## International Triathlon Union

 LausanneReport of the statutory auditor to the General Meeting on the combined financial statements 2014

Report of the statutory auditor to the General Meeting of International Triathlon Union Lausanne

## Report of the statutory auditor on the combined financial statements

As statutory auditor, we have audited the accompanying combined financial statements of International Triathlon Union, which comprise the combined balance sheet, income statement, statement of changes in Net Assets, statement of cash flows and notes, for the year ended 31 December 2014.

## Board's responsibility

The Board is responsible for the preparation of the combined financial statements in accordance with the requirements of Swiss law and the association's articles of incorporation. This responsibility includes designing, implementing and maintaining an internal control system relevant to the preparation of combined financial statements that are free from material misstatement, whether due to fraud or error. The Board is further responsible for selecting and applying appropriate accounting policies and making accounting estimates that are reasonable in the circumstances.

## Auditor's responsibility

Our responsibility is to express an opinion on these combined financial statements based on our audit. We conducted our audit in accordance with Swiss law and Swiss Auditing Standards. Those standards require that we plan and perform the audit to obtain reasonable assurance whether the combined financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the combined financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the combined financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers the internal control system relevant to the entity's preparation of the combined financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control system. An audit also includes evaluating the appropriateness of the accounting policies used and the reasonableness of accounting estimates made, as well as evaluating the overall presentation of the combined financial statements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

## Opinion

In our opinion, the combined financial statements for the year ended 31 December 2014 comply with Swiss law and the association's articles of incorporation.

## Report on other legal requirements

We confirm that we meet the legal requirements on licensing according to the Auditor Oversight Act (AOA) and independence (article 69b paragraph 3 CC in connection with article 728 CO ) and that there are no circumstances incompatible with our independence.

## pwc

In accordance with article 69b paragraph 3 CC in connection with article 728a paragraph 1 item 3 CO and Swiss Auditing Standard 890, we confirm that an internal control system exists which has been designed for the preparation of combined financial statements according to the instructions of the Association Board.
We recommend that the combined financial statements submitted to you be approved.
PricewaterhouseCoopers SA



Audit expert

## Lausanne, 17 July 2015

## Enclosure:

- Combined financial statements (combined balance sheet, income statement, statement of changes in Net Assets, statement of cash flows and notes)


## Combined Balance sheet as at 31 December

 (in USD)| Assets | Note | 2014 | 2013 |
| :---: | :---: | :---: | :---: |
| Current assets |  |  |  |
| Cash and cash equivalents |  | 553'707 | 1'127'530 |
| Short-term inv estments with a quoted market price | Note 4 | 5'800'000 | 9'250'000 |
| Trade receiv ables due from third parties |  | 1'845'998 | 1'054'757 |
| Other current receiv ables due from third parties |  | 76'101 | - |
| Accrued income and prepaid expenses |  | 92'749 | 84'649 |
| Total current assets |  | 8'368'555 | 11'516'936 |
| Non-current assets |  |  |  |
| Financial assets |  |  |  |
| Loans to group companies | Note 8 | 256'315 | 243'753 |
| Other financial assets | Note 4 | 390'561 | 769'580 |
| Investments | Note 8 | 1'690 | 1'690 |
| Property, plant and equipment | Note 5 | 426'484 | 437'883 |
| Total non-current assets |  | 1'075'050 | 1'452'906 |
| Total assets |  | 9'443'605 | 12'969'842 |
| Liabilities | Note | 2014 | 2013 |
| Short-term liabilities |  |  |  |
| Trade pay ables due from third parties |  | 284'922 | 584'523 |
| Other short-term liabilities due from third parties |  | 142'779 | 111'230 |
| Accrued expenses and deferred income | Note 6 | 7'500 | 23'500 |
| Short-term provisions |  | 26'769 | - |
| Total short-term liabilities |  | 461'970 | 719'253 |
| Long-term liabilities |  |  |  |
| Long-term provisions |  | 520'000 | 270'000 |
| Total long-term liabilities |  | 520'000 | 270'000 |
| Total liabilities |  | 981'970 | 989'253 |
| Net asset |  |  |  |
| Invested in capital assets |  | 426'484 | 437'883 |
| Cumulated surplus of revenue over expenses |  | 8'035'151 | 11'542'707 |
| Total shareholders' equity |  | 8'461'635 | 11'980'590 |
| Total liabilities |  | 9'443'605 | 12'969'842 |

Combined Profit and loss statement for the financial year ended 31 December (in USD)

|  | 2014 | 2013 |
| :---: | :---: | :---: |
| Revenue |  |  |
| Oly mpic games | - | 1'354'024 |
| Sponsorships | 2'053'042 | 2'053'391 |
| Television and ev ent fees | 743'000 | 776'169 |
| Grants and contributions | 172 '786 | 89'112 |
| Affiliation fees | 28.500 | 26'989 |
| Video and photo sales | 325 | 863 |
|  | 2'997'653 | 4'300'548 |
| Expenses |  |  |
| Administrative expenses | -325'120 | -445'312 |
| Amortization of capital assets | -25'935 | -40'063 |
| Anti-doping related expenses | -240'482 | -224'351 |
| Bad debt | -10'000 | -387'883 |
| Committee | -87'935 | -34'177 |
| Competitions and Events | -1'769'835 | -1'705'270 |
| Dev elopment | -1'057'505 | -1'029'394 |
| Dues and Subscriptions | -5'997 | -10'343 |
| Executive Board | -155'874 | -177'980 |
| Legal and Accounting | -77'506 | -181'576 |
| Media and Telev ision | -527'750 | -389'601 |
| Oly mpic Games expenses | -69'897 | - |
| President's Honoarium | -193'382 | -140'231 |
| Salaries | -1'744'434 | -1'745'785 |
| Website | -64'357 | -106'122 |
|  | -6'356'009 | -6'618'088 |
| Earnings before interest | -3'358'356 | -2'317'540 |
| Financial income | 160'194 | 69'054 |
| Financial expenses | -320'792 | -26'738 |
| Non-operating income | - | 81'541 |
| Loss for the year/period | -3'518'955 | -2'193'683 |

International Triathlon Union

Combined statement of changes in Net Assets for the year ended December 31 (in USD)

|  |  |  | 2014 | 2013 |
| :--- | :---: | :---: | :---: | :---: | :---: |
|  | Invested capital assets | Unrestricted | Total | Total |
| Balance - Beginning of year | $437^{\prime} 883$ | $11^{\prime} 542^{\prime} 707$ | $11^{\prime} 980^{\prime} 590$ | $14^{\prime} 174^{\prime} 273$ |
| (Deficiency) surplus of revenue <br> Over expenses for the year <br> Invested in capital assets | $-25^{\prime} 935$ | $-3^{\prime} 493^{\prime} 020$ | $-3^{\prime} 518^{\prime} 955$ | $-2^{\prime} 193^{\prime} 683$ |
| Balance - End of year | $14^{\prime} 536$ | $-14^{\prime} 536$ | - | - |
|  | $426^{\prime} 484$ | $8^{\prime} 035^{\prime} 151$ | $8^{\prime} 461^{\prime} 635$ | $11^{\prime} 980^{\prime} 590$ |

Combined statement of cash flows for the year ended December 31 (in USD)

|  | 2014 | 2013 |
| :---: | :---: | :---: |
| Cash from operating activities |  |  |
| (Deficiency) surplus of revenue over expenses for the year Items not involving cash | -3'518'955 | -2'193'683 |
| Amortization of capital assets | 25'935 | 40'063 |
| Bad debt expense | 10'000 | 387'883 |
|  | $-3^{\prime} 483 ' 020$ | -1'765'737 |
| Change in non-cash operating working capital |  |  |
| Accounts receivable | -801'241 | -1'167'903 |
| Loans receivable | -12'562 | -112'041 |
| Other current receivables | -76'101 | 0 |
| Prepaid expenses and deposits | -8'100 | -3'843 |
| Account payable and accrued liabilities | -18'051 | 667'834 |
| Short-term provisions | 26 '769 | 0 |
| Deferred revenue | -16'000 | 16'000 |
|  | -4'388'307 | -2'365'690 |
| Cash from investing activities |  |  |
| Purchase of capital assets | -14'536 | -16'335 |
| Purchase of investments | 379'019 | 89'172 |
| Proceeds from maturity of short-term investments | 3'450'000 | 2'180'774 |
|  | 3'814'483 | 2'253'611 |
| (Decrease) increase in cash and cash equivalents | -573'824 | -112'079 |
| Cash and cash equivalents - Beginning of year | 1'127'530 | 1'239'610 |
| Cash and cash equivalents - End of year | 553'707 | 1'127'530 |

## International Triathlon Union

Notes to combined Financial Statements for the year ended December 31, 2014
(expressed in USD and CHF equivalent)

## 1 Purpose of the organization

The Organization's purpose is to develop, promote and generally advance the world-wide sport of Triathlon, Duathlon and its other related multi-sports.

## 2 Principles of combination

These combined financial statements have been prepared from the financial statements of International Triathlon Union and other contractually related entities. All balances and transactions between these entities have been eliminated.
Entities included in the combined financial statements for the year ended 31 December 2013 and 2014 for the organization are summarized as follows :
ITU office of Vancouver
ITU office of Madrid
ITU headquarter in Lausanne

## 3 Significant accounting policies

The International Triathlon Union (the Organization) is a not for profit association governed by the provisions of the Swiss Civil Code.
The significant accounting policies are summarized below:

## Revenue recognition

The Organization follows the deferral method of accounting for contributions. Restricted contributions are initially deferred and recognized as revenue when the related expenses are incurred or the restrictions have been met.

Revenue for services provided is recorded when earned and collection is reasonably assured. Sponsorship revenue is recorded in the period the amounts relate to or the sponsorship requirements are met

The contribution received every four years from the International Olympic Committee (IOC) is based on a formula determined by the IOC for sharing television rights revenue from the Olympic Games. This contribution is unrestricted. In 2013, the Organization received USD 1,354,024 (CHF 1'205'352) in addition to USD 14,020,985 (CHF 12'805'366) received in 2012 from the IOC related to the London Olympics.

## Cash and cash equivalents and short term investments

Cash and cash equivalents consist of cash and highly liquid investments with terms to maturity of three months or less at the date of acquisition, such as a money market fund.

## International Triathlon Union

Notes to combined Financial Statements for the year ended December 31, 2014
(expressed in USD and CHF equivalent)
Other financial assets
Other financial assets are recorded at fair value based on quoted market price.

## Deferred revenue

Deferred revenue represents advance receipt of sponsorship revenue, event and affiliation fees. The revenue from event and affiliation fees is recognized in the year in which the event is held or to which the fees relate. Sponsorship revenue is restricted for specific use and is recognized in the year the related expenses are incurred, as required under the agreement.

## Property, Plant and equipment

Land and building comprise a strata title in a multi-unit commercial complex. Property, Plant and equipment are recorded at cost. Betterments that extend or enhance the estimated life or service potential of an asset are capitalized. When a capitalized asset no longer contributes to the Organization's ability to provide services, its carrying amount is written down to its residual value.

Property, Plant and equipment are amortized on a straight-line basis over the following periods:

| Building | 30 years |
| :--- | :--- |
| Furniture and fixtures | 5 years |
| Computer and TV equipment | 3 years |

## Contributed services

A number of volunteers contribute a significant amount of time to the Organization each year. The value of certain services donated to the Organization by its members and others is not recognized or disclosed in the financial statements and related notes due to the difficulty of determining the fair value.

## Foreign currency

Monetary assets and liabilities denominated in other than US dollars are translated at the rate in effect at the date of the balance sheet. Transactions in currencies other than US dollars are translated at the rate in effect at the transaction date. Gains and losses resulting from fluctuations in the exchange rate associated with these transactions are recorded in the period they arise. Non-monetary assets are recorded at the historical rate of exchange in effect at the date of acquisition.

## Notes to combined Financial Statements for the year ended December 31, 2014 (expressed in USD and CHF equivalent)

## Use of estimates

The preparation of combined financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the reporting period. Significant areas requiring the use of management estimates include valuation of accounts receivable and the determination of the useful lives of capital assets for purposes of amortization. Actual results may ultimately differ from those estimates.

## Financial instruments

Cash and cash equivalents and Other financial assets are measured at fair value.
4 Short-term investments and Other financial assets
Short-term investments of USD 5,800,000 (CHF 5,738,520) consist of mutual funds, denominated in US dollars, held with a Canadian chartered bank. The mutual funds comprise a US dollar managed income portfolio that is focused on maximizing interest income while attempting to preserve capital.

Other financial assets of USD 390,561 (CHF 386,421) consists of long-term bonds, denominated in Swiss francs, held with UBS Switzerland. The bonds are in institutions based in Switzerland.

5 Property, Plant and Equipment

|  | 2014 |  |  |  |  |  | 2013 |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Cost |  | Accumulated amortization |  | Net |  | Net |  |
|  | USD | CHF | USD | CHF | USD | CHF | USD | CHF |
| Land | $298 \cdot 580$ | $295 ' 415$ | - | - | 298'580 | 295 '415 | 298'580 | 265'796 |
| Building | 140'508 | 139'019 | 46'055 | 45'567 | 94'453 | 93 '452 | 99'136 | $88 ' 251$ |
| Furniture and fixtures | $20 ' 216$ | 20'002 | 15 '492 | 15 '328 | 4'724 | 4 '674 | 7'897 | 7 '030 |
| Computer equipment | 76'943 | 76'127 | 56'323 | $55 ' 726$ | $20 ' 620$ | $20 \cdot 401$ | 17 '291 | 15 '392 |
| TV equipment | 64'285 | 63'604 | 56'178 | 55'583 | $8 ' 107$ | 8 '021 | 14'979 | 13'334 |
|  | 600'532 | 594'166 | 174'048 | 172'203 | 426'484 | 421'963 | 437'883 | 389'803 |

## 6 Deferred revenue

Deferred revenue consists of USD 7,500 (CHF 7,420) in advance event fees.

## International Triathlon Union

## Notes to combined Financial Statements for the year ended December 31, 2014 <br> (expressed in USD and CHF equivalent)

## 7 Financial instruments

## Foreign currency risk

The Organization faces foreign currency risk on its cash and cash equivalents and Other financial assets denominated in currencies other than US dollars. These foreign currency balances are as follows:

|  | 2014 | 2013 |
| :--- | ---: | ---: |
| Canadian dollars (CA\$21,899; 2013-CA\$46,070) | USD | USD |
| Euros (€155,141; 2013-€524,601) | $18^{\prime} 849$ | $43^{\prime} 371$ |
| Swiss francs (CHF 528,616;2013-CHF 696,737) | $192^{\prime} 463$ | $722^{\prime 2} 262$ |
|  | $534^{\prime} 802$ | $793^{\prime} 713$ |
|  | $746^{\prime} 114$ | $1^{\prime} 559^{\prime} 346$ |

## Interest rate risk

Interest rate risk is the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in market interest rates. It arises primarily on interest-bearing financial instruments held in the mutual funds account. The Organization does not use derivative financial instruments to manage the effects of this risk.

## Credit risk

Credit risk is the risk that one party to a financial instrument will cause a financial loss for the other party by failing to discharge an obligation. The Organization is exposed to credit risk in the event of non-performance by counterparties in connection with its accounts receivable.

## Liquidity risk

Liquidity risk is the risk that the Organization cannot meet the demand for cash or fund its obligations as they become due. Management minimizes its exposure to liquidity risk by regularly monitoring cash flows. The Organization is not exposed to significant liquidity risk.

## 8 Investment in World Triathlon Stockholm AB and loans receivable

The Organization purchased an 11\% interest in a newly formed entity, World Triathlon Stockholm AB (WTS) in 2012 for 11,000 SEK (USD 1,690 / CHF 1,672). The Organization has a minority position and does not have a significant influence and as a result, the investment is recorded at cost. As part of this agreement, the Organization is committed to fund their proportionate share of the initial losses incurred by WTS. The Organization loaned SEK 27,500 (USD 3,740 / CHF 3,700) to WTS for its proportionate share of losses in 2014 (2013-324,500 SEK (USD 50,959 / CHF 45,364).

## Notes to combined Financial Statements for the year ended December 31, 2014

 (expressed in USD and CHF equivalent)The Swedish Triathlon Federation (STF) is a 34\% shareholder of WTS. The Organization has signed loan agreements to fund $34 \%$ of STF's proportionate contribution to the losses incurred by WTS. The loan generates interest and is payable only when WTS has distributable profits. The Organization has loaned SEK 37.500 (USD 5,034 / CHF 4,980) (2013-398,250 SEK (USD 61,082/ CHF 54,375)) to STF to cover STF's proportionate contribution to the losses incurred by WTS.

|  | 2014 | 2014 | 2013 | 2013 |
| :--- | ---: | ---: | ---: | ---: |
|  | USD | CHF | USD | CHF |
| Loan receivable from World | $117^{\prime} 081$ | $116^{\prime} 578$ | $110^{\prime} 095$ | $98^{\prime} 007$ |
| Triathlon Stockholm AB |  |  |  |  |
| Loan receivable from Swedish | $135^{\prime} 446$ | $137^{\prime} 019$ | $133^{\prime} 658$ | $118^{\prime} 982$ |
| Triathlon Federation | $3 ' 788$ | $3^{\prime} 748$ | 0 | 0 |
| Interest | $256^{\prime} 315$ | $253^{\prime} 598$ | $2433^{\prime} 753$ | $216^{\prime} 989$ |

## 9 Commitments

## Lease payments - Lausanne

The Organization is committed to making minimum annual rental payments for their leased premise in Lausanne, Switzerland. The lease payments are as follows:

|  | USD | CHF |
| ---: | ---: | ---: |
| 2015 | $50 ' 807$ | $50 ' 268$ |
| 2016 | $12 ' 702$ | $12 ' 567$ |
|  | $63^{\prime} 509$ | $62^{\prime} 836$ |

Commitments are in Swiss francs; however, the table presents the commitments in US dollar equivalents at the December 31, 2014 year-end date.

## Agreement with Lagardère Unlimited

The Organization has an ongoing agreement with Lagardère Unlimited until 2016 in which a minimum of seven events which comprise the ITU Triathlon World Championship Series (WCS), are organized under the governance of the Organization. Under the terms of the agreement, Lagardère Unlimited is appointed to manage certain aspects of the WCS and to market certain contractual rights to the WCS.

## International Triathlon Union

## Notes to combined Financial Statements for the year ended December 31, 2014

(expressed in USD and CHF equivalent)

## 10 Conversion rate

The following exchange rates have been used in order to convert the combined financial statements from USD to CHF :

2012: 0.9133
2013: 0.8902
2014: 0.9894

## 11 Risk Assessment

The Executive Board has periodically carried out reasonable risk assessments and introduced any resulting measures in order to guarantee that the risk of material misstatement in the accounts can be classified as low.

## 12 New accounting law

Applying the transitional provisions of the new accounting law, these financial statements have been prepared in accordance with the provisions on accounting and financial reporting of the Swiss Code of Obligations effective until 31 December 2012.

## 13 Departure from the consistency principle

The presentation of the prior year figures has been modified for consistency reason, without any impact on the net result or retained earnings.

## International Triathlon Union

## Combined Balance sheet as at 31 December (in CHF)

| Assets | Note | 2014 | 2013 |
| :---: | :---: | :---: | :---: |
| Current assets |  |  |  |
| Cash and cash equivalents |  | 547'837 | 1'003'727 |
| Short-term investments with a quoted market price | Note 4 | 5'738'520 | 8'234'350 |
| Trade receivables due from third parties |  | 1'826'431 | 938'944 |
| Other current receivables due from third parties |  | 75'294 | - |
| Accrued income and prepaid expenses |  | 91'766 | 75'355 |
| Total current assets |  | 8'279'848 | 10'252'376 |
| Non-current assets |  |  |  |
| Financial assets |  |  |  |
| Loans to group companies | Note 8 | 253'598 | 216'989 |
| Other financial assets | Note 4 | 386'421 | 685 '081 |
| Investments | Note 8 | 1'672 | 1'505 |
|  |  | - |  |
| Property, plant and equipment | Note 5 | 421'963 | 389'803 |
| Total non-current assets |  | 1'063'654 | 1'293'377 |
| Total assets |  | 9'343'503 | 11'545'753 |
| Liabilities | Note | 2014 | 2013 |
| Short-term liabilities |  |  |  |
| Trade payables due from third parties |  | 281'901 | 520'341 |
| Other short-term liabilities due from third parties |  | 141'265 | 99'017 |
| Accrued expenses and deferred income | Note 6 | 7'421 | 20'920 |
| Unrealized gain |  | 1'188'475 |  |
| Short-term provisions |  | 26'485 |  |
| Total short-term liabilities |  | 1'645'547 | 640'278 |
| Long-term liabilities |  |  |  |
| Long-term provisions |  | 514'488 | 240'354 |
| Total long-term liabilities |  | 514'488 | 240'354 |
| Total liabilities |  | 2'160'035 | 880'632 |
| Net Assets |  |  |  |
| Invested in capital assets |  | 421'963 | 389'803 |
| Cumulated surplus of revenue over expenses |  | 6'761'504 | 10'275'318 |
| Total shareholders' equity |  | 7'183'467 | 10'665'121 |
| Total liabilities |  | 9'343'503 | 11'545'753 |

## Combined Profit and loss statement for the financial year ended 31 December (in CHF)

|  | 2014 | 2013 |
| :---: | :---: | :---: |
| Revenue |  |  |
| Olympic games | - | 1'205'352 |
| Sponsorships | 2'031'280 | 1'827'929 |
| Television and event fees | 735'124 | 690'946 |
| Grants and contributions | 170'955 | 79 '328 |
| Affiliation fees | 28'198 | 24 '026 |
| Video and photo sales | 321 | 768 |
|  | 2'965'877 | 3'828'348 |
| Expenses |  |  |
| Administrative expenses | -321'674 | -396'417 |
| Amortization of capital assets | -25'660 | -35'664 |
| Anti-doping related expenses | -237'933 | -199'717 |
| Bad debt | -9'894 | -345'293 |
| Committee | -87'003 | -30'424 |
| Competitions and Events | -1'751'075 | -1'518'031 |
| Development | -1'046'295 | -916'367 |
| Dues and Subscriptions | -5'934 | -9'207 |
| Executive Board | -154'222 | -158'438 |
| Legal and Accounting | -76'684 | -161'639 |
| Media and Television | -522'156 | -346'823 |
| Olympic Games expenses | -69'156 | - |
| President's Honoarium | -191'332 | -124'834 |
| Salaries | -1'725'943 | -1'554'097 |
| Website | -63'675 | -94'470 |
|  | -6'288'635 | -5'891'422 |
| Earnings before interest and translation adjustment | -3'322'758 | -2'063'074 |
| Financial income | 158'496 | 61'472 |
| Financial expenses | -317'392 | -23'802 |
| Non-operating income | - | 72'588 |
| Earnings before translation adjustment | -3'481'654 | -1'952'817 |
| Translation loss | - | -327'426 |
| Loss for the year/period | -3'481'654 | -2'280'242 |

Combined statement of changes in Net Assets for the year ended December 31 (in CHF)

|  |  |  | 2014 | 2013 |
| :---: | :---: | :---: | :---: | :---: |
|  | Invested capital assets | Unrestricted | Total | Total |
| Balance - Beginning of year | 389'803 | 10'275'318 | 10'665'121 | 12'945'364 |
| (Deficiency) surplus of revenue over expenses for the year | -25'660 | -3'455'994 | $-3^{\prime} 481$ '654 | -1'952'817 |
| Invested in capital assets | 14'382 | -14'382 | 0 | 0 |
| Translation gain (loss) | $43^{\prime} 438$ | -43'438 | 0 | -327'426 |
| Balance - End of year | 421'963 | 6'761'504 | 7'183'467 | 10'665'121 |

## Combined statement of cash flows for the year ended December 31 (in CHF)

## Cash from operating activities

(Deficiency) surplus of revenue over expenses for the year
Items not involving cash
Amortization of capital assets
2014
2013 Bad debt expense

| 2014 | 2013 |
| :---: | :---: |
| $-3 ' 481$ '654 | -1'952'817 |
| 25'660 | 35'664 |
| 9'894 | 345 '293 |
| $-3^{\prime} 446$ '100 | -1'571'859 |
| -792'748 | -1'039'667 |
| -12'429 | -99'739 |
| -75'294 | 0 |
| -8'014 | -3'421 |
| -17'860 | 594'505 |
| $26 \cdot 485$ | 0 |
| -15'830 | 14'243 |
| -4'341'791 | -2'105'938 |
| -14'382 | -14'541 |
| 375'001 | 79 '381 |
| 3'413'430 | 1'941'325 |
| 3'774'049 | 2'006'165 |
| 111'852 | -28'636 |
| -455'889 | -128'409 |
| 1'003'727 | 1'132'135 |

Cash and cash equivalents - End of year

