

Growth drivers

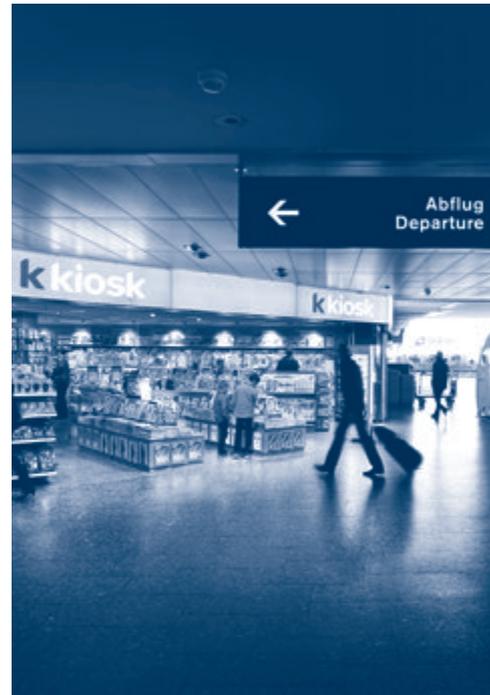
NEW EVERYDAY CUSTOMER NEEDS: IMMEDIACY AND CONVENIENCE



When it comes to daily consumer staples and refreshment on the move, we are the experts. Today, and in the future. In a fast-paced, mobile world increasingly characterised by smart digital technologies, more and more consumers are eating while on the move and often have little time for their daily shopping needs.

We aim to offer our customers top-quality products and services that are both relevant to their needs and readily available. A million times a day, from early in the morning till late at night, our outlets provide our customers with familiar surroundings where they can quickly find the things they need and enjoy. We listen to our customers, responding quickly and flexibly to their needs.

SMALL OUTLETS WITH A MAJOR MARKET PRESENCE: COMPREHENSIVE NETWORK – APPEALING BRANDS – CUSTOMER CONTACTS BY THE MILLION



We are the leading small-outlet retailer in German-speaking Europe. Our competitive, comprehensive network with its attractive brands and store concepts is systematically focused on heavily-frequented locations, keeping us in close contact with our large and loyal customer base.

Our popular brand portfolio and successful retail formats, already operating in Switzerland, Germany, Luxembourg, Austria and France, with other openings planned in new international markets.

Thanks to our network we can respond rapidly and flexibly to the entire spectrum of our customers' needs. The large number of customers it serves every day and its comprehensive outlet network also make Valora a key business partner for the industries whose products it sells.

Growth drivers

FRESH FOOD ON THE MOVE: FROM PRODUCTION TO SALE



We aim to capitalise on the growth potential for fresh, high-quality food. To that end, we are expanding our food-and-beverage offering and increasing the degree of vertical integration within our retail formats, for everything from morning coffee to evening snacks.

We produce our own lye-bread and other bakery items in house, both for our own outlets and major third-party customers. This not only gives us a significant competitive advantage, it also provides us with substantial scope for international expansion.

DIGITAL: INNOVATIVE – TIME AND SPACE INDEPENDENT – METROPOLITAN – IN TOUCH



Thanks to its network of prime outlet sites and the speed with which it is developing its digital expertise, Valora is able not only to make the most of its 1.6 million daily contacts with its customers but also to increase the depth of relationships with its existing customer base.

Valora's numerous outlets provide a unique marketing platform for digital offerings. A key objective for Valora is to leverage the potential for expanding the volume of business it does with impulse-driven, digitally adept customers living and working in urban areas.