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FULL-YEAR RESULTS 2018

20 February 2019

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AGENDA

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KEY INVESTMENT HIGHLIGHTS

- Clear strategy: Focused convenience and food service player
- Dense network of ~2,800 locations in German-speaking Europe at high-frequency sites
- Leading market player in Switzerland operating kiosks and convenience stores
- One of the leading snack-food providers in Germany
- Vertical integrated value chain as one of the worldwide leading pretzel manufacturers
- Ongoing innovation and modernisation of formats and digital solutions
- Strong financial and return profile with clear focus on sustainability and efficiency
- New dynamic organisation with experienced management team and proven track record

REVIEW OF 2018

The EBIT of 89.8 mCHF (+13.7%) and EBIT margin of 4.2% (+0.3%pt) confirm the strong operational growth of Retail and Food Service in Switzerland (both with positive same-store sales) as well as the solid performance of Food Service in B2C and B2B in Germany despite the challenging press-market in Retail Germany and high projects costs (e.g. SBB tender offer).

- Complete modernisation by the new dynamic management team of all concepts within a short time (also part of SBB tender offer) and start of roll-out of the new avec and Press & Book concept
- All retail formats (B2C) in Food Service with strong same-store sales growth
- Good third-party sales (B2B) development in Food Service and well on track with capacity expansion
- New market-oriented and strengthened organisation to further leverage know-how and synergies
- Focus on digital innovation with dedicated management attention
- Corporate social responsibility with increasing importance (in operations and on board level)
- Successful refinancing of existing capital market instruments with positive impact on EPS as of 2019

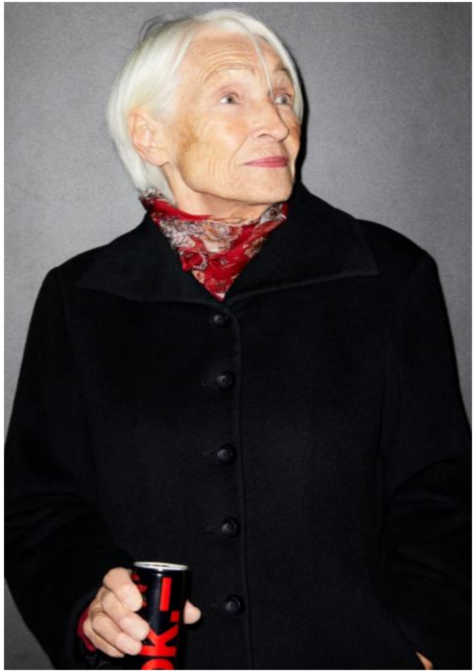
KEY FIGURES 2018

EBIT	89.8 mCHF	+ 13.7%
EBIT Margin	4.2%	+0.3%pt
GP Margin	45.5%	+1.9%pt
ROCE	8.2%	-0.4%pt
External Sales	2,731mCHF	+11.3%
Leverage Ratio	2.3x	-0.2x*

* Compared to leverage ratio incl. Hybrid Bond in 2017

Financial Year 2018

KEY FINANCIALS 2018



Figures in mCHF

RETAIL	GROUP*	FOOD SERVICE
2,176	External Sales: 2,731	549
1,753	Net Revenues: 2,122	363
667	Gross Profit 965	293
38.0%	GP Margin** 45.5%	80.7%
66	EBIT 90	34
3.7%	EBIT Margin** 4.2%	9.4%
34	Capex 71	35
18.3% 30.9% w/o Goodwill	ROCE 8.2% 16.5% w/o Goodwill	5.2% 13.9% w/o Goodwill

* Including other for Corporate

** Margins in % of net revenues

STRONG FORMATS AND DISTINCT PRESENCE IN GERMAN-SPEAKING EUROPE

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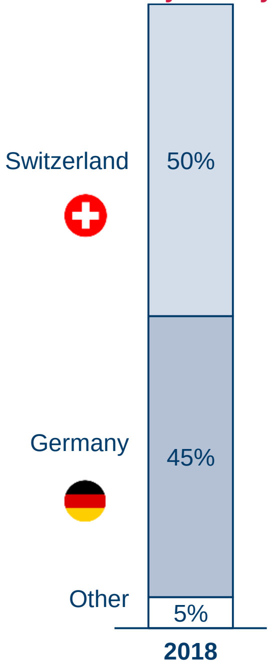
	Format and number of stores	Dec. 2018	Change vs. Dec. 2017
RETAIL	k kiosk	**1,203**	-17
	Press & Books	**204**	-9
	cigo & subformats	**421**	-18
	avec	**146**	+6
	ServiceStore DB	**102**	+8
	U-Store	**26**	+2
FOOD SERVICE	Ditsch	**210**	-10
	Brezelkönig CH	**60**	+4
	Brezelkönig Internat.	**4**	-3
	Caffè Spettacolo	**32**	-3
	BackWerk	**353**	+8
	Total	**2,761**	-32

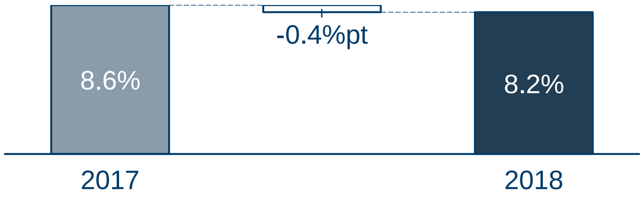
External sales split 2018 by country



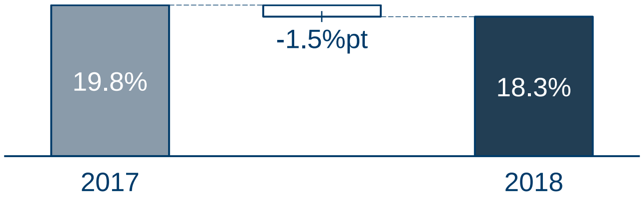
ROCE

ROCE AT 8.2% DESPITE HIGHER CAPITAL EMPLOYED FROM BACKWERK ACQUISITION

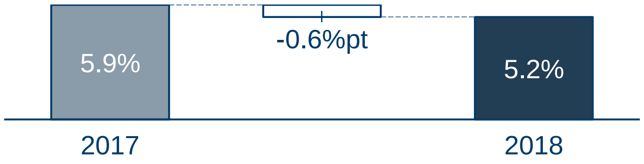
Valora Group



Retail



Food Service



Valora Group

- Compared to last year, ROCE decreases by -0.4%pt to 8.2% given the full-year impact of the capital employed from the BackWerk acquisition
- Compared to H1 2018, ROCE increases by +0.5%pt
- ROCE without goodwill at 16.5% (+1.0%pt vs. 2017)
- Capital employed at 1,099 mCHF (+19.2%)

Retail

- Retail CH: ROCE improvement of +1.3%pt to 29.5%. Adjusted for book gain of sold Naville building, ROCE increase of +2.4%
- Retail DE/LU/AT: ROCE decreases by -3.1%pt to 6.7% due to lower EBIT and higher capital employed (higher capex and NWC)

Food Service

- ROCE decreases by -0.6%pt to 5.2% driven by higher capital employed as a result of investments in production capacities and full-year effect of goodwill from BackWerk acquisition
- ROCE without goodwill at 13.9%

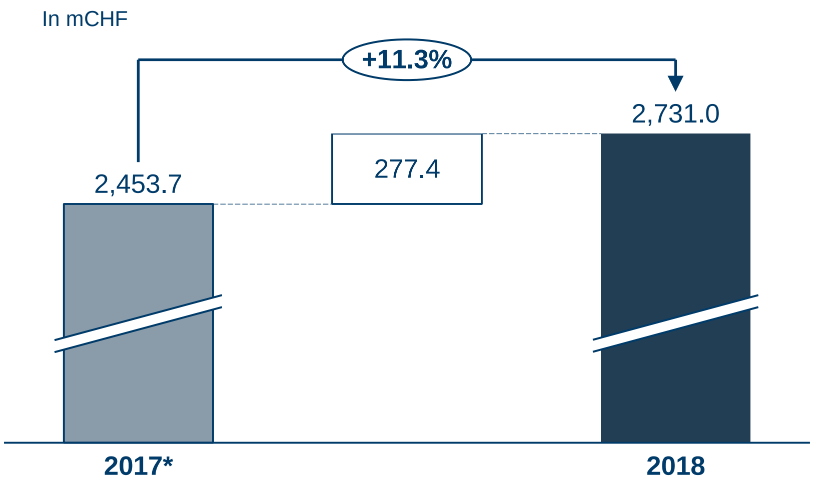
ROCE calculation basis: EBIT for the last 12 months / average capital employed over the last 13 months; operational cash allocated to Group only (not divisions)

EXTERNAL SALES / NET REVENUES

STRONG INCREASE OF EXTERNAL SALES AND NET REVENUES

External Sales

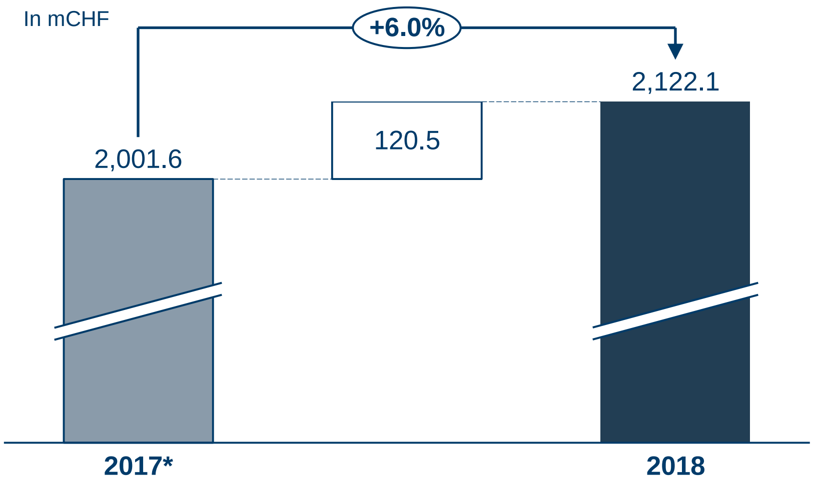
- External sales increase of +11.3% driven by full-year consolidation of BackWerk and positive business performance



* 2017 restated according to IFRS 15

Net Revenues

- Net revenue increase of +6.0% driven by Food Service, incl. the BackWerk full-year effect, positive FX impact as well as more own POS at Retail DE



NET REVENUES

STRONG INCREASE IN FOOD SERVICE AND POSITIVE SAME-STORE GROWTH OF RETAIL SWITZERLAND

Division | Country in mCHF	FY 2017*	FY 2018	Δ in %	Δ % in LC	Δ Same Store in %
Retail	**1,711.7**	**1,753.4**	**+2.4%**	**+1.2%**	-
CH	1,189.4	1,187.1	-0.2%	-0.2%	+0.4%
DE/LU/AT	522.3	566.3	+8.4%	+4.4%	-0.2%
Food Service	**286.4**	**362.6**	**+26.6%**	**+23.5%**	**+0.6%**
Ditsch**	176.9	194.6	+10.0%	+6.0%	+1.4%
Food Service Switzerland***	98.5	101.4	+2.9%	+2.9%	+2.7%
BackWerk	11.0	66.6	n.a.	n.a.	-0.7%
Other	3.4	6.0	n.a.	n.a.	-
Valora Group	**2,001.6**	**2,122.1**	**+6.0%**	**+4.6%**	-

* Restated according to IFRS 15
** Including Ditsch USA
*** Including Brezelkönig Switzerland, Brezelkönig International, Caffè Spettacolo and BackWerk Switzerland
LC Local Currency

Retail CH

- Positive same-store sales growth of +0.4% as highlight
- Net closure of 9 POS last year leading to slight net revenue decline (-0.2%); network with more openings than closures in H2

Retail DE/LU/AT

- Net revenues increase (+4.4% in LC) attributable to more own stores
- Same-store sales almost flat compared to last year (-0.2%pt); higher sales especially in tobacco but also in food, non-food and services compensate market-driven press decline

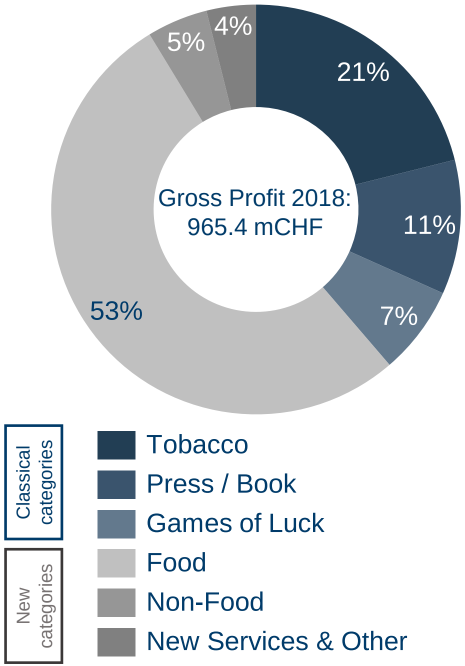
Food Service

- Strong increase of net revenues by +26.6% driven by full-year effect of BackWerk consolidation
- Positive same-store sales growth especially with Food Service Switzerland (+2.7%) and Ditsch B2C (+1.4%); BackWerk (-0.7%) suffering from footfall reduction in city centres
- Strong growth of Ditsch B2B (+5.9% in LC) despite operating at full capacity

GROSS PROFIT

BACKWERK CONSOLIDATION AND OPERATIONAL IMPROVEMENTS IN ALL BUSINESS UNITS

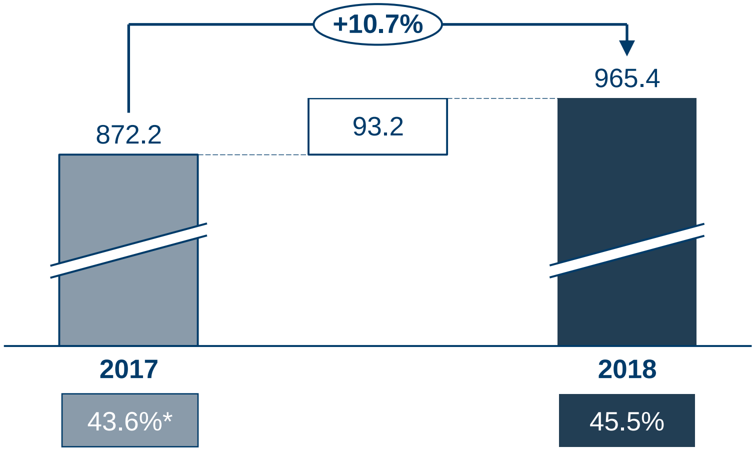
Gross Profit Split – Valora Group



Valora Group

- Gross Profit (+10.7%) and Gross Profit margin (+1.9%pt) increase driven by BackWerk and growth in all business units

In mCHF; Gross Profit margin in %



* GP Margin 2017 restated according to IFRS 15

GROSS PROFIT

OPERATIONAL GROWTH AND ATTRACTIVE MARGIN PROFILE OF BACKWERK DRIVE GP MARGIN

Division | Country in mCHF	FY 2017	FY 2018	∆ in %	∆ % in LC	Gross Profit Margin	∆ GP Margin*
Retail	**646.8**	**666.6**	**+3.1%**	**+1.9%**	**38.0%**	**+0.2%pt**
CH	457.8	465.6	+1.7%	+1.7%	39.2%	+0.7%pt
DE/LU/AT	189.0	201.0	+6.4%	+2.4%	35.5%	-0.7%pt
Food Service	**222.0**	**292.8**	**+31.9%**	**+28.8%**	**80.7%**	**+3.2%pt**
Other	3.4	6.0	n.a.	n.a.	n.a.	n.a.
Valora Group	**872.2**	**965.4**	**+10.7%**	**+9.1%**	**45.5%**	**+1.9%pt**

* 2017 margin restated according to IFRS 15

Retail CH

- Increase of Gross Profit margin of +0.7%pt to 39.2% driven by favourable product and category mix, higher promotions and new cost allocation of logistic costs for fresh food from COGS to operating expenses

Retail DE/LU/AT

- Gross Profit increase (+2.4% in LC) driven by net revenue development
- Gross Profit margin decrease by -0.7%pt to 35.5% due to changes in product mix

Food Service

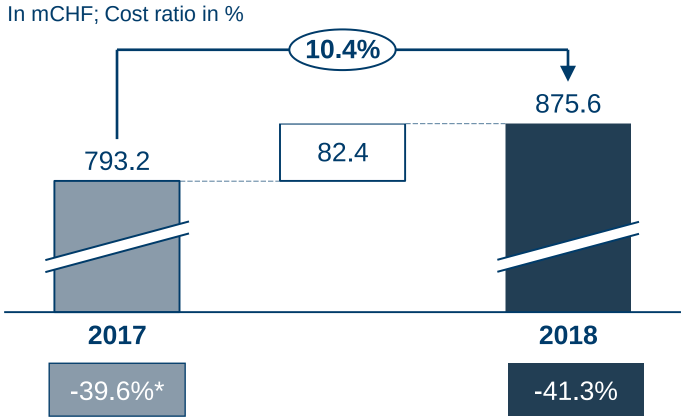
- Gross Profit increase of +28.8% in LC driven by full-year consolidation of BackWerk and organic development in B2C and B2B
- Gross Profit margin increase of +3.2% to 80.7% thanks to attractive margin profile of BackWerk and operational improvements

OPERATING COSTS

COST INCREASE DRIVEN BY FOOD SERVICE AND RETAIL DE/LU/AT

Valora Group

- Cost increase as a consequence of full-year consolidation of BackWerk, more own stores in Retail Germany and higher food production volumes at Ditsch
- Cost ratio increase of -1.6%pt impacted by full-year consolidation of BackWerk; excl. BackWerk change of -0.3%pt



* Cost ratio 2017 restated according to IFRS 15

OPERATING COSTS

HIGHER COSTS RELATED TO BACKWERK AND HIGHER PRODUCTION VOLUMES AT DITSCH PRODUCTION

Division | Country in mCHF	FY 2017	FY 2018	Δ in %	Δ % in LC	Cost Ratio	Δ Cost Ratio*
Retail	**-576.7**	**-600.9**	**+4.2%**	**+3.0%**	**-34.3%**	**-0.6%pt**
CH	-403.4	-411.6	+2.0%	+2.0%	-34.7%	-0.8%pt
DE/LU/AT	-173.3	-189.2	+9.2%	+5.2%	-33.4%	-0.2%pt
Food Service	**-195.8**	**-258.7**	**+32.1%**	**+29.0%**	**-71.3%**	**-3.0%pt**
Corporate / Other	**-20.8**	**-16.0**	**-22.8%**	**-23.5%**	n.a.	n.a.
Valora Group	**-793.2**	**-875.5**	**+10.4%**	**+8.8%**	**-41.3%**	**-1.6%pt**

* 2017 cost ratio restated according to IFRS 15

Retail CH

- Increase of operating costs of +2.0% related to book gain of sold Naville building in 2017
- Change of allocation of logistics costs for fresh food from COGS to operating costs
- Mitigating efficiency measures

Retail DE/LU/AT

- Higher costs of +5.2% in LC as a result of higher number of self-operated stores
- As well higher depreciation from investments in the store network

Food Service

- Cost increase of +29.0% in LC as a consequence of full-year consolidation of BackWerk and higher food production at Ditsch

Corporate / Other

- Other operating costs lower by +4.7 mCHF driven by project costs for the BackWerk acquisition in 2017

EBIT

STRONG EBIT MARGIN AT 4.2%

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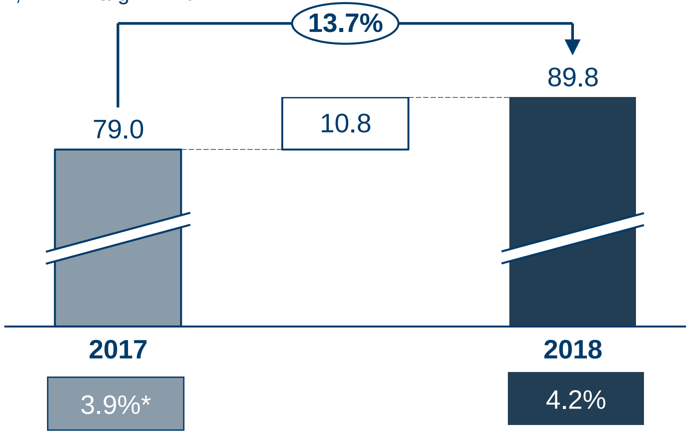
- EBIT reaches 89.8 mCHF mainly driven by the organic development of Food Service and the full-year effect of the BackWerk acquisition
- Strong EBIT margin at 4.2%

In mCHF; EBIT margin in %



* EBIT margin 2017 restated according to IFRS 15

EBIT

EBIT MARGIN UPLIFT OF +0.3%PT THANKS TO ATTRACTIVE BACKWERK BUSINESS

Division | Country in mCHF	FY 2017	FY 2018	Δ in %	Δ % in LC	EBIT Margin	Δ EBIT Margin*
Retail	**70.1**	**65.7**	**-6.3%**	**-7.3%**	**3.7%**	**-0.3%pt**
CH	54.4	54.0	-0.9%	-0.9%	4.5%	-0.0%pt
DE/LU/AT	15.7	11.7	-25.1%	-28.6%	2.1%	-0.9%pt
Food Service	**26.2**	**34.1**	**+30.1%**	**+27.3%**	**9.4%**	**+0.3%pt**
Corporate / Other	**-17.3**	**-10.0**	n.a.	n.a.	n.a.	n.a.
Valora Group	**79.0**	**89.8**	**+13.7%**	**+12.0%**	**4.2%**	**+0.3%pt**

* 2017 margin restated according to IFRS 15

Retail CH

- Adjusted for the book gain of the sold Naville building in 2017, EBIT increase of +4.6% versus last year
- EBIT margin at 4.5%, +0.2%pt versus last year on a like-for-like basis (w/o book gain of sold Naville building)

Retail DE/LU/AT

- EBIT decrease of -3.9 mCHF impacted by negative development of press market and new self-operated stores in run-up phase
- Initiated cost initiatives to compensate EBIT decline show first results in H2 2018

Food Service

- EBIT increase of +27.3% in LC driven by full-year effect of BackWerk consolidation as well as positive operational growth of other Food Service business

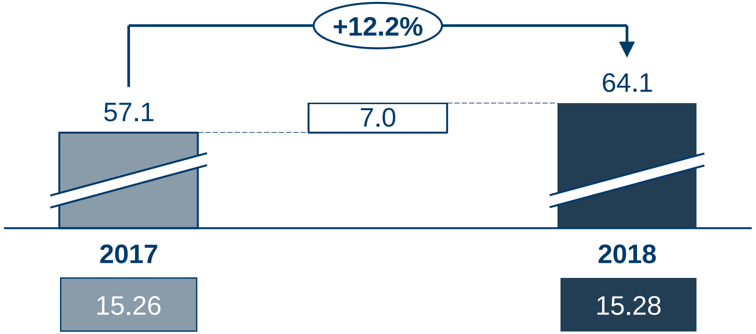
Corporate / Other

- EBIT change positively impacted by strong development of bob Finance; 2017 influenced by project costs for the BackWerk acquisition

NET PROFIT / EPS

INCREASE OF NET PROFIT DRIVEN BY POSITIVE BUSINESS PERFORMANCE

Net profit from continuing operations in mCHF,
EPS (from continuing operations) in CHF



Net Profit / EPS in mCHF		FY 2017	FY 2018	Δ in %
EBIT		**79.0**	**89.8**	**+13.7%**
Financing activities, net		-10.6	-9.8	-7.0%
Earnings before taxes		**68.5**	**80.0**	**+16.9%**
Income taxes		-11.3	-15.9	+40.2%
Net profit from continuing operations		**57.1**	**64.1**	**+12.2%**
Net result from discontinued operations		0.0	-5.1	n.a.
Group net profit		**57.1**	**59.0**	**+3.2%**
EPS (from continuing operations)	in CHF	**15.26**	**15.28**	**+0.1%**
EPS Group	in CHF	**15.27**	**13.98**	**-8.5%**
Average number of outstanding shares		3,427,949	3,932,706	+14.7%

Net Profit

- Higher EBIT (+10.8 mCHF) and lower net financial results (+0.7 mCHF) overcompensate higher tax expenses (-4.6 mCHF) resulting in an increase of +7.0 mCHF or 12.2% in net profit from continuing operations to 64.1 mCHF
- Higher taxes due to good business performance and depreciation of activated deferred taxes; tax rate at expected level of 20%
- Group net profit, including discontinued operations, increases by +3.2% to 59.0 mCHF despite full impairment of the earn-out of the Trade Division sale back in 2015 (-5.1 mCHF)

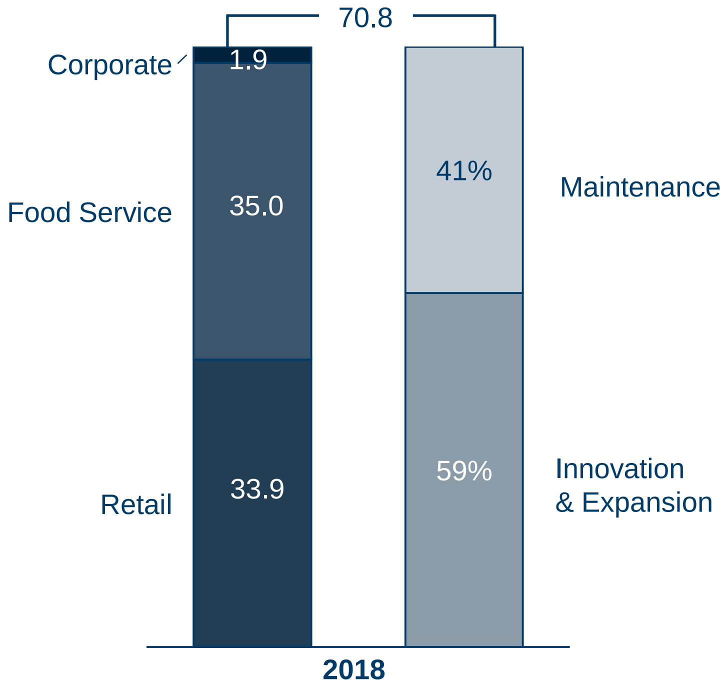
EPS

- EPS (from continuing operations) increases to CHF 15.28 despite a higher number of average out-standing shares compared to last year (as a result of the capital increase in November 2017)
- EPS Group fully covering the proposed dividend of CHF 12.50

CAPEX

HIGHER CAPEX INVESTMENTS IN FOOD SERVICE PRODUCTION EXPANSION

Capex in mCHF



Valora Group

- Capex of 70.8 mCHF higher than previous year (52.7 mCHF) due to the announced investments in the production expansion in Ditsch Germany and Ditsch USA (c. 50 mEUR in 2018 & 2019)
- Capex in 2019E expected to be around 80 – 100 mCHF as a result of the finalisation of the production expansion

Innovation & Expansion

- Investments in innovation and expansion of 41.9 mCHF (59% of total capex)

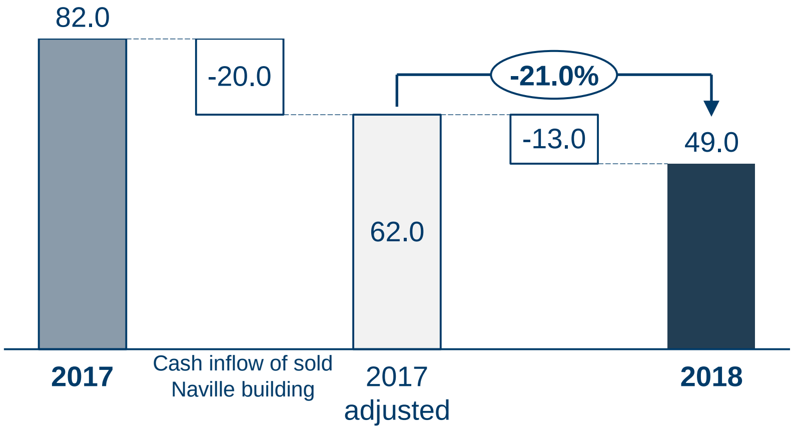
Maintenance

- Maintenance capex of 28.9 mCHF (41% of total capex)

FREE CASH FLOW

FREE CASH FLOW IMPACTED BY HIGHER CAPEX AND NWC

Free Cash Flow in mCHF



Free Cash Flow in mCHF		FY 2017	FY 2018	Δ in %
EBIT		**79.0**	**89.8**	**+13.7%**
EBITDA		**133.7**	**156.0**	**+16.7%**
Elimination of other non-cash items		0.8	4.4	n.a.
NWC and current assets & liabilities		-8.4	-29.4	n.a.
Interest, tax expense (net)		-11.9	-15.0	+26.2%
CF from operating activities		**114.2**	**116.0**	**+1.6%**
CF from investing activities (net)		**-32.1**	**-67.0**	**n.a.**
Free Cash Flow (before M&A)		**82.0**	**49.0**	**-40.2%**
Free Cash Flow per share	in CHF	**23.93**	**12.47**	**-47.9%**

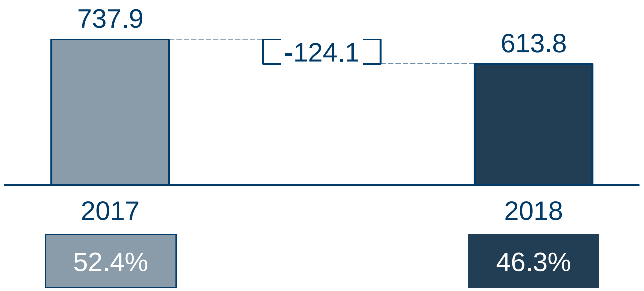
Free Cash Flow

- Free cash flow supported by strong EBITDA growth (+22.3 mCHF; +16.7%), however higher change in NWC (-21.0 mCHF) and higher capex (-16.6 mCHF) compared to last year impact free cash flow
- Adjusting free cash flow for the cash inflow of the sold Naville building in 2017, free cash flow decreases by -21.0%
- Higher change in NWC resulting from ordinary business fluctuations and expansion activities
- Free cash flow next year again impacted by higher capital expenditures in Food Service

BALANCE SHEET

CHANGE IN FINANCING STRUCTURE IMPACT EQUITY RATIO AND NET DEBT

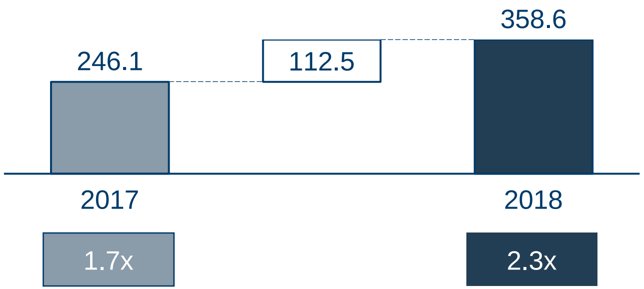
Shareholder's equity in mCHF; Equity ratio in %



Shareholder's Equity

- Shareholder's equity decreases by -124.1 mCHF, as a result of the redemption of the Hybrid Bond (-120.0 mCHF) in October 2018
- As a consequence equity ratio decrease to 46.3%
- When adjusting equity ratio in 2017 for Hybrid Bond, equity ratio increase of +2.4%pt

Net debt in mCHF; Leverage ratio in x
(Leverage ratio: EBITDA contribution for BackWerk annualised in 2017)



Net Debt

- Net debt increases by +112.5 mCHF, impacted by the following financing transactions:
  - Placement of new 170 mEUR Schuldschein issue in January 2018
  - Redemption of 200 mCHF Straight Bond in March 2018
  - Refinancing of 120 mCHF Hybrid Bond with existing credit facilities in October 2018
- As a result of higher net debt, leverage ratio (net debt / EBITDA) at 2.3x
  - Comparing net debt including Hybrid Bond in 2017, leverage ratio would decrease by -0.2x

BALANCE SHEET

Balance Sheet in mCHF	**FY 2017**	**FY 2018**	**Δ in %**
Total assets	**1,408.9**	**1,326.2**	**-5.9%**
Cash, cash equivalents	152.5	104.8	-31.3%
Goodwill and intangible assets	707.8	681.5	-3.7%
Net debt (from continuing operations)	**246.1**	**358.6**	+45.7%
Leverage ratio* (excl. Hybrid Bond)	**1.7x**	**2.3x**	**+0.6x**
Shareholders' equity (incl. Hybrid Bond)	737.9	613.8	-16.8%
Equity ratio	**52.4%**	**46.3%**	**-6.1%pt**
Capital employed (average)	921.7	1,098.8	+19.2%
ROCE	**8.6%**	**8.2%**	**-0.4%pt**

* EBITDA contribution for BackWerk annualised in 2017

Balance Sheet

- Compared to last year, liquidity decreases by -47.7 mCHF amongst other due to the repayment of the Hybrid Bond and higher dividend payment
- Capital structure impacted by financing transactions:
  - Straight Bond (200 mCHF) replaced by Schuldschein issue (SSD III = 170 mEUR)
  - Hybrid Bond (equity) refinanced with existing credit facilities
  - Interest bearing debt at year end: 463.4 mCHF (compared to 398.6 mCHF last year)

CURRENT FINANCING STRUCTURE

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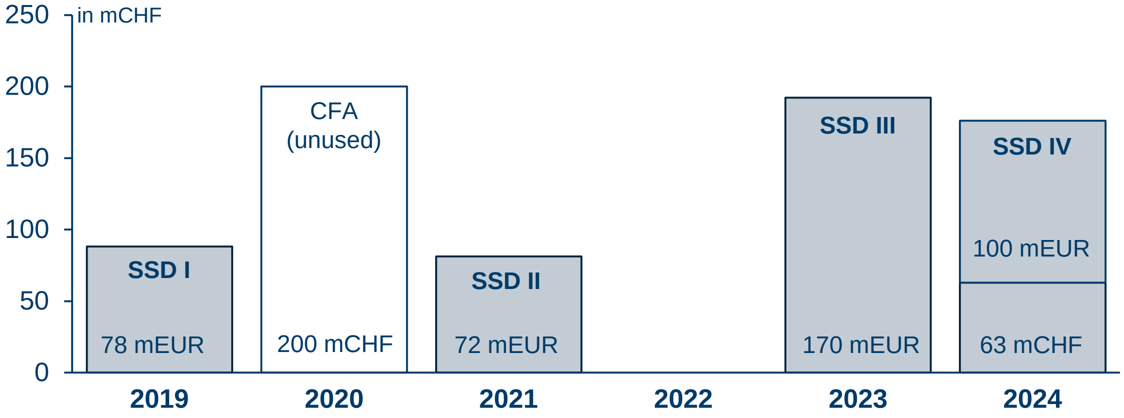
Well-balanced debt maturity profile after SSD IV closing



EUR			Maturity
SSD I: 78	30-04-2019	SSD III: 170	11-01-2023
SSD II: 72	29-04-2021	SSD IV: 100	11-01-2024

CHF	Maturity
CFA: 200 (unused)	29-06-2020
SSD IV: 63	11-01-2024

SSD = Schuldscheindarlehen (Schuldschein issue)

CFA = Credit Facility Agreement

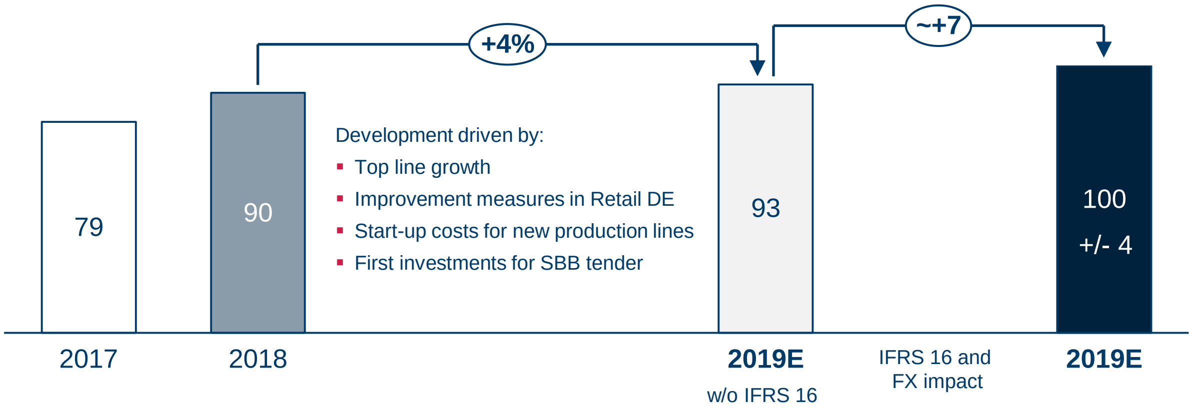
Note: FX rate (18/02/2019): 1 EUR = 1.13 CHF

Financing strategy

- Well diversified set of debt instruments in terms of maturities, currencies and investors
- New SSD IV closed in January 2019 with a five-year term until 2024
  - EUR-tranche of 100 mEUR to refinance the 78 mEUR SSD I early and at significant better terms
  - CHF-tranche of 63 mCHF used to partly refinance the in Oct-2018 redeemed 120 mCHF Hybrid Bond
- Target to stay < 2.5x EBITDA leverage ratio
  - Maintain strategic flexibility
  - Account for seasonality and NWC fluctuations
- Further acquisition financing ensured by undrawn syndicated loan (CFA) and cash on balance sheet

EBIT GUIDANCE 2019

EBIT in mCHF



Development driven by:
- Top line growth
- Improvement measures in Retail DE
- Start-up costs for new production lines
- First investments for SBB tender

	2017	2018	2019E
GP margin	43.6%*	45.5%	> 45%
EBIT margin	3.9%*	4.2%	~ 5%
EPS** (in CHF)	15.26	15.28	~ +10% ***

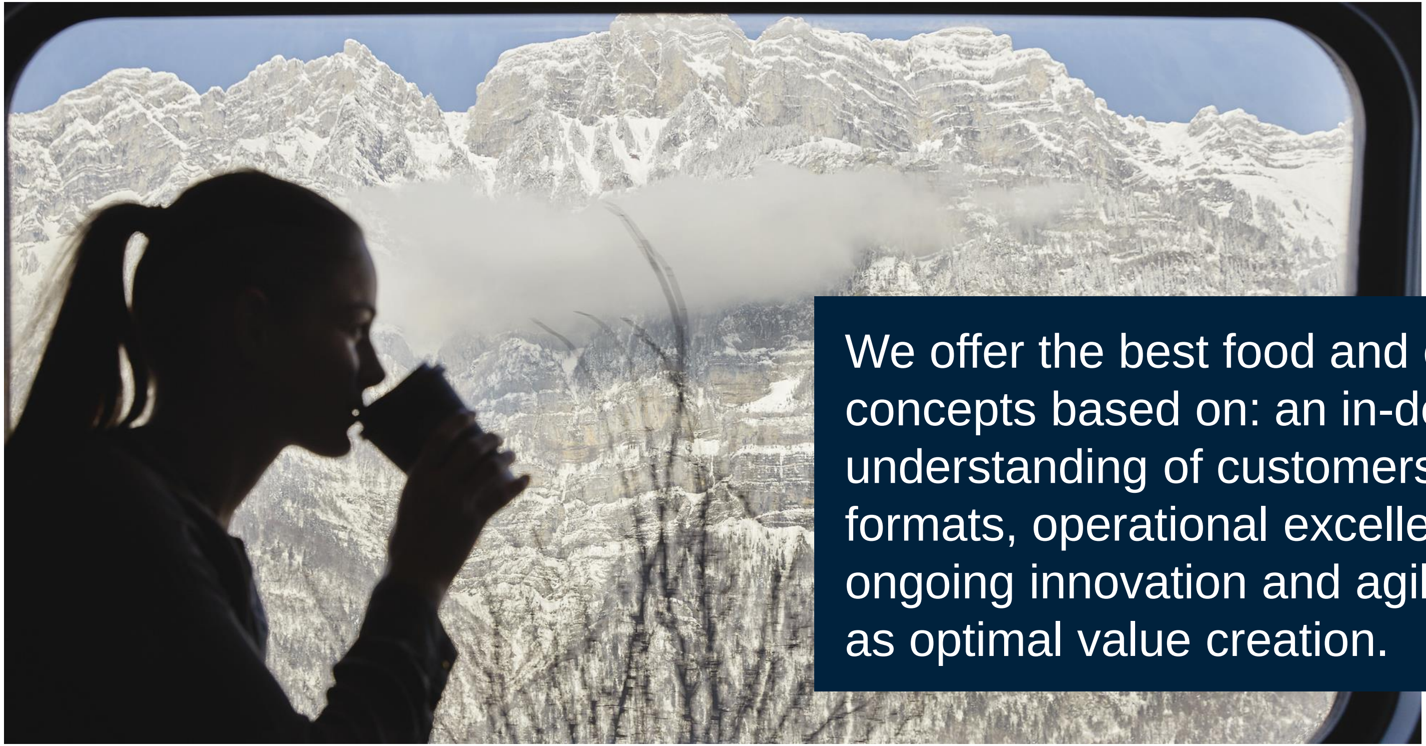
* 2017 margin restated according to IFRS 15

** EPS from continuing operations

*** 2018 pro-forma restated according to IFRS 16

Strategic Roadmap

OUR VISION: BEST FOOD & CONVENIENCE CONCEPTS



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.

VALORA WELL POSITIONED TO BENEFIT FROM «FOODVENIENCE» TRENDS

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FOOTFALL	CONVERSION	TICKET SIZE	MARGIN	OPERATIONS

- **Resilience of on-the-go demand** and footfall based on increasing mobility and change in lifestyle
- Increasing consumer expectations for **fresher products** in the convenience channel
- Unique **platform for product promotions and own brand** development
- Direct consumer contacts offer opportunities for **new services and multi-channel offerings**
- Benefit of **vertical integration** in relevant product categories

VALORA WELL PREPARED TO CHALLENGES IN «FOODVENIENCE» MARKET

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FOOTFALL | **CONVERSION** | **TICKET SIZE** | MARGIN | **OPERATIONS**

- **Transformation of category mix** proven in the past and reflected in format remodelling and repositioning
- Further improvements of in-store experience and check-out with focus on increasing **consumer engagement and ease of transaction**
- Significant expertise in fresh (in-store) food production facilitates store operations with **higher complexity**
- Well prepared for **increasing competition** based on strong financial performance, further potential for efficiency improvements, unique focus on small footprint retail & food service stores and strong market presence

STRATEGIC TARGETS 2012-2018 DELIVERED

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2012-2018

- **Focus** group **on core** business «Foodvenience»
- Implemented **buy-and-build expansion** strategy
- Significantly **improved efficiency** of support services
- Remodelling and **repositioning of main formats** well under way
- **Digital capabilities established** with focus on consumer engagement, new services and productivity improvements
- **Management team strengthened** and re-organisation completed to accelerate growth and synergies
- **Corporate Social Responsibility (CSR) beyond compliance** initiated as new strategic pillar

STRATEGIC ROADMAP 2019 ONWARDS (1/2)

2019 ONWARDS

- **Focus on organic development** with all existing Retail and Food Service formats in public transportation hubs, inner city locations, premium shopping centres and gas stations
- **Roll-out of remodelled formats across network especially in convenience retail formats** across network in Switzerland and Germany
- **Leverage new capacity in** our **B2B** pretzel product manufacturing business to increase market share in existing markets with a strong focus on the US
- Continue to pursue **opportunistic add-on acquisitions**

STRATEGIC ROADMAP 2019 ONWARDS (2/2)

2019 ONWARDS

- **Increase sourcing synergies** across all formats and countries by further bundling suppliers and coordinating supply chain
- **Further improve productivity** of support functions and store operations by standardising processes across all business units and further optimising IT platform
- **Digital initiatives to be scaled** with focus on customer data / engagement, store automation / experience, services (e.g. PUDO, delivery) and data analytics
- **Accelerate CSR measures** beyond compliance to further reduce ecological footprint, improve quality of workplace and meet growing consumer's expectations

MAIN GROUP INITIATIVES 2019 SUPPORT STRATEGIC ROADMAP

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- **Roll-out of new, completely remodelled avec, k kiosk and Press & Book stores** in Switzerland at >50 public transport and inner city locations in Switzerland (depending on results of SBB tender offer process)
- **Complete capacity expansion** in Oranienbaum/DE and the US
- Realise increased cost synergies from **integration of B2C Food Service Germany business** (Ditsch + BackWerk) and strengthen capabilities and coordination of sourcing activities across Group
- Improve **coordination within newly established Retail division** and implement additional measures to improve profitability in German retail business
- Further **improve productivity of support functions** by standardising and automating core processes
- Deploy **first pilots of new automated convenience store concepts** (avec box and k kiosk box), test new in-store experience and product offerings (future store avec X) and launch new consumer interfaces / services
- Initiate and coordinate new **CSR effort beyond compliance** across all businesses

STRENGTHENED MANAGEMENT TEAM WITH RELEVANT EXPERIENCE TO IMPLEMENT STRATEGY

GROUP EXECUTIVE MANAGEMENT

Michael Mueller
CEO

RETAIL DIVISION

new

Roger Vogt
CEO Retail

FOOD SERVICE DIVISION

Thomas Eisele
CEO Food Service

SHARED SERVICES

Tobias Knechtle
CFO

EXTENDED GROUP EXECUTIVE MANAGEMENT / CORPORATE FUNCTIONS

Roger Vogt
Retail Switzerland

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

Business Units

Thomas Eisele a.i.
Food Service Switzerland

new

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

new

Seb Gooding
Ditsch B2B / Production

Adriano Margiotta
Corporate Legal Services
& General Counsel

new

Roberto Fedele
Corporate Information
Services

Michael Mueller
Digital

Barbara Becker
Group Human Resources

Christina Wahlstrand
Corporate Communications &
Strategic Branding

Philipp Angehrn
Transformation &
Project Management

Hilmar Scheel
bob Finance

Shared Services

NEXT EVENTS

NEXT EVENTS

Annual General Meeting 2019

Date	▪ Friday, 29 March 2019, Basel Congress Center
Dividend	▪ 12.50 CHF per share (from capital reserves)
Board	▪ New board members: Insa Klasing and Sascha Zahnd ▪ All other Board members standing for re-election

Half-Year Results 2019

Date	▪ Friday, 19 July 2019

NEW BOARD MEMBERS TO STRENGTHEN RETAIL & FOOD SERVICE COMPETENCE

Insa Klasing (39)

- Since 2017, Co-founder & CEO of the start-up TheNextWe
- In 2017 nominated as Young Global Leader by the World Economic Forum
- Other board member roles: SV Group AG and Sausalitos
- Former positions:
  - 2012-2017: CEO of Kentucky Fried Chicken (KFC) in the DACH region & Denmark
  - 2009-2012: Operations Director at KFC UK
  - 2006-2009: Germany Country Manager for British brand «innocent smoothies»
  - 2004-2006: Strategy consultant at Bain & Company in London
  - Master's degree in South Asian Area Studies from the University of London & Bachelor's degree in Economics, Politics and Philosophy from the University of Oxford

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Sascha Zahnd (43)

- Since 2016, Vice President Global Supply Chain & part of Senior Management Team at Tesla Inc. in Palo Alto, California
- Former positions:
  - 2010-2016: Executive board member at ETA SA / Swatch Group
  - 2001-2010: Various senior roles at IKEA in Switzerland, Sweden, Mexico, USA and China
  - Executive Master of Business Administration from the IMD Business School in Lausanne
  - Degree in Business Administration from the University of Applied Sciences in Basel

APPENDIX - Details Divisions

RETAIL SWITZERLAND

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Key Financials

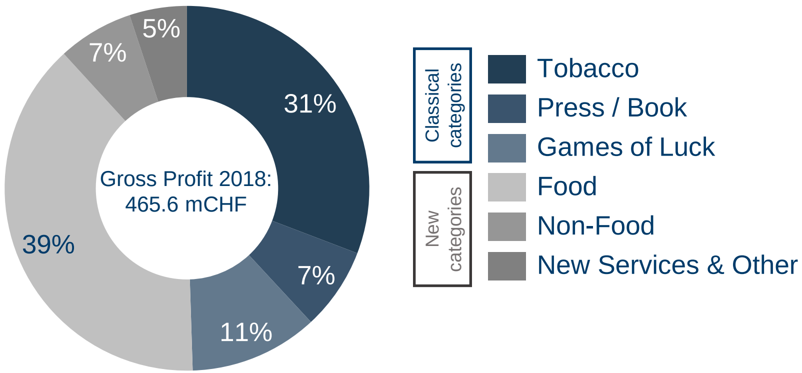
Retail CH in mCHF	FY 2017*	FY 2018	Δ in %
External sales	1,265.5	1,261.8	-0.3%
Net revenues	1,189.4	1,187.1	-0.2%
Gross Profit	457.8	465.6	+1.7%
Gross Profit margin (in %)	38.5%	39.2%	+0.7%pt
EBIT	54.4	54.0	-0.9%
EBIT margin (in %)	4.6%	4.5%	-0.0%pt
ROCE (in %)	28.1%	29.5%	+1.3%pt

* Restated according to IFRS 15

Network (as per Dec. 2018)

Format	Own	Agency	Franchise	Total
k kiosk	174	738	-	**912**
Press & Books	2	27	-	**29**
avec	69	-	72	**141**
Total (vs. 2017)	**245** (-88)	**765** (+81)	**72** (-2)	**1,082** (-9)

Gross Profit Split



- Classical categories as tobacco, press / book, games of luck (incl. lottery) accounting for 50% of total gross profit
- New categories as Food & Beverages, Non-Food and New Services cover already 50% of total gross profit
- Positive momentum in new categories and GP margin expected as food on-the-go is an increasing trend

RETAIL GERMANY (INCLUDING LUXEMBOURG AND AUSTRIA)

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Key Financials

Retail DE/LU/AT in mCHF (DE = Germany, LU = Luxembourg, AT = Austria)	FY 2017*	FY 2018	∆ in %
External sales	868.7	913.8	+5.2%
Net revenues	522.3	566.3	+8.4%
Gross Profit	189.0	201.0	+6.4%
Gross Profit margin (in %)	36.2%	35.5%	-0.7%pt
EBIT	15.7	11.7	-25.1%
EBIT margin (in %)	3.0%	2.1%	-0.9%pt
ROCE (in %)	9.8%	6.7%	-3.1%pt

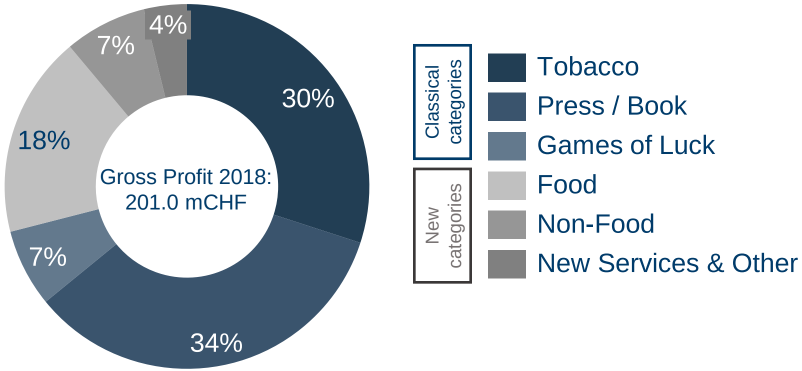
* Restated according to IFRS 15

Network (as per Dec. 2018)

Format	Own	Agency	Franchise	Partner**	Total
k kiosk	95	66 (LU)	130	-	**291**
cigo + sub formats	142	-	267	12	**421**
ServiceStore DB / avec	70	-	63	-	**133**
Press & Books	159 10 (AT)	8 (LU) incl. 2 Caffè Spettacolo	-	-	**177**
Total (vs. 2017)	**476** (+3)	**74** (+1)	**460** (+4)	**12** (-27)	**1,022** (-19)

** Partner: Business model without Valora branding and 100% purchase obligations; orders on one's own account

Gross Profit Split



- Classical categories account for 71% because of strong competence in press & book and tobacco:
  - Tobacco with strong momentum especially increasing e-smoke competence (professionalisation and share gains)
  - Press / Books still contributing over 1/3 to gross profit
- New categories account for 29%, thereof food & beverages and new services with increasing contribution

FOOD SERVICE

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Key Financials

Food Service in mCHF	FY 2017*	FY 2018	Δ in %
External sales	316.1	549.4	+73.8%
Net revenues	286.4	362.6	+26.6%
Gross Profit	222.0	292.8	+31.9%
Gross Profit margin (in %)	77.5%	80.7%	+3.2%pt
EBIT	26.2	34.1	+30.1%
EBIT margin (in %)	9.2%	9.4%	+0.3%pt
ROCE (in %)	5.9%	5.2%	-0.6%pt

* Restated according to IFRS 15

Network (as per Dec. 2018)

Format	Own	Agency	Franchise	Total
Ditsch	-	210	-	**210**
BREZELKÖNIG	4 2 International	56	2 International	**64**
Caffè Spettacolo	30	-	-	**30**
back WERK	6	-	347	**353**
Total (vs. 2017)	**42** (-3)	**266** (-8)	**349** (+7)	**657** (-4)

GROUP

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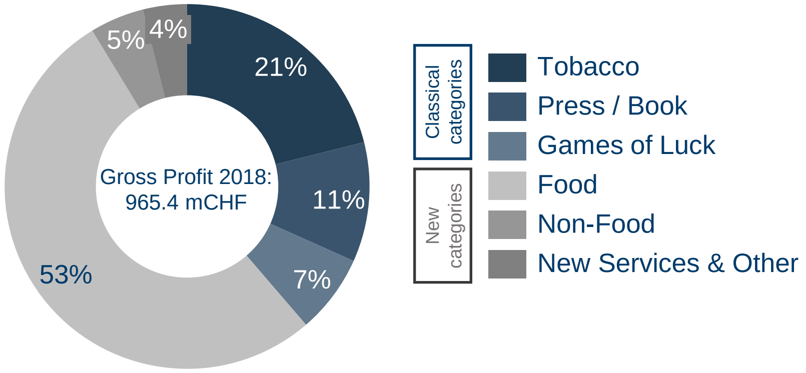
Key Financials

Group in mCHF	FY 2017*	FY 2018	∆ in %
External sales	2,453.7	2,731.0	+11.3%
Net revenues	2,001.6	2,122.1	+6.0%
Gross Profit	872.2	965.4	+10.7%
Gross Profit margin (in %)	43.6%	45.5%	+1.9%pt
EBIT	79.0	89.8	+13.7%
EBIT margin (in %)	3.9%	4.2%	+0.3%pt
ROCE (in %)	8.6%	8.2%	-0.4%pt

* Restated according to IFRS 15

Gross Profit Split

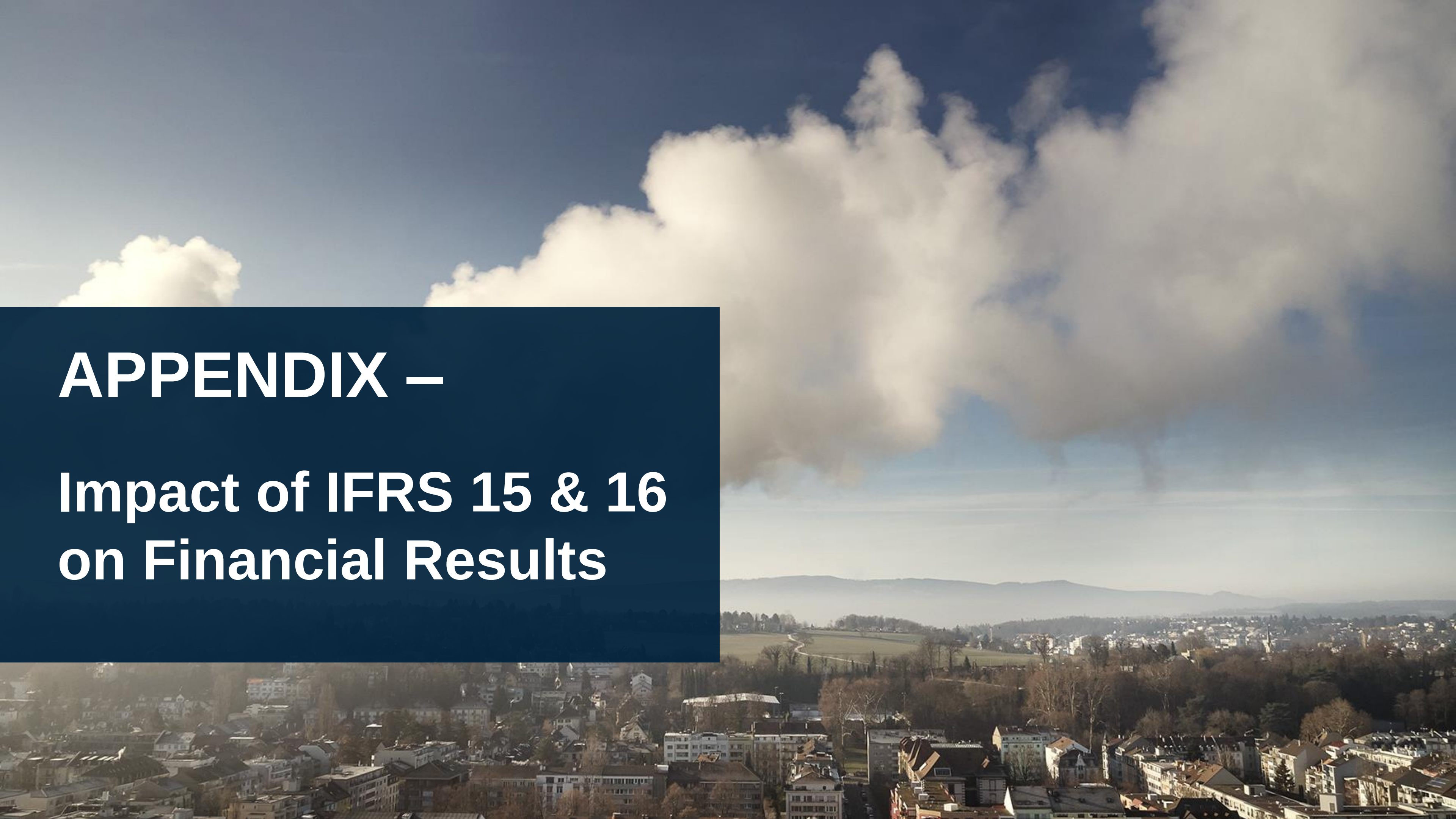


Network (as per Dec. 2018)

Country	Own	Agency	Franchise	Total
Retail CH	23%	70%	7%	**1,082**
Retail DE/LU/AT	47%	7%	46%	**1,022***
Food Service	6%	41%	53%	**657**
Total (vs. 2017)	**763**	**1,105**	**881**	**2,761***

* Including 12 Partner business model

- Classical categories account for 39%:
  - Strong competence in tobacco driving footfall and profit-contribution; new alternative tobacco & e-smoke products with increasing demand
  - Press / Books still important category but with declining contribution
  - Games of Luck (e.g. lottery) as important service offering
- New categories already account for 61%:
  - Food & Beverages account for more than half of gross profit contribution
  - New services with evolving importance



APPENDIX –

Impact of IFRS 15 & 16 on Financial Results

NEW ACCOUNTING STANDARD & IMPACT ON MARGINS

IFRS 15: REVENUE RECOGNITION

FY 2017

Group in mCHF	**2017 reported**	**IFRS 15 impact**	**2017 «restated»**
Net revenues	2,075.3	-73.6	2,001.6
COGS	-1,203.1	73.6	-1,129.4
Gross Profit	**872.2**	**0.0**	**872.2**
Gross Profit Margin (in %)	42.0%	+1.5%pt	43.6%
EBIT	**79.0**	0.0	**79.0**
EBIT Margin (in %)	3.8%	+0.1%pt	3.9%

FY 2018

Group in mCHF	**FY 2017***	**FY 2018**	**∆ in %**
Net revenues	2,001.6	2,122.1	+6.0%
COGS	-1,129.4	-1,156.7	+2.4%
Gross Profit	**872.2**	**965.4**	**+10.7%**
Gross Profit Margin (in %)	43.6%	45.5%	+1.9%pt
EBIT	**79.0**	**89.8**	**+13.7%**
EBIT Margin (in %)	3.9%	4.2%	+0.3%pt

* Restated according to IFRS 15

- New IFRS 15 standard effective as of 1 January 2018
- New framework to recognise revenues: changes in the amount and/or timing of revenues
- Only limited impact on the net revenues of Valora
- For Valora particularly relevant are the following regulations:
  - «distinct» services, which are recognised as revenue and;
  - «not distinct» services, which are recognised as a reduction of cost of goods sold (COGS)
- Valora impact:
  - Promotion services and listing fees, most of them are «not distinct», to be recognised in COGS from 2018 onwards
- 2017 figures were restated accordingly

IFRS 16: NEW ACCOUNTING STANDARD ON LEASES

IFRS 16 BECOMES EFFECTIVE AS OF 1 JANUARY 2019

IFRS 16 to change the accounting…

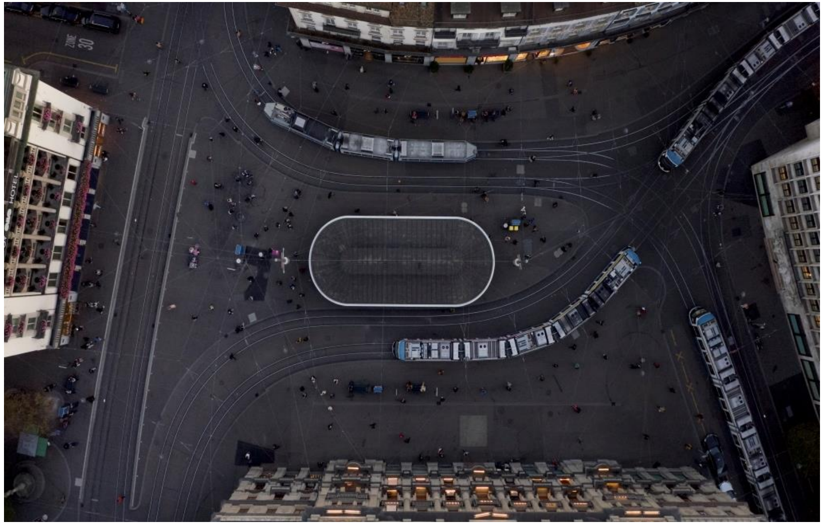
- Minimum or fixed lease payments need to be recognised on the balance sheet
  - Valora has a large number of lease contracts for its points of sale (~2,800) and non-POS related leases (>200)
- Income from subleases not shown in revenue anymore
  - Valora subleases c. 20% of its POS related lease contracts to its franchisees and recognises sublease income as revenue
  - Under IFRS16, income from subleases is netted with the underlying head lease
- Companies will appear to be more asset-rich but also more heavily indebted
  - By recognizing the value of the leased assets, the balance sheet will inflate and be more volatile
- Key figures and performance indicators will face major changes

…. but business remains the same

- Capitalisation of leases does not say anything about the quality or profitability of the lease contract
- Neither the operating business nor the profitability and net cash flow will change

IFRS 16: IMPACT ON CURRENT KPIs

CURRENT FINANCIAL FIGURES AND KPI'S WILL CHANGE FUNDAMENTALLY



Current KPIs Valora Group	Actual 2018 in mCHF	2018 pro-forma change (in mCHF)
Total assets	1,326	↑ ~+600
Net debt	359	↑ ~+600
Leverage ratio	2.3x	↑ ~+0.9x
Equity ratio	46.3%	↓ ~-15pt%
EBITDA	156	↑ ~+140
EBIT	90	↑ ~+7

Valora is currently assessing the sustainability of its existing KPIs, e.g.:

- EBITDA does not reflect an economic reality and will not be in focus anymore
- ROCE to be shown w/o capital employed from capitalised rental in order to reflect capital provided by shareholders and debt providers
- Free Cash Flow to be shown adjusted for IFRS 16

Note: The information is indicative only and based on the status of the analysis to date. There may be substantial changes for each and any indications depending on further analysis. Valora is currently assessing the sustainability of its KPIs and will further inform on this.

CONTACTS & CALENDAR

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CONTACTS

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Annette Martin Head of Corporate Investor Relations	Phone: E-mail:	+41 61 467 21 23 annette.martin@valora.com

EVENT CALENDAR

Full-Year Results 2018	20 February 2019
Annual General Meeting	29 March 2019
Half-Year Results 2019	19 July 2019

Please visit our website for more information regarding **Valora**
www.valora.com

Brightens up your journey.

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