Result before income taxes (EBT)</b>		<b>806</b>	<b>873</b>
Income taxes	8	96	169
<b>Result after income taxes</b>		<b>709</b>	<b>703</b>
Minority interests		147	144
<b>Profit</b>		<b>562</b>	<b>559</b>

## Consolidated balance sheet

in CHF million	Notes	31.12.2022	31.12.2021
Cash and cash equivalents	9	1 275	1 532
Securities		0	3
Receivables from goods and services	10	1 426	1 198
Other short-term receivables	11	443	293
Prepayments and accrued income		709	648
Inventories	12	3 871	3 583
<b>Current assets</b>		<b>7 724</b>	<b>7 257</b>
Tangible fixed assets	13	13 158	13 119
Financial assets	14	133	165
Intangible assets	15	936	1 028
<b>Non-current assets</b>		<b>14 227</b>	<b>14 312</b>
<b>Assets</b>		<b>21 951</b>	<b>21 569</b>
Payables from goods and services		1 991	1 899
Short-term financial liabilities	16	778	929
Other short-term liabilities	17	416	409
Short-term provisions	18	307	301
Accrued liabilities and deferred income		1 711	1 524
Short-term liabilities		5 204	5 062
Long-term financial liabilities	16	4 105	4 270
Long-term provisions	18	1 203	1 176
Long-term liabilities		5 308	5 446
<b>Liabilities</b>		<b>10 512</b>	<b>10 508</b>
Retained earnings		10 445	10 076
Capital reserves		-245	-241
Profit		562	559
Equity excluding minority interests		10 762	10 395
Minority interests		676	665
Equity incl. minority interests		11 439	11 060
<b>Liabilities and equity</b>		<b>21 951</b>	<b>21 569</b>

## Consolidated cash flow statement

in CHF million	2022	2021
Result after income taxes	709	703
Depreciation and amortization	1 186	1 228
Impairment loss	161	254
Reversal of impairment	-6	-10
Gains (-)/losses on disposal of fixed assets	-10	-26
Other non-cash expenses/income	179	75
Result of associated organizations	-9	-6
Dividends received from associated organizations	1	1
Increase (-)/decrease in receivables from goods and services	-261	-125
Increase (-)/decrease in other receivables, prepayments and accrued income	-226	-112
Increase (-)/decrease in inventories	-357	-273
Increase/decrease (-) in payables from goods and services	139	71
Increase/decrease (-) in other short-term liabilities, accrued liabilities and deferred income	163	153
Increase/decrease (-) in short-term provisions	-3	19
Increase/decrease (-) in long-term provisions	28	37
<b>Cash flow from operating activities</b>	<b>1 696</b>	<b>1 989</b>
Investments in tangible fixed assets	-1 323	-1 210
Disposals of tangible fixed assets	35	68
Investments in financial assets/securities	-7	-8
Disposals of financial assets/securities	14	9
Net cash flow from the acquisition of consolidated organizations	-64	-717
Net cash flow from the disposal of consolidated organizations	-9	0
Investments in intangible assets	-142	-121
Disposals of intangible assets	0	1
<b>Cash flow from investing activities</b>	<b>-1 496</b>	<b>-1 979</b>
Inflows from bonds issuance	300	
Outflows for bonds repayments	-375	-200
Capital increase/reduction	18	
Dividends to minority shareholders	-117	-112
Acquisition/disposal minority interests	-33	0
Increase/decrease (-) in short-term financial liabilities	-452	-265
Increase/decrease (-) in long-term financial liabilities	211	223
<b>Cash flow from financing activities</b>	<b>-448</b>	<b>-355</b>
<b>Cash flow</b>	<b>-248</b>	<b>-345</b>
Cash and cash equivalents at beginning of the reporting period	1 532	1 880
Cash flow	-248	-345
Effect of exchange rate changes on cash and cash equivalents	-9	-3
<b>Cash and cash equivalents at end of the reporting period</b>	<b>1 275</b>	<b>1 532</b>

## Statement of changes in equity

in CHF million	Retained profits	Accumulated currency differences	Capital reserves	Profit	Equity excl. minority interests	Minority interests	Equity incl. minority interests
<b>Equity at 1.1.2022</b>	<b>10 870</b>	<b>-793</b>	<b>-241</b>	<b>559</b>	<b>10 395</b>	<b>665</b>	<b>11 060</b>
Capital increase/reduction						18	18
Changes to the scope of consolidation						4	4
Acquisition/disposal minority interests			-4		-4	-29	-33
Appropriation of prior-year profit	559			-559			0
Profit				562	562	147	709
Dividends						-117	-117
Effect of exchange rate changes		-191			-191	-12	-203
<b>Equity at 31.12.2022</b>	<b>11 429</b>	<b>-984</b>	<b>-245</b>	<b>562</b>	<b>10 762</b>	<b>676</b>	<b>11 439</b>
<b>Equity at 1.1.2021</b>	<b>10 331</b>	<b>-695</b>	<b>-241</b>	<b>539</b>	<b>9 934</b>	<b>645</b>	<b>10 579</b>
Capital increase/reduction							
Changes to the scope of consolidation							
Acquisition/disposal minority interests							
Appropriation of prior-year profit	539			-539			
Profit				559	559	144	703
Dividends						-112	-112
Effect of exchange rate changes		-98			-98	-12	-110
<b>Equity at 31.12.2021</b>	<b>10 870</b>	<b>-793</b>	<b>-241</b>	<b>559</b>	<b>10 395</b>	<b>665</b>	<b>11 060</b>

An increase or reduction in the ownership interest in fully consolidated organizations is regarded as a transaction with owners. The difference between the transaction price and the corresponding minority interest is eliminated against equity and presented as capital reserves.

## Notes to the annual consolidated financial statements

### Consolidation and accounting principles

#### Basis of accounting

The annual consolidated financial statements are based on the annual financial statements of the Group companies prepared as at 31 December 2022 in accordance with uniform policies and present a true and fair view of the financial position, results of operations and cash flows. The consolidated financial statements of the Coop Group comply with all Swiss GAAP ARR (Accounting and Reporting Recommendations) and Swiss legal provisions.

Assets are measured at purchase or production cost. Liabilities are carried at their historical value. The income statement is presented using the total cost (nature of expense) method. The valuation principles were applied unchanged compared with the previous year.

The annual consolidated financial statements of the Coop Group are presented in Swiss francs (CHF). Unless otherwise indicated, all amounts are stated in millions of Swiss francs.

#### Cash flow statement

The cash flow statement is prepared on the basis of the fund comprising cash and cash equivalents. Cash flow from operating activities is calculated using the indirect method.

#### Scope of consolidation

The annual consolidated financial statements of the Coop Group comprise the Coop Group Cooperative and its equity investments. The Coop Group Cooperative equity investments are listed in the notes under Scope of consolidation (significant companies).

Fully consolidated organizations are organizations where the Coop Group directly or indirectly holds more than 50% of the voting rights.

Associated organizations are entities over which the Coop Group is able to exercise significant influence. This is usually the case if it holds between 20% and 50% of the voting rights.

Equity investments where it holds less than 20% are not consolidated and are presented in financial assets at cost less any necessary write-downs.

#### Consolidation method

##### *Fully consolidated organizations*

Assets, liabilities, income and expenses are consolidated in full. Capital consolidation uses the purchase method, whereby an organization's equity at the date of acquisition or initial consolidation is eliminated against the carrying amount of the investment at the parent. Newly acquired organizations are revalued at their current value applying uniform Group policies and included in the annual consolidated financial statements from the date on which control takes effect. If the cost of acquisition is higher than the revalued net assets acquired, the remaining excess is recognized as goodwill and amortized on a straight-line basis.

Purchase price adjustments contingent on future events are forecasted. If the final purchase price differs from the estimate, goodwill is adjusted accordingly.

A negative goodwill (badwill) is credited to the income statement in the period of acquisition. Organizations sold are included up until the date on which control is lost, which is usually the date of sale. Minority interests in consolidated equity and in profit or loss are presented separately in the balance sheet and income statement. An increase or reduction in the ownership interest in fully consolidated organizations is regarded as a transaction with owners. Gains and losses on such transactions are therefore eliminated directly against equity.

Intercompany transactions and relationships, i.e. income, expenses, receivables and liabilities between consolidated organizations, are offset and eliminated. If significant, intercompany profits on transactions within the Group are eliminated.

### *Associated organizations*

If economically significant, associated organizations are included in the annual consolidated financial statements using the equity method. The financial statements of these organizations prepared in accordance with the true and fair view principle are used to determine the share of equity.

### **Currency conversion**

Local assets and liabilities are converted into Swiss francs at the exchange rate at the balance sheet date. The local income statements and the cash flow statements are converted at the average rate. Currency effects arising on the translation into Swiss francs of the balance sheet and income statement components of financial statements prepared in a foreign currency are recognized solely in equity. When foreign subsidiaries or associated organizations are sold, the proportionate accumulated currency differences remain in equity and are not transferred to the income statement.

### **Foreign currency exchange rates into CHF**

		Average rates		Closing rates	
		2022	2021	31.12.2022	31.12.2021
1	EUR	1.001	1.081	0.985	1.033
1	GBP	1.184	1.258	1.110	1.229
1	HKD	0.125	0.118	0.118	0.117
100	HUF	0.257	0.302	0.246	0.280
1	PLN	0.215	0.237	0.210	0.225
1	RON	0.204	0.220	0.199	0.209
1	RUB	0.013	0.012	0.013	0.012
1	USD	0.950	0.914	0.923	0.912

### **Net sales from goods and services**

Net sales from goods and services result from the sale of goods and the provision of services in the course of ordinary activities during the reporting period. Net sales from the sale of goods to customers are generated in the supermarkets, the various specialist formats, the wholesale stores and the supplies business or originate from goods produced at Coop's own manufacturing companies. Net sales from services originate from the provision of transport services, from hotel business and from fitness centre membership subscriptions, for example. Sales are recognized at fair value. Sales and value-added taxes as well as sales reductions such as discounts, rebates and other allowances are deducted from the net sales reported. Sales are recognized when the significant risks and rewards incidental to ownership of the products sold as well as control have transferred to the customer and it is reasonably certain that the resulting receivables will be collectible in cases where the transaction is not a cash sale. Net sales from the provision of services are recognized in the accounting period in which the service was rendered. In the event of agency transactions, only the value of the service rendered by the entity itself is reported.

### **Cash and cash equivalents**

Cash and cash equivalents are carried in the balance sheet at nominal value. They comprise cash on hand, postal and bank account balances, short-term deposits and cheques. These items are convertible into cash at any time and subject to an insignificant risk of changes in value.

### **Securities**

Securities are marketable instruments that can be easily realized. They are carried in the balance sheet at market value. Unlisted securities are carried in the balance sheet at cost less any necessary write-downs.

### **Receivables from goods and services and other short-term receivables**

Receivables are carried in the balance sheet at nominal value. Valuation allowances for losses that are identifiable and have occurred are deducted and charged to the income statement.



## Inventories

Inventories are stated at the lower of cost or net realizable value. Cost comprises the net purchase price and incidental charges. Purchased inventories are measured at the average cost price (moving average price) and internally produced inventories at production cost. Inventories are stated at net realizable value if this is lower than cost. Discounts are treated as reductions in the purchase price.

Specific valuation allowances are recognized for goods that are no longer serviceable or difficult to sell.

## Financial assets

Financial assets include the associated organizations recognized using the equity method. Long-term loans and securities held for the purpose of long-term investment are also presented as financial assets. Securities and loans are stated at cost less any necessary write-downs.

Assets from employer contribution reserves are recognized as financial assets.

## Tangible fixed assets

Tangible fixed assets, which also include properties not used for operating purposes, are stated at cost less any necessary depreciation. Cost comprises the purchase price plus the directly attributable costs of bringing the assets to usable condition. Investments in existing tangible fixed assets are recognized in the cost of an asset if they increase its value in use over the long term or extend its useful life. Depreciation is applied on a straight-line basis over the useful life of the asset.

The depreciation period of tangible fixed assets is usually within the following ranges:

<b>Land and buildings</b>	
Plots of land	no planned depreciation
Buildings	30–67
<b>Installations</b>	
	10–30
<b>Furniture, machinery and IT</b>	
Furniture/tools	5–10
Sales outlet fittings/market fittings	10–15
Machinery	3–15
Production systems	20–30
IT	3–8
<b>Vehicles</b>	
	3–10

The depreciation period for buildings ranges from 30 years in the case of properties used for operational purposes and subject to increased use to 67 years in the case of mixed-used properties. Installations are usually depreciated over a period of 10 to 20 years. At production facilities, specific production installations are depreciated over a longer useful life of up to 30 years.

Experience shows that fittings in the retail sales outlets have a shorter useful life than fittings in the wholesale markets.

Machinery usually has a useful life of up to 15 years, with production systems possibly forming a separate asset category and having a useful life of 20 to 30 years. Heavy commercial vehicles have a depreciation period of up to ten years.

Assets under construction include the cumulative project costs eligible for capitalization. Project costs that are not eligible for capitalization are charged to the income statement when incurred. Impairment charges are recognized on assets under construction if there is evidence of impairment. In the event of additions in the scope of consolidation, non-current assets are remeasured on the basis of the cumulative cost of and accumulated depreciation or amortization charges on the acquired assets at the acquisition date. Non-current assets are remeasured by adjusting the accumulated depreciation or amortization so that the acquired assets are measured on a net basis at their actual value at the acquisition date. They are presented gross in the statements of changes in fixed assets. In addition, the depreciation or amortization period is reviewed, and if necessary adjusted, bearing in mind the remaining useful life.

### Leases

Payments under operating leases are charged to the income statement on a straight-line basis over the lease term. Assets acquired on the basis of leases and for which the risks and rewards pass to the Coop Group at inception of the lease are classified as finance leases. For the relevant assets, therefore, the fair value or, if lower, the net present value of the future, non-cancellable lease payments is recognized as an asset and as a finance lease liability. Assets under finance leases are amortized over the shorter of their estimated useful life and the lease term.

### Intangible assets

This item includes IT software, trademarks, licences, patents and goodwill from acquisitions. Intangible assets are recognized if they are clearly identifiable, the costs can be reliably determined and they yield measurable economic benefits for the entity over several years. They are amortized on a straight-line basis over their useful life.

Goodwill from acquisitions is calculated as the difference between the purchase price paid to acquire an entity and the value of the net assets. The net assets correspond to the total of the individual assets of the acquired entity less the liabilities and contingent liabilities under Swiss GAAP ARR at the acquisition date. Any goodwill that arises is generally capitalized and amortized on a straight-line basis. The amortization period is determined based on the expected useful life of the assumed market and synergy potential that gave rise to the goodwill. Goodwill that has been fully written down is derecognized in the subsequent period.

The depreciation period of intangible assets is usually within the following ranges:

Goodwill	up to 20
Trademarks	up to 20
Patents/licences	5–8
Other intangible assets	3–10

### Impairment

In the Coop Group, non-current assets are tested for impairment annually if there are indications of a decline in value. The recoverable amount is calculated using the capital asset pricing model and taking into account updated assumptions and expected cash flows from the multi-year plan. If the carrying amount exceeds the recoverable amount, it is adjusted in profit or loss by way of an impairment charge.

### Liabilities

Short-term liabilities include all liabilities due within one year, accrued liabilities and deferred income, and short-term provisions. Long-term liabilities comprise obligations with a maturity of more than one year.

One of the ways in which Coop raises financing is the Depositenkasse, which provides investors with interest-bearing deposit accounts. After the statutory six month blocking period on new deposits, CHF 20 000 can be withdrawn from the available balance on the deposit account each month. Amounts in excess of this limit require three months' notice. The breakdown of deposit accounts into short and long-term financial liabilities is based on empirical values for past outflows (substance over form). Short-term and long-term liabilities are carried in the balance sheet at their nominal amounts.

### **Provisions**

Provisions are recognized if a past event gives rise to a probable legal or constructive obligation, the amount and/or timing of which is uncertain, but can be estimated. Provisions are measured on the basis of an estimate of the probable outflow. Provisions are discounted if the effect is material.

### **Income taxes**

Current income taxes are recognized on an accrual basis based on the results of operations actually generated and presented in the reporting period.

Deferred income taxes are recognized for all temporary taxable or tax-deductible differences between the tax base and Swiss GAAP ARR carrying amounts using the balance sheet liability method. The deferred income taxes to be recognized annually are calculated at the future tax rate applicable to the taxable entity in question at the balance sheet date. Deferred tax assets are not recognized for tax loss carryforwards.

Deferred tax assets and deferred tax liabilities are offset if they relate to the same taxable entity and are levied by the same taxation authority.

### **Derivative financial instruments**

The Coop Group uses derivative financial instruments to hedge currency risk. Both derivative financial instruments for the purposes of hedging balance sheet items and those not held for hedging purposes are recognized at current values. The change in the current values since the last measurement is recognized in profit or loss for the period. Instruments used to hedge contractual future cash flows are not recognized in the balance sheet, but disclosed in the notes to the financial statements.

Derivative financial instruments outstanding at the balance sheet date are disclosed in the notes to the annual consolidated financial statements.

### **Pension benefit obligations**

Pension benefit obligations are all obligations arising from pension plans and pension institutions that provide retirement, death and disability benefits.

Coop Group employees receive pension benefits, or old-age pensions, which are in line with the legal regulations and provisions applicable in each of the countries. Pension plans and pension institutions are usually funded from employer and employee contributions. The contributions made by Coop Group companies are included in personnel expense under social security contributions.

In Switzerland, employees are members of a legally independent pension institution or a collective foundation of banks or insurance companies. The terms provide for benefits that usually go well beyond the statutory minimum under Swiss law. In addition, within the pension institution, most employees can choose whether to join a plan with higher or lower savings contributions.

Annually, it is assessed whether a pension institution gives rise to an economic benefit or an economic obligation from the organization's perspective.

The pension institutions' annual financial statements prepared in accordance with Swiss GAAP FER 26 and giving a true and fair view of the existing surplus or deficit are taken as the basis for the assessment.

An economic benefit is only recognized if it is permitted and intended to use the surplus to reduce employer contributions. Any freely available employer contribution reserves are recognized as assets. An economic obligation is recognized if the requirements for recognizing a provision are met.

The Group companies abroad do not have legally independent pension institutions with separated assets. Here, obligations arising from pension plans are recognized directly in the balance sheet.

### **Related party transactions**

Associated organizations, pension funds and natural persons such as members of the Executive Committee or Board of Directors are considered to be related parties.

Significant financial statement items with associated organizations and other related party transactions are disclosed in the notes to the annual consolidated financial statements.

### **Off-balance sheet transactions**

Contingent liabilities such as guarantees, guarantee obligations, pledges and other obligations not required to be recognized in the balance sheet are measured at each balance sheet date and disclosed at nominal value. Other obligations not required to be recognized in the balance sheet include all long-term obligations entered into which cannot be terminated within one year. If contingent liabilities and other obligations not required to be recognized in the balance sheet lead to an outflow of funds without any usable inflow of funds and this outflow of funds is probable and can be estimated, a provision is recognized.

in CHF million

1 Net sales from goods and services by segment	2022	2021
Retail	19 921	19 618
Wholesale/Production	15 747	13 711
Consolidation	-2 564	-2 576
<b>Coop Group</b>	<b>33 104</b>	<b>30 752</b>

“Wholesale/Production” comprises the Transgourmet Group, the Bell Food Group and the manufacturing companies of the Coop Cooperative. The Consolidation line contains deliveries between the segments.

Contrary to the complementary recommendation for listed companies (Swiss GAAP FER 31), the Coop Group will not publish segment results until further notice, as these may contain distortions owing to Covid-19, which could result in a competitive disadvantage in respect of competitors and economic disadvantages triggered by customers and suppliers.

Net sales from goods and services by geographic market	2022	2021
Switzerland	22 231	21 654
Abroad	10 873	9 098
<b>Coop Group</b>	<b>33 104</b>	<b>30 752</b>

2 Other operating income	2022	2021
Operating rental income	189	176
Gains on the disposal of operating fixed assets	14	23
Own work capitalized	27	49
Other income from services	873	872
<b>Total</b>	<b>1 102</b>	<b>1 120</b>

The item “Other income from services” also includes pools and lottery income, income from parking and advertising, and commissions from phone credits.

3 Personnel expenses	2022	2021
Wages/salaries	4 160	3 947
Social security contributions	1 022	971
Other personnel expenses	371	347
<b>Total</b>	<b>5 553</b>	<b>5 266</b>

Social security contributions as a %

	24.6	24.6
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4 Other operating expenses	2022	2021
Advertising expense	524	483
Rental expense	798	756
Office and administrative expense	350	338
Charges and insurance premiums (non-life)	100	86
Operations-related taxes	42	45
Maintenance and replacement costs	565	513
Energy and supplies	585	471
Transport costs	487	425
Miscellaneous expenses	338	208
<b>Total</b>	<b>3 790</b>	<b>3 325</b>

The “Operations-related taxes” item comprises capital and property transfer taxes, duties on the issue of securities and other fiscal levies.

in CHF million

5 Depreciation and amortization	2022	2021
Goodwill, planned amortization	80	111
Goodwill, extraordinary amortization	10	15
Other intangible assets, planned amortization	102	122
Other intangible assets, extraordinary amortization	75	105
Amortization on intangible assets	267	352
Tangible fixed assets, planned depreciation	1 005	994
Tangible fixed assets, extraordinary depreciation	76	134
Reversals of depreciation charges on tangible fixed assets	-6	-10
Depreciation on tangible fixed assets	1 075	1 119
<b>Total</b>	<b>1 341</b>	<b>1 471</b>

Extraordinary depreciation of tangible fixed assets, extraordinary amortization of intangible assets and reversals of depreciation charges on real estate are recognized based on reassessments of earnings or changes in market prices.

6 Financial result	2022	2021
Dividends and revaluation gains on securities	0	1
Other financial income	11	11
Financial income	11	12
Revaluation losses on securities	0	
Interest and other financial expenses	41	44
Value adjustments to financial assets	0	0
Financial expenses	42	45
<b>Total</b>	<b>-31</b>	<b>-33</b>

7 Non-operating result	2022	2021
Gains on the disposal of non-operating fixed assets	5	6
Other non-operating income		2
Non-operating income	5	8
Non-operating property expenses (incl. depreciation on non-operating fixed assets)	2	1
Other non-operating expenses	1	4
Non-operating expenses	3	6
<b>Total</b>	<b>2</b>	<b>3</b>

The non-operating result comprises income and expenses arising from events or transactions which clearly differ from the ordinary operations of the Coop Group. These items mainly include non-operating expenses and income on properties not used for operating purposes.

in CHF million

8 Income taxes	2022	2021
Current income taxes	120	146
Change in deferred taxes	-24	23
<b>Total</b>	<b>96</b>	<b>169</b>

	2022		2021	
	Tax rate as %	Tax amount in CHF million	Tax rate as %	Tax amount in CHF million
Average applicable tax rate/expected income taxes	17.9	145	15.7	137
Losses in the current year for which no deferred tax assets were recognized		41		33
Use of unrecognized loss carryforwards		-15		-7
Average applicable income tax rate after loss carryforwards	21.2	171	18.8	164
Other effects		-74		5
<b>Effective income tax rate/Effective income taxes</b>	<b>12.0</b>	<b>96</b>	<b>19.4</b>	<b>169</b>

Expected income taxes are calculated based on the assumption that the non-operating result will be taxed the same as the ordinary result. The other effects are mainly the result of non-taxable income and expenses and prior-period income taxes. They also include effects attributable to permanent differences between Swiss GAAP FER and tax bases, for which no deferred taxes are recognized.

A deferred income tax asset of CHF 300 million (31.12.2021: CHF 297 million) on tax losses carried forward not yet used was not recognized.

9 Cash and cash equivalents	31.12.2022	31.12.2021
Cash on hand, postal and bank account balances	1 217	1 509
Cheques	2	2
Term deposits	55	22
<b>Total</b>	<b>1 275</b>	<b>1 532</b>

10 Receivables from goods and services	31.12.2022	31.12.2021
Receivables from goods and services	1 481	1 264
Value adjustment	-55	-66
<b>Total</b>	<b>1 426</b>	<b>1 198</b>

11 Other short-term receivables	31.12.2022	31.12.2021
Other receivables	437	289
Prepayments to suppliers	11	11
Value adjustment	-4	-7
<b>Total</b>	<b>443</b>	<b>293</b>

12 Inventories	31.12.2022	31.12.2021
Merchandise	3 287	3 021
Finished goods (production)	220	263
Unfinished goods, work in progress	283	174
Raw materials	209	191
Supplies and packaging materials	127	108
Prepayments to suppliers	55	141
Value adjustment	-310	-315
<b>Total</b>	<b>3 871</b>	<b>3 583</b>





in CHF million

14 Financial assets	Employer contribution reserve	Associated organizations	Other financial assets	Total
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**Financial assets 2022**

Net carrying amount 1.1.2022	10	82	73	165
Changes to the scope of consolidation		-3	-22	-25
Investments/Purchase price adjustments		0	7	7
Disposals	-9	-1	-10	-20
Write-ups (+)/Value adjustments (-)		8	0	8
Effect of exchange rate changes		0	-1	-1
Reclassifications		-1	1	0
<b>Net carrying amount 31.12.2022</b>	<b>2</b>	<b>84</b>	<b>47</b>	<b>133</b>
of which goodwill associated organizations		0		0

**Financial assets 2021**

Net carrying amount 1.1.2021	10	73	68	150
Changes to the scope of consolidation		3	9	12
Investments/Purchase price adjustments	0	1	7	8
Disposals			-7	-7
Write-ups (+)/Value adjustments (-)		5	0	5
Effect of exchange rate changes		-1	-1	-2
Reclassifications		1	-1	-1
<b>Net carrying amount 31.12.2021</b>	<b>10</b>	<b>82</b>	<b>73</b>	<b>165</b>
of which goodwill associated organizations		0		0

**Other financial assets**

	31.12.2022	31.12.2021
Loans	30	55
Miscellaneous financial assets	24	25
Value adjustments to other financial assets	-7	-7
<b>Total</b>	<b>47</b>	<b>73</b>

in CHF million

15 Intangible assets	Goodwill	Trademarks/ Patents/ Licences	Software	Other intangible assets	Assets under development	Total
<b>Intangible assets 2022</b>						
Cost 1.1.2022	1 232	685	888	71	60	2 936
Changes to the scope of consolidation	53	0	1	2	0	57
Investments/Purchase price adjustments		0	71	3	58	132
Disposed of/derecognized	-359	-3	-72	-2	-1	-437
Effect of exchange rate changes	-10	-2	-13	-2	-1	-28
Reclassifications		0	46	1	-46	0
<b>Cost 31.12.2022</b>	<b>916</b>	<b>681</b>	<b>922</b>	<b>73</b>	<b>69</b>	<b>2 660</b>
<b>Accumulated amortization at 1.1.2022</b>	<b>676</b>	<b>519</b>	<b>650</b>	<b>59</b>	<b>3</b>	<b>1 908</b>
Changes to the scope of consolidation	-3	0	1	2		0
Planned amortization	80	23	74	5		182
Extraordinary amortization	10	43	26	0	6	85
Disposed of/derecognized	-359	-3	-71	-2	-1	-436
Effect of exchange rate changes	-4	-1	-8	-2	0	-15
Reclassifications			0		0	0
<b>Accumulated amortization at 31.12.2022</b>	<b>399</b>	<b>580</b>	<b>673</b>	<b>63</b>	<b>9</b>	<b>1 724</b>
<b>Net carrying amount 31.12.2022</b>	<b>517</b>	<b>101</b>	<b>249</b>	<b>10</b>	<b>60</b>	<b>936</b>
<b>Intangible assets 2021</b>						
Cost 1.1.2021	988	654	713	68	211	2 635
Changes to the scope of consolidation	284	35	50			368
Investments/Purchase price adjustments		0	21	5	106	132
Disposed of/derecognized	-31	-3	-141	-1	-1	-177
Effect of exchange rate changes	-9	-1	-8	-2	-1	-22
Reclassifications		1	253	1	-256	0
<b>Cost 31.12.2021</b>	<b>1 232</b>	<b>685</b>	<b>888</b>	<b>71</b>	<b>60</b>	<b>2 936</b>
<b>Accumulated amortization at 1.1.2021</b>	<b>586</b>	<b>467</b>	<b>514</b>	<b>54</b>	<b>80</b>	<b>1 700</b>
Changes to the scope of consolidation		3	41			44
Planned amortization	111	30	86	6		233
Extraordinary amortization	15	23	37	2	43	120
Disposed of/derecognized	-31	-3	-141	-1	0	-176
Effect of exchange rate changes	-4	-1	-6	-1		-13
Reclassifications			120		-120	0
<b>Accumulated amortization at 31.12.2021</b>	<b>676</b>	<b>519</b>	<b>650</b>	<b>59</b>	<b>3</b>	<b>1 908</b>
<b>Net carrying amount 31.12.2021</b>	<b>556</b>	<b>167</b>	<b>238</b>	<b>12</b>	<b>56</b>	<b>1 028</b>

in CHF million

16 Financial liabilities	Interest rate as % (weighted)	31.12.2022	31.12.2021
Bank current accounts		1	0
Deposit accounts	0.52	1 879	1 828
Medium-term notes	0.61	353	383
Bonds		2 550	2 625
Bank loans	0.78	15	57
Mortgages	1.77	11	8
Finance leases		0	1
Other financial liabilities		73	296
<b>Total</b>		<b>4 883</b>	<b>5 199</b>
of which short-term financial liabilities		778	929
of which long-term financial liabilities		4 105	4 270
of which liabilities to pension funds	0.00		207

Liabilities arising from deposit accounts are disaggregated based on experience of past cash outflows. Of the CHF 1 879 million in total (31.12.2021: CHF 1 828 million), CHF 194 million (31.12.2021: CHF 210 million) were recognized as short-term and CHF 1 685 million (31.12.2021: CHF 1 618 million) as long-term liabilities.

Bonds	Currency	Term	Interest rate as % (weighted)	31.12.2022	31.12.2021
Bell Food Group Ltd.	CHF	May 2013–2022	1.750		175
Coop Group Cooperative	CHF	Sep 2016–2022	0.250		200
Coop Group Cooperative	CHF	May 2020–2023	0.750	320	320
Coop Group Cooperative	CHF	Sep 2014–2023	1.000	200	200
Coop Group Cooperative	CHF	Jul 2015–2024	0.875	200	200
Bell Food Group Ltd.	CHF	Feb 2018–2024	0.375	200	200
Bell Food Group Ltd.	CHF	Mar 2016–2025	0.625	300	300
Coop Group Cooperative	CHF	Jun 2018–2025	0.750	300	300
Coop Group Cooperative	CHF	May 2016–2026	0.500	380	380
Coop Group Cooperative	CHF	Sep 2017–2027	0.500	200	200
Bell Food Group Ltd.	CHF	Jan 2018–2028	0.750	150	150
Bell Food Group Ltd.	CHF	May 2022–2029	1.550	300	
<b>Total</b>				<b>2 550</b>	<b>2 625</b>

17 Other short-term liabilities	31.12.2022	31.12.2021
Vouchers in circulation	103	97
Prepayments from customers	168	166
Other taxes	84	94
Other short-term liabilities	61	53
<b>Total</b>	<b>416</b>	<b>409</b>

in CHF million

18 Provisions	Pension benefits	Restructurings	Supercard	Deferred taxes	Other provisions	Total
<b>Provisions 2022</b>						
Carrying amounts 1.1.2022	265	4	165	762	281	1 477
Changes to the scope of consolidation	1			4	2	8
Creation of provisions	59	1	200		100	359
Use of provisions	-25	-2	-205		-46	-278
Reversal of provisions no longer required	-3	0	-1		-20	-25
Change in deferred taxes				-24		-24
Effect of exchange rate changes	-2			-2	-3	-7
<b>Carrying amounts 31.12.2022</b>	<b>296</b>	<b>2</b>	<b>159</b>	<b>740</b>	<b>313</b>	<b>1 510</b>
of which short-term provisions	25	2	159		121	307
of which long-term provisions	271			740	192	1 203
<b>Provisions 2021</b>						
Carrying amounts 1.1.2021	255	4	165	694	267	1 385
Changes to the scope of consolidation	0			46	6	52
Creation of provisions	40	2	221		84	346
Use of provisions	-23	-1	-217		-62	-302
Reversal of provisions no longer required	-4	-1	-4		-12	-20
Change in deferred taxes				23		23
Effect of exchange rate changes	-2			-1	-3	-6
<b>Carrying amounts 31.12.2021</b>	<b>265</b>	<b>4</b>	<b>165</b>	<b>762</b>	<b>281</b>	<b>1 477</b>
of which short-term provisions	24	4	165		108	301
of which long-term provisions	241			762	173	1 176

Other provisions mainly include provisions for personnel in the amount of CHF 140 million (31.12.2021: CHF 131 million) and sales outlets in the amount of CHF 35 million (31.12.2021: CHF 38 million).

in CHF million

## 19 Pension funds

Employer contribution reserve 2022	Nominal value	Waiver of use	Balance sheet value
Carrying amounts 1.1.2022	10	0	10
Use (Personnel expenses)	-9	0	-9
Carrying amounts 31.12.2022	2	0	2

## Employer contribution reserve 2021

Carrying amounts 1.1.2021	10	0	10
Use (Personnel expenses)	0	0	0
Carrying amounts 31.12.2021	10	0	10

Economic benefit/economic obligation	Non-committed funds		Economic share of the Coop Group	
	31.12.2022	31.12.2021	31.12.2022	31.12.2021
Pension fund with non-committed funds	2	232	0	0
Pension plans without own assets			-296	-265
<b>Total</b>	<b>2</b>	<b>232</b>	<b>-296</b>	<b>-265</b>

Pension benefit expenses	Change in balance sheet item 2022		Contributions concerning the business period 2022	Pension benefit expenses with in personnel expenses 2022	Change in balance sheet item 2021		Contributions concerning the business period 2021	Pension benefit expenses with in personnel expenses 2021
	without effect on profit or loss <sup>1</sup>	recognized in profit or loss			without effect on profit or loss <sup>1</sup>	recognized in profit or loss		
Pension fund without non-committed funds			306	306			15	15
Pension fund with non-committed funds			1	1			296	296
Pension plans without own assets	-26	57	0	57	-25	36	0	36
Pension fund reinsured			4	4			3	3
Use of employer contribution reserve		9		9				
<b>Total</b>	<b>-26</b>	<b>65</b>	<b>311</b>	<b>376</b>	<b>-25</b>	<b>36</b>	<b>314</b>	<b>350</b>

<sup>1</sup> Payments, foreign currency conversion, changes to the scope of consolidation

in CHF million

20 Off-balance-sheet transactions	31.12.2022	31.12.2021
Guarantees, guarantee obligations	9	9
Other quantifiable commitments with a contingent character	7	7
Other non-recognizable commitments	131	56
Carrying amount of pledged assets	8	15

Obligations to minority interest shareholders from put options on the shares they hold in consolidated Group organizations are presented in "Other non-recognizable commitments". The same applies to obligations with regard to the acquisition of shares in associated organizations. There are additional contingent liabilities under existing contracts which cannot be estimated reliably due to the low probability of occurrence and the lack of clarity regarding the amount of a potential outflow of funds. These relate mostly to leased properties.

21 Obligations under off-balance sheet operating leases	31.12.2022	31.12.2021
Due within one year	712	713
Due in 1 to 5 years	2 182	2 290
Due in more than 5 years	2 321	2 469

Unrecognized operating lease obligations result mainly from long-term rental and ground lease agreements.

## 22 Open derivative financial instruments

Derivative financial instruments 2022		Contract values		Recognized in balance sheet		Not recognized in balance sheet	
Underlying asset	Purpose	Assets	Liabilities	Assets	Liabilities	Assets	Liabilities
Foreign exchange	Hedging	1 586	3	14	1	11	

Derivative financial instruments 2021		Contract values		Recognized in balance sheet		Not recognized in balance sheet	
Underlying asset	Purpose	Assets	Liabilities	Assets	Liabilities	Assets	Liabilities
Foreign exchange	Hedging	1 552	42	-1	0	5	

## 23 Related-party transactions

Transactions with associated organizations	2022	2021
Net sales from goods and services	39	21
Other operating income	2	1
Financial income	0	1
Merchandise expenses	8	8
Office and administrative expense	0	1
Rental expense	3	3
	31.12.2022	31.12.2021
Receivables from goods and services	1	1
Other short-term receivables	4	4
Loans	15	40
Payables from goods and services	4	3
Short-term financial liabilities	0	1
Accrued liabilities and deferred income	0	1

In addition there are liabilities to pension funds in Switzerland which are presented as financial liabilities. Above and beyond this, there are no other significant transactions with other related parties.

## 24 Significant changes to the scope of consolidation

### 2022

Company		Change	Date	31.12.2022 as %	31.12.2021 as %
Two Spice AG	CH-Dietlikon	Interest increased and company fully consolidated	01/2022	50.4	32.8
Interkauf AG	CH-Oftringen	Merged into Coop Cooperative	01/2022	100.0	100.0
Bell Logistics N.V.	BE-Zellik	Merged into Abraham Benelux S.A.	01/2022	68.4	66.3
TAP - die neutrale Handelsplattform GmbH	DE-Frechen	Acquired	01/2022	13.0	
Brand Views GmbH	DE-Hamburg	Liquidation	01/2022		22.3
Gastro Tracking GmbH	DE-Nuremberg	Liquidation	01/2022		17.9
Transgourmet Beteiligungs GmbH	AT-Wiener Neudorf	Deconsolidation	03/2022		100.0
OOO Basa	RU-Moscow	Deconsolidation	03/2022		100.0
OOO Mikotrans	RU-Moscow	Deconsolidation	03/2022		100.0
OOO Selgros	RU-Moscow	Deconsolidation	03/2022		100.0
OOO Selgros Immobilien	RU-Moscow	Deconsolidation	03/2022		100.0
OOO Torgovy Dom Global Foods	RU-Moscow	Deconsolidation	03/2022		100.0
Riedhart Handels GmbH	AT-Wörgl	Acquired	06/2022	100.0	
ZIMBO Perbal Húsipari Termelő Kft.	HU-Perbál	Sold	06/2022		66.3
General Markets Food Service Ibérica SLU	ES-Vilamalla	Merged into Transgourmet Ibérica SAU	06/2022	100.0	100.0
General Markets Food Service Canarias SLU	ES-Ingenio	Merged into General Markets Food Canarias SLU	06/2022	100.0	100.0
SCI Mittelfeld-Knoderer	FR-Valenton	Merged into Transgourmet Immobilier France SAS	06/2022	100.0	100.0
HOLDI CRENO SA	FR-Châteaurenard	Interest reduced	07/2022	15.4	30.8
Team Beverage Einzelhandel Süd GmbH	DE-Eggenfelden	Merged into Team Beverage Einzelhandel GmbH	09/2022	35.7	35.7
Brüterei Stöckli AG	CH-Ohmstal	Acquired	10/2022	68.4	
Bell Food Group Ltd.	CH-Basel	Interest increased	12/2022	68.4	66.3

The interests listed are calculated on the basis of the shares held by the Coop Group.

### 2021

Company		Change	Date	31.12.2021 as %	31.12.2020 as %
Coop Tagungszentrum	CH-Muttenz	Deconsolidation	01/2021		100.0
Betty Bossi AG	CH-Zurich	Merged into Coop Cooperative	01/2021	100.0	100.0
Centre de formation "du Léman"	CH-Jongny	Merged into Coop Cooperative	01/2021	100.0	100.0
transCoop GmbH	DE-Riedstadt	Merged into Transgourmet Deutschland GmbH & Co. OHG	01/2021	100.0	100.0
Hilcona Holding AG	CH-Zug	Merged into Eisberg Holding AG	01/2021	66.3	66.3
Domaines & Châteaux Vins Birrhard SA	CH-Birrhard	Renamed Vini Zanini SA	02/2021	100.0	100.0
Salaison Polette & Cie SAS	FR-Teilhède	Merged into Bell France SAS	03/2021	66.3	66.3
Maison de Savoie SAS	FR-Aime	Merged into Bell France SAS	03/2021	66.3	66.3
Le Saloir de Mirabel SARL	FR-Riom	Merged into Bell France SAS	03/2021	66.3	66.3
Le Saloir de Virieu SAS	FR-Virieu-le-Grand	Merged into Bell France SAS	03/2021	66.3	66.3
Val de Lyon SAS	FR-St-Symphorien-sur-Coise	Merged into Bell France SAS	03/2021	66.3	66.3
Bell Benelux Holding N.V.	BE-Zellik	Merged into Abraham Benelux S.A.	04/2021	66.3	66.3
Mantes Primeurs SAS	FR-Mantes-la-jolie	Merged into SPEIR SAS	06/2021	100.0	100.0
AgeCore Ltd.	CH-Geneva	Interest increased	06/2021	25.0	16.7
Sump & Stammer GmbH International Food Supply	DE-Hamburg	Merged into Richard Sump GmbH	07/2021	100.0	100.0
Richard Sump GmbH	DE-Hamburg	Renamed Sump & Stammer GmbH International Food Supply	07/2021	100.0	100.0
Jumbo-Markt AG	CH-Dietlikon	Acquired and merged into Coop Cooperative	08/2021	100.0	
RS Vertriebs AG	CH-St. Gallen	Merged into Dipl. Ing. Fust Ltd.	08/2021	100.0	100.0
Bright Food Group Spain SAU	ES-Vilamalla	Acquired	08/2021	100.0	
General Markets Food Ibérica SAU	ES-Vilamalla	Acquired	08/2021	100.0	

General Markets Food Service Ibérica SLU	ES-Vilamalla	Acquired	08/2021	100.0	
General Markets Food Canarias SLU	ES-Ingenio	Acquired	08/2021	100.0	
General Markets Food Service Canarias SLU	ES-Ingenio	Acquired	08/2021	100.0	
GM Food Andorra SL	AD-Andorra la Vella	Acquired	08/2021	100.0	
MISERVI de Supermercats SL	ES-Girona	Acquired	08/2021	50.0	
update akademie GmbH	CH-Uzwil	Interest increased	08/2021	44.0	40.0
Marché Valocto SA	CH-Martigny	Acquired and merged into Coop Cooperative	09/2021	100.0	
Transgourmet Service GmbH	DE-Riedstadt	Established	09/2021	100.0	
Interkauf AG	CH-Oftringen	Acquired	10/2021	100.0	
A.HOII! networking unit GmbH	DE-Hamburg	Interest increased	11/2021	17.8	9.0
Dipl. Ing. Fust Ltd.	CH-Oberbüren	Renamed Swiss Household Services Ltd.	11/2021	100.0	100.0
General Markets Food Ibérica SAU	ES-Vilamalla	Renamed Transgourmet Ibérica SAU	11/2021	100.0	
Bright Food Group Spain SAU	ES-Vilamalla	Merged into Transgourmet Ibérica SAU	12/2021	100.0	

The interests listed are calculated on the basis of the shares held by the Coop Group.

## 25 Most significant components at acquisition of organizations

2022

in CHF million

	Riedhart Handels GmbH	Two Spice AG	Other entities
Cash and cash equivalents	1	13	
Receivables, prepayments and accrued income	6	4	
Inventories	6	4	2
Tangible fixed assets	23	26	7
Liabilities, accrued liabilities and deferred income	14	10	2
Financial liabilities		23	3
Provisions	4	4	1

2021

in CHF million

	Interkauf AG	Jumbo-Markt AG	Transgourmet Ibérica Group
Cash and cash equivalents	3	113	40
Receivables, prepayments and accrued income		22	66
Inventories		101	109
Tangible fixed assets	110	353	65
Financial assets		2	10
Intangible assets (excl. goodwill)		31	9
Liabilities, accrued liabilities and deferred income	1	77	190
Financial liabilities	36	61	43
Provisions	10	41	1

## 26 Most significant components at the date of disposal of consolidated organizations

2022

in CHF million

	Transgourmet Russia Group
Cash and cash equivalents	9
Receivables, prepayments and accrued income	12
Inventories	17
Tangible fixed assets	95
Liabilities, accrued liabilities and deferred income	15
Financial liabilities	85
Provisions	1

In 2021 no fully consolidated companies were disposed.



27 Scope of consolidation

		Interest held <sup>1</sup>		Method of inclusion
		31.12.2022 as %	31.12.2021 as %	
<b>Coop Group</b>				
Coop Group Cooperative	CH-Basel	100.0	100.0	□
Alifresca Ltd.	CH-Basel	100.0	100.0	□
Alifresca Italy S.R.L.	IT-Villafranca di Verona	100.0	100.0	□
Alifresca Spain S.L.	ES-Valencia	100.0	100.0	□
Autobahn-Raststätte Basel-Nord AG	CH-Basel	38.3	38.3	●
Autoparking Schützenmatte AG	CH-Altendorf	22.9	22.9	●
CapCo AG	FL-Vaduz	100.0	100.0	□
Chocolats Halba S.A. de C.V.	HN-San Pedro Sula	75.0	75.0	□
Coop-ITS-Travel AG	CH-Freienbach	50.0	50.0	●
Coop Mineraloel AG	CH-Allschwil	51.0	51.0	□
Coop Vitality AG	CH-Bern	51.0	51.0	□
Coop Vitality Management AG	CH-Bern	51.0	51.0	□
Elektronik Distribution AG	CH-Basel	100.0	100.0	□
Eurogroup Europe AG	CH-Wangen	100.0	100.0	□
Eurogroup Far East Ltd.	CN-Hong Kong	100.0	100.0	□
Marché Restaurants Schweiz AG	CH-Dietlikon	100.0	100.0	□
Panflor AG	CH-Zurich	100.0	100.0	□
Parking Centre Ville SA	CH-Morges	31.2	31.2	●
railCare AG	CH-Härkingen	100.0	100.0	□
Raststätte Glarnerland AG	CH-Niederurnen	21.3	21.3	□
Raststätte Heidiland AG	CH-Maienfeld	51.5	51.5	□
Relais du St-Bernard Martigny SA	CH-Martigny	68.0	68.0	●
Retail Marketing Switzerland AG	CH-Basel	100.0	100.0	□
SC Swiss commercial GmbH	DE-Konstanz	100.0	100.0	□
Stazioni Autostradali Bellinzona SA	CH-Bellinzona	68.4	68.4	●
Steinfels Swiss GmbH	DE-Konstanz	100.0	100.0	□
Tanklager Rothenburg AG	CH-Rothenburg	17.0	17.0	●
Two Spice AG	CH-Dietlikon	50.4	32.8	□
update Fitness AG	CH-Müschwilen	80.0	80.0	□
update akademie GmbH	CH-Müschwilen	44.0	44.0	●
Coop Cooperative	CH-Basel	100.0	100.0	□
AgeCore Ltd.	CH-Geneva	25.0	25.0	●
Coop Immobilien AG	CH-Bern	100.0	100.0	□
Parking des Remparts SA	CH-La Tour-de-Peilz	33.3	33.3	●
Pearlwater Mineralquellen AG	CH-Termen	100.0	100.0	□
Service 7000 AG	CH-Netstal	100.0	100.0	□
Swiss Household Services Ltd.	CH-Oberbüren	100.0	100.0	□
The Body Shop Switzerland Ltd.	CH-Uster	100.0	100.0	□
<b>Transgourmet Group</b>				
Transgourmet Holding AG	CH-Basel	100.0	100.0	□
Transgourmet Central and Eastern Europe AG	CH-Basel	100.0	100.0	□
Transgourmet Central and Eastern Europe GmbH	DE-Riedstadt	100.0	100.0	□
A.HOII! networking unit GmbH	DE-Hamburg	17.8	17.8	●
EGV Lebensmittel für Grossverbraucher AG	DE-Unna	100.0	100.0	□
F&B - Food and Beverage Services GmbH	DE-Riedstadt	51.0	51.0	□
FrischeParadies GmbH & Co. KG	DE-Frankfurt	100.0	100.0	□
FRISCHEPARADIES ESPAÑA S.L.U.	ES-Palma de Mallorca	100.0	100.0	□
Fruchthof Handel-GmbH	AT-Innsbruck	100.0	100.0	□

		Interest held <sup>1</sup>		Method of inclusion
		31.12.2022 as %	31.12.2021 as %	
gastivo portal GmbH	DE-Bremen	35.7	35.7	□
gastronovi GmbH	DE-Bremen	51.0	51.0	□
Geo-Marketing GmbH	DE-Cologne	25.0	25.0	●
GEVA Gesellschaft für Einkauf, Verkaufsförderung und Absatz von Gütern mbH	DE-Frechen	26.0	26.0	□
GEVA Gesellschaft für Einkauf, Verkaufsförderung und Absatz von Gütern mbH & Co. KG	DE-Frechen	26.0	26.0	□
Hamburger Feinfrost GmbH	DE-Hamburg	100.0	100.0	□
MVF Markenvertriebs- und Förderungsgesellschaft mbH	DE-Frechen	26.0	26.0	□
Niggemann Food Frischemarkt GmbH	DE-Bochum	100.0	100.0	□
Sanalogic Solutions GmbH	DE-Riedstadt	100.0	100.0	□
SELGROS CASH & CARRY S.R.L.	RO-Brasov	100.0	100.0	□
Sump & Stammer GmbH International Food Supply	DE-Hamburg	100.0	100.0	□
TAP - die neutrale Handelsplattform GmbH	DE-Frechen	13.0		●
Team Beverage AG	DE-Bremen	35.7	35.7	□
Team Beverage Category Management und Vermarktung GmbH	DE-Bremen	35.7	35.7	□
Team Beverage Convenience GmbH	DE-Rostock	35.7	35.7	□
Team Beverage Dienstleistungen GmbH	DE-Rostock	35.7	35.7	□
Team Beverage Einzelhandel GmbH	DE-Bremen	35.7	35.7	□
Team Beverage Großhandel GmbH	DE-Bremen	35.7	35.7	□
Team Beverage Marken und Systeme GmbH	DE-Bremen	35.7	35.7	□
Team Business IT GmbH	DE-Stralsund	35.7	35.7	□
Transgourmet Deutschland GmbH & Co. OHG	DE-Riedstadt	100.0	100.0	□
Transgourmet Service GmbH	DE-Riedstadt	100.0	100.0	□
Transgourmet Polska Sp. z o.o.	PL-Poznan	100.0	100.0	□
Transgourmet France SAS	FR-Valenton	100.0	100.0	□
ALDIS ASP 6 SARL	FR-Valenton	100.0	100.0	□
BSP SAS	FR-Valenton	100.0	100.0	□
COFIDA SAS	FR-Rungis	100.0	100.0	□
Locagroup SAS	FR-Rungis	100.0	100.0	□
Sodiexval SAS	FR-Rungis	100.0	100.0	□
SPEIR SAS	FR-Rungis	100.0	100.0	□
Transgourmet Immobilier France SAS	FR-Valenton	100.0	100.0	□
Transgourmet Management Gie	FR-Valenton	100.0	100.0	□
Transgourmet Opérations SAS	FR-Valenton	100.0	100.0	□
Transgourmet Seafood SAS	FR-Rungis	100.0	100.0	□
Transgourmet Services SNC	FR-Valenton	100.0	100.0	□
Transgourmet Ibérica SAU	ES-Vilamalla	100.0	100.0	□
General Markets Food Canarias SLU	ES-Ingenio	100.0	100.0	□
GM Food Andorra SL	AD-Andorra la Vella	100.0	100.0	□
MISERVI de Supermercats SL	ES-Girona	50.0	50.0	●
Transgourmet Österreich GmbH	AT-Traun	100.0	100.0	□
Gastro Profi GmbH	AT-Alkoven	100.0	100.0	□
immodevelop GmbH	AT-Innsbruck	100.0	100.0	□
Riedhart Handels GmbH	AT-Wörgl	100.0		□
Top Team Zentraleinkauf GmbH	AT-Traun	50.0	50.0	●
Transgourmet Switzerland Ltd.	CH-Basel	100.0	100.0	□
Casa del Vino SA	CH-Zurich	100.0	100.0	□
Grossopanel AG	CH-Stans	33.3	33.3	●
Vinattieri Ticino SA	CH-Ligornetto	100.0	100.0	□
Vini Zanini SA	CH-Birrhhard	100.0	100.0	□
wine AG Valentin & Von Salis	CH-Pontresina	50.0	50.0	●

		Interest held <sup>1</sup>		Method of inclusion
		31.12.2022 as %	31.12.2021 as %	
<b>Bell Food Group</b>				
Bell Food Group Ltd.	CH-Basel	68.4	66.3	□
Bell Schweiz AG	CH-Basel	68.4	66.3	□
Brüterei Stöckli AG	CH-Ohmstal	68.4		□
Geiser AG	CH-Schlieren	68.4	66.3	□
Bell Deutschland Holding GmbH	DE-Seevetal	68.4	66.3	□
Bell Deutschland GmbH & Co. KG	DE-Seevetal	68.4	66.3	□
Bell Production Services GmbH & Co. KG	DE-Seevetal	68.4	66.3	□
Bell Schwarzwälder Schinken GmbH	DE-Schiltach	68.4	66.3	□
Bell España Alimentación S.L.U.	ES-Casarrubios del Monte	68.4	66.3	□
Abraham Benelux S.A.	BE-Libramont-Chevigny	68.4	66.3	□
Bell Verwaltungs GmbH	DE-Seevetal	68.4	66.3	□
Interfresh Food GmbH	DE-Seevetal	68.4	66.3	□
Bell Benelux N.V.	BE-Zellik	68.4	66.3	□
Bell Nederland B.V.	NL-Breda	68.4	66.3	□
Bell France Holding SAS	FR-Teilhède	68.4	66.3	□
Bell France SAS	FR-Teilhède	68.4	66.3	□
H.L. Verwaltungs-GmbH	AT-Pfaffstätt	68.4	66.3	□
Hubers Landhendl GmbH	AT-Pfaffstätt	68.4	66.3	□
Süddeutsche Truthahn AG	DE-Ampfing	68.4	66.3	□
Brüterei Schlierbach GmbH	AT-Pettenbach	64.9	63.0	□
Frisch Express GmbH	AT-Pfaffstätt	68.4	66.3	□
VTE-Beteiligungs GmbH + Co. KG	DE-Ampfing	68.4	66.3	□
Bell Polska Sp. z o.o.	PL-Niepolomice	68.4	66.3	□
Hilcona AG	FL-Schaan	68.4	66.3	□
Hilcona Gourmet SA	CH-Orbe	68.4	66.3	□
Hilcona Feinkost GmbH	DE-Leinfelden-Echterdingen	68.4	66.3	□
Eisberg Holding AG	CH-Dänikon	68.4	66.3	□
Eisberg Ltd	CH-Dällikon	68.4	66.3	□
Eisberg Österreich GmbH	AT-Marchtrenk	68.4	66.3	□
Eisberg Hungary Kft.	HU-Gyál	68.4	66.3	□
Eisberg Spolka z o.o.	PL-Legnica	68.4	66.3	□
Eisberg srl	RO-Pantelimon	68.4	66.3	□
E.S.S.P. España 2000 SL	ES-Aguilas	68.4	66.3	□
Sylvain & CO SA	CH-Champvent	68.4	66.3	□
Hügli Holding AG	CH-Steinach	68.4	66.3	□
Hügli Nahrungsmittel AG	CH-Steinach	68.4	66.3	□
Hügli Nahrungsmittel-Erzeugung Ges.mBH	AT-Hard	68.4	66.3	□
Hügli Nahrungsmittel GmbH	DE-Radolfzell	68.4	66.3	□
Granovita S.A.	ES-La Vall d'Uixó	68.4	66.3	□
Hügli UK Ltd.	GB-Redditch	68.4	66.3	□
Bresc B.V.	NL-Sleeuwijk	68.4	66.3	□
Ali-Big Industria Alimentare s.r.l.	IT-Brivio	68.4	66.3	□
Hügli Food s.r.o.	CZ-Zásmuky u Kolína	68.4	66.3	□
Hügli Food Kft.	HU-Budapest	68.4	66.3	□
Hügli Food Polska sp. z o.o.	PL-Lódz	68.4	66.3	□
Hügli Food Slovakia s.r.o.	SK-Trnava	68.4	66.3	□

		Interest held <sup>1</sup>		Method of inclusion
		31.12.2022 as %	31.12.2021 as %	
Centravo Holding AG	CH-Zurich	20.3	19.7	●
GVFI Ltd	CH-Basel	17.8	17.2	●
Baltic Vianco OÜ	EE-Sänna, Rõuge Vald	22.8	22.1	●

□ = Fully consolidated company

● = Company included by using the equity method

<sup>1</sup> The interests listed are calculated on the basis of the shares held by the Coop Group.

## 28 Events after the balance sheet date

Significant changes to the scope of consolidation:

The Transgourmet Group is increasing its stake in Team Beverage AG from 35.7% to 45.9% from January 2023.

The Board of Directors approved the annual consolidated financial statements of the Coop Group on 7 February 2023. They have to be approved by the Delegate Assembly on 23 March 2023.



# Statutory Auditor's Report

To the Delegate Assembly of Coop Group Cooperative, Basel

## Report on the Audit of the Consolidated Financial Statements

### Opinion

We have audited the consolidated financial statements of Coop Group Cooperative and its subsidiaries (the Group), which comprise the consolidated balance sheet as at 31 December 2022 and the consolidated statement of income, consolidated statement of changes in equity and consolidated statement of cash flows 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 84 to 109) give a true and fair view of the consolidated financial position of the Group as at 31 December 2022, and its consolidated results of operations and its consolidated cash flows for the year then ended in accordance with Swiss GAAP FER and comply 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 Consolidated Financial Statements" section of our report. We are independent of the Group in accordance with the provisions of Swiss law, together with 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.

### Key Audit Matters



#### Revenue recognition

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the consolidated financial statements of the current period. These matters were addressed in the context of our audit of the consolidated financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.



## REVENUE RECOGNITION

### Key Audit Matter

The Group records its revenue at the time when the risks and rewards resulting from the sale of the products have been transferred to the buyer. Revenue includes the revenue from the front (cash register), on the one hand, and the delivery revenue (on account), on the other hand. It is presented net of discount, rebates and other price reductions.

Revenue forms a significant basis for the assessment of the Group's business performance. Consequently, it is at the center of internal objectives and of the development expectations of the public, financial analysts, institutional investors, major creditors and other interested parties regarding the evolution of the business. As a significant caption in the income statement, revenue is of great relevance for the Group.

Consequently, we have focused our audit in this area on the existence of revenue transactions and their recognition in the appropriate period, as well as on the recording of the correct data.

### Our response

In the context of our audit, we have evaluated the appropriateness of the accounting principles in relation with the Group's revenue recognition. Regarding the assessment of the correct revenue recognition, we have performed amongst others the following audit procedures:

- We have analyzed the process regarding revenue recognition and accrual accounting and we have assessed whether the value flows are correctly reflected in the accounts. In this regard, we have identified the key controls concerning revenue recognition and then tested them for effectiveness on a sample basis. We have involved our IT specialists to support our audit procedures.
- In order to examine the correctness of the master data (product prices, promotion periods, etc.), we have tested corresponding controls (reconciliation of basic documents with SAP).
- Regarding front revenue, we have verified the correct functioning of the cash registers by examining the system parameters. Moreover, we have tested the control of the point of sale accounting on a sample basis (reconciliation of sales with funds received).
- Furthermore, regarding delivery sales, we have examined the recognition of revenue in the appropriate period by a sample-based comparison of invoices, corresponding orders and delivery notes. In this regard, we have particularly focused on the sales transactions shortly before and after the balance sheet date.

Moreover, we have examined whether the accounting principles regarding revenue recognition were described and disclosed appropriately.

For further information on revenue recognition refer to the following:

- Consolidation and accounting principles



#### **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 and our auditor's report thereon.

Our opinion on the consolidated 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.

#### **Board of Directors' Responsibilities for the Consolidated Financial Statements**

The Board of Directors is responsible for the preparation of the consolidated financial statements that 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 consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated 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 Consolidated Financial Statements**

Our objectives are to obtain reasonable assurance about whether the consolidated 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 consolidated financial statements.

As part of an audit in accordance with Swiss law and SA-CH, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made.
- Conclude on the appropriateness of the Board of Directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.



- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the Group audit. We remain solely responsible for our audit opinion.

We communicate with the Board of Directors or its relevant committee regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide the Board of Directors or its relevant committee with a statement that we have complied with relevant ethical requirements regarding independence, and communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

From the matters communicated with the Board of Directors or its relevant committee, we determine those matters that were of most significance in the audit of the consolidated financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report, unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

#### **Report on Other Legal and Regulatory Requirements**

In accordance article 906 CO in connection with article 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 consolidated financial statements according to the instructions of the Board of Directors.

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

KPMG AG

Jürg Meisterhans  
Licensed Audit Expert  
Auditor in Charge

Martin Löber  
Licensed Audit Expert

Basel, 7 February 2023