



**valora**

FACTS  
&  
FIGURES

2017

## OUR BRANDS

kiosk

Press **R&B** Books

avec

cigo

ServiceStore **DB**

Ditsch

  
BREZELKÖNIG®

PRETZEL  
BARON  
THREE GENERATIONS OF  
PRETZEL EXPERTS

  
BREZELKÖNIG

CAFFÈ  
  
SPETTACOLO

## Strong Convenience Player

Focused, leading  
convenience player.

## Significant Market Share

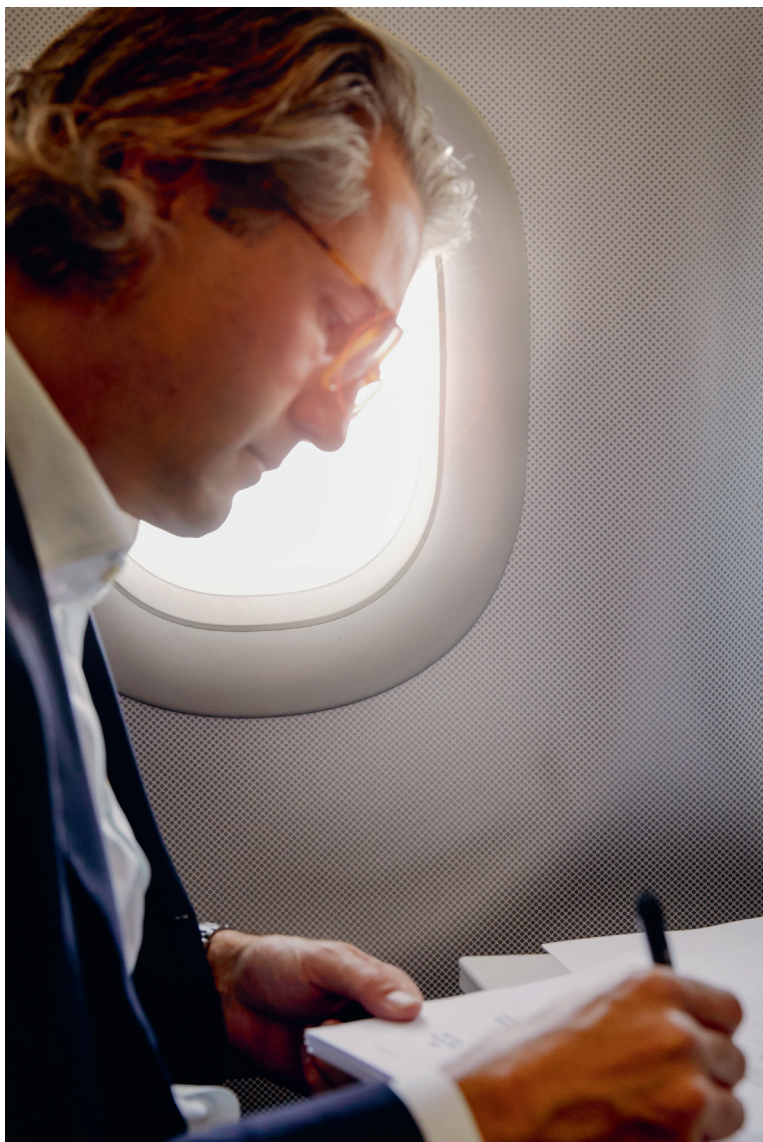
Market leader at high-  
frequency locations in  
German-speaking Europe.

## Strategic Brands

Portfolio of strong and  
well-known brands.

## Vertical Integration

Value chain ownership  
and vertical integration of  
production capabilities  
at Ditsch/Brezelkönig plus  
strong private-label brands.



*“We have completed the process of transforming the Group into a focused convenience and food service provider.”*

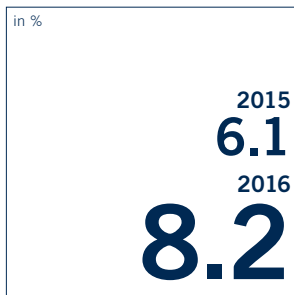
*“New digital solutions are always about generating added value for the customer.”*

*“Our strategy covers four dimensions: growth and expansion, efficiency, a performance oriented culture and innovation.”*

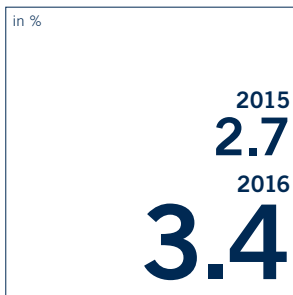
*“My thanks go to all our staff for their commitment and motivation they have shown in helping to shape our transformation process.”*

# KEY FINANCIAL DATA RESULTS 2016

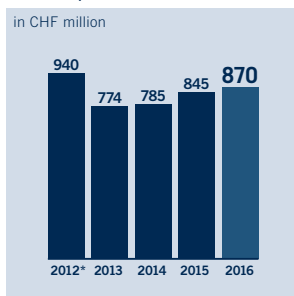
## ROCE



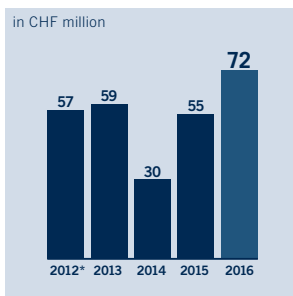
## EBIT-margin



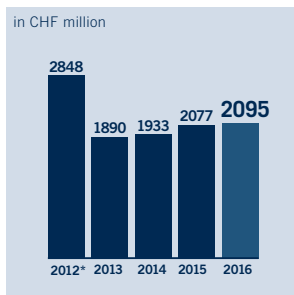
## Gross profit



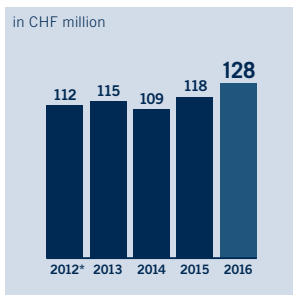
## EBIT



## Net revenues



## EBITDA



## Free cash flow per share

in CHF (from continuing operations)



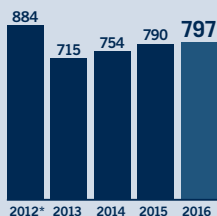
## EPS

in CHF (from continuing operations)



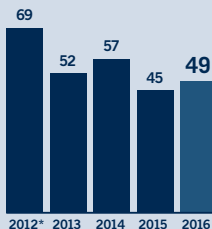
## Operating expense (net)

in CHF million



## Investments

in CHF million



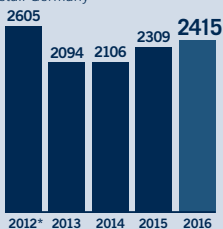
## Employees

number of employees (FTE)



## Outlets

Numbers excluding independent partners at Retail Germany



## RETAIL

Market leader in small retail outlets, with an attractive network of convenience-store and immediate-consumption retail formats located at heavily frequented sites.



Strong private-label brands.

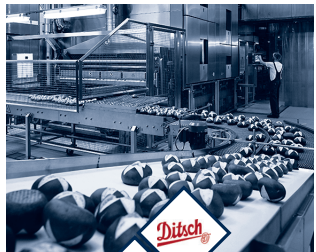


## FOOD SERVICE

Market leader in pretzel products with modern outlet networks and broad geographical coverage.



Worldwide leader in the production of pretzel products.





## GROWTH

Enhance competitive edge by exploiting the economies of scale provided by an international platform. Expand into existing and new international markets by leveraging successful formats, new concepts and the Ditsch B2B business.

## PERFORMANCE CULTURE

Create an open, dynamic environment for growth and innovation, thus enhancing employee appeal: Flat hierarchy focused on agility and entrepreneurial initiative.

## EFFICIENCY











Ensure sustainability of investments in expansion, new concepts and innovation and secure its financing. Focus on free cash flow and ROCE.

## INNOVATION

Secure competitive edge and leverage new revenue sources. Capitalise on digital opportunities, fresh-produce concepts and new product-range offerings.






~ **1,400,000** *daily customer contacts*  
 ~ **2,500** *outlets*  
 ~ **1/3** *operated by Valora*  
 ~ **2/3** *agencies and franchises*

31.12.2016

		FORMAT	TOTAL
RETAIL		k kiosk	1,111
		cigo & sub-formats/partners	427
		P&B	210
		Naville	162
		avec	129
		SSDB / U-Store	141
		TOTAL	2,180
FOOD SERVICE		Ditsch	218
		Brezelkönig	56
		Brezelkönig International	6
		Caffè Spettacolo	38
		TOTAL	318
	TOTAL	2,498	

## OUR MARKET PRESENCE

31.12.2016

		FORMAT	TOTAL
GERMANY		cigo & sub-formats / partners	427
		Ditsch	218
		P&B	163
		k kiosk	261
		SSDB / U-Store / avec	141
		TOTAL	1,210
SWITZERLAND		k kiosk	787
		Naville	162
		avec	129
		Brezelkönig	56
		P&B	34
		Caffè Spettacolo	36
		TOTAL	1,204
LUXEMBOURG		k kiosk	63
		P&B	3
		Caffè Spettacolo	2
		TOTAL	68
AUSTRIA		P&B	10
		Brezelkönig International	4
		TOTAL	14
FRANCE		Brezelkönig International	2
		TOTAL	2
		TOTAL	2,498

# RETAIL



kiosk; leading kiosk operator at heavily frequented sites. Market leader in tobacco, press and lottery products with expanding take-away and food offering.



P&B; 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.



ServiceStore; convenience stores sited at German railway stations providing commuters with a range of daily staples.



cigo; specialist tobacco retailer with complementary offering of press titles and relevant services.

# FOOD SERVICE



Ditsch; leading manufacturer of pretzel specialities and fast-food snacks for the B2B and B2C market.



Brezelkönig; dedicated outlet network selling unique range of high-quality pretzel products.



Brezelkönig International; brand established for international expansion of Brezelkönig format through franchise network.



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

## Board of Directors

**Rolando Benedick**  
Chairman

**Markus Fiechter**  
Vice-Chairman

**Franz Julen**

**Bernhard Heusler**

**Peter Ditsch**

**Cornelia Ritz Bossicard**

## Group Executive Management

**Michael Mueller** CEO

**Tobias Knechtle** CFO

**Thomas Eisele** CEO Food Service

## Extended Group Executive Management and Corporate Functions

**Peter Obeldobel\***  
Retail Germany / Luxembourg

**Jean-Yves Leroux\***  
Corporate Projects

**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

# Market areas

## RETAIL

### 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

## FOOD SERVICE

### SWITZERLAND

#### **Michel Gruber**

Managing Director  
Food Service Switzerland

### GERMANY

#### **Thomas Eisele**

Managing Director Ditsch

#### **Andreas Klensch**

Head Ditsch Retail /  
Head Brezelkönig International

#### **Björn Tiemann**

Head of Wholesale Operations

#### **Klaus Westerwelle**

Head of Production /  
Engineering / Logistics

#### **Marc Kranz**

Divisional CFO

### USA

#### **Gary Gottenbusch**

President Pretzel Baron



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