

## 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

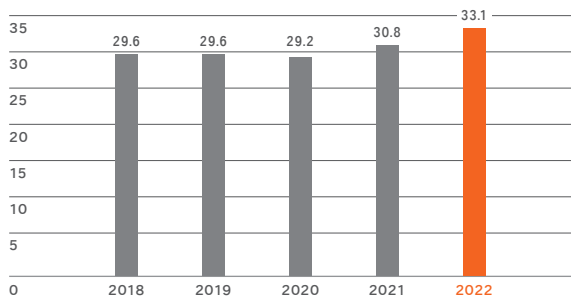
**94 790**

### 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

