

Winning in the marketplace with our values-based business

In this milestone year, we continued to build on our solid foundation for sustainable growth.

Dear Stakeholder,

We achieved a significant milestone in 2013. Following our Group's reorganisation under a new Swiss holding Company with a premium listing on the London Stock Exchange (LSE), we were included in the FTSE 100 and FTSE All-Shares Indices. This provides enhanced visibility with the global institutional investor community and helps to optimise our borrowing costs and capital structure.

During the year, we made good progress in improving our operating performance despite persistent challenging trading conditions in a number of our markets. We continue to implement our Play to Win strategy to achieve sustainable growth and to capture significant opportunities available across our well-balanced portfolio of countries.

A critical part of our strategy is to build a solid foundation for future growth by acting responsibly and, over the years, we have gained public recognition for our achievements. Our inclusion in the Dow Jones Sustainability Indices and the FTSE4Good Index reflects our commitment to earn the trust of the communities in which we operate and to make our social and environmental responsibilities an integral part of our daily operations.

2013 in review

Adverse economic conditions and volatility in the majority of our markets led to downward pressure on our sales volume. Despite these challenges, we managed to improve our operating profit through more efficient management of operating expenses. In particular, we were able to leverage the scale and footprint of our operations by centralising business services in low-cost environments and investing in opportunities for cross-border manufacturing and logistics. As a result of these initiatives, our operating margin increased after several years of decline. We

also made good progress towards improving our working capital position, delivering negative working capital for the first time ever and improving our free cash flow.

Winning in the marketplace

During the year, we continued to deliver on our long-term commitment to meet consumer beverage needs with our portfolio of premium brands, carefully selecting the appropriate package and channel for each brand and leveraging our OBPPC (occasion-based brand, package, price and channel) strategy. Our consumer initiatives, such as the 'Connect - Share a Coke' campaign, also contributed to increased sales of single-serve packages.

Sparkling beverages remain our priority category, spearheaded by brand Coca-Cola, and in 2013 we achieved all-time high volume shares in 15 of our markets. We also grew or maintained our overall NARTD value share in the majority of our markets.

Looking ahead, I am optimistic that the new offerings we introduced during the year, including Cappy Pulpy, will yield positive results in 2014 and beyond.

Cost optimisation

We have set three core targets: to improve and optimise our infrastructure; to leverage our scale and to exploit our SAP Wave 2 platform across the business. During 2013 we achieved success in each of these objectives.

We continued to build our Business Services Organisation in Bulgaria with a view to streamlining and centralising many of our finance and HR processes and improving customer service and internal controls. We also continued to consolidate our procurement processes in order to leverage our scale to secure competitive input pricing.

Since 2008, we have reduced the number of manufacturing plants in Established and Developing Markets by 32%, our distribution centres by 16% and our warehouses by 9% in our total footprint. We have also invested in new state-of-the-art facilities, with an emphasis on cross-border consolidation. In 2013, for example, we opened an innovative juice drink production facility in Romania to service our operations in Bosnia & Herzegovina, Bulgaria, Croatia, Czech Republic, Hungary, Romania and Slovakia.

"We achieved all-time high volume shares in 15 of our markets."

With the recent implementation in Nigeria, almost 100% of the Group is now sharing SAP Wave 2, one of our greatest initiatives to improve operating efficiencies.

Our people

We continue to focus on the skills and capabilities of our more than 38,000 employees. In 2013, our core focus was to maintain and strengthen our talent pipeline to ensure that we have the right people in the right positions. As a result of our efforts, 90% of new General Managers and more than 80% of function heads were promoted from within the Group. We also hired more than 200 management trainees, 50% more than in 2012. Our accomplishments were recognised through our employee surveys, which showed a 6% improvement in both engagement and values scores, despite significant austerity measures in many of our countries. The engagement levels of our top 300 leaders exceeded benchmarks against other fast moving consumer goods companies.

A positive impact

Acting responsibly and maintaining trust in our business is a cornerstone for our sustainable development and future growth. In 2013, we supported youth development initiatives in many countries, particularly those most impacted by the economic downturn. In Bulgaria, in conjunction with Sofia Technical University and the English Language Faculty of Engineering, Company employees voluntarily gave lectures to students to enhance their business skills. Similarly, we have graduate trainee schemes in many operations, offering young and talented individuals the opportunity to build a career within our organisation. In 2013, we more than doubled participation with 400 graduates taking part. Both of these programmes will be run again during 2014.

We continue to build on our strong partnership with the Red Cross/ Red Crescent societies particularly in disaster relief preparedness, community care, health training and fundraising. During 2013, we provided almost 200,000 litres of beverages to rescue workers, volunteers and flood victims, as well as emergency funding in Austria, Czech Republic, Slovakia and Hungary.

Active lifestyle programmes to get young people and their families to move more and be physically active are becoming increasingly important. In 2013, more than 2.1 million people participated in sports and fitness projects supported by Coca-Cola HBC.

Other initiatives included supporting International Danube Day, the world's largest river festival, and working with The Coca-Cola Company's 5by20 programme to empower women in Nigeria, with 32,000 outlets now managed by women entrepreneurs.

Our CO₂ emissions initiatives focused on improving energy efficiency and switching to cleaner energy sources, reducing our energy consumption, working with suppliers to reduce indirect emissions, developing and promoting low-carbon technologies and rolling out hydrofluorocarbon-free (HFC-free) coolers.

Looking forward

Economic conditions in most of our markets will remain weak in 2014 and we expect macroeconomic and currency exchange headwinds. We have built strong foundations to capture opportunities for future growth. In our Emerging markets, average per capita consumption of sparkling beverages is less than one third of that in the UK and less than a quarter of that in Germany. We believe that over time, there is enormous potential to increase consumption levels across Coca-Cola HBC.

We also have important growth opportunities to create joint value by working closely with our customers. Across many of our markets, local and private brands still account for a significant share of the NARTD beverage category. We believe that our portfolio of brands, combined with our proven ability to win at the point of sale, positions us well to capture growth for the long term.

Last but not least, we will continue to drive operating efficiencies to enhance our competitiveness. For 2014, our objective is to further improve the efficiency of our production infrastructure, continue to optimise our logistics and route-to-market, make strategic revenue-generating investments and maintain tight cost control.

Dimitris Lois
Chief Executive Officer



Capturing opportunities across three continents

Our diverse portfolio of brands and geographies, long-term vision and passion for marketplace execution are the foundations for long-term business growth.

Leading in volume and value

We are the world's second largest bottler of products of The Coca-Cola Company. With sales of approximately 2.1 billion unit cases across three continents, we serve a population of approximately 585 million people.

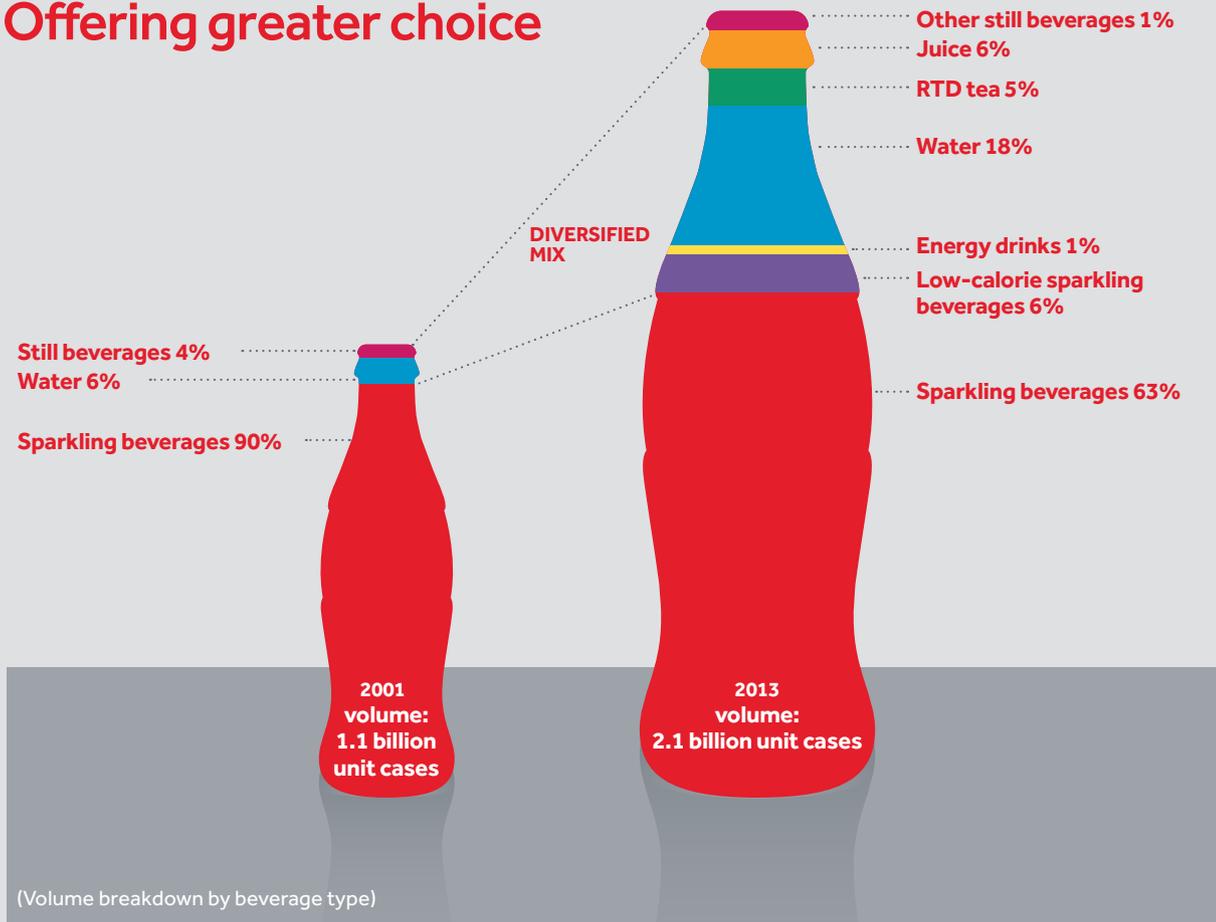
We work closely with The Coca-Cola Company to market brands and beverage categories to customers. These customers range from large retailers and discounters to thousands of smaller retail outlets.

A diverse product portfolio

Our core brands include the best known beverage brands in the world: Coca-Cola, Coca-Cola Light (diet Coke), Coca-Cola Zero, Fanta and Sprite. We are the leader in volume share in sparkling beverages in 23 out of our 24 markets as measured by global market research firm Nielsen. In 2013, we gained or maintained volume and value share in sparkling beverages in 20 out these 24 markets.

We also manufacture and distribute our own water and juice brands, including Amita, Avra, Deep RiverRock and Fruice, as well as distributing licensed iced tea and energy brands, such as Nestea and Monster.

Offering greater choice



Our broad geographic footprint

We operate across 28 countries and three continents. Our territories extend from as far west as the Dingle Peninsular 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.



3
continents

28
countries

68
bottling plants

312
filling lines

324
distribution
centres and
warehouses

38,000
employees

Find all of our locations:
[www.coca-colahellenic.com/
interactivemap](http://www.coca-colahellenic.com/interactivemap)

Creates demand

THE COCA-COLA COMPANY

- Owners of the brand
- Concentrate supply
- Brand development
- Consumer marketing
- Quality management



Delivers demand

COCA-COLA HBC

- Bottling
- Sales and distribution
- Customer management
- In-outlet execution
- Investment in production facilities, equipment and vehicles

Partners in growth for 60 years

We combine the insights, resources and experience of The Coca-Cola Company with our own expertise in bottling, distribution and sales capabilities to deliver value to our customers, consumers and the wider community. The Coca-Cola Company is responsible for creating demand through consumer marketing and brand development. It also sources ingredients, manufactures and sells concentrates, beverage bases and syrups. As a bottling partner, we are responsible for meeting this demand through manufacturing, packaging, distributing and merchandising the finished branded beverages to customers, who then sell our products to consumers. We are also responsible for customer marketing and outlet execution.