

November 2016

Refreshing business

Community investment & engagement: Youth empowerment



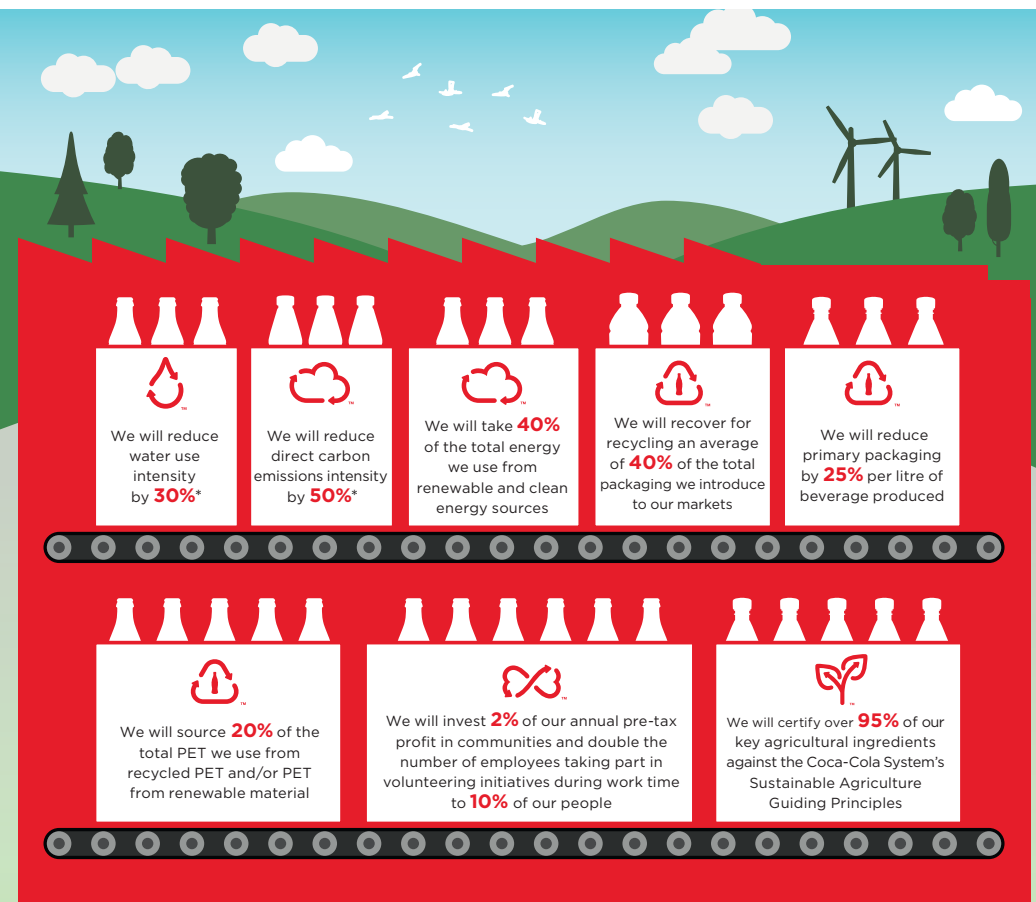
Coca-Cola
Hellenic Bottling Company



Central &
Eastern Europe

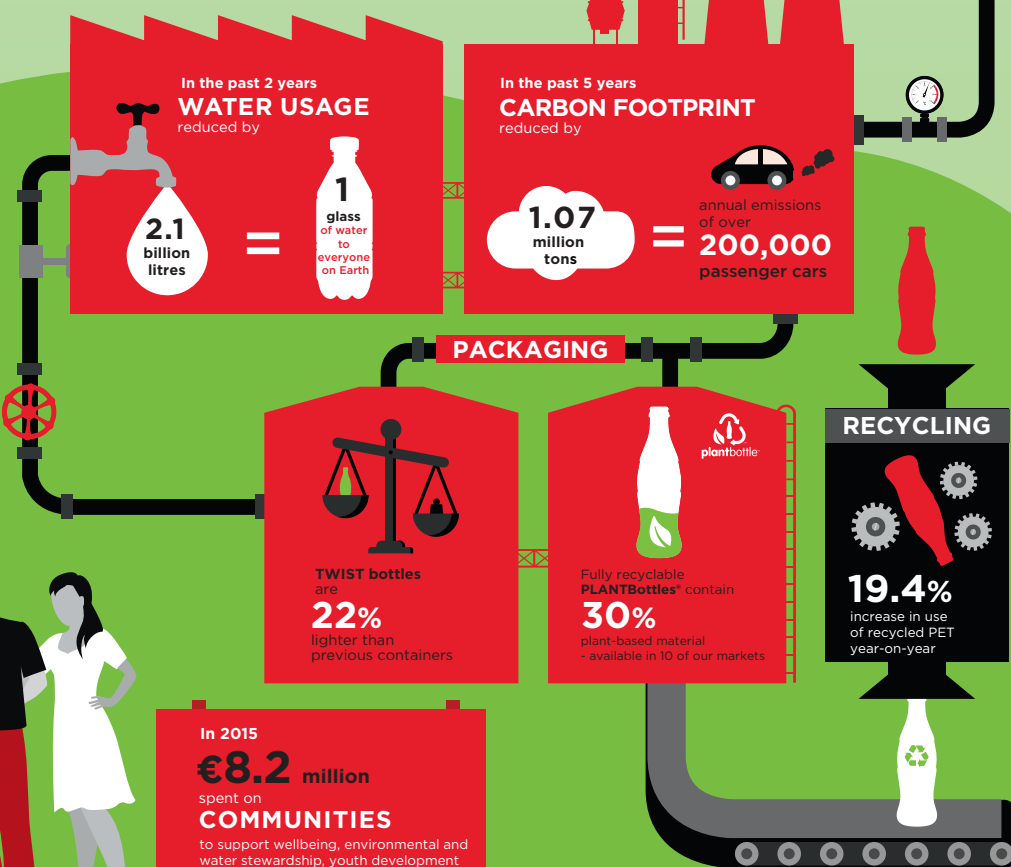
Coca-Cola HBC's 2020 SUSTAINABILITY commitments

Coca-Cola HBC announces ambitious new sustainability targets to inspire a better future. These targets are part of our strategy to grow our business responsibly, profitably and sustainably.



INDUSTRY LEADER FOR THE THIRD CONSECUTIVE YEAR

Sustainability Indices (DJSI) leader in the beverage sector. Corporate responsibility and sustainability is integrated across every aspect of our business – from supporting apple growers in our markets to the coolers which display our products. Our purpose and values guide our decisions and long-term investments to ensure we deliver lasting, sustainable value.



Community investment & engagement: Youth empowerment

THE ISSUE

Healthy, sustainable businesses require thriving communities – our business can only be as healthy and strong as the communities in which we operate. As a company we are committed to invest the same creativity, innovation and resources in mutually beneficial community programs as we invest in our business, supporting actual needs in ways that are relevant to our business. When doing this, we strive to:

- ▶ Work in partnership with our stakeholders and communities, to leverage our combined expertise for mutual benefit
- ▶ Inspire and engage our employees and business partners to support our community investment and volunteering programmes
- ▶ Measure and evaluate the impact our investment has in the community and on our business.

By strategically investing into our communities, we contribute to achieving the UN Sustainable Development Goals (SDGs). We recognize these issues are all interconnected, and within the 17 UN SDGs our community investment focus is on SDG #6 (Clean water and sanitation), #8 (Decent work and economic growth), #11 (Sustainable cities and communities), #13 (Climate action), and #17 (Partnerships) directly, in our 28 countries of operations.

OUR APPROACH

Our community strategy

Over the years, our community initiatives have evolved from mainly philanthropic contributions to value adding, long-term programmes to create shared value, and measurable, positive impact for our stakeholders, communities and for the business.

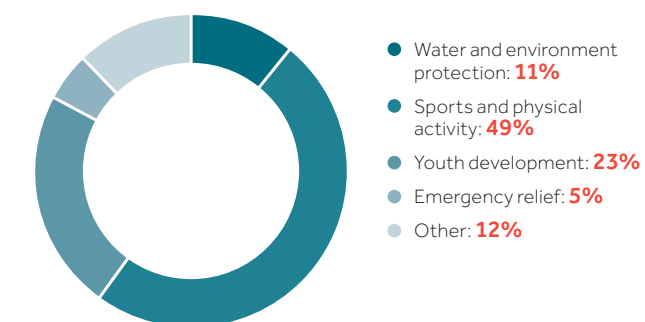
To ensure the success of our long-term, strategic work in this area, we provide funds, we work through partnerships and encourage employee volunteering.

In the past three years, we have invested between 2.0% - 2.5% of our pre-tax profit in community programmes. We seek to enhance the impact and efficiency of these programmes continuously through partnerships with non-governmental organisations (NGOs) and governments, and through regularly reviewing the output and the impact to the extent possible.

In 2015, we partnered with more than 230 NGOs in 28 countries, investing €8.2 million in our strategic community investment areas: youth development, water stewardship & environment protection, and community wellbeing, with close to €2m (23%) invested into youth development programmes.

We are also active in emergency relief efforts in all of our markets as needed. We strive to be among the first to support communities facing disasters of any nature, providing relief directly or through stakeholder partnerships.

2015 community investment by area:



(Source: 2015 Integrated Annual Report page: 40)

Our people are key contributors to creating shared value initiatives in our markets. During 2015, 5% of our employees volunteered during work hours for a total of more than 6,000 hours dedicated to supporting strategic community programmes. In addition, more than 7,600 of our employees volunteered in their free time, supporting community initiatives with 21,500 hours of volunteer work.

Youth empowerment - a strategic issue

At Coca-Cola HBC, we passionately believe in the potential of young people. We know that they are the future leaders and the change-makers for the communities that we live in.

The biggest challenge young people face is unemployment: across the countries where we operate, out of 75 million young people, 16.5 million are unemployed, with many facing slim prospects of fulfilling their life and career ambitions.

Youth unemployment rate in our markets ranges from about 4% in Switzerland to close to 60% in Bosnia-Herzegovina, and in 15 out of the 28 countries we do business in, youth unemployment is over 20%.

WHY IS THIS MATERIAL TO COCA-COLA HBC?

- ▶ Of the 589 million consumers we serve each year, close to 75 million are young people (age 18-30)
- ▶ We are a young company with a strong talent development culture: 51% of our employees are generation Y
- ▶ We and directly employ more than 33,000 people and are connected to 2.1 million customers as well as 43,000 suppliers also employing people in our value chain
- ▶ As the global sustainability leader in the beverage industry, Coca-Cola HBC has a responsibility and a commitment towards our communities.

CASE STUDIES, EXAMPLES

#TasteYourTalent, Italy

#TasteYourTalent is an empowering project, targeting recent school graduates, that gives them strong skills, relevant to the labour market: through face-to-face workshops and an online platform. The project helps young adults to better understand their key strengths and prepare for their future career.

This programme has been developed to engage local communities, with most of the events being hosted in the regions where Coca-Cola HBC has bottling plants. Providing free workshops to the young adults of these regions, we demonstrate our long-term investment in the communities where we work. Being part of these communities, Coca-Cola HBC recognizes the importance of helping recent graduates enter the labour market at the top of their potential and eventually have carrier opportunities to connect with our value chain, customers and consumers.

Youth unemployment in Italy is at 42%, with a 15% young students dropping out of school. #TasteYourTalent has been created in collaboration with the partner organization named HR Community Academy (HRC Academy), a global community which gathers human resources professionals.

To launch the program, three workshops were held at Coca-Cola HBC Italia Bottling plants and head offices: Marciainse Bottling Plant, Oricola Bottling Plant and Sesto San Giovanni – head office, Milan during 2015. Building on the success of the initiative, a further location was added in Rome at the Auditorium of a National Radio Broadcaster (RDS).

Participants, aged 18+, were recruited through a website (www.tasteyourtalent.it) where they uploaded their resume and took a self-assessment test to better understand their potential in the labour market. After submitting the CVs they also experienced an interview simulation.

During a seven-hour workshop, the participants had the chance to deepen their knowledge of the labour-market and receive training on business planning, CV writing,

personal branding, the importance of networking and how to succeed in job interviews.

The programme is designed to allow young adults seeking a job to understand their potential, define their career path and education in order to succeed in the labour market more effectively.

The events were attended by 180 young Italians in total, of which more than 80 were women.



Educational platform with Junior Achievement and Teach for Bulgaria

In Bulgaria, our youth development platforms reached more than 100 young people interested in being teachers and close to 700 students in 11 university mentorship classes, enhancing their employability and entrepreneurship skills, during the year. These programmes were conducted in partnership with Teach for Bulgaria, part of the global NGO Teach for All, and Junior Achievement Bulgaria.

Almost one third of the students participating in the Teach for Bulgaria programme demonstrated improved performance in school. Of the students participating in the entrepreneurship and employability skills development classes in the initiative with Junior Achievement Bulgaria, 43 young people found meaningful employment while they were still part of the programme. A full 80% reported success in developing a new business concept.



We also offer youth employment opportunities in our graduate programmes and internships throughout our operations. In many of our markets, we support entrepreneurship initiatives, aiming to encourage youth by helping them develop skills necessary to start their own businesses. In Nigeria, for example, we provide training and access to funding for young women, supporting them to become entrepreneurs. Part of The Coca-Cola Company's 5by20 platform, this work helps women entrepreneurs become part of our value chain.

ReGeneration and Entrepreneurship School – youth programs in Greece



ReGeneration is an initiative established by the World Economic Forum Global Shapers Hub, supported by The Coca-Cola Company and The Hellenic Initiative (THI). The program aims to bridge the skills gap between talented graduates looking for a job, and companies in search for new hires, decreasing unemployment and brain drain in Greece. More than 70 companies including multinationals, large Greek enterprises, small and medium size companies and even start-ups looking for colleagues participate in the program as potential employers. Regeneration is open to graduates of Greek or foreign institutes of higher education (university/college), with up to 2 years of full-time post graduate work experience. Read more about [ReGeneration](#) at The Coca-Cola Journey website [here](#).

Supported by The Coca-Cola Foundation, the Entrepreneurship School offers the chance to more than 200 young entrepreneurs (age 18-35) managing start-ups in Athens and Thessaloniki, to transform their ideas into business reality. The global partner on this initiative is [ThinkYoung](#), a worldwide think tank that lobbies for young people. Read more about Entrepreneurship School [here](#).



FUTURE OUTLOOK

For many years, we have supported a range of educational programmes, offered internships, management trainee programmes, as well as provided skills training and access to funding for underprivileged individuals in our countries of operation.

Youth Empowered is a new centrally-led initiative, developed by Coca-Cola HBC to help support young people aged 18-30, focusing on those who are not in education, employment or training. This diverse and inclusive programme is designed to empower young people to achieve their career ambitions and live a fuller life.

THE PROGRAMME

Delivered through a combination of online engagement & e-learning and in person sessions, the Youth Empowered programme provides fundamental life and business skills to support young people in their transition from school to meaningful employment, while helping them to building long-lasting professional and peer networks.

Through our business network, we leverage our relationships with training providers, community organisations, customers, suppliers and other business partners to create a network of groups and organisations which will mentor, assist and provide opportunities to Youth Empowered participants.

OUR COMMITMENT

We commit to support young people on their journey towards meaningful employment or education, through the provision of fundamental life and business skills as well as effective networks, in all 28 markets where we operate. What we will measure:

- ▶ Number of participants who report a positive impact to their life and wellbeing after participating in the programme upon follow-up surveying
- ▶ Number of participants who report to have
 - found meaningful employment
 - been admitted to education/learning course
 - decided on a new course/career direction to successfully pursue

within one year after completion of the programme.

28 countries

136 brands

2 billion unit cases

€804 m EBITDA

33,000 employees

OUR PURPOSE

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

OUR MISSION

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

OUR VISION

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

Established markets

- Austria
- Cyprus
- Greece
- Italy
- Northern Ireland
- Republic of Ireland
- Switzerland

Developing markets

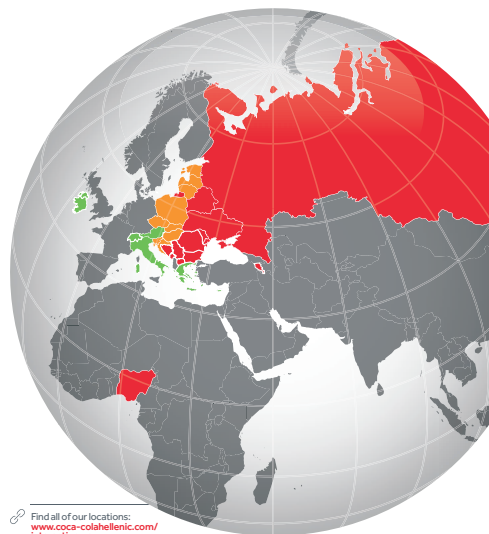
- Croatia
- Czech Republic
- Estonia
- Hungary
- Latvia
- Lithuania
- Poland
- Slovakia
- Slovenia

Emerging markets

- Armenia
- Belarus
- Bosnia & Herzegovina
- Bulgaria
- FYROM
- Moldova
- Montenegro
- Nigeria
- Romania
- Russia
- Serbia
- Ukraine

Our broad geographic footprint

We operate across 28 countries and three continents. Our territories extend from as far west as the Dingle Peninsula in County Kerry, Ireland, to Petropavlovsk, the easternmost point of Russia, and from the Arctic Circle to the tropics of Nigeria. This breadth provides attractive growth opportunities and reduces our dependence on any particular market.



Find all of our locations:
www.coca-colahellenic.com/interactivemap

3

continents

59

bottling plants

289

filling lines

292

warehouses
and distribution
centres

594 million
consumers

BUSINESS MODEL

Capitals

Financial

We seek to efficiently use funds obtained through financing or generated from operations or investments.

Manufactured

We carefully manage the stock of manufactured capital, including equipment and buildings, available to produce and distribute our products.

Human

We continually work to develop the competencies, capabilities and talent of our people, a critically important asset.

Natural

Water, energy, and other natural resources are important inputs to our value creation processes, and we seek to use them efficiently.

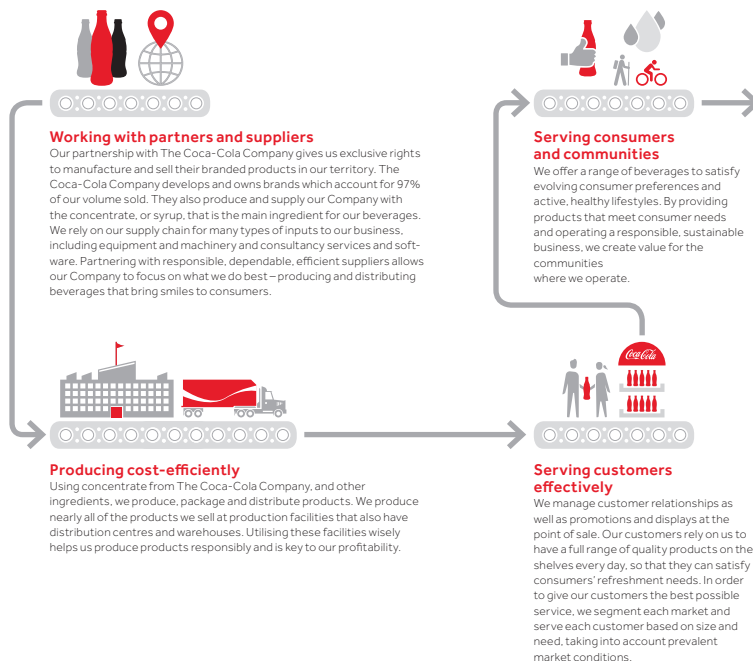
Intellectual

Our knowledge-based assets include our brands and brands we license, as well as proprietary technology, standards, licences and processes.

Social and relationship

Social and relationship capital includes our reputation and our ability to earn and maintain the trust of key stakeholders.

Value added by



Value created

We create value for our stakeholders and our business

Net profit
€280m

Reduction in plants
11%

Direct employment
33,311

Reduction in water consumption
5.5%

Water replenishment rate of
164%

Total taxes
€271m

Volunteer hours
6,000

Spend on community programmes
€8.2m

Value shared with

By running a profitable, sustainable, responsible business, we create value which is subsequently retained by our business, making it stronger, and shared with all of our stakeholders.

Shareholders

Through the process of managing all inputs to our business well, we create profits which benefit shareholders through dividend payments and share value.

Suppliers

As we create value, we support businesses throughout our value chain, and support job creation beyond our business.

Employees

Developing, recognising and rewarding our people secures a skilled and motivated workforce.

Customers

Our efforts to produce products efficiently and responsibly builds value for our customers' businesses.

Communities

When our business is profitable, sustainable and responsible, the communities where we operate benefit through job creation, tax payments to governments, useful products and services, and minimisation of environmental impact. We also consistently invest 2% to 2.5% of our pre-tax profits in programmes to support communities in our territory.

FEEDBACK

We appreciate your feedback on this report and on any other aspect of our sustainability performance.

PLEASE CONTACT US AT

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Coca-Cola HBC has a premium listing on the London Stock Exchange (LSE: CCH) and its shares are listed on the Athens Exchange (ATHEX: EEE). Coca-Cola HBC is included in the Dow Jones Sustainability Index ("Industry Leader Amongst Beverage Companies in 2014 and 2015") and the FTSE4Good Index. The company also has an AAA rating on its ESG performance by MSCI. For more information, please visit <http://www.coca-colahellenic.com/>.