

Business model continued

Value created

Our people

- In 2025, we employed 33,497 full-time employees across 29 countries
- Median basic salary ratio women/men: 1.53



Socio-economic contribution

761,389 training hours for our people
 43.4% women in managerial positions¹
 €1,442.3m total employee costs

Our customers

- We increased the frequency of our customer engagement, providing customers with better support
- In the marketplace, we achieved a total number of 66%¹ energy-efficient coolers



Socio-economic contribution

1.9m customers served

Our wider stakeholders

- Our business activities generate revenue for our suppliers and contractors, and their extended value chain



Socio-economic contribution

€5.8bn paid in taxes across our value chain³
 €16.14bn supported in added value across our value chain³

Our consumers

- In 2025, we achieved a 19%¹ calorie reduction per 100ml of sparkling soft drinks vs baseline year, representing solid progress and bringing us close to our Mission 2025 goal of 25%



Socio-economic contribution

760m potential consumers refreshed

Our communities

- In 2025, we trained 163,394 young people¹ through our #YouthEmpowered programme
- We invested €8 million in local community initiatives²



Socio-economic contribution

1 job = 15 jobs
 1 job in our system supports 15 in the community³
 563,338 indirect jobs across the value chain³
 1,283,244 cumulative 2017-2025 number of young people trained in our communities¹

Our investors

- We delivered strong financial performance in 2025, with organic revenue up 8.1% and reported revenue up 7.9%. In recognition of our business strength and future opportunities, the Board proposed a dividend of €1.20 per share, a 17% increase compared with last year



Socio-economic contribution

€827.6m Capex spend
 +19.7% increase in comparable EPS to €2.724, supported by strong EBIT delivery

Our suppliers

- We spent €7.3billion with suppliers and contractors in 2025
- We are working with our suppliers to support their sustainable practices and emissions reduction plans



Socio-economic contribution

over 13,500 suppliers operating across our value chain⁴
 €7.3bn spent with suppliers, of which more than 97% were local⁵

Our impact

We believe that the only way to create long-term value for all our stakeholders is through sustainable growth.

We create socio-economic value for the societies in which we operate by creating jobs, training people, building physical infrastructure, procuring raw materials, transferring technology, paying taxes, expanding access to products and services, and creating growth opportunities for our customers, distributors, retailers, suppliers and employees.

Measuring and managing these contributions through the sustainable growth of our business is an important part of our purpose. Since 2010, we have conducted socio-economic impact studies in our markets to better understand the range and extent of the value we create in our ecosystem.

To read the methodology behind our socio-economic impact numbers

Find out more on page 362

1. Excluding Egypt

2. Excluding the amount of Ukrainian Solidarity Fund and Coca-Cola HBC Foundation donations

3. Numbers presented are aggregated based on the local socio-economic impact reports from CCHBC territories in the period 2018-2025. All KPIs represent annual impact

4. At parent company level operating in our value chain

5. Supplier spend includes direct, indirect, cold drink equipment categories and concentrate. EU countries suppliers are considered local for CCHBC EU-based business units