

Equatorial Coca-Cola Bottling Company

ESG Report 2025



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Letter from our Chairman



Alfonso Libano Daurella
Chairman of the Board of
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As we reflect on the past year, ECCBC continues to demonstrate the strength of a business model built on resilience, local engagement, and long-term vision. Across the markets we serve, our teams have remained focused on delivering sustainable growth while strengthening our role as a trusted partner to communities, customers, and stakeholders.

During the year, we continued expanding our footprint and reinforcing our local presence across Africa. The acquisition of Voltic in Ghana marks an important milestone in this journey, strengthening our position in West Africa and reaffirming our commitment to investing in the markets where we operate. This expansion reflects our long-standing belief that sustainable growth is rooted in strong local partnerships, local production, and meaningful engagement with the communities we serve.

At the same time, we have made significant progress in enhancing our operational capabilities. Investments in production capacity, logistics, and infrastructure are enabling us to support our growing markets more efficiently while ensuring that our operations remain agile and competitive. These improvements are essential to delivering high-quality products while maintaining the reliability and efficiency that our customers expect.

Our commitment to responsible business practices remains

deeply embedded in our growth strategy. Across our value chain, we continue to strengthen initiatives aimed at managing resources responsibly, supporting circular solutions, and fostering long-term environmental and social value. These efforts are guided by robust governance structures and a culture that encourages accountability and continuous improvement.

Equally important is the strength of our people. Once again, ECCBC has been recognized as a Best Place to Work, a recognition that reflects our commitment to fostering an inclusive, supportive, and empowering workplace. Our teams remain the driving force behind our progress, and their dedication continues to inspire our ambition.

Looking ahead, we remain confident in ECCBC's ability to navigate evolving challenges while capturing new opportunities. By combining operational excellence, strong local partnerships, and a clear long-term vision, we will continue to strengthen our position as a leading bottler within the Coca-Cola System and a responsible contributor to the markets we proudly serve.

I would like to extend my sincere gratitude to our employees, partners, customers, and communities for their continued trust and collaboration. Together, we will continue building a resilient, responsible, and forward-looking ECCBC.

Letter from our Chief Executive Officer



Alfonso Bosch
Chief Executive Officer

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The past year has been defined by strong operational execution and continued progress across our strategic priorities. Our teams have remained focused on strengthening our business capabilities and advancing initiatives that support ECCBC's long-term sustainability ambitions.

Among the major milestones of the year was the inauguration of two new production lines at our Casablanca plant in Morocco and the integration of Voltic in Ghana. These investments represent an important step in strengthening our production capacity and improving operational efficiency to better serve our growing markets.

2025 also marked an important evolution in how we structure and manage sustainability at ECCBC. Building on our ESG Impact Strategy 2030, we have extended our long-term horizon toward 2035, reinforcing our strategic priorities through the completion of a Double Materiality Assessment. This work has strengthened the alignment between our business objectives, risk management, and the environmental and social challenges most relevant to our markets.

In parallel, we continued advancing our climate commitments through tangible operational projects, further strengthening the integration of ESG into our business performance. At our Casablanca plant, we launched the installation of solar panels to support the decarbonization of energy used in our production processes.

We are increasingly embedding sustainability into our commercial and operational decisions, ensuring that ESG initiatives

deliver tangible business value. This includes the deployment of Reverse Vending Machines to support both, collection targets and consumer engagement, the integration of sustainability into point-of-sale execution and customer engagement, and the rollout of energy-efficient cold drink equipment, alongside continued progress in circular packaging solutions and enhanced operational monitoring tools.

The same integrated approach also applies to water, which remains a key priority for ECCBC. During the year, we launched a flagship replenishment initiative in Morocco under the Africa Water Stewardship Initiative; this project focuses on restoring wetlands and strengthening water resilience within the Oum Er-Rbia basin, one of Morocco's most important watersheds.

At the same time, we continue strengthening our organizational capabilities through initiatives such as the ESG Academy, equipping our teams to integrate sustainability into daily decision-making.

Looking ahead, we remain focused on strengthening operations, driving innovation and efficiency, and advancing practical initiatives that build a more sustainable and resilient business.

This progress would not have been possible without the commitment and close collaboration of our teams, partners, customers, and the community. We extend our sincere recognition and gratitude to them for their continued trust and support.

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We are The Coca-Cola Company’s bottling partner across North and West Africa. Our teams produce, sell, and distribute some of the world’s best-known brands, including Coca-Cola, Fanta, and Sprite, along with a wide range of high-quality beverages.

ECCBC’s story started in 1989 in Equatorial Guinea. From there, we expanded into Guinea Conakry, Mauritania, Cape Verde, Guinea Bissau, and The Gambia. In 1997, ECCBC was re-established as a Group to support growth into new markets, including Ghana, Morocco, and Algeria.



Today, ECCBC operates in 13 African countries. We reach more than 168 million consumers and serve over 254,000 retail outlets, representing around 2.5 billion transactions each year.

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COMPANY FACTS



+30
years



Head office
Casablanca, Morocco



13
operational markets

ECCBC



+168 million
consumers



+254 000
points of sale



+70 000
indirect jobs creation in Africa

2025 PERFORMANCE



1 billion \$
turnover



47
production lines



13
bottling plants



+5 000
total employees



2.5 billion
transactions



27
brands

OUR ESG IMPACT STRATEGY



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The Coca-Cola system announced the results of a comprehensive socio-economic impact study, conducted by global consulting firm Steward Redqueen in our 3 main markets Morocco, Algeria and Ghana. The numbers speak for themselves, reflecting the importance of the The Coca-Cola system, where ECCBC acts as an engine of inclusive economic growth, job creation, and value-chain development across all three countries; Supporting local suppliers, strengthening distribution ecosystems, and reinforcing long-term community and fiscal contributions throughout the region.

MOROCCO



USD 724 million

Value-added economic impact across the value chain



37,000+ jobs supported

Direct and indirect employment across retail, agriculture, manufacturing, transport, and services



USD 302 million

Invested in locally sourced goods and services, strengthening national industries and communities

ALGERIA



USD 348 million

Value added supported across the economy through the value chain



16,000+ jobs supported

Direct and indirect employment across retail, agriculture, manufacturing, transport, and services



USD 152 million

Worth of goods and services purchased from Algerian suppliers.

GHANA



USD 81 million

Value-added economic impact across the value chain



13,000+ jobs supported

Direct and indirect employment across retail, agriculture, manufacturing, transport, and services



USD 23 million

Spent on locally sourced goods and services from Ghanaian Suppliers

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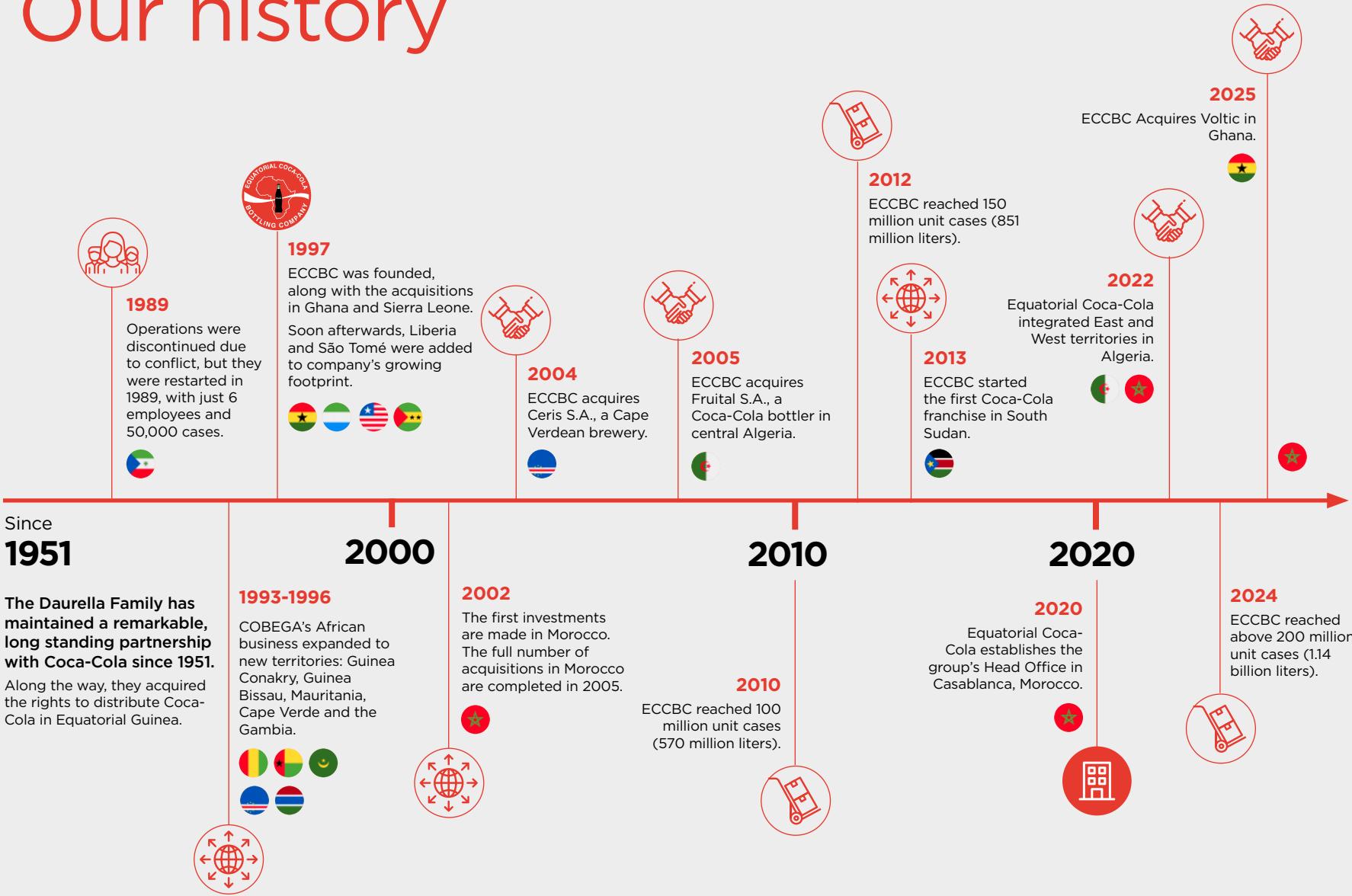
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2025

ECCBC Acquires Voltic in Ghana

In 2025, ECCBC reached a major milestone with the acquisition of Voltic, Ghana's leading bottled water brand, strengthening its presence in the water category while creating new opportunities for sustainable growth and shared value.

Founded in 1995, Voltic operates two production facilities in Medie and Akwadum and has built a strong reputation through its commitment to water stewardship, recycling, economic inclusion and community development. These values closely align with ECCBC's sustainability ambitions and provide a strong foundation for responsible integration.

Since the acquisition in July 2025, ECCBC has focused on ensuring a structured integration that preserves business continuity while aligning Voltic with the Group's governance framework, operational standards and sustainability commitments. While leveraging Voltic's strong local heritage to advance responsible business practices and create lasting value for customers, employees, communities and shareholders.



Line Inauguration in Cobomi Plant in Morocco

Complementing this expansion, ECCBC inaugurated new high-efficiency production lines at its Cobomi facility, enhancing operational capacity while integrating advanced technologies to improve energy efficiency, water stewardship, and packaging performance. Together, these milestones reflect ECCBC's continued investment in sustainable growth, operational excellence, and its ambition to deliver positive environmental and socio-economic impact across its markets.



OUR VISION

To be the best FMCG company in each of the markets that we operate, lead Africa system growth and become the most important Coca-Cola anchor partner in Africa.

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Our operations



After more than **30 years**
reaching over **168 million** consumers
serving more than **254 000 points of sale**
with above **2.5 billion transactions** per year,
and creating indirect jobs to over
70 000 people in Africa.

We are committed to offering a diverse portfolio of high-quality beverages that meet the different tastes, needs, and occasions of our consumers. Alongside strengthening our core brands, we continue to introduce new products that respond to evolving preferences across our markets.

Our commercial teams play a central role in this effort. They ensure our brands are well positioned, visible, and relevant in every outlet we serve, helping us create value for customers, consumers, and partners alike.

At the same time, we are working to reduce our environmental footprint across production, distribution, and packaging. This includes improving operational ef-

ficiency and expanding lower-sugar and no-sugar options within our portfolio. By offering consumers greater choice, we support more balanced lifestyle decisions while maintaining the quality and taste they expect from our brands.

Today, ECCBC produces and distributes beverages across five product categories: soft drinks, juices, water, energy drinks, and beer/malt. Our portfolio includes 27 brands: Coca-Cola, Coca-Cola Zero, Fanta, Sprite, Sprite Zero, Schweppes, Aquarius, Burn, Hawaii, Bonaqua, Ceris, Strella, Actimalt, Parrot Energy, Vimto, Ciel, POMS, Tops, Cappy Pulpy, Monster, Power Play, Predator Gold Energy, Club Sparletta, Minute Maid, and Voltic.

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ESG Impact Strategy 2030

Shared value, shared future

ESG Impact Strategy



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At ECCBC, our ambition is clear: to grow responsibly while creating long-term value across North and West Africa. Operating in diverse and often complex markets, we recognize that resilience is built through responsible business practices, innovation, and strong partnerships with the communities we serve.

Our ESG Impact Strategy 2030 serves as the strategic foundation for sustainable growth across our 13 markets. It guides how we manage environmental resources, support communities, strengthen our supply chain, and develop our people. Fully aligned with The Coca-Cola Company’s global commitments and adapted to local realities, our strategy embeds sustainability into business planning, investment decisions, and operational execution.

The strategy focuses on six priority pillars: Packaging, Water, Climate, Communities, Sourcing, and People. These pillars reflect where ECCBC can generate the most meaningful and measurable impact, both for our business and for society.

Our framework is built on a structured stakeholder engagement process. It incorporates insights from senior leadership, Business Units, and functional teams across the Group. It also reflects dialogue with customers, suppliers, community partners, and other key stakeholders. This ensures that our priorities are not defined in isolation, but shaped by the expectations and challenges of the markets in which we operate.

The strategy integrates the findings of our Double Materiality Assessment, identifying both the environmental and social issues that impact our business performance and the areas where our operations have the greatest impact on society and the environment. This approach reinforces the relevance and long-term focus of our ESG agenda.

By strengthening governance, ensuring strategic alignment, and promoting cross-functional collaboration, our ESG Impact Strategy 2030 drives measurable progress across our value chain — from sourcing and production to distribution and community engagement. It ensures that sustainability at ECCBC remains dynamic, accountable, and fully integrated into how we operate and grow.

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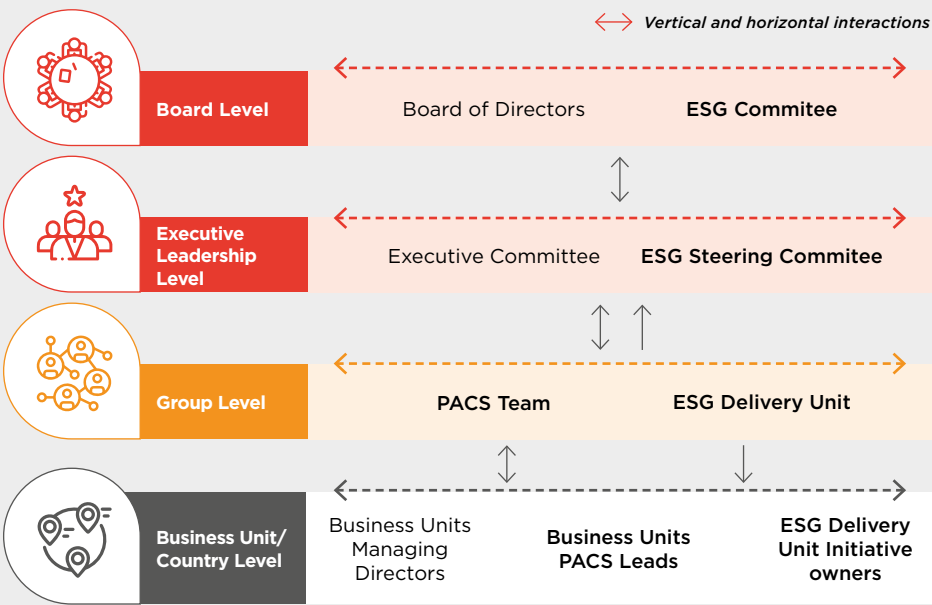


Figure: ESG Governance Model

Strong sustainability governance at ECCBC is built on clear oversight and shared accountability across all levels of the organization.

At Board level, the Corporate Governance and ESG Committee provides strategic supervision of our sustainability agenda and related environmental, social, regulatory, and public policy risks. This ensures ESG priorities remain aligned with our long-term strategy and risk management framework.

At executive level, the Executive Committee oversees the integration of sustainability into business planning and performance. Supporting this structure, the ESG Steering Committee — established in 2023 — plays a central coordination role. It guides the implementation of our ESG Impact Strategy 2030, aligns efforts across the Group, and monitors progress against our six priority pillars.

The Steering Committee meets regularly to review performance, assess emerging risks and opportunities, and ensure that sustainability objectives are translated into measurable actions across our 13 markets.

At Group level, coordination and monitoring are supported centrally to maintain consistency, strengthen ESG data management, and reinforce accountability. At Business Unit level, local leadership is responsible for execution, embedding sustainability into operational and commercial decisions.

This multi-level governance model ensures clarity of responsibility, disciplined follow-up, and consistent alignment between strategy and execution. Sustainability at ECCBC is not managed in isolation — it is integrated into how we lead, operate, and grow.

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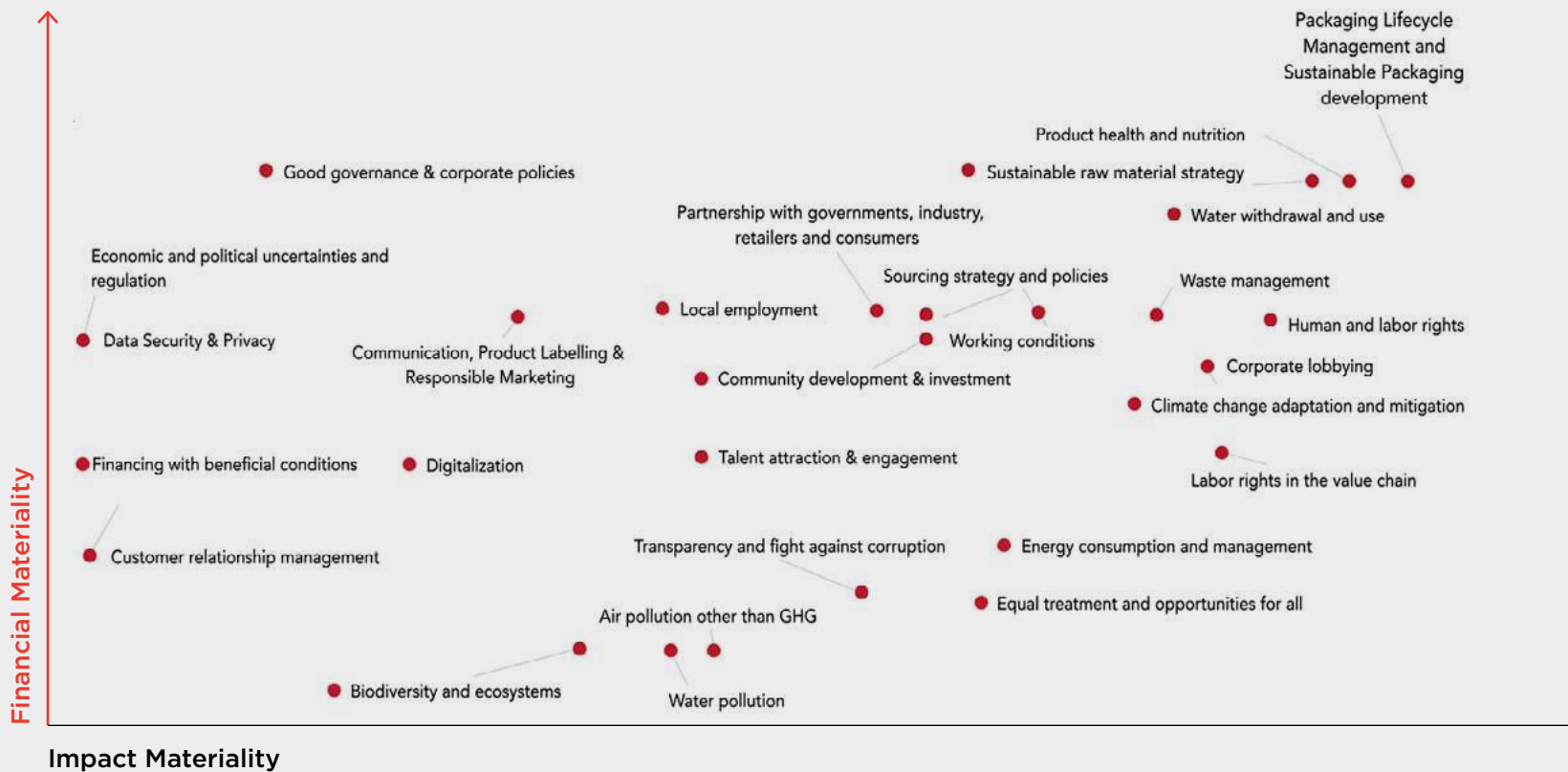
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In 2025, ECCBC completed its first **Double Materiality Assessment (DMA)** in alignment with the European Sustainability Reporting Standards (ESRS).

Building on the Group's previous Materiality Assessment, the DMA expands our perspective by evaluating both the impacts of our activities on people and the environment (impact materiality) and the sustainability-

related risks and opportunities that may influence our long-term business performance (financial materiality).

The assessment provides an updated understanding of the ESG topics that matter most to ECCBC and its stakeholders and will serve as the foundation for the next evolution of our ESG Impact Strategy toward 2035.

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Context Analysis

Understanding our operating context through external trends, regulatory developments, industry benchmarks and internal documentation.

Stakeholder Engagement

Engaging internal and external stakeholders to understand their expectations and validate the sustainability topics that matter most.

Identification of Impacts, Risks & Opportunities (IROs)

Identifying actual and potential impacts, together with sustainability-related risks and opportunities across our operations and value chain.

Assessment of IROs

Assessing each IRO from both an impact materiality and financial materiality perspective, following the ESRS methodology.

Prioritization of Material Topics

Consolidating the assessment results to identify ECCBC’s most material sustainability topics and establish clear reporting priorities.

Informing our ESG Impact Strategy toward 2035

Using the outcomes of the Double Materiality Assessment to update and strengthen our ESG Impact Strategy, ensuring continued alignment with stakeholder expectations, business priorities and evolving sustainability regulations.



Key Insights

- Water Stewardship, Sustainable Packaging and Climate Strategy remain among ECCBC’s highest strategic priorities.
- Responsible sourcing, value chain management and governance have gained importance in response to evolving stakeholder expectations and regulatory developments.
- Consumer Health & Nutrition has emerged as an increasingly material topic, reinforcing ECCBC’s commitment to responsible product offerings.
- The assessment provides a comprehensive view of impacts, risks and opportunities across the value chain, strengthening the integration of sustainability into strategic decision-making.

What’s next?

The results of the Double Materiality Assessment will directly inform the update of ECCBC’s **ESG Impact Strategy toward 2035**. The revised strategy will build on our existing commitments while incorporating emerging material topics, enabling ECCBC to create greater long-term value for people, communities, customers, shareholders and the environment.

Our Double Materiality Assessment is more than a compliance exercise. It is a **strategic tool that guides decision-making**, strengthens resilience and shapes ECCBC’s ESG Impact Strategy toward 2035.

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Operating across diverse and fast-evolving African markets requires resilience, discipline, and long-term thinking. Our ESG Impact Strategy 2030 is designed to strengthen all three.

Built around six priority pillars, the strategy defines where we focus, how we allocate resources, and how we measure progress. It ensures that responsible growth, risk management, and value creation move forward together – across our operations and throughout our value chain.

	Packaging	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.	
	Water	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.	
	Climate	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.	
	Communities	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.	
	Sourcing	Make responsible decisions for our communities and our planet by supporting sustainable businesses across our value chain, from the farm to the table.	
	People	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.	

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Through our ESG Impact Strategy 2030, we have defined clear and measurable ambitions across our six pillars. These goals provide structure, focus, and accountability across the organization.

Our ESG goals represent more than targets — they reflect our responsibility to drive meaningful and measurable change across the markets where we operate. These commitments guide our actions, ensuring that we strengthen environmental stewardship, support social development, and reinforce long-term business resilience.

Through our ESG Impact Strategy 2030, we have defined clear and measurable ambitions across our six pillars. These goals provide structure, focus, and accountability across the organization. They allow us to track progress consistently while maintaining alignment with The Coca-Cola Company’s global commitments and the realities of our African markets.

Our recent Double Materiality Assessment did not re-define our goals; it reinforced their relevance. It confirmed that our priorities remain well aligned with both business risks and societal expectations, strengthening our confidence in the direction set by our ESG Impact Strategy 2030.

As ECCBC continues to grow, our ambition remains consistent: to deliver sustainable performance at the same standard of discipline and accountability that defines our financial results. By staying focused on execution and measurable impact, we strengthen resilience and support long-term value creation across our value chain.

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ECCBC 2030 Commitment

	Packaging		Collect one bottle or can for each one sold		Use at least 50% recycled material in packaging
	Water		Improve Water Use Ratio (WUR I/I) by 20%		Replenish 100% of water used in our beverages locally
	Climate		Improve Energy Use Ratio (EUR Mj/I) by 25%		
	Communities		Positively impact 1 million people		
	Sourcing		100% of strategic materials and packaging sourced sustainably		
	People		40% female in managerial positions by 2030		40,000 young people skills development
					30% employees participating in volunteering activities

Investing in sustainability

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From vision to action

At ECCBC, sustainability is not just a strategic priority — it is reflected in how we fund and implement the actions that deliver real impact across our operations and value chain.

We leverage financial instruments that align with our ESG Impact Strategy 2030, mobilizing capital to accelerate progress on water stewardship, energy efficiency, packaging circularity, and community development. These tools help bridge ambition with execution and strengthen resilience in the face of environmental and social challenges.



Sustainability-Linked Loan (SLL)

BMCI, a subsidiary of BNP Paribas Group, has introduced a Sustainability Linked Loan (SLL) to finance ECCBC Morocco’s acquisition of Atlas Bottling Company. This groundbreaking financing aligns with ECCBC’s ambitious ESG strategy until 2030, underscoring its commitment to sustainability and environmental impact. The loan’s terms, tied to sustainability criteria, reflect ECCBC’s dedication to driving positive change in its operations. This partnership highlights ECCBC’s leadership in promoting sustainability within the beverage industry and reinforces BMCI’s role as a key player in supporting energy transition and territorial development.



Climate and Sustainability Loan with IFC

In partnership with the International Finance Corporation (IFC), ECCBC received a €64 million climate investment loan. This financing supports key components of our ESG strategy, including efforts to reduce water and energy use, upgrade production lines for greater efficiency, expand recycling programs, and install renewable energy solutions at bottling sites. In addition to capital, IFC also provides advisory support to strengthen implementation and E&S practices.

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Best Places to Work Certification

ECCBC Morocco has been awarded the Best Place to Work 2025 international certification, ranking 2nd in Morocco and 3rd in Africa. The recognition reflects the company’s strong workplace culture, with 88% employee satisfaction and 93% compliance with international HR standards, highlighting its continued investment in people, diversity, inclusion, and a culture of excellence and collaboration.

ECCBC Algeria has been certified Best Place to Work 2025 for the second consecutive year, ranking 2nd nationally. The recognition, based on an independent evaluation, highlights the company’s strong employee experience and HR culture built on trust, respect, listening, social dialogue, and career development.

CSR Education and Training Support Award in recognition of our sponsorship of the Errafik Club for children with Down syndrome—where we helped build a multidisciplinary infrastructure that meets international standards—as well as our IBDA programme, which promotes the professional inclusion of newly graduated youth.

Excellence in Corporate Operations & Governance Awards (Ghana)

Highlights ECCBC Ghana’s strong governance framework and operational integrity, ensuring sustainable and compliant business practices.

Outstanding Business Management Team of the Year: Recognizes (Ghana)

The leadership team’s strategic vision and execution excellence, driving consistent growth and organizational resilience.

Africa Operating Unit Safety Awards

Two Years in a row ECCBC continues to set the standard with Cobomi and Accra showing what a true safety first looks like on the ground.





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DELIVERING ON OUR FOUR LEVERS OF CHANGE

At ECCBC, addressing plastic waste requires systemic change. Under The Coca-Cola Company’s World Without Waste strategy, we have committed to:



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



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



“

Circularity starts with collection. In many of our markets, the challenge is not only recycling but building the systems that make it possible. Through initiatives like Switch2CE and IslandPlas, we are working with partners to strengthen collection ecosystems and create the conditions for a truly circular packaging model.”

Sonia Ventosa
Group Sustainability, Communications
& Public Affairs Director

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Packaging is one of ECCBC's key sustainability priorities and a critical enabler of our circular economy strategy. Our ambition is not only to reduce the environmental footprint of our packaging but to ensure that every bottle and can remains a valuable resource throughout its lifecycle. By 2030, we aim to collect one bottle or can for every one we sell and achieve at least 50% recycled content across our packaging portfolio. To reach these ambitions, we have structured our approach around four complementary levers: redesigning packaging to improve recyclability, strengthening collection systems, enabling high-quality recycling, and reintegrating recycled materials back into new packaging. Together, these actions move us from a linear "take, make, dispose" model to a truly circular packaging ecosystem.

REDESIGN

Redesign Packaging
for Waste Reduction
& Recyclability

COLLECT

Support the Creation of
Collection & Recycling
Schemes



2

RECYCLE

Introduce rPET
& Shape Enabling
Policy Frameworks



3

OUR FOUR LEVERS OF CHANGE



1



REINTEGRATE

Design decisions
today

4

1

Redesign Packaging for Waste Reduction and Recyclability

Redesign is our most immediate lever to reduce environmental impact. By improving material efficiency and applying circular design principles, we minimize virgin material use while enabling higher recyclability.



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Lightweighting and Neck Reduction

In 2025, our structured PET lightweighting program resulted in a 5% reduction in PET content, lowering plastic consumption, and associated GHG emissions.

Neck reduction and standardization of bottle finish further optimize material efficiency, enhance line performance, and ensure compatibility with high-efficiency production molds.

These initiatives contribute simultaneously to cost discipline and environmental performance.

Transition to Clear PET – “Let’s Be Clear”

Through the “Let’s Be Clear!” campaign, we transitioned Sprite packaging in Morocco and Ghana from green to clear PET, improving recyclability and enabling future food-grade rPET use.

Clear PET increases feedstock value for recyclers and supports the development of closed-loop systems aligned with future bottle-to-bottle ambitions.

Returnable Glass Bottles (RGB)

We relaunched Returnable Glass Bottles in markets where reuse systems are viable. RGBs can be reused up to 25 times and generate up to three times fewer GHG emissions than single-use bottles over their life-cycle.

Beyond environmental gains, RGB systems reinforce traditional retail networks in West Africa, where affordability and circularity are closely linked.

Standardization and Simplification

We are progressively reducing SKU complexity and eliminating packaging components that hinder recyclability, including unnecessary labels and adhesives.

Standardization improves sourcing efficiency and facilitates higher recycling rates across Business Units.

2

Implement Circular Economy Practices

Transitioning from linear recovery to structured bottle-to-bottle systems is central to our strategy.

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Switch2Circular Economy (Switch2CE)

Switch2CE represents Morocco’s first structured bottle-to-bottle circular economy pilot. Delivered in partnership with UNIDO, Chatham House, Roots for Sustainability, ThirdWay Partners, and La Générale de Recyclage, and co-financed by ECCBC under a €2.5 million EU-funded program, the project operates in Casablanca and Tangier.

Key components include:

- End-to-end PET recovery and processing
- Infrastructure strengthening (sorting hubs and co-operatives)
- Capacity building for informal collectors
- Policy dialogue to enable future food-grade rPET standards.



R4S.

ThirdWay Partners

LA GENERALE DE RECYCLAGE (LGR)



GUINEA CONAKRY

Formalizing the Informal Sector

With support from The Coca-Cola Foundation and partners including Azahara Foundation and Roots for Sustainability, ECCBC is formalizing waste collection by organizing waste pickers into cooperatives.

Training programs improve sorting quality, safety standards, and income stability. The project achieved a milestone by being able to export its container of PET to an international recycler.

This initiative demonstrates that circularity must also be inclusive.

3

Support the Creation of Collection and Recycling Schemes

Collection remains the largest structural barrier to circularity in many of our markets. Our strategy focuses on coalition-building, digital innovation, and informal sector integration.

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Reverse Vending Machines (RVMs)

As part of our effort to strengthen structured collection systems, ECCBC deployed 25 Reverse Vending Machines (RVMs) across major public universities in Marrakech, Settat, and Casablanca.

These machines allow consumers to return PET bottles and cans in exchange for rewards through the Sparklo application. By targeting high-footfall student environments, the initiative promotes recycling habits among younger consumers while improving traceability and data collection.

ALGERIA

Digital and Community Models

Through Nrecycli, an Algerian digital recycling platform that connects citizens to collection points through a mobile application, ECCBC deploys a digital recycling platform enabling citizens to locate drop-off points and track recycling impact.

Through Polyrec, a local recycling company operating primarily in the Wilaya of Oran, Smart Recycling Bottles (SRBs) have been installed in high-footfall areas to strengthen structured collection.

Additionally, the Cap Challenge links recycling with social impact by funding medical support for children with xeroderma pigmentosum.



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Support the Creation of Collection
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CAPE VERDE & SÃO TOMÉ & PRÍNCIPE

IslandPlas

ECCBC supports the IslandPlas initiative, a three-year, US\$10 million program (2024-2026) implemented with The Coca-Cola Foundation and IUCN.

Objectives include:

- Empowering ~9,600 informal waste collectors
- Recovering 14,000 tons of plastic waste
- Investing US\$2 million in recycling innovation
- Facilitating multi-stakeholder workshops

IslandPlas strengthens circular infrastructure in fragile is-land ecosystems and serves as a scalable regional model.

Beach clean-ups

ECCBC conducts beach clean-up campaigns in its differ-ent markets, mobilizing employees and communities to prevent plastic leakage into marine ecosystems and raise awareness on responsible waste management. These initi-atives reinforce our collection efforts and support broad-er ecosystem protection.



4

Introduce rPET and Shape Enabling Policy Frameworks

Transitioning to food-grade recycled PET (rPET) requires more than infrastructure. It depends on regulatory clarity, industry coordination, and stable access to certified feedstock. ECCBC actively contributes to policy frameworks that enable circular packaging in our key markets.

MOROCCO

AIRE Coalition

Since 2024, ECCBC has chaired AIRE (Alliance for Packaging Innovation and Recycling), a multi-stakeholder coalition advancing Extended Producer Responsibility (EPR), eco-design standards, and the future authorization of food-grade rPET in Morocco.



GHANA

NPAP

ECCBC participates in Ghana's National Plastic Action Partnership (NPAP), a public-private platform supporting systemic solutions to plastic waste, including EPR frameworks, regulatory enforcement, and recycling ecosystem strengthening.



ALGERIA

APAB

In Algeria, ECCBC contributes to industry coordination through APAB (Association des Producteurs Algériens de Boissons), the national beverage producers' association. Through APAB, ECCBC engages with public authorities and sector stakeholders to advance structured packaging governance, strengthen dialogue around Extended Producer Responsibility (EPR), and support the development of a regulatory framework.



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PROTECTING OUR MOST CRITICAL INGREDIENT

At ECCBC, addressing plastic waste requires systemic change. Under The Coca-Cola Company’s World Without Waste strategy, we have committed to:



Improve water use efficiency by 20% by 2030



Replenish 100% of the water used in our finished beverages



“

Water efficiency starts at the plant level, but it is part of a broader approach to water security. By combining operational discipline, continuous improvement, and a clear roadmap across our key locations, we are strengthening our ability to manage water resources responsibly while ensuring the resilience of our operations.”

Imad Harti
Group Operations & TMO Director

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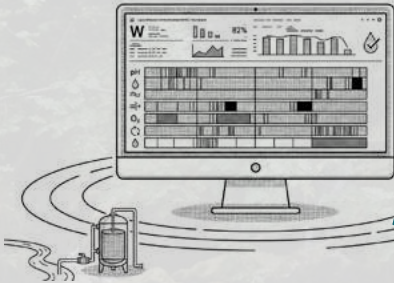
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Our Water Stewardship Strategy

Water is one of our most critical natural resources and a strategic priority across ECCBC’s operations. Our water stewardship approach goes beyond reducing consumption within our facilities. We work to improve operational efficiency, protect and restore the watersheds we depend on, ensure responsible wastewater management, and strengthen collaboration with communities, partners, and regulators. Together, these actions help us improve water resilience, secure shared water resources, and create long-term value for both our business and the communities where we operate.

Operational Efficiency

Evocon Digital Monitoring
Water Resource Study 2050



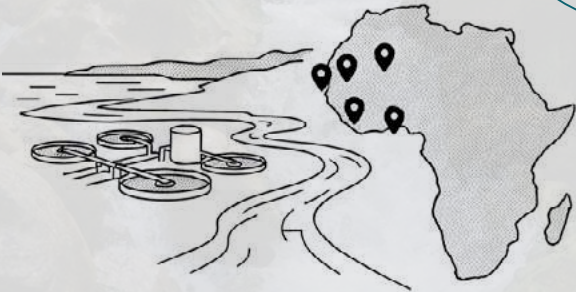
Water Replenishment

Replenish Africa 2030
Living Planet Morocco



Wastewater Treatment

KORE Compliance Plants



WATER STEWARDSHIP

Improving efficiency
Restoring watersheds
Securing shared water resources

Partnerships & Risk

WaterPlan Platform
AWS Certification
Community WASH Projects



1

Improve Operational Water Efficiency

Operational efficiency is the cornerstone of our water strategy. Reducing water intensity lowers environmental pressure while strengthening cost control and production stability.

Plant-Level Optimization Programs

Across Morocco, Algeria, Ghana, Cape Verde, and Guinea, factory teams implemented structured water conservation initiatives, including:

- Optimization of Cleaning-in-Place (CIP) cycles
- Installation of water-efficient nozzles and equipment
- Leak detection and repair programs
- Cooling tower optimization
- Segmentation of high-consumption processes for targeted intervention

Water performance data is continuously analyzed to identify efficiency gaps and implement corrective measures.

MOROCCO & ALGERIA

Long-Term Water Resource Projection Study

Recognizing increasing climate exposure, ECCBC launched a comprehensive study to estimate and project water resource mobilization potential through 2050 in Morocco and Algeria.

The study evaluates:

- Current basin availability
- Competing water demand (agriculture, industry, urban use)
- Climate scenario modeling
- Future infrastructure capacity

This forward-looking assessment supports strategic decision-making, risk mitigation planning, and long-term capital allocation.



Digital Water Monitoring - Evocon (2025)

In 2025, ECCBC implemented Evocon digital monitoring systems across its manufacturing footprint. This system enables:

- Real-time monitoring of water consumption
- Continuous tracking of water treatment performance
- Early detection of process inefficiencies
- Automated anomaly alerts

This digitalization enhances transparency at plant level and allows proactive corrective action rather than reactive response.

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Replenish Water in High-Risk Watersheds

ECCBC’s replenishment strategy aligns with the Coca-Cola System’s Replenish Africa 2035 framework, which prioritizes high-risk water locations across the continent, including Morocco, Algeria, and Cape Verde.

In 2025, operational implementation commenced in Morocco.



MOROCCO

Living Planet Morocco (LPM) Partnership

Under the Africa Water Stewardship Initiative, ECCBC partnered with Living Planet Morocco (LPM) and Global Water Challenge (GWC) to implement a watershed restoration initiative in the Oum Er-Rbia Basin.

This basin is a strategic water source serving Casablanca, Marrakesh, and Settat, making its resilience critical at national level.

The project focuses on:

- Wetland restoration to enhance natural recharge
- Nature-based solutions for water retention
- Community training in sustainable agricultural practices

By strengthening ecosystem function and community capability, the initiative contributes to basin-level water balance and long-term resilience.

Preparatory risk assessments continue in Algeria and Cape Verde to guide future deployment under the broader Replenish Africa 2035 framework.

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Strengthen Wastewater Treatment & Compliance

Water quality protection is a fundamental component of our stewardship model.

All ECCBC plants operate wastewater treatment facilities aligned with The Coca-Cola Company’s KORE standards, which frequently exceed local regulatory requirements.

Wastewater Governance Across Markets

Treatment systems are operational in:

- Morocco
- Algeria
- Ghana
- Cape Verde
- Guinea

These systems include:

- Biological treatment processes
- Continuous effluent parameter monitoring
- Sludge management controls
- Routine compliance audits
- Periodic infrastructure upgrades

Our objective is to ensure that treated water returned to the environment supports ecosystem health and does not degrade receiving water bodies.



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Protect Watersheds Through Partnerships & Community Engagement

Water security requires coordinated action beyond operational boundaries. Through risk assessment tools and multi-stakeholder alliances, ECCBC works to understand shared water risks and act on them collectively.

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Water Risk Assessment – WaterPlan (2025)

In 2025, ECCBC introduced WaterPlan, a digital basin-level modeling platform designed to:

- Assess physical and regulatory water risks
- Monitor basin conditions in real time
- Identify high-exposure sites
- Prioritize mitigation and replenishment actions



Alliance for Water Stewardship (AWS)

ECCBC is advancing toward AWS certification in priority locations. AWS provides a globally recognized framework assessing:

- Water governance structures
- Sustainable water balance
- Water quality management
- Stakeholder engagement

AWS strengthens structured collaboration with basin stakeholders and ensures transparent stewardship practices.





Protect Watersheds Through Partnerships
& Community Engagement

WASH and Community Water Access

In addition to replenishment, ECCBC supports targeted water access initiatives to improve public health and community resilience.

MOROCCO

Irrigo Project

In the Asrir region (Zagora province), ECCBC supported the construction of a 145-meter solar-powered well in partnership with Association des Jeunes de Sart pour le Développement.

The well now provides reliable drinking water access to nearly 500 beneficiaries, including schoolchildren and local residents.

CAPE VERDE

Piped Water Access

In São Pedro Latada, ECCBC partnered with Águas de Santiago (AdS) to deliver drinking water access to approximately 20 families, improving basic service provision in a vulnerable community.

GHANA

Borehole Provision

In collaboration with PMSU-UNICOF, ECCBC supported water and sanitation improvements for 710 pupils at the Mampong School for the Deaf, strengthening health, hygiene, and educational conditions.



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MOROCCO

Water Resilience Workshop

In 2025, ECCBC, in collaboration with Driscoll’s Maroc and Centrale Danone, hosted a high-level Water Resilience Workshop in Casablanca, bringing together public institutions, private sector actors, and sustainability experts.

The objective of the workshop was to:

- Strengthen cross-sector dialogue on water scarcity
- Share best practices on operational water efficiency and replenishment
- Foster collaboration around basin-level water governance
- Lay the groundwork for a broader Water Stewardship coalition in Morocco

By convening both public and private stakeholders, ECCBC contributed to the development of a coordinated approach to sustainable water resource management.

This initiative reinforces our belief that long-term water resilience requires collective action beyond individual corporate efforts.



MOROCCO

Morocco Agribusiness Water Coalition
(MAWC)

ECCBC Morocco co-founded the Morocco Agribusiness Water Coalition (MAWC), a multi-stakeholder platform dedicated to strengthening water resilience through collective water stewardship. As the Coalition’s Chair, ECCBC Morocco leads collaboration between the private sector, public institutions, and water experts to promote sustainable watershed management, develop basin-level water resilience projects, and share best practices across the agrifood sector. This initiative reinforces ECCBC’s commitment to protecting water resources through collective action.



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DRIVING ENERGY EFFICIENCY AND OPERATIONAL DECARBONIZATION

Climate resilience is essential to ECCBC’s long-term sustainability. Rising temperatures, energy price volatility, and evolving regulatory expectations directly impact our operations across North and West Africa.

Our climate strategy focuses on reducing energy-related emissions within our plants and across our cold drink equipment footprint. The emphasis is practical: optimize what we operate, modernize where necessary, and progressively integrate cleaner energy sources.



Improve energy efficiency by 25% by 2030

“

Our responsibility doesn’t stop at our plants. Cooling equipment is a key part of our footprint, and improving its efficiency is a major opportunity. By progressively upgrading our cooler fleet, we are reducing energy consumption while continuing to deliver the best experience to our customers and consumers.”



Valentin Loison
Group Commercial & Strategy Director

“

Our approach to climate action is practical. Projects such as the solar installation at COBOMI and our partnership to source wind energy allow us to test, learn, and scale solutions that reduce our energy footprint. It’s about taking concrete steps today while building the foundation for a more resilient and low-carbon operation tomorrow.”



Oussama Hasnaoui
Head of Group QEOSH & Operational Sustainability

1

Renewable Energy Deployment – COBOMI Plant

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In 2025, ECCBC strengthened its renewable energy transition at the COBOMI plant through two major milestones: the commissioning of an on-site solar photovoltaic installation and the signature of a wind energy supply agreement with NAREVA.

- Generates on-site renewable electricity to partially supply plant operations
- Secures renewable electricity through a long-term wind energy agreement with NAREVA
- Reduces reliance on conventional grid electricity
- Contributes directly to Scope 2 emissions reduction
- Strengthens operational resilience in a context of energy volatility

Beyond emissions reduction, these initiatives enable ECCBC to assess renewable energy performance, support long-term energy cost stability, and provide a scalable model for deployment across other Business Units.

The COBOMI renewable energy initiatives represent a major step toward cleaner, more resilient industrial operations.



2

Energy-Efficient Cooler Transition Program

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Cold drink equipment represents a significant share of our indirect energy consumption. To address this, ECCBC is implementing a structured fleet modernization program.

Key components include:

- Gradual replacement of older, high-consumption coolers
- Deployment of energy-efficient models with improved insulation and optimized compressors
- Adoption of refrigerants with lower Global Warming Potential
- Preventive maintenance protocols to ensure optimal performance

This transition reduces electricity demand across retail environments and improves lifecycle efficiency of cooling assets.

The approach is phased, embedded into capital expenditure cycles, and aligned with long-term energy efficiency objectives.



3

Industrial Energy Rehabilitation – Plant Optimization Program

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Energy efficiency improvements within plants remain in a central decarbonization lever.

Across facilities, ECCBC implemented targeted rehabilitation programs including:

- Upgrading compressors and motors to higher-efficiency models
- Optimization of compressed air systems
- Boiler system performance improvements
- Thermal insulation enhancements
- Preventive maintenance to minimize avoidable energy losses

Rather than expanding infrastructure, the focus remains on optimizing existing industrial systems to reduce energy intensity and extend equipment lifespan.

These improvements contribute directly to the 25% energy efficiency improvement target by 2030.



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CREATING SHARED VALUE ACROSS OUR MARKETS

ECCBC’s commitment to communities is a fundamental pillar of our ESG strategy. Operating across diverse social and economic contexts in North and West Africa, we recognize that our long-term growth is closely linked to the well-being, resilience, and inclusion of the communities we serve.

Our approach combines long-term empowerment initiatives with targeted humanitarian support. We focus on education, health, economic inclusion, water access, and climate resilience, ensuring our impact is both meaningful and locally relevant. Our Goal:



Positively impact the lives of 1 million people by 2030

This goal guides the design, scale, and evaluation of our community programs.



“

Creating a positive impact on our communities is a core part of our responsibility. Through targeted initiatives and strong local partnerships, we are working to improve livelihoods and contribute to long-term community resilience.”

Atar Derj
Group ESG Manager

1

Provide Education Opportunities for Women and Youth

Education is central to sustainable development and social mobility.

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School Rehabilitation

In 2025, ECCBC supported the rehabilitation of a school in the Agersif region (Al Haouz), improving the learning environment through classroom repairs, repainting, mural creation, and donation of furniture. A library space equipped with IT resources was also established to enhance access to educational tools.

The project strengthened learning conditions while promoting employee engagement and social solidarity.

Educational Support – Association Graine d’Espoir

Through collaboration with Association Graine d’Espoir, ECCBC contributed to improving classroom infrastructure through the donation of furniture and essential equipment, helping create safer and more functional learning environments for vulnerable students.



ALGERIA

Inclusion Through Education and Sports – Errafik Club

In partnership with Club Errafik, ECCBC supports a pioneering inclusion program for young people with Down syndrome (T21). The initiative provides structured educational workshops, autonomy development sessions, literacy training, and sports activities in a dedicated and inclusive environment.

This project reflects ECCBC’s commitment to inclusive education and social integration.

2

Promote Economic Empowerment

Economic empowerment strengthens individual autonomy and long-term community resilience.

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CAPE VERDE

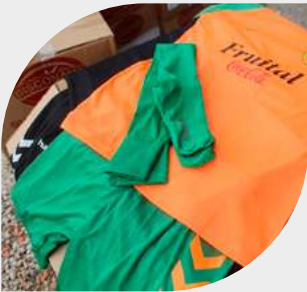
ECCBC and IEFP Partner to Empower Female Traders

ECCBC Cabo Verde and the Institute for Employment and Vocational Training (IEFP) partnered under the Stimula Program to support the economic empowerment of female traders in Praia. The initiative combines financing with practical training in financial literacy, business management, and entrepreneurship to strengthen skills, autonomy, and sustainable livelihoods.

ALGERIA

Supporting Local Sports Clubs

ECCBC supports youth engagement and community cohesion through partnerships with local sports clubs, providing essential equipment and resources. These initiatives promote active lifestyles, reinforce social ties, and encourage positive youth development.



3

Deliver Health Programs to Improve Welfare

Health remains a longstanding priority within ECCBC’s community strategy.

“Let Your Eyes Enjoy” Campaign

Since 2014, ECCBC has partnered with Fundación Elena Barraquer and Fundación Cione Ruta de la Luz to deliver eye care services across several markets.

- The program includes:
- Cataract surgeries
- Vision screenings
- Distribution of corrective glasses
- Community outreach and health awareness

In 2025, the campaign continued in Cape Verde, combining hospital-based interventions with community-level screening efforts to improve access to vision care for underserved populations.

These initiatives strengthen access to essential healthcare services and contribute to long-term well-being.



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Strengthen Climate Resilience and Disaster Preparedness

ECCBC supports communities during climate-related and humanitarian emergencies.

Following extreme weather events, the company mobilizes emergency support through food donations, bottled water distribution, and coordination with local authorities and NGOs.

These interventions reinforce ECCBC’s commitment to standing alongside communities in times of crisis and strengthening resilience against future shocks.

5

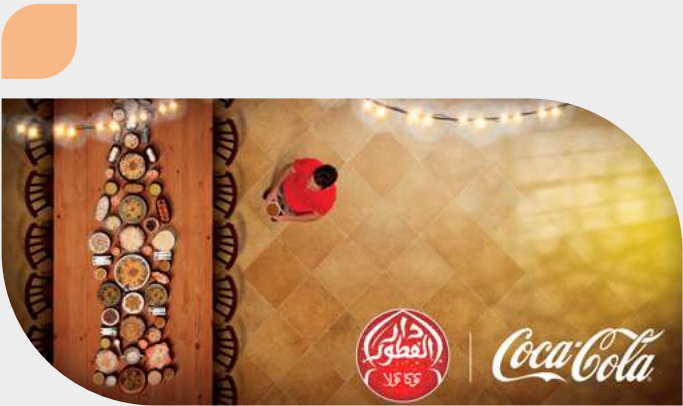
Provide Targeted Community Support

Ramadan Food Basket Donations

During the holy month of Ramadan, ECCBC organizes food basket donation programs to support vulnerable families across its markets.

These initiatives are implemented in collaboration with local NGOs and community organizations and reflect ECCBC’s ongoing commitment to social solidarity and cultural sensitivity.

Beyond seasonal support, these programs reinforce long-standing relationships with communities and demonstrate our sustained presence and responsibility as a corporate citizen.



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DRIVING RESPONSIBLE PRACTICES ACROSS OUR VALUE CHAIN

At ECCBC, responsible sourcing is a core component of our ESG strategy. As a bottling partner operating across multiple African markets, we recognize that a significant share of our environmental footprint lies within our supply chain.

By 2030, we aim to ensure that all strategic materials and packaging are sourced from sustainable practices. This ambition strengthens transparency, reduces upstream emissions, and reinforces resilience across our value chain.

Responsible sourcing at ECCBC is built on supplier assessment, decarbonization collaboration, localization, and sustainable agriculture engagement.



Source 100% of our strategic materials and packaging from sustainable sources by 2030



“

“Building a sustainable supply chain starts with our partners. By strengthening local sourcing and working closely with suppliers to improve environmental performance, we are reducing our footprint while reinforcing the resilience of our value chain.”

Hamza Sil
Head of Group Procurement & Purchasing

1

Strategic Suppliers’ Sustainability Assessment

Strengthening supplier governance is the foundation of responsible sourcing.

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EcoVadis Integration

ECCBC leverages the EcoVadis platform to assess the sustainability performance of strategic suppliers across environmental, labor, ethical, and governance dimensions.

Through this framework, we:

- Identify ESG risks within our supply chain
- Benchmark supplier maturity levels
- Define corrective action plans
- Integrate sustainability criteria into procurement dialogue

The assessment process allows for structured engagement with suppliers and reinforces accountability across high-impact categories.

ecovadis

Supplier Engagement & Improvement Plans

Beyond assessment, ECCBC conducts targeted engagement sessions with key suppliers to review performance gaps and align improvement roadmaps. Sustainability discussions are integrated into ongoing commercial relationships, ensuring long-term alignment rather than one-time evaluation.

2

Strategic Suppliers' CO₂ Footprint Action Plan

Reducing Scope 3 emissions requires close collaboration with upstream partners.

MOROCCO

CO₂ Capture Partnership – Cosumar

ECCBC partnered with Cosumar, Morocco's leading sugar producer, to develop an innovative CO₂ capture and valorization project.

The initiative captures approximately 200 tonnes of CO₂ annually from Cosumar's operations for use in beverage production, reducing reliance on imported CO₂ and supporting local industrial circularity.

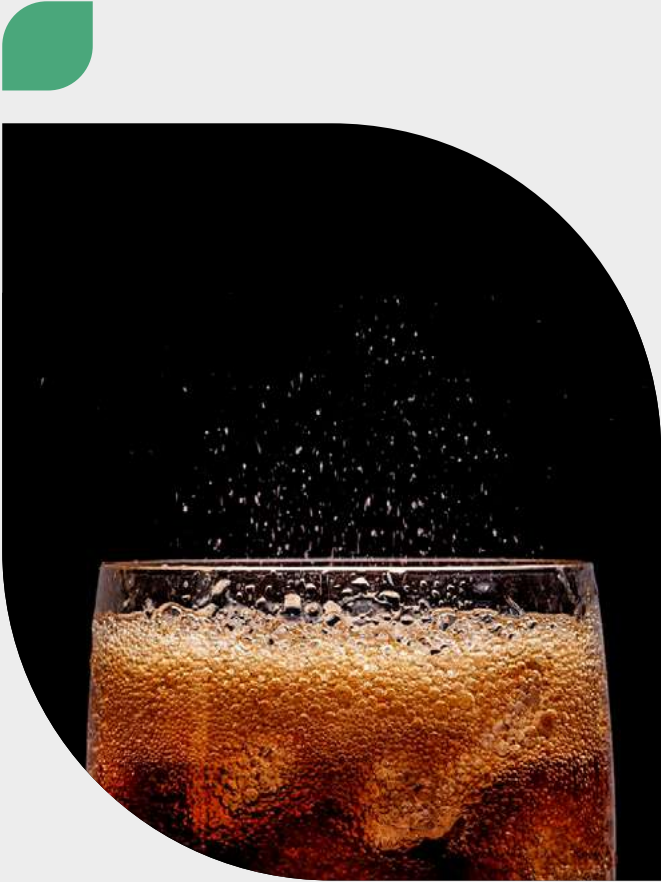
The system is expected to be operational by the end of 2026.

Supplier Carbon Dialogue

ECCBC engages strategic suppliers on:

- Energy efficiency improvements
- Renewable electricity sourcing
- Carbon footprint reporting
- Emission reduction roadmaps

These discussions progressively integrate carbon considerations into sourcing decisions, aligning supplier operations with ECCBC's broader climate ambition.



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Localization of Materials and Packaging Sourcing

Local sourcing strengthens resilience while lowering transportation-related emissions.

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Localized Can Sourcing

In Morocco, full localization of can sourcing has eliminated long-distance imports. Our partnership with CANPACK supports low-carbon production, with its Moroccan facility operating on renewable electricity.

In Algeria, regional sourcing through Tunisia has streamlined logistics while reducing transport emissions.

Local Closure Production – ALPLA Partnership

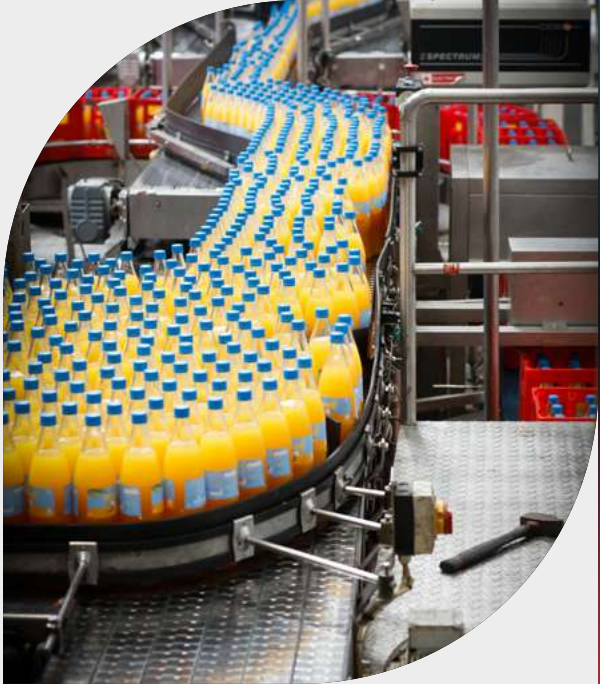
ECCBC is collaborating with ALPLA to establish a local production line for plastic closures. This shift reduces maritime transport emissions, strengthens supply chain resilience, and enhances operational efficiency. The production line is expected to be operational by mid-2025.

Preform Localization

ECCBC has significantly increased local sourcing of preforms, reducing reliance on imported materials and lowering logistics-related emissions while improving responsiveness to market demand.

Recyclable Plastic Pallets

In Morocco and Algeria, traditional wooden pallets are progressively being replaced with 100% recyclable plastic pallets made from recycled materials. These pallets are more durable, reduce waste, improve transport efficiency, and support circular economy objectives. Expansion to additional markets is under evaluation.



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DEVELOPING TALENT, STRENGTHENING INCLUSION, AND BUILDING A RESPONSIBLE WORKPLACE

At ECCBC, we believe that our people are the foundation of long-term business resilience and sustainable growth. Operating across 13 African markets requires strong local leadership, an inclusive culture and a workforce equipped to respond to evolving business, social and environmental challenges.

Our People Strategy is designed to create long-term value for employees, communities and business by developing talent, strengthening inclusion and fostering a responsible workplace where every employee has the opportunity to contribute, grow and thrive. This approach aligns our human capital priorities with ECCBC’s broader sustainability ambitions and supports the delivery of our long-term business strategy.

Our strategy is built around three interconnected priorities:

- Strengthening inclusive leadership by promoting diversity, equity and equal opportunities across all levels of the organization.
- Building future capabilities through continuous learning, leadership development, internal mobility and investment in young talent.
- Embedding a culture of well-being, health and safety that enables employees to perform at their best while protecting their physical and mental well-being.



40% female representation in managerial positions



Contribute to the skills development of 40,000 youth



30% employee participation in volunteering initiatives



“

Our strength comes from our people. By promoting inclusion and supporting the development of women and young talent, we are creating an environment where everyone has the opportunity to thrive and contribute.”

Xavier Aliaga Roiget
Group Human Resources Director

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Promote Diversity, Equity & Inclusion (DE&I)

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At ECCBC, diversity reflects the markets in which we operate, and inclusion ensures that diverse perspectives translate into stronger decisions, collaboration and business performance. Our approach is to embed inclusion into core people processes, including hiring, development, promotion and talent reviews, so that opportunity is increasingly shaped by capability, performance and potential across genders, backgrounds and geographies.

In 2025, ECCBC continued to strengthen inclusive culture through targeted initiatives. In Algeria, the Group hosted an Inclusion & Diversity Family Day focused on equal opportunity, unconscious bias and inclusive leadership. ECCBC also launched an Intercultural Skills Development Programme with Learnlight to strengthen intercultural awareness, global mindset capabilities and collaboration across multicultural teams. Together, these actions support a more inclusive culture and reinforce the Group's broader talent architecture built around Performance, Succession, Individual Development, Internal Mobility and Growth Culture.



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Advance Gender Equality and Leadership Representation

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Advancing women’s representation across the talent pipeline is a strategic priority for ECCBC and an important lever for strengthening long-term leadership depth. In 2025, women represented **31% of the Group’s talent pipeline**. ECCBC has set a clear ambition to increase this to **35% by 2027** and **40% by 2030**, with talent gender diversity tracked as a strategic KPI and reviewed through CEO and ExCo talent governance.

ECCBC is increasingly embedding gender diversity within its core talent management processes, including succession planning, leadership development, internal mobility and readiness reviews. This reflects a more structural approach to women’s advancement, focused not only on representation, but also on strengthening the progression and readiness of female talent for future leadership roles. Women’s Day initiatives across Business Units continued to provide platforms for visibility, dialogue and leadership engagement, while Pink October campaigns reinforced ECCBC’s commitment to women’s well-being.



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Develop Skills and Build a Future-Ready Workforce

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ECCBC views capability building as a business resilience priority, designed to build leadership depth and support execution consistency across markets. The Group’s Talent Management Strategy 2026–2030 is structured around five dimensions — **Performance, Succession, Individual Development, Internal Mobility and Growth Culture**. Its purpose is to move ECCBC from pipeline visibility to leadership readiness at scale while reducing dependency on external hiring.

ECCBC is also positioning internal mobility as the default path for growth. Managerial roles filled through internal promotion currently stand at **41%**, with targets of **50% by 2027** and **75% by 2030**. This ambition is supported by a dynamic lattice career model which expand development through broader scope, cross-functional exposure, geographical mobility and commercial capability building.

Capability development is further reinforced through a **70-20-10 model**, combining experience-led learning, coaching and mentoring, and formal education. The Group also continues to build future workforce readiness through its ESG Academy, early talent programmes and academic partnerships. In Morocco, ECCBC welcomed more than **500 interns in 2025**, while in Algeria the **IBDA Graduate Program** and partnerships including **IESE Business School** continue to support the development of future leaders.



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Promote Employee Well-Being, Health and Safety

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ECCBC recognizes that operational excellence depends on a workforce that is safe, healthy and engaged.

Across the Group, health awareness campaigns, well-being initiatives and employee engagement programmes support preventive care and contribute to physical and mental well-being. In 2025, ECCBC supported a Workforce Mental Health project in partnership with local health professionals and community organizations, including a free psychological clinic, home visits and awareness sessions aimed at reducing stigma around mental health.

ECCBC also continued to reinforce its health and safety culture across manufacturing, logistics and fleet operations through awareness, structured reporting, safe behaviour reinforcement and leadership accountability. During the reporting period, the Group implemented the **QUALITYONE Platform - HSE Module** to harmonize reporting and follow-up of incidents, near misses, unsafe conditions and corrective actions. By improving data visibility and trend analysis, the platform supports faster learning, stronger prevention and better-informed decision-making across sites and management teams.

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Promote Employee Well-Being, Health and Safety



Concluding statement

ECCBC's People Strategy reflects our commitment to responsible human capital management and recognizes that sustainable business performance depends on empowered people, inclusive leadership and safe, healthy workplaces. By integrating diversity and inclusion, capability development, employee well-being and leadership succession into a coherent people agenda, we are strengthening organizational resilience while creating lasting value for our employees, communities and stakeholders.

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