

valora

FACTS
&
FIGURES

2016



INNOCENT MANGO MARACUJA
150 ML
CHF 4.75
29721443

INNOCENT UNSER GRÜNER
150 ML
CHF 4.75
29721443

INNOCENT ORANGE KAROTTE
150 ML
CHF 4.75
29721467

INNOCENT ERDBEERE BANANE
150 ML
CHF 3.75
8038862328104



ORANGENSAFT 33 CL P
150 ML
CHF 1.50
7610469295607

GRANINI FRUCHTCKOCKTAIL 3
150 ML
CHF 2.95
7610235004815



Compact spaces and a broad offering. Widely available and well connected. Rapid service, close to its customers. Fresh and appetising. If you are really hungry or just want a snack. Providing early-morning and late-evening inspiration. And making things easier, every day.

● *Valora*



“We will continue to focus on strengthening our food and service offerings and improving customer service.”

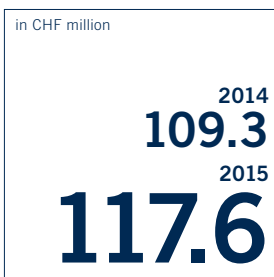
“We will continue to tap into the real potential for international expansion offered in the area of our successful B2C/B2B concepts with Ditsch/Brezelkönig. We will, however, definitely push forward with new ideas into new markets where we identify opportunities.”

“We rely on committed, entrepreneurial and innovative employees. People who love selling products and talking to a wide variety of customers. People who contribute their own ideas and have fun implementing them.”

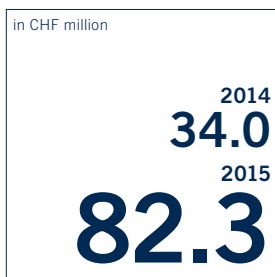
“And it goes without saying that I am happy we were actually able to exceed the Group’s financial goals despite the extremely challenging market conditions.”

KEY FINANCIAL DATA RESULTS 2015

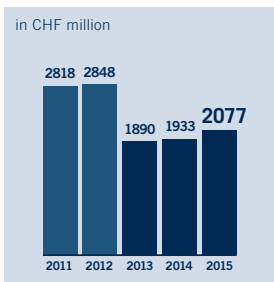
EBITDA



Free cash flow



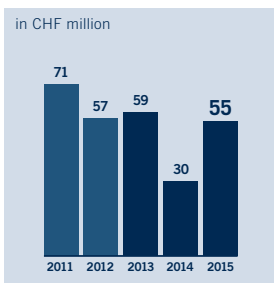
Net revenues



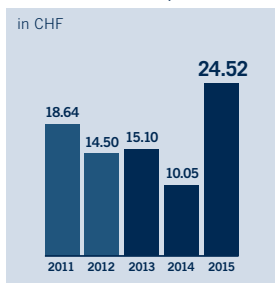
Gross profit



EBIT



Free cash flow per share



The results for 2011–2012 include those for the Services division, which has been sold, and the Trade division, now classified as held for sale.

EPS

in CHF (from continuing operations)

2014
3.13
2015
12.51

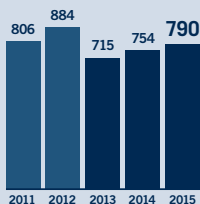
Equity

in CHF million

2014
630.6
2015
506.0

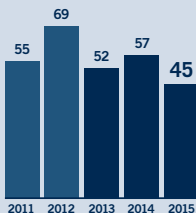
Operating expense (net)

in CHF million



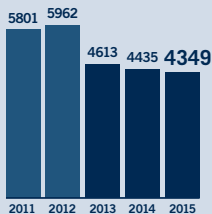
Investments

in CHF million



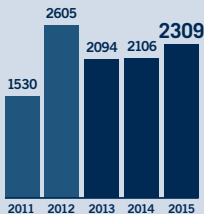
Employees

number of employees (FTE)



Outlets

Numbers excluding independent partners at Retail Germany





valora,
a customer
company

Valora makes life easier for its customers, by offering them a wide range of daily shopping and refreshment options, which is always close to hand, even when they are out and about.

Valora has a clear focus on the convenience and immediate-consumption retail sectors. It also has an attractive outlet network.

Thanks to their modular conception, its retail formats can be deployed with great flexibility. Valora outlets generate significant footfall and add genuine value to the locations in which they operate.

Valora's network of prime, heavily frequented outlet sites, its popular range of private-label products and its unique position as a tobacco, press and books retailer provide a good basis for growth.

For people on the move, be they commuters, tourists or travellers, early birds or night owls, Valora is the obvious destination for practical food and beverage options, with fresh take-away products always on sale.

Valora provides its digitally adept customers with a range of new services to make their lives easier. Additional online offerings not only attract new customers, they also strengthen Valora's relationships with its existing customer base.

In addition, the company's strong brands, successful operating models and systematic control over its entire food-product value chain not only represent a competitive advantage for Valora but also provide it with significant potential for national and international expansion.



wait

1600 000
customer
every day



ora

2549 outlets

5 markets

7+ formats

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: COMPRE-
HENSIVE 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.

*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.

OUTLET NETWORK

		FORMAT	TOTAL
KIOSK & CONVENIENCE		k kiosk	1134
		cigo & Sub-formate/Partner	450
		P & B	209
		Naville	178
		avec.	128
		SSDB / U-Store	151
		TOTAL	2250
FOOD SERVICE		Ditsch	213
		Brezelkönig	45
		Brezelkönig International	5
		Spettacolo	36
		TOTAL	299
		TOTAL	2549

OUTLET NETWORK BY COUNTRY AND OPERATING MODEL

		FORMAT	TOTAL
GERMANY		cigo & Sub- formate / Partner	450
		Ditsch	213
		P & B	165
		k kiosk	258
		SSDB / U-Store	151
		TOTAL	1237
SWITZERLAND		k kiosk	811
		Naville	178
		avec.	128
		Brezelkönig	45
		P & B	34
		Spettacolo	36
		TOTAL	1232
LUXEMBOURG		k kiosk	65
		P & B	10
AUSTRIA		Brezelkönig International	3
		TOTAL	13
FRANCE		Brezelkönig International	2
	TOTAL	2549	

GROUP STRUCTURE

BOARD OF DIRECTORS

Rolando Benedick

Chairman

Markus Fiechter

Vice-Chairman

Franz Julen

Bernhard Heusler

Peter Ditsch

Cornelia Ritz Bossicard

AUDIT COMMITTEE

Cornelia Ritz Bossicard

Chairman

Bernhard Heusler

Rolando Benedick

NOMINATION/ COMPENSATION COMMITTEE

Franz Julen

Chairman

Markus Fiechter

Peter Ditsch

GROUP EXECUTIVE MANAGEMENT

Michael Mueller

CEO

Tobias Knechtle

CFO

Thomas Eisele

Ditsch/Brezelkönig/
Food Service

EXTENDED GROUP EXECUTIVE MANAGEMENT AND CORPORATE FUNCTIONS

Peter Obeldobel*

Retail Deutschland/Luxembourg

Jean-Yves Leroux*

Naville

Hilmar Scheel*

Valora Lab/Bob Finance

Roberto Fedele*

Corporate Information Services

Adriano Margiotta*

Corporate Legal Services/
General Counsel

Jonathan Bodmer*

Corporate Human Resources

Stefania Misteli

Corporate Communications
& Strategic Branding

Markus Nadig

Corporate Group Controlling

*Extended Group Executive
Management

MARKET AREAS

RETAIL/CONVENIENCE

SWITZERLAND/AUSTRIA

Michael Mueller

Head of the Executive Board

Marco Hocke

Member of the Executive Board/
Concepts & Category
Management

Jean-Christophe Faré

Member of the Executive Board/
Sales & Expansion

GERMANY/LUXEMBOURG

Peter Obeldobel

Head of the Executive Board

Lars Bauer

Managing Director, Distribution

Michael Paulsen

Managing Director, Finance

DITSCH/BREZELKÖNIG/ FOOD SERVICE

SWITZERLAND

Michel Gruber

Managing Director, Brezelkönig
Switzerland

Pascal Le Pellec

Food Service

GERMANY

Thomas Eisele

Managing Director, Ditsch

Andreas Klensch

Head of Outlet Operations

Björn Tiemann

Head of Wholesale Operations

Klaus Westerwelle

Head of Production,
Engineering and Logistics

Marc Kranz

Head of Finance Division

CONTACT

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