



"Everything should be made as simple as possible, but not simpler."

(Albert Einstein)

- 4** VALORA RETAIL **Simply blue? It's not as simple as that!**
- 8** VALORA PRESS & BOOKS **Processes simplified with the new press software**
- 12** VALORA TRADE **Sørlandschips: only a click away**
- 16** VALORA IMAGING **Photography has a future – a story**
- 19** VALORA MANAGEMENT SERVICES **Rules of the game at Valora**
- 22** STORIES **Our stakeholders on Valora**
- 24** LAST PAGE **Simply complicated**

SPECIAL SUPPLEMENT

The big Valora Inside Reader Survey

What do you like about Valora Inside?
What could be improved?

Take part and win! We are offering
5 dinners each worth 100 euro!

Send us the completed question-
naire by 20 December 2005!

Valora from the point of view of its stakeholders

22

Valora does not operate in a vacuum. Everything that we decide and do, has effects on others, on our stakeholders. In addition to the owners (shareholders), all employees, customers, suppliers, but also the public, the media and the state are regarded as stakeholders. They all have different interests and demands. Customers want quality and reliability, employees require things of their workplace, the shareholder of the share price and annual dividends ...

Valora must consider all these interests in its actions, if it wants to have lasting success. We asked some stakeholders: What do you think of Valora and what do you think should be simplified:

Analyst

James Amoroso, share analyst at Helvea SA. He analyses companies in the food and retail industry, sometimes at European level. He attempts to combine industry trends with companies' qualities or abilities in order to make prognoses for the relevant company and get them incorporated into a stock valuation. The aim is to give investment advice to institutional investors.



What does Valora mean to you?

A company experiencing radical change, on the way to drawing up a clear strategy, introducing into the corporate culture a new way of thinking and doing business, establishing up-to-date structures and systems. Above all, a company which is trying to move forward in spite of an unfavourable environment.

What would you simplify at Valora?

On a strategic level, I would stop manufacturing foods (e.g. Kägi, Roland) and instead expand or acquire in the Trade sector. The aim would be to consolidate its position in western Europe and establish a presence in eastern Europe so that Valora becomes a top-class company throughout Europe for marketing branded products.

On an operational level, I think it is a matter of urgency and essential to get a unique, integrated, modern computer system off the ground.

Media

Gret Heer is editor of Handels Zeitung, Zürich. She specialises in the retail trade and food industry.



What does Valora mean to you?

A company which has made headlines in recent years, for the wrong reasons. It's a pity. A company which is still a building site.

What would you simplify at Valora?

Communicate with the public in a simple, quick and clear way, i.e. more information, more often.

B2B – Customer

Mogens Jensen is Director of Purchasing of Dansk Supermarked.



What does Valora mean to you?

The Valora Trade Denmark Food sales organisation is extremely effective and we are very happy with our collaboration with them, as well as in our stores and at Head Office.

They are efficient and follow up on central campaigns. Valora's service is good and we see satisfactory growth in our business with Valora Trade Denmark Food.

Customer

Myriam Brotschi from Grenchen works as a communications expert at Wortschatz, Zurich. She is a kiosk customer and also had contact with Valora through her job, to place adverts. We asked her some questions at the kiosk Bahnhof Nord, Grenchen:



What does Valora mean to you?

Valora? This kiosk here is one of theirs. Oh yes, and Merkur and Fotolabo belong to them. I know someone who works there.

What would you simplify at Valora?

Being a customer, you don't notice Valora, so I don't know what you could simplify at Valora. As a customer, you don't know what goes on, you just want to buy your coffee.

Institutional Investor

Alexander Galbiati, Analyst with UBS Global Asset Management, Zurich. He works as an analyst in company analysis and in portfolio management for Swiss Small & Mid Caps.



What does Valora mean to you?

Before I started work as an analyst, I didn't know that the Kiosk Group belongs to Valora Holding, as I pass by the kiosk at the Stauffacher in Zurich almost every morning and get my shopping. As a private individual, Valora is therefore part of my daily life, as an analyst I see that Valora may be undervalued by the market, which can open up opportunities.

What would you simplify at Valora?

The main problem with Valora seems to be the complexity of the product range. However, changing this takes time and patience, for investors too.

Principal

Juan Perales is European Director of Au'some Candies, Sitges, Spain. He sells products made by Candy Novelties Works Ltd., Hongkong, throughout Europe (e.g. TOGGO Flic'n'lic in Germany), and mediates between manufacturer and customers in Europe to ensure that they are given the best service.



What does Valora mean to you?

Valora is a solid company with very good sales organisations. Some of Valora's distribution companies are already customers of mine.

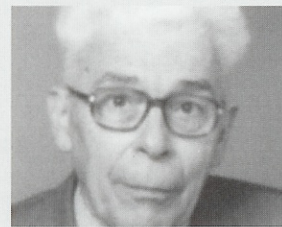
What would you simplify at Valora?

I would implement central marketing, so standard products could be developed for all Valora Trade companies.

Photograph: Juan Perales with the new Head of Marketing of Candy Novelties visiting Valora Trade in Wallisellen (CH)

Shareholder

Dr. oec. Max Boemle is Emeritus Professor of Accountancy and Finance Management at Fribourg University and Honorary Professor at the Ecole des HEC at Lausanne University. As a small shareholder, he has held shares in Valora for many years.



What does Valora mean to you?

I am a Valora shareholder out of tradition: Merkur was the first share I bought because at the time this business was relatively easy to understand. However, from a rational investor's point of view, Valora is a big disappointment. A definite core business is difficult to see because of the many acquisitions.

What would you simplify at Valora?

That's difficult to say, as an outsider. Things need to be simplified, undoubtedly. This has already been started by the new management. However, I wonder whether things have been simplified too much with the sale of the Merkur cafe business.

Employee

Mirjam Marti works in the Accounting Centre of Valora in Berne. Amongst others she is responsible for the reporting of the company cars (functional steps 1-3), several accounting tasks, apprentices as well as for inter-company invoicing.



What does Valora mean to you?

My employer. My first job. At Valora I completed my vocational training and collected my first work experiences ... and I hope, that there will be more of them in future.

What would you simplify at Valora?

Due to my work in the accounting department I happen to come across a lot of bills payable. Of course I only see a tiny part of the whole picture. However, there are times when I feel that one could save or spend money in better ways.