

Business model

Our business model is at the heart of everything we do. It supports our growth and defines the activities we engage in, the relationships we depend on and the outputs and outcomes we aim to achieve in order to create value for all of our stakeholders in the short, medium and long term.

Capitals engaged

Human

We work continually to develop the competencies, capabilities and talent of our people, a critically important asset.

i See more on pages 34-37

Natural

Water, energy and other natural resources are important inputs to our value creation processes, and we seek to use them efficiently.

i See more on pages 24-25 and 49-53

Social and relationship

Social and relationship capital includes our reputation and our ability to earn and maintain the trust of key stakeholders.

i See more on pages 38-41

Financial

We seek to use all funds efficiently, whether obtained through financing or generated from operations or investments.

i See more on pages 54-58

Intellectual

Our knowledge-based assets include our brands and brands we license, as well as proprietary technology, standards, licences and processes.

i See more on pages 42-48

Manufactured

We carefully manage our stock of manufactured capital, including equipment and buildings, held to produce and distribute our products.

i See more on pages 49-53

Value added by

Working with partners

Our partnership with The Coca-Cola Company gives us exclusive rights to manufacture, sell and distribute their branded products in our territory. They also produce and supply our Company with the concentrate, or syrup, that is the main ingredient for our beverages.

Marketing

● Brand investment –
The Coca-Cola Company

Serving customers effectively

We manage customer relationships as well as promotions and displays at the point of sale. Our customers rely on us to have a full range of quality products on the shelves every day, so that they can satisfy consumers' refreshment needs. In order to give our customers the best possible service, we segment each market and serve each customer based on size and need, taking into account prevalent market conditions.

In-market execution

● Growth in category
volume

Working with suppliers

We rely on our supply chain for many types of inputs to our business, including equipment and machinery and consultancy services and software. Partnering with responsible, dependable, efficient suppliers allows our Company to focus on what we do best – producing and distributing beverages that bring smiles to consumers.

Cost efficiencies

● Investment in production
optimisation

Use of cash

● Working capital
management

Leveraging our growth model

Value created

By running a profitable, sustainable, responsible business, we create value which is subsequently both retained by our business, making it stronger, and shared with all of our stakeholders.

Employees

Developing, recognising and rewarding our people secures a skilled and motivated workforce.

Direct employment
31,083

Customers

Our efforts to produce products efficiently and responsibly build value for our customers' businesses.

Met or exceeded customers' expectations
94.8%

Shareholders

Through the process of managing all inputs to our business well, we create profits which benefit shareholders through dividend payments and share value.

Net profit
€344m

Suppliers

As we create value, we support businesses throughout our value chain, and support job creation beyond our business.

Supplier spend
€3,138m

Communities

When our business is profitable, sustainable and responsible, the communities where we operate benefit through job creation, tax payments to governments, useful products and services, and minimisation of environmental impact. We also have a commitment to invest 2% of our pre-tax profits in programmes to support communities in our territory.

Total taxes
€281m

● In-store activation – Coca-Cola HBC

Serving consumers and communities

We offer a range of beverages to satisfy evolving consumer preferences. By providing products that meet consumer needs and operating a responsible, sustainable business, we create value for the communities where we operate.

Create demand

● Share gains

● Price and mix improvements

Producing cost-efficiently

Using concentrate from The Coca-Cola Company, and other ingredients, we produce, package and distribute products. We produce nearly all of the products we sell at our production facilities that also have distribution centres and warehouses. Utilising these facilities wisely helps us produce products responsibly and is key to our profitability.

Grow the top-line

● Operating expense reduction

● Leverage top-line growth

● Disciplined CapEx investment

● Enhanced EBITDA growth

Expand margins
Invest in the business