

Equatorial Coca-Cola
Bottling Company

ESG Report 2022





Table of Contents

01	Letter from the Chairman & CEO	5
Welcome to ECCBC		
02 About us	Introduction	6
	Figures	8
	Our market	9
	Our history	10
	Our vision	12
	Our values	14
03 ESG Impact Strategy 2030	Introduction	18
	Cross-functional Governance	20
	ESG Pillars	22
	Packaging	24
	Water	38
	Climate	46
	Communities	52
	Sourcing	62
	People	66
04 ESG Partnerships & Collaborations	Introduction	74
	Projects	77
05 Cross-cutting Projects	Gazelle	83
	Integration Journey	85
	Digital Transformation	86

Letter from the Chairman & CEO


01 Welcome to Equatorial Coca-Cola

2022 was an eventful year, as the world grappled with the ongoing COVID-19 pandemic; with organisations, governments and individuals doing their best to learn from a year of collective experience living with the virus.

We are proud to say that Equatorial Coca-Cola has fared well in the face of these rapidly evolving challenges and that we have continued making strides on our path towards becoming a more responsible, inclusive, diverse, and sustainable business.

Thanks to the efforts of our teams, we are a more resilient and agile business today than ever before. Part of our improved capabilities can be attributed to the heroic efforts of our people, who have taken the considerable changes to how we live and work in their stride and maintained the excellent service to our customers and communities that sets our business apart.

2022 was also an significant year for our journey towards becoming a more responsible business. One of the most exciting milestones of the year was the definition of our new ESG Impact Strategy for 2030. This

strategy has the goal of continuing to create lasting value for our communities and investing in a better future for Africa, by making sure that ESG priorities are baked into our decision-making processes and impact the choices our teams make every day. We know that this is critically important to the future of our communities, and by extension to our future as a business.

We would like to express our gratitude to our whole team for the great work they have been doing under trying circumstances. Our success in transferring our Group Head Office to Casablanca, despite the challenges of the pandemic demonstrate not only our desire to being ever closer to our customers, consumers, and stakeholders; it also showcases brilliantly the adaptability and commitment of our teams.

We would like also to thank the team for their excellent management with the Algerian integration and Morocco acquisition. Through this, Equatorial Coca-Cola reaffirms its commitment to Algeria, Morocco and the African continent as a whole.

Alfonso Líbano Daurella & Alfonso Bosch

Chairman CEO





02 About us

We are the bottling partner of The Coca-Cola Company across North and West Africa, where our teams produce, commercialize, and distribute the world's most-loved brands and a wide choice of high-quality beverages including Coca-Cola, Fanta, and Sprite.

Equatorial Coca-Cola's (ECCBC) story began in 1989 in Equatorial Guinea, before expanding to other countries including Guinea Conakry, Mauritania, Cape Verde, Guinea Bissau, and The Gambia. In 1997, ECCBC was re-founded as a Group to serve as a platform for growth into new territories like Ghana, Morocco, and Algeria.

Today ECCBC operates in 13 countries in Africa, reaching over 160 million consumers, serving more than 250,000 points of sale and achieving 1.9 billion transactions per year.

In 2021, ECCBC achieved an important milestone in its transformational journey by completing the transfer process of most of the Group's functions and management team from Barcelona, Spain, to the new Head Office located in Casablanca, Morocco. This move demonstrated Equatorial's optimism about Africa's future and our commitment to becoming the leading bottling company in the continent, as well as our willingness to playing an increasingly active role in Africa's social and economic development.

+5,000

Employees



11

Bottling plants



44

Production lines



581

Turnover
(millions of euros)



23

Brands



1,9

Millions of
transactions

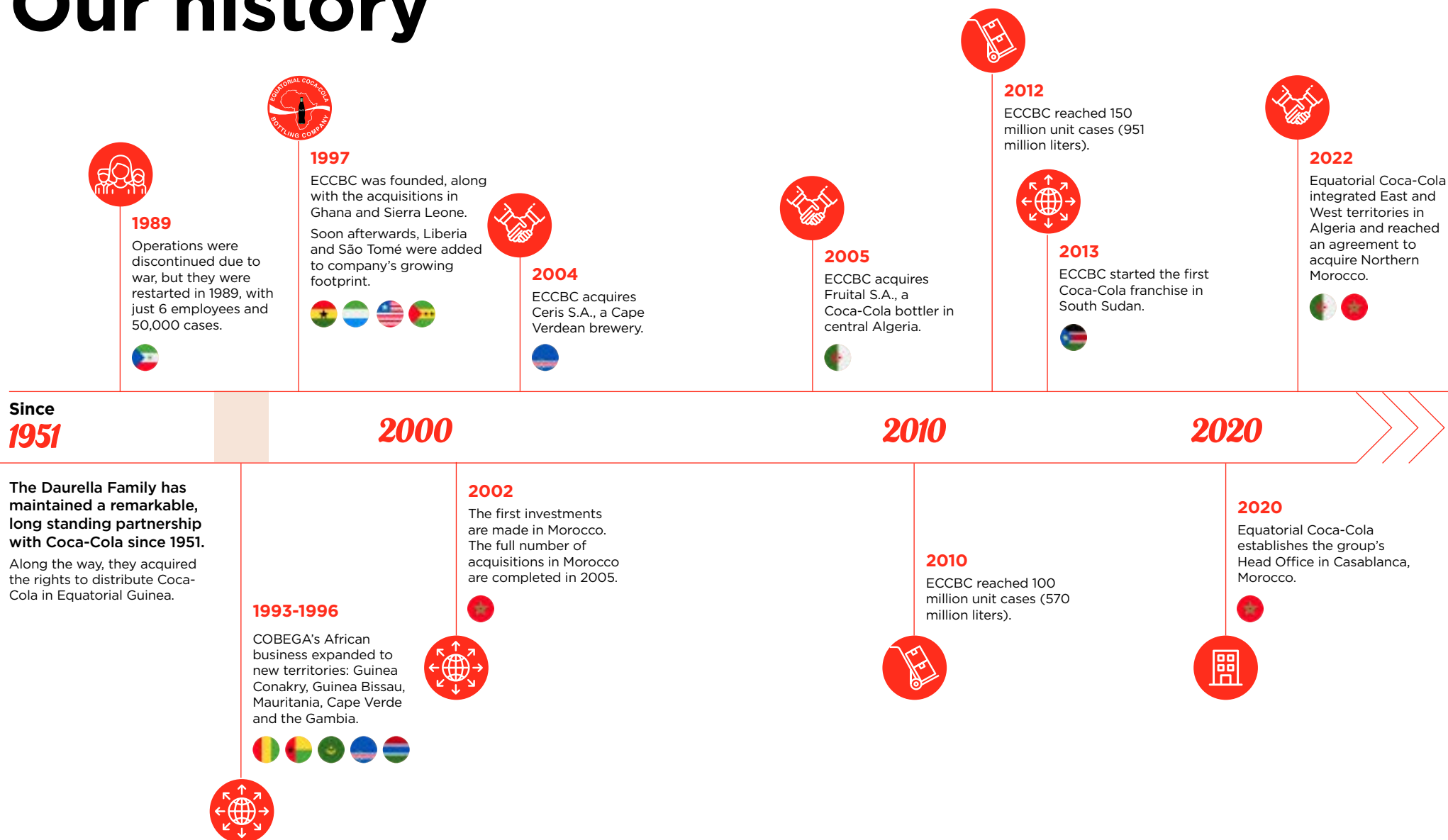


Our market



02 About us

Our history

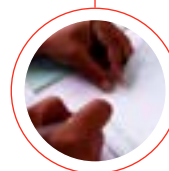


Our vision



**To become the best
beverage company in
each of the countries
that we operate in and
a leading Coca-Cola
system bottler in Africa.**

Our values



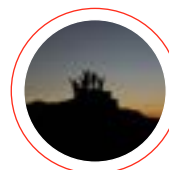
Accountability

We are accountable and transparent in everything we do. As responsible members of our communities, we think globally and act locally.



Excellence

Whilst our production, quality and execution are consistently excellent, we can adjust to the challenges of our markets with speed and agility.



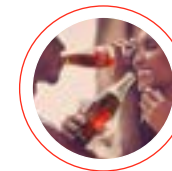
A winning team

We are more than the sum of our parts through trust, collaboration and dedication. We don't just work hard, we work smart.



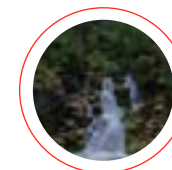
Diversity

As a leading company in Africa with roots in a family business, we understand the tough realities of the countries where we operate and respect both their diversity and their heritage.



Passion

We share the hopes and aspirations of our local communities and we believe in what we do. We have fun at work and we are passionate about refreshments, consumers, customers and people.



Sustainability

We work together in harmony with our communities in order to preserve the natural environment for future generations.



ESG IMPACT STRATEGY 2030

Shared value, shared future



03 ESG Impact Strategy 2030

At Equatorial Coca-Cola, we have a long history of partnering with our communities to create long-term value for our shared future.

Our vision is to become the best beverage company in each of the countries that we operate in and the leading Coca-Cola system bottler in Africa. We seek to do this not only through the beverages we produce, but by creating lasting value for our communities and investing in a better future for Africa and for the world.

That is why, at the end of 2020, ECCBC decided to reinforce its sustainability strategy to ensure that our business meets the evolving demands of its internal and external stakeholders and protects our shared environment.

The purpose of this new strategy is to create value for ECCBC by integrating Environmental, Social and Governance (ESG) issues into our

core business strategy. This reflects our belief that our success is tied up with that of our local communities, and that when they thrive, so do we. That is why, even though its scope is expanding, our strategy is still guided by the UN's Sustainable Development Goals for 2030 and Coca-Cola's global targets for 2030.

In 2021, ECCBC carried out a Materiality Assessment to help form the foundation of our new strategy. The assessment used insights from our internal and external stakeholders to refine our ESG vision, define the pillars of our strategy and develop the implementation roadmap.



As a result, our new strategy will be based on 6 key pillars where ECCBC has a significant role to play and can deliver the most value. Each of the pillars has been built with multiple commitments, action plans and initiatives to achieve our 2030 Sustainability Goals.



Cross-functional Governance












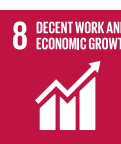
While building the basis of ECCBC's sustainability strategy, in 2021 we created two governing bodies, a high-level Steering Committee with ExCo members and a Cross-Functional Workgroup made up of representatives from all departments.

The goal of the Workgroup was to co-create the strategy including all functional needs, and once the priorities were clear, to project manage the initiatives and to report progress made to date.

This Workgroup is led by the Public Affairs, Communications & Sustainability Department, which is in charge of monitoring, reporting and integrating all the departments' efforts and supporting the initiatives to make sure that we contribute to building a better shared future.

Thanks to this, ECCBC has been able to create a clear roadmap of initiatives for each of the 6 pillars of our new ESG Impact Strategy 2030.

ESG Pillars

 Packaging	<p>Preserve the value of our packaging materials and our environment by increasing the reduction, reuse and recycling of our packaging and ensuring that it does not end up in our shared waterways or in the environment.</p>	
 Water	<p>Maximize the value of our shared water resources by being responsible of our use of water inside the business and by helping our communities to access and better manage their water resources.</p>	
 Climate	<p>Preserve our shared environment by driving efficiencies and innovation, so that we create more value with less energy, both in the business and in our communities.</p>	
 Communities	<p>We will create lasting value for our communities by investing in them and in their future, focusing on improving their health and livelihoods, and by investing in the employability and skills of women and young people.</p>	
 Sourcing	<p>Make responsible decisions for our communities and our planet by supporting sustainable businesses across our value chain, from the farm to the table.</p>	
 People	<p>We will give equal value to all our people, providing them with the tools and opportunities to grow professionally and eliminating barriers to their progress.</p>	

Packaging



We have a key role to play in protecting the environment of the countries we serve. That is why, at ECCBC, we aim to preserve the value of our packaging materials and our environment by increasing the reduction, reuse and recycling of our packaging and ensuring that it does not end up in our shared waterways or the environment.

And since the Coca-Cola Company's 2018 announcement of the World Without Waste program, recycling has been the top priority in Equatorial Coca-Cola's sustainability strategy as we partner with them to fulfil its far-reaching commitments.

Equatorial Coca-Cola is working with governments, industry partners and NGOs to find a solution to the growing menace of waste build-up. Our strategy will focus on 2 main goals composed of 5 action plans in 5 pilot countries; Algeria, Ghana, Morocco, Cape Verde and Guinea Conakry where 90% of our total PET production takes place.

Goals

Collect one bottle or can for every one we sell by 2030.



Reduce primary & secondary packaging

Reduce and optimize total packaging used by 2030



Re-design

Improving the recyclability of our packaging



Collection & Recycling

Collect packaging equivalent to 100% of packaging used in our operations

Use at least 50% recycled material in our packaging by 2030.



rPET use in our packaging

50% recycled of materials in all our primary packaging by 2030



Advocacy

Accelerate rPET regulations in all markets where we produce

Our Projects

Our Projects

Mogagreen



Morocco

At the beginning of 2021, our local partners obtained a grant from The Coca-Cola Foundation (TCCF). Thanks to this, in partnership with Ekogest, we have launched the Mogagreen recycling project in the coastal city of Essaouira.

13,717

households visited

4,298

households briefed/
touched

25 Tn

waste collected
(tonnes)

This project aims to support the city of Essaouira in a "ZERO waste in landfill" vision by 2030 by creating a community of recyclers (consumers, cafés, restaurants, retailers, administrations, schools, etc.) trained and incentivized to put selective sorting in place.

The community will be connected to recyclers through a digital solution and will be provided services by network of franchised collectors.

In addition to this, the project also aims to raise awareness about the importance of selective sorting and recycling.



Let's be clear campaign



Morocco

Last year, we launched our Let's be clear! campaign in Morocco to announce our new Sprite bottle. **Thanks to their new transparent look, our Sprite bottles will be more recyclable, thus removing the need for them to be separated and recycled separately from other plastic bottles.**

This project is working towards expanding to other ECCBC territories in the near future.

WORLD WITHOUT WASTE
IT'S REFRESHING
TO KNOW THAT
SPRITE IS MORE
ENVIRONMENTALLY
FRIENDLY!



Our Projects

IMPACT Lab



Morocco

IMPACT Lab is a start-up accelerator working to help African entrepreneurs to unleash their innovative potential. One of their key interventions in the start-up space is IMPACT Camp, an annual bootcamp designed to promote the emergence and development of start-ups with high social or environmental impact.

In the last edition in 2021, two members of ECCBC formed part of the panel of judges who selected the winner of the IMPACT Camp.



GoReclaim



Ghana

In 2021, Equatorial Coca-Cola invested EUR 40K in a Ghanaian recycling NGO, GoReclaim.

225 Tn
collected (tonnes)

Thanks to this, the NGO was able to collect more than 200 tonnes in 2022.



Our Projects

25th Anniversary in Ghana



Ghana

As part of the activities to commemorate the 25th anniversary of our plant in Accra, ECCBC organized a waste collection exercise in Teshie, in the Greater Accra Region. This project was launched in collaboration with the Ledzokuku Municipal Assembly and SesA, a plastic waste management organization.



GRIPE



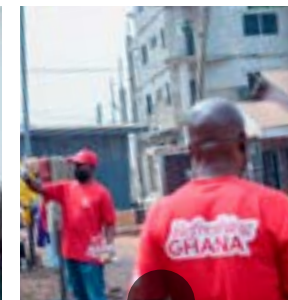
Ghana

In 2017, Equatorial Coca-Cola alongside another 7 private companies founded GRIPE, a private sector-led coalition to deal with the danger that plastic waste posed to Ghana's environment.

5,758 Tn
plastic waste
collected (tonnes)

GRIPE leads multi-stakeholder collaboration by bringing together industry, government, NGOs and informal waste pickers to work together to find local solutions to this global problem.

In 2022, GRIPE made significant efforts to collect waste in the country. As a result, through community clean-up campaigns GRIPE was able to collect 5,758 tonnes of plastic waste.



Our Projects

Our Projects

Cap Challenge

Algeria

Over the summer of 2020, our team in Algeria led a plastic collection campaign called the Algerian Cap Challenge.

Through this initiative, our employees and their families worked together to collect bottle caps, which were then sold to a local recycling plant. The money obtained from the sale was used to donate medical supplies to children suffering from xeroderma pigmentosum, a genetic disorder that results in a decreased ability to repair DNA damage from UV light. As a result, children suffering from this disease must avoid any exposure to sunlight, either by staying indoors or by wearing protective clothing and sunscreen when outdoors.

Due to its success our team relaunched it in May 2022.



The different teams that participated have been able to collect 6 tonnes of plastic caps since the first edition.



Our Projects

Beach Cleaning



Algeria

In summer 2021 some volunteers from our team initiated a beach cleaning event called **Together to protect our beaches at Kadous beach in Algeria.**

Through to this program, we not only cleaned the beach but also raised awareness about the importance of protecting the environment.

Thanks to its success, this summer we ran a second edition in which 150 volunteers participated.



Our Projects

Recycling Project



Guinea Conakry

Thanks to The Coca-Cola Foundation's (TCCF) support, we launched a recycling project in Conakry, Guinea, in 2021.

In partnership with the Azahara Foundation, RedSalmons, and Roots for Sustainability, this project aims to develop a waste collection system in the city of Conakry by empowering the waste pickers through the creation of cooperatives and including them in the municipality's waste system.

This project, which will directly benefit 600 waste pickers, expects to collect 864 tonnes of PET in plastic waste per month by the time it has been completed.



Our Projects

rPET Manual & Best Practices



In 2021, Equatorial Coca-Cola took part in the Coca-Cola Worldwide workshop to create and implement a World Without Waste catalogue with Best Practices

This catalogue has been distributed to all business associates and, this year, an interactive rPET manual was also released with examples for the implementing practices for experts and beginners in the rPET field.

Lightweighting

One of our key initiatives is to reduce the use of plastic in our packaging.

Through lightweighting, we have been reducing the PET content in our bottles while maintaining as much as possible high-quality standards.

1,456 Tn
reduced (tonnes)

Thanks to this, last year we were able to reduce PET content 1,456 tonnes, which represents 3.7% of total preforms sourced.



Water



The beverage and bottling industries depend on water for their production. Therefore, as part of these sectors, the effects of climate change on these important resources are of significant concern for us.

For this reason, under our ESG Impact Strategy, we have committed to maximize the value of our shared water resources by being responsible in our use of water inside the business and by helping our communities to access and better manage their water resources.

We aim to do this through two main goals for 2030 which will be driven by three different action plans:

Goals

Improve water use efficiency by 20% by 2030



Water efficiency projects

Continue optimization of our operational processes to reach 1,2L/L beverage in all our plants.

100% local replenishment of water used in our beverages by 2030



Access to clean water

Facilitate access to safe and drinkable water to the communities around us.



Water Treatment Plants

Leverage our WWTP to recycle and reuse water whenever possible, to give back treated water to local communities

Our Projects

PNUD Project



Algeria

Through this project we aim to impact:

In order to support the country after the devastation of the fires during the summer of 2021, ECCBC, in partnership with The Coca-Cola Company and United Nations Development Programme (UNDP), is carrying out a project that aims to drive torrential correction works in the region of Bouira in order to **limit the damage linked to floods and to set up dams and water reservoirs in order to retain the flows and limit their destructive effect on ecosystems.**

13,000

beneficiaries

201,240.6 M³

replenished water



WasteWater Treatment Plants

 **Morocco**

 **Algeria**

 **Ghana**

In order to pursue our goals to **improve water use efficiency and use 100% local replenishment of water in our beverages by 2030** and preserve the watershed we conducted a feasibility study to further reuse our treated effluent.

Water Efficiency Catalogue

In 2021, as part of the Coca-Cola worldwide workshop, ECCBC alongside our Coca-Cola System partners, developed a **Water Maturity Matrix** tool to be able to evaluate the degree of maturity when using our water resources.

In this workshop, we also create a Water targeting estimator. This tool allows us to set targets using science-based data versus the industry standards.



RAIN Project

Millions of people across the world lack access to safe drinking water and to major sanitation infrastructures. This issue is particularly stark in Africa, and in response, we have joined hands with our partners to improve access to water and build sanitation infrastructures across our territories.

One of the projects that Equatorial Coca-Cola has invested in is the Coca-Cola Foundation's Replenish Africa Initiative (RAIN), which aimed to improve access to clean water for 6 million people in Africa by 2020. Through RAIN, we have invested in water infrastructures, in order to bring clean water closer to at-risk populations. Even though the project formally ended in 2020, some initiatives were ongoing throughout 2021.

The results of this project are as follows:

To date, through 23 projects across nine of Equatorial Coca-Cola's countries and 1,029 communities, RAIN has reached:

572,498 people

With improved water access, sanitation and hygiene (WASH)

118,631 women and youth

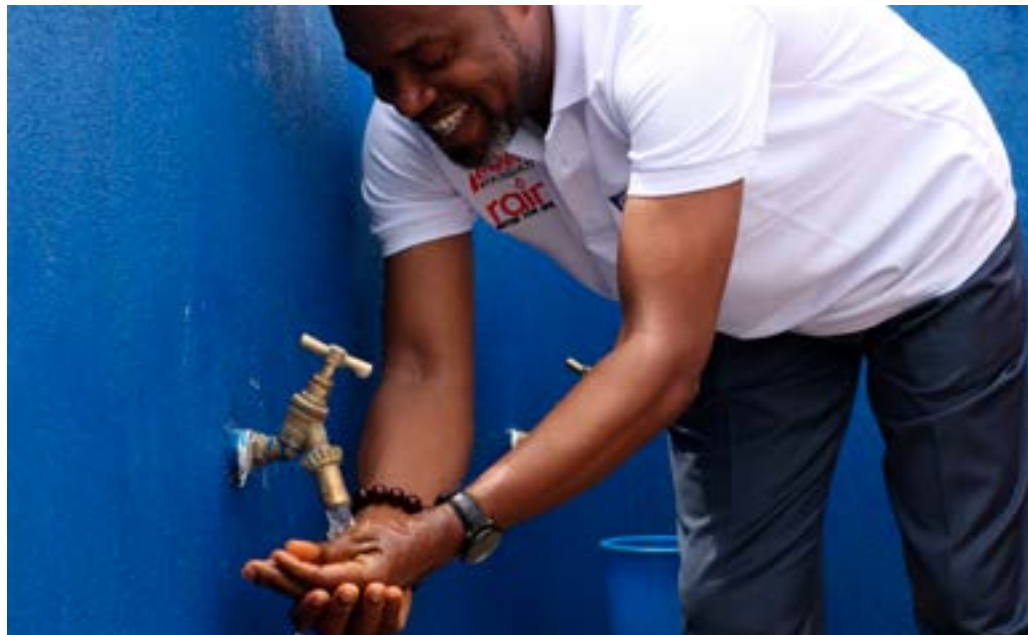
Empowered and helped to improve the management of 1,177 hectares of land

2,139 ML of water

Returned per year to communities and nature

17,660 people

In 2021, two projects were completed in Algeria (UNDP) and Sierra Leone (CRS) to reach 17,660 people, benefit 9,796 women and youth, and improve the management of 6 hectares of land in these two countries.



Climate



Equatorial Coca-Cola is working hard to reduce the emissions generated by our activities; from our manufacturing processes and packaging formats to our distribution fleet.

To this end, under our Climate pillar from our ESG Impact Strategy 2030, we have committed to preserving our shared environment by driving efficiencies and innovation, so that we create more value with less energy, both in the business and in our communities.

To do so, for 2030 we will work to achieve our two main goals through 4 different action plans:

Goals

Improve energy efficiency by 25% by 2030



Coolers

Reduce the total energy consumed by testing and expanding solar refrigeration within our park and replacing old coolers by low consumption ones.



Renewable Energy

Install, where feasible, solar sources for energy and study alternative renewable sources.

Reduce the carbon footprint of our transport by 25% by 2030



Electric & Hybrid Fleet

Where available in each market, create a feasibility study for electric alternatives to our fleet.



Carbon Footprint Roadmap

Define and implement a carbon transition plan.

Solar Cooler Pilot



Ghana

ECCBC has started a pilot project in Ghana to fit solar coolers at different points of sale in order to reduce energy consumption.

This action consists of testing and expanding solar refrigeration across plants to replace old coolers and reduce the total energy consumed. This measure contributes not only to ECCBC's Climate targets but also to a number of UN Sustainable Development Goals:

Leveraging sustainable technology

to increase ECCBC's topline, thus ensuring profitability across all geographies

Sustainable technology development and management, to make renewables a thing of the future

Operating at the cutting edge of the Coca-Cola system sustainability journey, as a leader on the African continent

Decreasing ECCBC's carbon emissions, thereby abiding by the 2030 Sustainable Development Goals

Supporting economic development in communities, by providing off-grid points of sale and access to technology

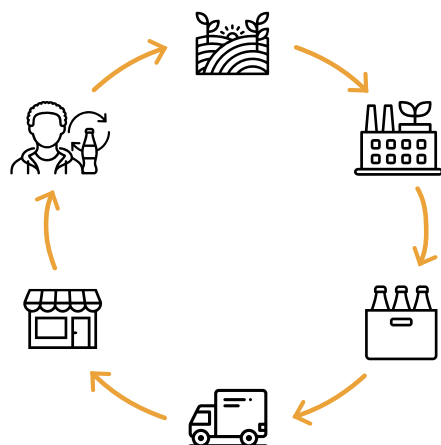


Our Projects

ECCBC Carbon Roadmap

In the first quarter of 2022, ECCBC undertook a decisive journey to study the company's carbon footprint, including all 3 scopes, and design the first roadmap to reduce its carbon emissions, advised by PwC United Kingdom.

Thanks to this, at Group level we have been able to define our opportunities and challenges to meet our carbon reduction goals and we have started a second phase of the study to define the specific roadmaps and carbon offsets for each of our business units.



Energy Management Catalogue

In addition to the Packaging and Water, as part of the Coca-Cola Global Environment Council, **we created the tools needed to set the targets for improving our energy efficiency using science-based data versus industry standards.**

Communities

11 SUSTAINABLE CITIES
AND COMMUNITIES



At Equatorial Coca-Cola, we know that our success is tied up with that of our local communities and that when they thrive, so do we.

That is why, we are committed to create lasting value for our communities, with a special focus on women and the youth, by investing in them and in their future by improving their health and livelihoods, and by cultivating their employability and skills.

To do so, we will work to achieve our 2 main goals which will be driven by 5 action plans:

Have a positive impact on the lives of 1 million people by 2030



Water

Deliver water projects that positively impact people by improving water access, water use and water quality in our communities



Education, job skills and equal opportunities

Provide critical skills training, mentorships and access to economic opportunities for women and the youth by 2030.



Health

Deliver health projects that positively impact people with a specific focus on the welfare of women and the youth.



Recycling

Positively impact communities by encouraging the expansion of the circular economy in our territories.

Our Projects

Our Projects

Let Your Eyes Enjoy!

Cataracts are the most common cause of blindness globally, causing half of blindness and a third of visual impairment worldwide. Cataracts are treatable, but many of our communities face technological or economic barriers that prevent people in need of treatment from accessing it.

Through the Let Your Eyes Enjoy! partnership, we provide cataract surgeries and prescription glasses free of charge to members of our communities who otherwise would not have access to them.

The expeditions planned for 2020 and 2021 were postponed due to the pandemic, but in 2022 we did two new expeditions in Morocco and Cape Verde two new expeditions planned in Morocco and Cape Verde.



This project is carried out in partnership with two Spanish visual health foundations:

Fundación Elena Barraquer, which provides free cataract surgeries to people facing economic and technological barriers to treatment all around the world; and

Fundación Cione Ruta de la Luz, which provides free eye checks, then produces and donates prescription glasses to people in need

Our results
since 2014:

3,274 cataract surgeries

3,436 glasses donated

8,638 people impacted



Our Projects

Our Projects

RAIN

One of the requirements for projects sponsored by the RAIN program is that they empower women and youth in the communities where the project is deployed. This is because when families must travel long distances to get clean drinking water, women and children are disproportionately affected.

Our results:



572,498 people

have been impacted by improved water access, sanitation and hygiene (WASH),



118,631 women and youth

Empowered and helped to improve the management of 1,177 hectares of land

17,660 people

In 2021, two projects were completed in Algeria (UNDP) and Sierra Leone (CRS) to reach 17,660 people, benefit 9,796 women and youth, and improve the management of 6 hectares of land in these two countries.



Dar L'Ftour



Morocco

Every year during Ramadan, ECCBC and The Coca-Cola Company join hands to distribute thousands of ftours – the evening meal that breaks the daily fast during the holy month of Ramadan. The goal is to make sure that the ftour remains a time of happiness and togetherness for families in need during this important time.

This year, we launched our 18th edition during which we positively impacted more than 40,000 people during this month of fasting and praying.



Ramadan Donation



Algeria

This year we ran our first Ramadan project in Algeria.

In collaboration with the DZ People Association, we carried out Operation Iftar in order to support the kids at the Parnet Hospital in Algiers.

Our Projects

Covid-19 Private Sector Fund



Ghana

In 2020, in order to support Ghana in its fight against Covid-19 and its consequences, our team started the **Open Like Never Before campaign** to donate 10 pesewas for every 1.5L bottle of Coca-Cola, Fanta and Sprite sold to the Covid-19 Private Sector Fund.

Thanks to its great success, we continued this campaign during 2021 and 2022 and we now have made our fifth donation, which brings our overall contribution to over GH¢ 1 million!



Project Last Mile



Sierra Leone



Ghana

In partnership with The Coca-Cola Company, the Bill and Melinda Gates Foundation, and USAID, we leverage our supply chain capabilities to build up governments' ability to deliver medical supplies to areas where they are currently unable to reach. This project continued in Sierra Leone throughout 2021.

In addition, PLM also started in Ghana under the framework of the health enterprise development, which aims to **provide technical assistance to social enterprises focused on improving the access to and availability of family planning products.**



Our Projects

Our Projects

Clarós Foundation Expedition



Cape Verde

This year we held the first Clarós Foundation expedition in Cape Verde, in the Dr. Agostinho Neto Hospital of Praia.

The Clarós Foundation is a non-profit organization whose aims are humanitarian, educational and research, in the field of otorhinolaryngology and face, head and neck surgery.

Through this collaboration, the medical team has been able to perform maxillofacial surgeries in the Cape Verdean community that needed special medical interventions.



Thanks to this, the team performed:

23 surgeries

83 medical consultations

103 people positively impacted



Goals

Sourcing



Our drinks depend on a sustainable supply of high-quality agricultural ingredients – including sugar beet and sugarcane, fruit juices and malt. We also believe that sustainable agriculture offers solutions to interrelated issues such as water security, climate resilience or greenhouse gas (GHG) emissions.

This is why, for ECCBC, as in many parts of the world, farming and agriculture are significantly important.

As a key consumer of these ingredients, we have a responsibility to hold ourselves and our suppliers to the highest sourcing standards. For this reason, as part of our ESG Impact Strategy, we have committed to making responsible decisions for our communities and our planet by supporting sustainable business across our value chain, from the farm to the table.

To do so, we will work to achieve our main goal for 2030 through 2 different action plans:

Source 100% of our agricultural ingredients from sustainable sources by 2030



Sustainable sourcing

Mapping of current sustainable sources availability.



Sourcing from local producers

Study by market to set up specific targets to develop country by country producers.

VIVE Programme

In 2020, Equatorial Coca-Cola joined this voluntary program with the aim of obtaining all of our raw materials from sustainable sources.

VIVE is a voluntary, continuous improvement sustainability program for ingredient supply chains, covering all operations and activities through to end users that have a bearing on sustainability. The program consists of five modules that, in combination, cover all the operations and activities that contribute to the sustainability of ingredients supplied. In addition to this, the companies involved need to confirm that none of their agricultural suppliers convert or damage land with high biodiversity value.

By joining Buyers Supporting VIVE, we have demonstrated our commitment to responsibly sourcing sustainable ingredients and implementing traceability throughout our supply chain, from farms to our seven bottling plants. None of our bottling plants are located in protected areas, so our main contribution to biodiversity will come through projects that evaluate and mitigate our impact throughout our value chain, such as VIVE.



People



One of the pillars of our ESG Impact Strategy 2030 is focused on our people, especially on women and youth. Through it we have committed to giving equal value to all our people, providing them with the tools and opportunities to grow professionally and eliminating barriers to their progress.

To do so, we will work to achieve our two goals through 5 different action plans:

Goals

To increase female presence across the Company by 2030



Higher presence of female employees

Increase in female employees by 2030 through talent acquisition and retirement plans.



Continue building a Diverse and inclusive environment

Train 100% of managers in D&I by 2030.

Achieve 85% engagement rate for D&I in the Global People Survey by 2030.



Higher ratio of women in Managerial roles

To promote talent among young people and increase youth rate inside the company by 2030



Create opportunities for youth



Recruiting talent under 30 years old

Implement Global Graduate Program across the Company and in all functions to have an intake of young talent under 30 years old.

Strategic Employer Value Proposition with focus on young talent to attract new generations.

Our Projects

Dive-In

Diversity is one of Equatorial Coca-Cola's values, and we work hard to ensure that our policies and processes promote the equal treatment and equal opportunities for all employees, regardless of who they are.

We are continuing with our four-year strategic Diversity & Inclusion (D&I) plan and trained our employees in both diversity and inclusion matters. As an example, since the beginning of 2022, we have increase the female presence in our sale force and production lines.

In addition to the above, our management team in Algeria participated in a new edition of our global Inclusive Leadership Executive Programme to promote the continious development of our employees and equip them for their journey towards leadership excellence.

We have also celebrated several key D&I international days such as International Women's Day, International D&I, etc.

In 2021, our efforts in D&I were recognized by us being appointed as Silver Winner in the EMEA Award 2021 Inspiring Workplaces in the category of Inspiring Diversity & Inclusion Award.



Business Intelligence & Data Analytics Academy

At ECCBC, we are proud to partner with top universities in Morocco to find and attract young and diverse talent.

After the success of the first edition of our Data Science and Business Intelligence Academy, this year, we launched a second one.

Under this framework, we give the opportunity to university students to join our team as data science and business intelligence interns.



Our Projects

Cross-mentoring Programme

Empowering Women Talent



In 2022, ECCBC joined the first edition of the Cross-Mentoring program from *Equipos & Talentos* with the objective of continuing to develop female talent and leadership through the exchange of knowledge and experiences to improve skills, abilities, and competencies.

Under this program, three mentees and three mentors from ECCBC were selected to have the opportunity to learn and share experiences with other mentors and mentees from other companies who have also joined the program.

equipos&talento

Talent Development

Our talent is key to our success and when our people learn and grow, our business gains new capabilities that can help it to thrive. We seek to be a key partner in our people's professional growth and career development by providing various learning opportunities, from formal training to on-the-job training.

At Equatorial Coca-Cola, we believe that great minds never stop learning. That is why, during the past year hundreds of our people received more than 46,000 hours of training.

Through this initiative, our people can keep learning and expanding their knowledge and skills, to help them achieve their goals.



Our Projects

ECCBC Leadership eMeeting



This year, at ECCBC, we have created a whole metaverse world to meet all the leadership team together at our first Leaders eMeeting.

Through this ECCBC world, **employees were able to attend the different presentations from the company's CEO, Directors, key people from the different areas, The Coca-Cola Company and other inspiring guest speakers. They find out all about the future plans and key aspects of ECCBC for the next years.** In addition, people were able to navigate, interact, play, meet with colleagues and were able to engage themselves in ESG, Diversity & Inclusion, change mindset and much more across different pavilions, including virtual market visits to Morocco, Algeria, Ghana, Guinea Conakry and Cape Verde.

Also, each of the attendees was surprised with a box with inspiring elements to make a real experience that helps leaders to write together a great future for our company.



Our Projects

Our Projects

Covid-19 Response

At Equatorial Coca-Cola, health and safety have always been strategic priorities of the business. For this reason, since the beginning of the pandemic in 2020, we have implemented and updated, when needed, protocols to minimize potential exposure and boost hygiene in all of our premises and distribution channels; whilst guaranteeing the continuity of our operations and service to our customers and consumers.

Through our Human Resources and our Quality, Operational Safety and Health (QOSH) departments we sought to develop new ways of working and created bespoke solutions for each country and job position.



In order to manage and report efficiently, we established a Crisis Cabinet that was replicated at Group and Business Unit levels. These groups were tasked with monitoring the evolution of the pandemic, taking all the necessary actions to keep our people and their families safe from the virus, and ensuring business continuity given the measures and restrictions implemented in the countries where we operate.

Thanks to all these efforts, this year, we were awarded the Communitas Award in the category of leadership in community service and corporate responsibility, and also recognized by the Stevie Award as bronze winners in the category of most exemplary employer for our response to the Covid-19 pandemic.





04

ESG

Partnerships & Collabora- tions

At Equatorial Coca-Cola, we are aware that the UN's SDGs are ambitious and to achieve them will require companies, governments, civil society and communities to work together.

That is why we work with internal and external stakeholders to accelerate and increase as the impact of our projects and efforts as much as possibly can.

ThirdWay Partners

In 2020, ECCBC entered into partnership with ThirdWay Partners (TWP), a consultancy firm that helps companies across the world to advance their sustainability efforts while adding value to the business.

Since it started its new ESG ambitious journey, Equatorial Coca-Cola has been working closely with them to implement and advance the new sustainability commitments across the company, as well as identifying how to measure the added value for its business.

Throughout this collaboration, TWP has supported ECCBC in the implementation of the 6 Development Partnership Initiatives that are focused on cross-cutting projects, packaging, water, climate, sourcing and communities.

ThirdWay *Partners*

UNCTAD & FBN

The UN's SDGs are ambitious and ECCBC knows that achieving them will require companies, governments, civil society and communities to work together.

In this sense, increased transparency from companies is key to facilitating these collaborations. When companies are transparent about how their business impacts their communities and the planet, it is easier to work towards finding solutions to making that impact overwhelmingly positive.

In 2020, ECCBC demonstrated this belief by taking part in a **worldwide case study carried out by the United Nations Conference On Trade and Development (UNCTAD) in partnership with the Family Business Network (FBN)**. The study aimed to investigate the extent to which family businesses have adopted transparent and comparable measures of their contribution to the Sustainable Development Goals (SDGs).

ECCBC continued this launch partnership in 2021 by being part of the **Launch of the Family Business Development Sustainability Indicators Platform hosted by the World Investment Forum**. ECCBC's Chairman played a major role in the platform's official launch and the company took part in the panel discussion that was part of the event.



Partnerships & Collaborations

Veolia & RePatrn



In 2021, we entered into a partnership with Veolia, a multinational company focused on ecological transformation, and rePATRN, a Ghanaian waste collection company, to develop a bottle-to-bottle system in the country. This partnership will build a compelling business case for an investment in a recycling plant producing hot washed flakes and food grade rPET pellets.

Power Africa partnership

In 2021, we entered into partnership with Power Africa, a US Government institution. **Through it, ECCBC plans to collaborate to improve energy access and refrigeration across sub-Saharan Africa.**



Partnerships & Collaborations

Ellen MacArthur Foundation community

This year, ECCBC joined the Ellen MacArthur Foundation community.

Thanks to being part of this community, we will work together to accelerate the global transition to a circular economy and make a better and more sustainable future.





05 Cross-cutting Projects

Cross-cutting Projects

Gazelle

In 2021, Gazelle made good progress towards its goal: transforming Equatorial Coca-Cola, making it leaner, more efficient and ultimately, more competitive. Almost 3 years have happened since we gave the first step of this important global and cross-functional project, where we have been able to overcome a pandemic and take fast decisions in complicated times.

Today, thanks to Equatorial Coca-Cola Board of Directors' permanent sponsorship, Business Units and Work Stream Leads coordination, Initiative owners' work, and all leaders that have contributed to this project, we have been able to transform ourselves and be now more close to our vision to become the leading Coca-Cola system bottler in Africa.

In 2021, we have been able to achieve:



A new operating model running the basis for a more agile and lean organization more adapted to business needs from a decentralized to a functionalized model

More than 100 concrete initiatives in place

More than 1.000 hours of training

A permanent communication and feedback

To uncover great talent

Integration Journey

Algeria

In 2022, Equatorial Coca-Cola and Castel Group undertook an integration journey in Algeria to create a unified soft drink market leader, being ECCBC the majority owner, which will serve over 87,000 points of sale.

Through this, we have been able to combine our capabilities and expertise to drive performance across a consolidated beverage platform to serve the Algerian market more effectively and efficiently, driving value for the Coca-Cola System's key stakeholders including consumers, customers and suppliers. On the other hand, this integration reaffirms our commitment to Algeria and the African continent as a whole.

Morocco

Equatorial Coca-Cola Bottling Company (ECCBC) has acquired the Tangier-based bottler Atlas Bottling Company (ABC), expanding its Moroccan soft drinks business over the country. With this acquisition, ECCBC becomes the largest bottler in Morocco.

In this new phase, ECCBC will continue to manage the business across a consolidated beverage platform to serve the Moroccan market effectively and efficiently, adapting the company structure to the challenges that the market has to face and to respond to the evolving needs of its customers.

Digital Transformation

In the last couple of years, we have seen that the world is evolving with new consumer profiles, workstyles and methodologies, a disruption that is also happening in ECCBC markets.

That is why at Equatorial Coca-Cola, we have entered into a Transformation Journey in a Digital Environment. Through this, **we envision transforming the company business model towards a “Platformization solution” where we will be more integrated with our clients, more competitive than we are today, and ready to transform our business with future trends.**

To do so, the digitalization of the company will be one of the key factors and, together, we will build a ECCBC Digital Hub aimed to manage the business optimization and transformation, as well as the Digital Academy, which will provide training to ECCBC leaders and teams.

Our Digital Transformation goals:

Give speed and focus to the organization

Engage the business to generate new transformation initiatives

Guide and support in both the design and implementation of the transformation

Arrange, facilitate, drive and monitor KPIs





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