

Key figures at a glance

Total sales

30 662 CHF million

Net sales Group

29 565 CHF million

of which

19 931 CHF million Switzerland

9 634 CHF million abroad

Net sales segments

17 743 CHF million Retail

14 170 CHF million Wholesale/Production

Net sales online trading

785 CHF million Retail

1 537 CHF million Wholesale/
Production

Employees at 31.12

47 195 Retail

42 384 Wholesale/Production

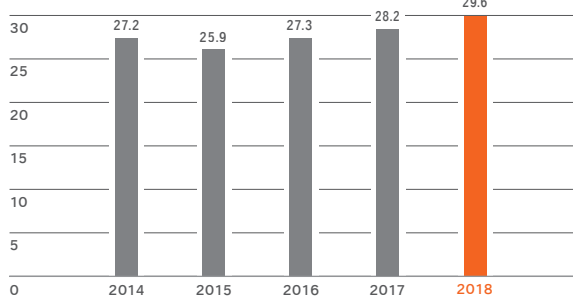
Trainees at 31.12

2 547 Retail

900 Wholesale/Production

Net sales

in CHF billion



Earnings

2 103 CHF million EBITDA
7.1% of net sales

772 CHF million EBIT
2.6% of net sales

Profit

473 CHF million
1.6% of net sales

Equity

9 754 CHF million
47.9% Equity ratio

Free cash flow

218 CHF million

Investments in tangible fixed assets

1 016 CHF million Switzerland

527 CHF million abroad

Sales outlets / markets

2 313 Retail

145 Wholesale/Production

Operating result (EBIT)

— in CHF million — as a % of net sales

