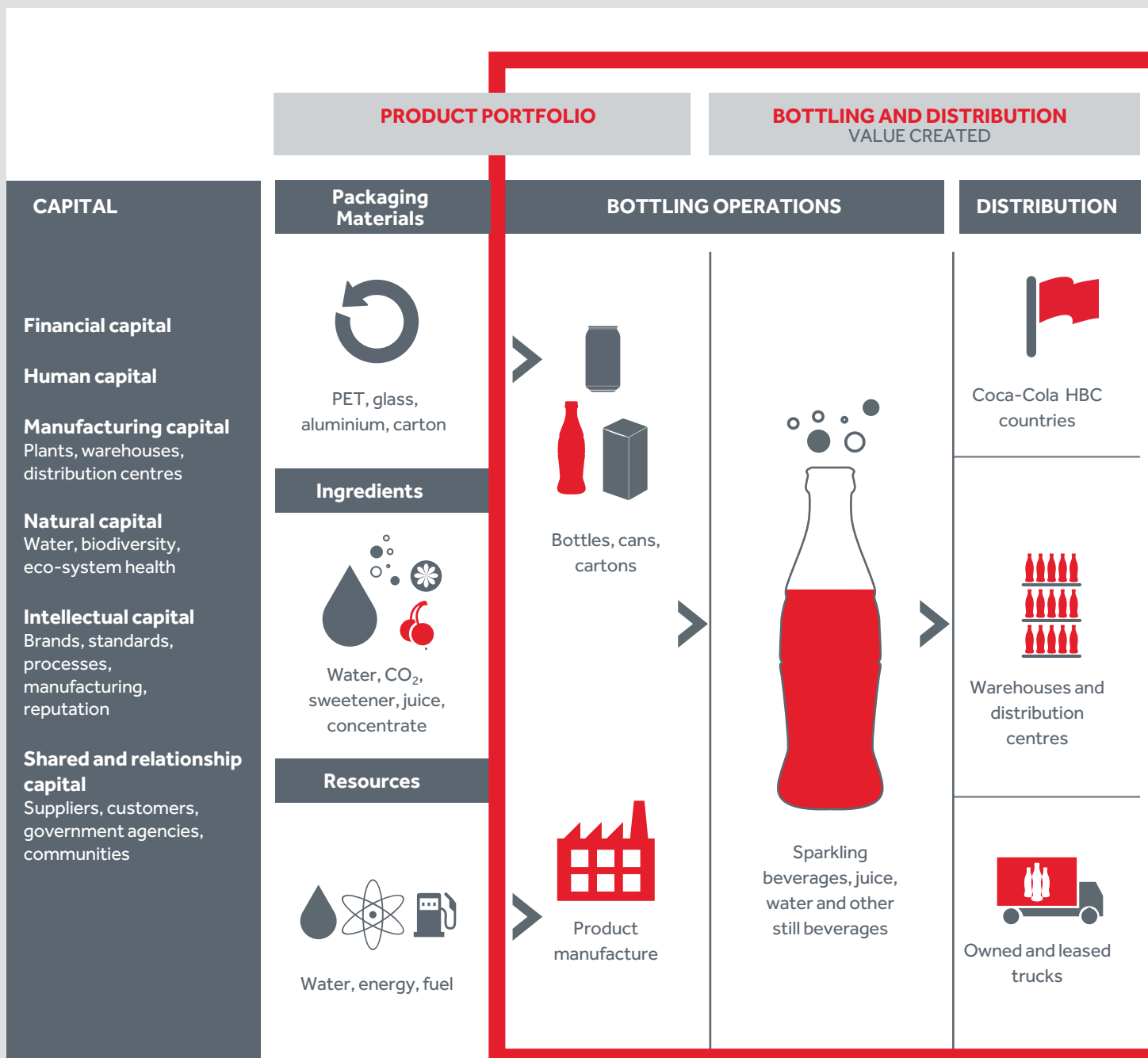
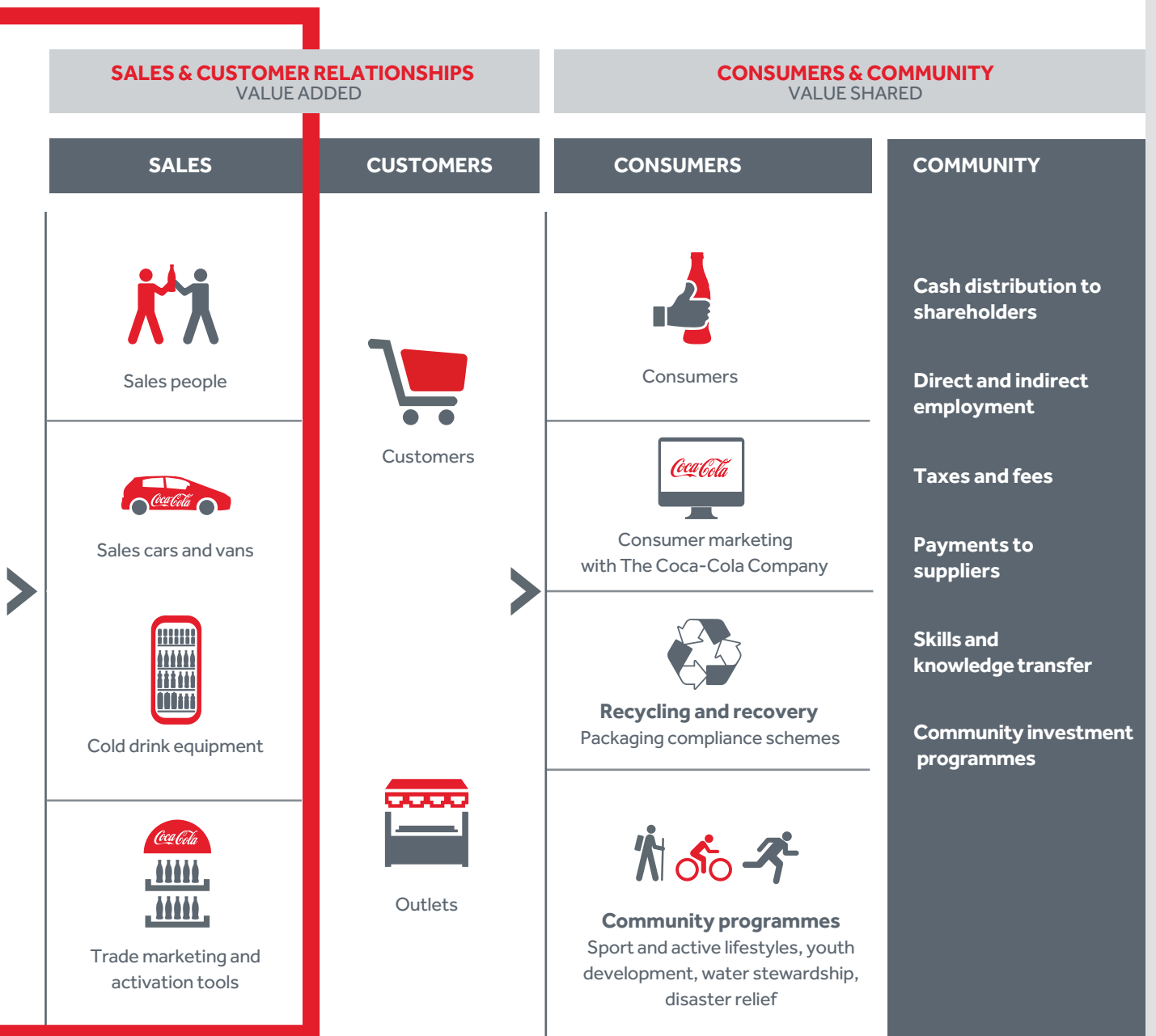


Generating, capturing and sustaining value

Our business model is fundamental to our ability to create value and to build a sustainable competitive advantage.





Executing our strategy in a consistent manner

Our Play to Win strategy is driving excellence across our business. With clearly defined values and objectives, we are working as one team together with our partners in growth, The Coca-Cola Company.

Our strategic objectives

Introduced in 2011 and now embedded in our business, our Play to Win strategy is the framework that drives consistent excellence across our 28 markets. Play to Win incorporates our values, key people enablers and four strategic pillars: Community Trust, Consumer Relevance, Customer Preference and Cost Leadership (4Cs). Our strategy enables our people to perform as one team and achieve sustainable growth together with The Coca-Cola Company. This is the basis for our operational and financial activities, all of which aim to leverage the long-term growth drivers of our business.

The Play to Win strategic framework aims to drive our four objectives: winning in the marketplace; growing revenue ahead of volume; cost leadership and free cash flow generation with engaged talent as the foundation for all.

Winning in the marketplace is focused on gaining market

share and capturing disposable income first. Our success in the marketplace is revenue-led. Using a wide range of tools, we manage our categories and packaging mix, so that we can remain relevant to our consumers and achieve revenue growth ahead of volume growth, taking price and affordability into consideration.

Our focus on Cost Leadership is achieved through our culture of personal cost ownership as well as removing costs where possible, standardising our systems and exploiting synergies and shared services. We also achieve this through optimising our logistics and manufacturing infrastructure, leveraging the close proximity of the vast majority of the countries we serve.

Reducing working capital and managing operating expenses enables us to achieve solid free cash flow generation year after year.

OUR VISION

To become the undisputed leader in every market in which we compete.

OUR MISSION

We seek to refresh our consumers, partner with our customers, reward our stakeholders and enrich the lives of the people in our local communities.

OUR PURPOSE

“Bring togetherness, spread happiness and inspire a better future” motivates our employees to make a meaningful contribution to business and society.

OUR VALUES

Authenticity

We act with integrity, and do what is right, not just easy.

Excellence

We strive to amaze, with passion and speed.

Learning

We listen and have a natural curiosity to learn.

Caring for our People

We believe in our people, invest in them and empower them.

Performing as One

We believe in the power of working together, contributing in every interaction.

Winning with Customers

Our customers are at the heart of everything we do.

Our strategic framework



Gaining and maintaining trust is crucial for creating a sustainable business. This requires a system-wide commitment to the wellbeing of our consumers, the sustainability of our communities and the management of our environmental footprint. By running our operations in a responsible way, we will ensure that stakeholders trust our brands, the Coca-Cola System and Coca-Cola HBC as a good corporate citizen.

We provide a wide variety of beverage products for every lifestyle and occasion. These fall into five categories: sparkling, our main driver; juice, water, energy and sport drinks and ready-to-drink tea. We use our OBPPC tool as well as continuous product and package innovation to win at the point of sale. Coca-Cola, Coke Zero and Coca-Cola Light (known as diet Coke in some markets) are our key drivers of growth.

We aim to be the strategic partner of choice for our customers – to be valued as a company with whom it is easy to do business, who gets everything right the first time and who adds value on every occasion. One of our key tools to achieve this is the range of joint value creation (JVC) opportunities we offer our customers. We support these through excellence in marketplace execution and efficient, continuous route to market improvements and accurate logistics.

We are becoming a stronger, leaner and more efficient organisation that achieves margin growth. We are doing this by standardising our business processes, optimising our infrastructure and embedding a culture of personal cost ownership. Following the roll-out of SAP Wave 2 in 27 of our 28 countries, we can leverage our scale for shared services and cost efficiencies.

 See page 20 for more information

 See page 26 for more information

 See page 30 for more information

 See page 34 for more information