



# kofola®

ČeskoSlovensko



3M 2026

2 JUNE 2026

KOFOLA GROUP INVESTOR  
PRESENTATION



# KOFOLA GROUP

Is today one of the most important beverage producers in Central and Eastern Europe.



**CZK 2.38 bn**  
Revenue 3M 2026



**CZK 187.4 m**  
EBITDA 3M 2026



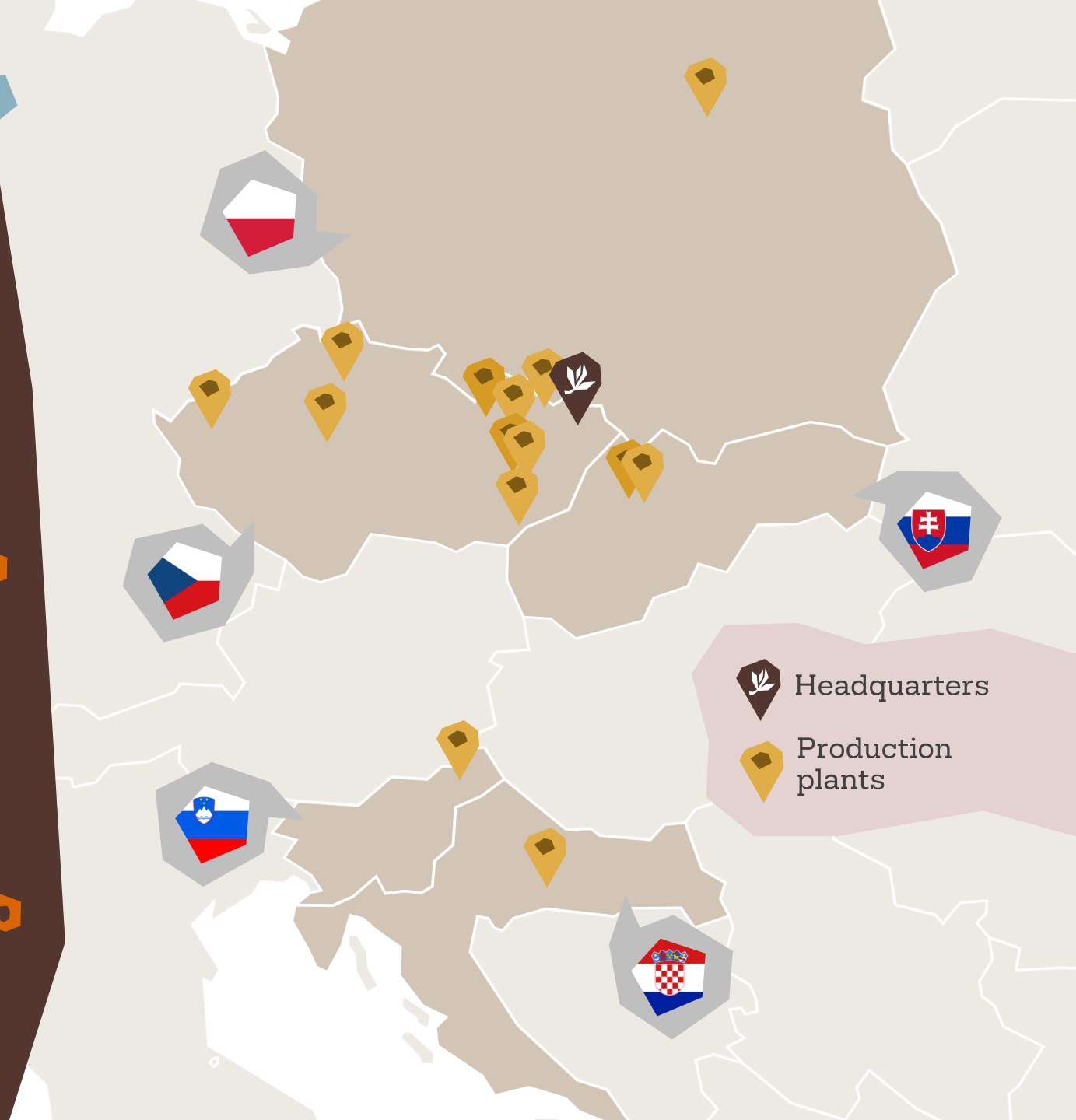
**14**  
Production plants






**4,000+**  
Employees



**21 CZK per share**  
BoD proposal of dividend for 2025

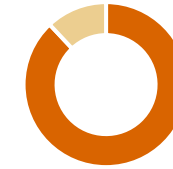


# OUR ROOTS ARE IN CZECHOSLOVAKIA

-  Production plants
-  Offices
-  Agricultural sites



# THE GROUP'S LONG-TERM AMBITION IS TO BE THE MARKET LEADER



Sales in countries where Kofola Group is number one or two in the soft drinks market account for **94% of our total revenue.**



**CZECHIA**



**SLOVAKIA**



**SLOVENIA**



**CROATIA**



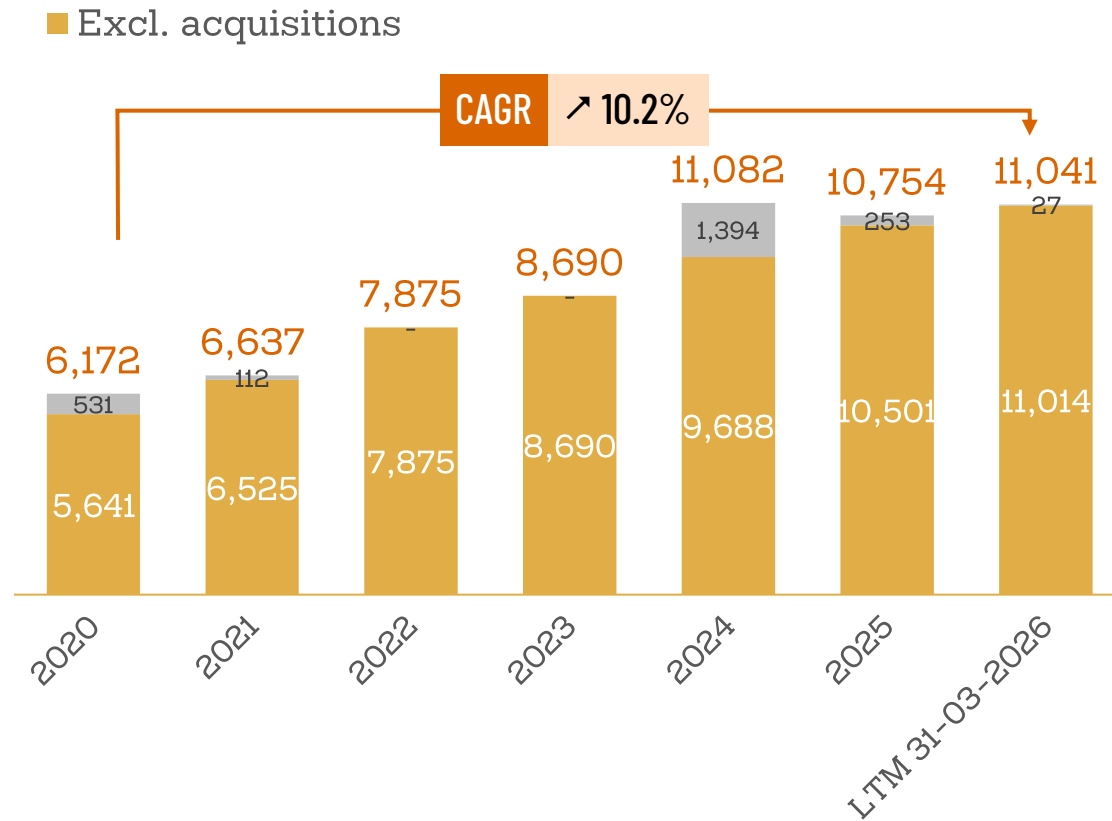
Soft drinks  
market position

# OUR BEVERAGE PORTFOLIO COVERS ALL CATEGORIES

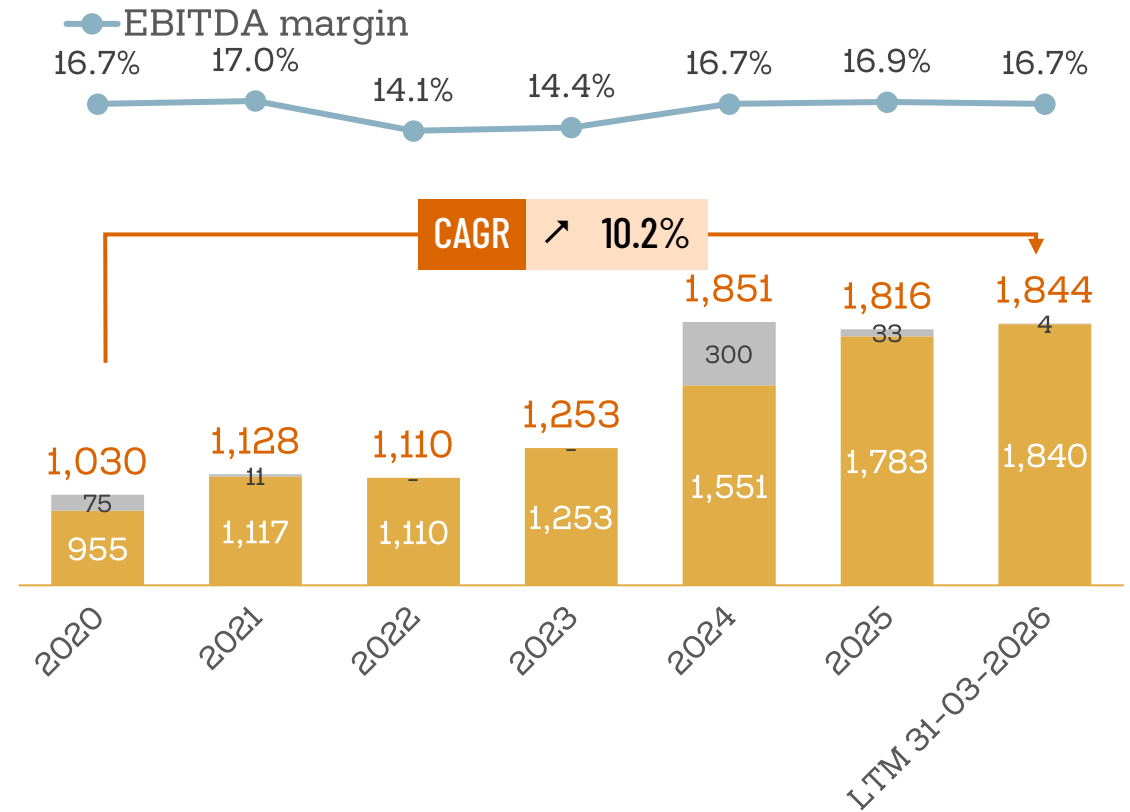
Category	Most important own brands	Distributed and license brands
Carbonated Beverages	      	  
Waters	       	 
Non-carbonated Beverages	   	
Syrups		
Fresh & Salad Bars		
Beers & Ciders	   	
Other	     	

# LONG-TERM DEVELOPMENT

## Revenue\* (CZKm)



## EBITDA\* (CZKm)



Grey chart represents an acquisition effect between two subsequent periods.  
\*Adjusted for one-offs.

# WHAT'S NEW



The Rajec brand is entering the fast-growing functional water category with its new "Rajec 321" line, specifically designed to meet the needs of modern consumers. Inspired by professional sports but developed for everyday life, this product responds to the rising demand for beverages that offer functional benefits for both body and mind. The portfolio features three variants enriched with active herbs and amino acids, providing targeted support according to the body's specific requirements.

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The "Stezky z lásky" project is launching its fourth season, dedicated to restoring popular hiking trails across the Czech Republic. This successful initiative, backed by the Czech Hiking Club, Kofola ČeskoSlovensko, and RegioJet, has already delivered hundreds of volunteer hours and kilometers of revitalized routes. This year's efforts will focus on key tourist destinations, including the Prachov Rocks, Bohemian Switzerland, and the Ostravice River region. By combining environmental care with social engagement, "Stezky z lásky" continues to strengthen the brand's commitment to sustainable tourism and local heritage.

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# OUR SUSTAINABILITY EFFORTS

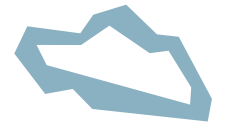
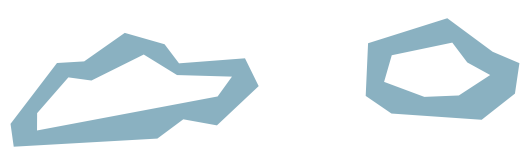
HOW WE THINK ABOUT OUR ACTIVITIES





## OUR MISSION

If you love **nature** and the **people around** you, there's nothing to worry about.  
**You'll always find a way.**



Waste utilization



We believe in  
**CIRCULAR  
ECONOMY**

Protection of  
water sources



Local  
materials



Environmentally friendly  
production processes



Smart packaging  
solution



# WE STRIVE TO PRESERVE WATER RESOURCES FOR FUTURE GENERATIONS

In Rajecká Lesná and around Ondrášov, together with local authorities and farmers, we are creating BIO certified sites. We take care of nature wherever we are at home.



**Kvapka  
Rajeckej  
doliny n. o.**

In Slovakia, we established an organisation to support landscape revitalisation and water conservation measures.



# WE LOOK FOR DIRECT SOURCES OF QUALITY INGREDIENTS, WHICH WE LEARN TO GROW OURSELVES



We grow our own herbs and use them in our drinks. We prefer local ingredients from proven sources.



We're breaking into apple growing. We planted a special variety for F. H. Prager ciders.



In 2023, we acquired a share in the coffee plantations in Colombia, gaining experience in coffee cultivation.



# BEVERAGES ARE PRODUCED USING MODERN TECHNOLOGIES THAT ENSURE QUALITY AND HEALTHINESS

The filling of beverages on the aseptic line takes place in a sterile environment. As a result, no preservatives are needed for production.



Thanks to High Pressure Pascalization, UGO juices do not lose their colour, taste or vitamins and last fresh for up to six weeks.



Also, the hot filling technology at temperatures of approximately 90 °C enables the production of preservative-free children's drinks and syrups.





# WE TAKE A REDUCE-REUSE-RECYCLE APPROACH TO PACKAGING

## REDUCE



We don't pack 75 million draft pints at all.



We lighten PET packaging.

## REUSE



We prefer reusable packaging.



We use returnable bottles and porcelain tableware in HoReCa.



Thanks to deposit return systems we close the circular loop of PET bottles and cans.

## RECYCLE



We use rPET.



We are co-owners of a PET regranulate company.



# WASTE IS NOT THE END FOR US, BUT OFTEN THE BEGINNING



The best waste is the waste that does not happen. We use reusable transport packaging as well as pallets made from recycled mixed plastic.



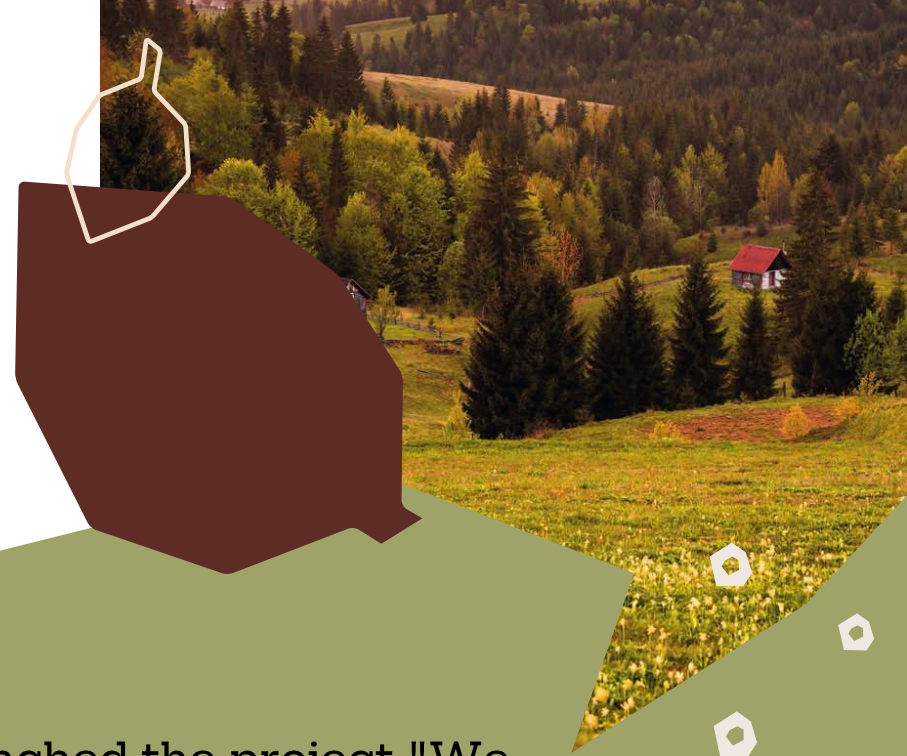
Together with Biopekárna Zemanka, we can bake healthy biscuits from the residue after production of fruit and vegetable juices.



We give new life to old parasols. We can make practical bags out of them.



# WE HELP GASTRO BUSINESSES DO BUSINESS MORE RESPONSIBLY



We love nature and the people around us, which is why we launched the project "We don't waste, we go green". We show catering establishments how to avoid wasting food, sort waste better, and save water and energy through small changes.

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zeleníme*  
S láskou Kofola



Energy saving



Water saving



Waste



Eko products



Gardens

# VISION 2030

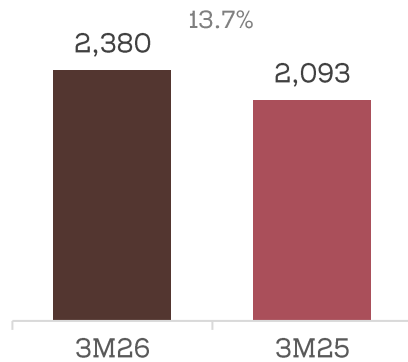




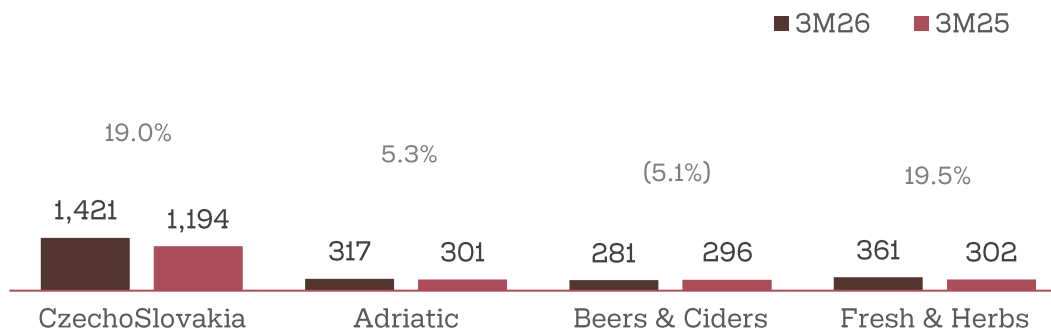
**KOFOLA GROUP RESULTS**

# KOFOLA GROUP KEY 3M 2026 FINANCIAL INDICATORS\*

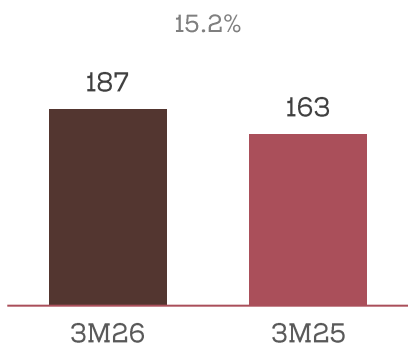
## Revenue (CZKm)



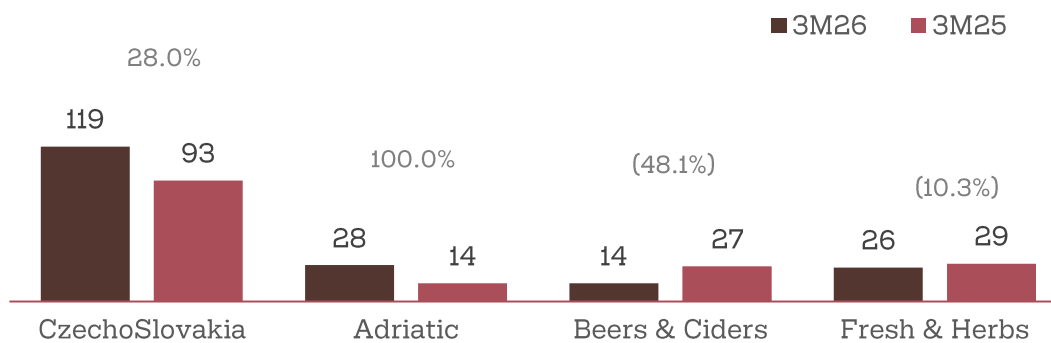
## Revenue per main business segments (CZKm)



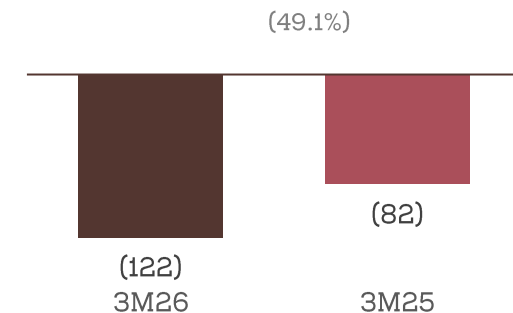
## EBITDA (CZKm)



## EBITDA per main business segments (CZKm)



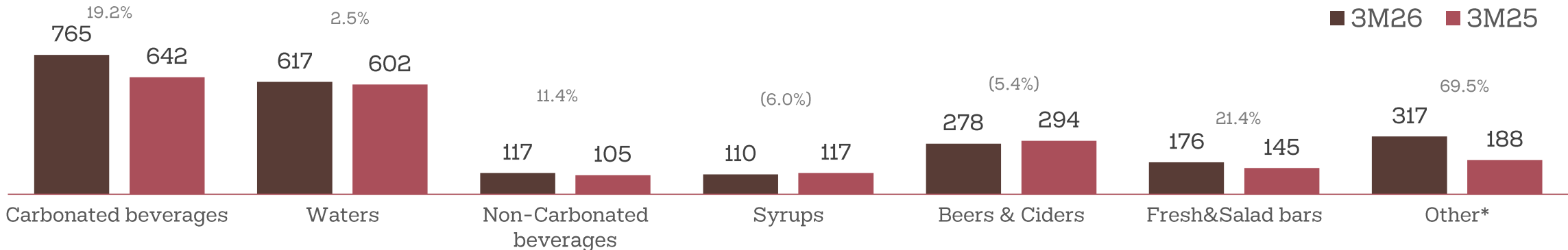
## Profit/(loss) for the period (CZKm)



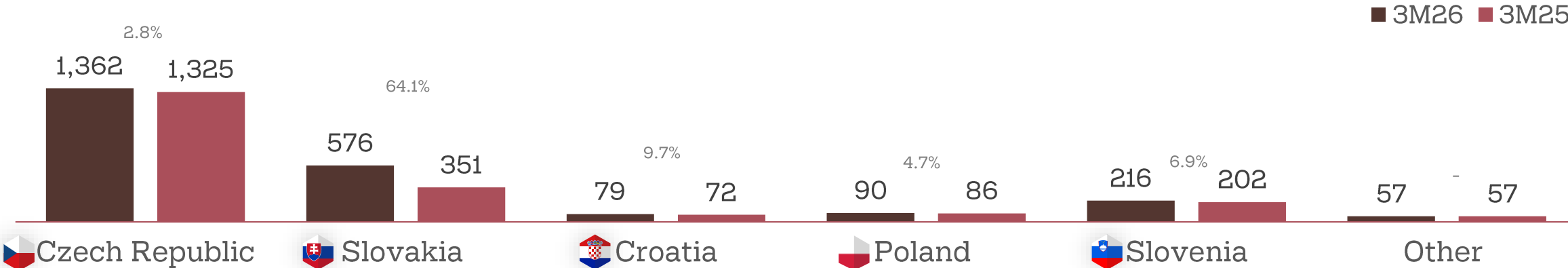
\*Adjusted for one-offs.

# REVENUE DEVELOPMENT

## Revenue by product line YTD (CZKm)



## Revenue by countries YTD (CZKm)



\* The Other category primarily comprises revenue from vending machine operations (approx. 130 CZKm in 3M 2026) and cosmetics sales from LEROS, s.r.o. and Nobilis Tilia s.r.o. (approx. 107 CZKm in 3M 2026).

# KEY MESSAGES\*

## YTD RESULTS

- Group's revenue increased by 287 CZK<sub>m</sub> (13.7%).
- Group's EBITDA higher by 24.7 CZK<sub>m</sub> (15.2%).
- Volumes higher by 11.9% (CS segment), 9.5% (Adriatic segment) and lower by 6.5% (Beers & Ciders segment).

## COSTS DEVELOPMENT

- All major costs developed according to expected trends.

## INNOVATIONS

- Rajec 321 – new functional water that offers functional benefits for both body and mind.

## MACROECONOMICS

- Geopolitical instability (Middle East) - While we are observing early operational impacts stemming from the situation in Iran, these effects are not yet reflected in our Q1 2026 financial results. We anticipate that broader macroeconomic pressures, particularly regarding supply chain logistics and energy costs, will materialize during Q2 and Q3.

## M&A

- In Jan 26, acquisition of Nobilis Tilia s.r.o.
- In Feb 26, acquisition of SANTA-TRANS.SK, s.r.o.

A stylized landscape illustration. The background is a dark brown sky. In the upper left, there are two white, irregularly shaped clouds. In the upper right, there is a white sun with a central circle and several short lines radiating outwards. The ground is a light green color. On the left side, there are three dark green triangles representing trees. On the right side, there are two more dark green triangles and a light blue, winding line representing a river. In the center, there is a large, orange, arrow-shaped banner pointing to the right, containing the text 'BUSINESS SEGMENTS'. Below this banner is a large, yellow, irregularly shaped rock containing the text 'OUR BUSINESS IS HEALTHY DIVERSIFIED'.

# **BUSINESS SEGMENTS**

**OUR BUSINESS IS HEALTHY  
DIVERSIFIED**

# OUR BUSINESS CONSISTS OF FOUR MAIN SEGMENTS

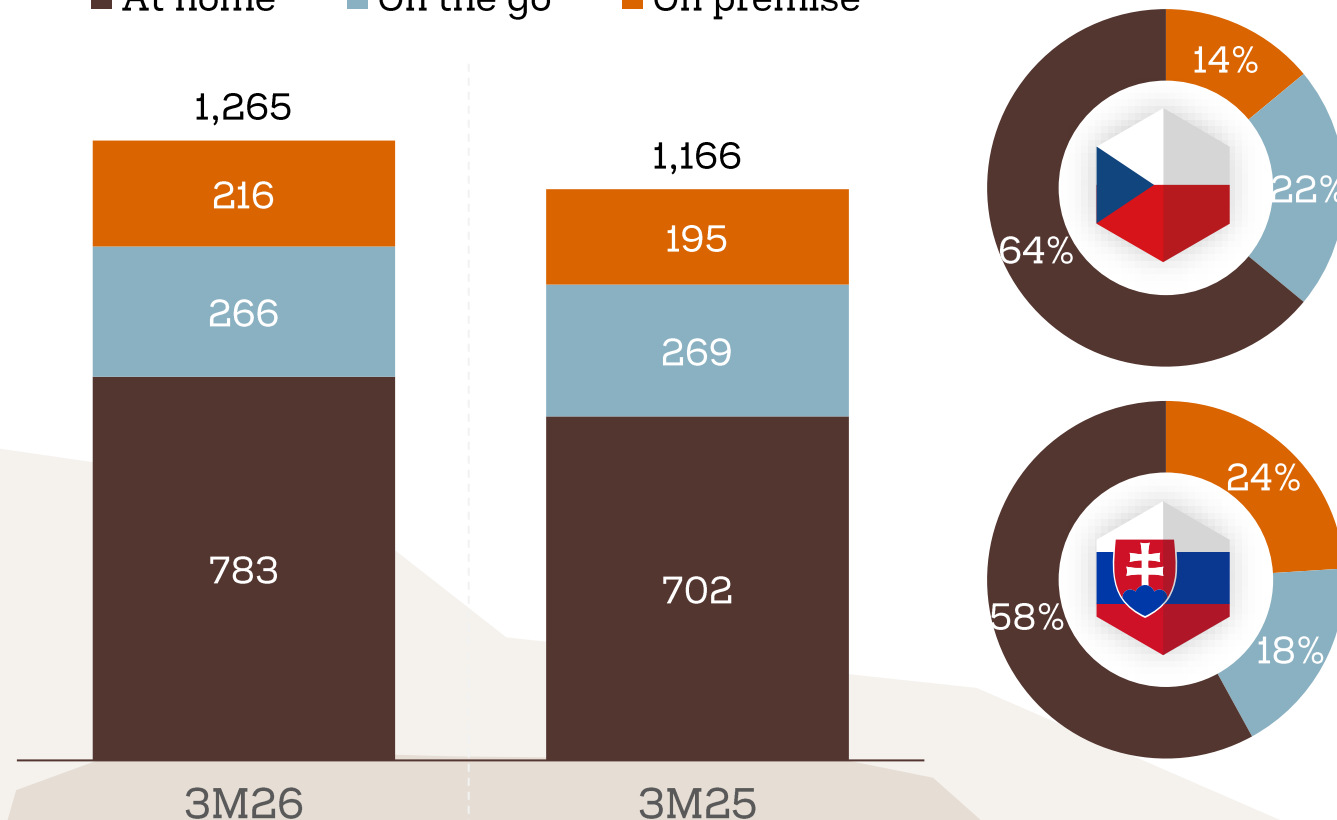


# REVENUE YTD | CZECHOSLOVAKIA



## Revenue by packaging formats\* (CZKm)

■ At home   ■ On the go   ■ On premise



## Sales in litres ('000)

CZECHIA		3M26	3M25	Change
On premise	↗	5,339	5,012	6.5%
On the go	↗	12,046	11,970	0.6%
At home	↗	74,216	71,303	4.1%
<b>Total</b>	↗	<b>91,601</b>	<b>88,285</b>	<b>3.8%</b>

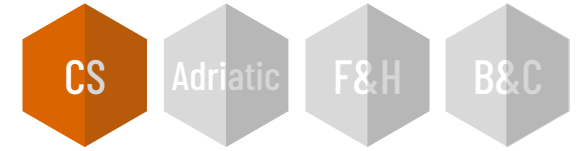
SLOVAKIA		3M26	3M25	Change
On premise	↗	4,695	4,184	12.2%
On the go	↗	4,903	4,385	11.8%
At home	↗	33,243	23,300	42.7%
<b>Total</b>	↗	<b>42,841</b>	<b>31,869</b>	<b>34.4%**</b>

\* Includes revenue from Kofola a.s. (CZ) and Kofola a.s. (SK), excluding revenue from sales of services and material.

At home - Syrups and drinks in 1.5l+ packaging. On premise - Drinks in KEGs and glass bottles. On the go - Drinks in cans and 1l- packaging.

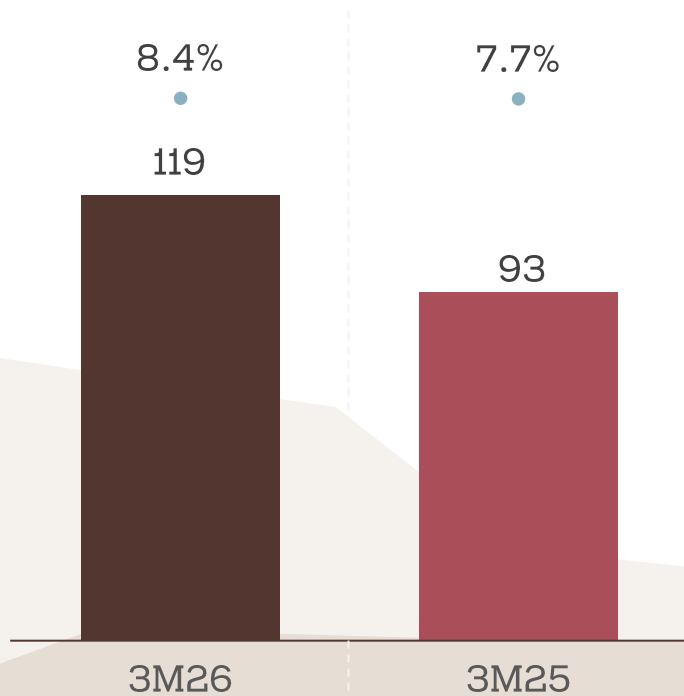
\*\* The 34.4% growth in Slovakia was driven not only by organic performance but also by a combination of pre-stocking ahead of the new sugar tax effective from 1 January 2025 and a recovery in consumer sentiment.

# REVENUE AND EBITDA | CZECHOSLOVAKIA



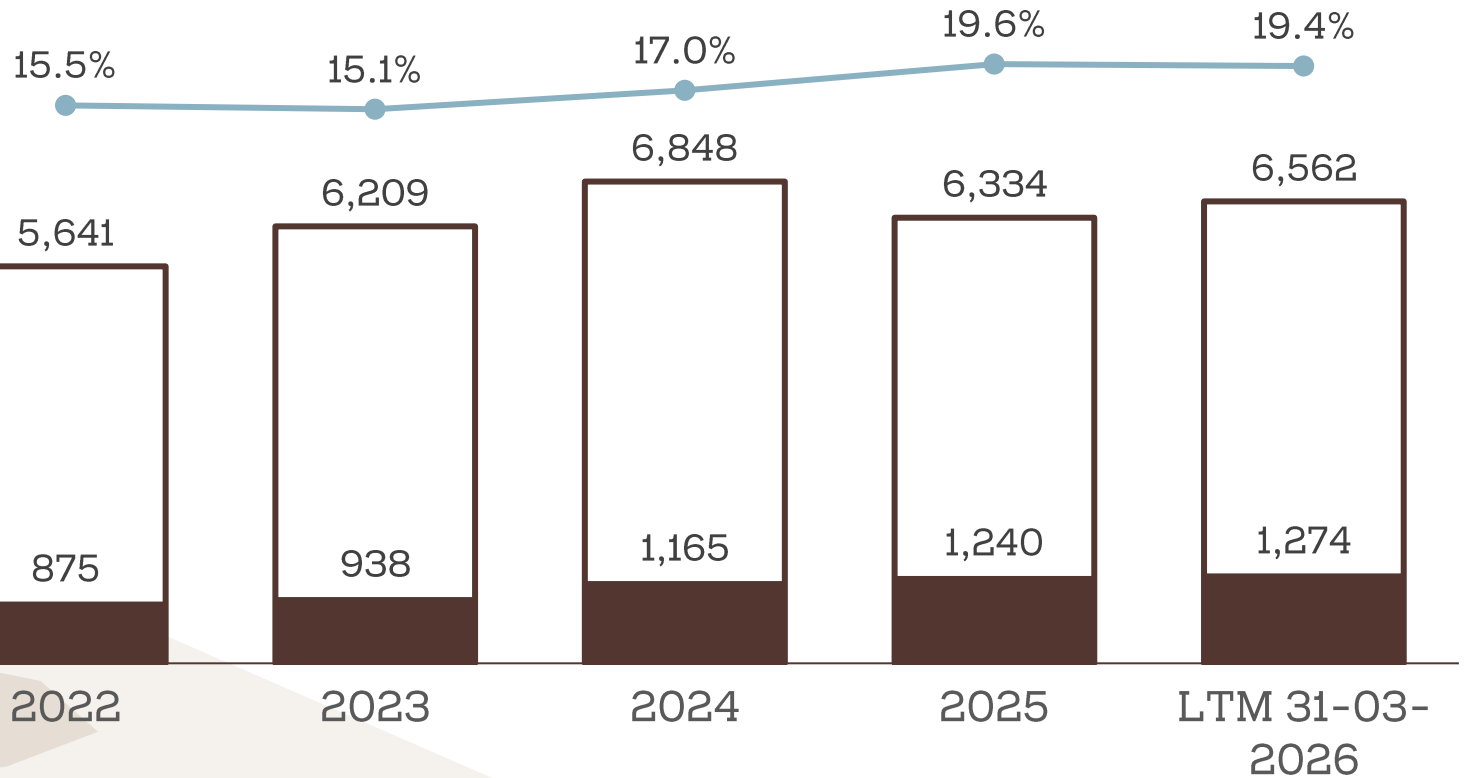
## Adjusted EBITDA (CZKm)

■ EBITDA    ● EBITDA margin



## Long-term view | Adjusted EBITDA (CZKm)

▭ Revenue    ■ EBITDA    ● EBITDA margin

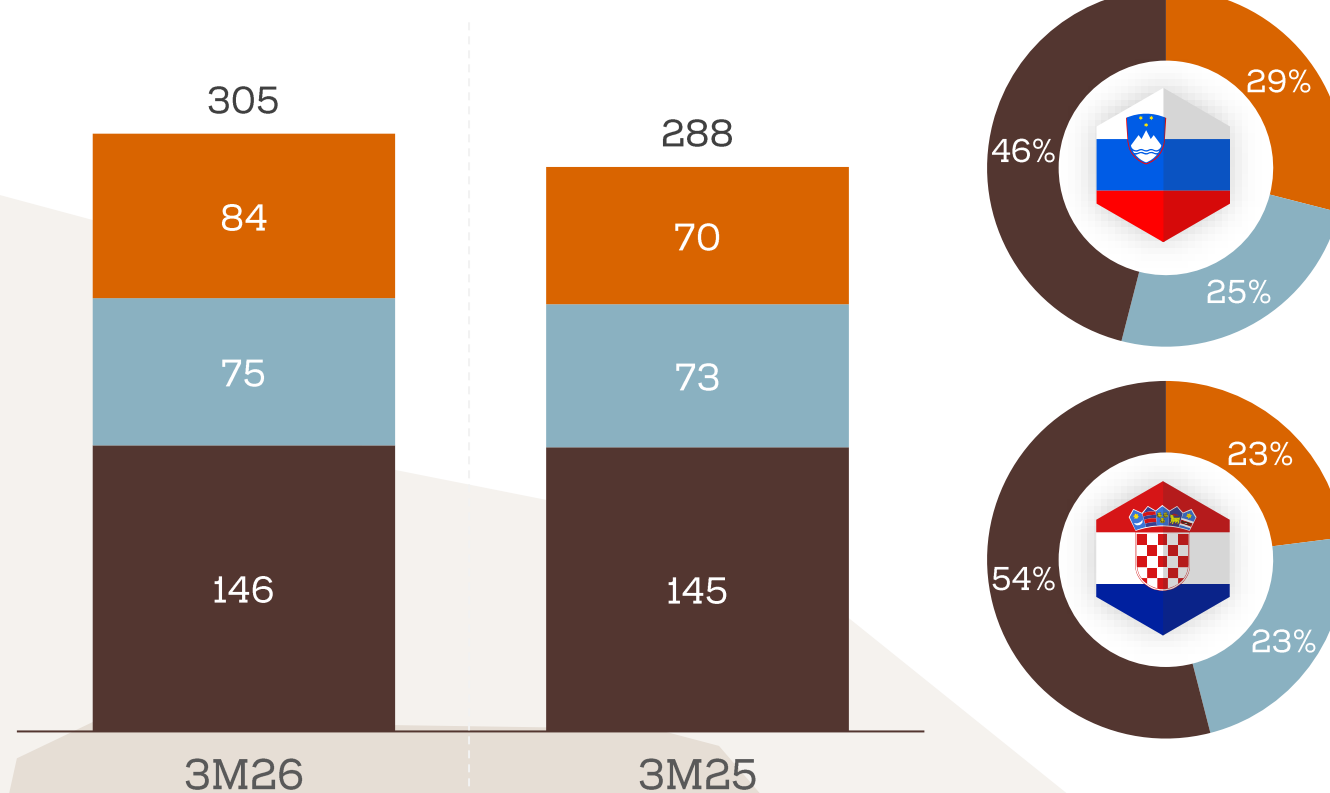


# REVENUE YTD | ADRIATIC



## Revenue by packaging formats\* (CZKm)

■ At home   ■ On the go   ■ On premise



## Sales in litres ('000)

SLOVENIA	3M26	3M25	Change
On premise	↗ 4,259	3,776	12.8%
On the go	↗ 3,542	3,189	11.1%
At home	↗ 13,942	13,379	4.2%
<b>Total</b>	<b>↗ 21,743</b>	<b>20,344</b>	<b>6.9%</b>

CROATIA	3M26	3M25	Change
On premise	↗ 1,201	1,097	9.5%
On the go	↗ 1,215	1,177	3.2%
At home	↗ 6,491	5,372	20.8%
<b>Total</b>	<b>↗ 8,907</b>	<b>7,646</b>	<b>16.5%</b>

\* Excludes revenue from sales of services and material.

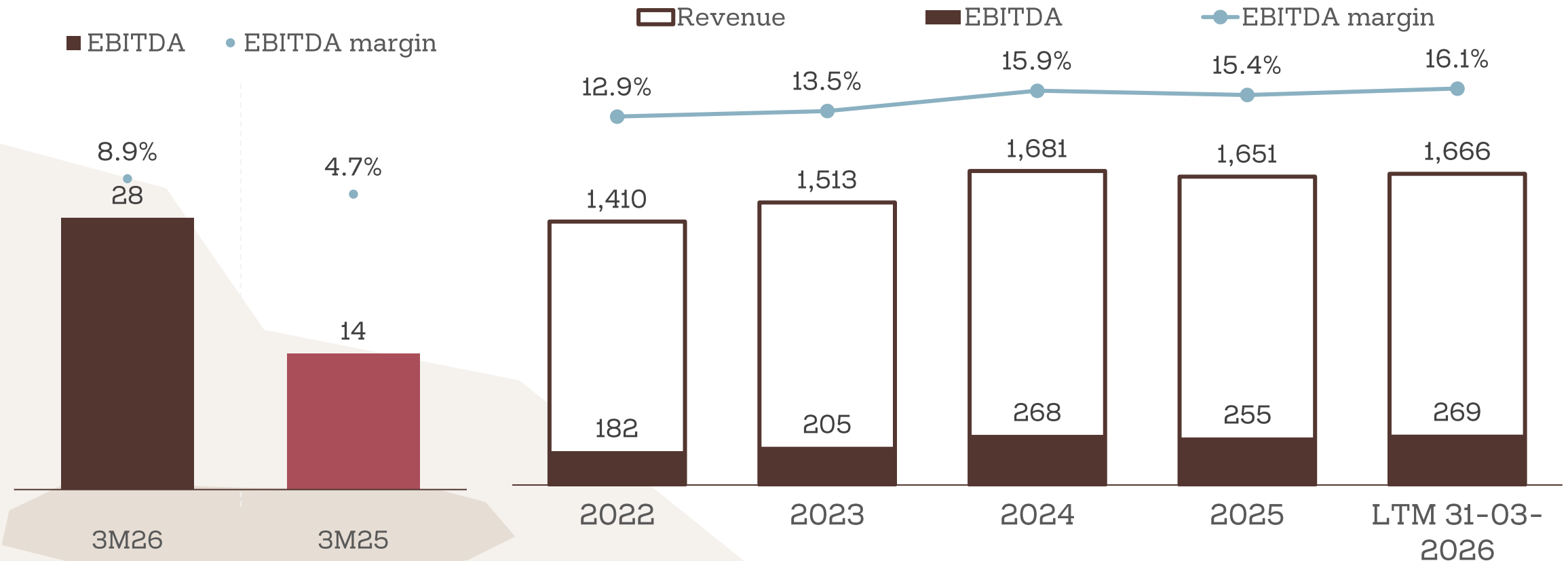
At home - Syrups and drinks in 1.5l+ packaging. On premise - Drinks in KEGs and glass bottles. On the go - Drinks in cans and 1l- packaging.

# REVENUE AND EBITDA | ADRIATIC



## Adjusted EBITDA (CZKm)

## Long-term view | Adjusted EBITDA (CZKm)

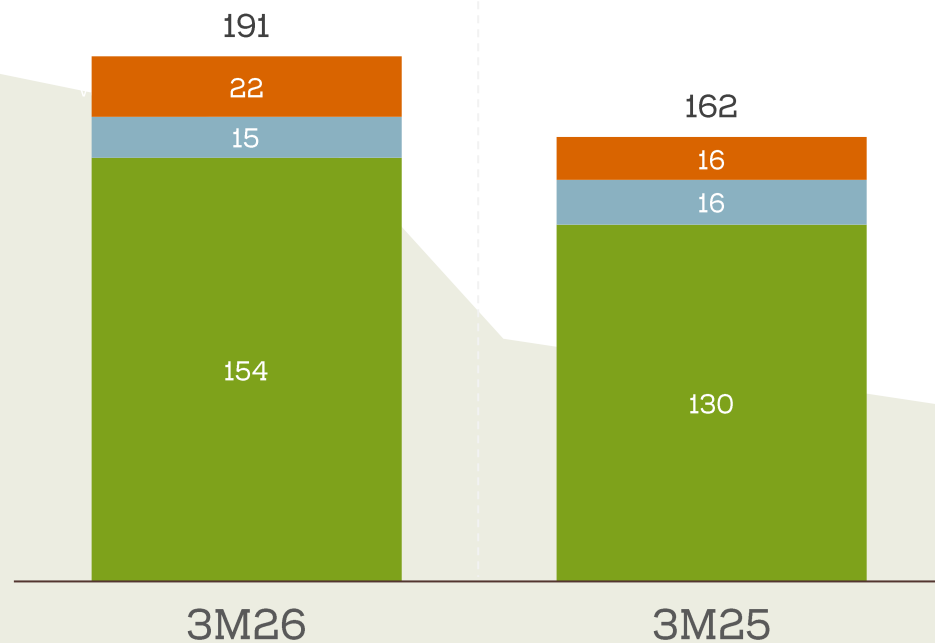


# FRESH & HERBS\* | UGO



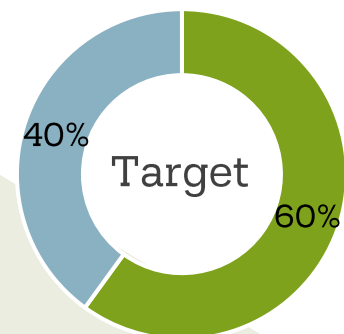
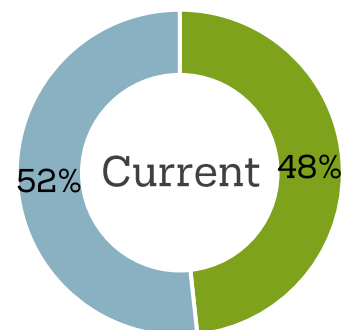
## Revenue (CZKm)

- Fresh bars & Salad bars
- Bottles
- Packaged food



## Stores split

- Franchise
- Own



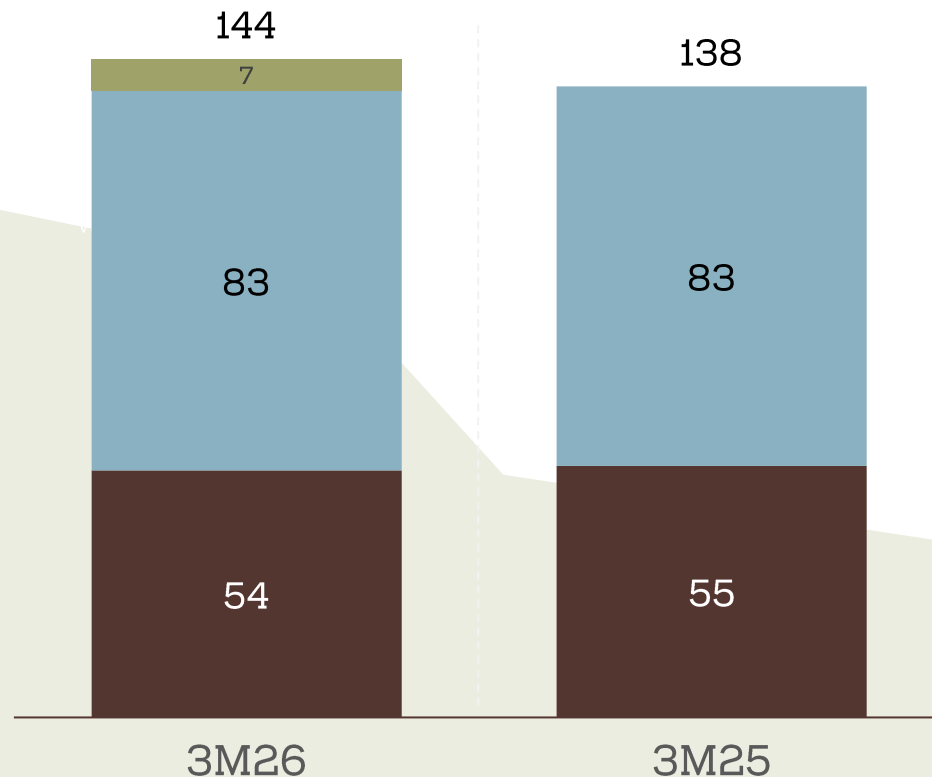
\* Fresh & Herbs segment further includes companies PRAGEROVA SKLIZEN s.r.o. and TAYLOR PAPA LALO COFFEE S.A. (not disclosed separately in the presentation due to immateriality).

# FRESH & HERBS\* | LEROS AND PREMIUM ROSA



## Revenue (CZKm)\*\*

■ Premium Rosa ■ Leros ■ Pragerovy sady



PREMIUM ROSA

Producer of premium natural products such as syrups, juices and jams.



Certified producer of medical-grade herbal teas with history dating back to 1954. Owner of the Trepallini and Café Reserva brands. Distributor of Dilmah teas.



\* Fresh & Herbs segment further includes companies PRAGEROVA SKLIZEŇ s.r.o. and TAYLOR PAPA LALO COFFEE S.A. (not disclosed separately in the presentation due to immateriality).

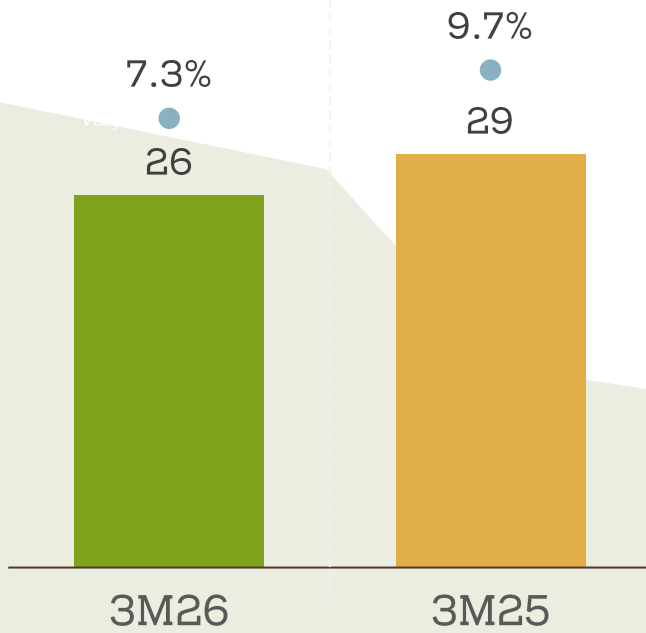
\*\* The current year figures also incorporate PRAGEROVY SADY LIBINA s.r.o.

# REVENUE AND EBITDA | FRESH & HERBS

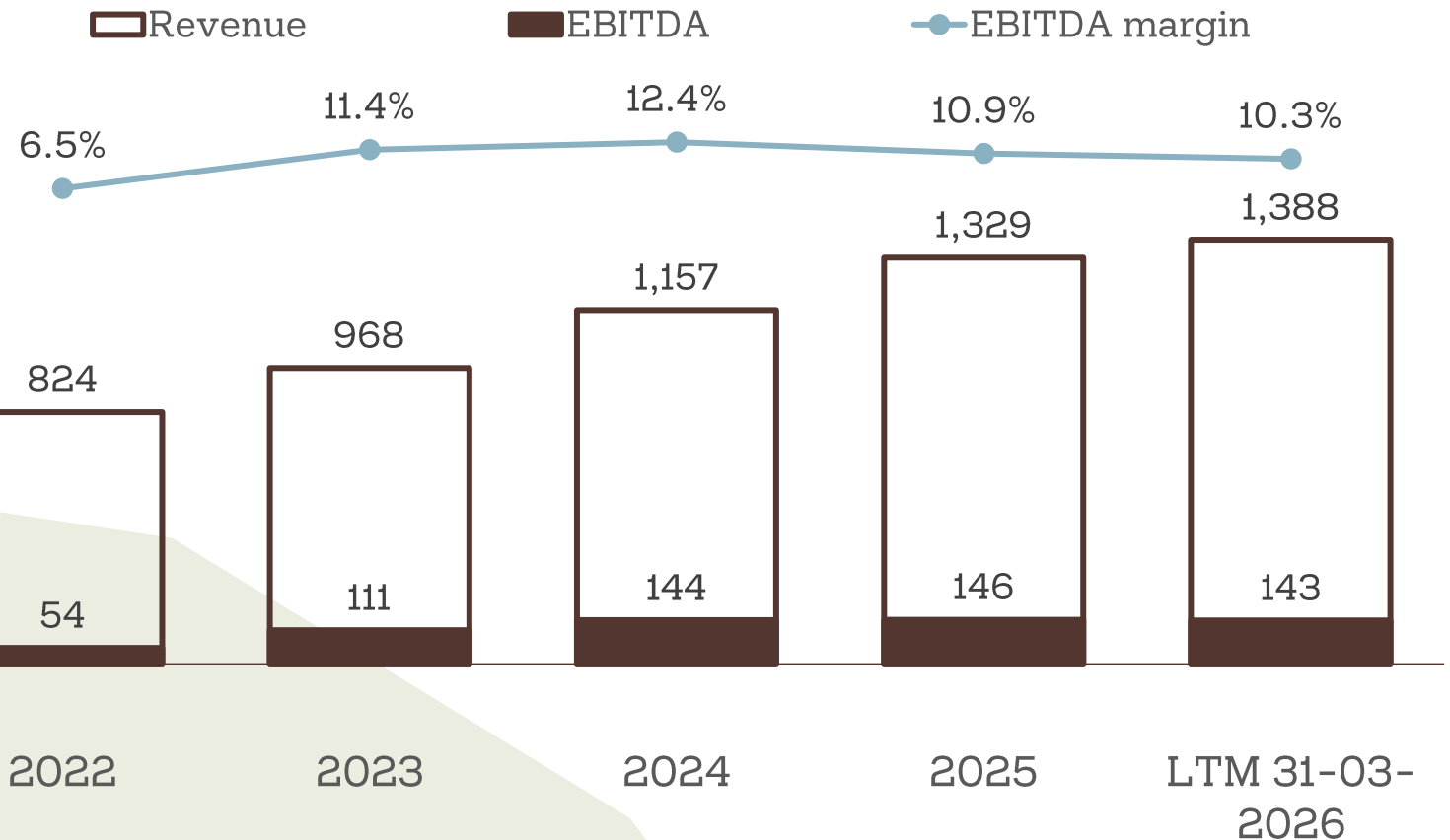


## Adjusted EBITDA (CZKm)

■ EBITDA ● EBITDA margin



## Long-term view | Adjusted EBITDA (CZKm)

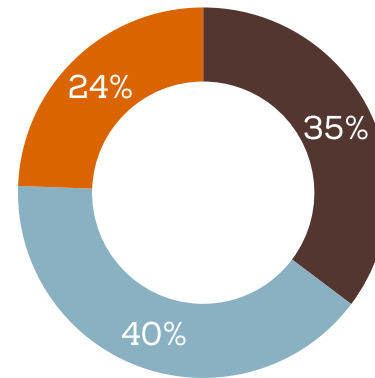
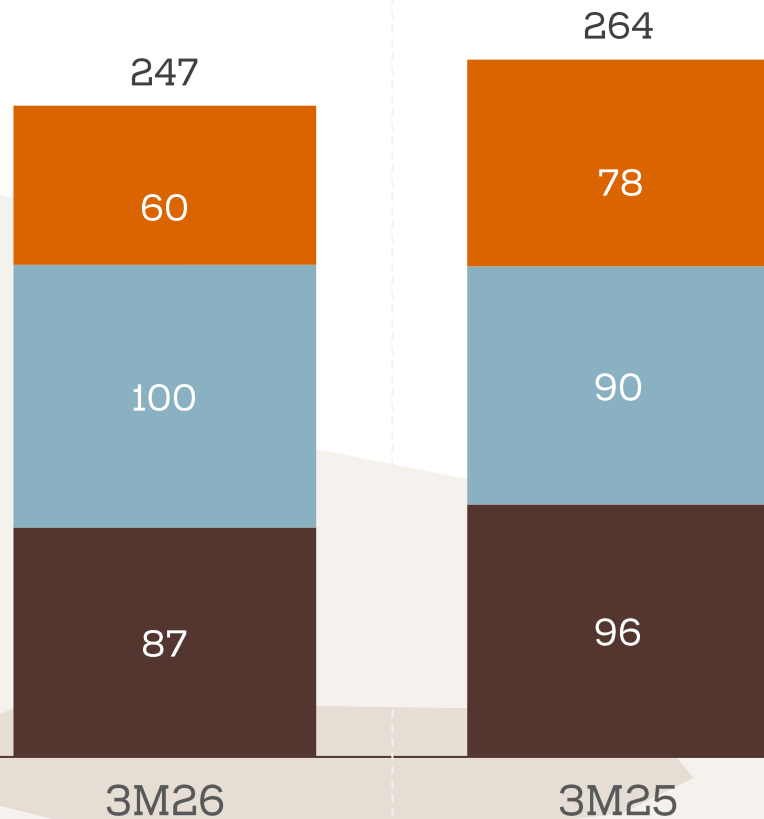


# PERFORMANCE YTD\* | BEERS & CIDERS



## Revenue by packaging formats (CZKm)\*\*

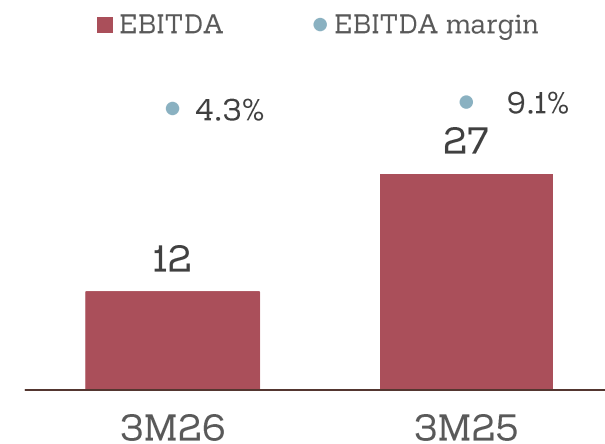
■ OnTrade ■ OffTrade ■ Export



## Sales in litres ('000)

Breweries	3M26	3M25	Change
OnTrade	4,190	4,510	(7.1%)
OffTrade	6,712	6,322	6.2%
Export	4,032	5,143	(21.6%)
<b>Total</b>	<b>14,934</b>	<b>15,975</b>	<b>(6.5%)</b>

## Adjusted EBITDA (CZKm)



\* Beers & Ciders segment further includes company F.H. Prager s.r.o. and PRAGER'S s.r.o. (not disclosed separately in the presentation).

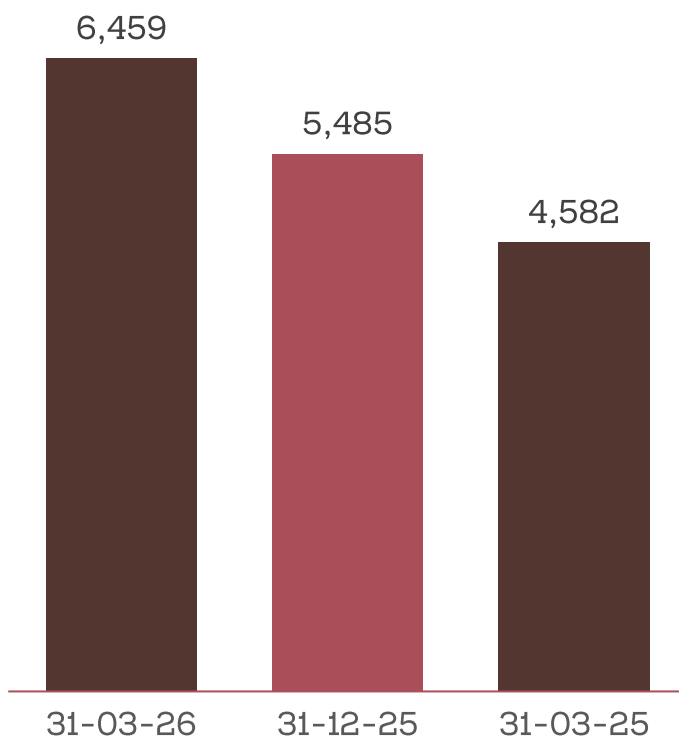
\*\* Changes in the comparatives are driven by an update to our internal reporting methodology for the Beers & Ciders segment.



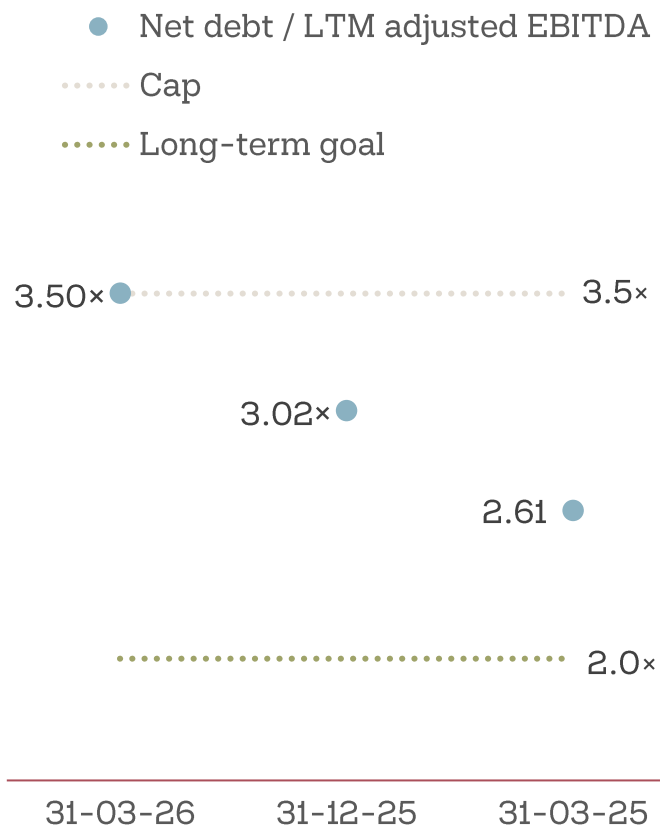
**CONSOLIDATED FINANCIAL  
PERFORMANCE INDICATORS**

# SELECTED FINANCIAL PERFORMANCE INDICATORS

## Net debt (CZKm)



## Net debt / LTM adjusted EBITDA



## Gross and net debt calculation (CZKm)

	31-03-26	31-12-25
L/T bank loans	5,025.6	4,064.6
L/T lease liabilities	475.1	386.7
S/T bank loans	1,406.8	1,512.9
S/T lease liabilities	186.6	155.9
<b>Gross debt</b>	<b>7,094.1</b>	<b>6,120.1</b>
Cash	(635.0)	(634.7)
<b>Net debt</b>	<b>6,459.1</b>	<b>5,485.4</b>

## Change of Net debt / adjusted LTM EBITDA

The increase in the Net debt / adjusted LTM EBITDA ratio reflects higher borrowings (mainly related to recent acquisitions). The cash balance remained stable compared to the end of 2025.



**M&A**

# M&A STRATEGY | WHERE WE INVEST?

Authentic healthy raw materials

Extension of our portfolio

Mineral water



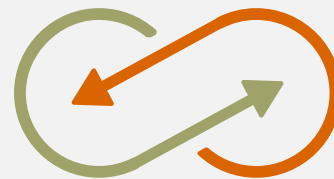
Strong love brands

Synergies with current business

Geographic expansion

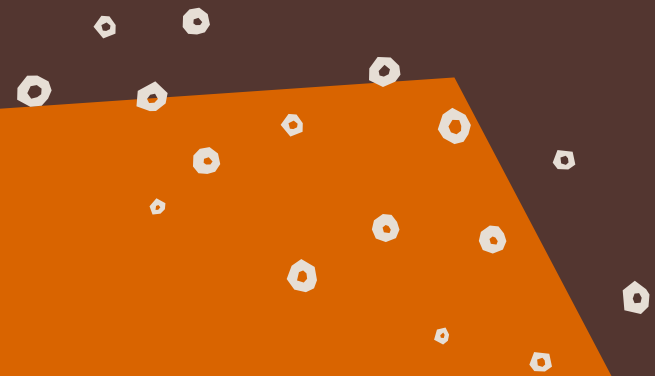


No. 1 or 2



European countries up to 10 million inhabitants

**GOALS**



# GOALS

2026

EBITDA	CZK 1.8 – 1.9 bn
Revenue development	10%*
Max CAPEX (% of EBITDA)	45 – 50%**
Dividend per share paid out in 2026	CZK 21
Net debt / EBITDA	3.0

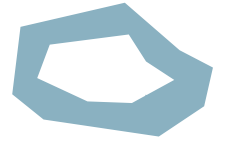
\* 10% revenue growth including new acquisitions. Goal for organic revenue growth for FY 2026 is 4%.

\*\* The 2026 CAPEX goal – depending on economic development during 1H 2026.

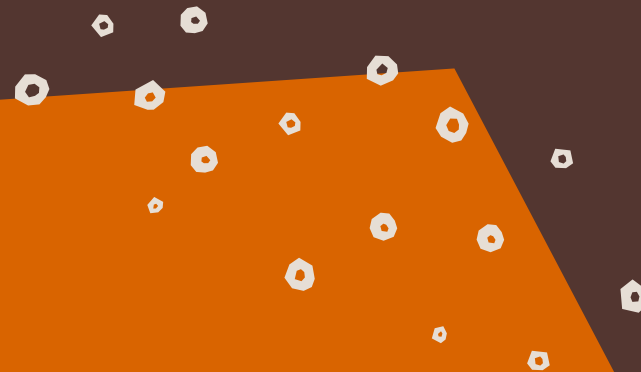


# REVENUE DEVELOPMENT

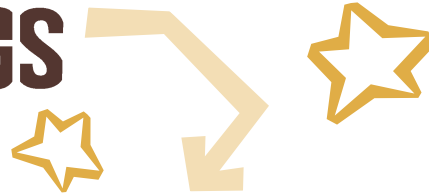
Period	Change
April 2026 vs April 2025 - Value	c. +2%
April 2026 vs April 2025 - Volume	c. (5%)



# MORE ABOUT KOFOLA



# OUR WORK IS ALSO APPRECIATED BY OUR SURROUNDINGS



## PR LEMUR Awards

Kofola received the highest award, GRAND PRIX Golden Lemur, for its flood communication campaign "Let's Bring the Barrels Home" and the #zlasky project for localities, as well as 1st place in the Crisis Communication category.



## Zubr Gradus 12 is the best pale lager in the Czech Republic

The mighty roar of Zubr is echoing across the country once again. The Přerov brewery has built on its bold redesign and new positioning with another major triumph. In the main category of pale lagers at the Czech Beer 2025 tasting competition, Zubr Gradus took first place.



## Randstad Award

Kofola ČeskoSlovensko ranked 1st in the FMCG industry category in the Randstad Award for the best employers and overall took 5th place.



## Kofola is the most trusted brand among carbonated soft drinks

Kofola once again earned the title of Most Trusted Brand in its category in both the Czech Republic and Slovakia. Consumers rated nearly 900 brands in an independent survey. In this year's edition, customers primarily highlighted reliability and quality as the key factors driving trust.

# WE MAINTAIN A FAMILY SPIRIT EVEN THOUGH WE HAVE ACTIVITIES IN 6 COUNTRIES ON 2 CONTINENTS



Czechia  1993

Slovakia  1998

Poland  2008

Slovenia  2015

Croatia  2016

Colombia  2023

Panama  2025



# WE ARE NOT AFRAID TO ENTER NEW SEGMENTS AND LEARN NEW THINGS

1990 → 2000 → 2010 → 2020

1993 Soft drinks



2003 HoReCa



2012 Fresh bars



2014 Salad bars



2018 Tea and herbs

2019 Coffee

2020 Ciders

2022 Herbal cosmetics

2023 Marketplace Supplo

2024 Vending machines

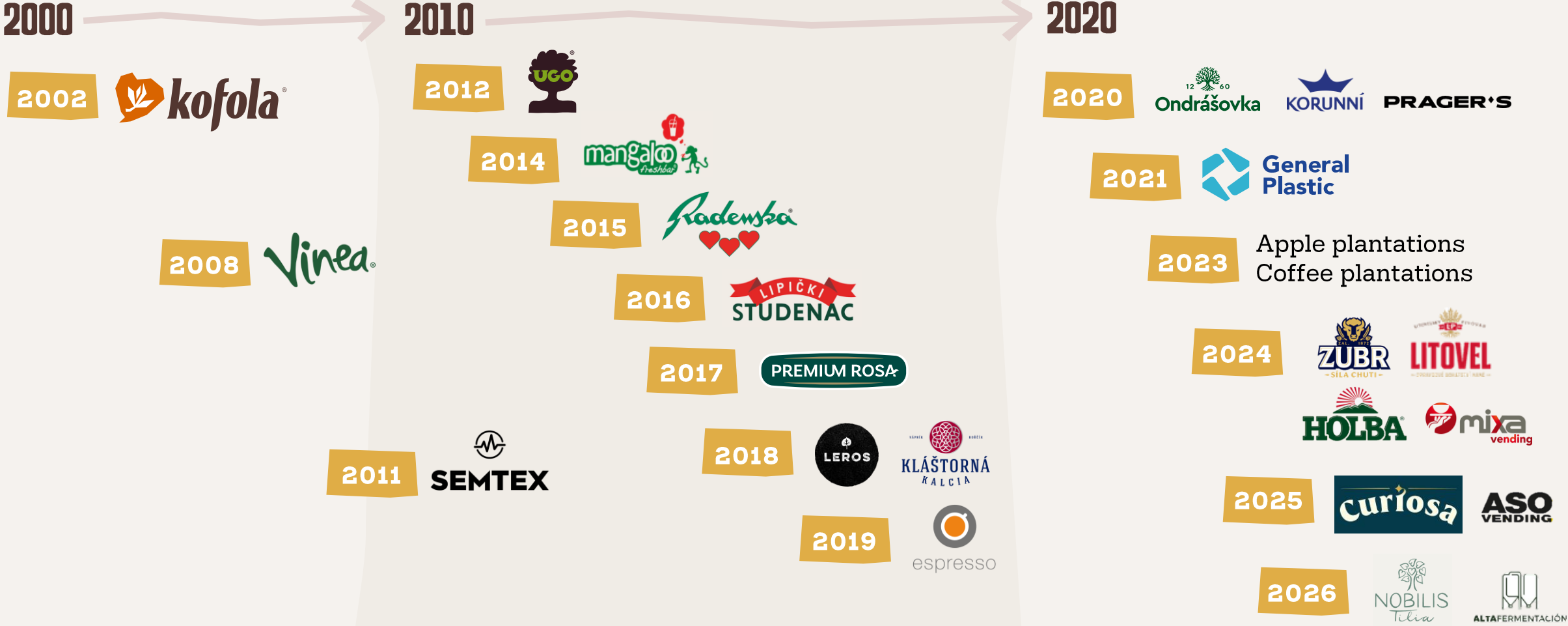
2024 Beer

2026 Cosmetics



# WE SEEK AND UTILIZE OPPORTUNITIES AROUND US

Overview of key acquisitions



# WHAT WE HAVE ACHIEVED IN THE LAST THREE YEARS

2023



In addition to herbs, we are also learning how to grow apples and coffee.



We launched kombucha—a healthy beverage full of probiotic cultures.

2024

Through acquisitions, we have entered two new segments: brewing and vending machines.

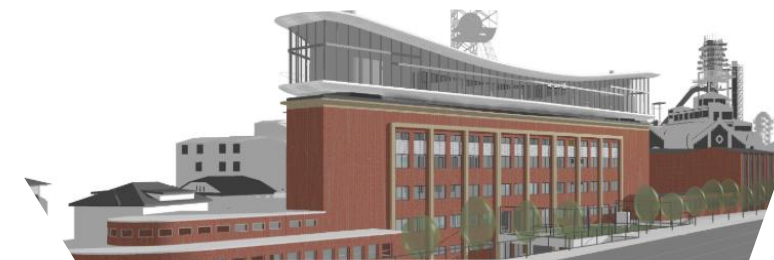


2025

We introduced our own new brand of fruit juices and nectars, Curiosa.



We have launched the construction of the new Kofola headquarters in Ostrava, located in area “Dolní oblast Vítkovice”.



# STABLE OWNERSHIP STRUCTURE ALLOWS US TO FOCUS ON THE DEVELOPMENT OF THE GROUP

**27.12%**

**Free float  
(others)**

Currently 6.1 million shares at Prague Stock Exchange.

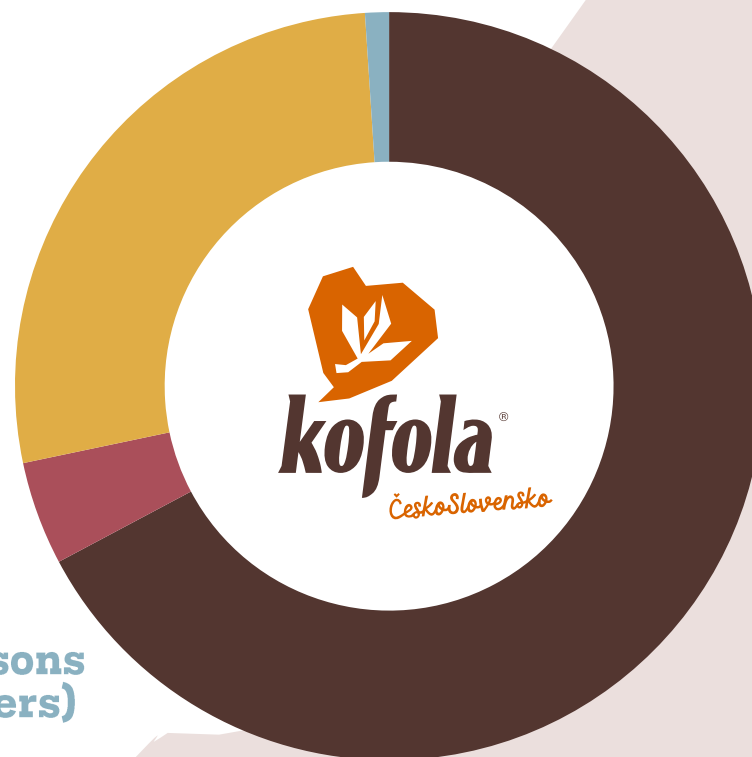
**4.48%**

**Radenska  
d.o.o.**

**1.18%**

**Free float  
(key management persons  
- excl. Lykos alfa owners)**

Currently 0.2 million shares at Prague Stock Exchange.



**67.22%**

**Lykos alfa a.s.**

**Majority shares in hands of:**



**Jannis Samaras**



**Niky and René Sommer**



**René Musila**

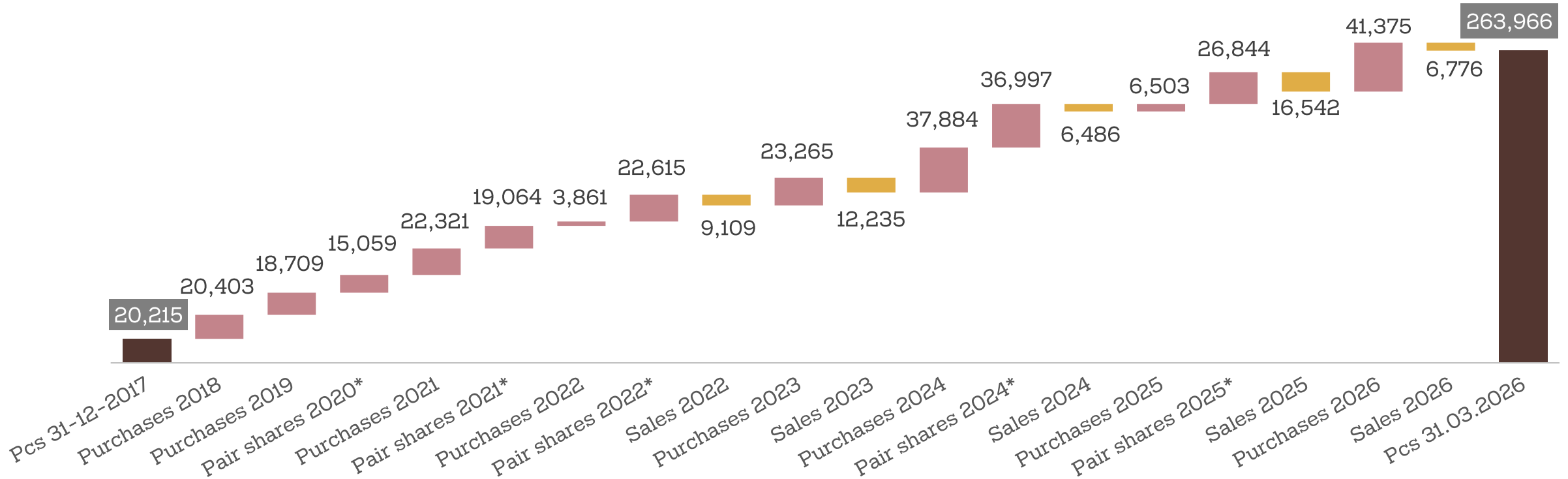


**Tomáš Jendřejek**

# SHARES OWNED BY KEY MANAGEMENT PERSONS

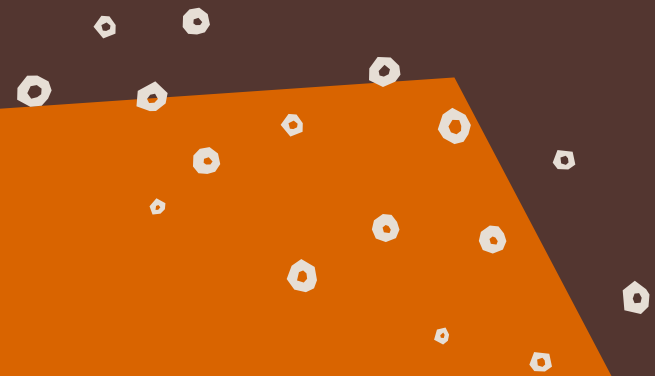
## Development in years by type of transaction

■ Increase ■ Decrease



\* Entitlement from Option scheme.

# APPENDIX



# RESULTS OF KOFOLA GROUP | 3M 2026

Reconciliation of reported and adjusted results (CZKm)	Reported	One-offs	Adjusted
Revenue	2,380.1	-	2,380.1
Cost of sales	(1,346.1)	-	(1,346.1)
<b>Gross profit</b>	<b>1,034.0</b>	<b>-</b>	<b>1,034.0</b>
Selling, marketing and distribution costs	(792.2)	-	(792.2)
Administrative costs	(271.2)	-	(271.2)
Other operating income/(costs), net	20.1	(18.9)	1.2
<b>Operating profit/(loss)</b>	<b>(9.3)</b>	<b>(18.9)</b>	<b>(28.2)</b>
Depreciation and amortisation	215.6	-	215.6
<b>EBITDA</b>	<b>206.3</b>	<b>(18.9)</b>	<b>187.4</b>
Finance income/(costs), net	(115.4)	-	(115.4)
Income tax	17.5	3.8	21.3
<b>Profit/(loss) for the period</b>	<b>(107.2)</b>	<b>(15.1)</b>	<b>(122.3)</b>
- attributable to shareholders of Kofola ČeskoSlovensko a.s.	(97.1)	(13.9)	(111.0)

## One-offs

- Net gain on sold items of Property, plant and equipment of CZK 6.1 million recognized in all business segments.
- Costs connected to floods of CZK 0.9 million (CzechoSlovakia segment).
- Advisory costs of CZK 4.0 million (CzechoSlovakia segment).
- Restructuring costs of CZK 0.1 million (Fresh & Herbs segment).
- Gain on bargain purchase related to new acquisition of SANTA-TRANS.SK, s.r.o. of CZK 17.8 million (CzechoSlovakia segment).

# GROUP RESULTS COMPARISON 3M\*

(CZKm)	3M26	3M25	Change	Change (%)
Revenue	2,380.1	2,093.1	287.0	13.7%
Cost of sales	(1,346.1)	(1,229.8)	(116.3)	9.5%
<b>Gross profit</b>	<b>1,034.0</b>	<b>863.3</b>	<b>170.7</b>	<b>19.8%</b>
Selling, marketing and distribution costs	(792.2)	(729.3)	(62.9)	8.6%
Administrative costs	(271.2)	(162.6)	(108.6)	66.8%
Other operating income/(costs), net	1.2	9.5	(8.3)	(87.4%)
<b>Operating profit/(loss)</b>	<b>(28.2)</b>	<b>(19.1)</b>	<b>(9.1)</b>	<b>(47.6%)</b>
Depreciation and amortisation	215.6	181.8	33.8	18.6%
<b>EBITDA</b>	<b>187.4</b>	<b>162.7</b>	<b>24.7</b>	<b>15.2%</b>
Finance income/(costs), net	(115.4)	(43.5)	(71.9)	165.3%
Income tax	21.3	(19.8)	41.1	(207.6%)
<b>Profit/(loss) for the period</b>	<b>(122.3)</b>	<b>(82.4)</b>	<b>(39.9)</b>	<b>(48.4%)</b>
- attributable to shareholders of Kofola ČeskoSlovensko a.s.	(111.0)	(80.8)	(30.2)	(37.4%)

## Comments

- Revenue grew by 13.7% year-over-year, with 6.1% coming from organic performance and 7.6% contributed by acquisitions integrated during 2025 and Q1 2026.
- Input costs decreased for sweeteners (price effect of 15.3 CZKm) and PET (price effect of 12.3 CZKm). The overall increase in Cost of Sales is in line with higher volumes and the impact of newly acquired companies.
- Operating costs increased mainly due to new acquisitions, with Administrative costs rising by approx. 61.8 CZKm and Selling, marketing and distribution costs by 61.2 CZKm. The rise in Administrative costs was also driven by higher personnel expenses.
- Gross margin improved from 41.2% to 43.4%.
- EBITDA margin reached 7.9% compared to 7.8% in 3M25.
- Financial result was primarily impacted by a negative FX effect of 48.2 CZKm and increased interest expenses from bank credits and loans (by 7.3 CZKm).
- The year-on-year change in income tax was primarily driven by a significant reversal of a deferred tax liability in 3M26.

\* Adjusted for one-offs.

# CONSOLIDATED INCOME STATEMENT\*

(CZKm)	3M26	2025**	2024**	2023**	2022**	2021**	2020**
<b>Revenue</b>	<b>2,380.1</b>	<b>10,754.3</b>	<b>11,082.0</b>	<b>8,690.1</b>	<b>7,875.3</b>	<b>6,636.2</b>	<b>6,171.5</b>
Cost of sales	(1,346.1)	(5,675.0)	(6,037.1)	(4,802.7)	(4,564.0)	(3,710.2)	(3,349.5)
Gross profit	1,034.0	5,079.3	5,044.9	3,887.4	3,311.3	2,926.0	2,822.0
Selling, marketing and distribution costs	(792.2)	(3,356.4)	(3,201.0)	(2,487.8)	(2,330.0)	(2,033.6)	(2,041.7)
Administrative costs	(271.2)	(688.7)	(705.9)	(707.1)	(466.5)	(466.4)	(425.7)
Other operating income/(costs), net	1.2	21.6	38.9	26.5	17.8	93.0	55.6
Operating profit/(loss)	(28.2)	1,055.8	1,176.9	719.0	532.6	519.0	410.2
<b>EBITDA</b>	<b>187.4</b>	<b>1,816.4</b>	<b>1,851.0</b>	<b>1,253.4</b>	<b>1,110.4</b>	<b>1,128.1</b>	<b>1,030.3</b>

\* Adjusted for one-offs. \*\* All Y/E periods audited.

# REFINEMENT OF EBITDA FOR THE IMPACTS OF SHARE-BASED PAYMENTS (SBP)

	2021	2022	2023	2024	2025	2026 - goal
Reported EBITDA	1,154	1,068	1,288	1,917	1,925	1,800 - 1,900
Adjusted EBITDA - excluding the SBP impact	1,134	1,108	1,432	1,948	1,816	1,850 - 1,950

## Comment

This slide presents our alternative EBITDA overview, prompted by the approaching end of the SBP program in 2026. Given that the creation and release of provision have counteracted each other over the last three years, we wanted to share this view. Being this close to the end of the program allows us to predict its impact much more accurately.

# CONTACT

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## **Kofola ČeskoSlovensko a.s.**

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