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REVIEW OF GROUP RESULTS

In the autumn of 2010, Valora announced its «Valora 4 Growth» strategy, which builds on the success of the existing «Valora 4 Success» programme by introducing additional initiatives in the area of non-organic growth. The first «Valora 4 Growth» milestones were already achieved in 2010, with the acquisitions of the cosmetics distributor Engelschiøn Marwell Hauge AS (EMH) and the retail firm tabacon Franchise GmbH & Co. KG.

Consistent implementation of its basic strategy enabled the Valora Group to increase its external sales by +0.3 % to CHF 2947 million, while reported net revenues declined by – 0.7 % to CHF 2878 million. The difference between these two figures is due to the higher growth rates achieved by franchisees, whose net revenues are not included in the Valora reported net revenue results. Exchange rate movements had an adverse impact on sales, reducing external sales by CHF 84.3 million, or – 2.8 %, and reducing reported net revenues by CHF 81.2 million, or – 2.7 %.

2010 saw Valora's efficiency and cost-saving programmes making significant advances. As a result, costs as a proportion of gross profits were reduced by 0.2 percentage points. Operating profit for 2010 rose CHF 13.2 million to CHF 81.3 million, an improvement of +19.3 %. A substantial CHF 6.3 million of this increase was generated by the distribution and sale of World Cup collectible football picture cards, despite intensive competition in this market in Switzerland. Both Valora Retail and Valora Services turned in marked improvements in their operating profits, with increases of 40.3 % and 86.4 %, respectively. Valora Trade, conversely, saw its EBIT fall by CHF 4.6 million, reflecting the challenging market conditions it faced and one-off effects stemming from discontinued contracts with principals previously owned by Valora which have since been sold.

The Group's net income for 2010 was CHF 63.6 million, +15.9 % higher than the year before. This positive performance is also reflected in shareholders' equity, which closed the year at 43.6 % of total assets, 2.3 percentage points higher than at the end of 2009. Despite the increased dividend paid out in the first half of 2010 and the cost of the acquisitions carried out in the second half of the year, the Group's net debt position at December 31, 2010 was a comfortable CHF 14.1 million.

A VALORA GROUP

in CHF million	**2010**	**2010 share in %**	2009	2009 share in %	Change in %
External sales					
Group total	**2 946.5**		**2 937.9**		0.3%
Net revenues					
Valora Retail	1 606.5	55.8%	1 592.1	55.0%	0.9%
Valora Services	718.4	25.0%	712.9	24.6%	0.8%
Valora Trade	721.8	25.1%	777.6	26.8%	– 7.2%
Other	9.7	0.3%	10.7	0.4%	– 9.3%
Intersegment elimination	– 178.7		– 196.3		
Group total	**2 877.7**	**100.0%**	**2 897.0**	**100.0%**	– 0.7%
Switzerland	1 779.8	61.9%	1 740.6	60.1%	2.3%
Elsewhere	1 097.9	38.1%	1 156.4	39.9%	– 5.1%

Given the increasingly important part played by franchising sales at Valora Retail, the 2010 financial statements have introduced external sales as an important new metric for comparison purposes. In addition to the net revenues of Valora, the external sales figures also include sales generated by franchisees. The external sales figures do not take account of Valora's franchise revenues or of net sales by Valora to its franchisees.

REVIEW OF GROUP RESULTS

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During 2010, the Valora Group's external sales rose by +0.3 % to CHF 2947 million, despite CHF 84.3 million being wiped out by adverse exchange rate movements. External sales received a notable boost from the acquisition of tabacon Franchise GmbH & Co. KG in Germany, since this transaction increased the number of franchisee outlets to nearly 200 during the fourth quarter of 2010.

Valora's reported net revenues declined a modest – 0.7 % in 2010, to 2877.7 million. After adjusting for the one-off effects relating to the distribution and sales of World Cup collectible picture cards (CHF +39.5 million), currency fluctuations (CHF – 81.2 million) and acquisitions/disposals (CHF +28.6 million) the decline in net revenues in 2010 was CHF 6.2 million. This is primarily the result of the discontinuation of distribution contracts resulting from the sale of Valora's production companies and the greater proportion of Valora Trade's business accounted for by commission-based transactions. Valora Retail and Valora Services both performed well, benefiting from their more precisely defined profiles and various innovative additions to their product ranges. Both Valora Retail and Valora Services thus managed to increase their reported net revenues on 2009 levels, by CHF +14.4 million and CHF +5.5 million respectively.

The proportion of net revenues generated outside Switzerland fell by 1.8 % during 2010, largely as a result of adverse currency effects amounting to CHF 81.2 million and lower net sales at the Trade division's non-Swiss subsidiaries. Germany continued to lead the field in foreign sales, accounting for 28.3 % of the Group's reported net revenues. The extended «Valora 4 Growth» strategy, which is aimed at acquisition-led growth outside Switzerland, will result in a noticeable increase in the proportion of the Group's sales generated abroad in the years ahead. Valora's plans in this area are primarily focused on the German retail market and on smaller, high-growth European markets which are attractive to the Trade division.

in CHF million	**2010**	**2010 share in %**	2009	2009 share in %
Net revenues	**2 877.7**	**100.0%**	**2 897.0**	**100.0%**
Gross profit	**875.2**	**30.4%**	**867.6**	**29.9%**
– Operating costs, net	– 793.9	– 27.6%	– 799.5	– 27.5%
Operating profit (EBIT)	**81.3**	**2.8%**	**68.1**	**2.4%**

REVIEW OF GROUP RESULTS

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The slight – 0.7 % decline in net revenues for 2010 was more than made up for by a marked, 0.5 percentage point increase in the Group's gross profit margin. This is mainly the result of Valora Retail's increased share in overall Group sales. This enabled gross profit to increase by +0.9 % to CHF 875.2 million, despite CHF 24.1 million of adverse currency effects.

Performance on the operating costs front was also encouraging, as these fell by CHF 12.9 million, or – 1.6 %, to CHF 802.6 million. As a result, the Group's operating cost ratio fell by 0.2 percentage points in 2010, to 27.9 % of gross profits. The main factors driving these improved efficiency levels were internal logistics operations in Switzerland, which benefited from the new distribution centre in Egerkingen, and lower Group finance costs. Front sales staff rota planning was further streamlined at Valora Retail, thus reducing staff costs. On the other hand, operating cost ratios deteriorated at Valora Trade, where cost savings were not sufficient to compensate fully for non-recurring revenues. It is thus all the more pleasing that Valora succeeded in acquiring the Norwegian cosmetic distributor Engelschiøn Marvell Hauge AS (EMH), since this has enabled the division to add a new product category to its portfolio, thus diminishing the volatility of its business.

Group operating profit rose by CHF 13.2 million on its 2009 level, to reach CHF 81.3 million. CHF 8.7 million of this was accounted for by other income (CHF 16.0 million in 2009). This fall in other income is principally due to lower earnings from real-estate sales and tenancy surrender payments. Valora's stated medium-term objective is to sell all its properties which are not used for operational purposes. Adjusting for the effects of the 2010 football World Cup (CHF +6.3 million), acquisitions and disposals (CHF +2.0 million) and currency fluctuations (CHF – 4.0 million) the Valora Group increased its operating profit by CHF 8.9 million, or +12.9 %, in 2010. The Group's reported EBIT margin for 2010, including the factors just listed, was 2.8 %, a 0.4 percentage point improvement on 2009. This represents a further major step towards Valora's objective of generating an EBIT margin in the 3 % – 4 % range by 2012.

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B VALORA RETAIL

in CHF million	2010	2010 share in %	2009	2009 share in %
Net revenues	**1 606.5**	**100.0%**	**1 592.1**	**100.0%**
Gross profit	**562.4**	**35.0%**	**554.7**	**34.8%**
– Operating costs, net	– 522.6	– 32.5%	– 526.4	– 33.0%
Operating profit (EBIT)	**39.8**	**2.5%**	**28.3**	**1.8%**

The «Valora 4 Success» strategy has greatly benefited the Retail division, both sharpening its profile and accelerating its momentum. Valora Retail now presents itself to its customers with four clearly defined sales formats and the improvement measures which have been carried out are beginning to take effect. Compared to its 2009 performance, Valora Retail increased its net revenues by CHF 14.4 million, or +0.9%, to reach CHF 1606.5 million. Sales of collectible World Cup picture cards added CHF 9.8 million to turnover, while currency fluctuations shaved CHF 35.9 million from net revenues. After adjusting for acquisitions and disposals, the division achieved overall sales growth of CHF 36.1 million, a +2.3% increase. With the sole exception of gastronomy operations, all the division's outlet formats and national companies succeeded in increasing their sales, after adjusting for acquisitions, disposals, the 2010 World Cup effect and currency fluctuations. The largest increase in absolute terms was achieved by the convenience and filling station stores, which saw net revenues advance +6.3%, thanks, in particular, to the expansion of the avec. outlet network to 95 units by the end of 2010. New product range modules, such as the ok.- line, as well as additional service offerings, meant that the Swiss kiosks also grew their net revenues, which advanced +1.2%. Valora Retail's new offerings are bringing it ever closer to its objective of developing its small outlet formats into service sales centres. The P&B concept which has recently been extended to the Swiss market is also emerging as a most promising source of growth, with net revenues up by +6.1% in 2010. Gastronomy operations performed in line with expectations, with sales declining by –4.5%, as a result of network streamlining and the introduction of a public smoking ban in Switzerland. The division's Retail Germany unit continues to expand apace, having increased its sales by +3.8% net of acquisitions in 2010. The 2010 acquisition of tabacon Franchise GmbH & Co. KG, with its network of 184 outlets and external sales of some CHF 160 million annually, has enabled Retail Germany to secure an established and highly effective franchise model. In the future, Valora plans to make further targeted acquisitions in the German retail market in order further to strengthen its position there. The objective is to expand the outlet network in Germany to 1000 kiosk sites. Retail Luxembourg managed to expand its net revenues by +3.4% in 2010, with sales increasing in all areas except books.

In sales by product group, Valora Retail was able to increase its adjusted tobacco sales by +4.3% in the face of a declining overall market, the improvement being achieved partly through price rises and partly through increased sales volumes. The division's food sales also did well, advancing +7.2% on 2009 levels, largely thanks to the fashionable ok.- product range, which generated CHF 22.1 million in increased sales. Press products experienced a decline in sales (–2.6%) in line with the overall press market, and commission revenues also eased, due to lower revenues from lottery products. New service offerings, such as insurance products (Zurich Insurance), money transfer (MoneyGram), travel (Kuoni) and mobile telephony (Orange), point the way to a turnaround in commission revenues in 2011.

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Positive sales performance and a modest 0.2 percentage point improvement in gross profit margins enabled the division to raise its gross profit for 2010 by CHF 7.7 million, or +1.4 %, on 2009 levels, to reach CHF 562.4 million. This improvement is mainly attributable to food products, which not only increased their gross profit margins by 0.6 percentage points, but also generated markedly better sales volumes.

Thanks to the steady streamlining of the outlet network, further professionalisation of staff rota planning and lower logistics costs in Switzerland, Valora Retail was able to cut its operating costs by a net CHF 3.8 million in 2010, to CHF 522.6 million. These efficiency gains are reflected in the division's lower operating cost ratios, which improved by 0.8 percentage points in 2010 on an adjusted basis. The positive volume effects and the costs savings it achieved in 2010 enabled Valora Retail to generate a very pleasing improvement in its reported operating profit, which rose from CHF 28.3 million in 2009 to CHF 39.8 million in 2010, an advance of +40.3 %. After adjusting for the effects of the distribution and sales of World Cup picture cards (CHF +2.0 million), acquisitions and disposals (CHF +1.0 million) and exchange rate changes (CHF – 1.5 million), Valora Retail's operating profit for 2010 was +34.2 % up on that achieved in 2009. The division's reported operating profit margin rose 0.7 percentage points from its 2009 level, to reach 2.5 %.

C VALORA SERVICES

in CHF million	**2010**	**2010 share in %**	2009	2009 share in %
Net revenues	**718.4**	**100.0%**	**712.9**	**100.0%**
Gross profit	**148.2**	**20.6%**	**146.8**	**20.6%**
– Operating costs, net	– 117.9	– 16.4%	– 130.6	– 18.3%
Operating profit (EBIT)	**30.3**	**4.2%**	**16.2**	**2.3%**

With the new strategy it is now implementing, which focuses on the needs of retailers and end consumers while at the same time developing the range of services the division offers, Valora Services is trying to counter the effects of the continuously declining press market and to develop new areas of business. In 2010, the division increased its net revenues by CHF 5.5 million, or +0.8 %, to CHF 718.4 million. Net revenues from the distribution and sales of World Cup picture cards amounted to CHF 29.7 million. Currency fluctuations had an adverse effect on net revenues, reducing them by CHF 19.8 million. In aggregate, adjusted net revenues fell by a modest – 0.6 % against the backdrop of a declining overall market. This decline was mainly attributable to lower press and book sales in Switzerland, which reduced net revenues at Media Services Switzerland by – 5.0 %. Conversely, third party distribution operations in Switzerland managed to increase their adjusted net revenues by +8.5 %, mainly thanks to increased tobacco sales, while sales at Services Austria fell only just short of 2009 levels, easing – 0.5 %. Ongoing restructuring and declining overall markets resulted in lower sales at Services Luxembourg, with overall net revenues down by CHF 5.4 million and sales in nearly all product groups lower.

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The division's gross profit for 2010 came in CHF 1.4 million higher than in 2009, at CHF 148.2 million, mainly thanks to the distribution of World Cup picture cards and increased service revenues. Valora Services' gross profit margin for 2010 was 20.6 %, in line with 2009 levels and supported by margin improvements in all product categories except non food.

During 2010, Valora Services succeeded in cutting its operating costs by a net CHF 12.7 million, thus reducing them to CHF 117.9 million. This positive performance is principally due to efficiency gains in Valora logistics in Switzerland and to lower external logistics costs in Austria. Significant administrative cost savings were also achieved, which resulted in lower internal charges for finance services. The 1.9 % improvement in operating cost margins is reflected in the division's operating profit for 2010, which increased by CHF 14.1 million, or +86.4 %, on the levels achieved in 2009. After adjusting for the effects of currency fluctuations (CHF – 1.5 million) and the distribution of World Cup picture cards (CHF +4.3 million), the division's operating profit for 2010 was +69.7 % up on 2009, thanks to the efficiency savings achieved. Valora Services' reported operating margin for 2010 reached 4.2 %, a substantial 1.9 percentage point improvement on 2009.

D VALORA TRADE

in CHF million	**2010**	**2010 share in %**	2009	2009 share in %
Net revenues	**721.8**	**100.0%**	**777.6**	**100.0%**
Gross profit	**154.7**	**21.5%**	**155.4**	**20.0%**
– Operating costs, net	– 137.0	– 19.0%	– 133.1	– 17.1%
Operating profit (EBIT)	**17.7**	**2.5%**	**22.3**	**2.9%**

As the largest distributor of branded goods to the organised retail sector, Valora Trade succeeded in achieving an acceptable level of performance despite extremely difficult market conditions. The division's reported net revenues of CHF 721.8 million for 2010 came in – 7.2 % lower than those generated in 2009. It should be noted that the expiration of distribution contracts previously in place with the Own Brands production companies reduced the division's 2010 net revenues by 5.6 %. After adjusting for currency fluctuations and acquisitions, Valora Trade's 2010 net revenues were CHF 51.8 million down on 2009 levels. Stripping out the effect of the expired Gillebagaren AB und Sørlandchips AS (Own Brands) contracts, the decline in Valora Trade's net revenues between 2010 and 2009 came in at a relatively moderate CHF 8.2 million, which represents a shortfall of – 1.1%.

Due to the increased emphasis placed on commission-based transactions in the Nordic countries, Valora Trade saw its adjusted net revenues decline in every market in the region except Sweden, where adjusted net revenues rose 4.3 %, largely thanks to business developed with Reckitt & Benckiser. In most Nordic markets, increased commission income made good the shortfall in net revenues at the gross profit level. The exception to this was Trade Norway, whose gross profit did not match its 2009 level, due to the discontinuation of the Sørlandchips contract and a decline in the net revenues generated with existing principals. In Central Europe, the most noticeable fall in sales occurred at Trade Germany, where net revenues were down – 42.8 % on 2009, following the departure of their Own Brands principal Gillebagaren. Net revenues at Trade Switzerland and Trade Austria also declined in 2010, by – 2.1% and – 7.0 % respectively, principally as a result of lower confectionery volumes. The Valora Trade division as a whole saw its 2010 gross profit ease slightly, to CHF 154.7 million, before adjustments for currency fluctuations and acquisitions. The gross profit margin improved significantly, rising 1.5 percentage points to 21.5 %.

Net adjusted operating costs rose by CHF 0.5 million on the year, with most of this increase being attributable to the ongoing development and expansion of the Nordic IT platform, which will put a uniform Nordic systems landscape in place, as well as creating a supranational, category-based organisational structure in the Nordic markets. Conversely, lower staff and logistics costs in Switzerland, Germany and Austria helped to reduce operating expense in those countries, thus partly making up for their lower turnover.

These factors resulted in operating profit, after adjusting for acquisitions and currency fluctuations, of CHF 17.5 million, a CHF 4.8 million shortfall compared to 2009. Including the effects of acquisitions (CHF +1.2 million) and adverse exchange rate movements (CHF – 1.0 million), Valora Trade's reported EBIT came in at CHF 17.7 million. Notable success was however achieved by the division's two largest national companies, Trade Denmark and Trade Switzerland, both of which increased their operating profits to new, record levels. The division's overall EBIT margin of 2.5 % means that its profitability remains within its targeted range of 2 %– 3 %.

E CORPORATE

The Corporate division – comprising Valora's Swiss logistics operations, corporate information services and Group support functions in finance, human resources, business development, legal services and corporate communications – saw its net revenues from logistics services to third parties decline by CHF 1.0 million, or – 9.1%, to CHF 9.7 million. Corporate's objective over the medium term is to increase revenues from third parties by targeting the acquisition of new customers for start-of-day logistics packages. The relocation of the logistics facilities to Egerkingen and ongoing streamlining of logistics processes means that it is now possible to offer these additional services.

During 2010, the Corporate division managed to reduce its direct costs by CHF 11.5 million, a saving of 8.0 % versus 2009 levels. This improvement is mainly due to cost savings in logistics operations in Switzerland and in Group finance. Logistics costs were reduced despite significantly higher throughput, with beverage volumes, for example, increasing by +40 %. Valora has a policy of charging the net costs of the Corporate division – i.e. its operating costs minus the logistics revenues generated from third parties – to the invidual divisions on the basis of the use they make of them. Revenue and expense which is unrelated to the market divisions is reported under «other».

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F FINANCIAL RESULT AND TAXES

The results the Group achieved from its financing activities in 2010 are characterised by interest rates remaining at historically low levels and by the volatility of exchange rates, with the Swiss franc appreciating significantly against the major currencies in which Valora does business. These factors resulted in a CHF 2.6 million deterioration in Valora's net results from its financing operations, most of which is due to exchange rates. Thanks to an early decision to hedge more than 70% of the currency risk on intra-Group loans, currency losses in 2010 were limited to CHF 2.6 million, after a CHF 0.2 million loss in 2009. Net interest expense came in at CHF 4.7 million, roughly in line with 2009, even though the need for new financing increased somewhat due to the acquisitions made during the year. The recently announced «Valora 4 Growth» strategy will make for greater financing requirements in the next few years, and active steps are already being taken now to address these future needs.

The Valora Group's overall tax rate for 2010 rose 0.4 percentage points on the year, to 16.8%, and is thus well below the expected long-run average level of 18%. Consolidated tax expense of CHF 12.5 million comprises CHF 8.3 million of current income tax expense and CHF 4.2 million of deferred income tax expense. Income tax payments made in 2010 amounted to CHF 7.9 million.

G LIQUIDITY, CASH FLOW AND KEY FINANCIAL DATA

Key financial data

in CHF million	**2010**	2009
Cash and cash equivalents [1]	130.5	161.6
Free cash flow [1]	**8.5**	**46.0**
Shareholders' equity	478.1	453.7
Shareholders' equity in % of total assets	**43.6%**	**41.3%**
Group net profit	63.6	54.9
Net debt [1]	14.1	– 15.8
Net working capital [1]	125.4	109.3
Net working capital in % net revenues [1]	4.4%	3.8%
Earnings per share [1]	**22.35**	**18.94**

[1] from continuing operations

Despite spending CHF 32.0 million on acquisitions and paying an increased dividend in 2010, the Group maintains a sound balance sheet, with net debt of CHF 14.1 million. Deadline-related investments of CHF 26.4 million in net working capital had an adverse impact on liquidity, thus reducing operating cash flow by CHF 27.5 million compared to its 2009 level. This negative effect on cash flow resulted from a marked increase in annual reimbursements due to Valora, which were not paid until January 2011, and a one-off increase in social security pre-payments. Further positive progress was made on the inventory front, with year-end inventory values being reduced by CHF 11.9 million versus 2009 levels. This was partly thanks to savings made possible by the new integrated inventory management system and partly due to enhanced purchasing processes.

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Free cash flow for 2010, at CHF 8.5 million, was CHF 37.5 million lower than in 2009, though it should be noted that this includes the new acquisitions Valora made in Germany and Norway. The «Valora 4 Growth» strategy takes as its base case a normalised free cash flow, before acquisitions but after dividend payments, which will average CHF 40-50 million over the next 5 years. Assuming purchases are fairly evenly staged over time, the plans for acquisition-led expansion set out in the «Valora 4 Growth» strategy should be achievable with the financial resources Valora has available to it.

The Group's equity cover reached 43.6 % of total assets at December 31, 2010, a 2.3 % increase on its 2009 level. This brings it close to where it was at the end of 2007, before the share buy-back programme was initiated. Shareholders' equity was adversely affected by the appreciating Swiss franc, which resulted in curency translation losses of CHF 25.0 million. Return on equity rose to 12.9 %, a 1.2 percentage point increase on 2009.

H VALORA VALUE ADDED

Valora Value Added in CHF million	**2010**	2009
Operating profit (EBIT)	81.3	68.1
Average invested capital	647.3	655.3
WACC	7.0%	7.0%
Capital costs	45.3	45.9
Valora Value Added	**36.0**	**22.2**

In order to measure the sustained return it earns over and above its cost of capital, the Valora Group introduced the concept of Valora Value Added (VVA) in 2008. VVA is based on the classical definition of economic value added. In order to ensure comparability between reporting periods, Valora Value Added is calculated on the basis of operating profit minus the Group's weighted average cost of capital (WACC), the weighted average of its equity and debt financing costs. The current calculations, which are based on industry comparisons and expected interest rate levels, put WACC at 7 %. Valora regularly reviews its WACC assumptions, adjusting the WACC figure if it moves outside a defined range. Management's focus is on achieving a sustainable increase in VVA, thus ensuring that the value of the company increases in an enduring fashion. In 2010, the Valora Group generated VVA of CHF 36.0 million, CHF 13.8 million more than a year earlier. Stripping out the effect of World Cup products from the Group's 2010 operating profit shows that the sustainable increase in VVA achieved in 2010 amounted to CHF 7.5 million. This increase reflects both an improvement in operating profit and greater efficiency in capital deployment.

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I OUTLOOK

Over the last 2 years, the Group's disciplined and consistent implementation of the «Valora 4 Success» strategy it launched in 2008 has enabled it to make substantial progress, especially with regard to efficiency and profitability. The main achievement of this fundamental strategic initiative, which is now already 80 % complete, has been to create a sound platform for future development. Building on this, Valora's Board of Directors and Group Executive Management unveiled «Valora 4 Growth», the Group's new medium and long-term strategy, at the media and investors' day held in late November 2010. The new initiative will extend the «Valora 4 Success» strategy, widening the Group's focus to encompass both organic and acquisition-led growth, thus enabling it gradually to become a leading trading company in the pan-European arena. By 2015, Valora's objective is to increase its external sales by 60 % to CHF 4.8 billion and double its operating profit.

The main task for 2011 is to build further on the progress which has already been made in the Group's existing businesses, so as to reach the margin and revenue targets Valora has set itself. To achieve this, Valora Retail will concentrate on the continuing development of the franchise and agency model its has already successfully introduced and on further initiatives to streamline its internal processes. Concerted efforts to develop its revenues from services and promotions will provide additional impetus for future organic growth. High expectations have been placed on the P&B and avec. formats, both of which can be expected to continue gaining momentum. Valora Retail's success over the last two years demonstrates that the division is on the right trajectory and that this should be consistently pursued. Valora Services will continue to have to contend with a declining overall press market in 2011. That is why it is essential that further progress be made on the costs front, with centralised processes and streamlined logistics enabling further cost savings to be achieved. To compensate for non-recurring revenues, Valora Services will continue to develop its distribution services and to open up new business areas. By expanding and continuing to professionalise its market-oriented services, Valora Trade is expected to generate significant growth from new and existing principals in 2011.

Valora intends to complement the development of its existing businesses with acquisition-led growth initiatives which will aim to generate some 8 % of additional growth in the Group's external sales every year from now until 2015. To reach these sales growth objectives, Valora Retail's acquisition strategy will be directed towards the consolidation of Germany's currently fragmented kiosk market and on the purchase of up to two new retail formats. Valora Trade, for its part, aims further to strengthen its position as a pan-European distributor of branded goods by signing up new principals in growth categories in its existing markets and acquiring leading distributors in new markets.

The Board of Directors and Group Executive Management are confident that the «Valora 4 Growth» strategy will enable Valora to complete a further stage in its development which will be beneficial to all its stakeholders.