

Key figures at a glance

Total sales

31 872 CHF million

Net sales Group

30 752 CHF million

of which

21 654 CHF million Switzerland
70.4% of net sales Group

9 098 CHF million abroad
29.6% of net sales Group

Net sales segments

19 618 CHF million Retail
58.9% of net sales segments

13 711 CHF million Wholesale/Production
41.1% of net sales segments

Net sales online trading

2 954 CHF million

Employees at 31.12

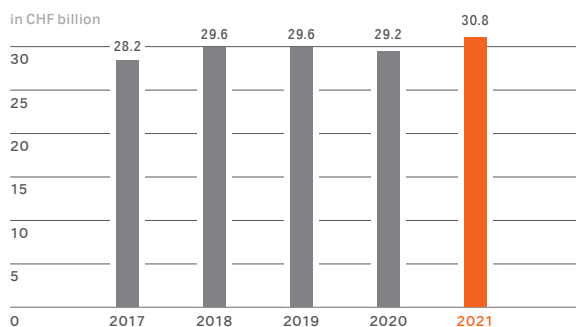
95 420

Trainees at 31.12

3 411

Net sales

in CHF billion



Earnings

2 376 CHF million EBITDA
7.7% of net sales

905 CHF million EBIT
2.9% of net sales

Profit

559 CHF million
1.8% of net sales

Equity

11 060 CHF million
51.3% Equity ratio

Cash flow from operating activities

1 989 CHF million

Investments

1 979 CHF million

Sales outlets/markets

2 617

Operating result (EBIT)

