

## Key figures at a glance

### Total sales

**30 669** CHF million

### Net sales Group

**29 633** CHF million

of which

**20 159** CHF million Switzerland

**9 474** CHF million abroad

### Net sales segments

**17 986** CHF million Retail

**14 148** CHF million Wholesale/Production

### Net sales online trading

**913** CHF million Retail

**1 691** CHF million Wholesale/  
Production

### Employees at 31.12

**47 455** Retail

**42 852** Wholesale/Production

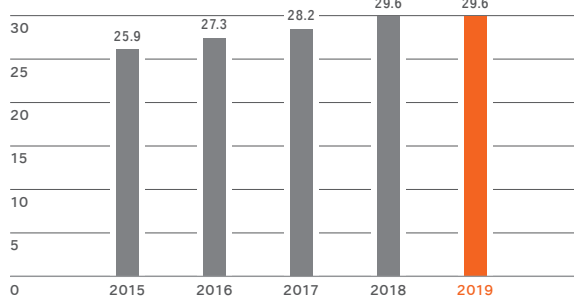
### Trainees at 31.12

**2 459** Retail

**996** Wholesale/Production

### Net sales

in CHF billion



### Earnings

**2 046** CHF million EBITDA

6.9% of net sales

**782** CHF million EBIT

2.6% of net sales

### Profit

**531** CHF million

1.8% of net sales

### Equity

**10 265** CHF million

50.2% Equity ratio

### Cash flow from operating activities

**1 877** CHF million

### Investments in tangible fixed assets

**888** CHF million Switzerland

**360** CHF million abroad

### Sales outlets/markets

**2 333** Retail

**145** Wholesale/Production

### Operating result (EBIT)

— in CHF million — as a % of net sales

