

Growth pillars continued

Leverage our unique 24/7 portfolio

Waking up to 360° Coffee capability

It seems there is no end to consumer demand for good coffee. With our impressive track record, route to market and coffee capability development, we are well positioned to win. Coffee is core to our 24/7 strategy, with organic revenue up 37.5 % in 2023 versus the previous year and market share continuing to grow.

What's the growth opportunity?

- Double the revenue per case versus Sparkling.
- Coffee strengthens our 24/7 beverage partner status across all sales channels.
- It allows us to accelerate our direct-to-consumer business such as vending.
- Coffee enables increased penetration of our non-alcoholic beverage portfolio at work.
- Coffee accounts for approximately 65% of consumer spending at work.

€32b

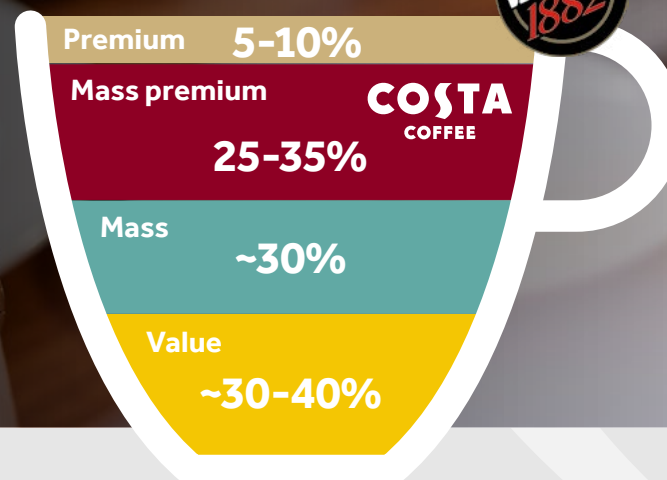
estimate of industry market value in 2023¹

€10b

estimate of distributor value in 2023¹

Opening up the right moment for premium and mass premium segments

Our COSTA and Caffè Vergnano brands are well positioned to meet more diverse consumer and customer preferences in premium and mass premium segments. Caffè Vergnano is targeted towards high-end HoReCa locations and those looking to offer the authentic Italian espresso experience. COSTA is targeted towards younger, more modern locations and is our priority brand for on-the-go and self-serve occasions, such as work.



1. Source: internal system projections, excluding Russia and Ukraine.

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Building 360° Coffee capability

Growth in Coffee is underpinned by continued investment in key growth enablers. This includes building a professional team led by world-class coffee experts and providing a dedicated Coffee Academy. Customers benefit from onsite training and business development, supported by commercial insights driven by our DIA tools and real-time telemetrics.

Coffee Experts

14 in-house coffee experts-trained, certified baristas who work directly for us as full-time employees, including one world-champion barista!

Our head of Coffee, Prodomos Nikolaidis, shares the growth potential in this category from the breakout session at our investor day

Watch the video online



Coffee Academy

In less than two years, we've trained hundreds of colleagues with tailored learning paths per role.

Customer training

All our customers' baristi in HoReCa are trained on how to use our coffee machines and given full training on our coffees.

DIA¹-enabled segmentation

We combine data from our business developers on field visits with data from our own coffee machines via telemetry with external data sources to drive personalised customer segmentation, generating competitive advantage, especially in the out-of-home channel. You can read more about personalised customer segmentation and execution across our business on page 39.

1. DIA: Data, Insights & Analytics

Telemetry

100% of our medium and large coffee machines are connected, transmitting real-time data on sales, quality and technical key business indicators through reports and scheduled alerts.

