

FACTS
&
FIGURES
2019

valora

We brighten up our customers' day. Wherever people are on the move.

Nearby

— We make our customers happy.

Quick

— We combine flexibility with foresight.

Convenient

— We are uncomplicated and take decisions efficiently.

Fresh

— We give space for ideas.



ok.–

bob
finance

kiosk

Press P&B Books

avec

cigo

ServiceStore DB

Ditsch

BREZELKÖNIG

PRETZEL
BARON
THE ORIGINAL OF
PRETZEL BAKING MACHINES

back
WERK



Brands





„Right now our focus is on renewing and further developing existing concepts: forward-looking, convenient and fresh.“

„Valora is ideally positioned to profit from the global growth trends in convenience and on-the-go consumption.“

„New technologies are helping us to further extend the offering and provide even greater convenience – in the shopping experience too.“

„To date sustainability has not been embedded in our strategy systematically enough. We are changing this now.“

„In the past few years we have always announced ambitious and realistic goals and stuck to them.“

External sales in CHF million

2731 +11.3%*

EBIT in CHF million

89.8 +13.7%

Sales outlets

2761 -32

Employees in the network

~15 000

Bakery products per year

~650 million



KEY FINANCIAL DATA RESULTS 2018

Gross profit margin



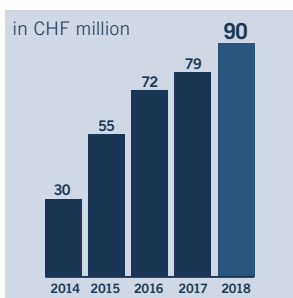
EBIT margin



Gross profit



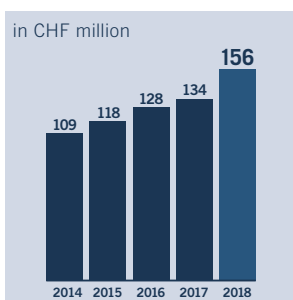
EBIT



Net revenues



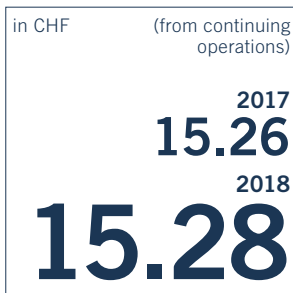
EBITDA



ROCE



EPS



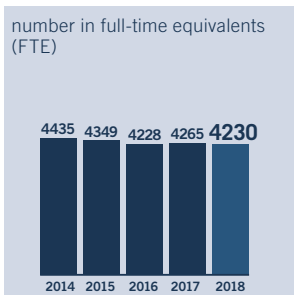
Operating expense (net)



Investments



Employees



Outlets



Our Vision

We offer the best food and convenience concepts based on: an in-depth understanding of customers and formats, operational excellence, ongoing innovation and agility as well as optimal value creation.



Retail

Valora operates a dense network of small-scale retail formats at heavily frequented sites and transport hubs. The stores offer kiosk and convenience products with a growing share of food and services as well as strong own brands.

Food Service

Through its modern network of sales outlets, Valora offers products of high quality for out-of-home consumption to a broad customer base. It also produces pretzels and other bakery products for its own formats and international third-party customers in four production facilities.



GROWTH

Valora expands and continuously develops its food-convenience locations in transport hubs and inner cities. In doing so it extends its internal product expertise through in-house manufacturing and own brands. It strengthens its position as one of the world's leading producers of pretzels and drives the development of the international trade business (B2B).

INNOVATION

To secure its competitive edge and access new revenue sources, Valora uses state-of-the-art technology to offer an inspirational customer experience and to develop fresh-produce concepts and new product-range offerings.

EFFICIENCY

Valora ensures the sustainable financing of investments in expansion, new concepts and innovation. To this end it continuously improves its processes and platforms and focuses on free cash flow and return on capital employed (ROCE).

SUSTAINABILITY

Valora is strengthening its sustainability commitment as a responsible contribution to humanity and the environment. In doing so it focuses on its role as employer, its impact on the planet and healthy and sustainable food products.

PERFORMANCE CULTURE

To secure sustainable growth, Valora relies on an entrepreneurial organisation focusing on customers and markets. It creates an open, dynamic environment while at the same time increasing its attractiveness as an employer.





A Valora team developed the new concept for the avec stores in just five months. This concept incorporates the latest food-on-the-go and convenience trends and combines them in “foodvenience” of the highest level.

Find more on stories.valora.com

OUR UNIQUE EXPERTISE



Focus on the customer

Every day, several thousand employees work hard to brighten up the day of people on the move. They give customers a first-class service and a smile. In addition to modern, intuitive shop designs, fast service processes and long opening hours, Valora uses sales formats that suit the needs of the individual location and its customers. Valora not only wants to live up to customer expectations, it wants to exceed them. Every day, at all points of sale.



Extraordinarily wide range of products

Based on concept and location, the sales formats offer a wide diversity of kiosk and convenience products and/or fresh food-to-go, some of it produced or finished on site. Particular attention is paid to the mobility chain. What are the needs of people who commute, travel or are simply on the go? What products are relevant for snacking and quick purchases? How must concepts be developed to ensure their continued existence?



A fair employer

The Valora employees and the employees of its agency and franchise partners play a decisive role in the company's success. It is therefore all the more important for Valora to build an inclusive culture defined by fairness and equal opportunities. Employees should benefit from responsible working conditions and salaries that are customary in this economic sector. Valora attaches the greatest importance to a safe and healthy work environment and supports the development of skills that serve the needs of a fast-changing world.



Integrated value chain

Internal product expertise through in-house manufacturing and attractive own brands are a priority for Valora. This allows a differentiated position in the market and a unique offering of products and services for the customers. For example, Valora is the world's leading producer of pretzels with Ditsch and Brezelkönig, and it has its own cult brand with ok., its own coffee with Caffè Spettacolo, and an in-house provider of financial services with bob Finance.



Digitalisation and innovation

As a modern retailer, Valora wants to seize the opportunities offered by new technologies and innovative services even more. Part of this is the strong expansion of expertise in IT and Retail Analytics and the Digital Innovation team with offices in Switzerland and San Francisco. The Digital Innovation team has been working since 2015 to identify new trends and developments that can be used to create value-added products for customers and improve the in-store customer experience.



Together for the needs of tomorrow




As an international Swiss company with a history going back more than 100 years, the food-venience provider relies on long-term relationships based on mutual trust with its partners, landlords and suppliers. Together with them, Valora concentrates on the needs of its customers in a future shaped by mobility, digitalisation and a growing demand for convenience. Professionalism and a spirit of partnership take centre stage here.

~ **2 800** outlets
 ~ **1/3** operated by Valora
 ~ **2/3** agencies and franchises

31.12.2018

	Format	Switzerland 	Germany 
RETAIL	 kiosk	912	225
	 cigo & subformats / partners		421
	 Press & Books	29	159
	 avec	141	5
	  ServiceStore DB / U-Store		128
FOOD SERVICE	 BackWerk	2	304
	 Ditsch		210
	 Brezelkönig	61	
	 Caffè Spettacolo	30	
TOTAL		1 175	1 452

* incl. 3 outlets in Slovenia

 Luxembourg	 Austria	 Netherlands	TOTAL
66			1 203
			421
6	10		204
			146
			128
	25*	22	353
			210
	3		64
2			32
74	38	22	2 761

k kiosk

Leading kiosk operator at heavily frequented sites. Market leader in tobacco, press and lottery products with expanding food offering and services.



kkiosk Bern Bahnhof
Parterre



OUR FORMATS RETAIL

cigo

Specialist tobacco retailer with complementary offering of press titles and relevant services.



Press & Books

Focused on delivering a wealth of reading. Broad press offering complemented by selected book titles and a range of relevant services.



avec

Convenience format with growing range of fresh and regional products.

avec



ServiceStore DB

Convenience stores sited at railway stations of Deutsche Bahn providing commuters with a range of daily staples.

ServiceStore DB



OUR FORMATS
FOOD SERVICES

BackWerk

Germany's biggest selfservice bakery with a broad and flexible snack assortments and "feel good food".

**back
WERK**



Ditsch

Leading manufacturer and provider of pretzel specialities and snacks for the B2B and B2C market.

Ditsch



Brezelkönig

Dedicated outlet network selling unique range of high-quality pretzel products. International franchising system format expansion.



Caffè Spettacolo

Italian-themed coffee-bar concept operating dedicated outlets plus modules within other Valora retail formats.



OUR ORGANISATION

BOARD OF DIRECTORS

Franz Julen
Chairman

Markus Fiechter
Vice-Chairman

Peter Ditsch

Michael Kliger

Cornelia Ritz Bossicard

GROUP EXECUTIVE MANAGEMENT

Michael Mueller
CEO

Roger Vogt
CEO Retail

Thomas Eisele
CEO Food Service

Tobias Knechtle
CFO

* Corporate Functions
Status 20.02.2019

EXTENDED GROUP EXECUTIVE MANAGEMENT AND CORPORATE FUNCTIONS

DIVISION RETAIL

Roger Vogt
Retail Switzerland

Roger Vogt a.i.
Retail Germany
(incl. Luxembourg / Austria)

DIVISION FOOD SERVICE

Thomas Eisele a.i.
Food Service Switzerland

Karl Brauckmann
Food Service Germany
(incl. Netherlands / Austria)

Seb Gooding
Ditsch Production / B2B

SHARED SERVICES

Tobias Knechtle
Finance

Barbara Becker
Group Human Resources

Philipp Angehrn
Transformation & Project
Management

Roberto Fedele
Corporate Information Services

Adriano Margiotta
Corporate Legal Services/
General Counsel

Michael Mueller
Digital

Christina Wahlstrand*
Corporate Communications &
Strategic Branding

Hilmar Scheel
bob Finance

Valora – brightens up your journey.

valora

VALORA HOLDING AG
Hofackerstrasse 40
4132 Muttenz, Switzerland
Fon +41 61 467 20 20
Fax +41 61 467 29 08
info@valora.com

VALORA CORPORATE INVESTOR RELATIONS
Fon +41 61 467 21 23
Fax +41 61 467 29 08
annette.martin@valora.com

VALORA CORPORATE COMMUNICATIONS
Fon +41 61 467 24 53
Fax +41 61 467 29 08
media@valora.com

www.valora.com

