

The Valora logo is displayed in a bold, red, sans-serif font. The letter 'V' is stylized with three vertical lines on its left side. The background of the slide is a photograph of a Valora gas station at dusk, featuring a large canopy with green neon lighting and several fuel pumps. A dark blue semi-transparent overlay covers the left side of the image, where the logo and text are placed.

Valora

Investors' Call

20 JUNE 2022

Michael Mueller, CEO
Beat Fellmann, CFO

A photograph of two flags against a clear blue sky. The flag on the left is red with the white text '24/7'. The flag on the right is white with the red text 'avec'. A dark blue semi-transparent rectangle is overlaid on the left side of the image, containing white text.

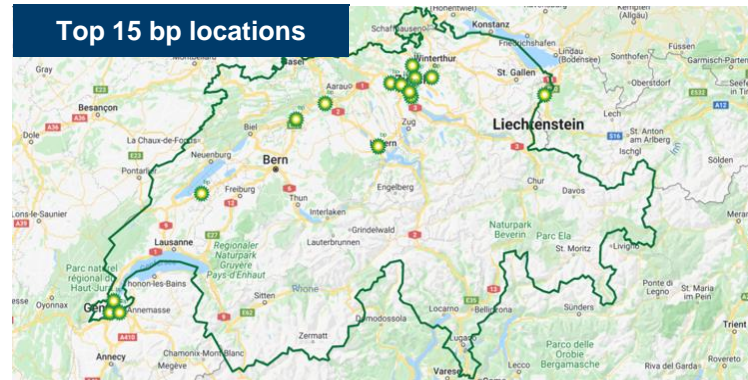
**Expansion of avec
stores at service
stations**

EXPANSION OF AVEC STORES AT SERVICE STATIONS



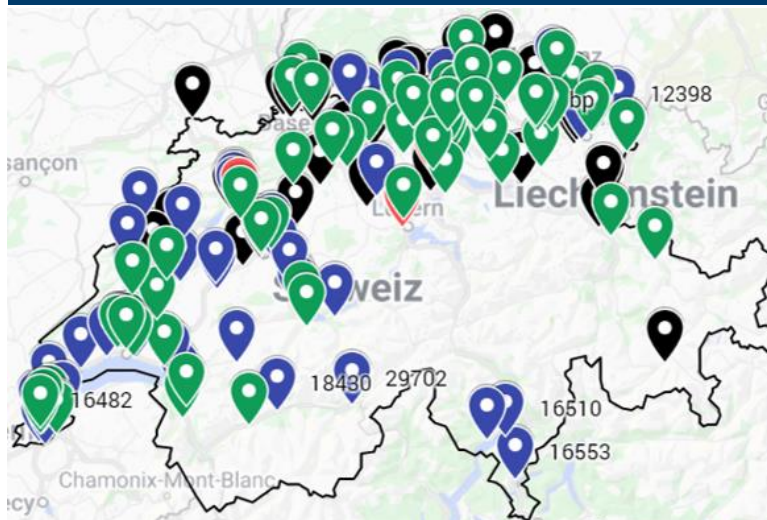
- Further strengthening Oel-Pool / Moveri partnership with the expansion of avec stores at highly attractive service stations
 - Expansion of network with 71 stores at BP service stations on major transportation routes with long-secured rental contracts
 - Enlarging service station network in German- and French-speaking Switzerland
 - Subject to WEKO approval, gradual takeover from April 2023 onwards
- Sales at service station stores to increase to over 300 mCHF p.a. in the medium term
- Significant long-term synergies from central operations, purchasing, promotions and supply functions as well as synergy potential for vending machines
- Supporting foodvenience strategy as higher-margin share of food in Valora's overall category mix continues to grow

IMPRESSIONS OF BP LOCATIONS



LEADING CONVENIENCE PLAYER IN SWITZERLAND

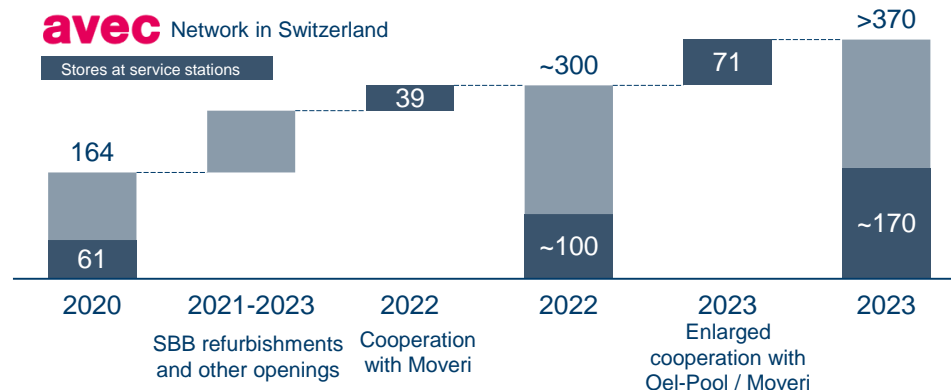
avec stores at service stations



71	Oel-Pool / Moveri
39	Moveri
57	Tamoil
4	Various

- Becoming the leading convenience player in Switzerland with a network of > 370 avec stores by the end of 2023
 - Expanding cooperation with Oel-Pool / Moveri
 - Ongoing SBB refurbishment with the conversion of k kiosks into avec stores
 - Continued openings of new avec stores
- Increase market share of foodvenience and strengthening avec brand, leading to brand recognition and repetitive shopping behaviour

avec Network in Switzerland



IMPRESSIONS OF AVEC STORES



A close-up photograph of a young woman with blonde hair, smiling broadly and holding a french fry to her mouth. She is wearing a dark, patterned top. The background is dark with warm, out-of-focus lights, suggesting an indoor dining setting.

**Entering the fast-
casual market with
Frittenwerk**

ENTERING THE BOOMING FAST-CASUAL MARKET WITH THE ACQUISITION OF FRITTENWERK



- Leading food service system for premium fries in DACH region with high scaling potential in Germany and also internationally
 - External sales of 23 mEUR, EBITDA of 2.5 mEUR in 2021
 - Valora expects to double network (currently 27 stores) and more than tripling EBITDA by 2025
- Entering the fast growing fast-casual market (CAGR 2016-2019: 9% p.a.*) with attractive market developments
- Uniform system standards with simple operations and processes and high degree of automation
- Delivery-ready concept with proven track-record
- Attractive box economics for own and franchise stores
- Long-term rental contracts allowing for cost visibility
- Love brand with comprehensive in-house marketing competence
- Substantial know-how transfer in the area of brand management, marketing and digitalisation to carry over to other Valora formats
- Founding team stays on board

* Source: CREST Consumer Panel, npdgroup deutschland GmbH

Next Event & Contacts



NEXT EVENT & CONTACTS



NEXT EVENT

HY 2022

20 July, 2022

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

Brightens up
your journey.



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