

A Business Model Centered on Sustainable Growth

Major investors running sustainable businesses play a key role in the development of local communities. They expand production, optimize processes, create jobs directly, support employment across the value chain, and engage local suppliers—clearly demonstrating a strong commitment to economic development



Coca-Cola HBC Serbia and Montenegro embraces this role. As part of the Coca-Cola System, together with Bambi, it presented findings from the 2023 Socio-Economic Impact Study, showing €633 million in added value—equivalent to 0.9% of Serbia's GDP. The recently published Sustainability Report also outlines clear goals for reaching Net Zero emissions by 2040. In this interview for CorD, General Manager Saša Marković emphasizes that transparent reporting and a strong ESG focus add value to the company's operations in Serbia.



Photo by Mitar Mirović

The Socio-Economic Impact Study highlights how your operations support others in the market. What forms does this support take?

— The study quantifies our impact through key metrics and specific actions that support growth for other players in the value chain. Our influence is most visible in retail and hospitality, which together generated €166 million in added value in 2023. Coca-Cola HBC Serbia now works with around 37,000 customers—not just through volume but also through shared experiences and continuous improvement.

We're especially proud to provide professional development opportunities for our people. Talent development is a top

priority and a key reason we've consistently been ranked as one of Serbia's most attractive employers across generations. In 2023, the study shows we supported 22,600 jobs throughout the value chain. As leaders in the non-alcoholic beverages sector, we are committed to delivering added value—through innovation and market investment. The study is published biennially, so in 2025 we expect new insights and further results to be proud of.

In 2024, your operations were marked by an investment cycle worth approximately €36 million. What were the key focus areas?

— Our investments targeted infrastructure and process optimization, as well

as digital integration. Following major upgrades in our bottling plants in Surdulica and Neresnica, we expanded our Belgrade facilities—enhancing storage and production capabilities. We introduced “SmartCan,” a new can production line that increases capacity and enables more localized production.

We also began building an automated warehouse in late 2024. This will increase our storage space by 70% and significantly enhance operational flexibility and efficiency—transforming the landscape of our Belgrade bottling plant.

In the 2024 Sustainability Report, Coca-Cola HBC Serbia and Bambi highlighted major progress in reducing CO₂ emissions and preserving water resources. How do you balance sustainability with growth?

— While we continue to achieve strong production and market results, transparency and encouraging sustainability throughout the value chain remain central to our strategy. We've reduced Scope 1 and Scope 2 direct CO₂ emissions by 76.2% compared to our 2017 baseline. But since a large share of emissions comes indirectly, we're working closely with suppliers to explore greener solutions together.

From 2007 to 2024, we reduced water consumption per litre of beverage by 55%, and all electricity used in our plants now comes from renewable sources. These achievements are driven by the commitment of our people, as well as the support of our partners, customers, and suppliers—because only through joint effort can we advance sustainable business practices. ●

In 2023, the study shows we supported 22,600 jobs throughout the value chain



SOCIO-ECONOMIC IMPACT OF THE COCA-COLA SYSTEM AND BAMBI IN SERBIA

for 2023



In 2023, the Coca-Cola system produced **701** million liters of non-alcoholic beverages.

During the same period, Bambi produced over **31** million kilograms of confectionery products.

Together, across the entire value chain, the Coca-Cola System and Bambi supported the generation of **€633** million, representing 0.9% of Serbia's Gross Domestic Product (GDP).

The companies directly contributed **€106** million through paid salaries, taxes, and contributions.

Across the value chain, the System indirectly supported the generation of additional **€527** million.

The retail sector is one of the main beneficiaries of the combined activities of the Coca-Cola System and Bambi, with **€166** million generated in added value.

€162 million of goods and services were procured from domestic suppliers.

Across the entire value chain, a total of **€343** million was paid in taxes and contributions, accounting for **1.3%** of Serbia's total tax revenues.

Out of total tax payments, **€76** million is paid directly by the Coca-Cola System together with Bambi.

Across the entire value chain, the companies supported **22.600** jobs, representing **0.75%** of the total number of employees in Serbia.

These companies directly employ **1.788** people, and each job within the Coca-Cola system and Bambi supports 11 additional jobs across the wider value chain.

