

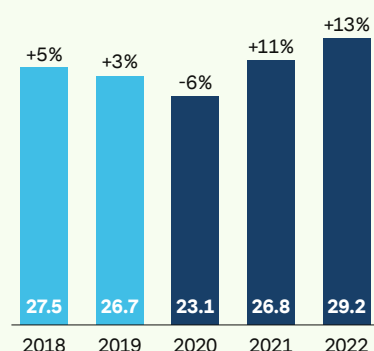
RECORD PERFORMANCE

FINANCIAL HIGHLIGHTS

NET SALES CHF BN

29.2BN

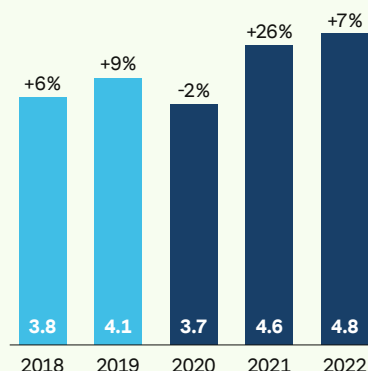
+12.9% LFL



RECURRING EBIT¹ CHF BN

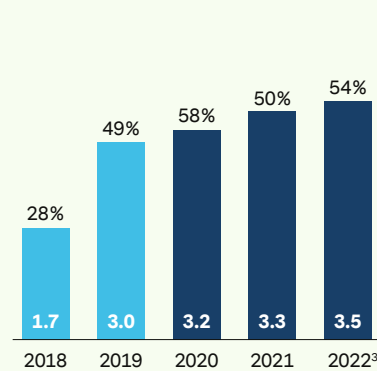
4.8BN

+7.2% LFL



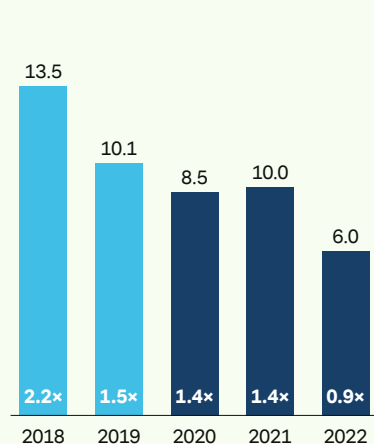
FREE CASH FLOW AFTER LEASES² CHF BN AND CASH CONVERSION %

3.5BN³



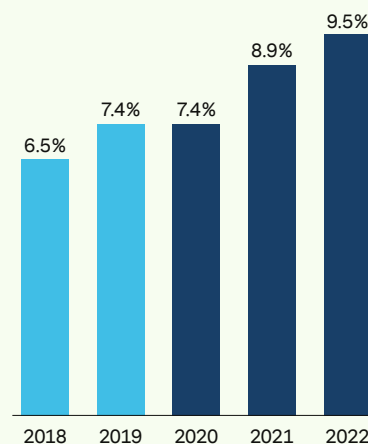
LEVERAGE RATIO¹ AND NET FINANCIAL DEBT¹ CHF BN

0.9x



ROIC¹

9.5%



¹ 2018 is not restated for IFRS 16 "Leases"

² 2018 reflect the former alternative performance measure indicator "Free Cash Flow"

³ Before resolution with the DOJ