

# SUSTAINABILITY REPORT OF THE COCA-COLA SYSTEM IN BULGARIA 2020 – 2021





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# STATEMENT FROM THE GENERAL MANAGER

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## Juerg Burkhalter

**General Manager**

Coca-Cola Hellenic Bottling Company Bulgaria

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**For more than half a century, we at the Coca-Cola System in Bulgaria, have been uniting the knowledge, resources and the drive for excellence of the Coca-Cola Company along with the proven experience in bottling, distribution and sales of Coca-Cola Hellenic Bottling Company in order to build on our sustainable development and create value for our customers, consumers and the whole society.**

As for all industries, the past two years have been challenging for us as well. I am proud that thanks to the team efforts of all of our nearly 3,000 colleagues in the Coca-Cola family we managed to effectively adapt to the new reality and at the same time we fulfilled our commitment to support our team, the community, and our customers and partners.

As a system whose economic impact equals to 0.5% of the country's GDP, we take our responsibilities to local communities seriously. Thanks to "The Neighborhood Shop" campaign, in the period 2020 – 2021, we managed to support 1,700 small outlets in the country in

overcoming the consequences of the pandemic.

We strive to provide world-class marketing support and excellent sales service to all our more than 40,000 customers in Bulgaria in order to partner with them effectively and continue to grow together. The economic impact of the Coca-Cola System in Bulgaria is expressed in the added value of 640 million leva. 75 stotinki of each lev spent for a bottle of Coca-Cola remain in the local economy. The System pays 278 million leva in taxes and fees to the state budget, which equals nearly 1% of Bulgaria's tax revenues and 1/2 of the state expenditures for cultural activities or the annual expenditures for the education of about 95,000 pupils. Together, we maintain 14,700 jobs throughout the value chain, which is about 0.5% of total employment. The System buys goods and services worth over 131 million leva from local suppliers, which confirms its support for the Bulgarian economy.

On the pages of this Sustainable Development Report you will find out that behind the 355 million liters of drinks produced by the company there are a number of innovations, as well as infrastructure projects in our plants in Kostinbrod and Bankya worth 12 million leva. In 2021, we managed to reduce the total amount of waste from our production by 23% compared to 2019, and 72% of the energy used comes from renewable sources. Our 2025 targets are already completed – 100% of the packaging of our products are recyclable, and we reduced direct carbon emissions by 30%. The topic of water resources protection has also always been among the most important ones for us, especially since last year Bulgaria was moved to the list of high water risk areas. That is why we are especially proud that in 2020 we became part of the Alliance for Water Stewardship (AWS), and in 2021 we also managed to achieve a record reduction of water consumption in our plants by 16%.

We continued to enrich and develop our 24/7 portfolio, with Bulgaria becoming the first European market of the 29 countries in the Coca-Cola HBC group to launch Costa Coffee. Among our fresh additions were also Schweppes Pink Tonic Style, the new Cappy Lemonades, the functional hydrating drink AQUARIUS, etc. Our alcohol portfolio also enjoys a phenomenal upgrade in terms

of types, colors and brands that satisfy the desires of each consumer.

Of course, as a growing and responsible business, we made even bolder commitments in the name of our common better future, namely to achieve net zero emissions by 2040, and to collect and recycle 100% of the packaging we place on the market by 2030. The goals are ambitious, but I am convinced they are achievable. It is no coincidence that this year Coca-Cola HBC was named the most sustainable beverage company in Europe according to the Dow Jones Index, while, for the 11th time in a row, it was among the top three companies in the sector on a global level.

However, all these achievements would not be possible without the most important ingredient in the recipe for success of the Coca-Cola System, our people. They have dedicated hundreds of hours to increase the motivation, knowledge and skills of nearly 10,000 young people through our Youth Empowered program, as well as to support a number of environmental and charitable initiatives as volunteers. I truly thank all of them for their enthusiasm, dedication, inspiration and the good examples we share with our customers, partners and society as a whole.

# SOCIO-ECONOMIC RESULTS AND IMPACT OF THE COCA-COLA SYSTEM IN BULGARIA IN 2021\*



## COCA-COLA IS A LOCAL BUSINESS



**355 million liters**

Coca-Cola is a local business which produces 355 million liters in a non-alcoholic beverage in Kostinbrod plant and a mineral water bottling Bankia plant



**5 legal entities**

The system of Coca-Cola in Bulgaria consists of 5 legal entities:

- Coca-Cola Hellenic Bottling Company Bulgaria
- Coca-Cola Bulgaria
- Coca-Cola Europacific Partners Shared Services
- Coca-Cola Hellenic Business Services Organization
- Coca-Cola Hellenic Group IT Services



**BGN 131 mln**

The system buys goods and services exceeding BGN 131 mln from local suppliers

**BGN 278 mln**

of total income is taxes



**BGN 640 MLN OF CONTRIBUTION TO TOTAL INCOME**



The system generates directly revenues of

**BGN 176 mln**



Indirectly, it supports revenues of

**BGN 94 mln**

upstream and is related to

**BGN 370 mln**

downstream



The overall contribution is **0,5%** of Bulgaria's GDP.

Every **BGN 1.00**, spent on Coca-Cola beverages, leads to

**BGN 0.75**

of income for Bulgaria



## BGN 278 MLN OF TOTAL INCOME IS TAXES



The system pays

**BGN 41 mln**

in tax and supports

**BGN 237 mln**

indirectly (of which BGN 143 mln in VAT)



The amount makes up **1%** of Bulgaria's tax revenue which is equal to 1/2 of the government spending on cultural activities or the annual spending on education for approximately

**95 000 students**



## 14,700 JOBS ALONG THE VALUE CHAIN



The system provides jobs for

**3,000 people**

in its production centers and its offices



The system supports

**2 200**

jobs upstream and is related to

**9 500**

jobs downstream



Every job in the system supports

**4 jobs elsewhere,**

of which 1 based on local production and 3 from local sales

# Highlights

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## 2020-2021\*

We reduced the carbon emissions per unit of beverage produced by

**37%**

in comparison to 2019.

**48%**

of the energy used came from renewable sources.

**72%**

of the electricity used in 2021 came from renewable sources.

We reduced the energy used per unit of beverage produced by

**10%**

in comparison to 2019.

The company reports a reduction in direct carbon emissions with

**30%**, saving over  
**90 483 tons**

of carbon emissions from its entire activity in the country for 2020 and 2021.

Refrigerated display cases: for 1 year we saved

**3 000 tonnes**

of CO<sub>2</sub> and reduced the electricity used by them by

**46%**

**BGN 194,000**

of investment in society

**BGN 37**

**million**

paid in salaries and benefits

**70%**

of our total costs was paid to local suppliers.

**37% of women**

in management positions

Infrastructure projects in Kostinbrod and Bankia amounting to

**BGN 12 million**

**65%**

of our packaging in the market was collected.

# Strategic management framework

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**Our vision:**

“

*We strive to ensure that Coca-Cola HBC is an undisputed leading beverage company in every company in which it operates.”*

As part of the Coca-Cola Hellenic Group, we follow a global strategy to attain the economic, environmental and social goals which are common for all 29 countries in the Group. The principles of risk management are embedded in our Group strategy and are monitored and discussed both at the global level and the local level. An important principle in decision making is the observance of ethical norms and transparency. We apply them both when taking internal decisions and in our relationships with external stakeholders.

Our values are the aspect which forms our strategic framework.

# Values for growth attitude

**We win together with the customers**

We are a commercial organization committed to providing innovative solutions for creating shared value.

**We develop our people**

We believe in our people and strive to develop ourselves and others.

**Perfect performance**

We strive for flawless performance, charming customers with our passion and speed.

**Integrity**

We always do what is right, not what is easy, and we take responsibility for the results.

**Learning**

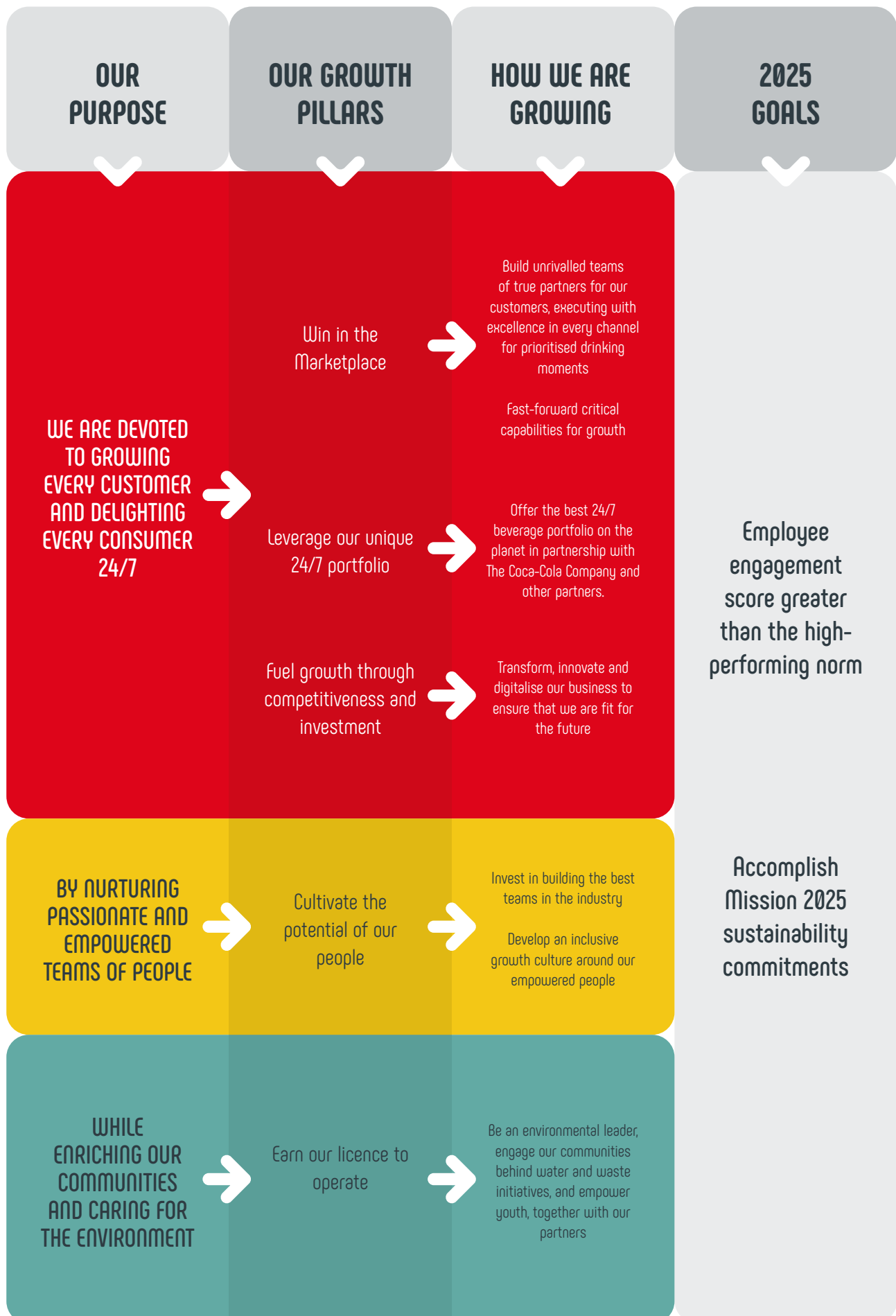
We listen, we have a natural curiosity and we are ready to take intelligent risks.

**We work all together**

We work together flexibly to unlock the unique strength of our various teams.



Our five strategic priorities define our vision and values



## Ratings and awards

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Coca-Cola HBC is the most sustainable company in the area of beverage production in Europe according to the 2021 Dow Jones Index<sup>1</sup> and ranks among the three leading companies in the area globally for the 11th consecutive year.



Coca-Cola is the strongest brand in the category of carbonated non-alcoholic beverages in Bulgaria and the second strongest brand in the Bulgarian market after Google according to the Superbrands survey.



Coca-Cola HBC is "Company of the Year" for "Corporate Social Responsibility".



Coca-Cola HBC Bulgaria earned the award for "Investor in Knowledge" in the BBLF Responsible Business Awards under the slogan "Give a Good Example".



Coca-Cola HBC Bulgaria received two awards for workplace volunteering and donations from TimeHeroes, the largest volunteering platform in the country, and bCause Foundation.



Coca-Cola HBC is the most preferred employer in its industry and ranks second among all industries.



Two distinctions from the Effie Awards for the development of marketing campaigns – a gold award for the campaign for JÄGERMEISTER and a bronze award for the Shop around the Corner.



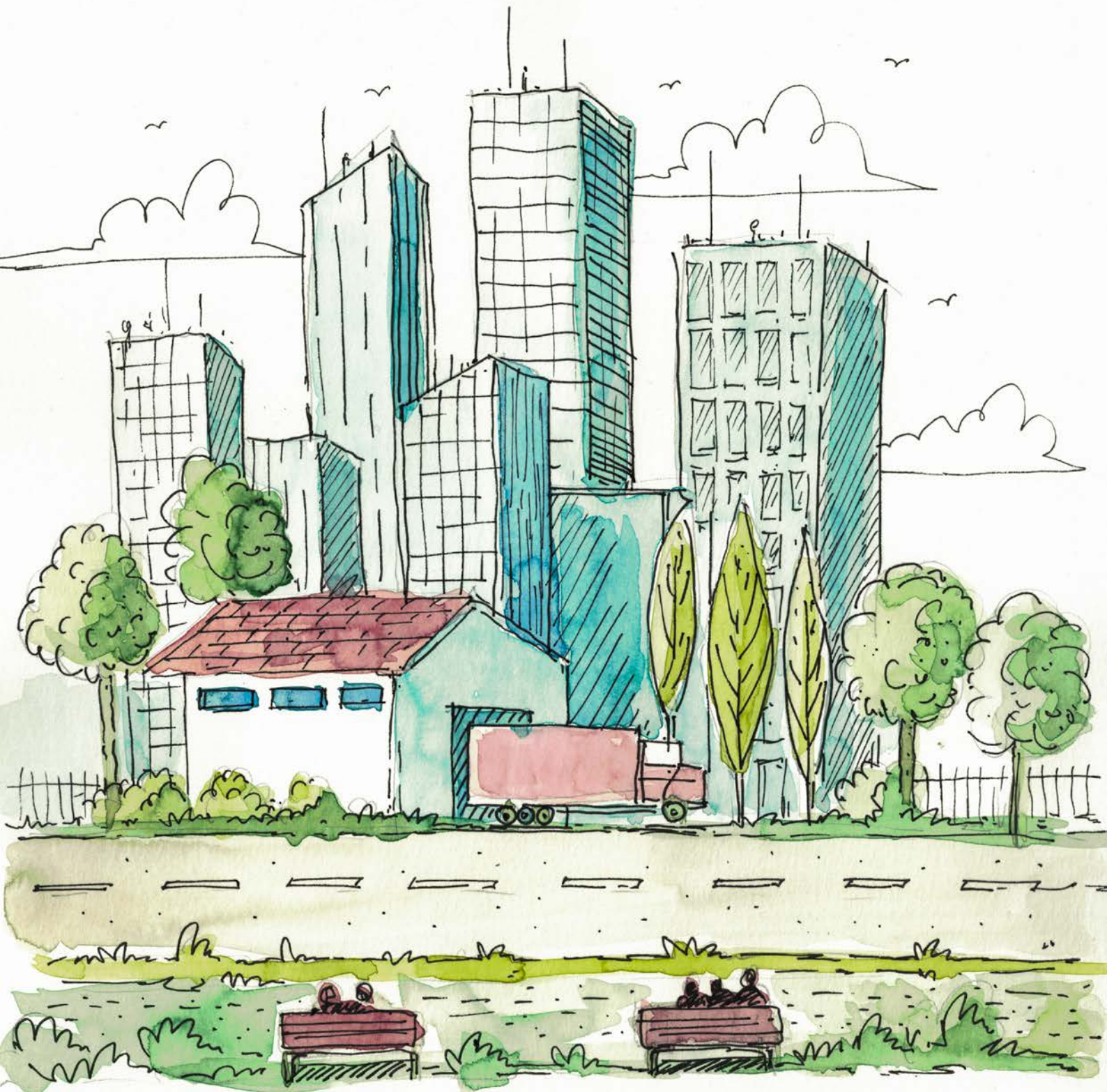
Gold award for exceptional achievements in marketing communications BAAwards'21-2 for the Schweppes Pink Tonic Style campaign.



Coca-Cola HBC Bulgaria was awarded the prestigious second place in the category "Food industry, services, trade" in the competition "The greenest companies in Bulgaria" on b2b Media.

# CORPORATE GOVERNANCE

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We understand corporate governance as leadership through example. The care for our customers, partners and the consumers goes beyond the observance of corporate policies and takes the form of being inspirational and getting better together.

Coca-Cola is aware of the natural link between economic growth and our performance in terms of the social sphere and the environment. The significance of this link shapes the evolution of our business strategy

and motivates us to take on ambitious commitments. Our task is to continue integrating the topics related to sustainable development in our decisions. Our managers meet regularly to review the extent to which the strategic framework integrates the requirements of society, regulations and any material trends which are of interest to stakeholders.

## Corporate governance, business ethics and anti-corruption

Corporate governance is the system of policies, rules and processes which determines the direction and conduct of the company while its leaders strengthen it through their example. The role of good governance lies in balancing the interests of shareholders,

employees, customers, suppliers, the government and local communities. Good corporate governance ensures fair and transparent operations which allows for accountability at all levels of the organization.

**0** confirmed cases of corruption in the past 12 years.

**100%** of the employees have attended training in anti-corruption policies and procedures.

**0** court claims filed against the company for anti-competitive behaviour in the past 12 years.

An important principle in decision making is the adherence to the policies and procedures introduced as they ensure the observance of the highest standards of business conduct. We apply them both with respect to our internal decisions and our relationships with external stakeholders. We have zero tolerance to breaches of our Code of Business Conduct<sup>1</sup> and Anti-Bribery Policy<sup>2</sup>. The rules they set out apply to all of our employees regardless of location, role or position. Our suppliers, distributors, agents, consultants and servicing companies also need to observe a significant part of the

principles they enshrine. This is why it is important for all of our employees to be familiar with these principles and to know what action to take in case of breach. We conduct training related to the Code of Business Conduct and the Anti-Bribery policy annually. We also organize additional training for those employees who are exposed to a higher risk of corruption practices.



## Whistleblowing

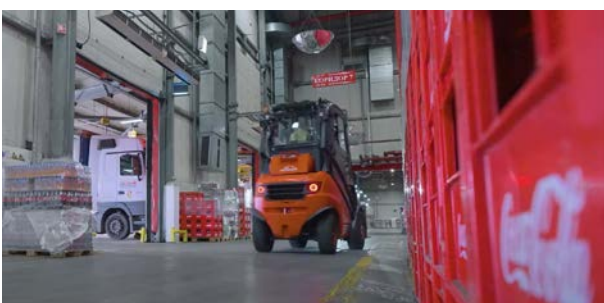
We encourage everyone in the company to ask questions and voice concerns about potential breaches of our policies. We protect every employee whistleblower against retaliation. The line "Speak-Up!" is available to all colleagues any time at [HYPERLINK "http://www.coca-colahellenic.ethicspoint.com"](http://www.coca-colahellenic.ethicspoint.com)www.coca-colahellenic.ethicspoint.com. It is a place where

every team member can report concerns related to possible breaches confidentially and anonymously. The corporate audit department of Coca-Cola HBC and the Ethics and Compliance Officer are responsible to investigate all reports in an appropriate manner.

## Social inclusion

Our employees take part in decision making and strategy building for the company. We inform them about changes in company policies and about the directions in which develop our business, partnerships

with customers, initiatives we hold, and we invite them to get actively involved in these processes.



## Human rights and diversity

We work with a diverse range of people and we value the personal approach, view and experience they bring to the company's professional path. We strive to ensure equal opportunities for all our people and to support them in the challenges they face in their professional and personal lives.

No court claim for discrimination or violations of human rights has been filed against the company in the past 12 years.



Coca-Cola HBC Bulgaria has joined the Diversity Charter. This is a document voluntarily signed by the company in 2021, in order to take responsibility for taking steps to implement policies for diversity and equality of opportunity regardless of gender, sexual orientation, physical ability, age, religion or ethnicity in the workplace.

2025 goal of the  
Coca-Cola Hellenic Group  
(in comparison to 2017)

Progress as of  
2019

Progress as of  
2020

Progress as of  
2021

How much we have left  
to reach the goal

**50%**  
of the management  
positions to be  
occupied by  
women

**35%**

**37%**

**37%**

  
**13%**  
to reach  
the goal

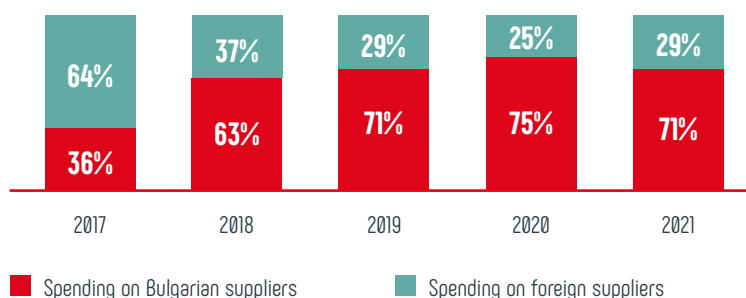
We value highly the skills, experience and commitment of the wide range of people working with us. They are all essential so that we may provide the best customer service and we strive to make sure that no one is

treated inappropriately or disrespectfully at our work place. We act with integrity and care for all of our people.

We will continue to focus on gradual and supportive return to work after maternity leave in order to provide targeted support in integrating mothers in the work environment with a pre-structured plan taking into account the responsibilities of every parent.

We focus on Bulgarian suppliers every time it is possible to source our supplies locally. Over the past years, the share of our spending on local suppliers has exceeded 70%.

Share of spending on local suppliers of the total spending on suppliers (%)



## Sustainable sourcing

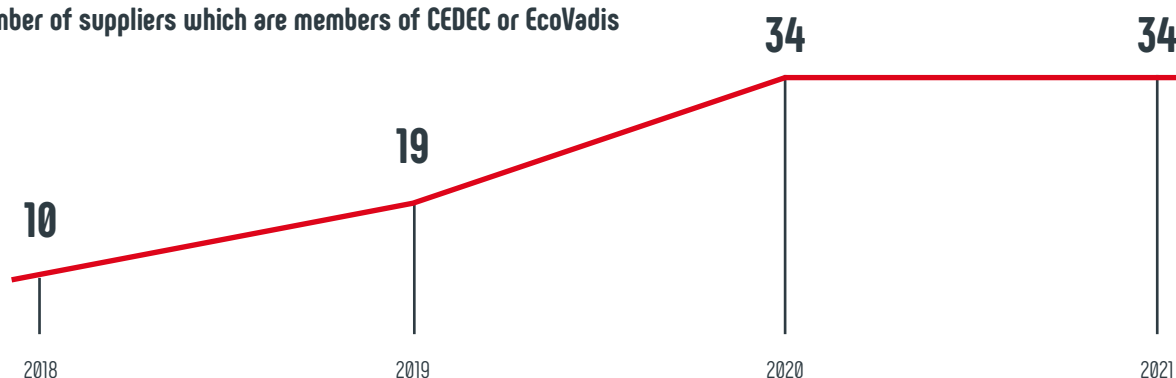
Our joint work with resource suppliers follows the principles which help us to achieve and maintain product quality. We rely on the development of beneficial partner relations – in addition to setting requirements, we are active in making sure they will be successfully fulfilled. In this way, we support our suppliers in actually improving their performance environmentally and socially. Led by the ambition to ensure business prosperity, we support our partners and encourage local suppliers to expand their operations and scale them up internationally.

The selection criteria for our suppliers are reflected in our Supplier Guiding Principles. Our rules for the selection of subcontractors include both commercial and technical conditions as well as an additional criterion of sustainability in order to ensure compliance with standards of good social and environmental performance. As early as 2019 we introduced the rule that suppliers winning larger tenders should be included

in EcoVadis (a platform tracing the extent to which a company has integrated the principles of corporate social responsibility in its business and management system).

We conduct internal quality audits of key areas and suppliers. We work together with our suppliers so that they may improve their performance and processes which also includes recommendations for the implementation of environmental policies and other enhancements. As a result of this support, 34 of our local suppliers were members of the international platform EcoVadis in 2020 and 2021.

Number of suppliers which are members of CEDEC or EcoVadis



In 2021, we implemented an innovative platform for online tracing of routes of supply trucks to distributors and key clients via GPS technology. The business benefits from the implementation of the system are significant. It helps us identify any risks of delay in supplies faster and take timely decisions in order to boost our customers' satisfaction. We see in real time

when a truck arrives for loading on site, the time of departure for delivery and the route to the end customer. A great advantage is the use of information in real time about road conditions as a result of which we calculate an estimated time of delivery.

We continue our focus on local sourcing from local suppliers.

We continue our active work on checking and supporting our new suppliers in boosting their performance based on social and environmental criteria.

2025 goals of the  
Coca-Cola Hellenic Group  
(in comparison to 2017)

Progress as of  
2019

Progress as of  
2020

Progress as of  
2021

How much we have left  
to reach the goal

**100%** of the  
key agricultural  
ingredients comply  
with the principles  
of sustainable  
agriculture\*

74%

82%

80%

  
**20%**  
to reach  
the goal

## Risk management

Risk managements help decision making and improves results and accountability. We review risk on a monthly basis, we play them out and we check the company's readiness to respond. The principles of risk management are rooted in the company in line with ISO 31000 (Risk

Management). They are embedded in our group policies and they are monitored and discussed both at the global level and the local level.



# OUR TEAM

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# Employee engagement and well-being

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Coca-Cola HBC Bulgaria achieved an increase in the Employee Engagement Index to 88% which is 1 point higher than the average for the Coca-Cola HBC Group.

In 2021, 32 newly-appointed trade representatives completed successfully the Commercial Academy as regards their Onboarding while 221 current Business Developers completed the module "License to Sell" gaining knowledge and skills about the portfolio of the Company and about the channels in which we operate.

In the period 2020-2021, the Strong Front Line Leader programme was attended by more than 100 management staff.

In 2020-2021, we had 28 successful participants at all levels of the employee development programs (Fast Forward 1,2,3) while 16 were nominated for the next editions in 2022. The nominations are based on individual needs to develop soft skills.

A main priority of Coca-Cola HBC Bulgaria is the care for people and for the fulfillment of their potential; this is why we invest in building the best teams in the industry. We encourage constant striving to develop through enriching one's functional knowledge and skills and improving one's leadership skills.

In this regard, there are a number of programs in the Company addressing each employee's specific needs:



## Talent Start Up

At Coca-Cola HBC Bulgaria, we believe that young people are our future and we invest in their professional fulfillment. Talent Start Up is an opportunity to launch a career without necessarily having professional experience. A key selection criterion is the desire to learn and develop. All participants have an individual career plan and an opportunity to work closely with leaders in the organization, to take part in actual projects and to apply their theoretical knowledge in practice. The purpose is to ensure a fast-track development of their talent and swift realization in the company.

### FAST FORWARD I

TO FRONT  
LINE LEADER

## FFW1

Fast Forward Self 2 Others is a one-year talent development program – employee specialists with demonstrated high performance and potential for leadership roles. The program allows the participants to prepare for a more successful transition to a role in a higher leadership level – Team Manager.

### FAST FORWARD II

TO CHANGE  
LEADER

## FFW2

Fast Forward Others 2 Managers is a one-year individual program for development of employees from Team Manager to Manager of Managers. The participants go through business challenges, 360 degrees feedback, implementation of an individual development plan, specific training and workshops, business simulation, work with a mentor. The last stage of the program covers development of cross-functional projects and their defense before the management of the company.

### FAST FORWARD III

TO TOP 300

## FFW3

Fast Forward Managers 2 Function is an individually structured program for the development of talent from Manager of Managers to Functional Head. Its duration is 18 months. The program was introduced in Bulgaria in 2017. The program focuses on each participant's individual development through various activities, including management of an international team and project and its defense before the Group Operational Committee.

## Strong Frontline Leaders

The Strong Front Line Leader program aims to expand the knowledge of our leaders in an innovative way helping us to boost our leadership ability and to support the leaders in our mission and strategy. The format is virtual in the form of webinars, training sessions with role plays and case studies. It also includes meetings with leaders who share their experience. The topics are related to giving and receiving feedback, creating robust teams, effective communication, coaching, skills to identify and select talent and other soft skills.



## Sales Academy

In the beginning of 2021, the company introduced a Sales Academy as an overall program to acquire sales and business knowledge and to develop leadership skills and attitudes. It encompasses employees from start to management positions. Every new Business Developer is onboarded in order to acquire all necessary knowledge before the first meeting with a customer. The program structure is also valid for current traders. At management level, the Academy aims to ensure the effective induction of new team leaders and the enhancement of the leadership competences of experienced managers.



### We will continue our focus on:



Talent development



Expandign the knowledge and leadership skills of our direct managers



Building on the skills of employees at all levels of the organisation.

We believe that the investments in our team are our strongest competitive advantage and our people are the secret ingredient of success!





## Employee engagement and well-being

Our people are our most important resource. The economic value of their contribution can be expressed with the experience they bring, what they have acquired at different training sessions, their knowledge and

their ability to achieve results in line with our values. We make targeted efforts with the direct managers as ambassadors of our culture as well as to ensure ongoing professional and personal development.

## Health and safety

We pay special attention to the health and safety of our employees, their sense of security and support at the work place. Despite the challenges brought about by COVID-19, we managed to find the right solutions quickly. We reorganized our processes and introduced new digital solutions which made it possible for us to

be more flexible than ever. As we recognize the need to maintain communication among the teams, we implemented different virtual forums. We thus made it possible for critical information and decisions to be addressed timely and for any emerging issues to be discussed freely.



2025 goals of the  
Coca-Cola Hellenic Group  
(in comparison to 2017)

Progress as of  
2019

Progress as of  
2020

Progress as of  
2021

How much we have left  
to reach the goal

Have no fatal  
incidents and  
reduce work-related  
accidents by

**50%**

**+50%**

**0 fatal  
incidents**

**+25%**

**0 fatal  
incidents**

**-50%**

**0 fatal  
incidents**



Achieved

**Achieved**

We apply an Employee Assistance Programme which is accessible 24/7 via a free telephone line. Our employees and their families can use the line to consult experts in different area. We regularly conduct short surveys to “take the pulse” of the organization. They allow us to monitor constantly how our teams are feeling, what problems and fears they are facing. What is most important is that we use the results as the starting point to work together based on targeted plans.

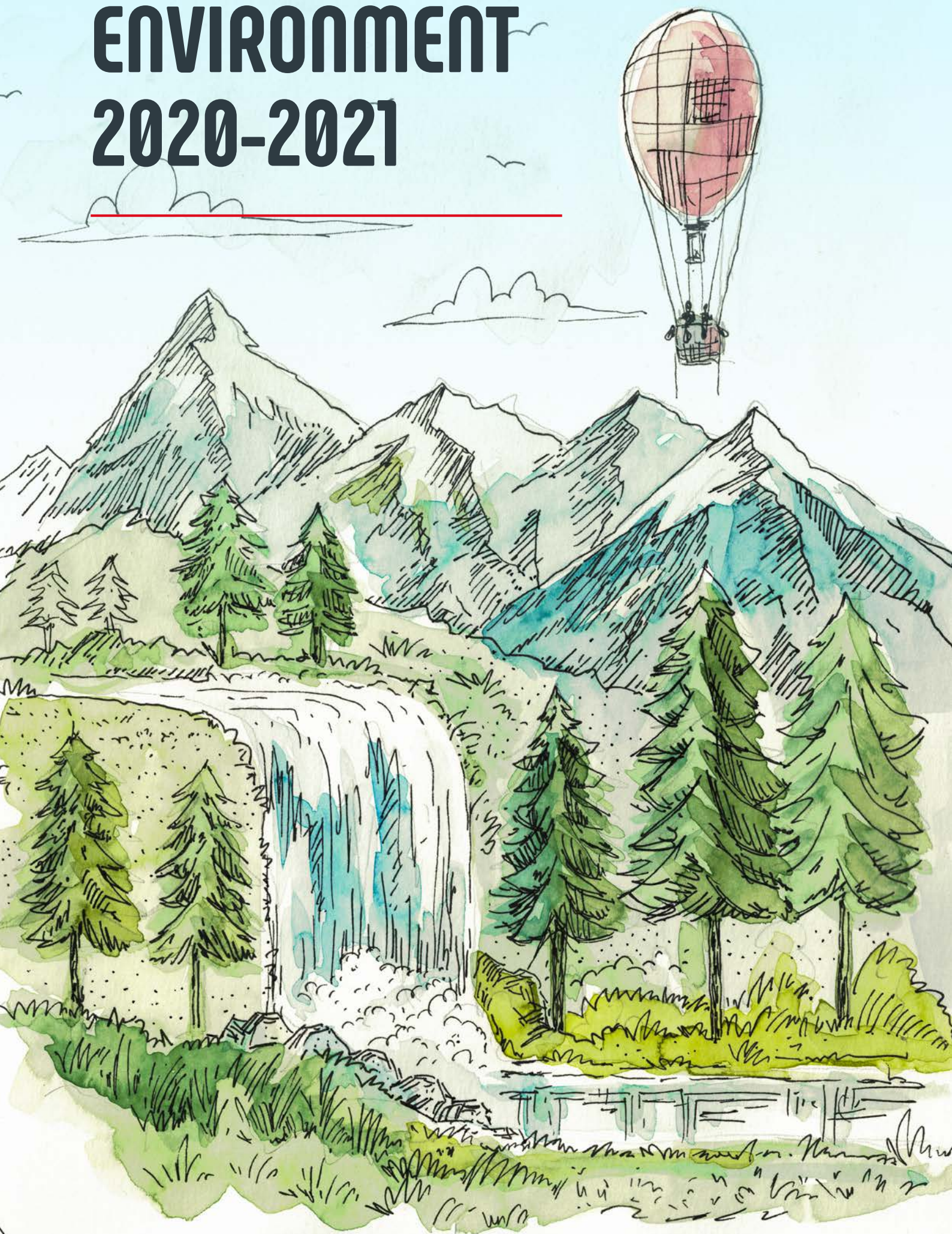




# ENVIRONMENT

## 2020-2021

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# Energy and climate change

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In the past

## 3 years

we have reduced the energy needed for the production of 1 litre of beverage and the carbon emissions (scope 1 and 2) in this process by

## 10% and 37%

respectively

The company reports a reduction in direct carbon emissions with

## 30%,

saving over

## 90 483 tons

of

carbon emissions from its entire activity in the country for 2020 and 2021.

Our results demonstrate lasting tendencies of reduction in the total quantity of energy, the direct and indirect emissions from our operations, the quantity of energy needed for the production of one liter of beverage and the related emissions. Activities such as shortening the supply chain lead to a reduction in the indirect emissions which we achieve together with our customers. The benefits have a direct impact both on the level of sales they make and on achieving energy savings.

In 2021, we began the replacement of our fleet gradually transitioning to hybrid vehicles. 72% of the electricity used in our production centers came from renewable energy sources and our goal is to reach 100% by 2025.

We are starting on the path to achieving carbon neutrality with our production center in Bankia. In 2021, we researched the possibility for it to become carbon

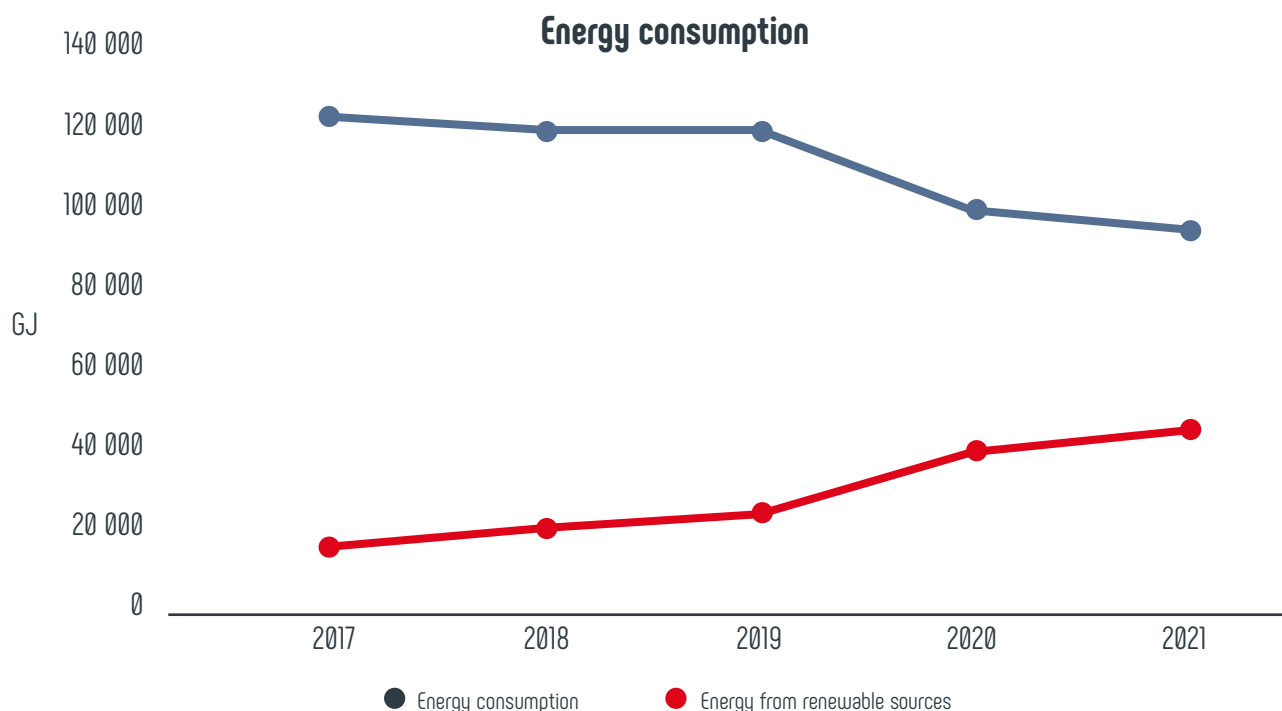
neutral. 100% of the electricity it uses comes from renewable energy sources, respectively our Scope 2 emissions are zero. We studied different projects to offset CO<sub>2</sub> Scope 1 emissions because it is currently unfeasible to replace the fuels we need for production with alternative energy sources.

The inventory of the greenhouse gases of the company reveals that 78% of the Scope 3 indirect emissions comes from cooling agents used by our customers and, this is why, we procured funding for the next four years which will allow us to continue to replace the refrigerated display cases they use.



# Reduction in energy used and carbon emissions

In 2020 and 2021, we reduced the total quantity of energy used including the quantities of electricity and natural gas. At the same time, we significantly increased the share of energy from renewable sources which reached 48% in 2021.



In the past five years, there has been a tendency of a decrease in CO<sub>2</sub> emissions and in the individual emissions for the production of a liter of beverage (carbon intensity) and the quantity of energy spent on the production of a liter of beverage (energy intensity).

Over the same period, our Scope 1 and 2 emissions make up 44% while those from Scope 3 account for 34%. The carbon intensity of the Scope 1 and 2 emissions is 56% lower while the energy intensity – by 29%.

## Roadmap to reduce the CO<sub>2</sub> emissions at Coca-Cola HBC Bulgaria in the period 2017–2030

Coca-Cola HBC Bulgaria has developed a plan with projects and tools to reduce the emissions locally by 2030 – part of the commitment of the Coca-Cola HBC Group to achieve net zero emissions by 2040. It includes five main areas:

1. Replacement of the fleet with hybrid vehicles
2. Carbon neutrality in our production center in Bankia
3. 100% of the electricity in our production centers will be from renewable energy sources
4. Gradual inclusion of recycled plastic (rPET) in our packaging striving to reach 100% rPET by 2030 at Group level
5. Replacement of refrigerated display cases with highly energy efficient ones

# We will continue to reducing emissions across our entire value chain



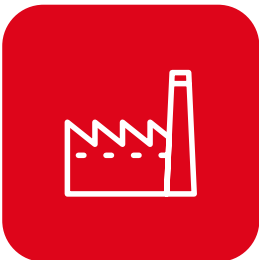
## INGREDIENTS

- Recipe reformulation: Shift to low-or nosugar
- Supplier emissions improvement - sugar beet, sugar cane, corn, fruits



## PACKAGING

- 100% rPET, more recycled content in glass bottles and aluminium cans
- Packageless, Refillables
- Supplier emissions improvement



## MANUFACTURING

- Renewable certificates
- Boilers upgrade, heat pumps, chillers modernization, new lines
- -15% energy from fuels plus 20% fuels renewable
- Green buildings



## DISTRIBUTION

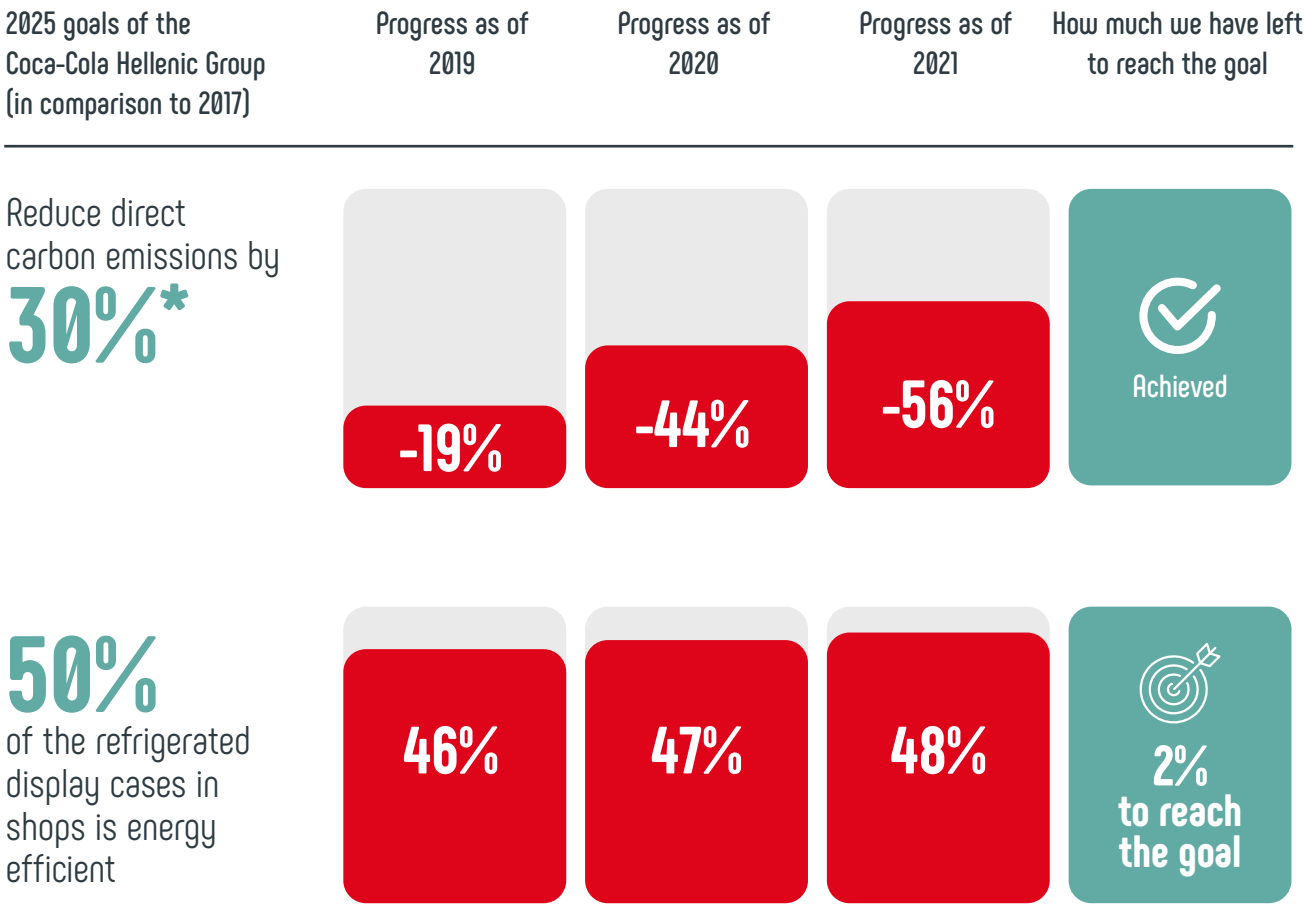
- Using electric cars / low emissions engines and alternative fuels
- Renewal, transition of outsourced fleet to CNG, LNG
- Less corporate travels



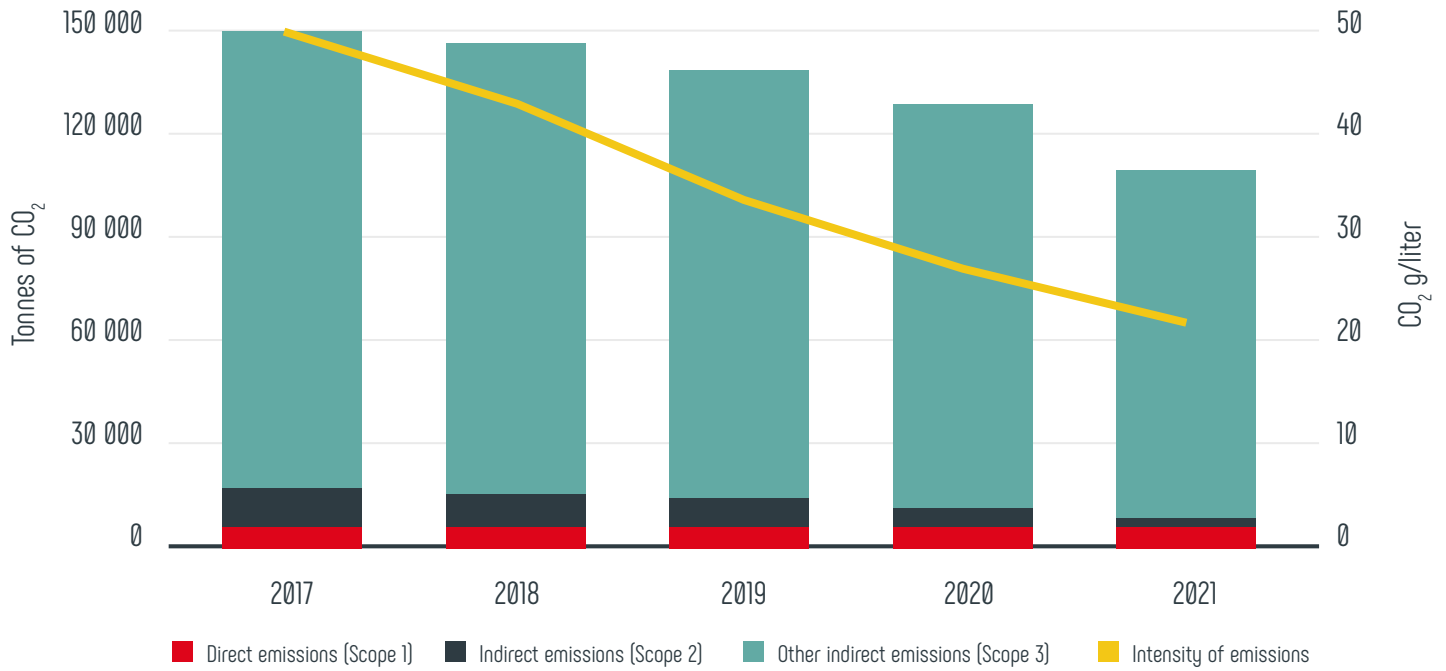
## REFRIGERATION

- Greening of electricity grid
- iCoolers and energy efficient coolers
- HFC-free coolers

The theme of energy and climate change at Coca-Cola HBC Bulgaria is reflected mostly in the emissions from energy consumption in our production, the transportation of products to our customers and the storage of products in refrigerated display cases so that they may get to the end consumers in a quality way.



## CO<sub>2</sub> emissions and intensity of emissions



2025 goals of the  
Coca-Cola Hellenic Group  
(in comparison to 2017)

Progress as of  
2019

Progress as of  
2020

Progress as of  
2021

How much we have left  
to reach the goal

# 50%

of the total energy  
used in our production  
centers comes from  
renewable and clean  
sources

20%

40%

48%

  
2%  
to reach  
the goal

# 100%

of the electricity used  
in our production  
centers in the EU and  
Switzerland comes  
from renewable and  
clean sources

35%

54%

72%

  
28%  
to reach  
the goal



# Managing of packaging, waste and recycling

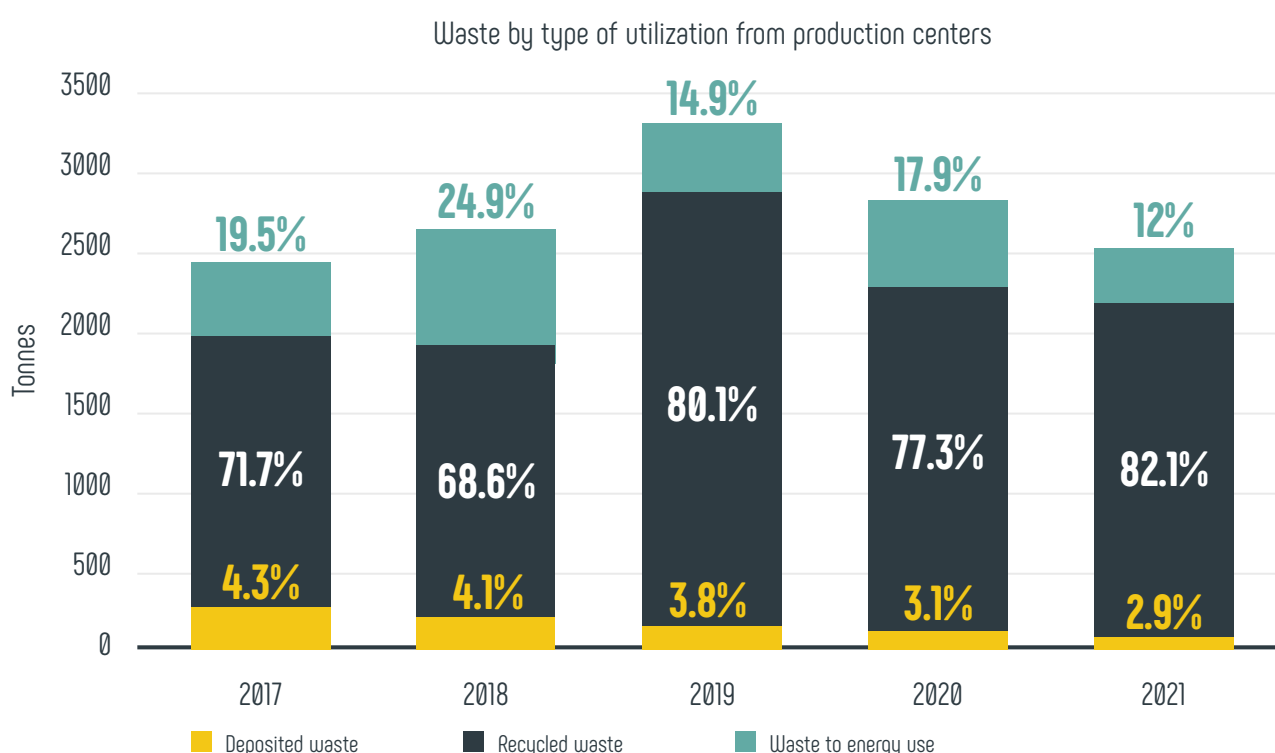
In 2021, we managed to reduce the overall quantity of waste from our production by

**23%**

in comparison to 2019 while, in the past 5 years, we have increased the share of recycled waste by

**17%**

As a result of our cooperation with ECOPACK, in 2021 we managed to collect 65% of the packaging launched in the market from our activity. This saved 188 508 m<sup>3</sup> of water, 78 614 mWh of energy and 8 520 tonnes of CO<sub>2</sub> emissions while 77 111 trees were saved from cutting.



In the past two years, we have worked to reduce the quantity of deposited waste, and to ensure more effective waste separation and more accurate reporting while increasing the share of collected and recycled packaging from our products. Within the Coca-Cola HBC Group, we hold monthly talks on general projects in the area of the environment, we have a shared space to exchange best practices and take decisions together. Our goals are related to using recycled PET material in our production, utilizing recyclable packaging in our production and supporting the collection of packaging launched in the market.

The sustainable management of packaging, waste and recycling is among the top-three topics our Materiality Matrix. We have a vision of a World Without Waste which is to help collect and recycle a bottle or a can for each one we sell by 2030. Regardless of where it comes from, we want each piece of packaging to have more than one life.

2025 goals of the  
Coca-Cola Hellenic Group  
(in comparison to 2017)

Progress as of  
2019

Progress as of  
2020

Progress as of  
2021

How much we have left  
to reach the goal

**100%**  
of our product  
packaging is  
recyclable

100%

100%

100%



**35%**  
of the PET material  
used comes from  
recyclable plastic  
and/or a renewable  
material

9%

1.8%

0.1%



Support the collection  
of the equivalent of  
**75%**  
of our packaging  
released in the  
market

55%

61.6%

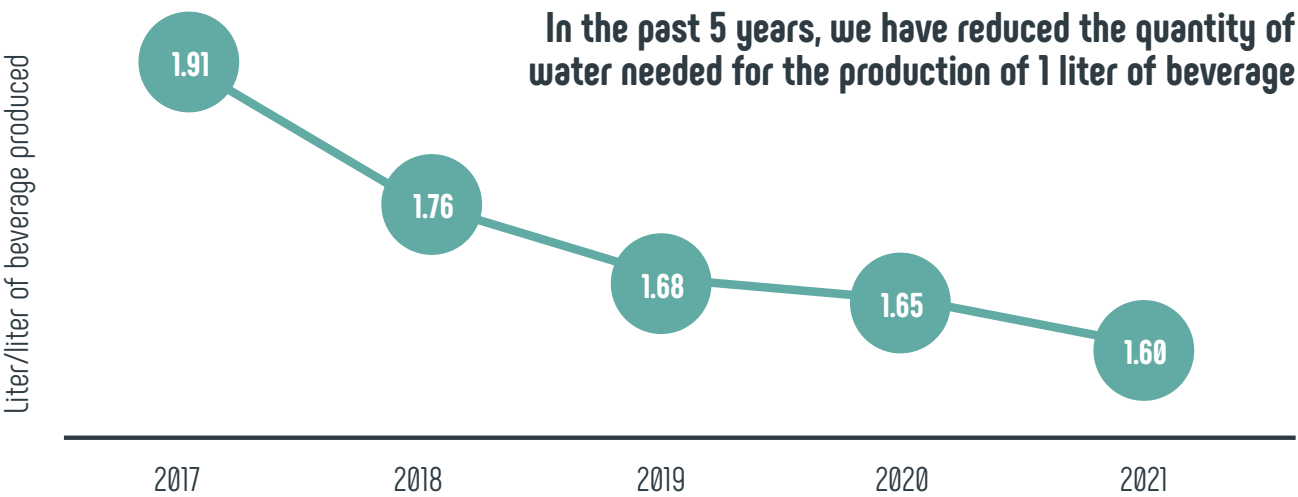
65%



# Preservation of water resources

The topic of preservation of water resources has always been essential to us; it became a special priority last year as, in 2021, Bulgaria transitioned to the list of water-stressed zones. At Coca-Cola HBC, we pay special

attention to this factor and envisage a number of improvements to ensure more conscious consumption of water along the entire supply chain.



In the past two years, we have reduced the total quantity of water used in our production. Over the past five years, there has been a tendency to reduce the quantity of water needed for the production of 1 liter of beverage (water intensity) and the quantity of waste

water which is proof of the long-term efficiency of all efforts we make in terms of the preservation of water resources.

2025 goals of the Coca-Cola Hellenic Group (in comparison to 2017)	Progress as of 2019	Progress as of 2020	Progress as of 2021	How much we have left to reach the goal
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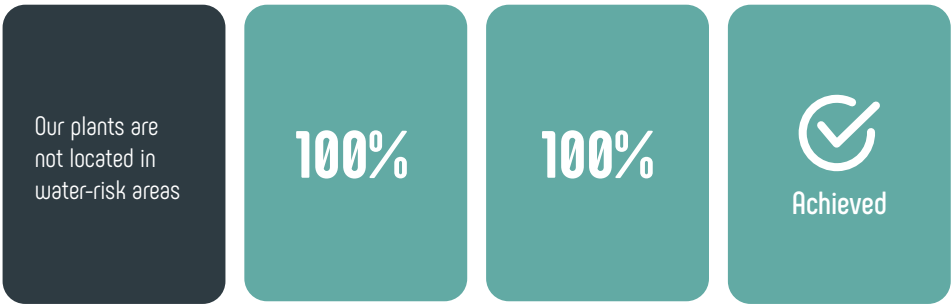
Reduce the consumption of water in plants located in water-risk areas by

20%



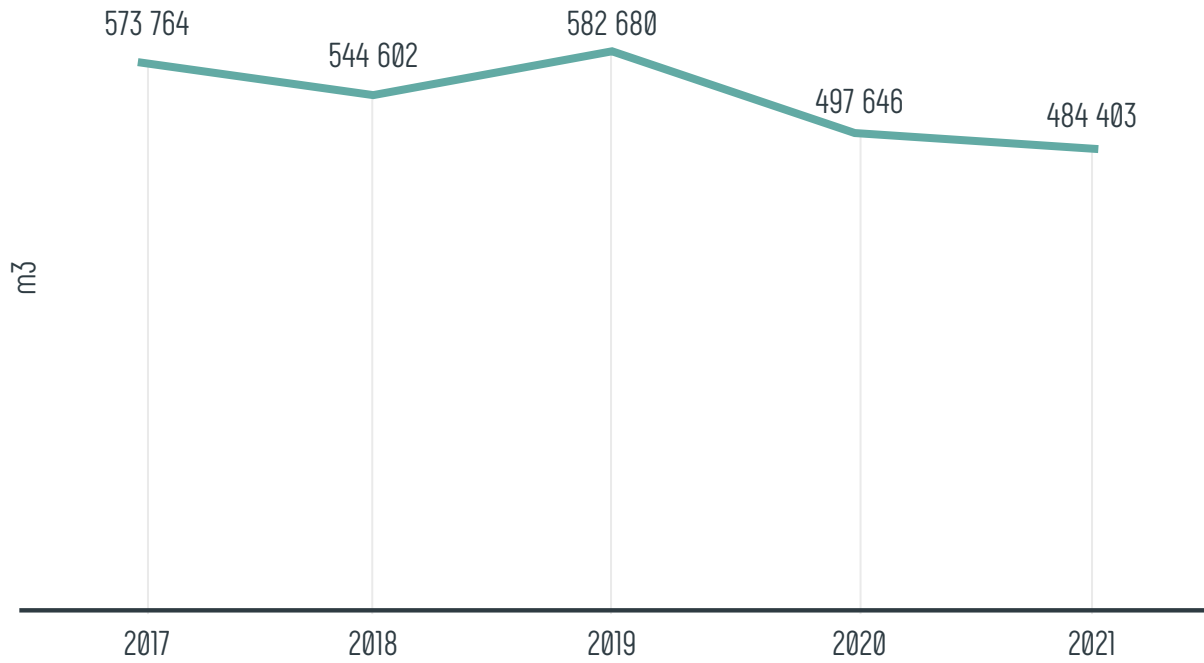
100%

water security in water-risk areas: support providing water for our communities in water-risk areas\*

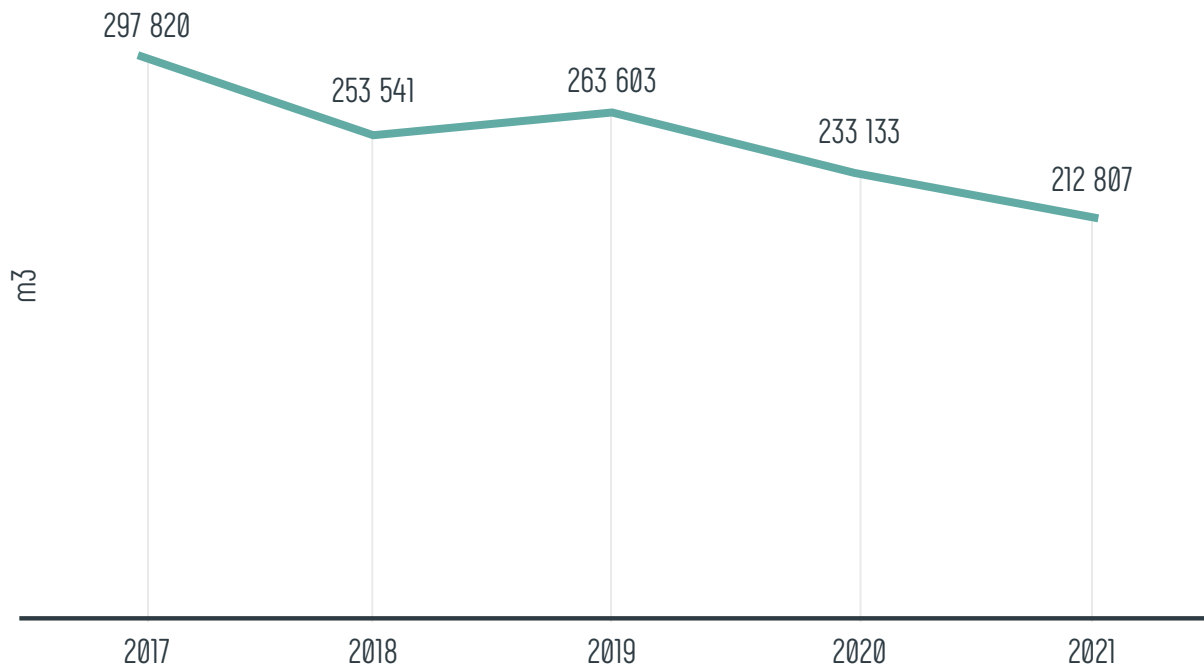


\*Water-risk areas – areas where, based on certain criteria, potential risk is found for the availability, quality or accessibility of water.

**In the past 5 years, we have reduced water consumption by 16%**



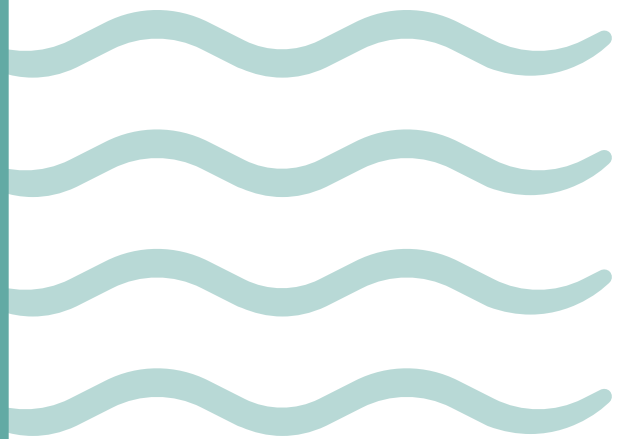
**In the past 5 years, we have reduced the quantity of waste water by 29%**







We have been a  
member of the  
Alliance for Water  
Stewardship since  
2020.



# We became a member of the Alliance for Water Stewardship (AWS)

In 2020, Coca-Cola HBC Bulgaria became part of the Alliance for Water Stewardship (AWS) as a result of joint projects with government and local institutions, NGOs and partner companies from different sectors related to optimizing consumption, accessibility, quality and preservation of water resources in the watershed. Our AWS certification is testament to our firm commitment to preserving the water resources and not just those related directly to our production centers in Bankia and Kostinbrod but the entire river watersheds,

wetlands and important zones for water management and preservation which include the two production centers. It is also evidence of the transparency in our work and our responsibility towards both our own challenges related to water resources and those of our stakeholders.

The standard requires of us to tackle the challenges through established best practices in relation to the following five results:



Good water governance



Sustainable water balance



Good water quality status



Important water-related areas



Save water, sanitation and hygiene for all (wash)

Our membership will contribute to the development of the AWS system and to growing our cooperation with stakeholders in relation to water preservation.

## What is next?



In relation to our membership in the Alliance for Water Stewardship we will work hard with stakeholders in the water sector.



We are reducing the quantity of water used through constant optimisation of our cleaning processes (CIP – cleaning in place).



An increase in the quantity of water we can use repeatedly in different production processes.



# COMMUNITIES

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# Product quality

Product quality is the topic at the foundation of our work. We ensure quality through production innovation and through effective partner relations. Our suppliers and customers follow established standards and requirements for ingredients, packaging and product storage.

## Customer Satisfaction Plan

We follow a Customer Satisfaction Plan dedicated to meeting the requirements of our customers (trade sites). In case of complaints, we trace the entire route from production to the end customer in order to analyze fully the products, including the conditions for storage and samples for durability. We introduced a new and completely electronic system to survey the satisfaction of our customers. We use it to trace

and analyze quickly customer feedback, to address any areas for improvement and to respond to our partners. All of the information is on one platform and is available any time to the respective levels of the organization. We have not had an unresolved complaint case for the past two years.

## Quality control in real time (Quality Food Safety Digital Agenda)

We improve quality by tracking it in real time. The production lines of the Kostinbrod plant are last generation technology whereby we ensure an even better process of mixing the ingredients and carbonating the beverages. Both of our production centers have implemented an electronic system of measuring and monitoring quality. The system allows for statistical collection and analysis of data generated in the production process with regard to important parameters such as: net content, strength of opening a bottle cap, carbonization, dry matter. The easy navigation and the monitoring of the process by the operators of the production

lines allow for a fast intervention and response which reduces loss and customer complaints.

Over the past two years, we have continued to develop and expand the control in real time over parameters of importance to product quality and we complemented the electronic monitoring system with the parameters of raw, treated and waste water (in Kostinbrod), results of the organoleptic analysis of the products and microbiology indicators (in both plants).

## Product age

The TAM (Total Age Management) initiative aims to guarantee that the products circulating in the market are at an age which has not reached even half of their best-before date. We track the indicator for the average age of the products in our warehouses and in warehouses of distributors we work

with as well as the average age of the products delivered. In this way, we maintain fresh products with the highest quality.

## Risk assessment

We perform an annual risk assessment for our plants and for the entire country. We assess all factors which could potentially impact the quality of our products and we go through the entire chain of production and supplies, including storage conditions. In this way, we are always ready to take

the necessary action to maintain quality first in our product series.



# Health and calorie balance

In times of changing consumer preferences and growing expectations for public health, we are taking on ambitious commitments to the Union of European Soft Drinks Associations through which we contribute to ensuring a healthier life and well-being for everyone. We continue to meet the consumers' needs because we are conscious of our role in achieving the goal of the European Union to speed up the transition to sustainable food systems.

Bulgaria is among the leading markets in terms of carbonated drinks with no sugar added\* – 65.6%, a level which is twice higher than the average in Europe. In Bulgaria, only 1 in 5 drinks which the soft drinks industry offers contains added sugars. This is the result of the years of sustained efforts of the sector in the country.

The soft drinks industry has reduced the calories in its products by

**15.21%**

in the past 5 years.

As a result of the reformulation efforts in the sector, consumers drank

**3,497 tons**

of sugar less.

**8.803 million** Kcal less  
were consumed in 2020.

Less sugar by an average of

**6.7%**

in 100 ml of beverage.

We rely on feedback from our customers because it helps to improve the quality of our products constantly. The sustainable results in Food Safety and Quality are ensured through the implementation of best practices and the internal requirements of the Coca-Cola Hellenic Group as well as of effective management systems. Our production centers in Bankia and Kostinbrod are certified for ISO 9001, 14001, 22000, FSSC 22000 and ISO 45001 and hold a gold certificate confirming the highest level of compliance with the standard of AWS (Alliance for Water Stewardship). In 2020, our plant in Kostinbrod obtained a certificate of compliance with the requirements of the Rain Forest Alliance.

# Innovation and technology

**The implementation of digital transformation in all business processes establishes us a leader not only among Coca-Cola producers globally but also in the FMCG sector**

We won an internal Innovation award at group level (ranking third) for our Near Loss program. We prevented production losses, incidents and non-compliance with internal rules.

Our work processes fall into four main groups and reporting is made easier as a QR code is scanned with a mobile device for the respective group.

A part of our strategy is to develop in the long term new digital technologies with proven business benefits. Our approach is targeted at digitalization, productivity, increasing efficiency and quality, and reducing the use of paper-based materials to the advantage of the environment.

## Customer care

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In our Customer Service Centre, we introduced an innovative system, a new system for the management of commercial discounts and a revised system for the management of commercial agreements. Furthermore,

we expanded the scope of the robotic software automating manual processes exceeding 8,000 hours a year.

## Consumer care

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We implemented a new smart platform for site segmentation based on Big Data Advance Analytics. It helps us to make the best use of data such as sales, market performance, demographic, geographic and statistical information, in order to offer the most

appropriate products to our customers. In this way, we also offer our end consumers what they want as well new and interesting offerings at the sites they visit.

## Market performance

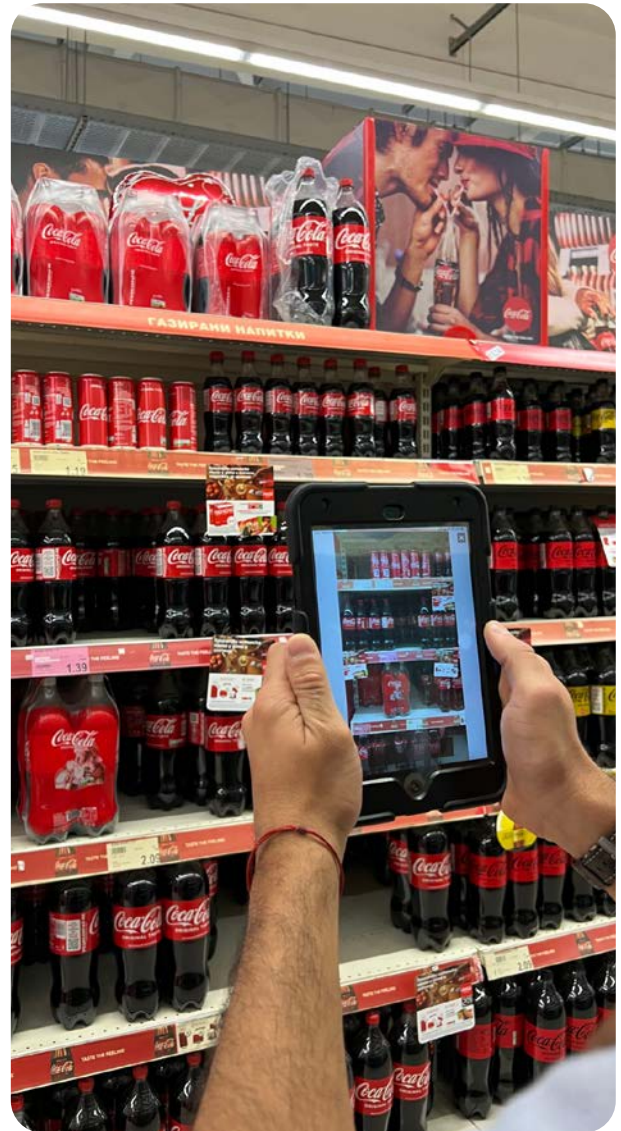
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In 2021, we were the first in the Bulgarian fast moving goods market to introduce an avant-garde solution in order to improve our market performance and to be ever closer to our customers and consumers. We use Image recognition, a new-generation solution, to take the best decisions about our sustainable performance in the market. We thus obtain an actual idea and instant data about "distribution", "product share" and "points of contact quality". The data is calculated automatically based on images and they are highly accurate and reliable.

## Digital documents and electronic signing

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We continued our efforts to boost the efficiency of the business processes by digitizing fully the documents in the company. This includes electronic signing and automation of numerous documents in different processes with our customers. We not only increased significantly the number of electronic invoices but we also digitized completely both the agreements for cooling devices and the trade agreements.



## 100% Vision Picking technology in our warehouses

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We expanded the smart technology Vision Picking in all our distribution centers and warehouses. The innovative solution helps to boost productivity and the quality of mixing products in palettes for our customers through smart glasses with a camera and voice command.



# Innovations in our product portfolio

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## Cappy Joy Apple-Pear

Apple-Pear is the new flavor of CAPPY Joy aimed to enhance the portfolio of the sub-brand offering a new and fresh taste which is relevant to Bulgarian consumers.

## Cappy Lemonade

CAPPY Lemonade is the new offering in the Cappy portfolio which aims to premiumize the fruit drinks category developing the Lemonade segment.

Cappy Lemonade has a fruit content of 11% of lemon juice with no preservatives, with vitamin C, in a 100% recyclable bottle (PET). It is launched in the Bulgarian market with lemon and lemon/mint flavors.





## FuzeTea – Cherry and Elderflower

The ice tea FuzeTea expanded its portfolio with the Cherry and Elderflower flavor in the spring of 2021.

Consumers tend to prefer sweet and fruity flavors. Taking this in account, FuzeTea: Cherry and Elderflower is the right drink launched at the right time.

In addition to being a new flavor in the ice tea category, it also captures the local trends and consumer preferences with the elderflower which is typical for the region of Bulgaria.

## Bankia 1L on the move

On-the-Go consumption trend has been constantly on the rise in the past years. In 2021, sports became ever more desired and sought after by consumers.

This, the 1L (PET) bottle in the Bankia portfolio turned into the right choice for consumers when they are "on the go" and need hydration 24/7.

A handy, easy to hold bottle with a unique design: these are just some of the advantages of the new Bankia 1L bottle.





## Aquarius: a functional drink

AQUARIUS is a functional hydrating beverage which gives consumers vitality and energy when they needed them the most.

The refreshing beverage with added minerals and natural flavors meets the needs of the changing reasons to drink when consumers need more than water.

The latest addition to the water portfolio came in 2021 with its two delicate flavors:

AQUARIUS: Lemon and Zink 400 ml,

## Schweppes Pink Tonic Style

Led by the desire to respond to the growing trend of mixing alcoholic and non-alcoholic beverages and the doubling of sales in pink gins, in 2021 Schweppes launched in the market a product which can be consumed both with alcohol, and on its own.

The new Schweppes Pink Tonic Style offers both an elegant drink and the tickling taste of expressive bubbles which will freshen you up and make your time at home your favorite time of day and going out with friends unforgettable.

It is sweeter and has a stronger flavor than an ordinary tonic but has less calories giving you the opportunity to enjoy it often and with gusto.





## Schweppes Pomegranate

The new flavor of Schweppes responds to the needs of the brand consumers to try new drinks and experiment. Schweppes Pomegranate surprised consumers in 2020 expanding the brand portfolio with one more offering.

## Fanta Tropical

Fanta, which is always colorful and surprises consumers with its innovations, offered a new flavor in 2021 expanding its diverse portfolio.

The new Fanta Tropical has an irresistible tropical flavor and carries both freshness and pleasure relevant to Fanta fans







The Coca-Cola system in Bulgaria introduced the innovative packaging technology KeelClip™. The foil used so far for packaging Coca-Cola in a multi-pack of 6 ken has been replaced by the KeelClip™ cardboard technology, to which the cans are attached, thus minimizing the need for additional packaging. The initiative is part of the World Without Waste commitment to packaging solutions that are more sustainable and easy to recycle. By introducing this innovative solution, Coca-Cola HBC will be able to save

**2,000 tonnes of plastic and  
3,000 tonnes of carbon  
dioxide**

per year worldwide on its markets in EU Member States.

We introduced caps for the Bankia mineral water brand attached to the bottles. The new cap design is another step on Coca-Cola's path to sustainable packaging and the global commitment to collect and recycle one bottle or ken for every bottle or ken sold by 2030, and to make more successful and rapid progress, with regard to the disposal of packaging waste.

The new technology is part of Coca-Cola's transition across Europe to meet the provisions of the EU Directive on reducing the environmental impact of certain plastic products.



# COSTA COFFEE

Bulgaria is the first European market out of the 28 countries in the Coca-Cola HBC Group to launch Costa Coffee in the beginning of 2020 after The Coca-Cola Company acquired the brand in 2019.

Despite the challenges for the HORECA sector, we achieved significant results in both 2020 and 2021.



In 2020, we sold a total of  
**100 tonnes of coffee**  
and reached a 1.5% market share in the retail sector  
as well as 50% recognizability of the brand.

In 2021, we reached a volume of  
**236 tonnes of coffee,**  
2.5% market share in the retail sector and 57%  
recognizability of the brand.

Coca-Cola HBC Bulgaria offers a wide range of Costa Coffee blends and packaging as well as the highest class of training, service and technical maintenance.



**The alcohol portfolio** of the company enjoys a true expansion as regards types, colors and brands which are a treat to the senses, preference and desires of each consumer. Despite the challenges for the HoReCa sector, in 2020 and 2021 we achieved significant results.



## The Macallan

We launched the latest edition in the highly successful Edition series – Edition No. 6. The foundation of success is the fact that it generated significant demand among collectors and the entire available quantity was sold in a matter of days.

## Highland Park

We launched the next edition in the series Single Cask Bulgaria – 1190 at the first online whisky tasting in the country.



## Bickens Pink

We enriched our gin portfolio with Bickens Premium Pink Gin which combines over 300 years of history, 10 herbs from throughout the world and a natural grapefruit flavor.

## The Macallan

We presented the most mature whisky on the Bulgarian market – The Macallan 78 Y.O. Red Collection – inspired by the significance of the red color in the history of the brand.





We presented the new annual limited series The Harmony Collection. Rich Cacao is the first edition in the new limited series. The series name is inspired by the idea of the brand to live in harmony with nature and its attempt to create sustainable packaging.

## Highland Park

We presented the attest addition to the series Single Cask Bulgaria – 1205. Highland Park continues the unique limited series dedicated to the history of Bulgaria. The project is inspired by the fact that Bulgaria is one of the oldest countries in Europe which has never changed its name. This project is unique on the global scale with its theme and the fact that the brand launched products with labels in the Cyrillic alphabet for the first time.

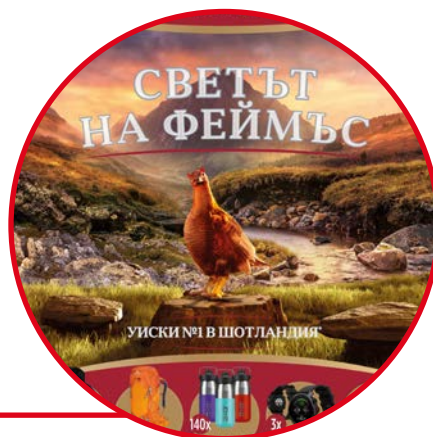


## Naked Malt

We changed the look of the bottle and the brand is now called Naked Malt.

## The Famous Grouse

We carried out the first national consumer campaign since CCHBC has distributed the brand under the motto "Come to the World of Famous". The campaign generated 2,6000 registrations and 230 winning consumers.







## Glendalough

We started our partnership with the Irish craft producer of alcoholic beverages Glendalough with the following portfolio:

For the first time we have an Irish whisky in our portfolio with two amazing expressions Glendalough Double Barrel and Glendalough Pot Still.

We complemented our gin portfolio with two exception Irish gin drinks – Glendalough Wild Botanical Gin and Glendalough Rose Gin.

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## Jägermeister Manifest

We welcomed the new member in the Jägermeister family in Bulgaria, Jägermeister Manifest





# Youth development

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The support for young people is a main priority in the Coca-Cola System. We believe that a fundamental step towards a better future is quality education, the development of young people's potential and their preparation for successful careers.

**10 000 young people**

attended training to boost their skills and employability under the #YouthEmpowered program in the past two years.

**75 employees**

of the Coca-Cola system contributed 279 hours of volunteer work under the #YouthEmpowered program equal to more than 35 working days.

Every year, specialists from the Coca-Cola HBC team support young people in their professional development through specialized webinars, career afternoons and training to

increase their personal skills and business competences in the areas: sales, finance, business planning, project management and others.

2025 goals of the  
Coca-Cola Hellenic Group  
(in comparison to 2017)

Progress as of  
2019 \*\*

Progress as of  
2020 \*\*

Progress as of  
2021 \*\*

How much we have left  
to reach the goal \*\*\*

Train

**1 MILLION**  
young people under  
the #YouthEmpowered  
program\*



**3 054**  
young  
people

**5 187**  
young  
people

**4 709**  
young  
people



**28%**  
to reach  
the goal

## #YouthEmpowered program



**The purpose of the #YouthEmpowered program is to develop young people's skills to help their gradual transition to the labor market after completing their education and their successful fulfillment in the country after that. We transformed the program in a fully digital format in the past years.**

We partner with Junior Achievement Bulgaria and we work with young people aged 16-26. The program, is aimed at three main target groups:

- Students at the initial stage of education in schools with a high drop-out percentage
- Students in their last years of secondary school education with a view to preventing future dropping out from the educational system and the labor market
- Students focusing on their motivation and qualification for a successful career start.



## What MENTORS say about the YOUTHEMPOWERED program:

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*My participation in #YouthEmpowered as a mentor has certainly helped me to further develop my communication with the next generation. I also met future colleagues and leaders. I am definitely hopeful and motivated to help with as much as I can for the preservation of the environment so that the next generation could focus more on making their dreams come true and not on fixing our mistakes.*

*We need to communicate with each other, we need to share, to dream together, to argue. The #YouthEmpowered program allows us to communicate in this way with our future which, in itself, is tremendous!"*

*Ventsislav Kachovski,  
Head of Environment,  
Coca-Cola HBC Bulgaria*



*Meeting young people who are hungry for knowledge has always inspired me. After such meetings I am always full of positive emotions and ambition to give more and more. These sessions always show me what young people are interested in, how they can be motivated and what we, as specialists and people, need to do to respond to their desires and motivation."*

*Nadezhda Markova,  
Head of Payments,  
Coca-Cola Hellenic Business Services Organization*

## What PARTICIPANTS say about the YOUTHEMPOWERED program:

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*The participation in the program has given me a lot of advantages. I met a large number of intelligent and ambitious young people seeking new knowledge and I continue to be in touch with some of them to this day. In addition to new acquaintances, I also gained significant motivation for professional development from the program. My overall knowledge became more encompassing and my career skills improved several times as a result of which, in less than a year, I will start working for one of the most renowned transport companies. The YouthEmpowered program is an amazing opportunity for every young person looking for professional development, regardless of industry. Thanks to the inspiring lecturers, all participants join the sessions with a great desire and the knowledge and skills acquired can be applied in practice."*



*Thanks to the YouthEmpowered program I managed to meet truly successful people, managers whose life and professional experience has inspired me and shown me that nothing is impossible in life and that failure does not mean an ending but just an opportunity to start again, this time smarter. Small daily improvements lead to incredible results in the future and the most reasonable investment is in oneself."*

# Coca-Cola Digital Academy at SoftUni Digital and Teen Station platform

In 2020, we implemented the first Coca-Cola Digital Academy at SoftUni Digital with which the company has set for itself new ambitious goals to increase the qualification and support the career development of young people in Bulgaria sharing the experience and knowledge of its employees with an ever greater number of young people.

In 2021, we created content "from young people for young people" focusing on personal development. In the podcast "From A to Z" – a part of the youth media platform Teen Station – the listeners met with interesting personalities who inspired them for a successful career start.

## LISTENERS to the podcast for the #YOUTHEMPOWERED program

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*The podcast From A to Z made me follow everything my peers at Teen Station are doing. It's great that there's such a media outlet talking about the problems of interest to us. It has no parallel!"*



*I listen to Yuli regularly. These podcasts inspired me to think and I also made recordings. I tried to make a series about career orientation. It didn't work out for me because it seems I'm not as good at talking to people but at least I tried :)"*



*I look out for the episodes from the series, I've listened to all of them. My absolute favorite is the one dedicated to burnout. Obviously, young people are not immune to it. A lot of valuable advice and shared experience. In addition, I can tune in while doing sports or climbing in the mountains."*





# Investments in society

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We focus on supporting local communities through diverse partnerships, donor campaigns and providing mentor and financial support. We believe that what matters most in hard times are actions. In 2020, together we went through one of the greatest trials which made us face hard living and economic challenges and an enormous responsibility for the health and lives of

people. The system of Coca-Cola in Bulgaria focused its energy, resources and actions on ensuring the safety of its employees and support for the local communities.

## Product donations

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Under the We'll Deal with It Together campaign, we joined in with free monthly supplies of non-alcoholic beverages and water for front-line medical workers in 27 hospitals in the country. We provided more than 140,000 liters of beverages for police officers at checkpoints in Sofia, Kostinbrod and Bankia and for elderly people via the Social Visiting Care in Kostinbrod and Bankia.

## Financial support

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The Coca-Cola Foundation supported the initiative of United against COVID-19 to help the most vulnerable people in society – lonely elderly people or people at homes for the elderly, children and youth at risk, single parents, victims of domestic violence, homeless people,

people with chronic illnesses or special needs, front-line doctors and medics, and others. During the first stage of the program alone, 74 projects were approved to allocate BGN 673,984. It involved 437 applicants.



For a business to be successful, the communities it operates in need to develop. We partner in projects with NGOs, local institutions, foreign chamber of industry and commerce, employer, professional and other organizations. We find it important to build long-term relationships based on transparency and observance of ethical rules.

2025 goals of the Coca-Cola Hellenic Group (in comparison to 2017)	Progress as of 2019	Progress as of 2020	Progress as of 2021	How much we have left to reach the goal
Participate in 20 partnerships for "World Without Waste"	We have organized the My Green City initiative in partnership with Ecopack for 13 years	No mass events were organized due to the emergency situation	No mass events were organized due to the emergency situation	In 2022, the 15th edition of the initiative "My Green City" will be held

**10%**

of our employees take part in volunteer initiatives

**43%**

**3%**

**4%**



**6%**  
to reach the goal



## Partnerships

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We joined the joint initiative of our partner Fantastiko store chain and Sofia Municipality which provided cooked lunch for people in need. Thanks to the united efforts of 10 companies, the initiative was held every

day until the end of the state of emergency. A total of 330 packed lunches were provided to people at a social disadvantage.



In April 2020, we suspended our advertising communication in order to target our efforts to supporting those most in need. To this end, we provided our pre-paid advertising spaces in the country to the Bulgarian Red Cross and we supported the initiative with design and production of communication materials. By 17 May, the BRC Together against COVID-19 campaign was presented in 238 advertising spots throughout the country. During the campaign, we contributed more than BGN 62,000 in support of Bulgaria and those affected by the pandemic the most.

## Support for small businesses

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The system of Coca-Cola in Bulgaria began an initiative in support of small retailers in the country and their efforts to deal with the economic consequences of the COVID-19 pandemic. The Shop round the Corner campaign is part of our efforts to support the local communities and the customers we work with to whom the company is an established and trusted business partner. The campaign began in June 2020 and continued throughout 2021. During the first year, it encompassed 500 selected small retail sites in the country which we supported with BGN 110,000. During the second year, we added another 1,200 and invested BGN 285,000. In the course

of the initiative, the retail sites received investments in the form of necessary equipment which they could use to further develop and enhance their business. In addition, over several months, the trade representatives of Coca-Cola HBC supported owners of small shops with their expertise and knowledge. In this way, we helped retailers to keep their clients and to attract new ones despite the difficulties.

# Responsible marketing

The company is committed and abides by the Code of Energy Drinks Labeling and Marketing as a member of the Association of Producers of Non-Alcoholic Beverages in Bulgaria:

- With no text to encouraging their mixing with alcohol;
- Bearing a marking "High content of caffeine";
- With a recommendation "Drink moderately"; and
- "Not recommended for children, pregnant or breast-feeding women, people who are sensitive to caffeine".
- We do not sell energy drinks in the school sector and we do not offer them for tasting close to schools and during events for children.

We are always responsible in presenting our products to potential consumers. Our marketing strategy is based on ethical rules and commitments also enshrined in our internal Responsible Marketing Policy. We are among the first companies in Europe to take on the commitment not to advertise directly to people under a certain age and we control our sales in school institutions so that we offer the most appropriate products for adolescents.

The company is among the first in Europe to voluntarily commit to the principles of responsible marketing with regard to certain audiences. We do not advertise directly to children under 13 years of age and we abide by this commitment unwaveringly as we also monitor its compliance with our internal Responsible Marketing Policy. We take an active part in the Ethics Committee at the Association of Producers of Non-

Alcoholic Beverages and we adhere to the commitments it has taken on. A representative of ours is part of the National Self-Regulation Council. We take part in audits by third parties in order to check how we observe the commitments we have taken on. The results encourage us to continue our efforts and show that we are on the right track.

As a member of the Association of Producers, Importers and Traders of Alcoholic Beverages in Bulgaria, we will continue to take an active part in:

- Creation and observance of a national policy to develop the industry in the country;
- Efforts to combat excessive (addictive) and unauthorised (under the age of 18; drunk driving; pregnant women) use of alcohol. The Association also supports the Charter of Responsible Sale and Communication of Alcoholic Beverages in Bulgaria.



# The Coca-Cola system in Bulgaria

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The head office of Coca-Cola Hellenic Bulgaria is located in Sofia, and the two production centers are in Kostinbrod (for non-alcoholic beverages) and Bankia (for mineral water). The company has 7 distribution centers in the country. The offices of Coca-Cola Bulgaria and Coca-Cola Europacific Partners Shared Services, Coca-Cola Hellenic Business Services Organization, Coca-Cola Hellenic Group IT Services are also located in Sofia.



**Coca-Cola Hellenic  
Bottling Company  
Bulgaria**

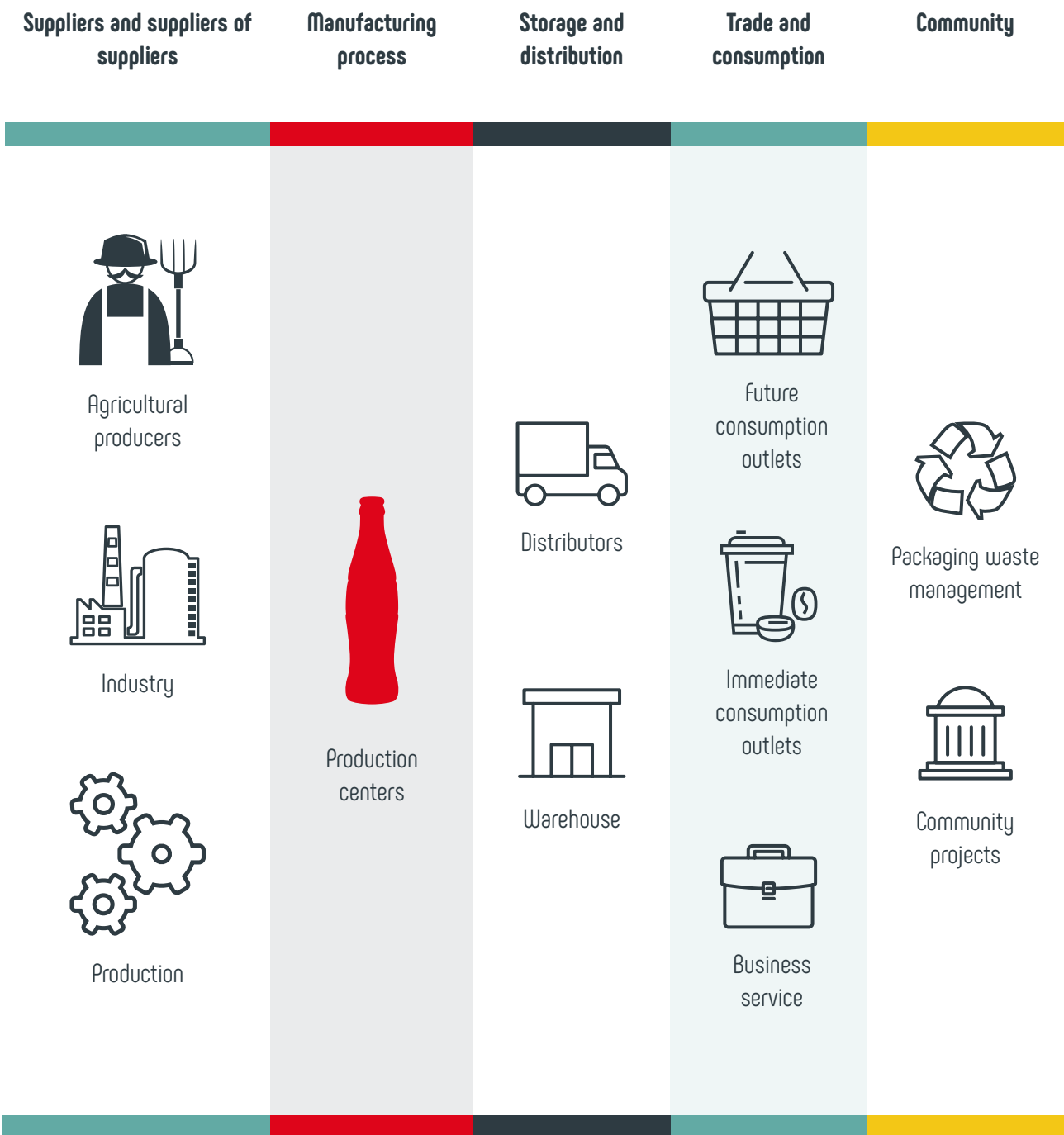
**The Coca-Cola  
Company**

**Coca-Cola Europacific  
Partners Shared  
Services**

**Coca-Cola Hellenic  
Business Services  
Organization**

**Coca-Cola Hellenic  
Group IT Services**

# The path of our products:



Our work along the path is accompanied by:

1.
Constantly optimizing our production infrastructure
2.
Meeting the changing preferences of consumers
3.
Improving efficiency

## Coca-Cola Hellenic Bottling Company Bulgaria

is part of the Coca-Cola Hellenic Group and the system of the Coca-Cola in Bulgaria. Coca-Cola HBC is owned 99% by Coca-Cola Beverages 2 Netherlands and less than 1% is held by TPK Texim Plovdiv.

In 1992 the local offices of Coca-Cola Hellenic Bottling Company and The Coca-Cola Company - Coca-Cola Bulgaria EOOD were founded. In 2004, the Coca-Cola Hellenic Group The Bottling Company opened its first information technology sharing center (Coca-Cola Hellenic Group IT Services), and in 2011 the company founded a second such center in Bulgaria, this time in the field of finance and human resources (Coca-Cola Business Services Organization).

The portfolio of Coca-Cola HBC Bulgaria is among the strongest, richest and most flexible in the beverage sector and offers leading consumer brands in the categories of carbonated beverages, juices, water, sports, energy, plant-based, ready-to-drink tea, coffee, carbonated for adults, and high-quality alcohol. The company's products satisfy a growing variety of tastes with a wider choice of healthier options, high quality products and increasingly durable packaging.

Coca-Cola Hellenic Bottling Company Bulgaria buys concentrates and syrups for production of beverages under a franchising agreement with The Coca-Cola Company. Coca-Cola HBC is also responsible for the sale of the products, relationships with customers and suppliers, implementation of promotions and distribution of products.

By 2021, Coca-Cola HBC Bulgaria works with over 200 distributors in Bulgaria.

A global-level transaction was launched in 2021 for the acquisition of the bottling business in Egypt and, thus, that country became the 29th group member.

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### The Coca-Cola Company

– Coca-Cola Bulgaria is a subsidiary of The Coca-Cola Company (NYSE:KO). The Coca-Cola Company offers a diverse portfolio of beverages and has over 500 brands in over 200 countries in the world. In addition to the Coca-Cola brands, together with Fanta, Sprite and Schweppes, the portfolio includes some of the most well appreciated brands in the world, such as soya beverages, ice teas,

water, juices and nectars, coffee, sports drinks, smoothies, cocoa water and many others. The company is constantly developing and transforming its portfolio, from sugar reduction in beverages to introduction of new and innovative offerings. You can learn more about the company in Bulgaria at [HYPERLINK "http://www.coca-cola.bg"](http://www.coca-cola.bg) and by visiting the global online magazine at [HYPERLINK "http://www.coca-colacompany.com"](http://www.coca-colacompany.com).

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### Coca-Cola Europacific Partners

is a company operating in 29 countries in Western Europe, Australia, the Pacific and Indonesia. Coca-Cola Europacific Partners Services Bulgaria provides shared financial services to 13 Western European countries, including Andorra, Belgium, France, Germany, the United Kingdom, Iceland, Luxembourg, Monaco, the Netherlands, Norway, Portugal, Spain and Sweden. The company does not bottle or sell in Bulgaria, but developed its shared financial center in the country in 2013 Sofia, and in 2019 opened a new office in Varna.

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### Coca-Cola Hellenic Business Services Organization

– a business services center set up in Sofia in 2011 which supports the Coca-Cola Hellenic group through centralized activities in the areas of finance and accounting, human resources and management of underlying databases. Over 600 professionals work at the company, providing services to 66,000 customers on an annual basis, processing over 600,000 invoices of 43,000 suppliers; they also process over 120,000 purchase orders and prepare internal financial statements for 38 companies in the group. The Human Resource teams contribute to the administration of processes for over 20,000 employees of the Group, including updates related to organizational changes.

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### Coca-Cola Hellenic Group IT Services

is part of the organization for Business Solutions and Systems (BSS). BSS is a place where technologies and processes mix to create a competitive advantage for our company. The role of the company is to facilitate the increasing number of transactions through technologies.

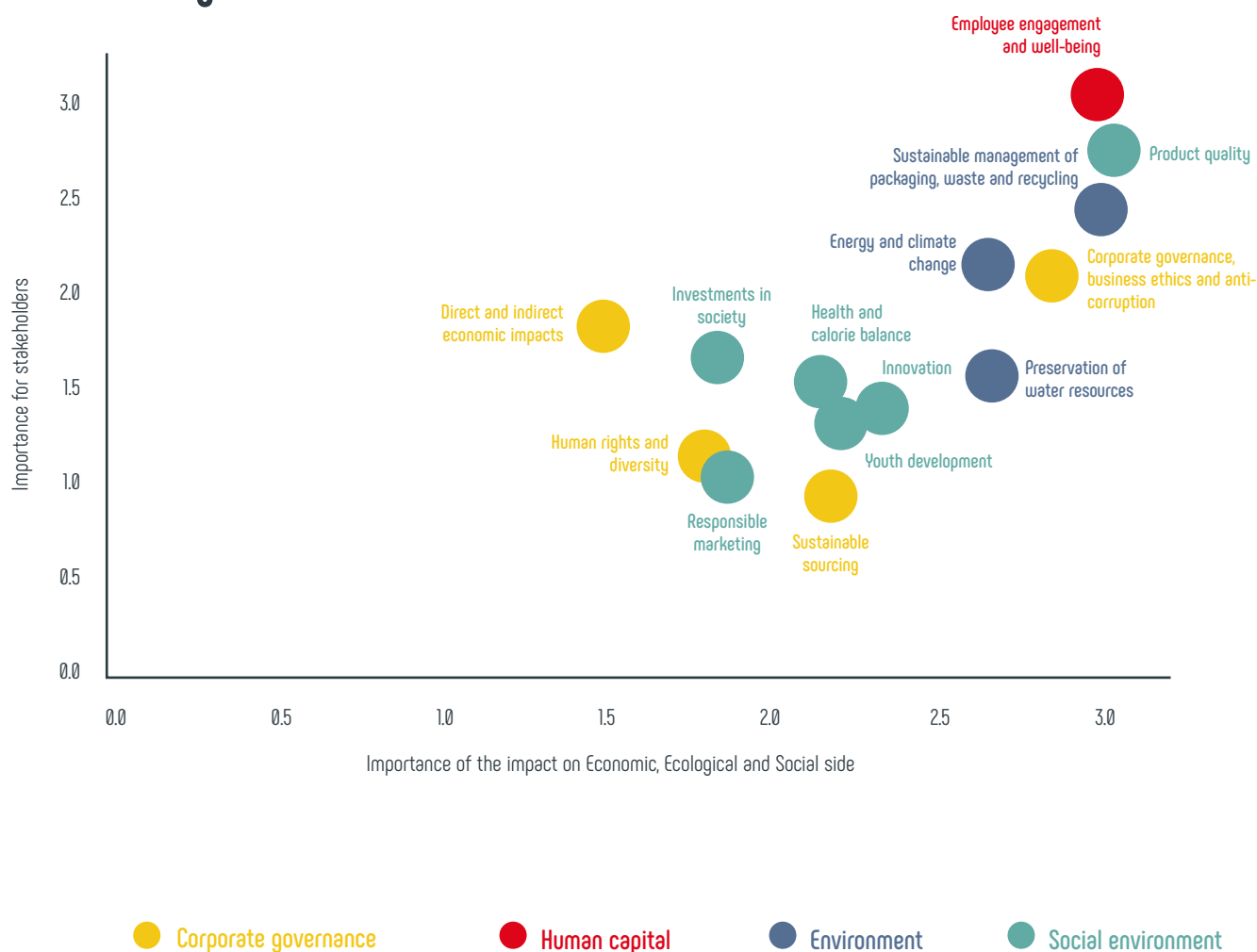


# MATTERS OF IMPORTANCE TO US AND OUR STAKEHOLDERS

## An assessment of material topics

We define sustainable management as awareness of the topics of importance to our stakeholders. An integral part of good governance have become topics related to our environmental impacts, social and economic matters.

### Materiality matrix



To ensure good governance of these topics, we build relationships which we strive to base on trust. We maintain an active dialogue with shareholders, customers, consumers, employees, institutions, business partners through various channels:

### Employees

We conduct an annual engagement survey; We seek regular feedback; We address complaints; We ensure confidential whistleblowing.

### Partners

We create joint projects and set common business goals.

### Suppliers

We apply quality requirements and conducts audits; We carry out pre-screening.

### Distributors

We survey distributor satisfactions regularly.

### Customers

We hold regular meetings; We support them with market information and marketing campaigns.

### Consumers

We address their complaints; We conduct an annual satisfaction survey

### Public institutions

We participate in regular meetings, advisory boards and expert committees, forums, events and round tables; We support partner projects.

### Associations

We take part in decision making; We provide resource support for the implementation of the initiatives of the associations in which the Company is a member.

### NGOs

We support initiatives related to youth, education and the environment; We create and implement joint projects.

# COMMITMENTS AND MEMBERSHIPS

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Our company is a member of a number of organizations thanks to which it successfully delivers on its commitments:

**1. UNESDA**

- Reduction in the calories in our beverages by 10% between 2015 and 2020.
- **Reduction in the average content of added sugar in non-alcoholic beverages<sup>1</sup> by another 10%<sup>2</sup> for the period 2019-2025.**
- We do not sell products with added sugar at schools.

**2. EU Pledge** – The Charter for Responsible Communication is a voluntary initiative of leading companies for the production of food and beverages which aims to change the way of advertising to children.

**3. ASSOCIATION OF PRODUCERS OF NON-ALCOHOLIC BEVERAGES IN BULGARIA**

- Support for the creation and development of an environment in which all companies from the sector can meet the needs of consumers and society, while competing effectively for sustainable growth.
- Promoting the need of reasonable consumption, including calorie information about the products.
- Creation of a code of ethics for marketing and labeling of energy drinks.
- Promoting the role of industry in environmental protection and its social and economic significance;
- Achieve a complete bottle-by-bottle circular model of the packaging used by the industry
- Cooperation in establishing and strengthening relationships with value and responsibility partners.

**4. ASSOCIATION OF PRODUCERS, IMPORTERS AND TRADERS OF ALCOHOLIC BEVERAGES**

- Responsible sales, marketing and communication principles for our alcoholic beverages.

**5. FOOD AND DRINKS ASSOCIATION**

- Establishment and implementation of the initiative “PLASTIC PACT Bulgaria”, which brings together industry organizations, companies and government institutions to reduce waste from plastic packaging and the recovery of plastic as a raw material in the circular economy of Bulgaria.

**6. SUSTAINABLE DEVELOPMENT GOALS OF THE COCA-COLA HELLENIC GROUP**



## **FOOD AND DRINKS ASSOCIATION**

Established in 2018, the Food and Drinks Bulgaria Association has as its main goal, in the conditions of full transparency, to work towards creating a more favorable environment for the development of the food industry in Bulgaria by uniting and representing the interests of Bulgarian and foreign producers, distributors and importers of food and beverages.

The Association will strive to be the voice of the food and drinks industry before the society and institutions as it unites and popularizes the positions of its members in areas such as food safety and research, healthy eating, consumer trust, competitiveness and environmental sustainability, enhancement of the regulatory framework and strengthening of self-regulation.

The founders of the Association are among the largest international and local companies operating in Bulgaria.

The Food and Drinks Bulgaria Association is a full member of FoodDrinkEurope, the most influential European organization in the food and drinks industry.

## **ASSOCIATION OF THE INDUSTRY OF NON-ALCOHOLIC BEVERAGES IN THE COUNTRY**

The Association of Producers of Non-Alcoholic Beverages in Bulgaria represents more than 70% of the market in non-alcoholic beverages, including bottled water. Set up in 1996, the Association is a long-standing member of European industry structures of water bottlers (EFBW) and of soft drinks producers (UNESDA). In May 2017, the Association became an official member of the European Fruit Juice Association (AIJN). Furthermore, it is a recognized and established responsible partner to the State in setting sector policies and applying instruments in support of the sustainable, competitive and prosperous development of the sector. The producers of non-alcoholic beverages and bottled waters generate more than BGN 266 million of added value per year. In addition, they invest in local resources totaling close to BGN 411 million, according to an Institute for Market Economics study.

## **SPIRITS BULGARIA ASSOCIATION**

The Association of Producers, Importers and Traders of Alcoholic Beverages is a representative sector organization which is a member of the reputable European representative body of the producers and traders of alcoholic drinks spiritsEUROPE and of the National Self-Regulatory Board. The main goal of the Association is to create a national policy for the development of the sector in the country and to combat the excessive (addictive) and unauthorized (under the age of 18; pregnant women) use of alcohol. The Association coalesced around a Charter for responsible sale and communication of spirit drinks in the country.

## **AIBEST**

Association for innovation, business excellence, services and technology, previously Bulgarian Outsourcing Association, is an independent industry organization whose objective is developing Bulgaria as a leader for knowledge-intensive products, services, solutions, and globally recognized (world-attractive) destination for educated talent. The association groups companies from all spheres of the modern business services industry – companies offering services related to BPO, ITO, KPO, LPO, HRO and others.

# ABOUT THE REPORT

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**This is the sixth Sustainability Report of the Coca-Cola system in Bulgaria. It consists of 5 legal entities: Coca-Cola Hellenic Bottling Company Bulgaria, Coca-Cola Bulgaria, Coca-Cola Europacific Partners Shared Services, Coca-Cola Hellenic Business Services Organization and Coca-Cola Hellenic Group IT Services.**

The information in the Report presents the goals, management model and results achieved in relation to the most important topics for the company and its stakeholders in the period 1 January 2020 – 31 December 2021. The elaboration of the Report follows the GRI Standards methodology in line with their Core option. It has not been verified by a third party.

The Report has been drawn up in partnership with denkstatt Bulgaria, a consulting company with long-standing experience in ESG, decarbonization, circle economy and impact assessments.

**If you have additional questions or feedback  
about the Report, please reach out to:**

**[pacbgb@cchellenic.com](mailto:pacbgb@cchellenic.com)**

# APPENDICES

## GRI Content index

GRI 102: General disclosures 2018		GRI 102 is used by the organization to report contextual information – about the company and its business-sustainability reporting practices		
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	102-3	Location of headquarters	GRI Index	Sofia, 8 Racho Petkov Kazandzhiyata Str
	102-4	Location of operations	The Coca-Cola System in Bulgaria	57-59
	102-5	Ownership and legal form	The Coca-Cola System in Bulgaria	57-59
	102-6	Markets served	The Coca-Cola System in Bulgaria	57-59
	102-7	Scale of the organization	Socio-economic results and impact	5-6
	102-8	Information on employees and other workers	Our team	17-22
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Strategy and analysis	102-11	Precautionary Principle or approach	Socio-economic results and impact	5-6
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	102-42	Identifying stakeholders	Matters of importance to us and our stakeholders	60-61	
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	102-49	Changes in reporting			No changes in reporting
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Responsible marketing	Community	56	

## Key performance indicators

### Coca-Cola Hellenic Bottling Company Bulgaria AD

Specific indicator	Unit	2019	2020	2021
<b>Market</b>				
Revenue	BGN'000	457 801	357 424	399 436
Salaries and employee costs	BGN'000	36 799	33 635	36 609
Social security	BGN'000	3 984	4 957	5 066
Taxes and fees	EUR million	43	37	43
Investments in society	BGN'000	346	116	194
Infrastructure projects in Kostinbrod and Bankia	BGN'000	6 259	9 386	12 245
Share of payments to local suppliers	%	71	75	71

Specific indicator	Unit	2019	2020	2021
<b>Environment</b>				
<b>Materials</b>				
PET	tonne	7 874	5 048	8 038
b-PET	tonne	1 078	0	0
Plastics – caps	tonne	544	460	435
Plastics – labels	tonne	126	104	124
Plastics – foil	tonne	902	829	839
Metal	tonne	342	237	203
Glass	tonne	2 811	1 738	0
Aluminum	tonne	35	24	21
Paper	tonne	147	120	73
Total packaging	tonne	13 858	8 559	9 734
Total packaging per quantity of beverage produced	gram/liter of beverage produced	40	28	32
Cardboard	tonne	691	431	659
Wood	tonne	114	0	0
<b>Waste</b>				
Non-hazardous waste deposited	kg	128 000	90 143	75 278
Recycled non-hazardous waste	kg	2 719 000	2 213 937	2 135 999
Waste reused (through incineration)	kg	505 000	511 860	312 000
Hazardous waste	tonne	44	48	79
Spills	kg	0	0	0
<b>Energy</b>				
Electricity	MJ	78 725 131	65 798 968	63 539 887
Natural gas	MJ	41 000 981	33 136 383	30 689 614
Heating diesel	liters	12 493	3 670	4 120
Propane-butane*	MJ	-	446 000	471 500
Energy from renewable sources	MJ	24 360 710	39 679 802	45 857 845
Energy consumption intensity	MJ/liter of beverage produced	0.35	0.33	0.31
<b>Greenhouse gas emissions</b>				
Total quantity of direct greenhouse gas emissions	tonne CO <sub>2</sub>	6 154	4 957	4 689
Indirect greenhouse gas emissions from energy sources	tonne CO <sub>3</sub>	6 067	3 484	1 992
Other greenhouse gas emissions	tonne CO <sub>4</sub>	134 131	127 283	101 215

Specific indicator	Unit	2019	2020	2021
Greenhouse gas emissions intensity (including Scope 1 + 2)	gram CO <sub>2</sub> /liter of beverage produced	35	28	22
<b>Water</b>				
Water consumption intensity	liter/liter of beverage produced	1.68	1.65	1.60
Water from municipalities	liters	467 664 001	392 219 400	383 741 000
Water from wells	liters	115 015 000	105 427 000	177 510 000
Recycled water	liters	42 952 000	31 045 000	36 064 000
% recycled water	%	7.4	6.2	6.4
Waste water	liters	263 603 001	233 132 769	212 807 213
<b>Employees</b>				
Employees	number	1060	1003	948
Men (FTE)	number	689	653	609
Women (FTE)	number	371	350	339
Turnover	%	16	10	11
Permanent contract (men)	number	642	620	591
Permanent contract (women)	number	348	338	328
Temporary contract (men)	number	47	33	18
Temporary contract (women)	number	23	12	11
Full-time (men)	number	689	653	609
Full-time (women)	number	371	350	339
Part-time (men)	number	0	0	0
Part-time (women)	number	0	0	0
New hires	number	137	83	89
Men	number	78	49	56
Women	number	59	34	33
<b>Health and safety</b>				
Fatal incidents	number	0	0	0
Number of road accidents per million kilometers travelled	number/km million	3	2	2
Number of accidents leading to more than 1 day lost	number	6	5	2
Hours lost as a result of accidents	number	0.6	0.5	0.2
Share of employees represented on safety and health committees	%	100	100	100
<b>Training and development</b>				
Number of training hours per employee	number	27	7	27



Specific indicator	Unit	2019	2020	2021
Share of employees subject to an annual (or other) performance evaluation	%	100	100	100
Share of women in management positions	%	35	37	37
Share of employees trained in the anti-corruption policies and procedures	%	100	100	100
Incidents of corruption and action taken	number	0	0	0
Incidents of discrimination (or human rights violations)	number	0	0	0
Share of employees participating in volunteer initiatives	%	43	3	4
Volunteering hours	number	5 727	123	603
<b>Products</b>				
Incidents of non-compliance with product safety requirements	number	1	0	1
Share of production bases certified under ISO 9001, ISO 22000 / FSSC 22000, ISO 14001, OHSAS 18001	%	100	100	100
Share of sales of low-sugar or no-sugar beverages	%	20	23	25
Percentage reduction of added sugar per 100 ml of carbonated beverage	%	-11	10	3
Calories per 100 ml of carbonated soft drinks	cal/100ml	36	36	37
Incidents of non-compliance with labeling requirements	number	3	0	0
Incidents of non-compliance with communication and marketing requirements	number	0	0	0
Cases of non-compliance with environmental legislation	BGN	305	2 000	0

\*The use of propane-butane began in 2020; hence no 2019 data are available.

\*\*In 2021, there was one case with two recommendations but they do not include monetary penalties.

## Coca-Cola Bulgaria EOOD

Specific indicators	Unit	2019	2020	2021
<b>Market</b>				
Revenues	BGN'000	32 172	33 647	35 438
Salaries and employee costs	BGN'000	15 574	16 759	19 455
Social security	BGN'000	1 121	1 303	1 954
Taxes and fees	EUR million	832	230	396
Share of payments to local suppliers	%	97%	86%	92%
<b>Employees</b>				
Employees	number	202	193	178
Men (FTE)	number	137	139	121
Women (FTE)	number	65	54	57
Turnover	%	0.04	8.00	14.00

Specific indicators	Unit	2019	2020	2021
Permanent contract (men)	number	136	138	120
Permanent contract (women)	number	65	54	56
Temporary contract (men)	number	1	1	1
Temporary contract (women)	number	0	0	1
Full-time (men)	number	136	139	121
Full-time (women)	number	65	54	57
Part-time (men)	number	1	0	0
Part-time (women)	number	0	0	0
New hires	number	75	10	28
Men	number	51	7	18
Women	number	24	3	10
<b>Health and safety</b>				
Fatal incidents	number	0	0	0
Number of road accidents per million kilometers travelled	number/km million	0	0	0
Number of accidents leading to more than 1 day lost	number	0	0	0
Hours lost as a result of accidents	number	0	0	0
Share of employees represented on safety and health committees	%	100	100	100

## Coca-Cola Hellenic Business Services Organization

Specific indicators	Unit	2019	2020	2021
<b>Market</b>				
Revenues	BGN'000	57 407	52 817	60 450
Salaries and employee costs	BGN'000	29 546	23 769	27 762
Social security	BGN'000	4 332	3 390	3 670
Taxes and fees	EUR million	0.42	0.10	0.27
Investments in society	BGN'000	8	0	0
Share of payments to local suppliers	%	45	65	52
<b>Employees</b>				
Employees	number	601	585	616
Men (FTE)	number	243	252	197
Women (FTE)	number	358	333	419
Turnover	%	0	0	0
Permanent contract (men)	number	243	252	197
Permanent contract (women)	number	358	332	418

Специфични индикатори	Мерна единица	2019	2020	2021
Temporary contract (men)	number	0	0	0
Temporary contract (women)	number	0	1	1
Full-time (men)	number	243	252	197
Full-time (women)	number	358	332	417
Part-time (men)	number	0	0	0
Part-time (women)	number	0	1	2
New hires	number	203	157	220
Men	number	104	55	70
Women	number	99	102	150
<b>Health and safety</b>				
Fatal incidents	number	0	0	0
Number of road accidents per million kilometers travelled	number/km million	0	0	0
Number of accidents leading to more than 1 day lost	number	0	0	0
Hours lost as a result of accidents	number	0	0	0
Share of employees represented on safety and health committees	%	100	100	100
<b>Training and development</b>				
Number of training hours per employee	number	36	44	61
Share of employees subject to an annual (or other) performance evaluation	%	100	100	100
Share of women in management positions	%	66	68	66
Share of employees trained in the anti-corruption policies and procedures	%	100	100	96
Incidents of corruption and action taken	number	0	0	0
Incidents of discrimination (or human rights violations)	number	0	0	0
<b>Products</b>				
Incidents of non-compliance with product safety requirements	number	0	0	0
Incidents of non-compliance with labeling requirements	number	0	0	0
Incidents of non-compliance with communication and marketing requirements	number	0	0	0
Cases of non-compliance with environmental legislation	number	0	0	0

## Coca-Cola Hellenic Group IT Services

Specific indicators	Unit	2019	2020	2021
<b>Market</b>				
Revenues	BGN'000	24 496	28 986	32 796
Salaries and employee costs	BGN'000	7 069	14 937	17 633
Social security	BGN'000	557	397	481
Taxes and fees	EUR million	0	0	0
Share of payments to local suppliers	%	30	29	29
<b>Employees</b>				
Employees	number	124	122	149
Men (FTE)	number	48	53	76
Women (FTE)	number	76	69	73
Turnover	%	19	13	21
Permanent contract (men)	number	43	51	75
Permanent contract (women)	number	73	68	70
Temporary contract (men)	number	5	2	4
Temporary contract (women)	number	3	1	0
Full-time (men)	number	48	53	76
Full-time (women)	number	76	69	73
Part-time (men)	number	0	0	0
Part-time (women)	number	0	0	0
New hires	number	23	27	52
Men	number	10	16	33
Women	number	13	11	19
<b>Health and safety</b>				
Fatal incidents	number	0	0	0
Number of road accidents per million kilometers travelled	number/km million	0	0	0
Number of accidents leading to more than 1 day lost	number	0	0	0
Hours lost as a result of accidents	number	0	0	0
Share of employees represented on safety and health committees	%	3	3	3
<b>Training and development</b>				
Number of training hours per employee	number	8	8	6
Share of employees subject to an annual (or other) performance evaluation	%	100	100	100
Share of women in management positions	%	43	43	35
Share of employees trained in the anti-corruption policies and procedures	%	100	100	100



Specific indicators	Unit	2019	2020	2021
Incidents of corruption and action taken	number	0	0	0
Incidents of discrimination (or human rights violations)	number	0	0	0
Share of employees participating in volunteer initiatives	%	30	0	0
Volunteering hours	number	38	0	0
<b>Products</b>				
Incidents of non-compliance with product safety requirements	number	0	0	0
Incidents of non-compliance with labeling requirements	number	0	0	0
Incidents of non-compliance with communication and marketing requirements	number	0	0	0
Cases of non-compliance with environmental legislation	number	0	0	0

## Coca-Cola Enterprise Shared Services

Specific indicators	Unit	2019	2020	2021
<b>Market</b>				
Revenues	BGN'000	3 821	57 510	69 169
Salaries and employee costs	BGN'000	26 734	39 034	46 305
Social security	BGN'000	5 331	5 762	6 857
Taxes and fees	EUR million	3 503	3 797	3 972
Share of payments to local suppliers	%	66	37	57
<b>Environment</b>				
Electricity	MJ	1 755 605	1 031 382	928 930
Natural gas	MJ	NA	NA	NA
Heating diesel	liters	NA	NA	NA
Energy from renewable sources	MJ	NA	NA	NA
<b>Employees</b>				
Employees	number	917	913	1018
Men (FTE)	number	320	312	335
Women (FTE)	number	597	601	683
Turnover	%	12	8	9
Permanent contract (men)	number	285	302	321
Permanent contract (women)	number	536	571	645
Temporary contract (men)	number	35	10	14
Temporary contract (women)	number	61	30	38
Full-time (men)	number	319	311	332

Специфични индикатори	Мерна единица	2019	2020	2021
Full-time (women)	number	584	588	667
Part-time (men)	number	1	1	3
Part-time (women)	number	13	13	16
New hires	number	290	67	190
Men	number	88	23	58
Women	number	202	44	132
<b>Health and safety</b>				
Fatal incidents	number	0	0	0
Number of road accidents per million kilometers travelled	number/km million	0	0	0
Frequency of incidents	days/FTE	0	0	0
Number of accidents leading to more than 1 day lost	number	0	0	0
Hours lost as a result of accidents	number	0	0	0
<b>Training and development</b>		9	5	5
Number of training hours per employee	number	9	5	5
Share of employees subject to an annual (or other) performance evaluation	%	100	100	100
Share of women in management positions	%	66	54	59
Incidents of corruption and action taken	number	0	0	0
Incidents of discrimination (or human rights violations)	number	0	0	0
Share of employees participating in volunteer initiatives	%	31	0	35
<b>Products</b>				
Incidents of non-compliance with product safety requirements	number	0	NA	NA
Incidents of non-compliance with labeling requirements	number	0	NA	NA
Incidents of non-compliance with communication and marketing requirements	number	0	NA	NA
Cases of non-compliance with environmental legislation	number	0	NA	NA

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