

Our purpose and strategy

We will deliver on our vision through a clear purpose and strategy

To deliver on our vision of being the leading 24/7 beverage partner, we introduced a new strategy in 2019. Growth Story 2025 gives us a roadmap to grow with our customers and to delight consumers across our 28 markets, around the clock. We do this by empowering our people and building trust by operating our business responsibly and sustainably.

Built on five key pillars of growth, each of which is a core strength or competitive advantage, our 2025 strategy is underpinned by new Growth Mindset Values and guided by ambitious targets. This plan to achieve our vision reflects the significant opportunities ahead that will help us deliver growth and value for our Company and all of our stakeholders.

Our purpose

We are devoted to growing every customer and delighting every consumer 24/7

By nurturing passionate & empowered teams of people

While enriching our communities & caring for the environment

Our growth pillars

1 LEVERAGE OUR UNIQUE 24/7 PORTFOLIO

Read more on pages 26-29.

- Offer the best 24/7 beverage portfolio on the planet in partnership with The Coca-Cola Company

2 WIN IN THE MARKETPLACE

Read more on pages 30-33.

- Build unrivalled teams of true partners for our customers, executing with excellence in every channel for prioritised drinking moments
- Fast-forward critical capabilities for growth

3 FUEL GROWTH THROUGH COMPETITIVENESS & INVESTMENT

Read more on pages 34-37.

- Transform, innovate and digitalise our business to ensure that we are fit for the future

4 CULTIVATE THE POTENTIAL OF OUR PEOPLE

Read more on pages 38-41.

- Invest in building the best teams in the industry
- Develop an inclusive growth culture around our empowered people

5 EARN OUR LICENCE TO OPERATE

Read more on pages 42-45.

- Be an environmental leader, engage our communities behind water and waste initiatives, and empower youth, together with our partners

How we grow

2021-2025 targets

5-6%

FX-neutral revenue growth per annum, on average

20-40bps

EBIT margin growth per annum, on average

Employee engagement

score greater than the high-performing norm

Accomplish

Mission 2025 sustainability commitments

Our Growth Mindset Values

WINNING WITH CUSTOMERS
We are the selling organisation devoted to providing innovative solutions to create shared value

NURTURING OUR PEOPLE
We believe in our people, and have a passion to develop ourselves and others

EXCELLENCE
We strive for unparalleled performance by amazing customers with our passion and speed

INTEGRITY
We always do what is right, not just what is easy, and are accountable for the results

LEARNING
We listen, have a natural curiosity to learn and are empowered to take smart risks

PERFORMING AS ONE
We collaborate with agility to unlock the unique strength of diverse teams

Read more about our values on pages 38-41.

Read more about our Growth Story 2025 on pages 24-25.