

Chief Executive Officer's letter

Opening up moments together



In 2024, we achieved another strong year of growth in a range of market conditions, while continuing to evolve our culture across our markets. Our passionate teams executed with excellence, further strengthening relationships with our partners and creating joint value with our customers. We look forward to opening up more opportunities for growth for all we serve in 2025."

Seizing the opportunities ahead

2024 has been another extraordinary year. The external environment continued to be challenging across our markets. Along with others in our industry, we navigated normalised inflation in Europe and high inflation in Nigeria and Egypt, as well as geopolitical tensions, a dynamic macroeconomic backdrop and some uncertainty in the consumer environment.

In true Hellenic spirit, we reflect and learn from these challenges so we are prepared and can take bolder decisions to drive growth and win in the market... in every challenge we search for the opportunity.

The consistent strategic choices we have made, along with our bespoke capabilities, put us in a strong position to go after many opportunities. We have solid foundations, ambitious plans and hardworking, cohesive, resilient teams who are equipped and ready to adapt as needed. All of this is underpinned by our vision of being the leading 24/7 beverage partner and by our commitment to be the first-choice partner for our customers.

The importance of our teams

It has been over a year since we launched our renewed purpose: to open up moments that refresh us all, which has been very well embraced with positivity by our teams across our business units. Along with our vision and values, our purpose serves as the anchor for each of us every day, to continuously grow and succeed. Our strong employee engagement results this year are a testament to the strong culture we are embedding and maintaining across our business.

I would like to thank all our colleagues for their extraordinary efforts over the past year, as well as The Coca-Cola Company (TCCC), our customers and our partners for their valued partnership and trust, which continues to push us to go the extra mile. Together, we are creating value for all that we serve.

Strong partnerships, a 24/7 portfolio and unrivalled market execution

With our valued partners, including TCCC, Monster, other brand partners, and our customers and suppliers, we are developing impactful promotional activation plans and best-in-class market execution, with a clear focus on building the future together.

We continue building and strengthening our 24/7 portfolio, which is suited to offer consumers a variety of brands and products for all drinking moments throughout the whole 24 hours. Sparkling, Energy and Coffee continue to be our strategic priority categories within our 24/7 portfolio. Sparkling is the most important driver of our growth. Working closely with TCCC, we have developed targeted marketing campaigns and activations for world-leading events including Euro 2024 and the Olympic Games. Coca-Cola has continued to drive our volume growth over the last several years. Adult Sparkling has been a positive contributor to volume and revenue-per-case expansion, and we have benefitted from innovations in Schweppes and Kinley, as well as the launch of Three Cents into more markets.

Our energy category continued to grow in 2024, with increases in share and volume. This year was the ninth consecutive year of strong double-digit volume growth. During the year, we introduced Monster Energy Green Zero Sugar to open up new opportunities for incremental expansion within the category through a no-sugar option. Our multi-brand portfolio in Energy provides a targeted offering to different markets, demographics and affordability needs.

Our coffee portfolio also delivered strong results. Caffè Vergnano has expanded across our markets in premium Hotel, Restaurant and Café (HoReCa) outlets, while Costa has seen impressive growth in our focus area of the Out-of-home channel.

Among several other consumer relevant categories like Tea, Water and Juices I would single out the very inspiring and growing opportunity

with the sports drink category where we have been achieving excellent results with Powerade.

Following our acquisition of Finlandia Vodka in 2023, I'm pleased with its smooth integration into our business and the expansion of distribution into our markets. I look forward to seeing exciting plans come to life that will elevate Finlandia in 2025 and beyond. We continue our strong partnership with Premium Spirits brand owners, including Brown-Forman, Edrington and Bacardi.

Investing for growth

In 2024, we made further significant progress in our digital transformation journey. We continue to invest in data, insights, analytics and advanced digital tools so we can better support our customers in driving joint growth and identifying new opportunities.

We have also started establishing a new Digital Hub in Cairo to complement our Digital Hubs in Sofia and Athens, empowering our teams across the whole company with more in-house resources and digital tools to fuel innovation. The new Digital Hub will create roles in critical areas such as data engineering, AI engineering and data visualisation by the end of 2026.

Our industry-leading, comprehensive learning curriculum supports and upskills our teams to be best-in-class, and to be able to adapt and thrive in fast-changing environments. Our prioritised capabilities differentiate us in the eyes of our customers across all channels. Our bespoke programmes, such as the Sales Academy, Data, Insights & Analytics Academy and Supply Chain Academy are equipping our teams to be the best in the industry.

We continue to prioritise a Make It Simple mindset, with each of us playing a conscious role in simplifying all that we do. Since 2023, our efforts have released more than one million hours of employee time, boosting employee engagement, proactive collaboration and customer satisfaction.

Chief Executive Officer's letter continued

Sustainability remains a core focus

This year, we were ranked – for the eighth time – as the world's most sustainable beverage company in the Dow Jones Best-in-Class Indices. Retaining our leadership position is a real achievement and comes from our clear and ambitious sustainability strategy and our consistent approach to investment, innovation and partnerships.

We feel proud to be leaders in sustainability and are on target to meet our objective of achieving net zero by 2040. 2025 will be the final year of our Mission 2025 goals and we have already reached 9 out of our 18 targets, ahead of the target year. For the fourth consecutive year, we are reducing our absolute greenhouse gas emissions (scope 1, 2 and 3) and performing in line with our NetZero40 roadmap, while growing our business.

Packaging circularity remains a critical priority. Our first Coca-Cola System-owned and operated packaging collection hub in Nigeria which we

launched at the beginning of 2025 is a great example: we see empty bottles as a valuable resource that can be given another life, help to decrease our costs, and achieve our collection targets. Nine of our markets have Deposit Return Schemes (DRS) with the most recent schemes launched in Romania, Hungary, Ireland and Austria. Early results are encouraging – for example, in Romania, the average return rate reached 77% of containers sold in the market in the last three months of 2024.

The communities where we operate have always been important to us. We exceeded our #YouthEmpowered target of training one million young people in 2024 – a year early. The Coca-Cola HBC Foundation made donations to flood-relief initiatives: rebuilding houses and community centres; providing food and emergency supplies; and replacing damaged medical equipment in hospitals in Greece, Nigeria, Poland, Romania, Hungary and Bosnia & Herzegovina.

Strong financial performance

I am proud that we have delivered yet another year of double-digit growth, with a 13.8% increase in organic revenues. Growth was high quality, with volume expansion in each of our segments and across our three strategic priority categories, and with continued share gains. This growth is driving real benefits for our customers. In 2024, we were

once again the number one contributor to retail customers' absolute revenue growth within fast-moving consumer goods (FMCG) in Europe, according to Nielsen.

The resilience of our business is supported by the diversity and growth potential of the market we operate in. In 2024, we navigated a range of macroeconomic conditions to achieve an expansion in organic EBIT of 12.2% and a 9.5% improvement in Comparable EPS.

Throughout the year, we continued to invest in developing our 24/7 portfolio, our markets and our capabilities, all in service of our vision to be the leading 24/7 beverage partner. These investments are also generating strong returns and, in 2024, our ROIC expanded by 190bps to 18.3%, testament to the value we are creating for investors.

Looking ahead

We have a culture where the growth mindset of our people is the driving force of our development and progress. We have built our resilience and agility to make sure we are able to overcome challenges and grow. Our sustainability strategy is central to those efforts, as we believe that achieving strong results goes hand in hand with doing that in a good way. Our valued partnerships, our unrivalled 24/7 portfolio, our bespoke capabilities and, of course, our passionate and committed team, are key components in our success. At the same time, we continue to listen to our customers and consumers, to understand and respond to their needs and market trends. I am excited by the abundance of opportunities that we have in our industry. Together, as One Team, I look forward to continuing to shape the future and create shared value; acting on our purpose to open up moments that refresh us all.



Zoran Bogdanovic
Chief Executive Officer

Linking our vision, purpose, growth pillars and targets

Our Purpose

Open up moments that refresh us all

Our Vision

The leading 24/7 beverage partner

Our Values

- Customer first
- We over I
- Make it simple
- Deliver sustainably

We have five strategic growth pillars

- 1 Leverage our unique 24/7 portfolio**
- 2 Win in the marketplace**
- 3 Fuel growth through competitiveness and investment**
- 4 Cultivate the potential of our people**
- 5 Earn our licence to operate**

Read more about our growth pillars on p.14 to 29

Our targets and how we measure our progress (KPIs)

Financial

Our medium-term targets include organic revenue growth of 6% to 7% per year on average and 20-40bps of organic comparable EBIT margin expansion per year on average.

Sustainability

Our sustainability targets include Mission 2025 and NetZero40.

Please see Tracking our progress for details.

Tracking our progress p.30 to 34

Our strategy and targets link directly to executive remuneration.

Please see our Directors' remuneration report for details.

Read more on p.222



Nigeria's first-ever
Coca-Cola System-owned
and operated packaging
collection hub