Balanced Forward

COCA-COLA İÇECEK 2025
INTEGRATED ANNUAL REPORT

#Balanced**Forward**

Table of Contents

CCI At a Glance

About Our Report 5
A Message From Our Chairman 7
A Message From Our Ceo 8
CCI At a Glance 9
Our Vision, Our Value Creation Approach, and Our Corporate Values 9
Our Brands 10
Our Operating Geography 11
New Members of Our Operations 12
Highlights 2025 13
Financial and Operational Performance Indicators 14
Sustainability Performance Indicators 15
Our Sustainability Commitment 16
Our Awards 22
Our Environmental, Social and Governance (ESG) Journey 26
Reporting Progress Through the Years 28
Recognition in Sustainability Indices 29

Our Integrated Governance Approach

Our Integrated Governance Model 31
Our Risk Management 36
Our Ethics Management 38
Stakeholder Engagement 40
Materıality Analysis 45
Material Sustainability Topıcs 49

Future Outlook

Our Operating Environment 51
Risks and Opportunities 54
Global and Sectoral Risks and Important Opportunities for CCI 54
Important Risks for CCI 55
Our Strategic Priorities For 2025-2027 59
Our Expectations For 2025 60

Our Value Creation Approach

Our Value Chain 62
Our Value Creation Model 63
People First 64
Human Rights Along the Value Chain 65
Occupational Health and Safety 67
Diversity and Inclusion 72
Human Capital 80
Talent Management Strategy 81
Talent Acquisition 84
Learning and Leadership Development 86
Communication with Employees and Employee Engagement 93
Total Rewards 95
Consumer Value 97
Consumer Satisfaction 98
Responsible Consumption 104
Winning with Customers 106
Responsible Procurement 111
Supply Chain Management 112
Operational Excellence İn Supply Chain 115
Responsıble Productıon 118
Food Safety and Product Quality 120
Sustainable Packaging and Waste Management 122
Water Management 124
Wastewater Management 126
Water Replenishment 127
Energy Management and Tackling Climate Crisis 128
Responsible Corporate Citizenship 133
Socio-Economic Impact 134
Corporate Social Responsibility at CCI 135
CCI Volunteers 139
Donations 142

Corporate Governance

Board of Directors 144
Declarations of Independence 149
Senior Management 153
Table on Partnership And Shareholding 157
Additional Information About Our Operations 158
Investor Relations 162
Capital Markets Board (CMB) Sustainability Principles Compliance Framework 164
Corporate Governance Compliance Report 170
Corporate Governance Information Form 176
Risk Management and Internal Control Mechanism 185

Annexes

Statement Of Responsibility for The Annual Report 191
Independent Auditor's Report 192
Operational Performance 193
Financial Performance 194
Independent Auditor's Report 196
Consolidated Financial Statements 198
Profit Distribution Table 254
CCI Reporting Guidelines 256
Key Definitions 256
Scope of Reporting 258
Data Preparation 259
Management Systems Standards and Principles 261
Independent Assurance 262
Independent Assurance Audit Guide 264
Sustainability Performance Indicators 279
Human Rights 279
Human Capital 282
Environmental Footprint 301
Anadolu Etap 315
Memberships 316
Additional Explanations for Borsa Istanbul (BIST) 319
Content Index 324
Global Reporting Initiative (GRI) Content Index 328
United Nations Global Compact (UNGC) Content Index 331
United Nations Women's Empowerment Principles (WEPS) Content Index 331
Contributing To Sustainable Development Goals 332
Contacts 334

Plase click here to view our previous Sustainability and Integrated Annual Reports.

Plase click here to view the current Carbon Disclosure Project (CDP) report.

Scan the QR code or click here. to view the externally-audited Türkiye Sustainability Reporting Standards (TSRS) Report*.

CCI AT A GLANCE

#BalancedForward

12 Countries

36 Bottling Plants

3 Fruit Processing Plants

172 Production Lines

10 thousand+ Employees

600 million+ Population

~1.4 million Sales Points

25+ Brands

About This Report

At Coca-Cola İçecek (CCI), through the sustainability and annual reports we have published to date, we have shared the latest results of our operations as well as our future plans and targets within the framework of our sustainability approach. In this reporting period, we continue to present our financial and non-financial performance through a holistic perspective and communicate our long-term strategy to our stakeholders.

This report covers the period between 1 January and 31 December 2025 and presents our investments, targets, initiatives, and performance results across 11 of the 12 countries in which we operate*. It also includes the environmental performance indicators of Anadolu Etap. The report covers 100% of CCI's total production volume and operations.

*CCI currently has no operations in Syria and has not recorded beverage sales in the country since 2017.

Report Legends

- Target achieved
- Partially completed
- In progress
- Target not achieved
- Go back to the last-visited page
- Redirects to the relevant page in the report
- Redirects to the relevant website page outside the report

Related Links

Independent Assurance

Reporting Standards

This report has been prepared in accordance with the Global Reporting Initiative (GRI) Standards and the International Integrated Reporting Framework published by the International Integrated Reporting Council (IIRC). As recommended by the Integrated Reporting Framework, clear linkages have been established between our material topics, business strategy, and our 2025 performance.

The report also reflects our progress disclosures related to the United Nations (UN) Global Compact Communication on Progress (COP), the United Nations Women's Empowerment Principles (UN WEPs), and the Capital Markets Board of Türkiye (CMB) Sustainability Principles Compliance Framework.

The development of this report has been guided by the principles of materiality, inclusiveness, and responsiveness under the AA1000 Assurance Standard, while financial disclosures have been prepared in accordance with International Financial Reporting Standards (IFRS). We measure and report our social, environmental, and ethical performance using internationally recognized frameworks and principles, including the Carbon Disclosure Project (CDP), the International Labour Organization (ILO), the United Nations Convention Against Corruption (UNCAC), and the Greenhouse Gas Protocol developed by the World Resources Institute (WRI).

All social and environmental impact statements presented in this report and in our other corporate communications are prepared in line with the principles of accuracy and transparency and do not contain exaggerated or misleading claims.

Assurance

As with our sustainability reports published since 2009, selected data in this report has been independently assured. Scope 1, 2, and 3 greenhouse gas (GHG) emissions across all countries where CCI operates are audited and verified by an independent third party in accordance with the ISO 14064-1:2018 standard published by the International Organization for Standardization (ISO).

The independent financial audit has been conducted in accordance with the Independent Auditing Standards published by the Capital Markets Board of Türkiye (CMB) and the Turkish Auditing Standards issued by the Public Oversight, Accounting and Auditing Standards Authority (POA), which form part of the Independent Auditing Standards framework.

In accordance with Articles 514 and 516 of the Turkish Commercial Code No. 6102 and the CMB Communiqué No. II-14.1 on the Principles of Financial Reporting in Capital Markets, CCI Group management is responsible for preparing the annual integrated report within three months following the balance sheet date and submitting it to the General Assembly. The report must present the Group's operational performance and consolidated financial position accurately, completely, clearly, fairly, and truthfully.

Ethical responsibilities defined under the Code of Ethics and applicable regulations have been fulfilled by the independent audit firm with which we work, and compliance with these rules has been ensured. Within the framework of the Turkish Commercial Code and the Communiqué, the independent audit evaluates whether the consolidated financial information and the assessments made by the Board of Directors in the annual integrated report are consistent with the audited consolidated financial statements and the information obtained during the audit, and whether they fairly reflect the actual situation. The integrated annual report has been prepared to include this opinion.

In this report, the consolidated financial position is assessed based on the consolidated financial statements. The report also transparently highlights the Group's development and potential risks it may face. In preparing the report, the Board of Directors takes into account secondary legislation issued by the Ministry of Trade and relevant institutions, and the Board's assessments regarding these matters are also included in the integrated annual report.

As defined in the Independent Limited Assurance Report presented in the Sustainability Performance Indicators section of this report, independent limited assurance has been obtained for selected information related to our operations in Türkiye, Jordan, Kyrgyzstan, Tajikistan, Azerbaijan, Turkmenistan, Kazakhstan, Pakistan, Iraq, Uzbekistan, and Bangladesh. The assured information includes total energy consumption, energy use per liter of product, total water withdrawal, water use per liter of product, hazardous waste volume, non-hazardous waste volume, and recycled waste volume.

Please click to access the Independent Assurance page.

Report Structure

In our report prepared for all our stakeholders, we present the value we create as CCI within the framework of six capitals: financial, manufactured, intellectual, human, social, and natural capital.

The first section of our six-chapter report, Overview of CCI, provides key information about our report and about CCI, highlights from the reporting period, and the steps we have taken in line with our Sustainability Commitments.

The second section, Our Integrated Governance Approach, outlines our strategic priorities shaped by our stakeholder engagement and comprehensive risk assessments.

In the third section, Future Outlook, we present the risks and opportunities we foresee, along with our expectations for the future.

The fourth section, Our Value Creation Approach, summarizes the programs and initiatives we implement across our value chain to create value with a focus on our employees, customers & consumers, and the communities we serve.

In the Corporate Governance section, we provide detailed information on our Board of Directors and senior management, along with additional insights into our operations and corporate governance practices.

Finally, in the Annexes, we present detailed operational and financial performance data, technical and quantitative information, and our contributions to the United Nations Sustainable Development Goals.

#BalancedForward

In our 2024 Integrated Annual Report, we adopted the motto “Resilience in Action” emphasizing that we continued to create value even during a challenging period for the world.

In our 2025 report, we underline our determination to continue advancing our operations in a balanced manner aligned with our sustainability targets, despite ongoing global uncertainties. We express this approach through the motto “Balanced Forward.”

What’s New in Our Report

At Coca-Cola İçecek, we have long evaluated our sustainability priorities in line with stakeholder expectations, sectoral developments, and our business strategy.

In 2025, we took this approach one step further by conducting our Double Materiality Assessment (DMA) process in alignment with the European Sustainability Reporting Standards (ESRS) for the first time. We are also sharing the results of this assessment for the first time in this report.

Feedback

Feedback from our stakeholders plays a vital role in the continuous improvement of our practices, performance, and reporting processes. We carefully evaluate every piece of feedback in line with our commitment to sustainable development.

To share your feedback with us:
Email: corporate.affairs@cci.com.tr
Phone: +90 216 528 40 00 (Corporate Affairs Department)
Website: cci.com.tr/en
Social Media: You can also reach us through our official social media accounts.

A Message from Our Chairman

Dear Stakeholders,

The year 2025 marked a period in which global crises have evolved from temporary disruptions into structural challenges, exerting a profound impact on both daily life and the business environment. Wars, geopolitical tensions, and the effects of climate change, combined with economic volatility, have led to a more cautious and fragile global landscape. In such a highly uncertain context, Coca-Cola İçecek's (CCI) primary priority has been to assess risks with sound judgment and continue creating value for our stakeholders by maintaining our operational agility. We have regarded this dynamic environment as an opportunity to further strengthen the resilience and flexibility of our business model. In this context, we defined the delicate balance we have established between our strategic priorities and global realities as the central theme of this year's integrated annual report: "Balanced Forward."

CCI is one of the strongest companies within the Anadolu Group, an ecosystem with foundations laid out 75 years ago, now operating across 20 countries and 8 sectors, with more than 80 companies and nearly 100,000 employees. The Group's strategic direction under its Vision 2035 roadmap, aimed at expanding its international footprint and strengthening its regional production capabilities, has been a key driver in CCI's evolution into a multinational force serving a population of over 600 million across 12 countries.

In 2025, we continued to take strategic steps to strengthen our presence across our operating geography. We commissioned our second plant in Ismayilli, Azerbaijan. In Iraq, the launch of our Baghdad plant further expanded our operational network. Extending our growth momentum into Central Asia, we initiated preparations for our new plant in Aktobe, Kazakhstan. While commissioning a second line at our Dushanbe plant in Tajikistan, we also strengthened our scale and strategic positioning in the region through our newly completed investment in Namangan, Uzbekistan.

As we continue to enhance our environmental, social, and governance practices, our efforts are also being recognized and validated by international standards and institutions. We achieved our highest-ever scores in sustainability indices such as FTSE4Good and the S&P Global Corporate Sustainability Assessment (CSA) and became the only company in Türkiye's beverage sector to be included in the S&P Global Sustainability Yearbook 2026. In the BIST LSEG Sustainability Index, we ranked among the top beverage companies globally, further reinforcing the strength of our governance practices at an international level.

In water stewardship, we strengthened projects that balance operational efficiency with environmental responsibility. In line with our basin-based approach, we advanced our water replenishment efforts not only in Türkiye but also in water-stressed regions across Central Asia. In our energy transition, we focused on increasing the use of renewable energy and improving the efficiency of our production processes. As part of our circular economy commitments, we expanded the use of recycled materials in our packaging and took further steps to strengthen responsible practices across our supply chain.

Within the scope of our social commitments, we continued to reinforce our focus on equality and inclusion. Through our Proud Hundreds Program, we supported young women in their education and employment journeys, while extending this impact across different geographies. We renewed our certification by maintaining our commitment to equal pay, and our efforts to enhance employee experience continued to receive recognition on international platforms.

I would like to extend my sincere thanks to all CCI employees who have embraced "Balanced Forward" as a way of doing business, for their strong sense of responsibility, determination, and valuable contributions to our success throughout the year. I also express my gratitude to our Board of Directors for their visionary leadership, to our shareholders for their long-term perspective, to our business partners for their collaboration, to our suppliers for their support, and to our customers and consumers for their trust.

Sincerely,

Kamil Süleyman Yazıcı
Chairman of the Board

"By believing in the power of balance in 2025, we remained firmly committed to creating value for our employees, customers, consumers, and the communities we serve."

A Message from Our CEO

Dear Stakeholders,

We are pleased to share our sixth integrated annual report, prepared under the theme "Balanced Forward." This report has been designed to transparently present our 2025 financial and non-financial performance, strategic priorities, and forward-looking commitments in a single, comprehensive source.

This was a year marked by unpredictable developments in the global economy and geopolitics. Persistent high inflation, a protracted period of elevated interest rates, and rising indebtedness complicated the balance between growth and price stability; meanwhile, the slowdown in China and a contraction in global demand affected trade and production flows. Geopolitical tensions, particularly the Russia-Ukraine war and conflicts in the Middle East, caused volatility in energy and food markets. Volatility in global trade led many multinational companies to reconfigure their supply chains.

All these dynamics once again underscored the importance of operating amid uncertainty and building sustainable corporate resilience. As Coca-Cola İçecek (CCI), we continued to create value for our stakeholders by carefully managing our strategic goals with operational agility in this context. We defined the balance we have established between our objectives and global realities as the main theme of our report.

We sharpened our focus on affordability and on balanced growth between volume and value. Our diversified product and geographic portfolio once again demonstrated our ability to navigate the complex dynamics of developing markets. We delivered strong business results with high single-digit growth in consolidated volumes, and we continued to create value by enhancing our operating profitability in the second half of the year.

While our international markets contributed positively to growth, our Türkiye operations delivered a resilient performance in still beverages and our Coca-Cola trademark, despite a deliberate contraction in the water category in line with our strategy to focus on value-accretive categories. Fitch Ratings has affirmed CCI's Long-Term Issuer Default Rating (IDR) as 'BBB' with a 'Stable' outlook. This confirmed that the Company maintains the highest credit rating in Türkiye.

S&P Global Ratings reaffirmed CCI's Long-Term Issuer Credit Rating at BB+ and revised the outlook to "Stable," moving it up from "Negative." This revision reflects CCI's effective use of its diversified operational footprint and its continued strong balance sheet discipline. Our rating stands two notches above the sovereign rating and is among the highest assigned by S&P in Türkiye.

Guided by our "investing ahead of demand" approach, we continued to execute capacity expansions and new greenfield projects decisively this year. In Azerbaijan, with the opening of our Ismayilli plant, we increased our production capacity by 50%, bringing our total investment in the country to $200 million. In Iraq, with our Baghdad plant coming online, we activated our fourth plant in the country. We initiated the investment process for our new plant in Aktobe, Kazakhstan. We commissioned a second line at our Dushanbe, Tajikistan plant and with the completion of our new plant in Namangan, Uzbekistan, our total investment in the country exceeded $550 million. We achieved a strong position in our Central Asia operations that supports our regional growth ambitions.

As we strengthened our financial performance, we also continued to advance our environmental and social sustainability commitments. We enhanced our annually reviewed and updated Materiality Assessment, which determines our strategic focus areas, by conducting CCI's first Double Materiality Assessment this year. The results confirmed that customers and consumers, water stewardship, resource usage and circular economy are critical from both an impact and financial perspective, while business ethics and climate change are critical from an impact perspective.

In water stewardship, we increased our water savings by 27% in comparison with 2024. In line with our basin-based conservation strategy, we launched new water replenishment projects in Isparta, Türkiye and Madaba, Jordan. We marked the anniversaries of our ongoing projects in Bursa, Çorlu, Dushanbe, Bishkek, Astana, Madaba, Baku, Faisalabad and Gujranwala. We have replenished water equivalent to 54.5% of our total water usage in the high water stress basins where our plants operate.

Our Isparta, Elazığ, and Köyceğiz plants operated with 100% renewable energy, making a strong contribution to our sustainability goals. In packaging, we scaled innovative applications such as tethered caps, rPET labels and nano stretch technology; and by increasing the rPET usage rate across CCI, we further strengthened our contribution to the circular economy.

We received the "Top Employer" certification from the Top Employers Institute. In line with our vision of gender equality, we renewed our Equal Pay Certification for the third time.

Supplier Guiding Principles (SGP) human rights audits continued as planned, and the number of our suppliers reporting to EcoVadis increased again this year.

Through our Proud Hundreds Program, we extended scholarships, internships, training, mentoring, and employment support to more than 200 girls and women, expanding the program from Türkiye to Kazakhstan and Bangladesh. During this period, we increased our women manager ratio from 29.2% to 32%. We also achieved a meaningful year-on-year increase in our women hiring rate, further strengthening women's representation in management. We published our first sustainability report compliant with the Turkish Sustainability Reporting Standards (TSRS) in two languages, taking our responsibility for transparency one step further. Our 2023 and 2024 integrated annual reports were recognized with awards on international platforms including Inova, ERTA, Hermes, and LACP. Throughout this process, our Sustainability Committee, reporting to our Board of Directors, continued to closely monitor our alignment with strategic targets.

Our determination in this area was also confirmed by prestigious global indices and platforms. We achieved an "A" score in the CDP Water Security program and an "A-" in the Climate Change program, maintaining our position among global leaders for the third consecutive year. We scored 66 in the S&P Global Corporate Sustainability Assessment (CSA), earning a place in the S&P Global Sustainability Yearbook for the first time and becoming the only company from Türkiye's beverage sector to achieve this recognition. In the FTSE4GOOD index, we reached our highest-ever performance with a 4.1/5 score. Our standout performance among beverage companies worldwide in the BIST-LSEG Sustainability Index became one of the strongest global indicators of our governance quality.

As we present our 2025 integrated annual report, in which we share our journey of sustainable growth and the opportunities ahead, I would like to extend my gratitude to our colleagues who continue to create long-term and lasting value through balanced progress, to our business partners who stand by us with their trust, and to all our stakeholders for their contributions.

Sincerely,

Karim Yahi
CEO

In 2025, we progressed in a balanced way on our journey to create lasting value through our operational agility, diversified portfolio, and commitment to sustainability.

Our Vision, Values and Value Creation Approach

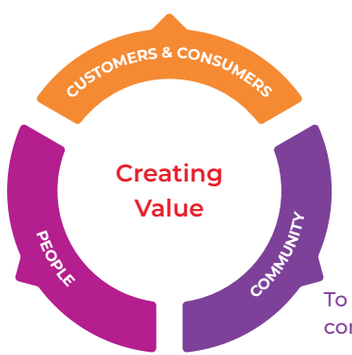
Our Vision

To be the best fast-moving consumer goods company in the countries we operate in.

Our Value Creation Approach

Being the preferred business partner of our customers. To provide our consumers with a wide range of products suitable for every lifestyle and occasion.

- Customer oriented organization
- Customer solutions that create added value
- Competitive service delivery mindset
- Holistic beverage company
- Commercial excellence



Being the best workplace

- Competence and leadership
- Connected, diverse and inclusive
- High-performance One Team culture

To be a socially responsible corporate citizen

- Corporate governance
- Environmental footprint
- Rights at work
- Social license to operate

Our Corporate Values

Passion

We put our hearts and minds into what we do.

Teamwork

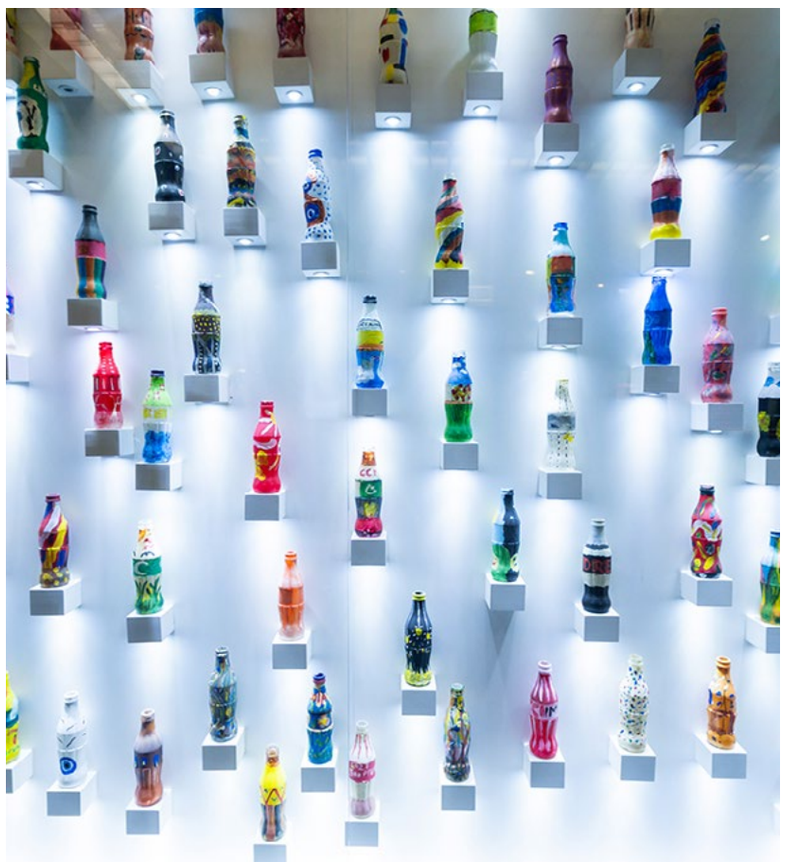
We collaborate for our collective success.

Accountability

We act with a high sense of responsibility and hold ourselves accountable.

Integrity

We are open,honest, ethical and we trust and respect each other.



Our Brands

Sparkling Soft Drinks

Coca-Cola Orijinal Tat
Coca-Cola Zero Sugar
Coca-Cola light
Diet Coke
Fanta
Sprite
Sprite Zero Calories
Crush
Crystal Cola
Crystal Ginger
Schweppes

Fruit Juice & Ice Drinks

fusetea
Cappy
Piko

Water, Sparkling Water & Soft Drinks

damla Doğal Kaynak Suyu
damla minera
bonaqua
al waha
arwa
dasani
dasani minera
kinley
kinley Soda
Powerade

Energy Drinks & Coffee

Monster Energy
Burn
Roar
Predator Energy
Costa Coffee

Our Operating Geography

At 2025

12 Countries

36 Bottling Plants

3 Fruit Processing Plants

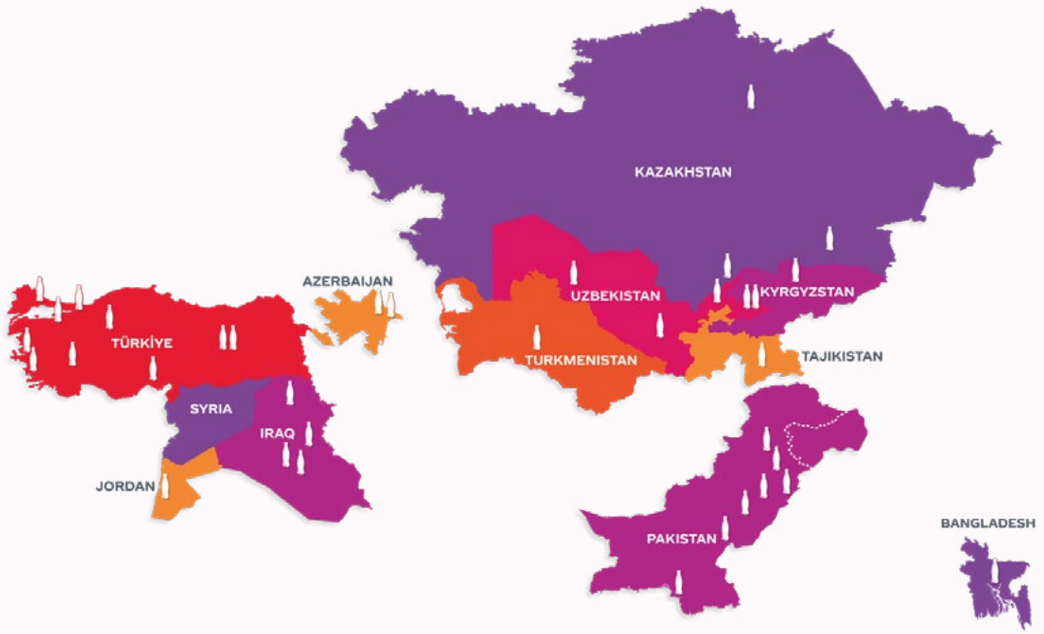
172 Production Lines

10 thousand+ Employees

600 million+ Population

1.4 million+ Sales Points

25+ Brands



Countries of Operation 2025

	Population (million) [1]	Real GDP Per Capita (US$) [2]	Real GDP Per Capita Based on Purchasing Power Parity (thousand US$) [2]	Per Capita Consumption of Non-Alcoholic Ready-To-Drink Soft Beverages (L) [3]	CCI's Ranking in Sparkling Soft Drinks [4]
Türkiye	87,69	11.903	37,4	136	1
Jordan	11,52	4.393	10,5	78	-
Kyrgyzstan	7,30	1.791	6,4	98	1
Tajikistan	10,79	1.204	4,8	52	-
Azerbaijan	10,40	5.238	20,3	116	1
Turkmenistan	7,62	7.713	13,4	48	-
Kazakhstan	20,77	10.759	26,4	167	1
Pakistan	255,22	1.340	5,5	23	1
Iraq	47,02	4.708	9,0	146	2
Uzbekistan	37,05	2.570	10,6	89	1
Bangladesh	100,14	2.691	7,2	13	2
Syria	25,62	1.104	3,1	11	-

Source: (1) & (2) S&P Global (Formerly IHS Markit); Bangladesh population figure reflects geography operated by CCI (not total country), based on internal estimates; Important Note: Real GDP per Capita and Real GDP Per Capita $PPP for CCI

Bangladesh is assumed to be the same as total country since macroeconomic estimates for CCI BD geography are not available.

(3) GlobalData (Industry Estimates), 2025 Forecast; S&P Global (Population); NARTD includes Sparkling, Juices, Packaged Water, RTD Tea & Energy Drinks; Bangladesh: based on GlobalData industry estimates & internal estimates;

(4) CCI's ranking in Sparkling Beverages is based on available panel or industry data: TR/KZ: Nielsen; PK: Foresight Research; IQ: RetailZoom; UZ/AZ/KG: GlobalData Industry Estimates & CCI Internal Volume; BD: GlobalData industry estimates, internal estimates, and CCI internal volume.

New Members of Our Operations

CCI Azerbaijan

Ismayilli

Capacity(UC)	Production Lines	Total Area
33M	2	150.000 m²

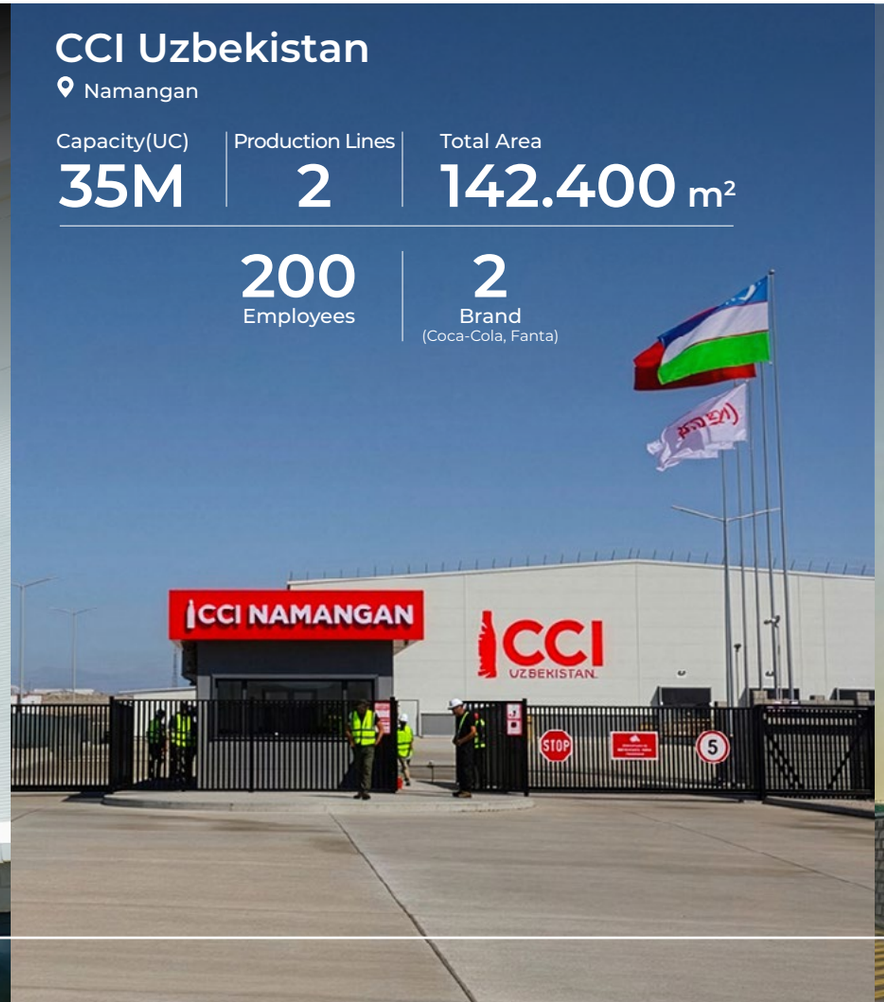
Employees	Brand
100	1 (Coca-Cola)

CCI Uzbekistan

Namangan

Capacity(UC)	Production Lines	Total Area
35M	2	142.400 m²

Employees	Brand
200	2 (Coca-Cola, Fanta)

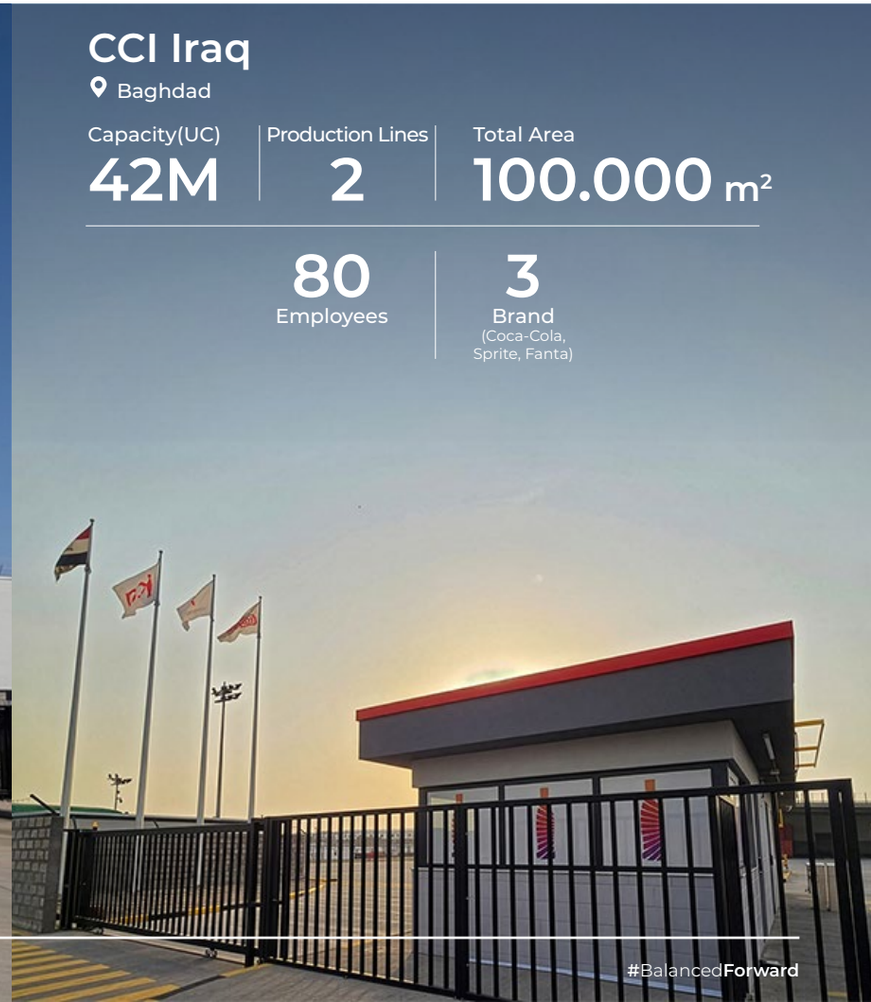


CCI Iraq

Baghdad

Capacity(UC)	Production Lines	Total Area
42M	2	100.000 m²

Employees	Brand
80	3 (Coca-Cola, Sprite, Fanta)



Highlights of 2025

Financial*

Investment amount
13.9 billion TL

Tax
7.1 billion TL

Net Sales Revenue
187 billion TL

EBIT
25 billion TL

Net Profit
14 billion TL

Operational

Sales Volume
1.6 billion unit case

Plant Openings
Ismayilli, Azerbaijan
Namangan, Uzbekistan
Baghdad, Iraq

2nd Production Line Opening in Tajikistan

Local supply rate
90%

Total cash donation
~89 million TL

Environmental

Amount of CO_2 avoided by projects carried out along the value chain
509,146 ton

Proportion of water we have replenished in basins with high water stress
54.5%

Emission reduction in distributors in Türkiye
22%

Amount of increase in water savings
27%

Production with **100%** renewable electricity in Elazığ, Isparta and Köyceğiz

Social

2.94 -fold Increase in the number of human rights training participants

10.3% Increase in the number of suppliers reporting to the EcoVadis compared to 2024

3rd year renewing Equal Salary Certification

Increase from **29.2%** to **32%** in women in managerial positions compared to 2024

100% increase in employee volunteering hours

*TMS (Turkish Accounting Standard) 29 (Financial Reporting in Hyperinflationary Economies Standard) has been applied.

Financial and Operational Performance Indicators*

Consolidated (million TL)

Year	Sales Volume (million UC)	Net Sales Revenue	EBIT**	EBIT Margin	EBITDA***	EBITDA Margin	Net Profit	Net Profit Margin	Total Shareholders' Equity	Total Assets	Net Debt	Net Debt/ EBITDA
2024	1,501	180,216	24,719	13.7%	33,177	18.4%	19,390	10.8%	70,294	194,148	33,764	1.02
2025	1,622	187,185	25,156	13.4%	33,197	17.7%	14,072	7.5%	75,840	190,872	25,593	0.77

Sales Volume (million UC)

	2024	2025	Change
Türkiye	568	562	-1.0%
International	934	1,060	13.5%
Consolidated	1,501	1,622	8.0%

Net Sales Revenue (million TL)

	2024	2025	Change
Türkiye	81,665	81,582	-0.1%
International	98,821	106,263	7.5%
Consolidated	180,216	187,185	3.9%

EBIT (million TL)

	2024	2025	Change
Türkiye	6,166	4,993	-19.0%
International	16,338	18,663	14.2%
Consolidated	24,719	25,156	1.8%

EBITDA** (million TL)

	2024	2025	Change
Türkiye	9,889	8,472	-14.3%
International	20.603	22,822	10.8%
Consolidated	33,177	33,197	0.1%

*TMS (Turkish Accounting Standard) 29 (Financial Reporting in Hyperinflationary Economies Standard) has been applied.
**EBIT: Earnings Before Interest and Taxes
***EBITDA: Earnings Before Interest, Taxes, Depreciation and Amortization

Sustainability Performance Indicators

Packaging

rPET (%)

2025	7
2026	7
2030	50

Collection Ratio (%)[2]

	Türkiye	Kazakhstan	Pakistan
2025	50	26	75
2026	55	39	78
2030	100	100	100

Water

Water Usage Ratio (L/L)

2025	1.64
2026	1.50
2030	1.36

Water Replenishment Ratio (%)[3]

2025	54.5
2026	86,6
2030	100

Climate

Renewable Energy Capacity (%)

2025	4
2026	15
2030	100

Greenhouse Gas Emissions (tCO_2e)[4]

2025	4,422,867
2026	4,130,000
2030	2,212,915

Human Rights

SGP Compliance Ratio for Preferred Suppliers (%)

2025	76.7
2026	88
2030	100

Distributor SGP Training Ratio (%)

2025	39.6
2026	40
2030	100

Diversity & Inclusion

Percentage of Female New Hires (%)

2025	26
2026	29.9
2030	35

Percentage of Female Managers (%)

2025	32
2026	31.1
2030	40

Percentage of Female Executive Committee Members (%)

2025	16.6
2030	50

Community

Number of New Beneficiaries[5]

2025	122,512
2026	100,000
2030	1,000,000

[1] Except for the Collection Ratio, all indicators are CCI All.
[2] The Collection Ratio target covers Türkiye, Kazakhstan and Pakistan, Collection rates are calculated based on the national collection rates of the respective countries, Calculations are made using ministry reports published by the countries and/or research reports published by independent organizations.
[3] Calculations have been made according to the 2025 water replenishment target,
[4] The base year is 2015, and the total GHG emissions value has been calculated by summing Scope 1, 2 and 3 emissions,
[5] As of 2022, it is progressing cumulatively,

2030 Sustainability Commitments*

Packaging

1. Continue to make **100%** of our packaging recyclable and use at least **50%** recycled material in our plastic packaging by 2030
2. Collect and recycle a bottle or can for each one we sell in **Türkiye**, **Pakistan** and **Kazakhstan**, initiate collection programs in other countries

Water

3. Increase water efficiency by **20%** by 2030 (Base Year: 2020)
4. Aim for **water neutrality** and help **secure water availability** in water-stressed locations through community projects

Climate

5. Run our manufacturing sites on **100%** renewable electricity and make them carbon-neutral
6. Reduce our total absolute GHG emissions by **13%** by 2030 and emissions per liter of product by **50%** by 2030 while growing the business (Base Year: 2015)

Human Rights

7. Establish mechanisms to ensure that CCI's distributors and priority suppliers are **100%** compliant with CCI Human Rights Policy

Diversity & Inclusion

8. Ensure that **35%** of new hires, **40%** of managerial positions and **50%** of executive committee members are women by 2030

Community

9. Reach up to **3.5M** people until 2030 with our sustainable development programs with a focus on women, youth empowerment and environment

*We will announce our updated 2035 targets in 2026.

PACKAGING
2030 Commitments

Design
Continue to make **100%** of our packaging recyclable and use at least **50%** recycled material in our plastic packaging by 2030

Progress Status
We have increased our rPET usage rate from **6%** in 2024 to **7%** in 2025 in CCI All.

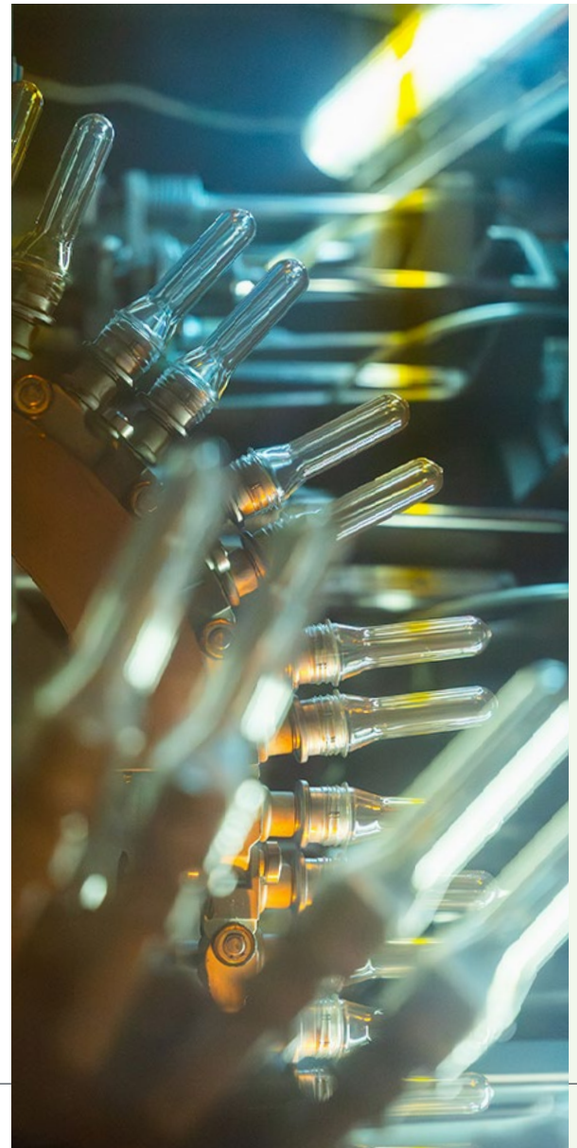
Collection
Collect and recycle a bottle or can for each one we sell in Türkiye, Pakistan and Kazakhstan, initiate collection programs in other countries

Progress Status
Country-Level Collection Ratios in 2025 (%)*
Türkiye: **50** | Kazakhstan: **26** | Pakistan: **75**

Related Links
- Sustainable Packaging and Waste Management
- Environment Policy
- Independent Assurance
- Waste Collection Projects
- Advancing the Journey of Packaging Waste

SDGs

*TCCC revised its calculation methodology again in 2025, resulting in different collection rates compared to 2024.



What We Implemented in 2025

Design
We have reached a 7% rPET usage ratio CCI All. We continued purchasing rPET in significant volumes, particularly in our Central Asian markets, including Uzbekistan and Kazakhstan. We also incorporated recycled plastic into our secondary and tertiary packaging.

Collection
Türkiye: In 2025, a pilot implementation under the Deposit Return Scheme (DRS) was launched in Sakarya. While the system was initially planned to expand to other provinces, the infrastructure did not reach the expected level. With the issuance of the DRS System Operator Procedures and Principles in the same year, a new phase began in which multiple operators can be authorized without geographical limitations. It was also stipulated that payments would be made to operators based on tariffs periodically announced by TÜÇA (Türkiye Environment Agency), and that revenues from scrap sales would remain with the operator. Through our sector engagements throughout the year, CCI contributed to progress on key issues we have advocated, including recognizing unclaimed deposit fees as system revenue and exempting deposit fees from VAT.

Kazakhstan: In 2025, we conducted a comprehensive study on the current status of packaging waste to support our proposals regarding the Extended Producer Responsibility (EPR) system. During the same period, discussions with industry representatives and decision-makers continued, while certain regulatory amendments were introduced allowing EPR obligations to be fulfilled individually.

Pakistan: The CoRe Packaging Alliance, of which CCI is a member, contributed to the advancement of the circular economy by advocating policy incentives to strengthen PET collection and recycling infrastructure. More broadly, the Coca-Cola system's field initiatives and multi-stakeholder collaborations have significantly supported the development of collection and recycling ecosystems.

Challenges

Design
In Türkiye, the regulatory approval process for the use of mechanically recycled rPET in the beverage sector is still ongoing. In Jordan, Turkmenistan, and Iraq, there is currently no regulatory framework governing the use of rPET, and approval from the relevant authorities for its use in the beverage sector is still pending. To achieve higher rPET targets across the CCI geography, developing clean and traceable PET collection mechanisms (particularly in markets such as Pakistan) remains critical.

Collection
While gaps in collection and recycling data persist in many CCI countries, we continued to contribute to regulatory processes through consultations and collaborations, aiming to remain a trusted partner for decision-makers. We also worked to improve infrastructure on both the regulatory and implementation fronts. However, uncertainties surrounding the DRS framework in Türkiye and the slow progress of EPR regulations in Central Asia continued to present significant challenges.

#Balanced**Forward**

Leadership Beyond Regulation: Extended Producer Responsibility (EPR)
"Through proactive and constructive engagement with public authorities, the Coca-Cola System has assumed a leading role in shaping an Extended Producer Responsibility (EPR) approach that aligns with global best practices while taking local priorities into account across the markets where CCI operates.

This approach has demonstrated that EPR is not merely a compliance obligation; it is a strategic tool that can enable systemic transformation through voluntary leadership and early-stage collaboration. The measurable progress achieved in the collection and recycling of packaging waste stands as a tangible outcome of this approach.

These efforts have supported the Coca-Cola System's packaging commitments while contributing to the strengthening of long-term circular economy infrastructure across CCI markets."

Mugurel Rădulescu
Public Affairs Advisor, Sustainability Policies of The Coca-Cola Company (TCCC)

Water
2030 Commitments

Water Efficiency
Increase water efficiency by **20%** by 2030 (Base Year: 2020)

Progress Status
Compared to our 2020 , we have achieved a **3%** water efficiency. Our water usage ratio (WUR) was recorded at **1.64 L/L.**

Water Replenishment
To aim for water neutrality and ensure water security in water-stressed regions through community project

Progress Status
The water replenishment ratio in high water-stress basins reached **54.5%***.

In 2025, new water replenishment projects were launched in Isparta and Madaba. Ongoing projects continued in Bursa, Çorlu, Dushanbe, Bishkek, Astana, Baku, Faisalabad, Gujranwala, Sapanca, and Karachi. The Hillah project is planned to be implemented in 2026.

Related Links
- Water Management
- Wastewater Management
- Independent Assurance
- Environment Policy
- Water Replenishment Projects
- Amount and Percentage of Water Withdrawn from Water-Stressed Areas

SDGs

*The validation process conducted by TCCC with accredited third-party organizations is expected to be completed in April 2026. All projects are funded by the Coca-Cola System (CCI and TCCF).
**Funded 100% by The Coca-Cola Foundation (TCCF).

What We Implemented in 2025
Water Efficiency

Sustainable water management is of strategic importance for the continuity of our production processes and business model. To reduce our water usage ratio, we implement efficiency projects across all CCI plants. Where reduction is not possible, water is reused in line with quality requirements. In cases where reuse is technically not feasible, wastewater is treated through advanced processes and utilized in auxiliary production processes.

In 2025, under pilot projects implemented at our Çorlu and Mersin plants in Türkiye, we began reusing industrial wastewater, treated through advanced processes, in cooling systems and steam generation.

Water Replenishment
- In Türkiye and Jordan, initiatives were carried out in smart irrigation, regenerative agriculture, and rainwater harvesting.
- In Pakistan, rainwater harvesting systems, groundwater recharge wells, and floating treatment wetlands were constructed.
- In Kyrgyzstan, Tajikistan, and Kazakhstan, basin management was strengthened and sustainable agricultural practices were expanded.

Challenges
Water Efficiency
- In newly commissioned production lines and plants, the high sanitation frequency required under 100% Food Safety standards led to increased water consumption. However, the impact across CCI was kept under control through the efficiency projects implemented simultaneously.
- Technical capacity limitations among certain local suppliers caused delays in the implementation timelines of some projects.

Water Replenishment
- Regulatory uncertainties may occasionally lead to delays in project implementation.
- In some countries where projects are carried out, capacity development needs among civil society organizations may create additional challenges during implementation.

#Balanced**Forward**

Isparta Smart Agriculture and Water Efficiency Project
"After joining the project, I started making more informed decisions about my field. Thanks to what we learned during the trainings, the soil analyses conducted, and the fertilization program prepared for us, I now better understand what to do and when to do it. I regularly follow the data coming from the sensors installed in the field and the mobile application.

In the past, I used to rely more on habits and what we learned from previous generations. Now, I make decisions about irrigation and other field activities based on data.

Being in constant communication with the project team has also made things easier for us. Whenever there is a problem, we can quickly receive support, both in using the devices and in managing field operations.

As a result, I was able to monitor my field more systematically throughout the season and understand the reasons behind each step I take. Overcoming challenges with support rather than alone has also strengthened our confidence in the program."

Hüseyin Kırlı
Farmer

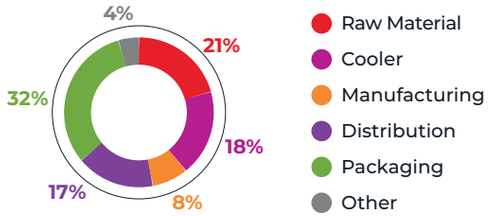
CLIMATE
2030 Commitments

Renewable Energy
Run our manufacturing sites on **100%** renewable electricity and make them carbon-neutral

Progress Status
In 2025, we operated our **Elazığ**, **Isparta**, and **Köyceğiz** plants with **100%** renewable electricity.

Emissions
Reduce our total absolute GHG emissions along our value chain by **13%** and emissions per liter of product by **50%** by 2030 while growing the business (Base Year: 2015)

CCI Emission Map



Related Links
- Energy Management and Tackling Climate Crisis
- Independent Assurance
- Environment Policy
- Emissions by Scope and Region

SDGs

What We Implemented in 2025

Renewable Energy
YOur renewable energy strategy prioritizes investing in or leasing renewable energy generation, followed by purchasing renewable electricity where direct investment is not feasible, and carbon neutralization as a final step.

Through investments made in 2025, we met 4% of our total electricity consumption through our own renewable energy generation. Due to local regulatory requirements and technical constraints, we were unable to implement the planned investments at our Elazığ and Isparta plants. However, through I-REC certification, we sourced 100% renewable electricity for these plants as well as for our Köyceğiz plant, increasing the share of renewable energy in our total electricity consumption to 9%.

Emissions
Our operational emissions, calculated at 2,543,580 tons of CO_2e in 2015, reached 4,422,967 tons of CO_2e in 2025. In line with the growth of our business, we expect our emissions to increase by 73% by 2030, reaching 4,395,156 tons of CO_2e.

Our entry into the Bangladesh market in 2024 and the commissioning of two new plants in 2024 and three new plants in 2025 across our existing markets increased our production volume. As a result, we projected that our total emissions would rise by 10% compared to the previous year, reaching 4,932,113 tons of CO_2e.

However, through initiatives implemented throughout the year (including packaging lightweighting, energy efficiency improvements in cooling equipment, and increased use of returnable packaging) we prevented the generation of 509,146 tons of CO_2e emissions. As a result, we limited our total emissions to 4,422,967 tons of CO_2e, representing a 1% decrease compared to the previous year.

Challenges

Renewable Energy
- Limited technical infrastructure for integrating renewable energy sources into the grid can lead to delays in project development.
- Lengthy environmental and regulatory permitting processes for renewable energy investments may affect planned investment timelines.
- Insufficient financial incentives or frequently changing regulations for renewable energy investments can make investment decisions more challenging.

Emissions
- Limited low-emission electricity generation and supply strategies in the countries where we operate, along with delays in alignment with these strategies, hinder reductions in Scope 2 and Scope 3 emissions arising from grid electricity.
- Regulatory gaps and implementation challenges related to the use of recycled packaging and post-consumer packaging waste collection, which are critical steps in reducing packaging-related emissions, negatively affect our emission reduction efforts.

#Balanced**Forward**

Smart and Light-Sensitive Cooler Lighting Sensor
"Emissions generated by coolers account for nearly one-third of the total emissions of the Coca-Cola system. Therefore, the potential impact we can create in this area is significant and a clear priority. Throughout the year, our team has continued to improve our processes while also working to make our cooling equipment more sustainable by developing new solutions and projects.
Within this scope, we developed the Smart and Light-Sensitive Cooler Lighting System for coolers located outdoors, aiming to reduce energy consumption related to lighting. This solution automatically detects ambient light conditions and prevents unnecessary lighting during daylight hours, thereby reducing both energy use and operating costs.
This innovation not only improves operational efficiency but also contributes directly to our sustainability targets."

Gürcan Ercan
Technical Service Manager
CCI Türkiye

HUMAN RIGHTS

2030 Commitments

Establish mechanisms to ensure that CCI's distributor and CCI's preferred suppliers are **100%** compliant with the CCI Human Rights Policy

Progress Status

In 2025, our supplier SGP audit compliance ratio reached **76.7%***, while our distributor SGP training ratio was **39.6%**.

*The Supplier SGP Audit Compliance Ratio is verified by third-party organizations accredited by TCCC.

Related Links

- Supply Chain Management
- Sustainability Across Distributors
- Human Rights Policy

SDGs

What We Implemented in 2025

- We continued providing training to distributors' employees under the CCI Human Rights Policy.
- In two joint dialogue meetings organized by the CCI Türkiye Human Resources team with Worker Union Representatives, we addressed transparency in employer–employee relations and improvements in working conditions, identifying development areas based on employees' needs and expectations.
- During distributor meetings, we provided information on the CCI Human Rights Policy and highlighted areas for improvement.
- As part of the CCI Supplier Meeting, we shared our Human Rights Policy and our expectations in this area with 50 suppliers.
- To encourage balanced use of annual leave, we launched the Annual Leave Planning System, enabling employees to take their annual leave more timely and evenly.
- We established a working group to develop an audit mechanism to measure 100% compliance of our distributors with the CCI Human Rights Policy.

Challenges

- Limited availability of right audit partners to conduct Human Rights audits, along with geographic challenges and varying regulatory requirements, make it more difficult to design the audit mechanism and calibrate compliance processes effectively.
- The continuous updates in national and international regulations create a need for flexibility and ongoing adaptation in compliance processes.
- Supplier maturity levels in the countries where CCI operates and market concentration in certain supply areas may affect regulatory action plans, implementation processes, and procurement activities. Accordingly, annual plans have been aligned with supplier maturity levels and annual targets have been updated.

#Balanced**Forward**

From Audit to Transformation: The Impact of the SGP Process

"We view the SGP audit not merely as a compliance check, but as an opportunity to better understand the expectations of our business partners in terms of our corporate development.

This process has enabled us to go beyond legal requirements and conduct a comprehensive assessment of our practices in sustainability, business ethics, and social responsibility, helping us clearly identify areas for improvement.

Today, the SGP audit experience has become an important lever that strengthens our corporate maturity and the discipline of our practices."

Ahmet Çelik & Sercan Karakurt
BERICAP Kapak San. A.Ş.

DIVERSITY & INCLUSION

2030 Commitments

Ensure that **35%** of new hires, **40%** of managerial positions, and **50%** of the Executive Committee members are women by 2030

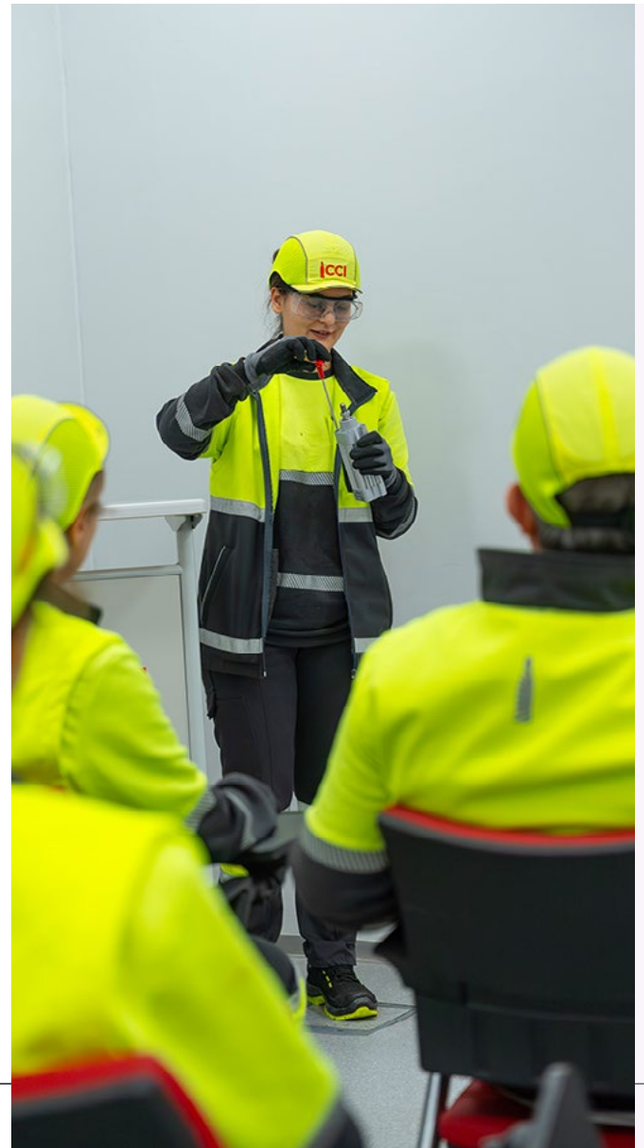
Progress Status

In 2025, the female hiring ratio was **26%**, the female manager ratio reached **32%**, and the ratio of female Executive Committee members was **16.6%**.

Related Links

- Diversity & Inclusion
- Corporate Social Responsibility at CCI
- Independent Assurance
- Human Rights Policy

SDGs



What We Implemented in 2025

- We adapted our Gender Inclusive Language Communication Guide into Russian, while adaptation efforts for other languages are ongoing.
- Through the CCI Refer application we developed, employees can recommend candidates who are aligned with the CCI culture and the relevant position. This system increased employee participation in the recruitment process and strengthened the diversity of our candidate pool.
- We delivered Women's Leadership, Inclusive Leadership, and "From Bias to Inclusion" trainings at CCI Türkiye.
- In October, we organized women's health events, talks, and health screenings across all CCI countries.
- We held awareness activities for International Women's Day and World Day for Cultural Diversity.
- We developed the Women Production Operator Program (KUPA) under the MEX Academy. Within the program, seven female seasonal operators gained the competencies required for permanent positions through additional training. This initiative was recognized with a Silver Award by KALDER in 2025.
- Under the CCI Türkiye Women's Network, we brought together 300 female employees across eight locations. The program included trainings, project-sharing sessions, conversations with leaders, and a focus group study titled "Being a Woman at CCI", exploring ways to foster a more inclusive corporate culture.
- We added 22 questions on inclusion, diversity, and care work to VOCCI, aiming to address improvement areas more systematically based on employee feedback.

Challenges

- Women's participation in technical roles remains limited due to restricted access to technical training opportunities and socio-cultural factors, creating an important barrier to equal opportunities.
- Socio-economic and cultural factors increase the care burden on women, limiting their equal participation in the labor market.
- The understanding of inclusion and diversity varies across the countries where we operate, depending on cultural norms and social dynamics.
- Rapid changes in global labor market dynamics and increasing competition make it more challenging to attract and retain qualified talent.

#Balanced**Forward**

MEX Academy – KUPA Program

"I was a participant in the MEX Academy KUPA Program in 2025, which aims to equip women with professional skills and create a sustainable talent pool for production roles.

Thanks to the measurement, maintenance, and occupational safety trainings I received at the academy, I can now work at my machines more safely, more consciously, and with greater competence.

I can clearly see the direct impact this has had on my life. Thank you, CCI."

Ayris Yazıcı
Production Operator
CCI Türkiye - İzmir Plant

COMMUNITY
2030 Commitments

Reach up to **3.5 million** people until 2030 with our sustainable development programs with focus on women, youth empowerment and environment

Progress Status

In 2025, through our programs and projects focused on women, water, and waste, we reached **122,512** new beneficiaries.

Related Links

- Corporate Social Responsibility at CCI
- Independent Assurance

SDGs

What We Implemented in 2025

- Under the Proud Hundreds Program, we increased women's employment by hiring 175 women in sales roles and forklift operator positions.
- We expanded the Proud Hundreds Program internationally by adapting it as the Tandauym (My Choice) program in Kazakhstan and the Wing program in Bangladesh.
- Through water replenishment projects implemented across 13 CCI locations, we contributed to the protection of water resources while also strengthening water management capacity and community awareness in the regions where we operate.
- Under our new volunteering policy, 1,428 CCI Volunteers participated in mentorship programs, environmental clean-up initiatives, marathons, and donation campaigns.
- As part of our disaster and wildfire response efforts, we provided beverage donations to affected regions.

Challenges

- Our customers' expectations regarding social investment projects have introduced additional alignment requirements during the planning and implementation phases of these initiatives.
- In line with international frameworks and investor expectations, the need for more detailed, comparable, and third-party verified impact measurement increased significantly in 2025.

#Balanced**Forward**

Proud Hundreds Program – Partnership with Anadolu Foundation

"Our mentorship collaboration with CCI under the Proud Hundreds Program has created a lasting transformation story by aligning with our foundation's vision of strengthening the education and career journeys of young women. This collaboration has enabled a holistic development process that supports not only the academic and professional growth of young women but also enhances their self-confidence and helps them unlock their potential. The mentorship approach based on knowledge and experience sharing has helped our scholarship recipients move forward with greater confidence and awareness about the future.

Within the scope of the program, mentorship support provided by CCI executives to 114 scholarship recipients over three years has played an important role in helping them clarify their career aspirations, gain a deeper understanding of business dynamics, and develop their professional competencies. This process has strengthened young women's decision-making and leadership skills, while interactions with role models have supported the sustainability of their personal and professional development.

From the perspective of our foundation, this mentorship collaboration stands out as a long-term value creation model that delivers tangible contributions to the development of human capital, gender equality, and inclusive growth. The program, implemented through a corporate partnership approach, has created a social impact area aligned with the Sustainable Development Goals by transforming individual development into community benefit. We believe that this collaboration with CCI will continue to expand in the future with its strong governance approach and measurable outcomes."

Evrim Hizaler
General Manager
Anadolu Foundation

Our Awards and Recognitions

Corporate Reputation, Financial Security, Indice Performances

S&P Global Ratings

S&P Global Ratings has affirmed CCI's Long-Term Issuer Credit Rating at BB+ and upgraded the outlook to "Stable" from "Negative." CCI's rating remains one of the highest ratings assigned by S&P in Türkiye.

Fitch Ratings

International Credit Rating Provider Fitch Ratings affirmed CCI's Long-Term Issuer Default Rating at BBB, with a Stable outlook. CCI continues to be the highest-rated company in Türkiye.

Türkiye's 500 Largest Private Companies Research

CCI ranked 1st in the non-alcoholic beverages category in Capital Magazine's annual "Türkiye's 500 Largest Private Companies" list.

Sustainability and Responsible Business Practices

CDP Climate, Water and Supply Chain Programs

According to CDP 2024 results, CCI achieved an A-score in the Climate Change Program, becoming a Türkiye Climate Leader, and an A score in the Water Security Program, becoming a Global Water Leader. CCI maintained its position on the Global A List in the Water Security Program with an A score for the second consecutive year.
In addition, during the 2024 reporting cycle, CCI achieved A-level performance in the CDP Supplier Engagement Assessment, securing a place on the Global A List.

Top 100 Taxpayers List

The Azerbaijan State Tax Service ranked CCI among the Top 30 in the "Top 100 Taxpayers" list in recognition of its transparent and responsible approach. In 2024, CCI Azerbaijan paid a total of 45.9 million Manat in taxes, ranking 27th among the country's largest taxpayers.

Register of Fair Entrepreneurs

CCI Kyrgyzstan was among the first companies included in the newly established Register of Fair (Integrity-based) Entrepreneurs of the Kyrgyz Republic, created under a government resolution to recognize transparent and responsible businesses. This inclusion reflects trust in CCI Kyrgyzstan's ethical and integrity-driven business practices.

Best Business Awards

CCI's Nano-Stretch Project received the "Best Sustainable Process/Product Award" at the Best Business Awards. The project directly supports CCI's 2030 Sustainability Commitments by reducing packaging waste, carbon emissions, and operational costs at plants in Türkiye.

Reporting, Transparency & Stakeholder Communication

iNOVA Awards

The CCI 2024 Integrated Annual Report received the Gold Award in the Integrated Annual Report & Corporate Social Responsibility Report category at the iNOVA Awards. The report also entered the top 5% of global submissions, receiving the Grand Award.

ERTA Integrated Reporting Awards

The CCI 2024 Integrated Annual Report received an award in the "Value Creation" category at the ERTA Integrated Reporting Awards.

Hermes Creative Award

The CCI 2023 Integrated Annual Report received the Platinum Award in the Annual Reports category at the Hermes Creative Awards.

League of American Communications Professionals (LACP)

The CCI 2023 Integrated Annual Report received 99 out of 100 points at the Vision Awards 2023/24 organized by the League of American Communications Professionals (LACP), ranking 8th globally in the "Top 100 Reports" list. The report also received the Platinum Award and the Best Cover Design Award.

Reporting Matters 2024

In the Reporting Matters 2024 assessment, conducted by the World Business Council for Sustainable Development (WBCSD), CCI ranked among the top 10 companies with the highest scores out of 77 companies. This result highlights the strength and maturity of CCI's sustainability reporting practices.

Communicator Awards

CCI's renewed corporate website received five awards at the Communicator Awards in the following categories: User Experience, User Interface, Navigation Design, Business-to-Business, Food & Beverage.

Operational Excellence

Execution Cup

At the Execution Cup organized by TCCC, CCI Iraq ranked 1st among EME bottlers while CCI Kazakhstan ranked 2nd. In addition CCI Uzbekistan received the Jury Special Award.

TEXA Awards

CCI Türkiye Isparta Plant received the TISC Special Recognition Award; and, CCI Pakistan Haripur Plant received the Bronze Award at the TEXA Awards for their operational excellence practices.

Customer Choice Award (Magnum)

CCI Kazakhstan received the Customer Choice Award at the Magnum GO! E-Commerce Forum.

International Favorite Brand

Following a nationwide public vote organized under the patronage of the Ministry of Industry and New Technologies of the Republic of Tajikistan, CCI Tajikistan was selected as Tajikistan's "International Favorite Brand" in 2025.

People, Talent Management and Employee Engagement

Top Employer

CCI earned the Top Employer 2025 Certification in Türkiye, Kazakhstan, and Pakistan through its people and culture-focused strategy, offering strong working conditions and innovative human resources practices.

Brandon Hall Group HCM Excellence Award

CCI received a Gold Award with the U30+ Leaders of Tomorrow Development Program, while its CCI'm Flex flexible benefits program received the Silver Award in the Best Benefits Strategy and Management category at the Brandon Hall Group HCM Excellence Awards.

Toptalent TOP 100 Talent Program 2025

Within the TOP 100 Talent Program 2025 organized by Toptalent, CCI achieved outstanding results in the Fast-Moving Consumer Goods, Non-Alcoholic Beverages category. The Next Talent Program ranked 1st, while the SummerFest Program ranked 2nd among the most admired talent programs of the year.

Stevie Awards

The CCI'm Flex flexible benefits program received the Gold Award in the Benefits Design and Administration category under the HR Achievement Awards at the Stevie Awards. In addition, the CCI HR Team received the Gold Award in the Benefits or Payroll Team of the Year category.

Youth Awards 2025

At the Youth Awards 2025, CCI received the Gold Award in the Most Admired Campus Events Company category and the Bronze Award in the Most Admired Employee Benefits Program category with CCI'm Flex. CCI also received the Achievement Award in the Most Admired Recruitment category.

CCI Sailing Team

The CCI Sailing Team delivered a consistent performance throughout the season in national and international sailing races, achieving numerous 1st, 2nd, and 3rd place rankings in IRC 0 and IRC O classes. Through strong results in prestigious competitions such as the Fifty Fifty Sailing Cup, Commodores Cup stages, Eker Olympos Regatta, Bosphorus Cup, and TAYK Trophy, the team demonstrated competitive performance and sporting discipline throughout the season.

Corporate Basketball League

The CCI Basketball Team finished 2nd in its group with three wins in four matches during the qualification stage, earning a trophy award.

Governance and Individual Recognition on Leadership

Kazakhstan Presidential Award

Two leaders from CCI Kazakhstan, Erdinç Güzel and Alima Issembayeva, received prestigious state honors awarded by Presidential Decree of the Republic of Kazakhstan. Erdinç Güzel, CCI Regional Director responsible for Central Asia and the Caucasus, was awarded the Order of Dostyk (Friendship), Second Degree for his contributions to strengthening peace, friendship, and cooperation among communities.

50 Innovative HR Leaders List

Fast Company recognized Burak Gürcan, CCI's Chief Human Resources Officer, in its "50 Innovative HR Leaders" list.

50 Strongest HR Leaders List

Ekonomist recognized Burak Gürcan, CCI's Chief Human Resources Officer, in its "50 Strongest HR Leaders" list.

50 Most Effective Technology Leaders List

Aslı Kamiloğlu was featured in the "50 Most Effective Technology Leaders" list by BMI Business School.

Sustainability Leaders of Türkiye 50

Fast Company recognized Burçun İmir[1], CCI's Chief Corporate Affairs and Sustainability Officer, in its "Sustainability Leaders of Türkiye 50" research.

[1] Burçun İmir left the company as of September 2025.

Socio-economic Contribution, Diversity and Social Impact

Türkiye's Entrepreneurial Women Power Competition

CCI Azerbaijan was awarded first place in the category of "Company with the Highest Increase in Women's Employment" at the Türkiye's Entrepreneurial Women Power Competition, organized in collaboration with The Union of Chambers and Commodity Exchanges of Türkiye (TOBB) and The Economic Policy Research Foundation of Türkiye (TEPAV).

Sustainable Business Awards

The Proud Hundreds Program received the Private Sector-NGO Collaboration Award at the Sustainable Business Awards 2025.

Women-Friendly Brands Awareness Awards

The Proud Hundreds Program, which aims to increase women's employment and strengthen the women talent pipeline at CCI Türkiye, received an award in the Gender Equality category at the Women-Friendly Brands Awareness Awards.

Altın Pusula Public Relations Awards

Proud Hundreds Program, launched by CCI Türkiye to enhance women's employment and strengthen the female talent pool, received the "KAGIDER 1:1 Gender Equality" award at the Altın Pusula Türkiye Public Relations Awards.

Kyrgyzstan President's Award

CCI Kyrgyzstan was honored with the Certificate of Honor and the "Ardak" badge of the Kyrgyz Republic by President Sadyr Japarov, in recognition of its socio-economic contributions to the country.

AmCham Awards

CCI Kazakhstan received an award at the AmCham Awards 2025, organized by the American Chamber of Commerce, for its contributions to business and community.

Presidential Paryz 2025 Corporate Social Responsibility Awards

CCI Kazakhstan received the "Best Social Project of the Year" award in the Large Enterprises category at the Presidential Paryz 2025 CSR Awards.

Digital Transformation and Innovation

UiPath Award

The Route Settlement Document Understanding Project was selected among the 25 most innovative projects in the world at the UiPath Awards.

IDC CIO Excellence Awards

CCI was recognized in the "Business Enablement" category at the IDC CIO Excellence Awards for its project "Driving Sales Growth with AI-Powered Demand Forecasting Integrated with Product Recommendations."

Our Environmental, Social and Governance (ESG) Journey

2002

- First environment policy

2009

- First place in the Türkiye Accountability Ranking
- Signatory to the United Nations Global Compact (UNGC)
- First sustainability report

2011

- Successful completion of the first ISAE 3000 independent assurance audit
- Founding member of the Climate Change Leaders Group
- Türkiye's number-one food and beverage company among the CDP Carbon Disclosure Leaders
- Signatory to the 2°C Challenge Communiqué

2012

- One of the top two companies in Türkiye among the CDP Carbon Disclosure Leaders
- Signing of the World Economic Forum Gender Equality "Equality at Work" declaration and taking part in the Türkiye platform of this initiative
- Participation in the “Equal Opportunities Model", a joint initiative of KAGIDER (Association of Women Entrepreneurs)

2013

- First multinational operation among all bottlers to complete the "Top 10 Energy Savings Target Program" in TCCS
- Implementation of the new "Code of Ethics", "Workplace Rights Policy", and the Independent Ethics Line
- First ISO 14064-3 certification for GHG inventory
- Being listed among the Carbon Disclosure and Performance Leaders in the CDP Türkiye Climate Change Report
- "Gender Equality Certificate" from KAGIDER

2014

- Second highest score in the Transparency category at the CDP Türkiye Climate Leadership Awards
- The first company from Türkiye to join the CDP Water Safety Program
- Corporate Governance score increased from 8.8 to 9.25

2015

- Announcement of the "2025 Vision and Strategic Framework"
- Participation in the "Borsa Istanbul (BIST) 50 Sustainability Index"
- Participation in the “Euronext Vigeo 70 Most Advanced Companies in Emerging Countries” Index
- Signatory to WEPs
- Corporate Governance score increased from 9.25 to 9.40

2016

- Participation in “BIST 100 Sustainability Index”, “MSCI Global Sustainability Index", and "FTSE4Good Development Index"
- Being included among the "Türkiye CDP Climate Change Leaders”

2017

- Participation in the "ECPI Emerging Markets ESG Equity Index"
- Participation in the “Vigeo Eiris Best Performances in Emerging Markets" Index
- Participation in the “30% Club Türkiye Chapter”, launched by Sabancı University’s Corporate Governance Forum and the Capital Markets Board

2018

- Update of the "Workplace Rights Policy" as "Human Rights Policy"
- LEED Gold Certificate for CCI Dudullu Head Office
- Corporate Governance score: 9.45

2019

- Member of Integrated Reporting Association Türkiye (ERTA)
- Signatory to the "Business Plastic Initiative" (İPG) in Türkiye
- Corporate Governance score: 9.46

2020

- CORE (Collect and Recycle) Alliance performance above the sectoral and global average in Pakistan
- Signatory to LEAD Network CEO Pledge
- Member of “Buyers Supporting VIVE”
- CCI Türkiye Domestic Violence Policy, within the scope of the Business Against Domestic Violence (BADV)

2021

- Invitation to S&P Global's 2021 Corporate Sustainability Assessment and an increase of 19 points compared to the previous reporting period
- First Integrated Annual Report
- Ranking among the leaders in Türkiye with an "A-" rating in the CDP Water Safety Program and an "A" rating in the CDP Supplier Engagement Assessment
- Inclusion in the CFO Task Force for the UNGC Sustainable Development Goals (SDGs)
- Corporate Governance score increased from 9.46 to 9.47

2022

- The only company from Türkiye and TCCS that remains included in UNGC 100 Index (since 2013)
- Publication of CCI 2030 Sustainability Commitments
- The first sustainability linked bond for the beverage
- industry in the EMEA (Europe-Middle East-Africa) region
- Participation in the UNGC "Early Adopter Program" as a pioneer
- Expansion of the CDP reporting scope to cover 100% of CCI operations
- Sharing commitments with the "Business Plastics Initiative" (İPG) in Türkiye
- Corporate Governance score increased from 9.47 to 9.48

2023

- The 2022 Integrated Annual Report, available in 4 languages the first time (Turkish, English, Russian and Arabic) for the first time
- Being included on the Global A List with an "A" score in the CDP Water Safety Program and raising our score to "A-" in the CDP Climate Change Program, thereby demonstrating a performance above the sectoral and global average

2024

- Establishment of the Board of Directors Sustainability Committee
- Obtaining of an International Finance Corporation (IFC) linked loan
- Receipt of first limited-assurance audit for social performance indicators

2025

- Publication of the first TSRS-compliant report (Türkiye Sustainability Reporting Standards)
- Achieving an “A-” score in the CDP Climate Change Program and an “A” score in the Water Security Program for the third consecutive year, demonstrating performance above the global average
- Reaching a total score of 66 in the S&P Global Corporate Sustainability Assessment (CSA), representing a 9-point increase compared to the previous reporting period
- Inclusion in the S&P Global Sustainability Yearbook 2026 for the first time internationally, ranking within the top 15% of companies in the beverage sector, and becoming a pioneer in Türkiye's beverage sector
- Ranking 3rd among 135 beverage companies with a score of 83 in the BIST Index ESG assessment conducted by LSEG

Reporting Progress Through The Years

Aligned with our goal to make CCI a leader in sustainability, accountability, and transparency, CCI's sustainability report is our primary communication tool to inform our stakeholders of our performance with regard to sustainability. As we have improved our sustainability reporting, we have been included in global sustainability indices, built positive relationships with stakeholder groups who value environmental and social transparency, and enhanced our corporate reputation.

Year	Reporting Standard	Scope	Independent Assurance	Verification
2007-2008	First GRI-controlled report in Türkiye	Türkiye	-	-
2008-2009	First GRI B level report in Türkiye, UNGC CoP	+ Kazakhstan + Jordan	-	-
2010	GRI B level report, UNGC CoP	+ Azerbaijan	-	-
2011	Second A+ GRI level report in Türkiye	-	Water and energy data for Türkiye	-
2012	G3.1 Guidelines GRI A+ level report, UNGC CoP	+ Best practices of Pakistan	Water, energy, and waste data for Türkiye, Jordan, Azerbaijan, and Kazakhstan, as well as greenhouse gas emissions for Türkiye	-
2013	GRI G4 Guidelines, UNGC CoP	-	Water, energy, and waste data for Türkiye, Jordan, Azerbaijan, and Kazakhstan, as well as greenhouse gas emissions for Türkiye	-
2014	GRI G4 Guidelines, UNGC CoP	+ Pakistan	Water and energy data for Türkiye and Pakistan	Independent Assessment
2015	GRI G4 Guidelines, UNGC CoP, and WEPs reporting	-	Water and energy data for Türkiye and Pakistan	Greenhouse Gas Inventory of Türkiye
2016	New GRI Standards, UNGC CoP, and WEPs reporting	+ Kyrgyzstan	Water and energy data for Türkiye	Greenhouse Gas Inventory of Türkiye
2017	New GRI Standards, UNGC CoP, and WEP reporting	-	Water and energy data for Türkiye	GHG Inventory of Türkiye for Scope 1 and 2
2018	New GRI Standards, UNGC CoP, and WEPs reporting	-	Water and energy data for Türkiye	GHG Inventory of Türkiye for Scope 1 and 2
2019	New GRI Standards, UNGC CoP, and WEPs reporting	+ Tajikistan	Water and energy data for Türkiye and Tajikistan as well as waste data for Türkiye	GHG Inventory of Türkiye for Scope 1 and 2
2020	GRI Core Standards 2016, UNGC CoP, WEPs, and IIRC Framework	+Turkmenistan +Iraq	Water and energy data for Türkiye, Kyrgyzstan, Tajikistan, Azerbaijan, Turkmenistan, Kazakhstan, Pakistan and Iraq, Waste data for Türkiye	GHG Inventory of Türkiye for Scope 1 and 2
2021	GRI Core Standards 2016, UNGC CoP, WEPs, IIRC, and CMB Sustainability Principles Compliance Framework	-	Energy, water, and waste data for Türkiye, Turkmenistan and Pakistan	GHG Inventory of Türkiye for Scope 1, 2 and 3
2022	GRI Core Standards 2021, UNGC Early Adopters CoP, WEP, IIRC, and CMB Sustainability Principles Compliance Framework	+ Uzbekistan	Energy, water, and waste data for all CCI countries	GHG Inventory of all CCI Countries for Scope 1, 2 and 3
2023	GRI Core Standards 2021, UNGC Early Adopters CoP, WEP, IIRC and CMB Sustainability Principles Compliance Framework	-	Energy, water and waste data for all CCI countries	GHG Inventory of all CCI Countries for Scope 1, 2 and 3
2024	GRI Core Standards 2021, UNGC Early Adopters CoP, WEPs, IIRC, and CMB Sustainability Principles Compliance Framework, Türkiye Sustainability Reporting Standards 1 and 2.	+ Bangladesh + Anadolu Etap	Environmental (energy, water, waste) and social (OHS, employee data, performance and training, corporate social responsibility) for all CCI countries	GHG Inventory of all CCI Countries for Scope 1, 2 and 3 + Anadolu Etap for Scope 1, 2
2025	GRI Core Standards 2021, UNGC E arly Adopters CoP, WEPs, IIRC, and CMB Sustainabilit y Principles Compliance Framework, Türkiye Sustainability Reporting Standards 1 and 2	-	Environmental (energy, water, waste) and social (OHS , employee data, performance and training, corporate social responsibility) for all CCI countries, Anadolu Etap environmental data (energy, water, waste)	GHG Inventory of all C CI Countries for Scope 1, 2 and 3 + Anadolu Etap for Scope 1, 2

Recognition in Sustainability Indices

Thanks to the contributions made by our sustainable business practices, and the transparent disclosure of our sustainability vision, CCI holds a prominent place in national and global sustainability indices.

United Nations Global Compact (UNGC)

CCI, which signed the UN Global Compact (UNGC) in 2009, is among the first companies to implement the UNGC "Early Adopter CoP" reporting framework, introduced in 2022.

Borsa Istanbul (BIST) Sustainability Index

Within the scope of the ESG assessments conducted by the London Stock Exchange Group (LSEG), CCI ranked 3rd among 135 global beverage companies with a score of 83 in 2025. With this result, CCI achieved its highest performance to date in the BIST Sustainability Index.

Morgan Stanley Capital International (MSCI) Global Sustainability Index

CCI, which was included in the MSCI Global Sustainability Index in 2016, maintained its BB rating following the 2024-2025 ESG performance assessment.

FTSE4Good Emerging Index

CCI, which was included in the FTSE4Good Index in 2016 due to its strong ESG performance, has achieved its highest-ever score, reaching 4.1/5. This achievement also shows that CCI ranks within the top 20% of the global Food and Beverage sector. In line with its 2030 Sustainability Commitments, CCI continues to strengthen its Environmental, Social and Governance (ESG) performance and transparency with determination.

Emerging Markets ESG Equity Index (ECPI)

As of December 2017, CCI has been included in the Emerging Markets ESG Equity Index (ECPI). ECPI is a leading rating and index company specializing in ESG performance research.

Sustainalytics

As a reflection of its commitment to transparency and enhanced ESG disclosures, CCI transitioned to Sustainalytics' Comprehensive Framework. Under the 2025 ESG Risk Rating, CCI received a score of 25.6, placing it in the "Medium Risk" category. Through this transition, CCI increased the number of evaluated governance indicators to over 70, demonstrating its commitment to sustainability through a more comprehensive framework that addresses sector-specific risks in greater depth.

Carbon Disclosure Program (CDP) Climate Change and Water Security Programs

CCI has participated voluntarily in the CDP Climate Change Program since 2011 and the CDP Water Program since 2014. In 2025, CCI received the Water Security Award from CDP Türkiye for the third time. CCI's scores for 2023 and 2024 were "A" in the CDP Water Security Program and "A-" in the Climate Change Program. In 2025, CCI maintained its position on the CDP Global A List, receiving an "A" score in Water Security and an "A-" score in Climate Change.

S&P Sustainability Assessment

CCI's S&P Global Corporate Sustainability Assessment (CSA) score increased from 57 in 2024 to 66 in 2025. This increase marked a significant milestone, as it represents the first time since 2017 that the score exceeded the 60-point threshold. In addition, CCI was included in the S&P Global Sustainability Yearbook 2026 for the first time internationally, ranking within the top 15% of companies in the beverage sector.

OUR INTEGRATED GOVERNANCE APPROACH

#Balanced**Forward**

We consider sustainability an important part of CCI's business strategy and aim to continuously increase the value created for our stakeholders.

95%
participation in Board of Directors Meetings

269
number of notifications to our Ethics Line

3
point increase in Employee Engagement Survey, Ethics and Compliance category

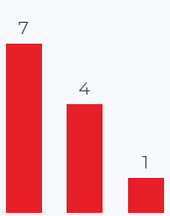
Our Integrated Governance Model

Corporate Governance

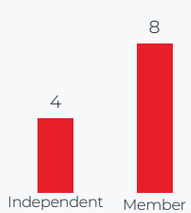
Field of Expertise*	Kamil Süleyman Yazıcı	İlhan Murat Özgel	Talip Altuğ Aksoy	İbrahim İzzet Özilhan	Sadettin Ahmet Bilgiç	Burak Başarır	Mehmet Hurşit Zorlu	Rasih Engin Akçakoca	Lale Develioğlu	Prof. Dr. Barış Tan	Emin Ethem Kutucular	İlhami Koç
Industry	✓	✓	✓	✓	✓	✓	✓		✓	✓	✓	
Finance-Audit-Risk	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓
Senior Executive	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Legal-Public Policy											✓	✓
Environmental						✓	✓		✓	✓		
Social				✓		✓	✓			✓	✓	✓

*Referenced from the "Industrial" section of the Glass Lewis Board of Directors Talent Matrix.

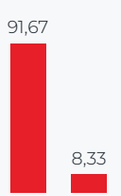
Total Work Experience (years)



Independent Members (number)

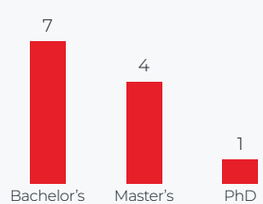


Board Members by Gender (%)



Board Members by Nationality (%)

Board Members by Education Level (number)



Average Tenure on the CCI Board (years)

Committees of the Board of Directors

Board of Directors

Kamil Süleyman Yazıcı
Chairman of the Board

İlhan Murat Özgel
Vice-Chairman of the Board

Talip Altuğ Aksoy
Board Member

İbrahim İzzet Özilhan
Board Member

Sadettin Ahmet Bilgiç
Board Member

Burak Başarır
Board Member

Mehmet Hurşit Zorlu
Board Member

Rasih Engin Akçakoca
Board Member

Lale Develioğlu
Independent Board Member

Prof. Dr. Barış Tan
Independent Board Member

Emin Ethem Kutucular
Independent Board Member

İlhami Koç
Independent Board Member

Number of Executive Board Members: **0**
Number of Non-Executive Board Members: **12**

Audit Committee

The Audit Committee is responsible for taking all necessary measures to ensure that all internal and independent audits are carried out adequately and transparently. In this context, it primarily makes sure that some important requirements are fulfilled. First of all, it checks and gives its approval as to whether or not the financial statements to be publicly disclosed and their footnotes comply with the legislation and international accounting standards. In addition, it conducts research regarding the selection of independent auditing companies and presents the company that is deemed suitable to the Board of Directors to obtain prior approval for the same. In addition, it oversees the functioning and effectiveness of the company's accounting system, the process of public disclosure of financial information, the independent auditing process, and the internal control and internal auditing system. It examines the complaints received regarding the independent audit company, the company accounting and the internal control system, and carries out the necessary finalization procedures. Furthermore, it oversees the implementation of the internal ethics code and the functioning of the risk management framework adopted by the company. As a final point, it determines the necessary regulations to prevent conflicts of interest that may arise between the Members of the Board of Directors, executives, and other employees, and takes measures to prevent the misuse of the company's trade secrets.

Number of Meetings 2025 **4** | Percentage of Participation in Committees **%100** | Number of Reports Presented to the Board of Directors **4**

- **E. Ethem Kutucular** (Chairman) Independent Board Member
- **Prof. Dr. Barış Tan** (Member) Independent Board Member

Corporate Governance Committee

The duty of the Corporate Governance Committee is to identify areas for improvement and make recommendations in order to ensure that CCI becomes an exemplary company in the field of corporate governance and a company that is most-trusted by its stakeholders. The Corporate Governance Committee will oversee the implementation and efficiency of the company's corporate governance system, monitor whether or not the company complies with the corporate governance principles, carry out improvement studies, and make feasible recommendations to the Board of Directors, within the framework of the duties, authorities and responsibilities given to it by the CMB's Communiqué No. II-17.1 on Corporate Governance Principles. The purpose of the Corporate Governance Committee is to establish a culture and climate of consistency, responsibility, accountability, fairness, transparency and efficiency throughout the organization.

Number of Meetings 2025 **4** | Percentage of Participation in Committees **%97** | Number of Reports Presented to the Board of Directors **4**

- **İlhami Koç** (Chairman) Independent Board Member
- **Talip Altuğ Aksoy** (Member) Board Member
- **İ. İzzet Özilhan** (Member) Board Member
- **S. Ahmet Bilgiç** (Member) Board Member
- **M. Hurşit Zorlu** (Member) Board Member
- **R. Engin Akçakoca** (Member) Board Member
- **Esel Yeardız Çekin*** (Member)
- **Burak Berki*** (Member)

Early Detection of Risk Committee

The duty of the Early Detection of Risk Committee consists of carrying out activities for the purpose of early identification of risks which might endanger CCI's existence, development and continuity, implementation of the necessary precautions in relation to the risks identified, and management of risks. The duties and working principles of the Committee for Early Detection of Risk are determined within the framework of the regulations, provisions and principles included in the Capital Market Legislation, the company's Articles of Association, the Turkish Commercial Code, and the Capital Markets Board Corporate Governance Principles.

Number of Meetings 2025 **3** | Percentage of Participation in Committees **%100** | Number of Reports Presented to the Board of Directors **6**

- **Lale Develioğlu** (Chairman) Independent Board Member
- **İ. İzzet Özilhan** (Member) Board Member
- **S. Ahmet Bilgiç** (Member) Board Member
- **Burak Başarır** (Member) Board Member
- **E. Ethem Kutucular** (Member) Independent Board Member

Sustainability Committee

The Board of Directors Sustainability Committee assists the Board of Directors of Coca-Cola İçecek A.Ş. in fulfilling its responsibilities related to (but not limited to) CCI's sustainability strategy, policies, targets, and Governance, Economic, Environmental and Social performance. The Committee oversees the Company's policies, programs and related risks concerning specific legal, regulatory and public policy issues in the environmental and social areas that may affect the Company's business, shareholders, stakeholders, or the general public. The Committee provides guidance on long-term prioritization, clear definition of the Company's corporate targets, incorporation of sustainability into the Company's strategic vision, and its integration into its operations.

Number of Meetings 2025 **2** | Percentage of Participation in Committees **%100** | Number of Reports Presented to the Board of Directors **1**

- **Prof. Dr. Barış Tan** (Chairman) Independent Board Member
- **İ. İzzet Özilhan** (Member) Board Member
- **S. Ahmet Bilgiç** (Member) Board Member
- **Burak Başarır** (Member) Board Member
- **Lale Develioğlu** (Member) Independent Board Member
- **Recep Yearmaz Argüden*** (Consultant)

* Not a Board Member

In 2025,

5 Board of Directors Meetings

95% Participation rate

10 Number of members attending all meetings

0 Number of members attending all meetings

Board Members must attend all meetings. If they do not attend, they must provide an excuse.

Sustainability Governance

Board of Directors
The Board of Directors oversees the sustainability strategy and assigns responsibility to senior management for the integration of sustainability into corporate governance, the reduction of sustainability risks, and long-term environmental and social positive impact.

Board of Directors Sustainability Committee
The Committee provides oversight over sustainability activities, monitors sustainability performance, ensures compliance thereof with legislation, and advises the Board of Directors on sustainability-related risks and opportunities.

Executive Committee
It ensures that sustainability is integrated into business strategy; oversees sustainability activities; supports the Corporate Affairs and Sustainability Executive Committee Member in achieving sustainability targets, and aligns sustainability efforts with corporate priorities under the sponsorship of the Executive Committee.

Chairman of Executive Committee
As a sustainability sponsor, this person ensures the integration of sustainability into corporate governance, allocates resources, ensures accountability, and acts as a spokesperson for sustainability within and outside CCI.

Corporate Affairs and Sustainability Executive Committee Member
This person is responsible for developing and overseeing the sustainability strategy and ensuring that environmental, social and governance (ESG) principles are integrated into business operations. Their role is to promote sustainable growth while balancing economic, environmental and social responsibilities.

Investment, Ethics and Compliance, Information Security, and Business Continuity Committees
The Investment Committee, Ethics and Compliance Committee, Information Security Steering Committee, and Business Continuity Committee work with relevant working groups within the framework of the 6 capital elements with an integrated thinking system approach, take decisions at group level, and report to the Executive Committee. These committees convene at regular meetings throughout the year and additionally as and when needed. The Investment Committee, on the other hand, consisting of the Chairman of the Executive Committee, Country Operations Executive Committee Member, Executive Committee Member In Charge of Financial Affairs, Supply Chain Executive Committee Member and, when necessary, the Digital Technologies Executive Committee Member for investment decisions related to digital technology, convenes as frequently as deemed necessary before important investment decisions.

CCI-The Coca-Cola Company (TCCC) Sustainability Steering Committee
It steers, monitors, and advises task forces that work towards the achievement of common environmental targets of CCI-TCCC. It consists of the Coca-Cola İçecek and TCCC Executive Committee Chairmen, Corporate Affairs and Sustainability Executive Committee Members, Executive Committee Members In Charge of Finance, and CCI Country Operations Executive Committee Member. Its secretariat is managed by the TCCC and CCI Sustainability Offices.

Group Sustainability Office
It is responsible for implementing sustainability programs and projects, monitoring and reporting the performance of sustainability commitments, ensuring regulatory compliance, and supporting cross-functional collaboration in order to achieve the Company's sustainability targets.

CCI-TCCC Environmental Sustainability Task Forces
Three multi-stakeholder task forces work within an integrated framework for three environmental focus areas: Sustainable Packaging and Waste Collection, Water Efficiency and Water Replenishment, and Climate. These task forces include representatives from both CCI and TCCC Supply Chain, Marketing, Sales, Human Resources, Corporate Affairs, and Procurement departments and convene regularly throughout the year. Task Force Leaders report to the Executive Committee every 6 months.

Environment and Quality Department
The Group Environment and Quality Department is responsible for establishing and monitoring environmental sustainability and quality assurance policies in all 12 countries where CCI operates. This department ensures standardized, high-quality and sustainable supply chain operations while maintaining compliance with environmental and quality standards.

Human Rights Department
It plays an important role in ensuring that the Company adheres to human rights principles in all CCI countries. It sets policies and ensures compliance with the CCI Human Rights Policy and international human rights standards in all countries where the company operates.

Occupational Health and Safety (OHS) Monitoring Committee
The Human Resources Executive Committee Member is responsible of the OHS Monitoring Committee. OHS committees on the field convene monthly and report to the National Occupational Health and Safety Committees on a quarterly basis. Committees in all CCI countries are coordinated by the Group OHS team and report OHS matters to the OHS Steering Committee, which convenes every six months.

Diversity and Inclusion Advisory Board
It determines the Diversity and Inclusion strategy of the entire company, assumes a strategic advisory role on Diversity and Inclusion activities, and makes sure that these activities are aligned with corporate values. It monitors progress on diversity and inclusion targets and advises senior management on creating an equitable and inclusive workplace environment.

Sustainability Criteria as part of the Executive Management's Targets

	Packaging	Water	Climate	Human Rights	Diversity & Inclusion	Community
Our Sustainability Commitments for 2030	▪ Continue to make 100% of our packaging recyclable and use at least 50% recycled material in our plastic packaging by 2030	▪ Increase water efficiency by 20% by 2030 (Base Year: 2020) ▪ Aim for water neutrality and help secure water availability in water-stressed locations through community projects	▪ Run our manufacturing sites on 100% renewable electricity and make them carbon-neutral	▪ Establish mechanisms to ensure that CCI's distributors are 100% compliant with the CCI Human Rights Policy	▪ Ensure that 35% of new hires, 40% of managerial positions, and 50% of the Executive Committee members are women by 2030	▪ Reach up to 3.5 million people until 2030 with our sustainable development programs with focus on women, youth empowerment and environment
2025 Performance Indicator	▪ Chief Corporate Affairs & Sustainability Officer	▪ Water Efficiency Ratio (%) ▪ Ratio of Recovery Achieved with Water Replenishment Projects (%)	▪ Renewable Energy Capacity (%)	▪ Compliance Percentage (%)	▪ Percentage of Female Managers (%) ▪ Percentage of Female New Hires (%)	▪ Number of New Beneficiaries
Executive Committee Member	▪ Chief Executive Officer ▪ Chief Operating Officer ▪ Chief Supply Chain Officer ▪ Chief Legal Officer ▪ Chief Audit Executive ▪ Chief Corporate Affairs & Sustainability Officer	▪ Chief Executive Officer ▪ Chief Operating Officer ▪ Chief Supply Chain Officer ▪ Chief Legal Officer ▪ Chief Audit Executive ▪ Chief Corporate Affairs & Sustainability Officer	▪ Chief Executive Officer ▪ Chief Operating Officer ▪ Chief Supply Chain Officer ▪ Chief Legal Officer ▪ Chief Audit Executive ▪ Chief Corporate Affairs & Sustainability Officer	▪ Chief Executive Officer ▪ Chief Operating Officer ▪ Chief Legal Officer ▪ Chief Audit Executive ▪ Chief Corporate Affairs & Sustainability Officer	▪ Chief Executive Officer ▪ Chief Operating Officer ▪ Chief Legal Officer ▪ Chief Audit Executive ▪ Chief Corporate Affairs & Sustainability Officer	▪ Chief Executive Officer ▪ Chief Operating Officer ▪ Chief Legal Officer ▪ Chief Audit Executive ▪ Chief Corporate Affairs & Sustainability Officer
Regional Directors & General Managers	✓	✓	✓	✓	✓	✓

CCI's senior management remuneration structure incorporates sustainability criteria derived from the company's key risks. The 2030 Commitments, which include water efficiency, renewable energy use, packaging sustainability, and diversity targets, were designed based on materiality assessments and risk analysis and integrated into the senior management performance system. Indicators related to these commitments are monitored regularly and are directly reflected in both individual performance evaluations and the remuneration structure of senior management. In this way, the financial incentive mechanism is aligned with the effective management of operational, environmental, and governance risks.

Contribution To Shaping of Policies and Public Policy Advocacy

CCI recognizes that it operates within an increasingly dynamic and multi-layered legal and regulatory environment. In this context, beyond proactive actions and engagements, building strong collaborations with legislators and key stakeholders enables us to anticipate policy developments and contribute constructively. This approach also supports CCI's long-term operational resilience.

Within this framework, all employees who may engage with external stakeholders on behalf of CCI, particularly the Group Public Affairs Department, reporting to the Chief Corporate Affairs and Sustainability Officer, play a critical role in establishing and maintaining relationships with local and central authorities, policymakers, business associations, non-governmental organizations, and other stakeholders across all markets where CCI operates.

These relationships not only contribute to strengthening public engagement but also reinforce CCI's commitment to transparency and accountability. The Group Public Affairs Department continuously acts as a bridge between internal functions and external stakeholders, ensuring that business strategies are aligned with current regulations, while providing decision-makers with valuable sector insights on draft legislation and existing practices.

In today's business environment, strong public affairs management and effective stakeholder engagement have become a strategic necessity for leading companies such as CCI, not only as a source of competitive advantage, but also as a means to develop long-term solutions and benefits.

In this context, CCI:

- Engages proactively and regularly with public and private sector institutions,
- Takes an active role in leading industry associations and multi-stakeholder coalitions, and assumes leadership where appropriate,
- Provides constructive input into legislative and decision-making processes,
- Supports the development of regulatory and implementation frameworks by sharing global best practices, scenario analyses, and data-driven insights.

These efforts, aimed at contributing to the development of a sustainable investment environment in the countries where we operate, reflect CCI's commitment to transparency and constructive dialogue, as well as its role in shaping the future of the fast-moving consumer goods sector in line with regional and global trends.

CCI operates as a responsible corporate citizen in full compliance with its Code of Ethics and does not compromise on these principles under any circumstances. CCI does not provide donations or financial contributions to any individual, institution, organization, or activity that conflicts with its Code of Ethics.

In line with our approach of closely monitoring evolving decision-making and regulatory processes, we evaluate draft regulations and proposed amendments together with relevant internal stakeholders and share our views with public authorities. The Public Affairs Department closely tracks regulatory developments that may impact our operations and business model, engages with relevant authorities, gathers insights from both open and closed sources, and actively participates in sub-working groups of business associations (see Annexes – Memberships). When necessary, cross-functional working groups are established to ensure that Public Affairs activities are aligned with company policies, strategies, and priorities.

As of 2025, with the enactment of the Climate Law aligned with the Paris Agreement in Türkiye, emissions reduction, climate adaptation, and the Emissions Trading System have gained a formal legal basis. This development has also accelerated a more integrated approach to water policies from a climate adaptation perspective. Increasing water stress and drought risks have elevated water efficiency and basin-based management as key priorities, while CCI continues to support this transition through operational efficiency initiatives and basin-level projects.

In addition, developments related to the Deposit Returning Scheme (DRS) Procedures and Principles, including operator structures and Deposit Participation Fees (DEKAB), have been closely monitored.

In line with global trends, primarily driven by developed economies, countries' efforts toward "greening" are increasingly influencing all markets within our operating geography.

Similarly, in Uzbekistan, the preparation process for EPR legislation, an outcome of public–private sector collaboration, is nearly complete and is expected to come into force in 2026. In Kazakhstan, CCI is contributing to the ongoing revision of existing EPR regulations. In 2025, regulatory efforts accelerated in Jordan regarding the establishment of an EPR system for plastic waste, and through industry representatives, CCI provided input on model design, cost structures, and operational feasibility. In Bangladesh, EPR legislation was once again opened for private sector consultation in 2025 and is expected to be enacted in 2026.

Additionally, across our operating geographies, tracking and tracing systems aimed at increasing tax revenues and preventing illicit trade have become more widespread. While such systems are globally more common for high-value or highly taxed products such as alcohol and tobacco, similar applications are increasingly being considered for non-alcoholic beverages in CCI markets. In all countries, CCI has engaged with stakeholders to highlight the potential negative impacts of these systems on business operations and production processes, as well as the additional costs they impose on companies. As a result, such implementations have been postponed or cancelled in some countries, while in a limited number of CCI markets they have been partially introduced.

CCI closely monitors these transformation processes and works in collaboration with relevant stakeholders to contribute to the development of a sustainable investment environment in the countries where it operates.

CCI supports selected industry associations and organizations. Through in-kind and cash contributions to various associations, the Company provided total support amounting to TRY 5,864,440.

Our Risk Management

Risk Management Structure

Risk management is overseen by the Early Detection of Risk Committee, which operates under the Board of Directors. The Enterprise Risk Management (ERM) Team reports directly to both the CEO and the Early Detection of Risk Committee, acting as a facilitator while also being responsible for conducting risk assessments. The ERM team consists of the CEO, Internal Control and Governance Manager, Country General Managers, and Regional Directors (Middle East, Central Asia, Pakistan, and Bangladesh).

ERM conducts risk assessments at both country and group level, using inputs from the World Economic Forum, global surveys, and the Coca-Cola system. Risks are prioritized based on their overall likelihood, short-term probability, and potential impact.

Committee for Early Detection of Risk

2025 Number of Meetings	Number of Reports Presented to the Board of Directors	Percentage of Participation in Committees
3	6	100%

CCI Regional Directors and Country General Managers are responsible for risk management and mitigation. Based on assessment results, they identify priority risks and improvement opportunities, integrate them into Strategic Business Plans, and develop risk mitigation action plans. High-priority risks are reported to the Board-level Early Detection of Risk Committee, while the results of internal audits conducted to monitor mitigation plans are reported to the Audit Committee.

Crisis Management

CCI implements the Incident Management and Crisis Resolution (IMCR) Program developed by TCCC to establish and maintain an efficient and integrated structure for preventing and managing incidents. The implementation of the IMCR Program is considered a core management responsibility, and all CCI employees are accountable for its application.

To prevent or minimize the impact of incidents on operations, incident management teams are established in all countries where we operate. Each team participates in annual training sessions, working on complex incident simulations. Within the scope of the IMCR Program, each country undergoes an IMCR Verification Program every three years to assess crisis preparedness, increase awareness, identify gaps, and develop improvement action plans.

The IMCR Program is managed by two teams: Incident Analysis Team (IAT) & Incident Management Team (IMT), composed of joint representatives from TCCC and CCI.

The IAT evaluates incidents and activates the IMT for specific situations, including crises. The IMT, consisting of experts from key functions and external specialists when required, manages incidents. To ensure timely reporting and coordinated action, incident notifications are shared immediately with relevant stakeholders.

For group-level incidents (affecting multiple CCI countries), meeting minutes are prepared immediately after the meeting and submitted to the CEO, with copies shared with the IMCR Core Team.

The IMT is composed of expert members selected by the IAT from key functions such as Corporate Affairs, Supply Chain, Finance, HR, Marketing, IS, Distribution and Sales, Security, and Planning, and may also include additional experts from within or outside the Coca-Cola system depending on the nature of the incident. Senior management is provided with regular updates and action recommendations, and decisions are implemented by the IMT.

CCI's Everbridge mass notification tool is a key component of the crisis management framework. Each country has a dedicated team responsible for managing the tool to ensure uninterrupted communication during emergencies. To enhance flexibility, CCI has also developed a cross-country backup support plan under the mass notification procedures, ensuring continuity in cross-border incidents.

To maintain operational readiness, CCI conducts annual refresher trainings on system usage, ensuring that all team members remain competent and prepared to respond effectively to any situation.

What We Implemented in 2025

Crisis management teams in Jordan and Turkmenistan successfully completed their refresher trainings and conducted exercises to assess their crisis preparedness.

By 2026, refresher trainings and exercises are planned for teams in Türkiye, Kazakhstan, Kyrgyzstan, Tajikistan, Pakistan, and Iraq. In addition, plant-specific IMCR trainings, starting with Türkiye, are planned to be introduced.

Product Assurance

In our product development processes, environmental, social, operational, and regulatory risks are systematically analyzed, and the results of these assessments are integrated into product design and approval stages.

Data Security and Privacy

With the digitalization of business processes, the increasing adoption of artificial intelligence technologies, and the growing volume of data flows, data security has become a critical priority in recent years. In particular, the protection of sensitive information is among the key risk areas for organizations. According to the Allianz Risk Barometer 2025 – Top Global Business Risks Survey, cyber incidents and related business interruptions have ranked as the top global risk for the past four years. These findings clearly highlight the global significance of data security and privacy risks.

To mitigate these risks and effectively manage the associated challenges, CCI implements a robust data security and privacy program. The management of potential risks and the implementation of security and privacy controls for information systems are overseen by the Information Security Steering Committee, composed of the Executive Committee and the Security Management Team. In addition, the Data Protection and Digital Privacy Committee conducts regular audits to monitor regulatory developments, ensure overall compliance, and maintain data protection awareness, with results reported to senior management.

Since 2016, CCI has held the ISO 27001 Information Security Management System (ISMS) certification, and successfully completes annual audits within this scope.

Regulatory Compliance

CCI takes the necessary technical and administrative measures to ensure the security of personal data belonging to its employees and customers. In line with personal data protection regulations, CCI is registered with the Data Controllers' Registry (VERBİS) and fulfills its obligations under the Personal Data Protection Law (KVKK) and the decisions of the Personal Data Protection Authority in Türkiye.

Corporate cybersecurity and data protection governance are managed under the responsibility of the Chief Digital Technologies Officer, who reports directly to senior management and is responsible for the company's security strategy, governance, and compliance processes.

CCI has designed and implemented numerous initiatives to ensure compliance with applicable regulations on personal data protection and information security. Key regulations include:

- KVKK No. 6698 and related local data protection legislation
- Local personal data protection regulations in the countries where CCI operates
- Communiqués issued by the Capital Markets Board (CMB)
- Law on the Regulation of Electronic Commerce, Regulation on Commercial Communication and Commercial Electronic Messages, and the Message Management System
- Authorized Economic Operator Program of the Ministry of Trade
- Law No. 5651 on the Regulation of Publications on the Internet

To increase employee awareness on information security and privacy, CCI has implemented a mandatory cybersecurity awareness program covering all employees since 2014. The program includes online and offline trainings, workplace awareness materials, corporate social network communications, and information campaigns on topics such as phishing, travel security, URL security, email security, and physical security. Program outcomes are regularly reported to senior management. In addition, cybersecurity competitions are organized to encourage participation, and high-performing employees are recognized.

2025 Targets	2025 Performance	Status	2026 Targets
■ Strengthening cloud security and production infrastructure security ■ Enhancing the identification and effective governance of risks arising from stakeholder security postures ■ Implementing innovative solutions in access management and control systems ■ Advancing capabilities through cybersecurity automation ■ Testing CCI's security maturity against complex threats by simulating advanced attacker tactics, techniques, and procedures (TTPs) ■ Continuing third-party security assessment and audit activities ■ Maintaining continuous engagement with stakeholders to strengthen the overall security of the CCI ecosystem	■ Continued strong progress in information security policy implementation and accountability awareness ■ Continued enhancing technological capabilities in cybersecurity infrastructure	✓	■ Expanding end-to-end process automation to accelerate security operations and reduce human error ■ Designing and implementing a governance model for production infrastructure security ■ Strengthening third-party and stakeholder security to enhance ecosystem-wide protection ■ Supporting individual development through personalized testing scenarios, alongside communication initiatives to increase user awareness ■ Further developing capabilities and controls in cloud security, expanding autonomous control mechanisms, and increasing visibility ■ Continuing to test and audit CCI's security maturity against advanced threats through simulated attack scenarios ■ Enhancing the integration of artificial intelligence technologies into security operations

✓ Target achieved ✓ Partially completed → In progress ✗ Target not achieved

Our Ethics Management

CCI's approach to ethics management is built on the principles of accountability, integrity, and transparency. The Code of Ethics serves as a common reference point for employees and stakeholders in decision-making processes, while fostering a trust-based and responsible corporate culture. Through multilingual and accessible communication mechanisms, CCI ensures an open environment where views and concerns can be shared safely.

Our Related Policies

- CCI Ethics Code
- CCI Code of Ethics Handbook

How We Govern

Our strong corporate structure shapes our ethics management approach within the same framework. The Corporate Governance Committee oversees the implementation and continuous improvement of the Code of Ethics. The Ethics and Compliance Department, together with Local Ethics Managers, manages processes proactively, identifies risks in advance, takes necessary actions, and ensures continuity in training and learning. All notifications are evaluated by Ethics Managers, while Ethics and Compliance Committees in each country carefully assess violations and determine solution-oriented actions.

Reporting Channels and Transparent Follow-Up

To enable all stakeholders and employees to safely raise concerns related to ethics, accessible and secure communication channels have been established. In addition to the independently managed ethics hotline, all notifications received through internal channels and face-to-face meetings are recorded in company systems. Reporting processes are monitored transparently, reviewed by experts, and reported to relevant committees.

The recognition presented by SpeakHub, which provides independent ethics hotline services to our company, reflects over 13 years of collaboration and demonstrates CCI's strong commitment to ethical principles, transparency, and a speak-up culture that includes all stakeholders.

Training and Continuous Awareness

To ensure the continuity of our ethical culture, we regularly conduct interactive online trainings, classroom sessions, and digital awareness campaigns. During onboarding, employees commit to compliance with ethical principles and participate in comprehensive orientation programs. In addition, training platforms and micro-learning modules are developed to support access to up-to-date information on ethics.

Ethics in Our Ecosystem

We extend our ethical principles beyond CCI to all our business partners. Through the Supplier Guiding Principles and Code of Business Conduct signed with suppliers, we ensure that our partners operate in line with CCI's ethical standards, while compliance processes are closely monitored. Ethical risks are carefully assessed in acquisitions and joint venture decisions, and anti-bribery and anti-corruption policies are strictly implemented.

Anti-Bribery and Anti-Corruption

At CCI, bribery, facilitation payments, political contributions, and commercial corruption are strictly prohibited. Engagements with public institutions and consultancy processes are managed in line with ethical compliance criteria. In this context, risk-based audits and third-party compliance controls are conducted regularly.

Employee Engagement

Employee contribution is one of the strongest pillars of our ethical culture. In line with our open-door policy and a speak-up culture supported by senior management, we provide employees with safe and accessible communication channels. The increasing number of consultations and notifications submitted through the ethics hotline and other channels over the years reflects employees' trust in our ethics system and their active engagement in the process.

CCI Ethics Line

E-mail **Website** **Telephone**

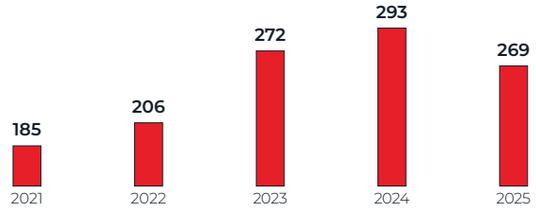
- Available 24/7 and is operated by a completely independent third party.
- With support in 4 languages, namely Turkish, English, Russian and Arabic, they can be reached via the address www.cciethicsline.com, the phone number +90 212 371 07 32 or the e-mail address cci@cciethicsline.com.
- Online translation services are available in Arabic, English, Russian and Turkish, which are languages used by the majority of our employees. Notifications are also received in languages other than these and are translated and recorded.
- On request of the complainant, the name and e-mail of the employee are kept confidential.

Face-to-Face Reporting

- Employees may report concerns to their direct Managers or the Local Ethics and Compliance Officers.
- On request of the complainant, the name and e-mail of the employee are kept confidential.

CCI's Code of Ethics and the CCI Ethics Line are actively implemented in all 12 countries where CCI operates. For consulting on ethical matters, asking questions, or raising any concern, employees can use all reporting channels made available to them. In 2025, a total of 269 reports were submitted across 12 countries, and 53 of these were classified under the Human Rights Policy within the categories of discrimination and workplace safety.

Number of Notifications by Year



What We Implemented in 2025

- Progress was made in third-party risk management by integrating systems that enhance our capability to directly manage third-party screening processes into our business operations.
- Within the scope of the CCI Code of Ethics, the preparation and revision processes of the Anti-Bribery and Anti-Corruption Policy, Anti-Money Laundering Policy, and Compliance with International Regulations Policy were completed. Infographic materials designed in 2024 to promote a speak-up culture and provide clear communication were rolled out across all operations and communicated to employees through Ethics Managers and HR leaders.
- Comprehensive enhancements were implemented in the ethics case management system to accelerate the handling and resolution of ethics cases. The system now enables all stakeholders, (including reviewers, investigators, and committee members) to use it effectively. Process flows can be tracked, finalized, and recorded across relevant phases, transforming the system, hosted on CCI's own servers for data security, into a user-friendly and efficient process management tool.
- The "Bottler's Practice Group" meetings, conducted since 2021 among TCCC bottlers to share best practices and enhance ethics and compliance processes, continued in 2025. Topics such as Environmental Management Systems (EMS), Data Protection, and Ethics were discussed, and implementation plans were developed based on shared best practices.
- According to the Voice of CCI (Employee Engagement Survey) results, a 3-point increase was recorded in the Ethics and Compliance category compared to the previous survey period.

Our Stakeholder Engagement

In line with our sustainability principles, we consider transparent and sustainable engagement with our stakeholders as a cornerstone of our long-term success. To shape our strategies based on stakeholder insights, we have been conducting comprehensive stakeholder analyses since 2013, in line with the AA1000 Stakeholder Engagement Standard (SES) and the EFQM Excellence Model. We regularly involve all stakeholder groups in our processes, share our performance, and carefully evaluate their feedback to continue creating shared value.

Kazakhstan "Collection for Recycling" Workshop (March 2025)

The two-day "Collection for Recycling" field visit and workshop, organized by the Coca-Cola System in Astana on 11–12 March 2025, brought together public authorities, collectors, recyclers, and start-ups to share best practices in waste management and contribute to the development of recycling infrastructure in Kazakhstan.

The workshop combined theoretical insights with direct field observations. Participants visited collection networks across different cities, gaining first-hand insights into operational scale and pricing for PET, glass, and aluminum, as well as the current state of Kazakhstan's waste management infrastructure.

Distributor Business Plan Meetings (December 2025)

We hold our Distributor Business Plan meetings regularly every year and come together with our business partners in the provinces and regions where our operations are concentrated. In addition to our business strategy, sustainability topics are addressed during these meetings. For the 2026 strategy, the meetings held in December 2025 will continue in January 2026.

In our meetings, in line with our distributor sustainability commitments, the projects and practices implemented by our distributors in 2025 with a sense of social and environmental responsibility were evaluated. In this context, our distributors who stood out with their exemplary practices in the field of sustainability were presented with the "2025 Sustainability Awards."

Platforms of Communication with Key Stakeholders

Stakeholder Groups	Dialogue Platform	Frequency of Inclusion in Processes	Main Topics	Highlights of 2025
Employees	Employee Engagement and Satisfaction Survey, CokePort, Workplace, XXX (CCI'da Değer Sensin'in ingilizcesini öğrenince yazacağım), Employee Resource Groups, Department Summit Meetings, Blitz, digital information boards, general meetings, CCIdea Platform and Innovation Day, CCI training programs, leadership development training sessions, sales incentive programs, reputation surveys, press reports, volunteer programs	Regular	Business results, environmental performance, community projects, awards and recognitions, compensation and benefits	The VOCCI 2025 Employee Engagement Survey was conducted with a high participation ratio of 94%. Based on insights gathered from the survey results, a more agile and transparent action planning process built on employee feedback was established. In this context, voluntary focus groups across countries and functions were formed, and a CCI All action plan aligned with country-based plans was implemented. The scope of the Employee Engagement Survey was expanded to include Diversity, Inclusion, and Care Work questions. For the first time, 22 questions related to diversity and care work were included in the employee engagement survey. The results revealed that approximately one in every three employees undertakes childcare responsibilities, while 15% of employees provide care for more than one person. For more information, please refer to the People First section.
Suppliers	Training programs, improvement audits, plant visits, supplier days, supplier performance scores, supplier surveys, collaboration portal, industrial development and pilot projects, Supplier Guiding Principles, Sustainable Agriculture Guidelines	Regular	Materials and services quality, future plans, strategic initiatives, business performance, sustainability, workplace rights, innovation in cooling equipment	We continued to increase our sustainable sugar sourcing volume. We increased the number of suppliers registered with EcoVadis from 148 to 171. The Nakitera Platform, which provides supplier financing support and was launched in the last quarter of 2025, reached a transaction volume of TRY 82 million within a single quarter. For more information, please refer to the Responsible Procurement section.
Distributors/Sales Partners	Distributor meetings, process improvement studies, regular visits, training programs, plant visits, distributor satisfaction survey, distributor portal, CCI Call Center	Periodic	Business performance, commercial plans, satisfaction scores	Throughout 2025, Core+, CCI's sales and campaign management program distinguished by its high security standards and optimization capabilities, began to be successfully used by all business partners. Within the scope of the distributor diagnostic meetings conducted, distributor satisfaction and customer satisfaction survey results were evaluated, and the strengths and improvement areas of the distributor system were identified. Based on these outputs, action plans for 2026 were developed. For more information, please refer to the Winning Together with Customers section.
Customers	Coca-Cola Customer Promotion Tour, Customer Satisfaction Survey, CCI Call Center, training sessions, support programs, regular visits, plant visits, focus group studies, business planning meetings	Periodic	Business performance, commercial plans, products, marketing plans	Innovations implemented and achievements obtained were shared during the CCI Innovation Day. The finalist projects achieved significant success. All innovations implemented at the CCI Türkiye Customer Interaction Center were shared with call centers in other CCI countries and expanded across operations. For more information, please refer to the Winning Together with Customers section.

Regular Periodic Annual

Stakeholder Groups	Dialogue Platform	Frequency of Inclusion in Processes	Main Topics	Highlights of 2025
Consumers	Coca-Cola Call Center, Coca-Cola Türkiye Merak Ettim Platform, Coca-Cola Social Interaction Center, website, informative publications, plant visits, product labels	Regular	Product quality, customer satisfaction, low and zerocalorie product alternatives, nutritional label, product contents	For more information, please refer to the Consumer Value section.
Public Institutions and Organizations	Public engagements, stakeholder days, sectoral meetings, conferences	Regular	Compliance with legislation, contribution to regulatory development, and coordination with the public on charitable activities.	We took part in public sector-led initiatives such as the Circular Economy Forum and the Turkic World Water Workshop. Within the scope of our high-level engagements with public authorities, we shared our corporate perspective on current regulatory topics and our experiences derived from international best practices, contributing to the development of a common understanding on many issues. We actively participated in technical studies conducted with public institutions and sector stakeholders regarding compliance with environmental regulations, particularly the Deposit Management System (DYS). Within this scope, we contributed to the development of a common sector-wide approach to highlight the need for revisions in certain DYS-related articles and implementation practices, while carrying out constructive consultation processes with relevant institutions. In the field of Extended Producer Responsibility (EPR), we contributed to the preparation of regulations in Uzbekistan, participated in consultation processes in Bangladesh, exchanged views on improving existing regulations in Kyrgyzstan, and conducted studies on revising remaining implementation areas in Kazakhstan. In addition, we participated in knowledge-sharing meetings where practices from different countries were exchanged. Representatives from Kazakhstan, Turkmenistan, Pakistan, Bangladesh, Iraq, and Azerbaijan -particularly through the Foreign Economic Relations Board (DEİK) Business Councils -participated in periodic meetings of the TOBB Beverage Industry Council. As a result of discussions carried out within the scope of our investments in Uzbekistan, we secured import incentives for sugar imports for 2025. In addition, we contributed to the removal of the consumption tax applied to sugar imports as of October 2025. In Tajikistan, negotiations regarding the investment agreement initiated with public authorities reached the final stage of the approval process. In alignment with sector stakeholders, meetings held with the Office of the Prime Minister of Uzbekistan and the Ministry of Economy of Uzbekistan contributed to ensuring the technical readiness of the monitoring and traceability system and to postponing the effective date of Phase 2 implementation to April 2026. We maintained regular and effective communication with authorized institutions in the countries, provinces, and districts where CCI operations and plants are located, ensuring that local risks affecting our operations were rapidly communicated to relevant authorities and that solution-oriented progress was achieved. In Pakistan, we completed comprehensive Socio-Economic Impact Study (SEIS) assessments to measure our impact area.

Regular Periodic Annual

Stakeholder Groups	Dialogue Platform	Frequency of Inclusion in Processes	Main Topics	Highlights of 2025
Non-Governmental Organizations (NGOs)	Project/program partnerships, corporate and individual employee memberships, guests in CCI Talks/Webinars, attendance to conferences and presentations, reputation surveys		CCI's operational, environmental, quality and community performance; transparency and reporting	To strengthen CCI's alignment with regulatory frameworks in the areas of compliance and sustainability, collaborations were developed with non-governmental organizations operating in the environmental field. Partnerships were established with non-governmental organizations to provide field support during crisis periods. Through these efforts, contributions were made to enhancing community resilience and ensuring effective emergency response capabilities. Through active participation in NGO platforms addressing critical public policy topics such as environmental regulations and tax policies, CCI further strengthened its role as a trusted stakeholder and sector leader. For more information, please refer to the Responsible Corporate Citizenship section.
Union	Union representation, collective bargaining agreements, representation meetings, plant visits		Human rights and workplace rights	Collective bargaining agreements were signed in Bangladesh. In addition, "Common Mind" meetings were held with CCI Türkiye Union Representative Roles. For more information, please refer to the ANNEXES - Employees within the Scope of Collective Bargaining Agreements section.
Media	Press releases, press meetings, plant visits, sector events and conferences, periodic briefings and statements, support programs, regular visits, website, social media, sponsored collaborations, reputation surveys		Products, marketing and promotional campaigns, product contents, sustainability performance, social development projects	Important developments were shared with the media through various channels, including press releases, media gatherings, plant openings, magazines, and book content.
Community and Environment	Coca-Cola Türkiye Merak Ettim Platform, donations, website, plant visits, social responsibility projects or programs, CCI volunteer activities, Coca-Cola Türkiye Call Center, information-sharing through mass communication, product labels, advertising and marketing activities, environmental training meetings, social participation projects, field studies, meetings, surveys and opinion collection, reputation surveys, annual reports, integrated annual reports		Product quality, product content, marketing and promotional campaigns, sports tournaments	As part of initiatives carried out with the participation of 1,500 CCI volunteers, family members, and distributor employees from five CCI countries, a total of 10 tonnes of waste were collected. For more information, please refer to the Responsible Corporate Citizenship section.

Regular | Periodic | Annual

Stakeholder Groups	Dialogue Platform	Frequency of Inclusion in Processes	Main Topics	Highlights of 2025
Sector Associations and Umbrella Organizations	Corporate memberships, joint projects, participation in meetings and conferences	Regular	All sector topics, regulations and compliance	We played a leading role in establishing and aligning sectoral priorities related to regulatory frameworks, particularly in sustainability and taxation, through leadership in sector coalitions. To support the implementation of policy actions that we believe will contribute both to our 2030 commitments and to the broader sector—particularly in relation to packaging regulations—we conducted joint initiatives with sector organizations such as the Beverage Industry Association (MEYED) and the Packaging Manufacturers Association (SUDER), contributing to the establishment of a healthy implementation framework. To maintain a common position on critical regulations and policy topics affecting the fast-moving consumer goods sector of which we are a part, we continued to collaborate closely with our strong stakeholder network. In this context, we held meetings with leading organizations in Türkiye such as the Turkish Industrialists' and Businesspeople's Association (TÜSİAD), the Federation of Turkish Food and Beverage Industry Associations, the Union of Chambers and Commodity Exchanges of Türkiye (TOBB), the International Investors Association (YASED), MEYED, and SUDER, as well as organizations in our operating countries including the Turkish-American Business Association, the International Business Council, the Beverage Association, and The Collect and Recycle Alliance of Foreign Investors Council. Through these platforms, we shared global best practices, developed partnerships in selected areas, and contributed to shaping effective and solution-oriented approaches aligned with the sector's regulatory agenda. For more information, please refer to the Annexes – Memberships section.
Shareholders	General Assemblies, website, Public Disclosure Platform (KAP), social media accounts, teleconference, webcast presentations, e-mail, investor conferences, roadshows, investor meetings, investor presentations, annual reports, sustainability reports	Regular	Macroeconomic status of the countries in which CCI operates, longterm investment thesis, financial and operational performance, organic and non-organic growth story, future investment plans, sustainability practices and development	Throughout the year, we organized 10 investor conferences, 2 roadshows, and 2 investor days, and participated in numerous analyst and investor meetings and conference calls. Within the scope of these activities, a total of 700 one-on-one meetings were held with investors and analysts. In addition, following each quarterly financial results announcement, we organized 4 conference calls to evaluate results. We also responded to information requests from individual investors via email and telephone in a timely and effective manner. During the year, we disclosed 96 material event statements through the Public Disclosure Platform (KAP) and regularly informed investors about important developments related to our company. For more information, please refer to the Corporate Governance section.

Regular Periodic Annual

Materiality Analysis

Double Materiality Assessment

At CCI, we have been regularly evaluating our priorities in sustainability topics for many years in line with stakeholder expectations, sector developments, and our strategy. In 2025, we further advanced this approach by aligning with the European Sustainability Reporting Standards (ESRS) and conducted our Double Materiality Assessment (DMA) process. The results of this assessment are presented in this report.

While assessing the impacts of our operations on the economy, society, and the environment, we also evaluate sustainability-related risks and opportunities from a financial perspective. This approach enables us to systematically identify, assess, and prioritize impacts, risks, and opportunities (IROs) throughout our value chain.

The scope of the analysis includes our Group-wide core and supporting activities, key inputs such as raw materials, packaging materials, and supply chain elements, as well as the environmental and social impacts of our outputs and products. The assessment covers our entire value chain, from production plants to tier-1 suppliers, utilizing both local and operational data.

The double materiality assessment allows us to evaluate sustainability topics from both impact materiality and financial materiality perspectives. Topics exceeding defined thresholds are considered material for CCI and included in the scope of reporting.

The outcomes of the analysis support the shaping of our sustainability strategy, risk management processes, and performance indicators. By integrating sustainability risks and opportunities arising from changing global and local conditions into our processes, we aim to create long-term value.

Double Materiality Assessment Methodology and Process

Impact Materiality

Identification and assessment of actual and potential impacts

- CCI's operations and upstream/downstream activities across the value chain were analyzed. Detailed information is provided in the Our Value Creation Model section.
- Relevant stakeholder groups (employees, value chain partners, local communities, customers, etc.) were identified.
- The time horizon of impacts was defined.
- Actual and potential impacts related to environmental, social, and governance topics were identified.
- Impacts were evaluated based on the following criteria:
  - Scale
  - Scope
  - Irremediability
  - Likelihood
- For impact topics, severity criteria were assessed, and final scores were determined based on the highest value among average scores or severity scores.
- Impacts were mapped to relevant ESRS topic standards.

Determination of thresholds and prioritization of impacts

- A threshold was defined based on impact scores.
- Impacts above the threshold were identified as material topics.

Financial Materiality

Identification and assessment of risks and opportunities

- Risks and opportunities related to sustainability topics were identified using internal sources and sector reports (short, medium, and long term).
- Assessments were conducted based on:
  - Regulatory and policy changes
  - Operational costs
  - Supply chain risks
  - Market changes
  - Reputation and brand impact
- Risks and opportunities were analyzed across short, medium, and long-term time horizons.
- Priority risks and opportunities were shortlisted based on financial impact.
- Financial impacts were assessed both quantitatively and qualitatively.

Determination of thresholds and prioritization of risks and opportunities

- Financial materiality thresholds were defined based on impact magnitude and likelihood.
- Risks and opportunities above the threshold were considered financially material.

Double Materiality

Creation of the double materiality matrix

- Priority risks and topics were matched.
- A double materiality matrix was developed by combining impact and financial materiality results.
- Methodology and results were shared with management.
- The study was subject to independent third-party assurance.

Impact Materiality

Identification and Assessment of Actual and Potential Impacts

At this stage, impacts related to sustainability topics were systematically identified across CCI's own operations as well as upstream and downstream activities within the value chain.

The identification of impacts was carried out based on ESRS topic standards and sub-topics, and for each topic, both positive and negative impacts on the environment and society were analyzed.

In identifying impacts, inputs such as the Company's existing sustainability strategy and risk inventory, integrated and sustainability reports, CDP responses, TCFD recommendations, SASB standards, and stakeholder feedback were utilized. Impacts across the value chain were reviewed through stakeholder groups, and updates were made where necessary.

Identified impacts were analyzed by distinguishing between actual and potential impacts, taking into account short-, medium-, and long-term time horizons.

The impact materiality assessment was conducted in line with ESRS methodology, using the following criteria: Scale (severity of impact), Scope (breadth of affected stakeholders and geographies), Irremediability.

For negative impacts:

$$\frac{\text{Scale + Scope + Irremediability}}{3}$$

For positive impacts:

$$\frac{\text{Scale + Scope}}{2}$$

In the next stage, severity scores and likelihood of occurrence were also incorporated into the assessment:

$$\frac{\text{Severity + Likelihood}}{2}$$

Determination of Thresholds and Prioritization of Impacts

Within the scope of impact materiality assessment, the overall distribution of severity and likelihood scores was analyzed, and a quantitative threshold value representing material impact levels was determined in line with ESRS guidance and CCI methodology. During threshold determination, human rights-related topics were also evaluated separately, and for such impacts, severity criteria were prioritized. Assumptions used for results close to threshold values, data quality, and impacts across the value chain were also considered and assessed qualitatively. Impacts exceeding the defined threshold were classified as material, and results were consolidated at the topic level to establish the final list of priority topics. The outcomes were additionally reviewed by the methodology working group and relevant business units in terms of consistency and validity.

Financial Materiality

Identification and Assessment of Risks and Opportunities

The identification of risks and opportunities began with a comprehensive screening process to assess the financial impacts of sustainability topics.

This process included the review of corporate risk inventories, strategic plans, operational assessments, and sector developments. Potential risks and opportunities related to sustainability topics were identified across short-, medium-, and long-term horizons, and relevant business units were consulted. Based on these consultations, risks and opportunities across the value chain that could have financial implications were evaluated and a shortlist was created.

For each shortlisted risk and opportunity, the potential financial impact on the business (such as revenue, operational costs, capital expenditures, financing conditions, and asset values) was assessed, taking into account short-, medium-, and long-term time horizons.

Within the financial materiality analysis, each element was evaluated both quantitatively and qualitatively, and scored based on:

Financial impact magnitude Likelihood of occurrence (1–5 scale)

These results formed the basis for applying financial materiality thresholds and the final prioritization process.

Determination of Thresholds and Prioritization of Risks and Opportunities

Based on the financial materiality assessment, the combined financial impact magnitude and likelihood scores were analyzed to evaluate the overall distribution and determine financial materiality thresholds.

During threshold setting, risks and opportunities were evaluated separately across short-, medium-, and long-term horizons, and likelihood criteria were assessed accordingly.

Assumptions used for results close to threshold values, data sources, and the nature of potential financial impacts were considered, and qualitative assessments were conducted for borderline cases.

Risks and opportunities exceeding the defined thresholds were classified as financially material, and results were consolidated at the topic and sub-topic level to establish the final set of priority risks and opportunities.

Double Materiality Matrix

According to the double materiality analysis, Customers and Consumers, Water Management, and Resource Use and Circular Economy were identified as the most significant topics for CCI in terms of both impact materiality and financial materiality. These three topics are followed by Business Ethics and Climate Change from an impact materiality perspective.

Stakeholder Engagement

The stakeholder engagement process was structured based on key activities identified as priorities across the value chain within the scope of the analysis. In this context, key areas considered include raw materials, primary packaging, water, energy, general supply and chemical suppliers, as well as logistics services, third-party logistics providers, supplier audits, and secondary packaging suppliers.

The process also covers advertising activities, concentrate imports, warehouses and distribution centers, supplier/distributor consulting and insurance, software and system providers, entrepreneurs, non-governmental organizations, and volunteering activities. In addition, functions such as engineering projects, sales operations, pricing, marketing, customer and consumer solutions, production operations, internal logistics, digital transformation, finance processes, incident and crisis management, and corporate social responsibility communication were analyzed.

Furthermore, investor and shareholder relations, brand management, coolers, dispenser and vending systems, maintenance services, IT consultancy, regulatory compliance, partnerships, and the resilience of critical systems were considered as core elements in defining all strategic stakeholder groups.

Within this scope, a bilingual (Turkish and English) survey was conducted and shared with 536 stakeholders, with 150 responses received.

Stakeholder insights were collected through a digital and anonymous survey, including evaluations on the importance levels of ESRS topics and sub-topics. The collected data was analyzed to identify which impacts across the value chain are perceived as more critical by stakeholders, and was used as a supporting input for calibrating impact materiality scores and for the final prioritization process.

Double Materiality Approval

Following the completion of impact materiality and financial materiality assessments, a Double Materiality Matrix was developed, incorporating topics identified as material from either or both perspectives.

The results of the Double Materiality Analysis were presented to CCI senior management for review and approval, and were thoroughly evaluated within relevant governance structures.

In addition, in line with principles of transparency and reliability, both the analysis process and its outcomes were subject to independent third-party assurance.

Impact Assessment Table

The sub-topics related to CCI's material topics and the direction of their impacts are presented in the table below.

Topic	Sub-Topic	Impact Direction	Management Approach and Relevant Report Sections
Customers and Consumers	Product and service quality, innovation and sustainability performance	Positive	**Our Integrated Governance Approach** · Our Stakeholder Engagement **Our Value Creation Approach,** · Consumer Value · Winning Together with Customers
	Commitment to ethical business practices	Positive	
	Transparency in own operations and value chain	Positive	
	Stakeholder satisfaction	Positive	
Water Management	Water use efficiency (consumption and withdrawal)	Positive	**CCI at a Glance** · CCI at a Glance (Our Sustainability Commitments) **Our Value Creation Approach** · Responsible Production (Water Management, Wastewater Management, Water Replenishment) · Responsible Corporate Citizenship (Corporate Social Responsibility at CCI)
	Impacts on water pollution and contamination	Negative	
	Wastewater management and discharge	Negative	
	Sustainability-related water risks and opportunities	Negative	
Resource Use and Circular Economy	Circularity in product and service design	Positive	**CCI at a Glance** · CCI at a Glance (Our Sustainability Commitments)**Our Value Creation Approach** · Responsible Procurement · Responsible Production (Sustainable Packaging and Waste Management)
	Waste reduction, recyclability and material recovery	Positive	
	Raw material efficiency and sustainable sourcing	Positive	
	Circularity opportunities in own operations	Positive	
Business Ethics	Responsible business practices and social responsibility in own operations and value chain	Positive	**Our Integrated Governance Approach** · Our Integrated Governance Model (Contribution to Public Policy Development and Strategic Policy Engagement) · Risk Management · Our Ethics Management **Our Value Creation Approach** · First Human (Human Rights Along the Value Chain) · Responsible Procurement (Supply Chain Management)
	Risk management and regulatory compliance	Positive	
	Anti-bribery and anti-corruption	Positive	
	Data privacy and cybersecurity	Negative	
Climate Change	Emissions reduction and climate strategies	Positive	**CCI at a Glance** · CCI at a Glance (Our Sustainability Commitments) · **Our Value Creation Approach** · Responsible Production (Energy Management and Tackling Climate Crisis)
	Physical risks (acute or chronic physical risks)	Negative	
	Transition risks (regulatory, market and reputational risks, etc.)	Negative	
	Climate-related opportunities (low-carbon products, resource and energy efficiency, etc.)	Positive	

Material Sustainability Topics

Consumer Well-Being

We offer a wide beverage portfolio to our consumers that fit in their preferences and at high product quality and safety standards, which has a crucially important place in our business model.

Environmental Footprint

We aim to minimize our impacts on the environment by using fewer natural resources, operating efficiently and generating less waste, intensively focusing on ‘energy management and climate change’, ‘water’ and ‘sustainable packaging’ practices.

Community Development

We are committed to be a responsible corporate citizen, proudly serving the community with our projects focusing on recruitment of youth, women empowerment, water and zero waste issues supported with employee volunteerism and creating positive economic impacts through our investments.

Customer Value

We are determined to continuously increase customer satisfaction with our customer-focused approach and for operational excellence across our geographies with superior supplier management approach.

Human Rights

With our pioneering policies and practices, we are committed to creating an excellent, safe, diverse, equal opportunity workplace that has a positive impact for all employees along our operational value chain.

Human Capital

We listen to the expectations of our employees over various engagement platforms, aim to create a workplace that completely meets their expectations and invest in their development through talent development programs.

FUTURE OUTLOOK

#Balanced**Forward**

As CCI, we closely monitor the risks and opportunities emerging in the environments in which we operate, and we move forward with a strategy that adapts to changing conditions, is resilient, and aims to create long-term value.

Sales Volume:
Mid-single digit growth on a consolidated basis

Net Sales Revenue/Unit Case*:
Flat-to-mid-single-digit

EBIT Margin*:
Flat

*TMS (Turkish Accounting Standard) 29 (Financial Reporting in Hyperinflationary Economies Standard) has been applied.

Our Operating Environment

Economic and Political Conditions

In 2025, the global outlook was shaped by geopolitical tensions, political uncertainties, and climate-related shocks. The prolongation of the Russia–Ukraine war kept volatility high in energy and agricultural commodities, while the conflict environment in the Middle East led to an increase in regional risk premiums.

On the climate front, floods, extreme heat, and forest fires were observed to have directly affected the CCI geography. Recurrent flood disasters in Pakistan and Bangladesh created severe social impacts on local communities, while periodically disrupting infrastructure and supply chain flows. In Türkiye, the intensifying forest fires during the summer months led to significant social and environmental losses.

Türkiye's macroeconomic normalization process, initiated after 2024, was supported throughout 2025 by a tight mix of monetary and fiscal policies. While a gradual downward trend in inflation was observed, the erosion of real incomes and rising living costs caused consumer preferences to become increasingly price-oriented. On the other hand, the strengthening of fiscal discipline and improvements in external trade balances created a foundation that enhanced medium-term predictability for the business sector.

In Central Asia, the year 2025 was a period in which political stability was largely maintained and economic transformation accelerated. Uzbekistan continued its reforms aimed at improving the investment climate, while Kazakhstan pursued its diversification policies by focusing on exports excluding underground resources. In this context, the C5+1 platform—which brings together the United States and the countries of the region—celebrated its 10th anniversary in 2025 and reinforced its institutional weight with a leaders' summit held at the White House. In the agreements signed under the C5+1 framework, cooperation on economic and energy security, supply chain resilience, and connectivity through the Middle Corridor emerged as key priorities.

In Pakistan, the successful continuation of the International Monetary Fund (IMF)-supported program, along with efforts to broaden the tax base and implement regulations targeting the energy markets, gradually improved the medium-term outlook of the investment environment as the country entered 2026.

In Bangladesh, following the political rupture experienced in 2024, the year 2025 saw an acceleration in the transition process and institutional restructuring efforts.

In the overall assessment, the CCI geography in 2025 maintained its recovery potential, yet continued to exhibit a landscape marked by elevated uncertainties. In this environment, CCI effectively managed its risks by preserving its resilience and leveraging its localized way of doing business; and it secured business continuity through strong coordination with stakeholders and adherence to responsible business principles.

Legislation in CCI Countries

Water Law and Water Efficiency Regulation

In Türkiye, the water management agenda in 2025 was shaped around regulations aimed at placing industrial water efficiency practices within a mandatory framework, strengthening basin-based allocation processes, and enhancing monitoring and inspection capacity—particularly in closed basins. In this context, the application process for the "Blue Certificate" was officially launched under the Water Efficiency Regulation published in 2024. Our company is prepared for the Blue Certificate process for all production facilities in Türkiye. CCI continues to share its technical views and recommendations with public authorities—through platforms where the sector is represented, such as the Union of Chambers and Commodity Exchanges of Türkiye (TOBB), the Federation of Food and Drink Industry Associations of Türkiye (TGDF), the Packaged Water Manufacturers Association (SUDER), the Soft Drinks Association of Türkiye (MEDER), and the International Investors Association (YASED)—with the aim of ensuring that water efficiency in the water industry is designed in a measurable, applicable, and investment-friendly manner. Meanwhile, the draft Water Law studies are being closely monitored, and assessments reflecting the sector's perspective—particularly regarding water allocation security, simplification of permitting processes, and predictability of industrial investments—are being discussed with relevant stakeholders.

Climate and Sustainability

The Climate Law aims to institutionalize Türkiye's long-term emission-reduction targets and climate policy governance, and in this context, seeks to establish national emission-reduction goals. Our company advocates for the effective participation of the private sector in this process, for the promotion of emission-reduction investments, and for the adoption of gradual transition mechanisms. Within this framework, it is considered important to enhance measurement, reporting, and verification (MRV) capacity under the Emissions Trading System (ETS) and to support the industry's adaptation to the system in order to encourage sustainable innovation.

In the area of packaging, the use of mechanically recycled PET (mechanical rPET) in contact with food is not permitted in Türkiye. On the other hand, under European Union (EU) legislation, such use is possible under certain conditions, and the relevant rules have recently been updated. In Türkiye, specific quality and traceability criteria have been defined by the Ministry of Agriculture and Forestry for facilities that produce mechanically recycled PET (rPET), establishing a technical framework for the export of these products to international markets, particularly the European Union. However, regulatory processes regarding the use of mechanically recycled PET (rPET) in food-contact packaging in Türkiye are still under evaluation by the relevant authorities.

In this regard, Türkiye is expected to align its related regulations with EU legislation. In the EU, these evaluations are carried out by the European Food Safety Authority (EFSA), while inspections of approved processes are conducted by the competent national authorities. Our company closely monitors this process from the perspectives of environmental objectives, circular economy principles, and the security of secondary raw material supply.

Extended Producer Responsibility (EPR) and Recycling Participation Share (GEKAP) Practices

Since our company falls within the scope of the GEKAP (Recycling Contribution Fee) legislation, which came into force in Türkiye in 2020, declarations are prepared and the relevant fees are paid for the primary and secondary packaging of products that are imported or placed on the domestic market.

In 2025, Bangladesh published the draft EPR Directive for plastic waste, opening the framework for registration, collection, recycling targets, and EPR Responsible Agencies to public consultation. Additionally, in Azerbaijan, restrictive policy measures and action plans targeting single-use plastics strengthened national approaches aimed at reducing the plastic footprint. While Uzbekistan approached the final stages of efforts to establish an EPR system, Kyrgyzstan implemented EPR-based payments similar to GEKAP for the first time. In 2025, public efforts to establish an EPR system for plastic waste accelerated in Jordan, and within the scope of regulatory preparations, our company shared its views on model design, cost, and operational feasibility through sector representatives. These developments highlight the growing focus across nearly all CCI countries on issues such as secondary raw-material supply, collection, and recycling.

Deposit Management System

In Türkiye, the technical requirements for label/packaging manufacturers and Reverse Vending Machines (RVMs) under the Mandatory Deposit Management System (DYS) were updated in 2025. The Ministry of Environment, Urbanization and Climate Change announced that the system would be expanded across all 81 provinces by the end of 2025, with April 2026 indicated as the target for the actual launch.

In field-level implementation communication, the pilot applications emphasized a 25 Kr reward per package, the installation of Reverse Vending Machines (RVMs), and the use of the Deposit-Required Packaging (DOA) mobile application and e-wallet. However, it has been observed that the DMS pilot, which began in Sakarya and was intended to be expanded to six additional provinces (Erzurum, Mersin, Gaziantep, Samsun, İzmir, and Konya), has not reached the desired capacity.

In addition, there have been developments regarding the Deposit Field Management System (DSMS) Operator, which will be responsible for field-level collection operations within the DMS. Under the new framework, it is understood that collection activities under the DMS will be certified by the Türkiye Environment Agency (TÜÇA) and carried out by profit-oriented Operators. This approach indicates a shift from the previously discussed model over the past two years, which was based on a non-profit, centralized Operator structure. Within this scope, DSMS Operators—who will not have geographic exclusivity—are planned to receive a tariff fee per collected package. Operators will also retain the revenues generated from the sale of scrap materials from the collected packaging.

Deposit Participation Fee (DEKAB)

Deposit-Refund Beverage Packaging Fees (DEKAB) are collected from beverage containers subject to the Mandatory Deposit Management System (DYS) to be implemented in Türkiye. Although the actual collection phase of the DMS has not yet begun, all beverage producers have been paying the DEKAB fee for beverage packaging covered by the system since the third quarter of 2023. The 2025 DEKAB tariff was published, and as of July, a differentiation between GEKAP and DEKAB was introduced for the first time. In 2026, the increase in DEKAB once again exceeded the revaluation rate by a significant margin. According to information shared by the Turkish Environment Agency (TÜÇA), once DMS collection operations begin in 2026, there may be an additional increase in DEKAB fees.

The Turkish Environment Agency (TÜÇA) has stated that the DEKAB fees collected will be used to cover the initial costs of launching the DMS. However, it is concerning that no upper limit has been set—based on the Revaluation Rate or a similar benchmark—regarding how much DEKAB fees may increase.

Track & Trace-T&T

Traceability labeling is being implemented as an initiative designed to combat counterfeiting in the trade of products that are critical to health. It is successfully applied to products such as pharmaceuticals, tobacco, and alcoholic beverages, which are of vital importance to human health and have high unit prices and tax burdens. However, efforts continue within the Eurasian Economic Union countries to expand the scope of the system to include non-alcoholic beverages as well. In contrast, it is observed that no similar practice exists in the non-alcoholic beverages sector in EU or US economies.

While the serialization step has been completed in Uzbekistan, challenges have been observed regarding the aggregation phase, and therefore, it is considered possible that another postponement may be decided in 2026. In Tajikistan, by government decree, the start date for the track-and-trace application for drinking water and non-alcoholic beverages has been set as January 1, 2026. However, no guidance document has been published. Moreover, the decision-making process did not involve any consultation with the private sector. In Kyrgyzstan, the track-and-trace (T&T) application has been updated to include mineral and carbonated waters. Nonetheless, although a transition to a semi-digital system is envisioned, the need for improvements in process standardization and data flow has been emphasized. In Azerbaijan, although no binding regulation has been issued for carbonated beverages, it is known that public authorities have initiated communication with beverage producers regarding this matter. Finally, in Kazakhstan, although it has been stated that T&T will not be applied to beverages in 2026, there is political support for the implementation of T&T for carbonated beverages in 2027.

Special Consumption and Sales Taxes

In addition to standard taxation regimes, our beverages are subject to certain special taxes in some countries, such as excise taxes. The indirect taxes applied to beverages vary from one country to another and may be referred to using different terms, including consumption taxes.

In Türkiye, the 35% excise tax applied only to cola-flavored carbonated beverages, along with the 10% rate applied to other carbonated drinks and fruit juices, represents a significant cost factor for the sector. In addition, the VAT rate on our products is 1% for water and 100% fruit juice, while it is 10% for all other products. We closely monitor tax regulations and continue to contribute constructively to efforts aimed at establishing a more predictable, balanced, and sustainable tax framework that supports the sector's long-term growth.

In 2025, taxes applied to sugar-sweetened beverages (SSBs) across CCI countries showed significant variation. Uzbekistan continued to impose a consumption tax set at 500 UZS per liter.

In addition, the country will introduce a tiered tax structure based on sugar content starting from April 1, 2026. In Kyrgyzstan, the SSB tax set at 3 som per liter remained in effect for 2025, while a draft regulation outlining gradual increases for the coming years was opened for public consultation. Tajikistan, on the other hand, established a specific consumption tax of €0.04 per liter on certain categories of non-alcoholic beverages through a Cabinet decision dated May 29, 2025. This tax is applied at a higher rate for energy drinks.

In Pakistan, although the Ministry of Health proposed increasing the SSB tax to 40 percent in 2025 and introducing an excise tax on ultra-processed foods (UPFs), these measures were not enacted into law. However, the ministry has indicated that the topic may return to the agenda in 2026. In Kazakhstan, a proposal to introduce an excise tax on energy drinks in 2026 has been passed into law. In Jordan, excise taxes apply only to carbonated beverages.

This landscape highlights the need to closely monitor potential tax-increase trends and the emerging interest in adopting different implementation approaches in 2026.

COP30

The 30th Conference of the Parties (COP30) of the United Nations Framework Convention on Climate Change was held in Belém from 10 to 22 November 2025 and concluded with the adoption of the Global Mutirão decision, known as the Belém Political Package. The package aims to translate the Paris Agreement into implementation and envisions mobilizing at least USD 1.3 trillion per year in climate finance by 2035, doubling adaptation finance by 2025 and tripling it by 2035, operationalizing the Loss and Damage Fund, launching the Global Implementation Accelerator and the Belém Mission to 1.5°C initiatives, and adopting indicators for the Global Goal on Adaptation. This framework strengthens financial architecture, transparency, reporting, and capacity-building components.

Digital Development

In line with our vision of "being the best company in the fast moving consumer goods sector in all countries where we operate", we continuously invest in our digital competencies and technology infrastructure. To this end, our targets are as follows:

Customer Experience: Improving customer experience by using data and digital capabilities.

Operational Efficiency: Achieving high levels of efficiency, quality and environmental sustainability in all our end-to-end processes.

Employee Experience: Automating low value-added jobs, integrating the data generated by our strong technology infrastructure into strategic and operational decisions, and providing our employees with up-to-date skills required by the digital age.

Business Continuity and Resilience: Minimizing risks and responding quickly to changing business needs by implementing high-performance and secure systems with state-of-the-art technologies.

Innovation: Contributing to our business models with potential opportunities by experiencing new technologies.

In order to increase efficiency, we continue to establish fundamental building block solutions such as Enterprise Resource Planning, Customer Relations, Contracting, Purchasing, Warehouse, Production, Quality and Transportation Management Systems, and to gain further momentum in automation. By combining our capabilities in API and micro services-based technologies, cloud, artificial intelligence/machine learning (such as conversational artificial intelligence, image processing, and deep neural networks), industrial Internet of Things, edge computing, robotic process automation, and process mining, we create a digital twin of our organization, production lines, and the customer experience. In this way, we use agile business models and constantly adapt to changing market conditions .

With RPA (Robotic Process Automation), we generate approximately 335 thousand person*hours of work annually, and with our process mining solutions that we use in our finance and supply chain processes, we detect process deviations and/or bottlenecks and take corrective actions.

We place data and analytics at the core of our operating model through our proprietary artificial intelligence models which support critical processes such as customer segmentation, demand forecasting, and order recommendations along with our reliable corporate reporting infrastructure and data-driven transformation programs.

With the aim of creating value for our customers, employees, and the environment, and strengthening our culture of innovation, we position our BÜDOTEK Technopark office as an innovation and incubation hub where we test, design, develop, and commercialize advanced technologies as well as data- and AI-driven industry solutions. By building collaborations with start-up communities, universities, and ecosystem partners, we co-develop and scale these solutions. The key focus areas of these efforts are as follows:

Personalized Experiences: Increasing customer satisfaction by offering product recommendations, campaigns and communication strategies suitable for each customer.

Effective Automation Strategies: Increasing efficiency through high-performance, intelligent automation solutions that optimize business processes.

Increased Sales and Customer Satisfaction: Developing innovative solutions that support repeat sales and enhance customer satisfaction.

Creating Value with Agentic Artificial Intelligence

Within CCI's digital transformation journey, artificial intelligence is positioned not merely as a decision support tool, but as an autonomous business partner. Through Agentic AI, intelligent agents capable of taking context-aware actions and reshaping end-to-end workflows are being integrated into business processes, with the objective of creating a multiplier effect on operational efficiency. Under this approach, Agentic AI is managed as an enterprise-wide transformation that goes beyond process automation, enhancing both the effectiveness and speed of decision-making.

In line with CCI's 2026 plans, Agentic AI is expected to deliver new capabilities across CCI's end-to-end value chain, spanning from production and supply chain operations to commercial activities and support functions. AI will enable CCI employees to focus their time on higher value-added activities, while also ensuring that business processes operate in a more holistic, consistent, and reliable manner.

As part of CCI's Agentic AI transformation, AI agents are being developed on innovative, scalable, and efficient technology platforms, underpinned by a robust enterprise framework. This agentic AI governance framework encompasses compliance, security, data access and value management, ensuring responsible and effective deployment. Through this integrated approach, CCI aims to generate sustainable value across all CCI countries.

Risks and Opportunities

At CCI, we continuously monitor global developments and risk factors that may affect our business in the countries where we operate. In addition to data from the Coca-Cola system, we leverage sectoral analyses and international benchmarking to thoroughly assess risks and opportunities at both country and regional levels. Guided by these insights, we shape our medium-term roadmap and update our three-year business plans annually before putting them into action.

Global Risks

2025 continues to be shaped by global geopolitical instability and socio-political polarization. Economic uncertainty persists amid inflationary pressures and currency volatility, while misinformation and disinformation remain critical challenges. Cybersecurity threats have grown in scale and sophistication, demanding advanced detection and response capabilities. In the long term, environmental risks particularly water scarcity, energy reliability, and climate change are expected to climb further up on the global agenda.

Economic Uncertainty: Persistent high inflation and elevated interest rates, coupled with ongoing geopolitical tensions, continue to exert significant pressure on economic growth, particularly in export and manufacturing-driven markets. Regional and global growth remains under strain as these dynamics amplify currency volatility, tighten monetary policies, and weaken consumer demand.

Climate Change, Environmental Risks and Disasters: According to global benchmarks, climate change, extreme weather events, biodiversity loss, ecosystem collapse, resource depletion, and pollution remain among the most critical global risks. These challenges are increasing operational vulnerabilities across industries. In response, green transformation strategies are expected to gain momentum, driven by global initiatives and regulatory frameworks aimed at reducing environmental impact.

Cyber Incidents: The annual cost of cybercrime incidents to the global economy is estimated to reach 12 trillion dollars by 2026. The probability and impact of cyber threats are steadily increasing due to the rise in the use of new and developing technologies, including especially artificial intelligence applications, and the impact of geopolitical developments.

Sectoral Risks

After three years of high inflation and weak growth, global markets are entering a phase of cautious recovery. However, sustainable growth will depend on several factors including product mix optimization to address the shifting consumer preferences and integration of next-generation AI applications.

Ethics, Compliance, Regulations & Tax: Regulatory and compliance risks remain among the most prevalent challenges across our operating geography, increasing enforcement of various laws, implementation of excise and sugar taxes, and emerging frameworks such as EPR (Extended Producer Responsibility), Track & Trace, and Deposit Management Systems are introducing notable financial and operational implications.

Important Opportunities for CCI

- A diverse brand portfolio that brings success and collaborations with system partners
- Diversified country portfolio and effective market position
- Strong ability to meet customer needs with a unique direct and indirect RTM (Route-to-Market) Model
- Commercial digitalization through CCINEXT - a holistic approach to the process from order taking to collection, strengthening customer interaction
- Sound and balanced financial structure
- Young population in geographical areas covered by CCI's operations
- Low consumption of per-capita, non-alcoholic ready-to-drink beverages, in CCI's geographical areas compared to other regions
- Horizontal and vertical expansion opportunity
- Geographic expansion into new markets
- Sustainability initiatives that reduce costs and strengthen social license
- Local affiliation: Being a part of Anadolu Group

Important Risks for CCI

Prioritized Risk	Description	Potential Outcomes	Mitigation Actions
1 Macroeconomic Slowdown and Instability	▪ High global interest rates ▪ Persistent inflation ▪ Geopolitical risks ▪ Unconventional monetary policies ▪ Domestic instability	▪ Negative impact of the decline in demand on our company's operating and financial results. ▪ Increased costs ▪ Both suppliers and distributors may face the risk of financial bottlenecks and the inability to ensure continuity of operations ▪ Liquidity constraints and difficulties in accessing financial resources Declining risk appetite	▪ Reduction in exposure to localized economic risks through diversified product portfolio and geographical operations ▪ A portfolio and flexible business model that can be responsive to changes in consumer needs during times of economic recession ▪ Dynamic hedging strategies and FX risk monitoring ▪ Additional liquidity creation for suppliers and distributors ▪ Disciplined cost base and strict working capital management ▪ Strong liquidity and diversified as well as redundant assets ▪ Stakeholder Management
2 Political Instability and Security	▪ Ongoing instability and geopolitical risks in emerging markets ▪ The raging Russia-Ukraine war and the tension in the Middle East ▪ Sanctions and the risk of spillover effects on neighboring countries ▪ Global elections ▪ Trade wars	▪ Security risks that may occur concerning our personnel and the company's assets ▪ Financial crises ▪ Difficulties in accessing infrastructure and raw materials for production ▪ New waves of migration ▪ New legislation ▪ Volatile and challenging geopolitical conditions with possible tensions in domestic and foreign politics negatively affecting consumer demand.	▪ Incident Management and Crisis Resolution (IMCR) provision ▪ Physical and electronic security, the development of a safety culture ▪ Travel Safety ▪ Social Interaction Center ▪ Plans for alternative raw material supply and alternative routes ▪ Embracing the local culture ▪ Continuous stakeholder dialogue and engagement to protect our business from compliance and reputational issues ▪ Disciplined cost-focused management, strict working capital control, and foreign exchange position management
3 People and Talent Management	▪ Necessary activities to ensure access to new talent, which is limited, and to increase the skills of existing human resources ▪ Digital transformation and integration into the rapidly changing world ▪ Failure to achieve unity of purpose ▪ Cultural mismatch ▪ Occupational health and safety ▪ Emotional vulnerability and lack of social support ▪ Job dissatisfaction ▪ Bias ▪ Failure to work-life balance	▪ Loss of confidence in employer brand ▪ Productivity loss ▪ Risk of potential opportunities not being realized ▪ Loss of key human resources ▪ Failure to attract new talented human resources to the company ▪ Employee burnout ▪ Decreased competitiveness of the company	▪ Agile and strategic talent acquisition and ever-growing employer brand ▪ Supporting talents to enable teams to grow both personally and professionally ▪ Communicating with and retaining employees by adopting a people-centered approach ▪ Commitments to enhance diversity and inclusion ▪ Standardization of security protocols ▪ Developing the Life-Saving Rules in collaboration with TCCC ▪ Sharing know-how to business partners ▪ Structured learning pathways, leadership development programs and keeping the communication channels open

Prioritized Risk	Description	Potential Outcomes	Mitigation Actions
4 Ethics, Compliance, Regulation and Taxes	▪ Being subject to many different and varying laws, regulations, and tax guidelines in the countries in which we operate ▪ Regulations on manufacturing, sales and distribution, packaging, the use of certain ingredients in ingredients, recycling, and labeling requirements ▪ Low ranking in the Corruption Perceptions Index for the countries in which we operate ▪ The risk of an increased tendency of governments to control data with focus on the protection of personal data in these countries ▪ Emerging ESG-related regulations	▪ Reputational loss of our company ▪ Increased operational and compliance costs ▪ Financial impact of new/higher taxes or changes in tax laws ▪ Restrictions on our operations ▪ Violation of laws, regulations, and our code of ethics ▪ Administrative penalties ▪ Economic losses of fraud ▪ Increased economic difficulties and corruption/ fraud risks in our operating geography	▪ Ongoing monitoring of economic and other sanctions ▪ Ongoing monitoring and assessment of risks associated with suppliers and distributors ▪ New policies on money laundering, corruption, and sanctions ▪ Continuous communication and training with all employees ▪ Maintaining open and continuous communication with sector stakeholders, regulators, and local and central authorities within the framework of the legal provisions ▪ Economic impact surveys ▪ Proactive ESG compliance roadmap
5 Supply Chain Disruption	▪ Increasing demand and fragile supply chains ▪ Variable transportation costs due to geopolitical risks ▪ Geopolitical turmoil and abnormal climate events ▪ Low commodity investments in the past ▪ Infrastructure and energy reliability issues ▪ Limited rPET supply and packaging material constraints	▪ Shortage and delay in material supply ▪ Increase in the cost of manufacturing ▪ Disruption in manufacturing due to insufficient inventory ▪ Higher production costs and operational constraints impacting progress toward sustainability goals	▪ Advance purchase and long-term contracts ▪ Identification of alternative suppliers ▪ Financial hedging contracts ▪ Strategic sourcing diversification and establishing local supply chains ▪ Establishing local supply chains as much as possible ▪ Supporting supply chain operations ▪ Inventory creation for key SKUs pre-season at strategic suppliers ▪ Alternative packaging and actions to reduce the weight of currently available packaging
6 Natural Disasters and Business Continuity	▪ Unusually severe weather conditions ▪ Natural disasters ▪ Public health emergency	▪ Life safety risks to our employees ▪ Material damage to our facilities and assets ▪ Supply chain disruptions ▪ Loss of financial resources ▪ Critical disruptions to infrastructure ▪ Waves of migration ▪ New legal regulations ▪ Decrease in demand for our products	▪ Developing a business continuity plan ▪ Improving capabilities of Core and Extended Teams for Incident Management and Crisis Reso-lution (IMCR) ▪ Proactive protection of our employees and Company assets ▪ Having action plans and teams ready for emergency situations ▪ Familiarizing everyone with the precautions to be taken in emergencies ▪ Implementation of social projects ▪ Reducing long-term environmental impacts by creating a low-carbon and recycling-oriented society ▪ Contribution to raising environmental awareness among stakeholders

Prioritized Risk	Description	Potential Outcomes	Mitigation Actions
7 Sustainability Risks	▪ The long-term direct and indirect impacts of climate change on our business and supply chain ▪ Increase in sensitivity to and concern about packaging waste and plastic pollution all over the world ▪ The need for adequate and secure access to water resources, both for the health and well-being of the people living in the regions in which we operate and for the continuity of our operations ▪ The impact of scarcity/price, legislation, and high taxes on agricultural commodities such as sugar and fruit	▪ Water supply and raw material shortage ▪ Natural disasters ▪ Legal regulations and law enforcement ▪ Lack of access to finance ▪ Taxes ▪ Reputational loss ▪ Public health problems ▪ Decreased commitment of employees ▪ Decline of competition ▪ Shortage and delay in material supply ▪ Rising costs ▪ Disruption in manufacturing due to insufficient inventory	▪ Close monitoring of the 9 different Commitments for 2030 and the targets set therein under the titles of Packaging, Water, Climate, Human Rights, Diversity & Inclusion, and Community ▪ Investigating possibilities and conducting feasibility studies with a view to providing sustainable resources ▪ Monitoring and raising awareness among all stakeholders in addition to our operations on efforts to increase efficiency ▪ Building partnerships with local communities, NGOs, start-ups, and universities. ▪ Building active relationships with diverse stakeholders ▪ Focusing on sustainable procurement
8 Corporate Reputation and Social License	▪ Failures in crisis management ▪ Defective products and services ▪ Cyber security issues ▪ The risk of disinformation posed by social media ▪ Governance risks ▪ Environmental and social impact ▪ Legal and regulatory issues ▪ Ethical misconduct	▪ Reputational loss ▪ Financial impact due to decline in sales volume and market share ▪ Increased regulatory scrutiny ▪ Failure to attract potential and talented employees	▪ Political neutrality and neutral stance ▪ Crisis management planning ▪ Scenario analysis ▪ Employee engagement surveys ▪ Effective stakeholder communication ▪ Research of central and local authorities ▪ Monitoring and measuring media impact ▪ Social media monitoring and Customer Relationship Management (CRM) ▪ Communication assessment as a company (direct or indirect/reactive or proactive) ▪ System alignment (Main stakeholders: The Coca-Cola Company and Anadolu Group) ▪ Investing in community programs ▪ Boosting local investment

Prioritized Risk	Description	Potential Outcomes	Mitigation Actions
9 Changing Consumer Preferences, Retail Environment, and New Digital Business Models	▪ Consumer preferences, purchasing, and consumption habits are changing rapidly ▪ Misconceptions about consumer health trends and the impact of our products on health ▪ Changing consumer habits and increasing online shopping and transactions ▪ The impact of social media on the perception of customers	▪ Possible fluctuations in demand ▪ Shrinking customer base ▪ Failing to keep pace with the pace of new sales channels and platforms ▪ Change in the competitive environment ▪ Lower product availability ▪ Declining profits	▪ Our vision to stand by our consumers with our diversified beverage portfolio in every market ▪ Providing solutions that are fit-for-purpose ▪ "0 sugar" strategy ▪ E-RGM strategy ▪ Digitalization ▪ Improving compliance with TCCC
10 Data Protection and Cyber Security	▪ Cyber attack ▪ Data center and server failures ▪ Risks associated with the security of information systems and data concerning unauthorized access, misuse, interruption, alteration, or destruction ▪ Growing sophistication of cyber threats leveraging AI and automation	▪ Breach of corporate or personal data ▪ Financial loss ▪ Possible disruptions in operations ▪ Loss of corporate reputation ▪ Situations arising that conflict with the Law on the Protection of Personal Data (PDPL) ▪ New legal regulations	▪ Risk and compliance-oriented management ▪ Effective collaboration with all units of CCI ▪ Real-time security monitoring ▪ Advanced detection/preventive measures ▪ Protecting digital data, borders, server-network infrastructure, cloud infrastructure, and products ▪ Perfecting security automation processes
11 Relationship with TCCC	▪ Our contracts with TCCC which are fundamental to our business model and the risks of termination or unfavorable renewal terms	▪ Loss of reputation ▪ Reduced income ▪ Rising costs ▪ Fewer opportunities for inorganic growth	▪ Managing the relationship with TCCC through open and transparent agreements ▪ Ensuring long-term plans and annual business plans are harmonized with TCCC ▪ Partnering effectively for growth ▪ High-level representation and participation in senior management meetings ▪ Frequent communication and sharing of best practices within the TCCC framework ▪ Participation in joint projects focusing on strategic issues and long-term business plans ▪ Excellence in implementation and investments ▪ Joint crisis management and brand positioning initiatives

Our Strategic Priorities for 2025-2027

As we make decisions that will create sustainable value for all our stakeholders during the 2025–2027 period, we adopt our five key strategic priorities as our guiding framework. In this direction, we operate with the vision of "being the best fast-moving consumer goods company in every country where we operate."

Accelerating Quality Growth

By providing high-quality services to our consumers through our constantly-growing, diverse, and innovative product portfolio, we sustain our profitable growth.

- Revenue Growth Management
- SKU Optimization
- Channel-Based Customized Strategy
- Balanced and Choiceful Portfolio
- Prudent & Tight OPEX Management

Being the Top Company in Fast Moving Consumer Goods

Through dedicated teams working with our customers to grow together, we implement best practices in customer and supplier management and business development.

- Outlet Coverage
- Distributor Development Salesforce Effectiveness
- Effective Cooler Placement
- Omnichannel Excellence
- Perfect Customer Services

Winning With Our People

We create a diverse and inclusive work environment where all employees are valued and have equal opportunities for growth.

- Talent Retention
- Career Development Best in Class Recruitment
- Leadership Development
- New Performance Management
- Culture & Employee Value Proposition

Digitalization For Industry Leadership

In order to increase efficiency and improve our operations, we are embracing digitalization while integrating innovative applications into our business so that we can maintain our leading position in the industry.

- Customer Experience
- Operational Excellence
- New Digital Business Models
- Business Resilience and Durability

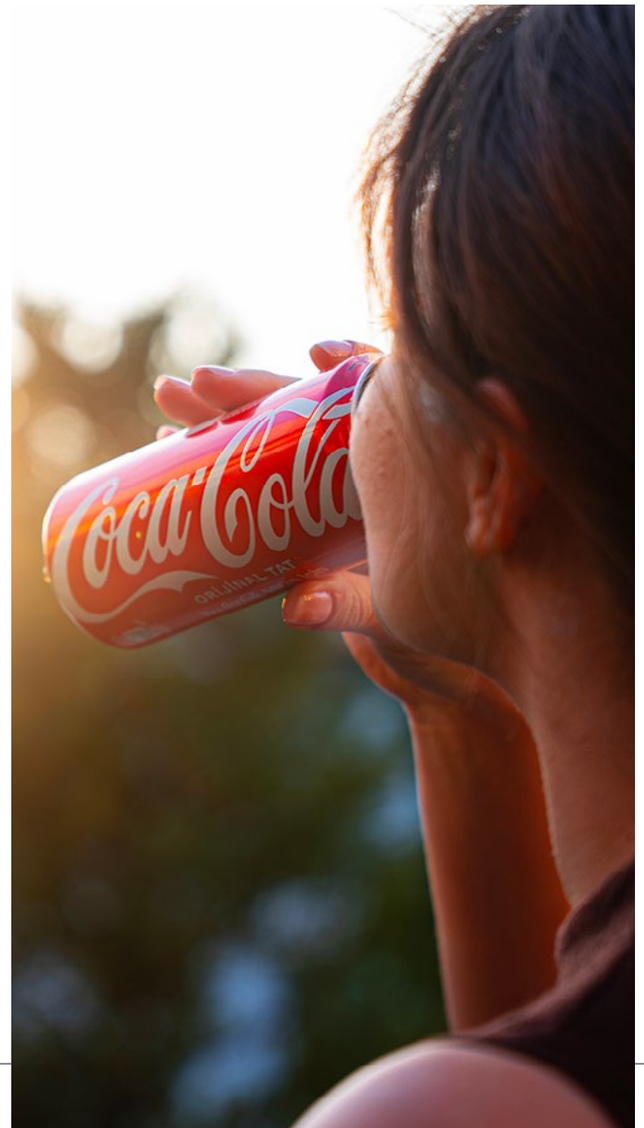
Winning With Our Stakeholders

We remain focused on winning together with all stakeholders across our value chain and creating value for our consumers and customers, our people, and the communities we serve.

- Corporate Reputation
- Sustainability Commitments
- CSR & Volunteering
- Integrated Governance

Our Expectations for 2025

In 2025, we operated in a challenging environment, marked by pressure on consumer purchasing power across several of our markets, alongside spill-over effects from the Middle East. Against this backdrop, we sharpened our focus on balanced volume and value-led growth, with a continued emphasis on affordability. Our diversified product and country portfolio once again demonstrated its strength in navigating the complexities of emerging markets.



Looking ahead to 2026, we expect the operating environment to remain volatile, as macroeconomic pressures and regional tensions continue to shape our markets. Our strategic priorities therefore remain largely unchanged. We will continue to leverage the strengths of our diversified geographic footprint and product portfolio to drive volume growth, while maintaining affordability through disciplined execution, right pricing, optimized mix and effective discount management, and creating sustainable value.

Following the announcement of our 2026 volume guidance, we now provide more detailed guidance on NSR/uc, EBIT margin and Capex/Sales, both on a reported basis and excluding TAS 29 adjustments. This additional disclosure enhances clarity around our financial outlook and reaffirms our commitment to transparent and open communication with our stakeholders.

Our company's plans for 2026 are as follows on a reported basis:

CCI 2026 Expectations (On a reported basis):

Sales Volume:
Mid-single-digit volume growth on a consolidated basis

- Low to mid-single-digit growth in Türkiye
- High-single-digit growth in international operations

With inflation accounting, we expect to deliver mid-single-digit NSR/uc growth with flat EBIT margin.

Without the impact of inflation accounting,
FX neutral NSR/uc to grow by mid-teens with local currency revenue increases that balance cost inflation while preserving price affordability to support volume growth. EBIT margin expected to be flat.

Capex/Sales will remain in the high single digits as a percentage of NSR (both including and excluding the effects of inflation accounting), as we continue to invest behind growth, expanding capacity, adding new lines, and strengthening our production footprint across our markets.

OUR VALUE CREATION APPROACH

#BalancedForward

At CCI, we closely monitor the risks and opportunities emerging in the environments where we operate, and we move forward with a strategy that adapts to changing conditions, remains resilient, and aims to create long-term value.

Our Value Chain

Resource Use

We work towards ensuring the best quality across our value chain. By joining forces with The Coca-Cola Company and other suppliers, we strive to ensure a sustainable supply of concentrated, raw materials and packaging materials to produce high-quality, delicious beverages. We do this by ensuring that our suppliers comply with our Supplier Guiding Principles (SGP), which outline the minimum environmental, social, economic, and ethical conditions we expect them to meet, and by running audits to verify their compliance with the SGP.

Recycling

In line with TCCC's vision of A World Without Waste, we collect the packaging we place on the market through our returnable glass bottle system and recycling efforts. We are continuously pursuing innovations to increase the recycled content in our packaging. We collaborate with non-governmental organizations, local communities, and TCCC to reach our goals.

Consumption

We reach 600 million consumers through more than 25 brands. We offer our consumers a wide array of products for every lifestyle and occasion, while always prioritizing the safety and quality of our products.

Production

We consume less while we produce more. We are constantly innovating to increase our resource efficiency and improve our packaging in 36 bottling and 3 fruit processing plants in 12 countries for more sustainable production. We achieve recycling rates of up to 99% in plants and are making rapid progress towards our zero-waste target. We maintain international standards and work with approved excellence programs. Our plants are audited annually as per The Coca-Cola Operating Requirements (KORE).

Logistics

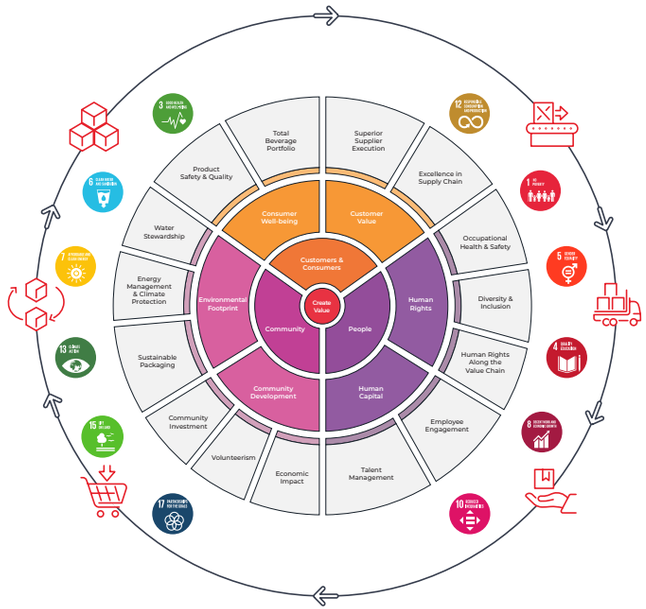
We use digital technologies to plan our warehouse operations in line with the customer and distributor demands. We are growing with our distributors. We promote CCI values throughout our value chain. We make investments in the talent development of our distributors to maximize favorable market entry performance. We spread our practices that help create environmental and social value among our distributors.

Sales and Marketing

Winning with our customers is an integral part of our organization. With ~ 1.4 million sales points, we work closely with our customers and jointly develop business plans to enable sustainable growth through social and environmental practices. As we implement our marketing and advertising strategy, we adhere to TCCC's Responsible Marketing Policy.

Our Value Creation Model

	INPUTS AND RESOURCES	BUSINESS ACTIVITIES		OUTPUTS	THE VALUE CREATED
FINANCIAL CAPITAL	▪ Investments ▪ Sales revenues ▪ Financial income	▪ Financial risk management ▪ Pricing ▪ Revenue growth management	▪ Marketing ▪ Working capital management ▪ Promotion	▪ Achieving the most favorable enterprise value ▪ Increasing transparency ▪ Investor Relations (two-way) ▪ 187 billion Net Sales Revenue ▪ 25 billion TL Operation Profit	▪ Better corporate governance ▪ Brand reputation ▪ Diversifying the investor base
RELATIONAL CAPITAL	▪ Shareholder expectations ▪ Company principles and values ▪ Regulations and legislation ▪ External trends ▪ Changes in the working environment ▪ Interaction platforms	▪ Active participation in NGO, trade interest groups, industry associations meetings, conferences, workshops, panels and projects ▪ Supplier, distributor, and customer support and development programs ▪ Supplier, distributor, and customer audits and surveys	▪ Health, safety and well-being programs ▪ Communications programs ▪ CSR programs ▪ Interaction with local and national authorities ▪ Investor roadshows	▪ Brand reputation ▪ Increasing transparency ▪ Building trust ▪ Legal risk mitigation ▪ Social license to operate	▪ Social development ▪ Shareholder value ▪ Reliable business partner
NATURAL CAPITAL	▪ Water ▪ Energy ▪ Concentrate and beverage bases sugar ▪ Packaging raw materials ▪ Supplier Guiding Principles ▪ Sustainable Agriculture Guiding Principles	▪ Energy and water efficiency programs ▪ Sustainable packaging initiatives ▪ Sustainable purchasing practices (cold drink equipment, agriculture, forklifts) ▪ Partnerships with NGOs for environmental issues	▪ Supplier training based on SGP and PSA ▪ Audits on company policies ▪ Internal and external awareness campaigns ▪ Source Water Vulnerability ▪ Assessment (SVA) with third-party companies	▪ Sustainable resource management ▪ Social license to operate ▪ Resource saving ▪ Environmental awareness ▪ 3% improvement in water efficiency as compared to 2020 ▪ 813,710 m³ water saved ▪ 509,146 tons of CO_2 emission savings	▪ Shareholder co-operation ▪ Sustainability of natural resources and ecosystems
MANUFACTURED CAPITAL	▪ Premises ▪ Infrastructure ▪ Equipment	▪ Purchase of machinery and equipment ▪ Maintenance and repair ▪ Quality management ▪ Logistics		▪ Productivity and efficiency increase ▪ Supply chain optimization ▪ Operational Health and Safety ▪ A working environment compatible with human rights	▪ Labor productivity ▪ 1,6 billion UC Sales Volume
HUMAN CAPITAL	▪ More than 10,000 employees ▪ Management systems and programs ▪ Company principles and values ▪ Volunteering ▪ Leadership team and company culture	▪ Talent and performance management ▪ Learning and development ▪ Health, safety, and well-being practices ▪ Human rights, diversity and inclusion ▪ Employee communication and interaction		▪ Employee engagement ▪ Increased productivity ▪ Diversity and inclusion ▪ Motivation/satisfaction ▪ Personal development ▪ Knowledge and skill improvement ▪ Health, safety and wellbeing ▪ Equal opportunity ▪ Career development of employees	▪ Sustainable competence development ▪ Improving the quality of life in the communities ▪ 179,163 hours of training for employees ▪ Indirect economic impact: A total of 123,059 direct and indirect jobs in Türkiye, Uzbekistan, Kazakhstan, and Pakistan.
INTELLACTUAL CAPITAL	▪ Investments in R&D and innovation ▪ Management systems and certifications ▪ Information technologies infrastructure	▪ Project development ▪ Establishing partnerships for R&D and innovation ▪ Protection of intellectual property		▪ Employee engagement ▪ Productivity and efficiency increase ▪ Supply chain optimization ▪ Knowledge and skill improvement ▪ Employee experience	▪ Customer satisfaction ▪ Consumer satisfaction ▪ Building trust ▪ Innovation ▪ 1,755 Operational Excellence Projects between 2008-2024



Upstream Value Chain | **CCI Operations** | **Downstream Value Chain**

Raw Material and Concentrate Supplier Management | Production and Bottling | Distribution and Logistics | Sales and Marketing | Consumption and Customer Experience | Recycling and Sustainability

People First

#BalancedForward

At CCI, we recognize that people are the most fundamental element enabling operational success and long-term sustainability. With this understanding, we aim to create a safe, inclusive, and equitable working environment for all our employees, and to generate lasting, positive impact not only within our own organization but across our entire value chain.

2.8
Increase in female leadership ratio

0
Gender-based wage difference

x2.94
Increase in human rights training participation

Human Rights Along the Value Chain

As CCI, we see respect for human rights as our highest priority across all areas of our operations. We aim to build trust-based relationships by maintaining open, honest, and inclusive communication with all our stakeholders from our employees to our business partners. In line with this approach, we position human rights as an integral part of our daily working culture; and we work continuously to create fair and respectful working conditions while maintaining ongoing awareness-raising efforts.

Our Commitments

Commitment 7 - Establish mechanisms to ensure that CCI's distibutors and priority suppliers are 100% compliant with CCI Human Rights Policy

Our Related Policies

- Human Rights Policy
- Supplier Guiding Principles
- CCI Code of Ethics and Ethics Line

Related Memberships

Please click.

SDGs

How We Govern

In line with our CCI Human Rights Policy (HRP), we consider full compliance with the labor legislation in all countries where we operate a fundamental responsibility. While we aim to create a supportive work culture where our employees can develop their competencies and achieve their professional goals, we also prioritize extending this approach across our entire value chain.

As CCI, we implement our employee rights practices in line with the provisions of the Turkish Labor Law No. 4857 and all applicable local regulations. In this context, we plan and monitor overtime within legal limits and determine maximum working hours in full compliance with the legislation. We safeguard our employees' annual leave entitlements and related payments in line with regulatory requirements, and we operate processes that support the effective use of paid annual leave.

In cases of collective dismissals, we adhere to the minimum consultation and notification periods stipulated by law. We implement and regularly monitor these practices in alignment with our corporate commitments to human rights and fair working conditions. Through the training programs we regularly conduct, we ensure that the CCI Human Rights Policy is fully embraced across the organization and embedded in daily working practices.

In cases where any inconsistency arises between the principles of our Human Rights Policy and the laws, traditions, or company practices in the countries where we operate, our employees may report the issue either by name or anonymously through the CCI Ethics Line to their local managers, the Human Resources Department, the Group Employee Relations and Human Rights Manager, the Local Ethics Manager, or the Group Ethics Manager.

Reports of violations submitted under the CCI Human Rights Policy are handled jointly by the Ethics & Compliance Department and the Employee Relations and Human Rights function within the CCI Group Human Resources Department. In this context, the necessary reviews and investigations are conducted, and the implementation of corrective and preventive actions is closely monitored. Employees who report concerns are protected against any form of retaliation, and the principle of equal treatment is upheld for all employees.

CCI'M HUMAN

At CCI, we are humans, and we have rights. We respect human rights.

CCI Human Rights Policy (HRP)

The CCI Human Rights Policy was created based on the Coca-Cola system, as well as the Universal Declaration of Human Rights, the International Labor Organization Principles, and the UN Guiding Principles on Business and Human Rights.

The CCI Human Rights Policy addresses the following topics:

- Engagement with Community and Stakeholders
- Diversity and Inclusion
- Arbitrary Discrimination
- Freedom of Association and Collective Bargaining
- Safe and Healthy Workplace
- Occupational Safety
- Forced Labor and Human Trafficking
- Child Labor
- Fair Working Hours, Wages, and Benefits
- Protection of Land Rights and Water Resources

Supplier Guiding Principles (SGP) Compliance Audits in CCI Operations

Since 2012, independent Supplier Guiding Principles (SGP) Compliance Audits have been regularly conducted across all CCI countries. In the event that any CCI operation is found to be non-compliant with the SGP, a corrective action plan is immediately implemented. Once the action plan is completed, an independent audit firm evaluates the effectiveness of the corrective actions. After the audit, the CCI operation is assigned a score that corresponds to a color-coded rating system: Within the scope of the color grading, monitoring requirements apply as follows:

- Green (0 point): No action required. The facility is re-evaluated within 1-3 years.
- Yellow (1-7 point): To achieve the green status, minor findings must be corrected within the timeframe specified by the audit team. Once a company achieves the Green status, it is re-evaluated within 1-3 years.
- Orange (8-27 point): Depending on the nature of the finding, all non-conformities are expected to be closed within 6 months, either through a follow-up audit or a desk-based assessment. If compliance is verified, the entity moves to a three-year audit cycle. However, if compliance is not confirmed, the audit process continues until the Green status is achieved.
- Red (28+ point): The Facility Action Plan form is filled out by the company and submitted to the audit team. The company is expected to address the findings as outlined in the Facility Action Plan approved by the audit team. The follow-up evaluation is conducted within 6 months of the initial evaluation. The process continues until the company achieves the Green status or is de-authorized.

2025 Targets	2025 Performance	Status	2026 Targets
▪ Successfully complete all SGP audits	▪ Audits were successfully carried out in the plants in Elazığ and Sapanca, Türkiye; in Erbil, Iraq; in Namangan and Samarkand, Uzbekistan; in Faisalabad, Pakistan; in Madaba, Jordan	✓	▪ Successfully complete all SGP audits

✓ Target achieved ✓ Partially completed → In progress ✗ Target not achieved

What We Implemented in 2025

Strengthening Human Rights Compliance in the Value Chain

As part of the regularly conducted Supplier Guiding Principles (SGP) Compliance Audits at CCI plants, we have begun developing a new audit model that extends beyond our own operations and direct suppliers to encompass a broader segment of our value chain. This model is designed to also include construction projects, which constitute a significant component of our value chain.

With guidance from the International Finance Corporation (IFC), a member of the World Bank Group, a Grievance Mechanism procedure has been developed for use in all future construction projects. Through this initiative, we aim to extend our human rights commitment across all our business partners and broaden our sphere of influence.

Another model under development aims to help our distributors better understand their areas for improvement and ensure sustained awareness in these areas. This approach is designed to promote inclusive and sustainable practices, support our business partners in establishing systems aligned with human rights standards, and reinforce our commitment to fostering a work environment grounded in respect for human rights across the entire CCI value chain.

CCI Human Rights Policy – CCI Bangladesh

With Bangladesh joining CCI's operational network, the CCI Human Rights Policy has also been put into practice in the country.

Anadolu Group Human Rights Policy

Anadolu Group has established its Human Rights Policy with the objective of reflecting its principles and standards on human rights, underscoring the significance it places on this matter, and providing a comprehensive guiding framework. We take pride in supporting Anadolu Group in upholding international human rights standards and ensuring full alignment with its Human Rights Policy.

CCI Human Rights Policy Refresher Training

A refresher training on the CCI Human Rights Policy was delivered to all employees to raise awareness and update their knowledge. Through this training, we aimed to reinforce our corporate commitment to human rights.

10 December 2025 – International Human Rights Day

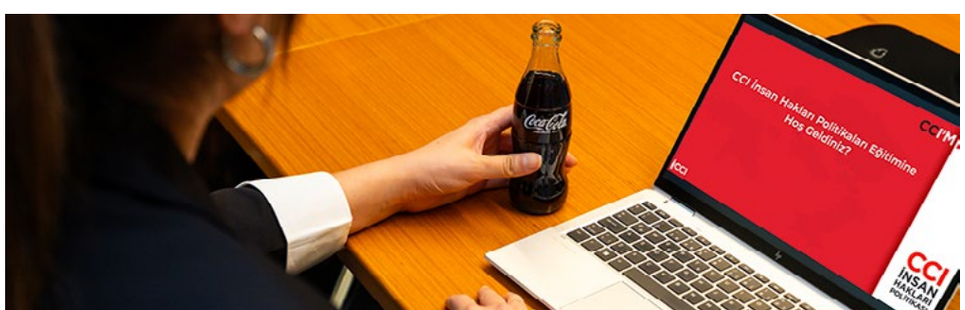
As part of the 10 December 2025 International Human Rights Day, we strengthened our knowledge and awareness of human rights through activities we organized in line with the United Nations' theme, "Human Rights: The Essentials of Our Daily Lives."

Annual Leave Planning System

In 2025, CCI developed the Annual Leave Planning System to enable our employees to plan their annual leave more easily and efficiently. After a full year of implementation, the system has enhanced transparency in leave processes and helped teams manage their workloads in a more balanced and effective manner. The experience gained has demonstrated that this practice plays a critical role in supporting employees' work–life balance.

Human Rights Training (2025)	Number of Participants	Total Hours
Türkiye	1,742	1,249
Jordan	4	0.87
Kyrgyzstan	38	15.3
Tajikistan	94	58
Azerbaijan	407	263
Turkmenistan	39	14
Kazakhstan	427	427
Pakistan	1,749	2,315
Iraq	387	387
Uzbekistan	1,611	655.37
Bangladesh	499	3,905.5
TOTAL	6,964	9,290

In 2025, a total of 6,964 employees received human rights training.



Occupational Health and Safety

As CCI, one of our key priorities is to support our employees in maintaining a sustainable balance between their professional and personal lives. Through this approach, we aim to strengthen both individual and corporate performance in a sustainable way while providing a safe and healthy working environment.

Our Commitments

Achieving the target of “0” work accidents and occupational diseases and ensuring full compliance with all legal regulations and CCI and TCCC standards

Our Related Policies

Human Rights Policy

Related Memberships

Please click.

SDGs

How We Govern

In CCI, Occupational Health and Safety (OHS) is managed through clearly defined responsibilities and a multi-tiered committee structure. Within this framework, location-based interdepartmental OHS committees meet monthly and report their activities to the Country Health and Safety Committees on a quarterly basis. Coordination among the Country Committees is ensured by the Group OHS Manager, while developments and priorities related to OHS are conveyed to the Group OHS Steering Committee, which convenes quarterly. The Human Resources Executive Committee Member holds the highest management authority on OHS matters, while the ultimate responsibility lies with the CEO.

To enhance OHS awareness and foster a strong safety culture, we provide regular and comprehensive OHS trainings for our employees and subcontractor teams. These trainings focus on critical risk areas such as the TCCC OHS culture, first aid, safe working practices in confined spaces and at heights, emergency management, evacuation and rescue, electrical safety, the use of pressurized gases, hazardous energy control, Lock Out Tag Out (LOTO), safe driving, and forklift safety. Through this approach, we aim to proactively manage risks and embed safe working practices across all our operations.

By supporting our OHS management with digital solutions, we strengthen our speed, transparency, and data-driven decision-making capabilities. Through real-time dashboards, mobile notifications, digital work permits, and e-learning applications, we make OHS processes more efficient and traceable.

To enhance safety in our field operations, we adopt the Route-to-Market (RTM) road safety approach and manage driving-related risks through safe-driving trainings, awareness initiatives, campaigns, telemetry monitoring, route risk analyses, and vehicle compliance checks.

Within the scope of machinery and equipment safety, we prioritize LOTO practices, procedures for working in confined spaces and at heights, as well as electrical and forklift safety, in line with the “safety-by-design” principle.

Life-Saving Rules and Behavior-Based Safety Culture Program

With the Life-Saving Rules and Behavior-Based Safety Culture Program, we aim to achieve a profound cultural transformation in the field of OHS. In this context, we focus first on identifying the most frequent unsafe practices, then making these practices safe, and finally creating regulatory and preventive plans to ensure a safe working environment. As part of the program, we enhance awareness through reward and recognition systems, disciplinary procedures, and trainings, as well as through innovative, technology-driven practices such as the OHS Olympics.

Key Occupational Health and Safety Objectives

- To protect our employees, our company's most valuable and important assets, from all kinds of occupational health and safety risks and hazards in the workplace,
- To ensure that OHS is an integral part of our business and is actively supported through management, leadership and commitment,
- To protect the company from possible legal risks to a minimum extent by complying with local legal regulations and to implement the best practices in the sector and to apply standards that even go beyond the current legal obligations,
- To protect all other resources and assets from work-related risks and hazards.

Life Saving Rules

Zero is possible

Hand in Hand Safety Program

Since 2016, we have been standardizing and systematizing OHS practices with the Hand in Hand Safety Program, which we have been carrying out in order to achieve the target of "0" work accidents and occupational diseases and to fully comply with all legal regulations and CCI and TCCC standards, while also closely following the developments in the ever-changing world and in our growing operations.

We do not have any occupational diseases reported throughout CCI.

CCI CARE: CCI Wellbeing Program

Through the CCI Wellbeing Program, we aim to create a "culture of employee well-being" where our employees are physically, mentally and emotionally healthy, and to equip our employees with tools and techniques that they can learn to improve their health by raising awareness on this issue.

PHYSICAL
Employee's physical health and working conditions

EMOTIONAL
Psychological safety, employees' stress levels, and employee support programs

SOCIAL
Focus on culture of recognition, diversity, inclusion, CCI sports clubs/teams, corporate social responsibility, and volunteering

FINANCIAL
Financial literacy awareness sessions with experts

There are three dimensions under each key element

1 AWARENESS
Communication, training sessions, webinars, and e-learning etc.

2 PARTICIPATION ACTIVITIES
Activities where people interact and compete with each other.

3 MEASUREMENT
KPIs for each element to measure the impact of activities and initiatives.

What We Implemented in 2025

OHS Governance, Performance, Training and Safety Culture

- In 2025, our Occupational Health and Safety (OHS) performance resulted in a Safety Maturity Index (SMI) score of 81.19%.
- After severe incidents, operations were paused and "Stand Down" sessions were conducted within 7 days to drive corrective actions.
- Across CCI, including 3rd-party stakeholders, various Health and Safety webinars and classroom trainings were delivered, reaching a total of 278,545 training hours.
- In Türkiye and at CCI Uzbekistan, as part of the intensive OHS training programs (Bootcamps) organized in collaboration with TCCC, comprehensive trainings were delivered on OHS strategies, standardization plans, and roadmaps, as well as root cause analysis and machine safety.
- To support the shared OHS culture, April 28 – World Day for Health and Safety at Work was marked with extensive activities including site audits, trainings, emergency drills, awareness seminars, competitions, and award events.

Operational Safety and Emergency Management

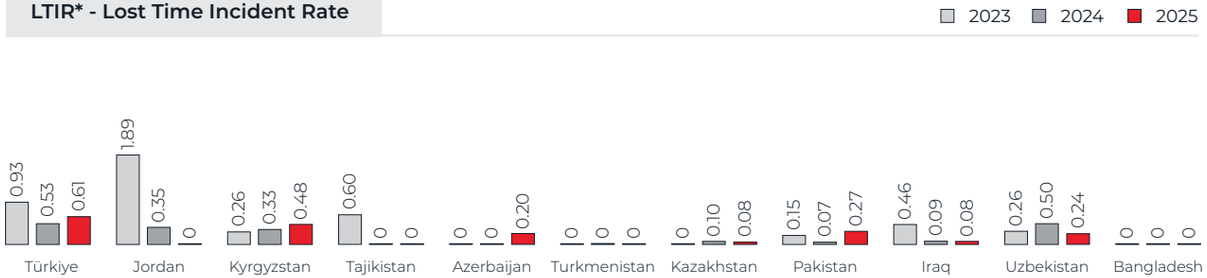
- Earthquake reinforcement investments were implemented across all locations, including the Headquarters; reinforcement works were completed at 6 locations, while efforts continued at 4 locations.
- In CCI Pakistan, a Fire Safety Assessment was conducted by an authorized and independent third-party organization to evaluate fire related risks.
- Fire trucks were purchased for all plants, and dedicated emergency teams were established and professionally trained.
- As part of RTM (Route to Market) road and driving safety strategies, rear-view cameras were installed in all distribution vehicles operated by CCI and business partners.
- The Digital Contractor and Visitor Management Platform was launched in CCI Türkiye Bursa plant, with rollout planned for other countries in 2025.
- In Pakistan, AI-based safety applications were deployed and defensive driving training for forklift operators was initiated. Regular trainings and drills were conducted across all CCI operations to ensure preparedness for emergencies. In CCI Türkiye, 71 Emergency Response and Evacuation drills were carried out.
- Location Emergency Response Teams received additional training from AFAD (Disaster and Emergency Management Presidency).

Employee Health, Wellbeing and Work-Life Balance

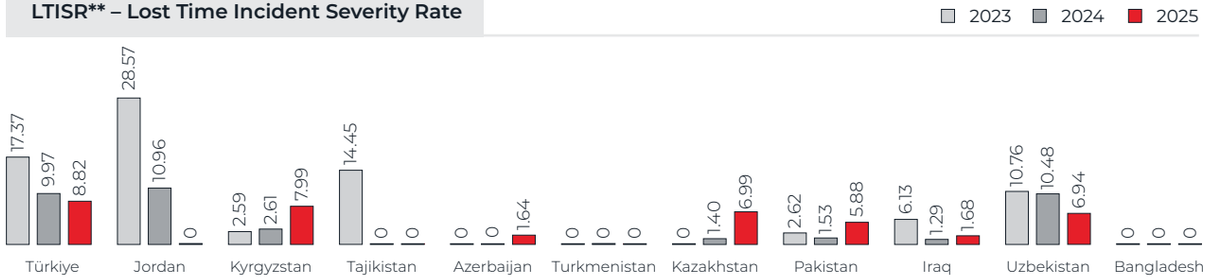
- Under the CCI Wellbeing Program, more than 40 physical and mental wellbeing activities were held across CCI.
- Breast cancer awareness programs and sessions were delivered in all countries.
- In CCI Türkiye, health-focused webinars were organized in collaboration with Anadolu Medical Center, featuring medical specialists. In addition, through the Employee Support Services partnership with Avita, employees and their immediate families received support across 11 service categories, including medical advice, nutrition, ergonomics, psychological support, financial and legal information, veterinary assistance, technology support, and general wellbeing guidance.
- Additional wellbeing initiatives included diabetes counseling in Kyrgyzstan and Kazakhstan, and psychological support, sports activities, and general health check-ups in Jordan, Iraq, and Tajikistan.
- Under the Health and Wellbeing framework, CCI Pakistan created employee medical histories, identified individuals with chronic illnesses, and developed action plans in collaboration with company doctors.
- The Focus Hour and Development Hour programs continued, allowing employees time for personal development and uninterrupted work focus.
- To support work–life balance, employees were encouraged to use annual leave, while birthdays, work anniversaries, and parental support leave were recognized.
- Flex Benefits offered discounted services in Health, Family, Home, Personal, and Development categories.
- Internal communication efforts continued to ensure that employees on leave were not engaged in work-related tasks during their time off.

OHS Trainings	2021	2022	2023	2024	2025
Türkiye Operations	28,803	41,441	38,867	10,133	150,195
Türkiye Group Office	6,419	2,983	7,148	182	2,124
Jordan	2,747	2,856	2,507	2,633	2,566
Kyrgyzstan	4,172	3,915	5,438	6,031	6,541
Tajikistan	1,324	1,126	1,067	1,083	1,691
Azerbaijan	3,392	5,029	4,094	4,019	4,360
Turkmenistan	2,078	1,287	1,405	1,394	2,226
Kazakhstan	5,842	7,723	14,457	14,819	18,908
Pakistan	14,520	17,839	25,840	28,508	54,515
Iraq	8,964	7,402	7,454	6,135	8,900
Uzbekistan	493	13,806	4,124	17,563	25,028
Bangladesh	-	-	-	2,346	1,491
CCI All	78,754	105,407	112,400	94,846	278,545

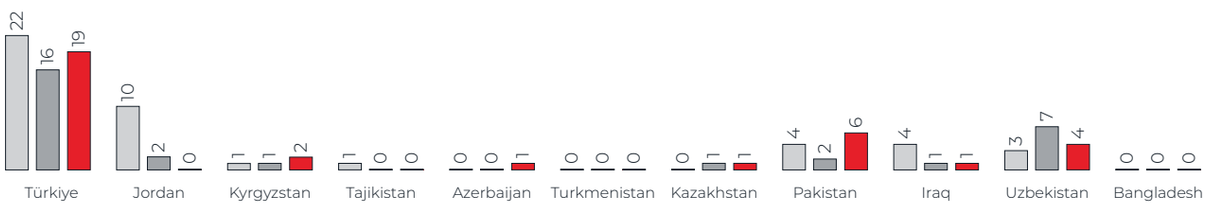
LTIR* - Lost Time Incident Rate



LTISR** – Lost Time Incident Severity Rate



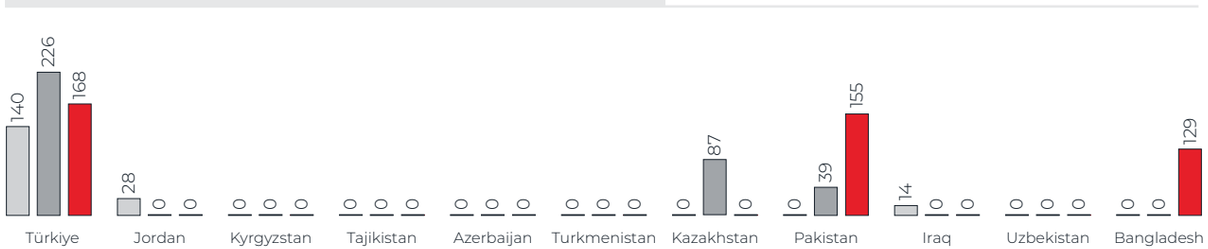
Number of Lost Time Incidents - Employee



Number of Lost Time Incidents - Contractor

Number of Lost Time Incidents - Employee (Workdays Lost)

Number of Lost Time Incidents-Contractor (Workdays Lost)



*LTIR: Lost Time Incident Rate
**LTISR: Lost Time Incident Severity Rate

2025 Targets	2025 Performance	Status	2026 Targets
▪ To standardize all HS documentation processes across CCI through QDMS.	▪ H&S documentation has been standardized across CCI via QDMS.	✓	▪ Enhancing fire safety infrastructure across all CCI plants by strengthening fire extinguishing equipment and AG 541 Auto Suppression Systems, thereby increasing emergency response capabilities and fire safety preparedness levels.
▪ To complete the transition to Version 3.0 of the Hand-in-Hand Safety Guide.	▪ The transition to Version 3.0 of the Hand-in-Hand Safety Guide is ongoing.	→	▪ To complete the transition to Version 3.0 of the Hand-in-Hand Safety Guide.
▪ To launch the Contractor and Visitor Management Platform for Türkiye.	▪ Deployment of the Contractor and Visitor Management Platform is completed in Türkiye, with all recurring contractors onboarded.	✓	▪ Implementation of the Route to Market Safety Maturity Tool across all designated RTM operations to strengthen safety culture, standardize assessment criteria, and elevate overall safety maturity levels in line with CCI expectations.
▪ To complete Fire Safety Assessments across all CCI locations.	▪ Fire Safety Assessments were completed across all CCI plants.	✓	▪ Strengthening employee wellbeing and organizational resilience through physical and psychological health programs under the CCI CARE framework.
▪ Implement digital reporting solutions across CCI regions.	▪ Automation applications have progressed, improving reporting accuracy and traceability.	→	▪ Automatic reporting is standardized across all regions, improving usability and data-driven decision-making.
▪ Implement Life Saving Rules across all locations as a standard practice.	▪ Assessments have been completed and corrective actions have been initiated.	→	▪ Life Saving Rules are managed through a standardized tracking system, and safety controls for employees are strengthened.
▪ Ensure full compliance with machine safety requirements.	▪ Location-based assessments have been completed, and critical corrective actions have been launched.	→	▪ Machine safety is elevated to a standardized, high level, and advanced safety controls are implemented

✓ Target achieved ✓ Partially completed → In progress ✗ Target not achieved

Diversity and Inclusion

We position the creation of a working environment where diversity is seen as a strength and inclusion is an integral part of our corporate culture among our strategic priorities. We implement conscious, planned, and sustainable practices to build a workplace where every individual feels valued for their identity, experience, and perspective, and can freely demonstrate their capabilities.

Our Commitments

Make sure that 35% of new hires, 40% of managerial positions, and 50% of the Executive Committee members are women by 2030

Our Related Policies

Human Rights Policy

Related Memberships

Please click.

SDGs

How We Govern

Diversity and Inclusion are among the top business targets of CCI Executive Committee and country General Managers. We address this topic across 3 key areas.

1. Diversity among Generations: We make sure that our employees feel valued and empowered to share their ideas, regardless of their age, background, or personal and professional influence.

2. Organizational Culture (History and Experience): At CCI, an inclusive culture is one where employees can freely express their ideas, embrace diverse perspectives, and work together in an environment built on trust and respect. As a company representing 12 countries, more than 20 languages, and over 30 ethnic backgrounds, we believe that CCI's success is strongly linked to the uniqueness and diverse experiences of each of our employees.

3. Gender Equality: At CCI, we aim for equal rights in visibility, empowerment, and access to resources across all systems related to our employees. We are committed to advancing gender equality in every aspect of our operations.

Our Diversity and Inclusion Journey

2009
- UNGC signatory

2013
- Launch of "Workplace Rights Policy"
- Gender Equality Certification" granted by KAGİDER

2015
- WEPs signatory

2019
- Launch of CCI Human Rights Policy

2020
- CCI LEAD Network CEO Pledge
- Launch of CCI Türkiye's Domestic Violence Policy
- CCI Türkiye "Women in Sales" Pledge

2021
- Launch of CCI Diversity and Inclusion Manifesto
- Publication of Gender Inclusive Language Communications Guideline

2022
- CCI Sustainability Commitments for 2030

2023
- Updated parental leave practices across CCI
- 'Equal Salary' Certificate

2024
- 2nd year of 'Equal Salary' Certificate
- Inclusive Leadership Training
- Cyber Violence Training
- 'Speak-Up' Infographic
- 'From Bias to Inclusion' Training
- Coca-Cola Türkiye, CCI System Collaboration, Diversity and Inclusion Sub-Working Group

2025
- 3rd year of 'Equal Salary' Certificate
- Launch of CCI Bangladesh's Human Rights and Diversity & Inclusion Policies
- CCI Bangladesh Collective Bargaining Agreement
- Incorporation of inclusion and care-work–related questions into the VOCCI (Voice of CCI) Employee Engagement Survey

CCI Diversity and Inclusion Manifesto

In the CCI Diversity and Inclusion Manifesto published in 2021, we reaffirm our commitment to being a diverse and inclusive company. Together with our employees, we aim to foster an open, inclusive, and trusting culture in which we create value as we are.

Our commitment is to be a diverse and inclusive company with an open, embracing, and trusting culture in which you create value as you are.

#AsYouAre
#CreateValueAsYouAre

United Nations Women's Empowerment Principles (WEPs)

In line with the WEPs to which we are a signatory, we continue our efforts to ensure that women are present in every area and at every level of economic life.

Measurement and Assessment in the Field of Diversity and Inclusion

In addition to our Lead Network pledge; within the framework of our 2030 Sustainability Commitments, we aim to make sure that 35% of new hires, 40% of managerial positions and 50% of the Executive Committee members are women by 2030. We are able to monitor and analyze our diversity and inclusion targets, which constitute 15% of the business performance targets of the senior management, and all the Human Resources processes, on a country and department basis with our Diversity and Inclusion Tables.

LEAD Network CEO Pledge

We have integrated our pledge to increase the number of women in executive positions by 2025, into the CCI 2030 Sustainability Commitments.

CCI Domestic Violence Policy

As a member of the Business Against Domestic Violence (BADV) Network, we introduced the CCI Domestic Violence Policy to provide support for employees who may be at risk of domestic violence. Developed in line with our human-rights-based approach, which prioritizes the safety, health, and wellbeing of our employees, this policy aims to protect and support all employees regardless of gender against domestic violence and to minimize its negative impacts on work life.

Gender Inclusive Language Communications Guideline

Prepared in collaboration with the Gender and Women's Studies Research Center at Kadir Has University in 2021, and published in five languages Turkish, English, Russian, Urdu, and Azerbaijan in the Gender Inclusive Language and Communications Guideline supports the adoption of inclusive and equitable communication across our organization.

CCI Women Employees Platform

CCI Women Employees Platform, which started in 2014 in CCI Azerbaijan, was consolidated under one umbrella in 2019 to empower female employees, increase their visibility in the workplace, and support their career development. This platform provides an environment where women can share experiences, learn from each other, and participate in activities that contribute to their professional growth.

Equal Salary Certificate

As part of our efforts to build an inclusive corporate culture, we applied for the Equal Salary Certificate in 2023 to transparently and objectively assess our pay practices. Through this certification, independent audits regularly verify each year that women and men at CCI receive equal pay for the same job or work of equal value.

Parental Leave

Across all CCI countries, we implement parental leave practices within a standardized framework. In this context, we provide CCI mothers with 120 days of maternity leave, which exceeds the applicable legal requirements. We also offer additional benefits that ensure our female employees receive 100% of their salary during their parental leave. These practices are also extended to CCI parents who adopt a child.

Mom's Handbook

Across all CCI operations, we implement the CCI Mom's Handbook adapted into multiple languages to ensure that expectant mothers are informed about relevant country regulations and the support mechanisms we provide, and to help them easily access the information they may need throughout the maternity process.

What We Implemented in 2025

Equal Salary Certificate

As part of the Equal Salary Certificate program, which aims to ensure an inclusive and equitable pay structure, audits conducted in Azerbaijan, Iraq, Jordan, Kyrgyzstan, Pakistan, Tajikistan, and Uzbekistan once again confirmed the continuity of our practices. As a result of these audits, we qualified to receive the certificate for the third time in 2025.

Parental Leave

In 2025, 235 employees benefited from extended parental leave rights.

Bangladesh's Inclusion in the CCI Women Employee Platform

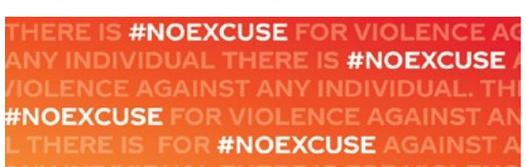
In 2025, the participation of CCI Bangladesh in the CCI Women Employee Platform further expanded the platform's reach, strengthening its role as an important structure that supports women's empowerment and fosters inclusion across CCI.

Expanding the Reach of the CCI Domestic Violence Policy

As a member of the Business Against Domestic Violence (BADV) Network, we introduced the CCI Domestic Violence Prevention Policy to support employees who may be at risk of domestic violence. In 2025, the policy was also implemented in CCI Bangladesh. With this addition, the policy previously in effect in CCI Türkiye, Jordan, Kyrgyzstan, Azerbaijan, Kazakhstan, Pakistan, Iraq, and Tajikistan expanded its coverage from eight to nine countries, further extending its impact.

25 November – International Day for the Elimination of Violence Against Women

As part of the International Day for the Elimination of Domestic Violence, we supported the United Nations' #NoExcuseForViolence campaign. In this context, we joined forces with other Anadolu Group companies to amplify our impact. We carried out awareness efforts by sharing a one-page information brief featuring the support mechanisms offered under the CCI Domestic Violence Prevention Policy in local languages across all CCI countries. Additionally, to draw attention to digital violence, which was a key message emphasized by the United Nations this year, we renewed focus on CCI's Cyber Violence Training across all countries and increased awareness on the issue.



March 8 International Women's Day

At CCI, we believe that women's employment should not be limited to office roles alone; it must also expand into traditionally male dominated fields such as production, sales, and digital technologies. In line with this approach, we launched an awareness campaign for March 8 International Women's Day, highlighting how artificial intelligence algorithms still perceive certain professions as "men's work." Through the #CareersHaveNoGender Campaign we emphasized that everyone regardless of gender can realize their potential and deserves equal opportunities in all roles.

Please click the here to access the campaign video.

VOCCI (Voice of CCI) Employee Engagement Survey - Diversity & Inclusion and Caregiving Questions

For the first time across CCI, 22 questions related to diversity and caregiving were included in the employee engagement survey. The results revealed that approximately one in every three employees, and 15% of employees are responsible for caring for more than one person. These findings made the impact of care work on the employee experience more visible and reinforced the importance of inclusive practices.

Inclusive Workplaces: Moms' & Prayer Rooms

As part of our Inclusive Spaces Initiative, we are leading the implementation of Mom's and Prayer Rooms across all countries and locations. This practice represents a key step in creating an inclusive work environment that addresses the diverse needs of our employees.

CCI Türkiye – CCI Women Employees Platform Road Show

Across Türkiye, a training series focused on gender equality was delivered as part of the events organized under the leadership of the CCI Women Employees Platform. Through these events, a constructive dialogue space was created where women employees could share their expectations and perspectives about the workplace. The initiative contributed to strengthening an inclusive work culture.

World Day for Cultural Diversity for Dialogue and Development

As part of the World Day for Cultural Diversity for Dialogue and Development on May 21, we shared the diversity and inclusion projects carried out across all our countries in our traditionally published newspaper.

CCI Named 'Top Employer' Two Years in a Row

Equal Pay for Equal Work: 3rd Year

Daily Diverse

World Day for Cultural Diversity for Dialogue and Development 21 May. 2025

D&I Commitments Updated

50% Women Hiring by 2030

CCI Sets Sail to Equality

CCI Leadership Prioritize Inclusivity

Working Moms: This Guide Is for You

CCI Women's Network turns 10

#CareersHaveNoGender at CCI

CCI Takes a Stand Against Violence

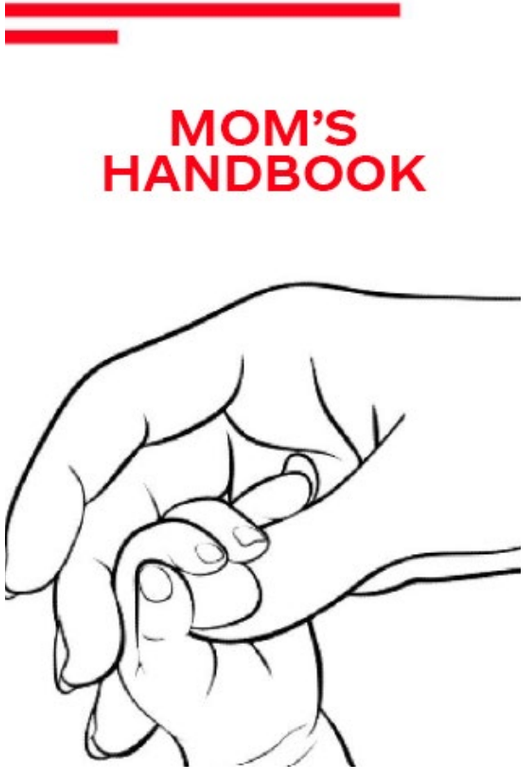
Empowering Women's Voices

Learning Across Generations

Committed to Proud Hundreds

Mom's Handbook

The Mom's Handbook was implemented in 2025 CCI Azerbaijan and CCI Iraq, increasing the number of countries applying the guide from four to six.



Breast Cancer Awareness

In recognition of October being observed worldwide as Breast Cancer Awareness Month, awareness initiatives across all CCI countries were significantly strengthened. Human Resources Departments and CCI Women Employee Platforms hosted informative events supported by more engaging and participatory activities, giving strong momentum to our awareness efforts.

Training Sessions We Provide on Diversity and Inclusion

Inclusive Leadership Training

As CCI, we organized the Inclusive Leadership Training online and simultaneously across all countries to enable our leaders to bring their commitment to creating a work environment that supports diversity and inclusion within their teams to life. By ensuring that 602 employees completed the training on the same day, we provided our leaders with a shared learning experience, helping them strengthen their inclusive leadership skills and apply their commitments more effectively.

'Women Leaders' Program

The Women Leaders Program supports the empowerment of women leaders and helps prepare them for the next step in their careers, covering Manager and Director levels and extending to employees from Anadolu Efes and Coca-Cola Türkiye. In 2025, the program was delivered with the participation of 45 women managerial employees from 10 countries, strengthening CCI's commitment to building a diverse and inclusive leadership pipeline.

My Choice Program

CCI Kazakhstan launched the My Choice Program, which enables women employees to engage directly with the leadership team. The program aims to create a structured dialogue platform where women employees can share their ideas, provide feedback, and access up-to-date information related to business performance.

Program for Empowerment of Women Employees in Production

The program developed by the CCI Türkiye Supply Chain Department aims to support the transition of women employees who have been working in seasonal and temporary positions for many years into permanent roles, with a particular focus on strengthening gender equality in production and operations functions. The program was launched as a pilot in 2025 at the Çorlu and İzmir plants.

Forklift Operator Training Program

As part of this program, we conduct forklift operator training in CCI Türkiye and CCI Kazakhstan to increase women's employment in production and operations roles. The training aims to enhance the technical competencies of women employees, improve their employability, and support their transition from seasonal or temporary work into permanent positions.

CCI Türkiye KUPA Program

The KUPA Program, launched to increase women's employment across production areas, aims to equip women with professional skills and to build a sustainable talent pool for production roles. After being piloted in two plants last year, the program has expanded and is now running in four plants as of 2025.

From Bias to Inclusion Training

The From Bias to Inclusion Training, which supports individuals in recognizing potential biases, identifying areas for development, and taking tangible actions toward more inclusive behaviors, was completed by 55 participants in 2025.

STEM Trainings

Launched in 2023 as a project of the CCI Türkiye Women Employees Platform, the STEM Program aims to empower women working in Science, Technology, Engineering, and Mathematics by investing in access to resources and skill-building opportunities. The program seeks to reduce gender gaps in future-critical skills and promote equal opportunities through upskilling and reskilling initiatives. To date, approximately 680 employees have participated in the training programs, 480 of whom are women.

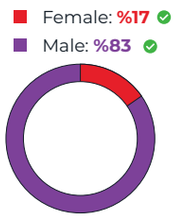
Corporate Integration Program

The Corporate Integration Program, implemented under CCI Türkiye to support Generation Z employees' adaptation to the organizational culture, was completed in 2025 with a 96% satisfaction rate.

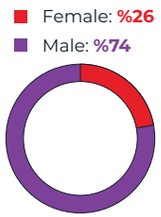
Reverse Mentorship Program

The Reverse Mentorship Program implemented in CCI Azerbaijan aims to foster mutual learning between leaders and young talent. The program enables young employees to share their perspectives with leaders, while supporting leaders in gaining new generation approaches and diverse viewpoints.

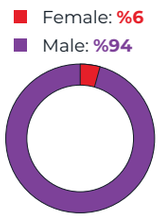
Ratio of Employees by Gender (%)



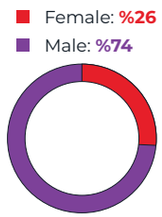
Ratio of White-Collar Employees by Gender (%)



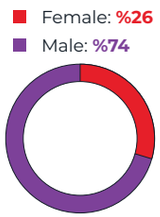
Ratio of Blue-Collar Employees by Gender (%)



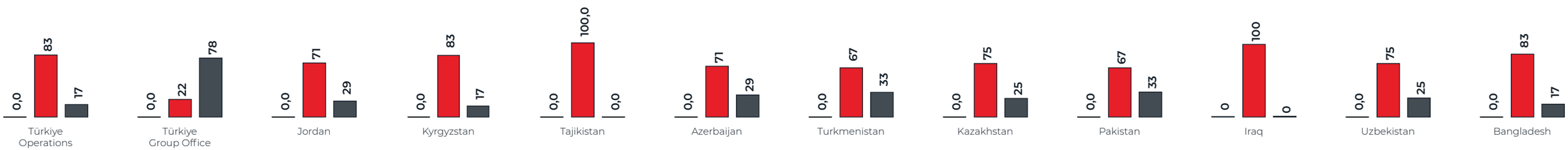
Ratio of Senior Management by Gender (%)



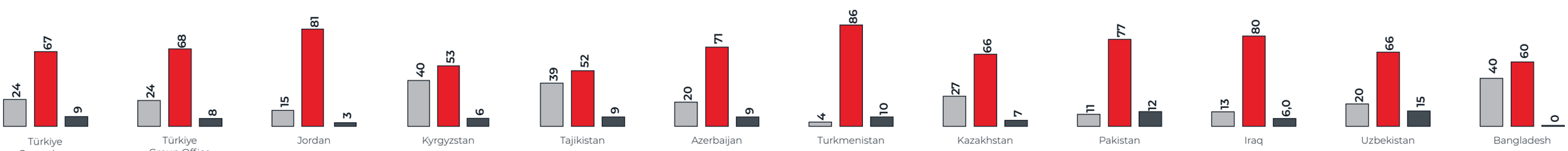
Ratio of New Hires by Gender (%)



Ratio of Employees by Age (%)-Senior Management



Ratio of Employees by Age (%)-Other Employees



2025 Targets	2025 Performance	Status	2026 Targets
▪ Ensuring that the guideline is published in Arabic and Bengali languages and reaches employees.	▪ Continuing work on the Arabic version, and postponing the Bengali version.	⇨	▪ Publishing the Gender-Sensitive Language and Communication Online Training with Russian subtitles and ensuring its reach to employees in other CCI countries where Russian is spoken.
▪ Strengthening the regular exchange of information and experience in order to develop joint projects among CCI countries.	▪ Organizing quarterly joint meetings with working groups and sharing best practices.	✓	▪ Continuing to strengthen regular knowledge and experience sharing to develop joint projects among CCI countries.
▪ Publishing the CCI Domestic Violence Policy and carrying out awareness campaigns in all CCI countries.	▪ Starting the preparation of the CCI Domestic Violence Policy for CCI Bangladesh and conducting awareness activities across CCI on November 25.	⇨	▪ Disseminating the CCI Domestic Violence Policy and developing support mechanisms for employees through awareness activities.
▪ Developing projects to ensure that the “From Bias to Inclusion” training sessions reach wider audiences in all CCI countries.	▪ Delivering “From Bias to Inclusion” training sessions to a total of 55 employees in 2025.	✓	▪ Expanding the content of the “From Bias to Inclusion” training and developing a project to reach wider audiences with the Russian version.
▪ Regularly monitoring and analyzing Human Resources processes related to Diversity and Inclusion Tables on a country and department basis ensuring that development plans are made based on these analyses.	▪ Monitoring and analyzing Diversity and Inclusion Tables regularly and adding 22 inclusion and diversity questions to the satisfaction survey, along with an open-ended question on caregiving.	✓	▪ Continuing to develop, implement, and measure actions for improvement areas identified using dashboards, survey analyses, and care work data.
▪ Ensuring the sustainability of the Forklift Operator Training Project conducted in CCI Türkiye and CCI Kazakhstan and its dissemination in other countries.	▪ Conducting infrastructure work to ensure sustainability and expand the project to Kazakhstan, Azerbaijan, and Bangladesh.	⇨	▪ Ensuring the sustainability of the project and its dissemination in other countries.

✓ Target achieved ✓ Partially completed ⇨ In progress ✗ Target not achieved

2025 Targets	2025 Performance	Status	2026 Targets
▪ Ensuring on-site audits in all CCI countries.	▪ Confirming the continuity of practices through audits conducted for the Equal Salary Certification in CCI Azerbaijan, Iraq, Jordan, Kyrgzstan, Pakistan, Tajikistan and Uzbekistan in 2025.	✓✓	▪ Following up on development areas related to the Equal Salary Certification and ensuring on-site audits in relevant CCI countries.
▪ Enriching work on accessible workplaces and integrating accessibility standards into our processes.	▪ Deepening accessible workplace initiatives, integrating accessibility standards, creating awareness with the Invisible Disability Sunflower Lanyard in CCI Türkiye, and organizing the “For a More Accessible World” webinar.	✓✓	▪ Continuing analysis, training, integration, and improvement efforts for accessible workplaces, expanding the Sunflower Lanyard to CCI countries, and defining digital accessibility standards.
▪ Carrying out the Women Leaders Program with new participants.	▪ Implementing the program with 45 women managers from 10 countries.	✓✓	▪ Carrying out the Women Leaders Program with new participants.
▪ Increasing CCI’s reach by enabling CCI executives to assume greater leadership in organizations and working groups that are aligned with our strategic priorities.	▪ Actively participating in NGOs such as LEAD Network Türkiye Audit Board, Business Against Domestic Violence (BADV), TÜSİAD Gender Equality Working Group, UN Global Compact Human Rights Working Group, and collaborating with NGOs like Yeniden Biz.	✓✓	▪ Ensuring CCI executives participate in all NGOs and working groups where they can add value.
▪ Expanding the STEM project scope to include other CCI countries.	▪ A total of 80 participants from 9 countries were included in the program in 2025.	✓✓	▪ Continuing the Women in STEM Program with New Participants

✓✓ Target achieved ✓✓ Partially completed → In progress ✗ Target not achieved

Human Capital

#BalancedForward

We believe that our employees are the true driving force behind our success. For this reason, we closely monitor employee expectations and promote continuous development through our talent development and performance management practices.

x2.96
Increase in the number of young talents joining us through the Next Talent Program

44.5%
Increase in training hours for employees and distributors employees

94%
Participation rate in the Employee Engagement Survey

Talent Management Strategy

We adopt an approach that places employee capabilities at the center and strengthen a shared team culture across CCI, defining the creation of sustainable value as one of our core responsibilities as an employer.

Our Commitments

Attract, recruit, develop, engage, and retain the best talent

Our Related Policies

Human Rights Policy

Related Memberships

Please click.

SDGs

How We Govern

At CCI, our Talent Management approach is designed to holistically preserve the One Team Culture that lies at the heart of all our processes. In line with this philosophy, we strategically manage the end-to-end lifecycle of attracting, hiring, developing, and retaining the right talent ensuring alignment with our growth objectives and strengthening business outcomes.

Through data-driven analysis, we systematically identify high-potential employees and build a strong, diverse, and sustainable succession pipeline for critical roles. We prioritize cross-country and cross-functional mobility, balancing organizational priorities with individual career aspirations to ensure the right people are matched with the right roles.

We encourage employees to set annual performance goals that align with both business priorities and personal development objectives. For business-related goals, we apply the SMART methodology (Specific, Measurable, Achievable, Realistic, and Time-bound). For development goals, we use the IMPACT Leadership Model as a guiding framework.

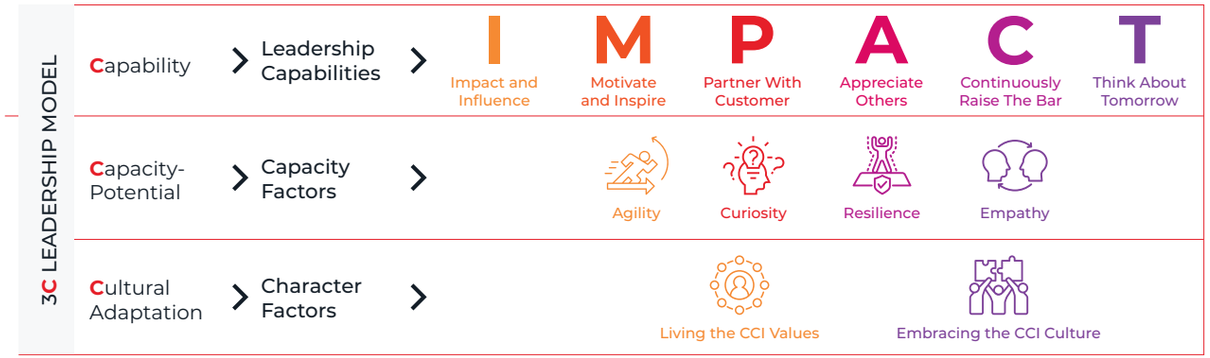
To support managers in applying these principles effectively, we provide training programs. These sessions focus on accurate goal-setting, methodology application, and best practices for managing performance and development. Additionally, our systems and tools enable continuous feedback throughout the year, including 360-Degree Feedback Surveys and Upward Feedback Surveys.

Aligned with the 3C Leadership Competency Model, we leverage consistent and innovative systems and processes to attract and develop high-potential talents who demonstrate IMPACT leadership behaviors, possess required capacity factors, live CCI values, embrace CCI culture, and are strongly engaged with the organization. Our holistic Talent Management approach is designed to build a strong and future-ready talent pipeline for critical roles. This structured process encompasses identifying high-potential employees, assessing development needs, and shaping career plans – integrating the entire employee experience from talent acquisition to development journeys, performance management, and career progression.

We are committed to maximizing the use of our digital platforms and technology infrastructure to promote CCI Talent Management Principles, enhance process alignment, and ensure active participation of all employees in talent and performance processes.

Our key priorities include maintaining a sustainable succession pipeline, supporting talent and leadership development through international assignments, and ensuring objective, reliable, and consistent year-end performance evaluations via calibration processes across CCI.

To remain agile and responsive to evolving business needs, we regularly review and refine our talent management processes. Continuous improvement is at the core of our approach, and we actively seek employee feedback to guide enhancements. One of the most critical tools in this process is the VOCCI (Voice of CCI) Employee Engagement Survey, conducted company-wide. Survey results are systematically analyzed, and actionable plans are promptly developed and implemented.



Talent Development Forum

The Talent Development Forum is a corporate talent management mechanism designed to systematically implement CCI's talent assessment and succession planning strategy. This structure aims to identify the strengths and development areas of high-performing and high-potential employees, shape their career paths, and build a broad, diverse, and healthy succession pipeline for critical roles.

Held twice a year at the Executive Committee level, the TDF is supported by People Talk cycles conducted across countries. Succession plans for critical positions are regularly reviewed within this platform. One of our key performance indicators, the Talent Readiness Index (TRI), enables us to continuously monitor the strength, suitability, and readiness of our internal talent pool for critical roles.

In 2025, we adopted a new approach to enhance the human focus within the TDF process prioritizing employee development, strategic hiring plans, and the effective integration of young talent programs into our talent pools. In line with this vision, initial steps were taken to design a TRI-focused TDF strategy, ensuring TRI levels align with our 2030 goals.

Individual Development Plans (IDPs)

Since 2021, we have systematically tracked Individual Development Plans (IDPs) to support the growth journeys of employees in critical roles, potential successors, high-potential talents, and future leaders. Managed centrally through the One People Platform (OPP), these development plans were enhanced in 2024 with a renewed structure and an advanced reporting system, enabling more effective monitoring.

In 2025, we advanced our IDP processes by launching a pilot IDP Coaching Program to transform the outputs of the assessment center studies conducted in collaboration with Anadolu Grubu into a strategic development tool. As part of this initiative, we aimed to strengthen the leadership pipeline and support sustainable talent development by systematically tracking, at an organizational level, the strengths and development areas identified objectively through assessment center results. In 2025, a total of 36 managers took part in the program.

What We Implemented in 2025

In 2025, we advanced our talent management approach to a more holistic, data-driven, and integrated structure, achieving significant progress across development, performance, and career processes.

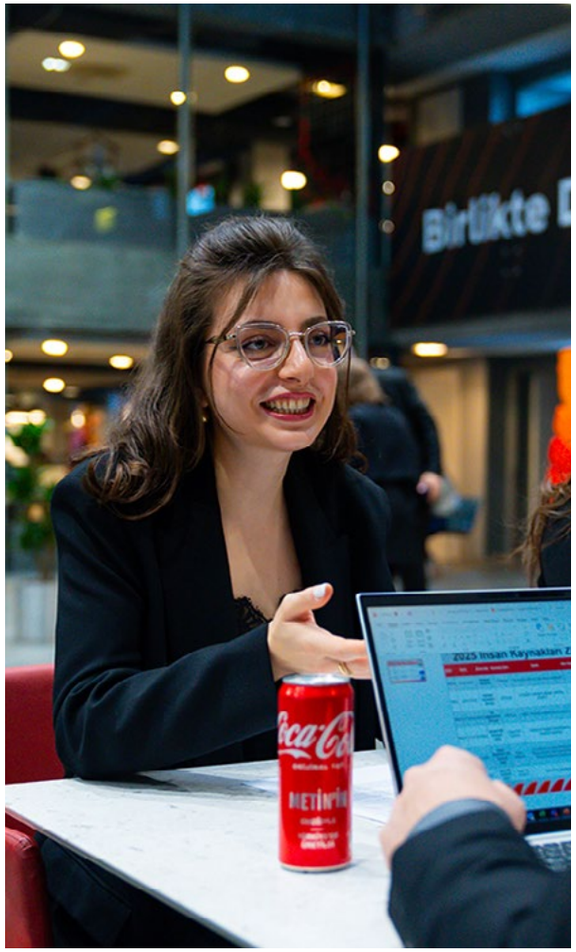
- Following the full digitalization of Individual Development Plans (IDPs) through the One People Platform (OPP) and People Analytics Dashboard, development plans for high-potential talents were reinforced with coaching practices. This strengthened the alignment between employees' personal development goals and CCI's strategic priorities. As a result of close monitoring and coaching support, 73% of critical talent pools tracked at CCI now have IDPs systematically monitored on OPP, ensuring meaningful contributions to our sustainable succession pipeline, high-performance culture, and growth objectives.

- We maintained a Talent Readiness Index (TRI) of 62%, reaffirming our commitment to building a strong and stable talent pipeline capable of meeting future organizational needs. Recruitment efforts throughout the year were redesigned to better anticipate critical role competencies and align workforce planning with long-term requirements. The process was carried out under the close collaboration between country HR leaders and general managers.

- The VOCCI Employee Engagement Survey, conducted in 2025 with the participation of CCI Bangladesh for the first time, achieved an outstanding 94% response rate. Following the sharing of results, action plans addressing engagement and employee experience were transitioned to a faster, more systematic, measurable, and trackable structure.

- As part of the transformation of our performance management system, performance evaluations were transitioned to a category-based model, enabling more segment-focused management. Calibration processes were integrated into the People Analytics Dashboard alongside a digital form tracking system, allowing real-time data-driven decision-making and enhancing speed and consistency in managerial processes.

- To promote transparency and accountability in international assignments, we launched the International Assignment Framework, ensuring standardized processes for candidate identification, evaluation, placement, and adaptation. This framework also fosters mobility and strengthens global alignment across all stages of the assignment lifecycle.



2025 Targets	2025 Performance	Status	2026 Targets
▪ Raising the Talent Readiness Index (TRI) by 65%	▪ Talent Readiness Index: 62%	✗	▪ Raising the Talent Readiness Index (TRI) by 65%
▪ Increasing the performance levels of TDF Based Actions to 80% points across CCI	▪ CCI TDF Based Action success level across CCI: 83%	✓	▪ Sustaining the performance levels of TDF Based Actions above 75% points across CCI
▪ Implementing a comprehensive Career Mapping approach across CCI by completing job profiles and clarifying potential career paths ▪ Piloting a personalized IDP approach for Senior Leaders, aligned with the Career Map and focused on the competencies and experiences required by leadership	▪ We initiated a comprehensive review of career development practices. We launched a development focus Assessment Tool Matrix to analyze talent landscape of CCI and mapped our performance and assessment results to create a unified talent view. ▪ Success profile studies have been initiated with Top Management roles to ensure consistency in development pathways and Individual Development Plans (IDPs) Coaching has been provided for aligned development initiatives.	✓	▪ To establish a strategic, AI-driven career guidance platform that personalizes career development for all employees.
▪ Automating recruitment processes through the use of RPA and AI-based digital hiring tools, and improving data verification, HR leave tracking, and role transition reporting ▪ Designing innovative development and training programs aligned with the 3C Leadership Model, while increasing efficiency in recruitment and talent management processes	▪ We explored AI-driven, digitalized hiring tools and processes to automate recruitment tasks, including streamlined data validation, HR permissions monitoring, and comprehensive tracking of role transitions through an integrated dashboard ▪ We have introduced performance calibration and form tracking dashboards to ensure timely performance cycles and consistent calibration across CCI. In addition, we organized workshops and training sessions to enhance the digital dexterity of our HR teams, aligned with the 3C Leadership Model.	✓	▪ Expand the use of digitalized tools across key recruitment workflows, including end-to-end candidate data validation ▪ Introduce predictive analytics to strengthen talent acquisition strategies and workforce planning. ▪ Ensuring continuous process improvement and generating actionable insights through integrated reporting and advanced data visualization dashboards ▪ Integrating candidate references, IDPs, development metrics, and employee engagement results to strengthen data driven decision-making and enhance the employee experience
▪ We aim to strengthen the feedback culture through “Feedback Friendly” development programs, trainings and communication plan. ▪ Continuing the efforts to foster a feedback-friendly culture through the Feedback-Friendly Culture Programs and Trainings, Virtual Series, Feedback Challenge, and communication plan around video series featuring CCI leaders.	▪ We gathered CCI employees’ perspectives through the Voice of CCI Employee Engagement Survey, achieving a 94% participation rate. The results were analyzed to serve as a foundation for future initiatives aimed at strengthening feedback culture. ▪ Furthermore, HR teams were empowered through the IDP Championship Program and Assessment Interpretation & Feedback training sessions, promoting a strong feedback culture and enabling employees to receive and view feedback instantly. ▪ CCI Bangladesh, as the most recent country of CCI, demonstrated the highest utilization of the Continuous Feedback Tool, reflecting strong adaptation to the feedback culture. Additionally, the People Talk Cycle was redesigned to further encourage feedback exchange.	✓	▪ Achieve full integration of feedback culture into daily operations, transitioning from implementation to continuous monitoring and refinement. ▪ Strengthening intergenerational communication through targeted engagement strategies and inclusive communication practices

✓ Target achieved ✓ Partially completed → In progress ✗ Target not achieved

Talent Acquisition

To position CCI as a trusted and preferred employer, we continuously enhance our recruitment and young talent programs, bringing the future leaders of our organization on board today.

Our Commitments

Measuring and advancing the experience of candidates, managers, and HR teams to the highest level in recruitment processes

Our Related Policies

Human Rights Policy

Related Memberships

Please click.

SDGs

How We Govern

At CCI, our talent acquisition processes are guided by two core principles: “attracting best-in-class talent” and “placing the right talent in the right role at the right time.” We adopt a robust, data-driven approach that ensures fairness and transparency throughout the recruitment journey, while integrating scientific tools and methodologies to identify and hire top talent.

We have modernized our recruitment processes across all regions to ensure consistency and efficiency. Leveraging digital solutions and innovative tools, we aim to deliver a seamless experience for candidates, hiring managers, and HR teams. This approach not only enhances process efficiency but also significantly improves the overall experience for all stakeholders.

In line with our commitment to continuous improvement, we focus on effective candidate selection and fair evaluation methods, regularly measuring and enhancing the experience of candidates, hiring managers, and HR teams. To achieve this, we collaborate with leading global consulting firms, incorporating their expertise and insights into our recruitment strategies. These partnerships keep us at the forefront of best practices in talent acquisition. We actively used these applications during the candidate selection process for CCI’s young talent program, Next Talent.

As a signatory of the Women’s Empowerment Principles (WEPs), CCI is committed to promoting diversity at every stage of recruitment. We actively work to create an inclusive hiring approach that values different backgrounds, experiences, and perspectives strengthening our organization. Our Employee Value Proposition (EVP) and employer branding efforts consistently reflect CCI’s culture and values across all regions.

We also prioritize expanding access to young talent and recent graduates. Through active engagement on platforms such as LinkedIn, Facebook, and Instagram, we reach a broader candidate pool. Additionally, strong partnerships with leading universities and active participation in recruitment fairs enable us to attract fresh talent to our organization.

Through programs such as CCI Next Talent, we identify final-year university students and young professionals at an early stage, strengthening our talent pipeline and supporting our sustainable growth.

What We Implemented in 2025

In 2025, we focused on advancing CCI's talent acquisition strategies, expanding the reach of our recruitment processes, and embracing innovative digital solutions. Building on strong foundations from previous years, we aligned our efforts with evolving business needs and a competitive talent landscape.

- As part of Recruitment Project 2.0, launched to achieve comprehensive improvements in our hiring processes, we began actively using the Interview Hub a centralized platform that standardizes and simplifies the interview process across all countries, from planning to evaluation. This has enabled us to ensure end-to-end consistency and efficiency, while also beginning to generate regular insights from our processes.
- We redesigned job postings to resonate more effectively with top talent while aligning messaging with CCI's values and culture.
- We successfully expanded the Next Talent Program to Iraq, Tajikistan, Uzbekistan, and Bangladesh.
- To improve the candidate experience and provide a more user-friendly structure across our organization, we transitioned to a new talent acquisition platform. Through this platform, which is now actively used across all CCI countries, we began managing the evaluation processes of both internal and external candidates end-to-end.
- We launched the CCI Refer Program to enhance employee engagement and leverage the strength of our internal networks. Through this program, which enables our employees to refer candidates from their own networks, we expanded our talent pool. We began actively using the program for full time white collar positions in nearly all our countries and achieved successful hires in Kazakhstan and Türkiye.
- In line with our competency development approach, we delivered Competency-Based Interview Training for our teams and managers. This initiative enhanced our ability to assess candidates more consistently and effectively, in alignment with CCI's values and the requirements of each role.
- We continued to explore and test artificial intelligence solutions to enhance our recruitment efforts. In addition, we plan to use RPA solutions throughout the entire recruitment lifecycle from sourcing to hiring to increase efficiency and accelerate our processes.

CCI Next Talent Program

Since 2019, through the CCI Next Talent Program a strategic talent initiative aimed at attracting and developing young potential we have been supporting the professional growth of final-year undergraduate students and recent graduates across our regions by offering on-the-job learning opportunities. Through this program, we promote diversity and inclusion, strengthen our employer brand, and reflect CCI's people strategy and culture. By preparing participants for their future roles, we contribute to our sustainable growth.

The program, which is currently implemented in Türkiye, Kyrgyzstan, Azerbaijan, Kazakhstan, Tajikistan, and Pakistan, was expanded to Uzbekistan and Bangladesh in 2025. Iraq, which launched its Next Talent practices last year, welcomed its first Next Talent participants into the organization this year.

With the Next Talent Guide published in 2025, we standardized the program's implementation principles across CCI by introducing checklists prepared for HR teams, managers, and participants. Within this scope, we strengthened the program's traceability and provided structured inputs to the Talent Development Forum (TDF) to evaluate the program's effectiveness and ongoing development.

Beyond Next Talent, we provided nearly 150 university students with a summer internship experience in 2025, offering hands-on and on the job learning opportunities, along with dedicated training sessions and professional development focused content.

CCI Next Talent' Program in Numbers

Türkiye
We received over 6,000 applications for our Young Talent programs and welcomed 31 interns across various locations.

Kyrgyzstan
We received 116 applications from 53 universities and successfully onboarded 11 Next Talents, one of whom has already transitioned into a permanent role within the organization.

Kazakhstan
We evaluated 370 applications and onboarded 18 Next Talent participants into the organization.

Pakistan
We received over 9,000 applications nationwide and selected 41 candidates representing 11 leading universities and diverse cultural backgrounds to join the Next Talent Program.

Bangladesh
We received over 7,000 applications and onboarded 6 Next Talent participants into the organization. In addition, 4 participants from last years transitioned into permanent positions.

Uzbekistan
We received 482 applications and onboarded 20 Next Talent participants into the organization.

Iraq
We received over 880 applications from 52 universities and onboarded 4 Next Talent participants.

Tajikistan
We received 78 applications from 9 universities and hired 9 Next Talent participants. Five of these participants have already transitioned into full-time roles within the organization.

Azerbaijan
We received over 450 applications from approximately 10 universities and added 5 Next Talent participants to our team.

Learning and Leadership Development

We adopt the development of our employees' competencies and leadership potential as a fundamental approach that supports their individual empowerment while also contributing to CCI's long term success. In line with this perspective, we consider employee development to be an integral part of our corporate culture.

Our Commitments

Encourage employee development at all times through the learning and development platforms we offer, in addition to the training we provide to our employees

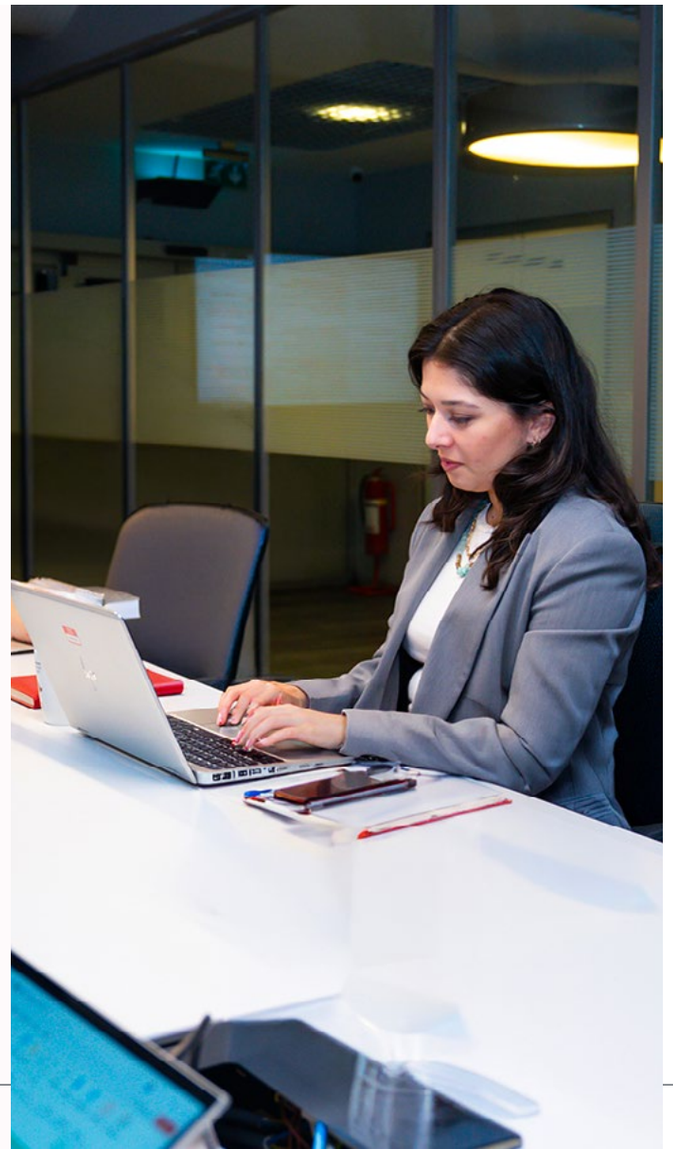
Our Related Policies

Human Rights Policy

Related Memberships

Please click.

SDGs



How We Govern

Within the scope of our approach that supports CCI's growth and people strategy, we aim to prepare our employees for both their current and future roles by developing their leadership capabilities and competencies. Through this approach, we also seek to strengthen an agile and continuous learning culture across the organization.

Accordingly, we have identified three core development priorities. To establish a shared leadership language across all leadership levels from our youngest leaders to senior management and to enhance the impact of leadership within the organization, we implement leadership development and culture transformation programs designed within the IMPACT Leadership Competencies framework.

We support our employees' areas of expertise through functional development academies structured capability-building and development programs designed to strengthen the functional and technical competencies aligned with our business strategies.

In a complementary manner to these two main focus areas, we provide online learning platforms that deliver a flexible and accessible learning experience tailored to the needs of each employee; enable the development of both current and future required competencies; and allow learning journeys to be managed at an individual pace.

In addition to mandatory internal trainings, we support the holistic development of our employees by providing access to a broad training portfolio made available through our collaborations with Anadolu Group and The Coca-Cola Company (TCCC).

What We Implemented in 2025 Leadership Development and Cultural Transformation

Accelerate Master Class

Developed in 2022 in collaboration with IMD Business School and IIBD SABRE Simulation, the Accelerate Master Class is a leadership development program that was initially launched with the senior executive team and later expanded to include all top-level executives.

Within the scope of the program, which is centered on CCI's business and people priorities and structured around Strategy, Leadership, and Value Creation for Society, People, Customers, and Consumers at CCI, we enable our leaders to strengthen their learning and growth mindset; acquire critical future-oriented competencies; and deepen their strategic perspectives. At the same time, we strengthen CCI's leadership talent pool and promote cross-functional collaboration.

Sponsored by the CEO, the program included 45 executives from 12 countries in 2025. Participants experienced a holistic learning journey supported by in-person classroom learning, panel sessions, and real-case simulations. Following the program, leaders integrated the insights they gained into their individual development plans, while also cascading the learning across the organization by mentoring young talent at CCI.

Women in Leadership

Through the Women in Leadership Program designed in alignment with our sustainability commitments and supporting CCI's diversity and inclusion agenda we empower female leaders to overcome the equality and advancement challenges they face as they progress toward senior-level roles in an increasingly complex and uncertain business environment. Within this scope, we encourage participants to recognize their unconscious biases, discover their own potential, and build psychologically safe teams through an inclusive leadership approach.

In 2025, a total of 45 female executives from 10 countries participated in the program. In addition to the training sessions, participants benefited from experience sharing by female members of the Anadolu Group Board of Directors as well as networking sessions held with the senior management team. At the end of the program, participants developed individual development plans to clarify their career journeys and continued their development efforts, contributing to the organization's long-term success.

People Manager Effectiveness

Designed in 2024 to strengthen Employee Experience one of CCI's priority focus areas and to enhance the impact of our first-line managers across the employee lifecycle, the People Manager Effectiveness Program concentrates on the critical steps of human resources processes that directly influence employees. Managers who complete the program then proceed to the second phase by continuing with the Accelerate Foundation Program, which is designed around the CCI IMPACT leadership model to further develop their leadership capabilities.

Launched in 2024 with 22 internal trainers, the program was delivered in each country in local languages through two-day, in-person sessions. In 2025, it was implemented across 12 countries with 38 internal trainers, reaching approximately 85% of first-line managers. In addition, in 2025, a new version of the program was developed to include senior managers alongside first-line managers, focusing on core topics supported by streamlined yet structured processes.

Accelerate Foundation Program

The Accelerate Foundation Program is a strategic development program designed for managers who have completed the People Manager Effectiveness Program and is directly integrated with the IMPACT Leadership Competency Model, which forms the foundation of CCI's leadership framework.The program aims to develop managers' leadership capabilities through a systematic and sustainable approach.

Within the scope of the program, we go beyond the transfer of theoretical knowledge and experience by offering a practice-based development approach that focuses on the tangible application of leadership behaviors in the workplace. Structured around the dimensions of "leading self" and "leading others," the program strengthens core leadership skills such as effective communication, team management, and performance management, while supporting managers in translating their leadership behaviors into measurable actions to expand their sphere of impact.

In 2025, the program was delivered with the participation of a total of 125 managers from 9 countries. By the end of the program, participants began taking concrete steps to both strengthen their own leadership behaviors and integrate an inspiring leadership approach into their ways of working, positively impacting their teams.

U30+ Building Leaders of Tomorrow

The U30+ Leaders of Tomorrow Program is a development initiative that has been delivered since 2018 in collaboration with IMD Business School, with a focus on Strategy and Leadership. The program aims to support the career development of high-potential young leaders under the age of 35 within CCI and to strengthen the management talent pool with young talent. Upon completing the program, participants prepare individual development plans and become part of a mentoring process, through which they continue their learning and development journeys with the support of our experienced executives in a long-term, structured manner.

As of 2024, the program has been implemented through a voluntary application process. In 2025, 526 young leadership candidates applied. The evaluation process covered English proficiency, tenure, and performance criteria, complemented by a survey designed to assess development motivation. Participants who successfully passed the first stage were invited to assessment center exercises designed to measure situational judgment and leadership potential. In 2025, in line with our diversity and inclusion perspective, country panels composed of functional leaders were integrated into the process with the support of local HR teams. Following the country panels, 65 participants advanced to the final panel consisting of Executive Committee members and General Managers, where 45 young leaders were selected to participate in the training program.

Next GenerationZ Program

In 2025, we launched the Next GenerationZ Program to support the energy, curiosity, and potential of Generation Z who have grown up with technology, thinks fast, and seeks meaning while reshaping the rules of work.

Structured around three main themes Leading Self (self-awareness, time management, problem solving), Leading Socially (communication, negotiation, financial literacy), and Leading Resilience (stress management, emotional intelligence, digital capability) the program was enriched through a variety of learning methods, including virtual classroom sessions, skills workshops, gamification practices, interaction with senior management, and mentoring.

A total of 85 employees participated in the six-month program. Participants who successfully fulfilled criteria such as active participation in the program, engagement in mentoring processes, and the completion of an Individual Development Plan (IDP) became eligible for graduation.

Anadolu Grubu Development Program

The Anadolu Group Development Program is a two-year development journey led by Anadolu Holding and delivered with the participation of young talent from Group companies, focusing on the development of individual awareness, strategic thinking, and leadership capabilities.

Participants nominated by Group companies are admitted to the program through assessment center applications and take part in training delivered across three modules both classroom-based and online during the first two years. In the third year of the program, a mentoring process is conducted with the participation of volunteer managers. Participants who successfully complete the mentoring phase graduate from the program and become eligible to participate in other development programs.

In 2025, 22 employees from different CCI countries were included in the program and began their development journeys.

Individual Development Plan (IDP) Coaching

To support managers' development journeys within a structured and measurable framework, we designed and launched a pilot IDP Coaching Program in 2025. The program offers a holistic structure that includes an in-depth preparation process conducted with a coach, a strategic alignment meeting between the manager and their line manager, and ongoing follow-up sessions throughout the year.

Through this structure, we enable managers to develop actionable and measurable Individual Development Plans aligned with organizational expectations, while allowing them to make tangible progress in their development areas through systematic action plan tracking.

To ensure that all CCI talent can benefit from this approach, we launched the IDP Champions Training Program, strengthening the capabilities of HR professionals to provide IDP coaching. In 2025, the program was delivered with the participation of 36 managers.

Executive Coaching

The Executive Coaching Program is implemented to strengthen the leadership capabilities of managers holding critical roles within CCI and to systematically support their development areas.

Within the scope of the program, development areas identified through assessment center results and feedback are addressed with coaching support over a period ranging from six months to one year. The process is reinforced through regular feedback, behavioral observations, and progress tracking against development goals, and is completed with a closing session held with the manager's participation. At the end of the program, satisfaction levels are measured through feedback surveys.

In 2025, 7 senior executives participated in the program.

Transition Coaching

Transition Coaching is a coaching program designed to support managers at CCI in achieving a fast, effective, and sustainable adaptation when they are assigned to a new country, transition from Group companies to CCI, or move into roles that are significantly different from their previous work environments.

Within the scope of a total of 16 hours of coaching and consulting sessions delivered over a six-month period, topics such as leadership style, integration of strengths into the new role, stakeholder relationship management, preparation for critical conversations, and the development of sustainable working habits are addressed. The process is supported by feedback collected from the manager's key stakeholders, strengthening adaptation to the new environment at both the awareness and behavioral levels.

In the 2025 period, five senior executives participated in the Transition Coaching Program.

Digital Coaching

Under the CCI Digital Coaching Program, delivered in collaboration with CoachHub which provides access to more than 3,500 certified coaches globally development focus areas are identified prior to the coaching process, followed by unlimited coaching sessions offered over a six-month period.

In 2025, 78 of our employees participated in one-to-one digital coaching processes. To enhance the effectiveness of the program, newly integrated features and learning pathways on the CoachHub platform, together with 180° and 360° feedback tools, contributed to a more systematic tracking of behavioral development for both managers and employees.

Mentorink – Social Learning

Through the Mentorink platform, which we piloted in 2024 with the participation of 250 employees, we aim to strengthen the culture of social learning at CCI, digitalize mentoring processes, and make development journeys more systematic.

With its smart matching infrastructure, the platform supports experienced managers in sharing their knowledge and expertise with younger employees, while also enabling young talent to transfer their innovative perspectives and digital capabilities to experienced leaders through Reverse Mentoring practices. Through the Mentorink platform, employees can register whenever they need mentoring support and quickly match with suitable mentors, creating more accessible and measurable impact across leadership development, knowledge sharing, career journeys, and organizational knowledge transfer.

In 2025, the platform engaged 386 participants. During the same period, it began to be used not only to manage countries' own mentoring programs but also to strengthen cross-country collaboration. In this context, CCI Azerbaijan launched a cross-country mentoring program to enhance knowledge and experience sharing among sales teams. A total of 26 mentors and mentees, matched with mentors from different countries, were closely monitored by HR teams throughout the six-month program. Looking ahead, we plan to further scale mentoring practices by expanding the program to include additional functions.

Feedback-Friendly Culture Program

Designed in 2024 to move feedback at CCI beyond a practice limited to performance evaluation periods and embed it as a natural and sustainable part of all business processes, the Feedback-Friendly Culture Program was implemented in 2025 with tailored content for all employees and managers.

Within the scope of the program, initiatives were carried out in various formats including webinars, reminder videos, and office hours focused on requesting and giving feedback, creating psychologically safe feedback environments, and maximizing the value derived from feedback. More than 100 of our employees voluntarily took part in these initiatives.

What We Implemented in 2025 Functional Development Programs

In addition to leadership development, CCI implemented four upskilling and reskilling programs in 2025 to help employees not only strengthen their current functional competencies but also acquire future-ready capabilities.

Data Literacy Program

Through the Data Literacy Program launched in 2023, we aim to enhance our employees' digital capabilities by enabling them to effectively use data analysis and visualization tools, while fostering a data-driven culture at CCI.

Within the scope of the training curriculum differentiated by roles and continuously updated in line with digital transformation, learning journeys titled "Data Analysis," "Power BI Basics," and "Women in STEM" were launched in 2025. A total of 36 employees participated in the three-month Data Analysis learning journey, which was delivered in both Turkish and English. The four-day, online "Women in STEM" learning journey targeting female employees in supply chain and sales departments was attended by 80 women employees.

Since 2023, approximately 70% of the 686 employees who have participated in the Data Literacy Program have been women.

HR Capability Building Program – IDP Coaching

CCI'da Bireysel Gelişim Planları'nın (IDP) etkililiğini artırmak ve süreç sahipliğini İK ekiplerinden çalışanlara ve yöneticilere yaygınlaştırmak amacıyla tasarlanan İnsan Sourceları Yetkinlik Geliştirme Programı, The Human Resources Capability Development Program, designed to enhance the effectiveness of Individual Development Plans (IDPs) at CCI and to expand ownership of the process from HR teams to employees and managers, aims to deepen the expertise of HR Business Partners (HRBPs) in IDPs and strengthen their role as development advisors within the organization. The program seeks to move IDP processes beyond an individual practice and position them as a strategic component of CCI's talent management approach.

Within the scope of the program, HRBPs go through a development journey covering core coaching capabilities, the structuring of IDPs, the alignment of development goals with organizational priorities, and the creation of effective action plans. This approach strengthens both the quality of development conversations and the clarity of goals.

The learning experience is delivered through classroom trainings, observed IDP coaching sessions, SparkUs supervision support, and a digital coaching platform, enabling the rapid transfer of acquired capabilities into real business applications.

In 2025, a total of 49 HR employees participated in the program, which was delivered in five modules in both Turkish and English. In addition, a comprehensive guide was developed to support both HR professionals and employees throughout the IDP process.

HR Academy

Designed in 2023 to equip HR professionals with future-ready HR capabilities and skills and to develop employees with T-shaped competency profiles, the Human Resources Academy focuses on building the core capabilities required of all HR professionals including business acumen, data literacy, digital agility, employee centricity, and operational excellence along with the development of functional and leadership competencies.

Within this scope, we leverage AIHR (Academy to Innovate HR), which offers world-class online training programs, as well as LinkedIn Learning development journeys specifically structured around these competencies. Participants who complete the LinkedIn Learning and AIHR certification programs become eligible to join the "Strategic Human Resources Leadership Program" offered under Cornell University's e-Cornell Certificate Programs.

In 2025, the program included 30 CCI employees at specialist and managerial levels, along with 27 employees from Anadolu Group companies.

Marketing Academy

Launched for the first time in 2025 in collaboration with Sabancı University, the Marketing Academy is a comprehensive development program designed to strengthen data-driven employee profiles capable of rapidly adapting to changing market dynamics and to prepare CCI's marketing capabilities for the future.

The program aims not only to deepen technical marketing knowledge but also to strengthen strategic thinking, end-to-end customer experience management, and the development of innovative practices aligned with digital transformation. Designed with a practice-based approach, the program supports the transfer of learning into the workplace through real company projects, hybrid learning modules, and workshops.

Approximately 200 employees participated in the six-month program, which engaged marketing teams from all countries.

What We Implemented in 2025 Digital Learning Platforms

To support employees in owning their development journeys, CCI offers a comprehensive digital learning ecosystem that provides access to content tailored to individual needs and learning pace.

LinkedIn Learning

LinkedIn Learning, our most widely used digital learning platform with more than 1,000 users across CCI, continued to support our employees' development journeys in 2025. The platform allows each country to create learning paths aligned with its own priorities and offers multi-language and subtitle options. Throughout the year, a total of 7,400 training hours were completed, achieving a high active usage rate of 87%.

GameStrategies

To make the learning experience more engaging, interactive, and highly immersive, CCI introduced GameStrategies, a gamification-based platform designed to meet the learning expectations and digital habits of younger generations.

In 2025, 181 employees participated in the program, developing competencies such as problem-solving, decision-making, leadership, and customer management through gamified scenarios. Thanks to its dynamic design, which resonates strongly with younger employees, the platform achieved an 80% active user rate and delivered a total of 1,232 learning hours.

A T-shaped competency profile refers to having deep expertise in one area while also possessing a broad set of general skills that span across different functions, disciplines, or fields of work.

Udemy Business

Udemy Business, which we piloted in 2023, continued to be offered in 2025 with a focus on the development of all employees. With its rich content covering technical competencies, personal development areas, and global certification programs, the platform provided a flexible learning experience that could be customized to employees' individual needs. Throughout the year, a total of 3,058 training hours were completed, achieving a 93% active usage rate.

Business English

The Business English Program is delivered through the EF – English First digital learning platform to support the development of our employees' English language competencies at both basic and advanced levels. The program enables participants to progress at a pace aligned with their individual proficiency levels and learning speeds.

In 2025, the program structure was redesigned and offered through three distinct learning packages: a package consisting of one-to-one private lessons, a package focused on speaking practice through group classes, and a self-paced individual learning package. An AI-powered speaking assistant, newly integrated into the individual learning package this year, enabled employees to practice at any time of day.

In 2025, a total of 917 employees benefited from the program.

CCI UNI LMS – Centralized and Integrated Learning Management System

Our central learning management platform, CCI UNI LMS, brings together all company-wide learning processes under a single umbrella, providing a systematic, transparent, and accessible structure for employees' development journeys. With support for four languages, the platform serves more than 17,000 users.

In 2025;

- Following a comprehensive transformation, CCI UNI LMS was positioned as the company's single and official Learning Management System. As a result, all training records, development plans, and participation data across all functions were consolidated under a single structure.
- Through the platform's integration with Microsoft Teams, all trainings conducted via Teams were automatically integrated into the Learning Management System, enabling participant lists, completion rates, and training content to be tracked centrally.
- In line with CCI's learning approach that also encompasses blue-collar employees, the use of the UNI LMS mobile application was expanded, facilitating easier access to learning processes for field employees.
- Through dashboards developed by HR Analytics, countries and functions gained real-time visibility into training completion, user engagement, and mandatory training compliance. In addition, data quality dashboards were introduced to systematically monitor the accuracy of LMS data, resulting in an increase in data quality from 24.6% to 75% by the end of the year.

Total Training Data by Type	Hours	Ratio (%)
Leadership	73,165	40.8
Functional	52,890	29.5
Mandatory	33,791	18.9
Other	19,318	10.8
Total	179,163	-

Total Hours of Training Given to Employees and Distributors	
CCI Employees	179.163
CCI Distributors	43.270
Total	222.433

Training Hours per Employee (CCI All)	
Female	28
Male	15.78
Manager and higher levels	24
Manager and lower levels*	18

*including blue-collar employees

Total Hours of Training Given to Employees (person*hour)	
Türkiye Operationss	64,464
Türkiye Group Office	5,336
Jordan	2,584
Kyrgyzstan	4,762
Tajikistan	3,301
Azerbaijan	11,090
Turkmenistan	2,420
Kazakhstan	19,591
Pakistan	17,530
Iraq	15,813
Uzbekistan	28,741
Bangladesh	3,531
Total	179,163

2025 Targets	2025 Performance	Status	2026 Targets
■ Deliver the U30+ Tomorrow's Leaders Development Program with at least 40 participants and improve the selection steps and subsequent feedback process.	■ The U30+ Tomorrow's Leaders Program was transformed into a voluntary application process. A country/function panel was added to the selection process to ensure candidates were evaluated locally and increase visibility. After each stage, feedback sessions with HR business partners supported participants in creating Individual Development Plans (IDPs). The program was completed with 45 participants, including one from TCCC, and mentoring processes were initiated to ensure sustainability of the learning experience.	✓✓	■ Deliver the U30+ Tomorrow's Leaders Development Program with at least 40 participants; ensure that every employee who passes the assessment center prepares an IDP and joins an appropriate development program.
■ Implement the Accelerate MasterClass Program for the relevant target audience and/or newly appointed managers.	■ The Accelerate MasterClass Program was completed with a group of 45 senior managers. After the program, participants were assigned as mentors to U30+ Tomorrow's Leaders participants.	✓✓	■ To redesign the content of the Accelerate MasterClass Program in line with future-ready capabilities and priority development areas, and to ensure the inclusion of the target audience in the program.
■ Provide executive coaching support within the framework of Individual Development Plans. ■ Continue the Digital Coaching Program with the inclusion of managers. ■ Ensure the Mentorink platform is used for all mentoring processes across countries. ■ Develop internal coaches.	■ Executive coaching was provided based on areas identified in IDPs. ■ A new module was added to the Digital Coaching Program, enabling senior managers to join and align on defined goals. ■ The Mentorink platform was launched for all countries, with Group Office, Pakistan, Azerbaijan, and Türkiye creating country-specific programs. ■ The internal coach development goal was revised to focus on strengthening HR teams' coaching capabilities.	✓✓	■ Include managers in critical positions in executive coaching processes based on IDP needs. ■ Offer Digital Coaching aligned with development areas identified in IDPs. ■ Ensure active use of Mentorink across all countries for social learning and mentoring.

✓✓ Target achieved ✓✓ Partially completed → In progress ✗ Target not achieved

2025 Targets	2025 Performance	Status	2026 Targets
■ Launch the People Manager Effectiveness Program in all countries and complete it for the entire target audience. ■ Design and implement the Accelerate Foundation Program. ■ To ensure that employees who have completed the People Manager Effectiveness Program participate in and progress through the Accelerate Foundation Program.	■ The People Manager Effectiveness Program was rolled out across all countries and delivered by internal trainers, ensuring the participation of the defined target audience. ■ The Accelerate Foundation Program was designed as a 3.5 day virtual classroom experience, comprising a Leadership Camp, IDP Studio, and a Follow-Up Workshop. ■ A total of 128 prioritized managers who completed the People Manager Effectiveness Program were enrolled in the Accelerate Foundation Program	✓✓	■ Ensure that all employees at manager level complete the People Manager Effectiveness Program. ■ Integrate the People Manager Effectiveness Program as an integral part of the Manager Onboarding process. ■ Enroll all managers who have completed the People Manager Effectiveness Program in the Accelerate Foundation Program. ■ Ensure that all managers participating in the Accelerate Foundation Program complete their Individual Development Plans (IDPs). ■ Design and launch the Accelerate Essential Program for participants who successfully complete the Accelerate Foundation Program
■ Deliver the Women in Leadership Program with 40 managers and ensure completion of IDPs for all participants. ■ Implement coaching/mentoring practices after the program.	■ The Women in Leadership Program was redesigned and delivered with 45 female leaders from all CCI countries. Participants completed their IDPs and joined the next step a webinar series. ■ Coaching and mentoring processes were planned to start after the webinars.	✓✓	■ Redesign the selection process for the Women in Leadership Program and deliver it with 40 managers. ■ Ensure completion of IDPs and reinforce learning journeys post-program to support sustainable development.
■ Within the scope of building a feedback culture, to deliver all training programs for the defined target audiences and design communication initiatives that support and reinforce a feedback-driven culture across the entire workforce.	■ All training programs for the target audience were completed, and additional resources were shared company-wide to strengthen feedback culture and ensure sustainability at the learning level.	✓✓	■ Implement Phase 2 of the Next GenerationZ Program launched in 2025, measure participants' development in leadership, adaptability, and digital skills; expand senior leadership engagement and mentoring practices; achieve at least 85% participation and ensure completion of IDPs for graduation.

✓✓ Target achieved ✓✓ Partially completed → In progress ✗ Target not achieved

Communication with Employees, and Employee Engagement

Employee engagement forms the foundation of our people-centric management approach. Through regular employee satisfaction surveys, we gather feedback from our workforce, while strengthening team spirit and internal interaction through social clubs.

Our Commitments

Support our employees in every area of need; adopt the necessary systems, processes, programs and practices to develop their skills, knowledge and competencies, and raise their working and living standards

Our Related Policies

Human Rights Policy

Related Memberships

Please click.

SDGs:

How We Govern

We place employee engagement at the core of our people-centric management approach and value creation strategy. In line with this approach, we provide effective feedback mechanisms; support the development of our employees' competencies and careers; continuously improve our working environment; and systematically promote diversity and inclusion.

What We Implemented in 2025

To better understand our employees' opinions, ideas, and experiences at CCI, the Employee Engagement Survey (Voice of CCI) is conducted in 2025. The survey was simultaneously launched across 12 countries, including Bangladesh, which recently joined CCI. It was offered in 13 different languages and achieved an impressive participation rate of 94% among employees.

Survey results were shared transparently during the CEO Townhall, where our CEO presented the overall results to all employees. Additionally, each country communicated its own results through Country General Manager Townhalls. Following the results, focus groups were formed in each country based on voluntary participation to gather employee feedback and suggestions.

These insights guided the creation of country-specific action plans aimed at addressing improvement areas and getting prepared for 2026 with a focus on engagement and experience enhancement. In parallel, a CCI-wide action plan was developed to ensure alignment across all countries.

VOICE OF CCI

Survey Participation Rate by Country in 2025 (%)

Türkiye Operationss	91
Türkiye Group Office	80
Jordan	95
Kyrgyzstan	100
Tajikistan	100
Azerbaijan	98
Turkmenistan	100
Kazakhstan	90
Pakistan	97
Iraq	94
Uzbekistan	93
Bangladesh	98
CCI All	94

CCI Sailing Team

The CCI Sailing Team is composed of colleagues who refuse to give up in the face of nature's challenges and are committed to continuous improvement, learning, and showcasing CCI's resilience at its best. In 2025, the CCI Sailing Team demonstrated a consistent performance in the national and international sailing races it participated in, achieving numerous first, second, and third place finishes in the IRC 0 and IRC O classes.

CCI Basketball Team

Established in 2024, the CCI Basketball Team completed the pre-qualification group stage of the Corporate Basketball League with three wins out of four matches, finishing second in the group and being awarded a trophy.

CCI Running Team

Established within the Energizers network, the CCI Running Club is a voluntary community that aims to strengthen our corporate culture through sports. In 2025, the CCI Running Team took part in races in Ankara and Istanbul, bringing together teams from different locations through various organizing activities.

2025 Targets	2025 Performance	Status	2026 Targets
▪ To comprehensively analyze the results of the VOCCI Employee Engagement Survey across all dimensions and identify priority development areas. ▪ To address the identified areas in depth through focus group discussions and implement them by developing action plans in each country.	▪ Following the completion of the 2025 VOCCI Employee Engagement Survey, the results were shared with all team managers, who were granted access to a platform enabling detailed analysis across all dimensions. Based on these analyses, each country appointed Employee Engagement Representatives and conducted focus group sessions with voluntary employee participation to review the results in depth. ▪ Throughout the process, active support and leadership were provided at every stage by the Executive Committee members and Country General Managers. Guided by these analyses, countries identified priority improvement areas and developed action plans to address them. These plans have been prioritized and are being monitored regularly, with the goal of implementing all related initiatives before the third quarter (Q3) of 2026.	✓	▪ The VOCCI action plans, developed based on analyses conducted by the focus group sessions, are regularly monitored with the goal of implementing all related initiatives by the third quarter (Q3) of 2026.

✓ Target achieved ✓ Partially completed → In progress ✗ Target not achieved

Total Rewards

Through our systematic and equitable compensation and benefits policies, we support employee satisfaction and engagement, while continuously improving our practices aimed at rewarding high performance.

Our Commitments

Support our employees with competitive rewarding strategies in return for their performance and the value they create

Our Related Policies

- Human Rights Policy
- Remuneration Policy

Related Memberships

Please click.

SDGs:

How We Govern

At CCI, we are committed to rewarding the value created by our employees through strategic and innovative practices that promote success, without discrimination based on gender, race, language, or any other factor. In line with this approach, we closely monitor economic developments, purchasing power, and market dynamics in the regions where we operate, and support our employees' income levels through innovative compensation practices aligned with market conditions.

Across all our people-related processes, we adopt a human resources management approach grounded in gender equality and fairness. We reaffirm this commitment through the Equal Pay for Equal Work Certification, which we were entitled to receive at a global scale in 2023, and we continue to successfully complete the related audits conducted annually.

With an approach that takes our employees' social and economic needs into account, we offer a comprehensive benefits package aimed at supporting living standards and delivering long-term value. Within this framework, we provide a range of benefits, including private health insurance, life insurance, employer-contributed private pension plans, and service awards. Through continuous enhancements to insurance coverage, limits, and benefit content, we aim to maintain a strong position across all markets in which we operate.

We continuously enhance the Flexible Benefits platform, which we made available to our Head Office and Türkiye employees in 2022, while steadily increasing its utilization rate year over year. By offering our employees the flexibility to tailor their benefits according to their individual needs, the platform provides innovative and diverse options that support wellbeing and overall quality of life.

We also value the important milestones in our employees' lives; while sharing in special occasions such as marriage and childbirth through the gifts we offer, we stand by our employees during challenging times such as natural disasters, illness, and bereavement through the support we provide and our advance payment practices.

We approach talent acquisition and retention for managerial roles which directly contribute to organizational efficiency, employee engagement, and our strategic objectives within an integrated framework that combines total rewards and leadership development practices. By aligning our compensation and benefits policies with our leadership development initiatives, we reinforce sustainable engagement, performance, and strategic continuity at the managerial level. Supported by our mobility practices, this approach enables us to diversify our talent pool, accelerate cross-market knowledge sharing, and enhance organizational agility through short-, mid-, and long-term assignments.

As part of our digitalization journey, we make HR processes more efficient and accessible, enabling employees to quickly access the data they need while optimizing process management through centralized and automated structures.

What We Implemented in 2025

- Within the scope of the Equal Salary Certification, the 2025 audits were successfully completed with zero findings in CCI Azerbaijan, Iraq, Jordan, Kyrgyzstan, Pakistan, Tajikistan, and Uzbekistan. In parallel, we continue our preparations for the next three-year validity period of our global certification.
- We continued our efforts to align the existing reward systems of the Bangladesh organization, which joined the CCI family in recent years, with the approaches implemented across CCI. Within this scope, we also maintained our work on developing equitable benefits programs aligned with country-specific dynamics and market conditions.
- To facilitate the transition of employees who are required to relocate due to business needs, we introduced a new Rental Assistance Policy. Under this policy, a significant portion of the rental costs for housing in employees' new locations is covered for a defined period, with the aim of easing the burden of the relocation process and providing assurance and support to our employees.
- We achieved a significant increase in international assignments that enrich the employee experience and support development journeys. While these opportunities contribute to expanding capabilities and preparing employees for future critical roles, they also hold strategic importance in ensuring organizational continuity.
- In the upcoming period, in line with employee expectations and local dynamics, we aim to expand our Flexible Benefits platform across all geographies in which we operate as part of our 2025 initiatives, creating added value for a broader base of employees.

CCI Innovation Day

CCI Innovation Day brings together our vision of becoming “the best fast-moving consumer goods company” with the creativity and innovation focus of the EFQM Model, providing a platform where employees can share innovative ideas, enrich our corporate culture, and add value to business processes. Through this event, participation from all communities within CCI is encouraged, further strengthening our company’s innovation ecosystem.

In 2025, we held the fifth edition of Innovation Day with CCI Pakistan serving as the digital host. Within this scope, a total of 63 projects and 606 new ideas were submitted. Our countries organized their own local Innovation Days to identify their best projects and ideas. Following the local evaluations, a total of 12 projects from 12 CCI countries and the CCI Group Office advanced to the finals, where they were assessed as part of CCI Innovation Day 2025 and the company’s top three projects were selected. Projects advancing to the finals were nominated by our countries to represent CCI at the Anadolu Group Bi’ Fikir Festival 2025.

Anadolu Group Bi’ Fikir Festival (AG-BFF 2025)

We participated in the final of the Anadolu Group Bi’ Fikir Festival 2025 where successful Group companies in the field of innovation are recognized with four projects across the categories of Sustainability & People, Digitalization & Technology, Operational Excellence, and Artificial Intelligence, and received awards for our achievements. In addition, as part of the festival’s excellence awards, CCI Group Office and Türkiye were honored for the second consecutive year with the “Company with the Highest Number of Ideas” award, continuing to make a meaningful impact in the field of innovation.

Consumer Value

#BalancedForward

While diversifying our product portfolio in line with consumer expectations, we prioritize product safety and quality in accordance with the principles of responsible consumption.

16.7%
Growth Rate of Costa Coffee Consumers

58,000+
Active Users on the “Merak Ettim” Platform

101,000+
Page Views on the “Merak Ettim” Platform

Consumer Satisfaction

Across all the markets in which we operate, we develop innovative products by adapting to changing consumer expectations and global trends.
We regard this approach as a core driver of portfolio enrichment and enhanced consumer satisfaction.

Our Commitments

Offer affordable, easily accessible and innovative products that appeal to different lifestyles and needs. Adapt to changes in the market by promptly meeting customer demands.

Related Memberships

Please click.

SDGs

How We Govern

While diversifying our products and services with accessible and innovative solutions tailored to different lifestyles and needs, we respond swiftly to customer expectations. We strengthen our ability to adapt to market dynamics through lean production and an agile management approach driven by digitalization.

Our current RGB (returnable glass bottle) range includes the RGB 200 and RGB 300 SKUs across our carbonated soft drink brands, including Coca-Cola, Coca-Cola Light, Coca-Cola Zero Sugar, Fanta, and Sprite.

2025 Targets	2025 Performance	Status	2026 Targets
■ To continue adapting the product portfolio in a detailed and structured manner in line with evolving consumer trends, based on a deep understanding of consumer needs.	■ Through innovations, product launches, and promotional activities, the product portfolio continued to adapt in line with evolving consumer trends.	✓	■ To continue adapting the product portfolio in a detailed and tailored manner in line with changing consumer trends, based on a deep understanding of consumer needs.

✓ Target achieved ✓ Partially completed → In progress ✗ Target not achieved

Product Launches in 2025

Coca-Cola

CCI Bangladesh: To increase accessibility in semi-urban and rural markets, 250 ml Coca-Cola Zero products were launched with innovative packaging formats and entry-level pricing.

Sprite

CCI Bangladesh: 250 ml Sprite Zero products with innovative packaging formats were introduced to consumers in semi-urban and rural markets through an affordable pricing approach.

Fusetea

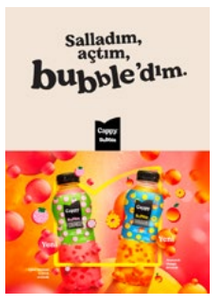
CCI Uzbekistan: Fusetea 1.5 L was added to the product portfolio.

CCI Azerbaijan: The watermelon-flavored Fusetea product was launched for consumers.

CCI Kyrgyzstan: As part of efforts to enhance the product portfolio in the ready-to-drink tea category, the watermelon-flavored Fusetea product was launched.

Cappy

CCI Türkiye: The product portfolio was expanded with the launch of Bubble, one of the new products under the Cappy brand.



CCI Azerbaijan: Cappy Serin was introduced to the market, expanding the product portfolio.

Fanta

CCI Uzbekistan: The pear-flavored Fanta Dyushes product was launched for consumers.

CCI Bangladesh: With the aim of enhancing the portfolio in Bangladesh, Fanta Apple was re-launched in ASSP pack.

CCI Kazakhstan: The product portfolio was expanded with the launch of the new Fanta Pomegranate flavor in a 450 ml can format for consumers.

Costa Coffee

CCI Türkiye: Europe's largest and the UK's most popular coffee brand, Costa Coffee, delivers premium coffee experiences across nation with CCI Türkiye. Operating in 23 provinces with more than 550 cafés and restaurants, the brand reaches over 7 million consumers annually. Innovative coffee solutions and advanced machine technologies tailored to customer needs enhance in-store visibility and elevate the coffee experience.

Promotions in 2025 / General Product Promotions

CCI Türkiye Coca-Cola/Fanta/Sprite: During the summer season, closed-cap promotional campaigns covering Coca-Cola Zero Sugar, Fanta and Sprite products were carried out. Through the campaigns, consumers were offered access to rewards focused on digital platforms, internet and financial services. In addition, under the promotion conducted via pull tabs on 250 ml and 330 ml can products, consumers were offered access to personalized Coca-Cola boxes, menu offers and rewards for concerts and festival events.

CCI Türkiye-Coca-Cola: As part of the Share a Coke campaign, personalized packaging featuring 385 different names and nicknames was offered to consumers to support product experience and consumer engagement.

CCI Uzbekistan-Coca-Cola: As part of the Share a Coke campaign, 220 different named packaging designs developed in line with regional insights were launched to the market.

CCI Azerbaijan-Coca-Cola: As part of the Share a Coke campaign, personalized packaging was offered to consumers to increase consumer engagement and strengthen brand experience.

CCI Azerbaijan-Coca-Cola: As part of the Coke & Meal campaign, product promotions including price advantages were carried out in collaboration with Domino's.

CCI Kazakhstan-Coca-Cola: The Share a Coke campaign was relaunched after seven years.

CCI Azerbaijan- Fanta: As part of the Fanta Snacking campaign, promotional activities offering consumers additional products alongside snack products were carried out.

CCI Pakistan-Coca-Cola: As part of the Share a Coke campaign, personalized packaging applications tailored to consumers' personal preferences were implemented to enrich the product experience through the campaign and diversify consumer touchpoints.

CCI Kyrgyzstan-Coca-Cola: As part of the "Reminder Dose" project, Coca-Cola products were offered to consumers in parks, mountain areas and picnic sites located in public spaces.

CCI Kyrgyzstan-Coca-Cola: As part of the Share a Coke campaign, personalized packaging featuring common names and team names instead of the Coca-Cola box logo was offered. The initiative aimed to support consumer engagement with the product and strengthen brand experience.

CCI Pakistan Coca-Cola/Fanta/Sprite: The first fully digital closed-cap application integrated between WhatsApp and the CCINEXT platform was implemented.

Promotions in 2025 / General Product Promotions

CCI Bangladesh-Coca-Cola: An under-the-cap promotion campaign covering 1.75 L PET Coca-Cola products was carried out. Within the campaign, consumers were offered the chance to win various prizes through draws.

CCI Bangladesh-Coca-Cola: Combo menu promotions were implemented in collaboration with key business partners. These initiatives supported product consumption across different occasions and strengthened long-term partnerships through consumer engagement.

CCI Bangladesh-Sprite: An under-the-cap promotion was launched for 1.75 L Sprite products. Consumers were given the opportunity to win various prizes through draws.

CCI Jordan-Coca-Cola: A seasonal promotion offering a price advantage on 330 ml Coca-Cola products was implemented for the summer period in the Aqaba region.

CCI Jordan-Coca-Cola/Sprite: A product promotion offering price advantages for 250 ml six-pack products was executed.

CCI Jordan-Crush: A multi-purchase promotion offering quantity-based advantages for the Crush brand (1L products) was implemented.

CCI Jordan-Coca-Cola/Fanta/Sprite: A multi-purchase, price-advantage promotion covering Coca-Cola, Fanta, and Sprite products was launched.

Music and Festival Promotions

CCI Azerbaijan: As part of the music promotion carried out during the summer period, a draw-based campaign was implemented on beverage packages. Consumers were given the opportunity to win prizes by submitting codes. Winners were also offered the chance to engage with headline artists as part of concert events.

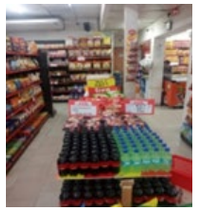
CCI Bangladesh: As part of the third season of Coke Studio Bangla, content reflecting Bangladesh's musical heritage and cultural diversity was produced and broadcast in collaboration with local partners.
The published content reached a wide audience on digital platforms, delivering regional impact. These efforts were supported by youth-focused events and festival-themed activities under the Fanta brand.

Promotions in 2025 / Ramadan and Nowruz Promotions

CCI Türkiye:
During Ramadan, under-the-cap promotions were implemented covering Coca-Cola, Coca-Cola Zero Sugar, Fanta and Sprite products. Within the scope of the campaign, consumers participated in promotions digitally by entering codes found under the caps via the Daha Daha platform. The campaign offered various digital and financial rewards, and through prize draws, selected consumers were granted the opportunity to win cash prizes via Param card.

CCI Kyrgyzstan: During Ramadan, an under-the-cap ("open–win") promotion covering the Coca-Cola sparkling beverage portfolio was implemented between February and April. As part of the campaign, consumers received one Coca-Cola product in exchange for three promotional caps.

CCI Bangladesh: During Eid, promotional campaigns were conducted across modern trade channels. Within this scope, under-the-cap promotions and pricing-based promotions for 1.75L Coca-Cola products provided consumers with accessible options. Additionally, price-focused arrangements supported in-home consumption, while product availability was enhanced. Adjustments in Coca-Cola Zero 250 ml PET and Sprite Zero 250 ml PET also aimed to increase the penetration of low-sugar products. Furthermore, festive-themed beverage offerings were presented to consumers.



CCI Jordan: During Ramadan, promotional activities offering multi-purchase options and price advantages were implemented.

CCI Jordan-Coca-Cola: During Nowruz, a 'Collect & Win' promotional campaign covering 2.5L Coca-Cola, Coca-Cola Zero Sugar, Fanta Orange and Sprite products was implemented.

Promotional Activities Through Channels

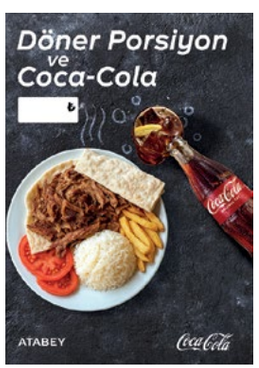
CCI Türkiye: Through basket, frozen food and gondola display applications, in-store product placements were strengthened, enhancing consumer shopping experience and improving access to products.

An under-the-cap promotion was implemented exclusively for A101 stores, covering 2L Coca-Cola and Coca-Cola Zero Sugar products.

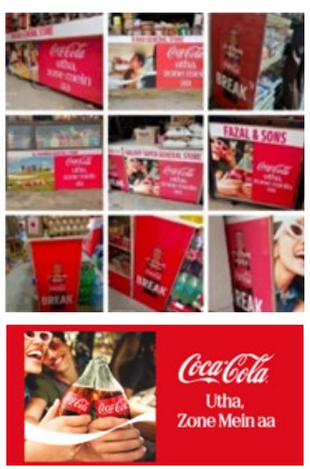
In Şok Markets, The Monster x Yamaha motorcycle draw campaign launched in 2024 continued in 2025. Within the campaign, consumers purchasing 500 ml cans of Monster Original, Monster Ultra and Monster Mango Loco were offered the chance to participate in the draw. Additionally, package-based applications targeting the Fanta portfolio supported in-store product visibility and consumer access. As part of the campaign, Fanta, Fanta Zero, Fanta Exotic, Fanta Apple and Fanta Mango 1L PET products were offered to consumers.

Promotions in 2025 / Promotional Activities Through Channels

CCI Türkiye: Through the GastroGen project implemented across 500 locations, an AI-powered solution was introduced, enabling on-site consumption channel partners to digitally create their own brand identities and content. With this solution, Coca-Cola products were integrated into menus used across both digital and physical platforms. The project was awarded third place in the Artificial Intelligence category at the Bi-Fikir Festival.



CCI Pakistan: In traditional trade and fuel channels, in-store activations were implemented throughout the travel season to support consumer engagement. Through these activations across different points of sale, product accessibility was enhanced, while consumer-focused, engagement-driven communication activities were carried out.



CCI Bangladesh: In collaboration with Herfy and Domino's, combo meal offerings were launched on digital food delivery platforms, supporting product accessibility for different consumer segments and strengthening brand presence across digital platforms.

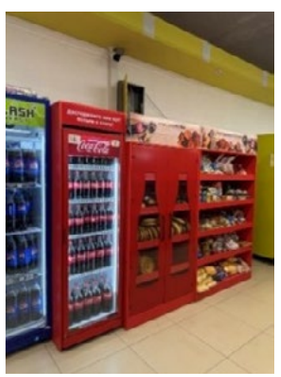
As part of Pandamart's 5th anniversary, special combo offerings including Sprite Mint were introduced, and gift boxes containing products were offered to consumers in line with defined spending conditions.

During the summer period, promotional activities were carried out in collaboration with Coca-Cola Pandamart through digital delivery channels to deliver chilled 250 ml Coca-Cola, Coca-Cola Zero, Sprite and Fanta products to consumers.

CCI Kyrgyzstan: As part of e-commerce channel development, initiatives were carried out in collaboration with key business partners to increase consumer access through online channels.

Product offerings in digital channels were supported with combo meal options, aiming to provide more accessible and practical choices to consumers.

In the traditional trade channel, in line with regional prioritization efforts, in-store implementations were carried out at selected points of sale to support product availability and store layout. Arrangements in checkout areas and product display units improved product accessibility and enabled consumers to reach products more quickly and easily.



In the modern trade channel, in-store implementations were carried out through joint planning with key customers. Product availability was supported through product placements and the installation of hot and cold equipment, enhancing product accessibility.

Responsible Consumption

Across our broad product portfolio, we place consumer health at the core of our approach, while consistently upholding our product safety and quality standards without compromise. Through responsible marketing practices and a transparent communication approach, we build trust-based relationships with our consumers.

Our Commitments

Ensuring that consumers can make informed choices through transparent communication.

Our Related Policies

TCCC Responsible Marketing Policy

Related Memberships

Please click.

SDGs

Product Labeling and Responsible Marketing

We believe it is our most important responsibility to communicate transparently with our consumers. By clearly communicating the nutritional values of our products on our labels, we ensure that consumers can make informed choices based on their lifestyles and preferences. Our labels include nutritional information such as energy content (kilocalories, calories, kilojoules), protein, carbohydrates, fats, total sugars, and sodium. This information is presented together with portion sizes to support balanced consumption. All health and nutrition claims featured on our products are prepared in line with scientific evidence and applicable regulations, with values are calculated within the framework of a defined nutrition profiling methodology. In addition, we continue to invest in R&D to improve the nutritional values of our products and to increase the availability of healthier options.

A conscious approach to responsible advertising and marketing is one of the most important elements of our consumer communication activities. In accordance with our commitment to responsible marketing practices regarding children, we have updated the previous age threshold from 12 to 13 in order to align with the practices of our industry peers at the International Food and Beverage Association (IFBA). This change reiterates our ongoing commitment to responsible marketing. We do not engage in marketing activities in channels where 30% or more of the target audience is consists of children under the age of 13. In the event that local legislation or industry guidelines stipulate a higher age threshold or specific target audience for children, we will continue to adhere to these regulations and any other applicable requirements in our marketing and communication activities.

Selected beverage categories are now allowed to be sold in elementary schools, either directly or through a contracted third-party distributor. The sale of water, 100% fruit/vegetable juice and smoothies (including diluted juices), dairy products and plant-based beverages are the only products in the beverage category that are permitted to be sold in primary schools; these beverage categories comply with public health and nutrition recommendations, and global school guidelines. Primary education facilities also feature unbranded vending machines/coolers without selection buttons. As CCI, we also adhere to all these local regulations and voluntary commitments of the industry concerning primary and secondary schools.

Major Collaboration to Reduce Sugar Consumption (2015)

In line with the "Healthy Nutrition and Active Life Program and Action Plan", launched by the Ministry of Health to promote healthy nutrition and prevent noncommunicable diseases, the Türkiye Sugar Consumption/Use Reduction Guide has been created. The guide, prepared in collaboration with the Ministry and the Federation of Food & Drink Industry Associations of Türkiye (TGDF), of which we are a member, outlines steps to be taken to reduce sugar consumption.

Communication with Our Consumers

The “Customer and Consumer Communication Management” process and framework we have established to promote effective and sustainable engagement with our customers and consumers are continuously reviewed and improved based on feedback received from relevant stakeholders.

The management processes of consumer feedback and complaints are conducted under the “Consumer Complaint Management” procedure, within the framework we have designed together with TCCC. For product-related complaints submitted to TCCC and CCI, consumers are contacted to collect the relevant product and necessary information. The product in question is replaced, and the replacement is delivered to the consumer. Returned products are analyzed at CCI facilities, and necessary actions are taken by the relevant units based on the findings. Upon request, consumers are provided with feedback on the outcome. Stakeholders who wish to observe our production processes may request factory visits and participate in our site tours.

Communication with our consumers is carried out through multiple channels, including the complimentary Coca-Cola Consumer Contact Center, the Consumer Complaint System, the Coca-Cola Türkiye “Merak Ettim” platform, and our website. Through these platforms, consumer inquiries are addressed, and periodic surveys are conducted.

"Merak Ettim" Platform

58,486 total users

67,642 sessions

101,694 page views

Advancing the Journey of Packaging Waste

We embed sustainability at the core of our business model. In line with circular economy principles, we aim to strengthen the value chain of our packaging from design to collection, reuse (refill), and recycling. To this end, we hold regular meetings with TCCC and our country teams under the Sustainable Packaging Task Force, closely monitoring regulatory and market developments in priority markets.

Recognizing that no single solution applies to all markets, we avoid a one-size-fits-all approach in defining the most effective systems. Instead, we adopt a collaborative approach, working with public institutions, municipalities, producer responsibility organizations (PROs), industry associations, retailers, waste management companies, civil society and academia to develop collective solutions. In this context, we organize multi-stakeholder working groups, conduct impact and cost analyses, and prepare policy briefs that provide technical guidance to public authorities. We advance these efforts in close collaboration both with teams within CCI and with external stakeholders.

CCI Türkiye

Following the phased implementation of the mandatory Deposit Management System (DYS) in Türkiye in 2023, we integrated the DYS mark (logo/barcode) into our product labels and packaging designs. We also initiated the declaration and payment processes for the Deposit Participation Fee (DEKAB) through the Deposit Information Management System (DBYS) platform.

In 2025, the DOA (Deposit on Packaging) mobile application, launched by the Turkish Environment Agency operating under the Ministry of Environment, Urbanization and Climate Change, was put into operation, with an announcement that the system would be rolled out nationwide by year-end. However, it has been observed that the pace of scaling and the operational coverage of the system have not yet reached the targeted levels.

During this process, we continued to engage closely with relevant public authorities, sharing our recommendations on mechanisms that would maximize the environmental impact of collected DEKAB funds, on collection models that could be developed under private sector leadership, and on the fair allocation of financial responsibilities. We have maintained uninterrupted collaboration among public institutions, the private sector, and civil society organizations.

CCI Kyrgyzstan

We maintain close collaboration with the Climate Finance Center under the Cabinet of Ministers of the Kyrgyz Republic, which is responsible for developing, improving, and implementing Extended Producer Responsibility (EPR) and similar environmental practices. In line with requests from central authorities, we held two separate consultation meetings and shared best practice examples from different countries. Through these efforts, we aim to contribute to the development of environmental policies that deliver environmental benefits while remaining practical and implementable for the private sector.

CCI Azerbaijan

We signed a Memorandum of Understanding with the Ministry of Ecology of Azerbaijan, reflecting our intention to contribute to the government's collection and recycling initiatives.

CCI Kazakhstan

We actively participate in the Ministry's Working Group on redesigning the EPR framework. In this regard, we have contributed to the policy process by presenting evidence-based assessments on how industry-operated EPR systems enhance collection efficiency and traceability. It has also been observed that models incorporating public participation are being considered among the alternatives.

CCI Pakistan

Throughout 2025, policy efforts focused on advancing the EPR framework. During this period, the CoRe Alliance (The Collect and Recycle Alliance), of which we are a founding member, contributed to the policy development process by presenting incentive proposals to public authorities, including tax exemptions for Producer Responsibility Organizations (PROs) and zero customs duties on recycling equipment. At the same time, within the scope of EU SWITCH-Asia, the planned implementation of an EPR system in Pakistan has been recognized as a transformative opportunity, while Pakistan's Ministry of Climate Change has called for a nationally aligned EPR framework.

CCI Bangladesh

As the development of EPR regulations has reached its final stage, we have actively contributed to all consultation mechanisms throughout the process.

Winning With Customers

#BalancedForward

With an understanding that prioritizes growing together with our customers, we strive to maximize the satisfaction of our customers and distributors. In addition to meeting their expectations, we support the development of our distributors with the training we offer and aim to create value together with them by including them in our sustainability journey.

22%
carbon emission reduction in CCI Türkiye distributors

12,000+
Customers reached through face-to-face engagement as part of the Customer Satisfaction Survey

290
CCI Pakistan distributors that transitioned to solar-powered energy infrastructure

Customer Value

We support our customer and distributor focused growth approach with a data-driven decision-making culture. By leveraging analytical insights for demand planning and acting in line with integrated business planning and net revenue management priorities, we strengthen operational excellence.
We measure customer satisfaction through regular surveys and feedback mechanisms, and actively involve our business partners in our transformation journey through training programs and sustainability practices implemented in the field.

Our Commitments

To be the preferred partner of our customers

Related Memberships

Please click.

SDGs

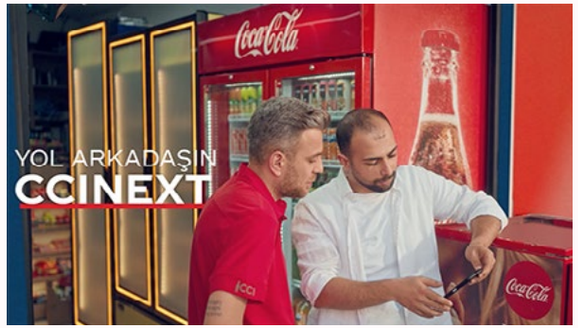
How We Govern

As CCI, our vision is to be a long-term and reliable business partner to our customers through the innovative solutions we develop. We structure our customer-focused organization in an integrated manner through strong business partnerships and a disciplined supplier management approach.

In order to continuously improve the consumer experience, we develop strategic business plans together with our customers and support decision-making processes through data-driven demand planning and net revenue management roadmaps.

While standardizing our operational excellence through the “Right Execution Daily (RED)” system, we strengthen accessibility in the market through our technology investments and environmentally friendly cooling solutions, and effectively manage our carbon footprint.

By addressing our commercial investments with a focus on efficiency, we transform each case sale into an opportunity for sustainable growth and long-term value creation for our customers.



Joint Business Plan (JBP) Meetings

Through the Modern Channel Joint Business Plan (JBP) meetings we conduct annually in our Türkiye operations, we ensure the alignment of CCI’s marketing and operational plans with our customers from a shared perspective.

Customer-Focused Groups

For our Local Chain customers (LKA), we organize Customer-Focused Group meetings at specific intervals.

Route to Market

With our innovative field practices, we aim to be a business partner that delivers the best service in the sector and creates sustainable value. Through digital solutions and data-driven approaches, we increase our market access capabilities while simultaneously improving operational efficiency and customer experience.

- SFA (Sales Force Automation): Through this application, which is used across all CCI countries, the routes of our sales teams are planned in the shortest and most efficient way. By optimizing visit durations, we both reduce our carbon footprint and ensure time and resource efficiency.
- One Number Execution Score: We monitor the performance development of our countries through a holistic approach based on 10 criteria defined under four main categories: Availability at Customers, In-Store Execution Success, Cold Availability, and Efficiency.
- Artificial Sales Assistant (ASA): By analyzing our customers’ historical sales data and market conditions, we predict the most suitable order recommendations for their needs and make sales processes more accurate.
- CCINEXT Mobile Application: A mobile and web-based platform that enables our customers in traditional and on-premise channels in our Türkiye, Pakistan, and Kazakhstan operations to place orders online, benefit from campaigns and promotions, and provide feedback through surveys. Through the digital capabilities offered by CCINEXT, we support the field effectiveness of our sales teams, strengthen customer experience, and create additional value in commercial processes.

Right Execution Daily (RED)

In order to offer our products to our customers and consumers in the most effective way, we implement the “Right Execution Daily (RED)” system. The RED system progresses through four core steps "Ideal Store Execution, Placement and Display, Reporting, and Coaching through Analysis" thereby standardizing excellent execution at points of sale and contributing to company growth.

Starting from 2016, we initiated digital transformation in our RED processes and began to monitor and improve our in-store execution through image recognition technology. Through this technology, which operates via photographs taken in the field by our sales teams, visibility and availability opportunities in stores are analyzed quickly and reliably through in-store execution practices.

With reporting that has an accuracy rate of over 95%, we expand our sales coverage, access more accurate data in a shorter time, and, thanks to cost advantages, gain the ability to reach more customers.

This technology, which was successfully implemented in Türkiye in 2016, began to be implemented in Iraq in 2017; in Azerbaijan, Kazakhstan, and Kyrgyzstan in 2018; in Jordan and Pakistan in 2019; in Tajikistan in 2021; in Uzbekistan in 2023; and in Bangladesh in the last quarter of 2025.

In 2024, we initiated a reporting service for company platforms, and further developed it in 2025, making it available for active use by our sales teams. In this way, we continued to transform our company strategy into concrete applications at the point of sale and to strengthen our approach that places the point of sale at the center of the strategy development process.

Communication with Our Customers

At the Coca-Cola İçecek Türkiye Customer Interaction Center , we have adopted a service model that encompasses all our customers and aims to strengthen customer experience, in line with our omnichannel customer experience approach. We have restructured all communication channels through which our customers can reach us and established a 100% accessible structure. We respond to all customers who contact us within an average of 10 seconds and reply to their requests quickly and effectively. In addition, through the new customer insight and research structure we have implemented, we engage with a total of 120,000 different customers annually and share the research results we obtain with our stakeholders in a way that creates value across the entire system.

Customer Interaction Center

Understanding the expectations of our customers and distributors in the geographies where we operate and responding to these expectations in the best possible way constitutes the mission of the CCI Customer Interaction Center. Customer complaints and suggestions submitted to the center are recorded, evaluated, and analyzed by being directed to the relevant units. Following the analysis, determined actions are implemented and lasting solutions are developed.

Customers are informed within 48 hours regarding the issues submitted to the center, and once the request is resolved, a confirmation call is carried out. All calls are analyzed in real time, and issue-based and solution-oriented reports are prepared. The primary objective is to resolve calls at the first point of contact. Service quality levels are monitored on an hourly basis.

The service performance of the Customer Interaction Center is reported to senior management on a monthly basis. Budgets are allocated for technology and workforce planning to improve performance and processes. This year, in addition to existing reports, regional reporting has also been introduced at distributor and sales center level. Resolution time targets are among the priorities of all company stakeholders.

As part of the expansion of call center services across CCI countries, we provide call center services in English and Russian in Kazakhstan, Uzbekistan and Kyrgyzstan.

We organize structured training programs not only for customers but also for all employees, focusing on customer requests, the importance of customer experience, and the effective use of systems.

Practices Strengthening Customer Experience

- Foreign Language Service: We offer English and Arabic language options for our customers in Türkiye who have different communication preferences.
- Video Call: Through the training we receive from our technical service teams, we provide customers with video-based technical support. We resolve simple issues that do not require technical service dispatch during video calls.
- Corporate WhatsApp Line Chatbot: With the chatbot integrated into our corporate WhatsApp line, we enable our customers to submit their requests on many topics via digital channels. In this way, we significantly digitalize the most frequently requested cooler-related processes.
- RPA (Robotic Process Automation): With the support of more than 20 robots, we automate daily routine tasks, allowing us to direct our teams' time to higher value-added activities.
- Website: Through the lead form added to our website, we receive requests from our customers and potential customers, and we call customers who fill out the form within 5 minutes.
- CCINEXT Redirection: Customers who need support during order entry in the CCINEXT application can directly call us with a single click or be directed to our WhatsApp channel.
- Damla Su HOD WhatsApp Chatbot: Through the chatbot integrated into our corporate WhatsApp line for Damla Su products, our customers can digitally place their orders via a shopping cart structure and directly forward their requests to distributors.

Customer and Distributor Satisfaction

To measure customer satisfaction in the countries where CCI operates, we conduct Customer Satisfaction Surveys at regular intervals through independent third-party research companies. As part of these surveys, we ask our customers to evaluate key areas that affect their business relationships and performance with suppliers and to share their feedback anonymously. This feedback covers not only CCI but also evaluations of other fast-moving consumer goods (FMCG) suppliers, enabling us to analyze our customers' satisfaction levels from their own perspectives and across their entire business structures. Since 2021, we have been conducting customer satisfaction surveys in all countries where CCI operates, excluding Turkmenistan and Syria.

We also approach interactions between CCI and our distributors with great care, focusing on understanding their expectations, needs and concerns, and measuring their satisfaction with current service levels. Through this approach, we identify areas for improvement that support efficiency and joint growth, and enhance our ability to offer a stronger value proposition to our distributors.

What We Implemented in 2025

To generate more actionable outputs for CCI and increase effectiveness on the customer side, we implemented the survey content and analysis approach, which was restructured in 2023, across all CCI countries in a standard and consistent manner in 2024.

In 2025, while maintaining the core methodology, we introduced improvements in the sampling structure and survey design to enhance the relevance and accuracy of the insights obtained. It is considered that these changes may have contributed to differences observed in overall market results in certain markets; therefore, these effects are important to take into account when interpreting the results.

In 2025, we conducted the Customer Satisfaction Survey simultaneously in 9 CCI countries. Face-to-face interviews were conducted with approximately 12,760 customers across three different channels in Türkiye, Pakistan, Kazakhstan, Uzbekistan, Iraq, Azerbaijan, Kyrgyzstan, Bangladesh and Tajikistan. While Jordan was excluded from the project scope, Bangladesh was included in the research scope for the first time. In line with our commitment to listening to our customers, we plan to continue conducting customer satisfaction surveys in 2026 with the same approach.

In 2025, to support joint business planning with our distributors, we conducted the Distributor Satisfaction Survey across all CCI countries in a standard and consistent manner through an independent third-party research company. Excluding Jordan, we completed the surveys and published the results in Türkiye, Pakistan, Iraq, Uzbekistan, Azerbaijan, Kyrgyzstan, Kazakhstan and Bangladesh. In 2026, we will repeat the surveys and continue to regularly monitor our engagement with our business partners.

Customer Satisfaction Survey*	Customer Satisfaction Score (%)		FMCG Leadership Score	
	2024	2025	2024	2025
Türkiye	69,0	73,0	6	3
Kyrgyzstan	67,4	78,4	2	2
Tajikistan	76,8	69,9	2	1
Azerbaijan	68,7	72,0	1	2
Kazakhstan	69,8	74,3	2	1
Pakistan	79,2	73,2	1	3
Iraq	68,1	76,0	4	1
Uzbekistan	76,4	80,5	1	1
Bangladesh	-	72,2	-	1

* The overall average Customer Satisfaction Survey score for CCI was 71.9 in 2024 and 74.4 in 2025. These averages represent the simple arithmetic mean of 8 CCI markets in 2024 and 9 CCI markets in 2025. As each country's score is shaped by its own unique market dynamics and the survey is not designed for cross-country comparison, the aggregate figure should not be interpreted as a performance indicator or benchmarking tool. It is presented for high-level reporting purposes only.

Distribution Satisfaction Survey[1,2]	2024	2025
Türkiye	68,6	66,0
Kyrgyzstan	81,2	63,8
Azerbaijan	96,6	99,4
Kazakhstan	99,6	81,8
Pakistan	80,2	84,6
Iraq	93,8	95,8
Uzbekistan	96,0	83,8
Bangladesh	-	60,4

[1] The approach to consolidated DES score reporting has been updated to ensure a consistent methodology across all CCI markets. Under the new approach, the total country score is calculated based on the simple arithmetic average of performance across all functions.
[2] The overall average Distributor Satisfaction Survey score for CCI was 87.7 in 2024 and 82.6 in 2025. The total score presented here reflects the simple arithmetic average of performance across operations in 8 CCI markets. As each country's score is shaped by its own unique market dynamics and is not intended for cross-country comparison, this aggregate figure should not be interpreted as a performance indicator or benchmarking tool. It is presented solely for high-level reporting purposes.

Distributor and Sales Representative Trainings

Our distributor sales and distribution teams, who are key partners in delivering our products to consumers, are supported through continuous capability development via classroom and online training.

As a part of the orientation and continuous development programs, we provide training on RTM, Competition Law, X-Mobile usage, Commercial Mathematics, Merchandising, Channel-Based RED Criteria, A Day in the Life of a Sales Representative, Management of Customer Requests and Complaints, Equipment Processes, CCI Next, Team Management, Negotiation and OJT (on-the-job training), Distributor Human Rights Policy Training, and Distribution Team Basic Training.

In 2025, a total of 16,287 hours of training were delivered to 28,985 employees across our distributors.

2025 Targets	2025 Performance	Status	2026 Targets
■ To continue conducting Customer Satisfaction and Distributor Satisfaction Surveys across all CCI countries in order to monitor and track performance compared to the previous year	■ We conducted the Customer Satisfaction Survey in 9 CCI countries and the Distributor Satisfaction Survey in 8 CCI countries	✓	■ To continue conducting Customer Satisfaction and Distributor Satisfaction Surveys across all CCI countries in order to monitor and track performance compared to the previous year

✓ Target achieved ✓ Partially completed → In progress ✗ Target not achieved

Sustainability Across Distributors

CCI Türkiye

We carry out 65% of CCI Türkiye's sales and distribution operations through our distributors. We prioritize the implementation of sustainability practices by our distributors in line with our 2030 Sustainability Commitments.

Renewable Energy: In line with our goal of expanding the use of renewable energy in our distributor operations, we strengthened our steps towards energy transformation in 2025. We increased the number of distributors investing in solar power plants (SPP) from 33 to 44, and the number of distributors sourcing their electricity through the Green Energy Certificate system from 1 to 7. Through the use of green energy, polycarbonate sandwich panel applications, and our investments in electric vehicles, we increased the reduction rate of CO_2 emissions in our distributor operations from 16% to 22%. By 2030, we aim to operate a significant portion of our distributor operations with renewable energy sources and to reduce greenhouse gas emissions in our operations by 28%.

Packaging Waste: In line with our plastic waste reduction target, as of the reporting period, we increased the number of distributors using elastic polyester straps instead of stretch film in mixed pallet preparation processes from 88 to 93. Through this practice, we prevented a total of 284 tons of plastic waste. By scaling up this project across all our distributors by 2030, we aim to eliminate 450 tons of plastic waste annually.

Water Efficiency: As part of our efforts to improve water efficiency, we achieved significant progress in our distributor base in 2025. We increased the number of distributors investing in sensor-based faucets from 86 to 95, and the number of distributors with rainwater harvesting systems from 9 to 22. In addition, we placed awareness messages in all water usage areas across distributor warehouses. Through these practices, we increased water efficiency in our distributor system from 22% to 28%. In line with our target to improve water efficiency by 40% by 2030, we continue our efforts.

Human Rights: As part of our 2030 commitments, we delivered human rights training to all employees across our distributor network and continue to establish mechanisms to ensure full alignment with the CCI Human Rights Policy.

Diversity & Inclusion: Driven by our equal opportunity approach, we increased awareness across our distributors and supported the rise in the share of female employees from 4% in 2022 to 10% as of 2025. We aim to further increase this ratio to 15% by 2030.

Community Engagement: We encourage our distributors to take an active role in social responsibility and sustainability initiatives that have focus on women and youth empowerment and environment. In 2025, with the participation of our distributors, a total of 10.5 tons of waste was collected as part of World Cleanup Day activities. The number of distributors implementing sustainability-related community initiatives increased from 64 in 2024 to 105 in 2025.

CCI Pakistan

In Pakistan, to reduce environmental impacts across our distribution network, the energy infrastructure of 290 distributors was converted to solar power. This initiative aims to reduce carbon emissions from operations while expanding the use of renewable energy. In addition, polycarbonate panel applications were implemented in selected distributor warehouses to increase the use of natural light and improve energy efficiency.

Responsible Procurement

#BalancedForward

We monitor every stage of our value chain and manage our operations in a responsible and informed manner. Our approach is guided by responsible sourcing principles.

90%
Local supplier ratio across CCI

29%
Sustainable sugar purchase ratio across CCI

10.3%
Increase in the number of suppliers reporting to Ecovadis, compared to 2024

Supply Chain Management

Guided by our sustainability principles, we follow a structured supplier management approach built on operational excellence and continuous improvement. Through our Supplier Guiding Principles, we clearly set out our expectations, and through regular audits and performance evaluations, we work together with our business partners to address areas for improvement.

Our Commitments

Full compliance with the Supplier Guiding Principles

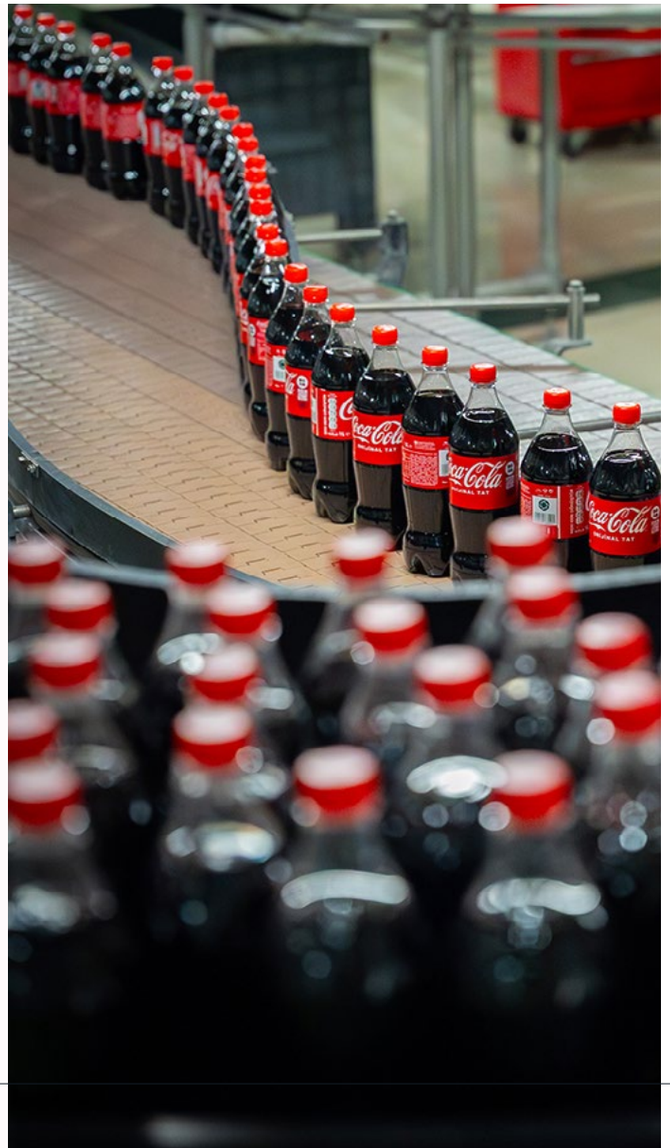
Our Related Policies

CCI Supplier Guiding Principles

Related Memberships

Please click.

SDGs



How We Govern

To strengthen our suppliers and business partnerships and ensure effective and robust monitoring across our value chain, we classify our supplier portfolio into Tier 1 and Non-Tier 1 groups.

Suppliers in the Tier 1 group are of critical importance for business continuity and account for approximately 85% of our total procurement spend. Non-Tier 1 suppliers support our operations.

Supplier Guiding Principles (SGP)

Our Supplier Guiding Principles (SGP) set out the minimum standards we expect from our suppliers across ethical practices, legal compliance and sustainability.

Under SGP, we focus on compliance with applicable laws and regulations; the prevention of child and forced labour; fair and respectful treatment of employees; freedom of association; non-discrimination; wages and benefits; working hours; occupational health and safety; environmental compliance; and demonstrating ethical conduct.

Before initiating any business relationship with our Tier 1 suppliers, we share SGP with them and ensure that these principles are communicated to all relevant stakeholders, particularly employees. Where necessary, we incorporate SGP into our supplier contracts.At the highest level, oversight and monitoring of SGP compliance processes are carried out by the Supply Chain Executive Committee. As CCI, we ensure that our suppliers and business partners comply with our human rights policies through contractual obligations, compliance monitoring activities and assessment processes.

SGP Compliance Audits

Total number of Tier 1 suppliers	253
Total number of Non-Tier 1 suppliers	5,002
Total number of suppliers	5,255
Tier 1 suppliers' share of procurement spend	85%
Total number of suppliers assessed	119
Total number of Tier 1 suppliers assessed	44
The percentage of Tier 1 suppliers assessed (by number)	37%
The percentage of Tier 1 suppliers assessed (by spend)	75%
Number of suppliers below criteria	37
The percentage of suppliers with corrective action plans	100%
Number of suppliers with terminated contracts	-

SGP Compliance Audits Across CCI Operations

Since 2014, independent SGP compliance audits have been conducted periodically across all CCI countries, including engineering services, procurement, legal and finance functions. These audits are carried out by trained CCI and TCCC employees, as well as independent third-party firms. Third-party audits also include confidential interviews with employees and on-site contracted workers.

Following the completion of SGP audits, corrective action plans focusing on key areas such as working hours (particularly night shifts), public holiday violations, overtime, and occupational health and safety are shared with relevant suppliers, and follow-up audits are coordinated. Suppliers of direct materials and cold drink equipment are required to undergo SGP audit prior to contract signing and to fully comply with all SGP requirements.

Suppliers found to be non-compliant with any SGP requirements are expected to take corrective actions addressing the identified gaps. In cases where compliance is not achieved, necessary sanctions are applied, including contract termination.

SGP Audit Scores of CCI Suppliers (%)

2019	2020	2021	2022	2023	2024	2025
89	90	85	82	86	84.5	76.7

Local Supplier Ratio by County (%)*

Countries	2019	2020	2021	2022	2023	2024	2025
Türkiye	95	95	98	91	93	94	94
Jordan	95	95	87	19	84	87	86
Kyrgyzstan	36	41	31	47	66	70	68
Tajikistan	23	21	53	49	76	64	66
Azerbaijan	53	49	54	49	72	76	71
Turkmenistan	-	-	-	-	95	94	93
Kazakhstan	36	59	51	64	81	83	82
Pakistan	81	94	95	91	96	97	93
Iraq	-	-	-	-	68	68	67
Uzbekistan	-	-	-	-	84	81	82
Bangladesh	-	-	-	-	-	82	86
CCI GENEL	-	-	-	-	-	86.3	90

*Konsantre dâhil değildir.

Ecovadis Assessment

Total Tier 1 Suppliers	253
Total Non-Tier 1 Suppliers	5,002
Total Number of Supplier	5,255
Tier 1 Spend Coverag	38%
Total Suppliers Assessed	171
Tier 1 Suppliers Assessed	75
Tier 1 Suppliers Assessed (by number)	44%
Tier 1 Suppliers Assessed (by spend)	38%
Suppliers Below Threshold	27
Suppliers with Corrective Action Plans	100%
Suppliers Terminated	0

Sustainability Governance in the Supply Chain

We use the EcoVadis platform to monitor and manage key environmental topics such as greenhouse gas emissions, energy use, waste and resource management, biodiversity, and deforestation that are not fully covered under our SGP evaluation criteria.

EcoVadis assesses companies' sustainability performance across four key areas: Environment, Labor & Human Rights, Ethics, and Sustainable Procurement. The assessment considers sector and country-specific data, enabling companies to benchmark their ESG performance against peers.

With this approach, we aim to systematically integrate environmental, social, and governance (ESG) practices across all stages of our value chain, from production to distribution. In line with our 2030 Sustainability Commitments, we maintain a transparent and accountable approach.

With our updated supplier engagement approach, we support the development of a more sustainable value chain reducing risks, promoting responsible business practices, and creating a positive impact across our stakeholders. At the same time, we contribute to building a supply ecosystem aligned with evolving consumer expectations and global sustainability goals.

SLOCT Trainings

The SLOCT (Supplier Leadership on Climate Transition) program was developed by The Coca-Cola Company to help suppliers build a strong foundation for reducing greenhouse gas emissions as quickly as possible. The journey starts with a registration process where suppliers provide input on their current status in the climate transition. Based on this input, they are guided through a tailored training program consisting of five modules. At CCI, we actively direct our relevant suppliers to these trainings and support them in setting short and long-term targets, developing reduction plans, and building the capability to report their progress through platforms such as CDP.

TCCC Sustainable Agriculture Guiding Principles (PSA)

The TCCC Sustainable Agriculture Guiding Principles (PSA) set the standard for implementing sustainable agricultural practices, while addressing stakeholder expectations and supporting the long-term resilience of our operations. A significant share of our economic, social, and environmental impact originates from agricultural raw material sourcing. Embedding sustainability at this stage is therefore a core priority.

We work exclusively with suppliers that meet TCCC-approved standards, ensuring the sustainable sourcing of our raw materials. The PSA goes beyond accessibility, quality, and safety in agriculture aiming to improve the livelihoods of farming communities while promoting responsible practices, protecting natural resources, and upholding human and labor rights.

Compliance with PSA is independently verified against internationally recognized third-party standards accepted by TCCC, including Bonsucro, Rainforest Alliance, the Sustainable Agriculture Initiative (SAI) Platform, and Fairtrade.

Workplace and Human Rights

- * Freedom of association and collective bargaining
- * Prohibition of child labor
- * Elimination of discrimination
- * Working hours and wages
- * Safe and healthy workplaces
- * Community rights and traditional rights

Environment

- Water management
- Energy management and climate protection
- Conservation of natural habitats and ecosystems
- Soil management
- Protection of crops

Farmer Management System

- Harvest and post-harvest management
- Identification, selection and management of productive material
- Management systems, recordkeeping and transparency
- Business integrity

Milestones in CCI's Sustainable Procurement Activities

By cooperating with fast-moving consumer goods companies and beverage companies, we actively contribute to supporting the sustainable production process of sugar beet in Türkiye.

2016
We conducted a feasibility study for sustainable sugar procurement in Türkiye.

2017
We organized a seminar on the PSA compliance program for suppliers of sweeteners in Türkiye.

2019
We collaborated with farmers, sugar producers, and international industrial platforms, such as SAI, to disseminate PSA in Türkiye and Pakistan.

2021
We integrated the Supplier Score Card, part of our supplier management software, into the EcoVadis rating platform to assess the corporate social responsibility and sustainability performance of our suppliers. In 2021, our Sustainable Agriculture-Certified sugar ratio was reported as 18%.

2022
Although we could not procure our sugar from Russia, as usual, due to the RussiaUkraine war, we continued to purchase Sustainable Agriculture-Certified sugar. Our Sustainable Agriculture-Certified sugar purchase ratio across CCI was 10.8%.

2023
We purchased 42,177 tons of Sustainable AgricultureCertified sugar and our sustainable sugar purchase ratio increased by 26% compared to last year.

2024
We purchased sustainable sugar at the ratio of 26% across the entire CCI.

2025
Sustainable sugar purchase rate has increased by 3 points to 29% across CCI

Operational Excellence in the Supply Chain

In line with our sustainability commitments, we monitor the social, environmental, and economic impacts of our value chain through a holistic approach. To manage these impacts more effectively, we leverage digital planning systems and digital twin applications that support operational excellence. By analyzing our processes in real time, we make data-driven decisions and continuously improve our performance.

Our Commitments

To enhance our way of working over the long term through a culture of operational excellence.

Our Related Policies

CCI Supplier Guiding Principles

Related Memberships

Please click.

SDGs

How We Govern

At CCI, we approach operational excellence (OE) not only as a tool for process improvement, but as a long-term transformation and management culture.

Built on Lean and Six Sigma principles, our OE model focuses on minimizing the environmental impact of our operations, improving efficiency and quality, and preventing process-related errors.

Efficiency Workshop

In 2025, with the participation of relevant teams from TCCC, we held six Efficiency Workshops across our Türkiye and Kyrgyzstan operations.

During these workshops, we assessed potential improvement areas across production, logistics, planning, and packaging. We also shared best practices across TCCC and CCI, and identified key focus areas for future projects.

As a result, we created a pipeline of 474 ideas and projects with a potential financial impact of approximately USD 20 million. Our OE teams continue to advance work on prioritized initiatives.

In 2026, we aim to expand these workshops across different CCI countries, further scaling best practices and strengthening our project pipeline.

Operational Excellence – Digital Lean Six Sigma

In 2025, we completed Digital Lean Six Sigma certification programs at Black Belt (KK) and Green Belt (YK) levels, with a total of 52 participants. In addition, 46 new candidates joined the second wave of the Digital Lean Six Sigma program. We continue to support participants in advancing their projects in line with defined priorities following the training.

Digital Twin Practices

1.Sanitation Process Twin – CIP

In our plants, all system components must be sanitized (hygienic cleaning) during production in line with standard quality procedures. As part of our Digital Twin efforts launched in October 2020, we enabled process data to be collected directly from relevant machines, allowing the entire process status to be monitored and analyzed across all components, steps, and parameters of the CIP system.

This has enabled us to identify performance issues in sanitation processes, as well as production, time, and environmental resource losses, and to define improvement opportunities.

CIP applications have been prioritized and rolled out across selected systems in our plants in Türkiye and other countries. In 2025, we continued installations in new locations.

We expect these applications to deliver cost and resource savings through improved operational efficiency in 2026.

In addition, by integrating artificial intelligence and machine learning technologies into our existing capabilities, we aim to strengthen predictive analyses related to sanitation processes and enable earlier identification of potential issues.

Yaratılan Faydalar

- Increased efficiency in production line utilization and sanitation process time
- Reduced consumption of energy, water, and materials (chemicals)

2.Downtime Analysis Twin and Predictive Maintenance

In our plants, we analyze the root causes of production downtime using data collected through industrial Internet of Things (IoT) infrastructure. These analyses help make downtime-related losses visible and support the identification of improvement areas.

As we continue to expand our downtime analysis capability across CCI plants in 2026, we aim to increase line efficiency through machine learning–based predictive maintenance applications. In addition, through our plant digital performance management system, we monitor all critical indicators on a single platform and track continuous improvement actions.

In the coming period, we plan to further strengthen our preventive and predictive maintenance capabilities by integrating critical equipment in production support facilities into our AI-based monitoring system.

3.WEMS – Water and Energy Monitoring System

Launched in our Türkiye operations in 2023, the WEMS Water and Energy Monitoring System enables the automatic and real-time tracking of key sustainability indicators such as energy consumption (electricity, water, gas, fuel oil, LPG), EUR (energy usage ratio), WUR (water usage ratio), and GHG emissions through industrial IoT technology, improving operational efficiency.

In 2025, we continued installing the system in new locations. We plan to expand its implementation to other countries in 2026. In addition, by integrating alarm mechanisms into our existing digital capabilities, we aim to detect unexpected consumption patterns in real time and enable faster response by process owners.

Key Benefits

- Real-time monitoring of EUR, WUR, and GHG parameters and optimization of consumption
- Operational efficiency
- Real-time tracking of energy consumption costs
- Improved data accuracy

4.Renewable Energy Monitoring System

In 2024, we integrated real-time monitoring systems for wind and solar energy into our Türkiye operations. These systems enable the automatic and real-time tracking of renewable energy generation (electricity), time-based detailed analyses, and turbine/panel maintenance parameters through industrial IoT technology, supporting improved operational efficiency.

In 2025, solar energy installations continued in new locations. In 2026, we will continue our efforts to expand the system to other plants outside Türkiye.

5.Quality Process Improvement Systems (CCI-Q and EMP)

In 2025, to support quality and food safety processes, we piloted the CCI-Q system in one of our plants in Türkiye. The system enables online monitoring and reporting of product fill levels and cap tightness.

Based on the results of the pilot, we plan to roll out the system to other plants during 2026.

In addition, the Environmental Monitoring Platform, piloted at our Ankara plant in Türkiye, has enabled more effective monitoring and reporting of hygiene practices carried out as standard on production lines. Through EMP, we improved reporting processes by providing easier access to recorded system data. We plan to expand the scope of EMP in 2026 to cover other CCI plants.

Excellent Plant Operation (EPO)

Excellent Plant Operation (EPO) reflects our approach to continuous improvement, efficient practices, and operational excellence across our production facilities.

As part of daily review meetings, relevant teams come together in the EPO room to regularly review plant performance indicators. These meetings focus on defining, implementing, and tracking short-term actions based on performance data.

Digital performance management and supply chain corporate analytics dashboards are used as digital tools to monitor all critical KPIs in real time and historically. This enables the identification of key issues affecting supply chain operations in our plants and supports the definition of continuous improvement actions. Visualizing KPIs through digital platforms strengthens our data-driven decision-making capabilities.

In 2025, we started using our digital reporting tool in our Türkiye plants. In the coming period, we aim to expand its use to our international operations.

Order and Logistics Operations

In 2025, we achieved end-to-end digitalization in our order and logistics operations through our digital solutions, including Order Management, Direct Distribution Route Optimization, and Mobile Delivery (Red Mile Delivery). Within this scope, we strengthened automation across shipment and distribution processes while leveraging data-driven decision-making and machine learning applications to reduce both costs and carbon footprint.

Through the Order Management application, manual processes were digitized, resulting in improved workforce efficiency and time savings. By ensuring data integrity, resource utilization was optimized. Advanced analytics, KPI monitoring, and scenario simulations helped mitigate operational risks, including excess inventory and stockouts.

Following its implementation in Türkiye in 2025, we plan to further enhance the application in 2026 to cover CCI's micro direct distribution warehouses and expand its rollout across other countries.

The Red Mile Delivery solution has enabled dynamic, data-driven optimization of route and capacity management in micro delivery operations. As part of the direct distribution pilot conducted in Bursa, customer-centric solutions such as mobile delivery and dynamic route planning were introduced, leading to increased operational efficiency and reduced carbon footprint. We aim to scale this solution across all direct distribution warehouses in Türkiye and extend it to other countries in 2026.

Digital Planning

We manage demand and production planning in an integrated way across channels, customers, sales centers, distributors, and product levels to ensure the right product is available at the right time, in the right location, and in the right quantity. Our Connected Planning solution, now actively used in 10 countries, replaced Excel-based manual processes. Planning became faster and more consistent. AI-supported demand planning and production optimization modules improved accuracy and strengthened decision-making.

We integrated and centralized data sets such as historical sales, special occasions, and price changes. AI-supported forecasting enabled more accurate 20-week demand plans across sales centers, locations, and product levels.

In production planning, we used mathematical optimization (linear programming) to jointly optimize production and transportation costs, inventory levels, and location-based demand. Capacity utilization increased, particularly during peak periods, and more efficient production plans were achieved.

These improvements shortened planning cycles. Lost sales due to out-of-stock (OoS) were reduced. On-time, in-full (OTIF) performance improved, with measurable financial impact.

In 2025, further improvements in performance, user experience, and decision-support capabilities made planning processes more consistent, faster, and more agile.

Digital Supply Chain Network Design

An efficient distribution of products from plants to distribution centers, warehouses, and sales points requires a well-designed network that is flexible and cost-effective. For this reason, long-term capacity, distribution, and investment planning across countries, regions, channels, warehouses, and production sites need to be managed in a consistent and data-driven way.

We digitized network design by integrating demand, production, inventory, and logistics data. Advanced optimization algorithms enabled faster and more accurate analysis of warehouse locations, transportation flows, and investment scenarios. Data integration also accelerated decision-making and brought greater consistency to strategic planning.

In 2026, we aim to further strengthen resource and distribution optimization and evaluate investment opportunities through digital tools, continuing to advance with data-driven solutions.

Responsible Production

#BalancedForward

We adopt a responsible production approach across all stages of our value chain and focus on systematically reducing the environmental impact of our operations. While maintaining uncompromised standards in food safety and product quality, we improve resource efficiency through sustainable packaging and waste management practices. In water and energy management, we implement efficiency-driven practices to optimize natural resource use and move towards a low-carbon and circular production model.

865 tons
Resin savings achieved through lightweighting initiatives

211,474 tCO_2e
Total emissions avoided through refillable glass bottles

27%
Increase in water savings

How We Govern

The CCI Supply Chain Executive Board Member is responsible for environmental management, and progress against sustainability targets is tracked regularly. Under the integrated governance model, Climate and Water Efficiency task forces review Water Use Ratio (WUR) and Energy Use Ratio (EUR) performance on a monthly basis.

Operations are managed in line with local regulations, international standards, and Coca-Cola Operating Requirements (KORE). In 2025, full compliance with environmental regulations and TCCC standards was maintained, with no environmental fines exceeding USD 10,000.

Country	Energy Usage Ratio in Production (MJ/L)			Water Usage Ratio in Production (L/L)			GHG Emissions Ratio in Production (gCO_2e/L)		
	EUR (MJ/Lt)	Energy (%)	EUR Target 2026	WUR (lt/lt)	Water (%)	WUR Target 2026	GHG (gr/lt)	GHG (%)	GHG 2026 Target
Türkiye	0.34	26	0.330	1.51	31	1.40	32.1	28	31.4
Jordan	0.26	0	0.260	1.42	1	1.35	36.8	1	36.4
Kyrgyzstan	0.61	3	0.530	1.63	2	1.55	26.8	1	26.5
Tajikistan	0.69	2	0.680	2.33	1	1.65	19.2	1	19.0
Azerbaijan	0.79	9	0.600	1.62	5	1.50	49.9	6	49.4
Turkmenistan	0.72	1	0.710	1.62	0	1.60	67.0	1	66.3
Kazakhstan	0.66	21	0.650	1.61	14	1.50	55.3	19	54.7
Pakistan	0.32	14	0.310	1.67	20	1.50	30.7	16	30.1
Iraq	0.37	7	0.410	1.80	9	1.62	50.4	1%	49.4
Uzbekistan	0.44	14	0.430	1.81	15	1.60	35.3	13	34.6
Bangladesh	1.34	5	1.330	1.53	2	1.50	119.6	5	118.4
CCI	0.44	-	0.440	1.64		1.50	39.2	-	38.5

In 2025, we provided **1,769.5** emloyee-hours of environmental training.

Savings achieved through operational excellence projects in 2025

2,363 tons of waste

113,000 m^3 water

2.52 million MJ energy

563 tons CO_2 emissions

Food Safety and Product Quality

In food safety and product quality, our processes are assured through international management systems and certifications, supported by regular audits and continuous improvement practices, and across the value chain from production to consumption, measures are implemented to prevent food loss and waste.

Our Commitments

Fully comply with all standards set by The Coca-Cola Company, along with legal and company requirements

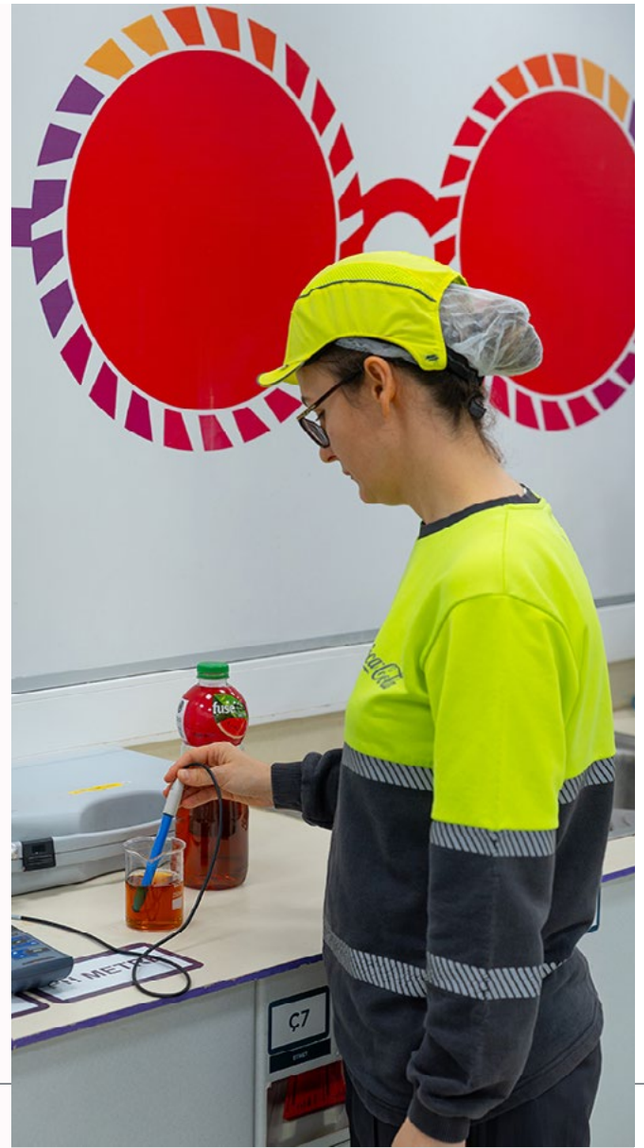
Our Related Policies

CCI Management Systems and Certifications*

Related Memberships

Please click.

SDGs



How We Govern

At CCI, activities follow the Management Systems Policy and are managed with an integrated approach, with customer and consumer satisfaction and delivering beverages at the highest quality and safety standards among the core priorities.

Integrated management systems covering quality, occupational health and safety, environment, food safety, and energy management are in place; compliance with legal and company requirements is maintained; Coca-Cola Operating Requirements (KORE) are applied; internal and external communication is managed effectively; and operational processes are regularly evaluated through KORE and independent third-party audits.

Risks and opportunities are assessed systematically to exceed stakeholder expectations.

Food Loss and Waste Prevention

To prevent food loss and waste, processes from raw material intake to product shipment and delivery to the end consumer are managed with an integrated approach, and risks, opportunities, and hazards related to food loss and waste are systematically identified and recorded.

Prevention and reduction strategies are integrated into processes, while reuse and recycling practices are implemented; recovery and disposal processes are optimized with a focus on efficiency, supported by technology and innovation in line with a continuous improvement approach, and best practices are scaled.

CCI Management Systems and Certifications*

ISO 9001 Quality Management System

FSSC 22000 Food Safety Management System

ISO 14001 Environmental Management System

ISO 45001 Occupational Health and Safety Management System

ISO 50001 Energy Management System

Leed Gold Certification Sustainable Facility Management

*CCI processes are supported by these management systems and certifications. ISO 9001, ISO 14001, ISO 45001, and FSSC 22000 cover 100% of CCI facilities. In addition, all facilities in Türkiye, Kazakhstan, Pakistan, and Kyrgyzstan are certified under ISO 50001 Energy Management System. These facilities, along with direct distribution warehouses and the Türkiye Head Office, measure and verify greenhouse gas emissions in line with ISO 14064 standards.

Supply Chain Management and Sustainability

Ensuring Safety in Raw Material Sourcing

We apply rigorous monitoring and audit mechanisms to ensure that our suppliers fully comply with food safety standards.

Supplier Evaluation Processes

We use risk-based assessment frameworks to select and work with reliable suppliers.

Sustainable Supply Chain Practices

We support local sourcing and actively reduce carbon emissions across our supply chain to minimize environmental impact.

Use of Recyclable Packaging

We are developing environmentally friendly packaging solutions by reducing plastic usage.

Technology and Digitalization

AI-Powered Quality Controls

We leverage machine learning and data analytics to identify potential deviations early.

Traceability

We deploy digital tracking systems to ensure transparency and reliability across the supply chain.

Automated Quality Management Systems

We use automated data collection and analytics to accelerate quality controls and minimize human error.

Management of Critical Incidents and Crisis Response Plans

Risk Assessment and Preventive Strategies

We develop crisis response plans that strengthen our ability to respond rapidly to critical incidents.

Transparent Communication and Public Disclosure

In potential crisis situations, we provide accurate and timely information to consumers, suppliers, and the public.

Product Recall Processes

We implement effective recall systems to manage potential safety incidents.

Emergency Response Drills

We conduct regular crisis simulation drills to ensure preparedness for critical incidents.

Science-Based Approach to Food Safety

We protect the health of our consumers through scientific research, advanced quality controls, and transparent communication. By continuously strengthening our food safety culture, we build trust across the communities we serve.

2025 Targets	2025 Performance	Status	2026 Targets
▪ Ensure zero critical or major non-conformities in food safety and quality audits; eliminate recurring findings through systematic analysis	▪ No critical or major non-conformities were identified in internal and external audits throughout the year, and no recurring findings were observed.	✓	▪ Ensure zero critical or major non-conformities in food safety and quality audits; eliminate recurring findings through systematic root cause analysis
▪ Ensure no product recall incidents occur	▪ No product safety-related recall incidents occurred.	✓	▪ Ensure no product recall incidents occur

✓ Target achieved ✓ Partially completed → In progress ✗ Target not achieved

Sustainable Packaging and Waste Management

At CCI, we reduce material use in our packaging and increase the amount of recycled content. Through reuse and recycling initiatives, we strengthen circularity across our operations.

Our Commitments

Make 100% of our packaging recyclable and use at least 50% recycled plastic by 2030

Collect and recycle packaging materials we release into market in Türkiye, Kazakhstan and Pakistan, and initiate and raise awareness through packaging materials collection programs in other countries

Our Related Policies

- Management Systems Policy
- Environment Policy

Related Memberships

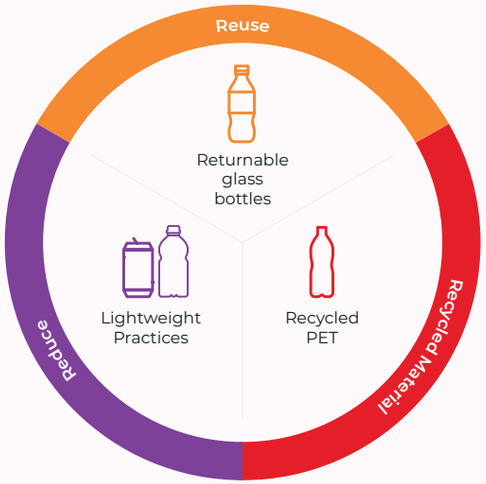
Please click.

SDGs

How We Govern

Our approach to sustainable packaging and waste management is guided by TCCC's circular economy framework. We align our actions with the goals defined under the "World Without Waste" program, launched in 2018 and built around Design, Collection, and Partnership, as well as our 2030 sustainability commitments. Within this framework, we shape our long-term packaging and collection strategy through a multi-stakeholder Sustainable Packaging and Waste Management Task Force, ensuring a structured and systematic approach. Our packaging strategy focuses on:

- Lightweighting packaging through reduced material use,
- Increasing the amount of recycled content in packaging at the design stage
- Expanding the use of refillable glass bottles
- Ensuring the collection and recycling of the packaging we place on the market



Lightweighting Initiatives

We launched our lightweighting initiatives in 2008 to reduce material use and reduce greenhouse gas emissions across our production processes. As part of these efforts, we achieved packaging savings by reducing the neck length of PET bottles in Türkiye.

Starting in 2010, we expanded these programs to our operations in Kyrgyzstan, Azerbaijan, and Kazakhstan. In 2015, we further scaled these efforts across all countries where we operate to ensure broader adoption of best practices.

In 2025, we achieved 865 tonnes of resin savings through lightweighting and short-neck bottle applications.

For 2026, we target an additional 500 tonnes of savings.

In addition, our lightweight aluminum can initiatives delivered 107 tonnes of aluminum savings in 2025.

Refillable Glass Bottles

Through our refillable glass bottle practices, we reduce energy consumption and enable more efficient use of natural resources. To support this model, we raise consumer awareness and promote the wider adoption of deposit-based return systems.

In 2025, our refillable glass bottle systems in Türkiye, Pakistan, Uzbekistan, and Bangladesh helped avoid a total of 211,474 tonnes of CO_2 emissions.

High-Performance Thinner Stretch Film (Nano Stretch)

In line with our goal to reduce packaging-related material use, we transitioned to high-performance thinner stretch film (nano stretch). This enables us to reduce stretch film consumption per pallet by 35% while increasing wrapping strength by 40%.

Improved wrapping strength and durability also allow us to reduce the use of separators between layers.

In 2025, we achieved a reduction of 200 tonnes in stretch film usage. In addition, we reduced separator usage by 5 million units compared to the previous year.

Tethered Cap

In line with our 2030 Sustainability Commitments, we redesigned the caps of our bottled water products to remain attached to the bottle, taking an important step toward reducing packaging waste. This initiative was launched as a pilot in 19 cities and at our Dudullu Headquarters, contributing both to increased recycling and reduced environmental impact.

We also use recycled PET (rPET) labels on bottles with tethered caps. In addition, a 5% lightweighting in cap design delivers approximately 250 kg of plastic savings for every 5 million bottles produced, while further reducing carbon emissions.

Recycled Plastic (rPET)

In line with our ambition to scale up the use of recycled plastic (rPET) in beverage packaging, we continued to increase the ratio of recycled content in 2025. We focused on expanding rPET use across both primary and secondary packaging, reducing our reliance on virgin plastic.

What We Implemented in 2025

CCI Türkiye

- Through chemical recycling, rPET accounted for 9% of our total PET consumption. In line with our targets, we continued to use 50% and 100% rPET across Coca-Cola, juice, and iced tea categories.
- Continue to use rPET in the labels of 500 ml Damla Water bottles.
- In secondary packaging, the use of recycled shrink increased significantly from 70 tonnes in 2024 to 300 tonnes in 2025, representing nearly a fourfold increase. This progress reflects our commitment to advancing more sustainable solutions across both primary and secondary packaging, while directly reducing virgin plastic use.

CCI Kazakhstan

- CCI Kazakhstan reached 18% rPET consumption, achieving the highest rPET usage rate across CCI operations.

In addition, we continued to expand rPET usage in Azerbaijan, Kyrgyzstan, Tajikistan, and Uzbekistan in line with our targets.

Sustainable Packaging and Waste Management

Guided by our 2030 Sustainability Commitments, we closely monitor and assess progress in deposit return systems across priority markets, with a strong focus on collection.

To support the transition to a circular economy, we actively contribute to the implementation of Deposit Return Systems (DRS), promoting their effective and financially sustainable execution through multi-stakeholder engagement.

As part of our efforts to reduce plastic waste and strengthen recycling, we collaborate with public institutions, NGOs, and private sector partners to scale up mechanical rPET as a safe and sustainable packaging solution. We also closely track regulatory progress in Türkiye and Europe, taking into account regional best practices and supporting alignment with evolving legislation.

International “10x20x30” Initiative on Food Waste

As part of our supplier network, we continued our efforts in 2025 under the World Resources Institute’s (WRI) 10x20x30 initiative, which operates across more than 80 countries to prevent food loss and waste, with the goal of reducing food loss and waste by 50% by 2030.

To reduce operational food waste, we continued our internal engagement efforts across our Group Office and plants in Türkiye, raising awareness among employees on food loss and waste and sharing CCI’s current performance.

We also launched joint initiatives with our suppliers to reduce food waste. As part of these efforts, new requirements covering training, measurement, and composting practices to improve the sustainability of kitchen operations were incorporated into supplier contracts.

Food waste decreased from 80.2 tonnes in 2024 to 66 tonnes in 2025, representing a 17% reduction year-on-year. In addition, 4.4 tonnes of food waste were recovered at our Çorlu plant through co/anaerobic digestion.

Water Management

To improve water efficiency across operations, we implement a comprehensive, data-driven water management approach. Through water mapping and performance indicators, we regularly monitor consumption and continuously improve our water use ratio by scaling best practices across our facilities.

Our Commitments

Increase water efficiency by 20% by 2030. (Base Year: 2020).

Aim for water neutrality and ensure water security through projects focusing on water

Our Related Policies

- Management Systems Policy
- Environment Policy

Related Memberships

Please click.

SDGs

How We Govern

In water management, we focus on water efficiency, wastewater management, and water replenishment. Guided by our Water Management Strategy:

- We improve overall water use efficiency across our plants
- We conduct Source Water Vulnerability Assessments (SVA) to protect the basins where we operate and implement Water Management Plans (WMP) to strengthen basin-level protection
- We manage wastewater discharge and rainwater harvesting effectively across our plants, maintaining 100% compliance in wastewater treatment
- Through locally relevant projects, we replenish the water we use back to nature
- We collaborate with local authorities, NGOs, and communities to develop long-term, sustainable solutions to water stress and implement source water protection plans
- We invest in new technologies that reduce water consumption
- We assess opportunities for sustainable water sourcing and carry out feasibility studies

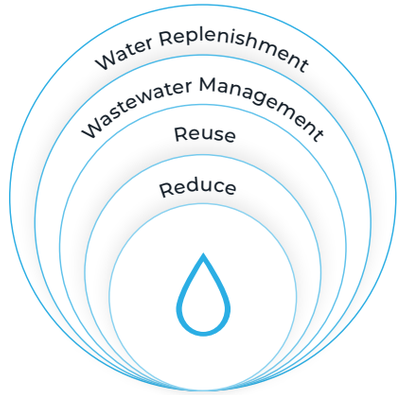
In 2025, we achieved approximately 813,710 m^3 of water savings across the countries where we operate.

Minimizing Water Consumption in the Plants, Recycling, and Reuse

To optimise water consumption and improve water efficiency, a comprehensive approach is applied across our operations. Water maps are developed to analyse usage in detail, enabling regular monitoring of both total daily water consumption and the amount of water used per litre of product.

To reduce our Water Use Ratio (WUR), best-performing practices identified in our plants are scaled across other facilities. In parallel, processes are continuously improved by closely following leading industry practices.

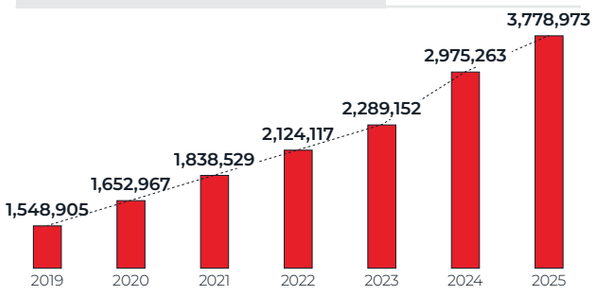
Completed across all CCI plants in 2018, the Water Stewardship Program was designed to reduce water consumption and continuously improve water use efficiency. Through this program, more efficient use of water resources is ensured, strengthening operational performance.



2030 Sustainability - Linked Bond

We have published the first sustainability linked bond for the beverage industry in the Europe, Middle East and Africa (EMEA) region. Under the bond framework, we aim to reduce our water usage ratio (WUR), which was 1.69 L/L in the 2020 base year, by 17% by 2029 and achieve a water usage ratio of 1.4 L/L.

Water Saving Across CCI (m^3)

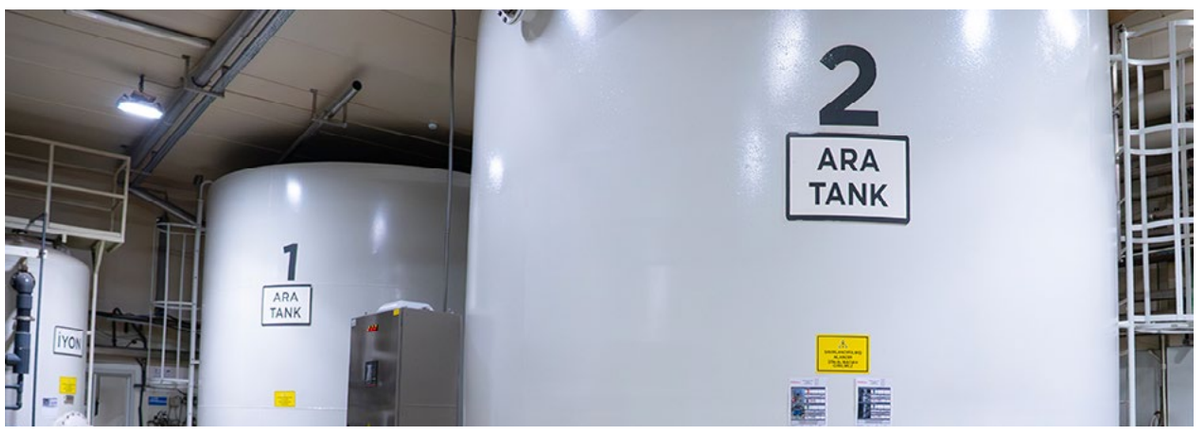


2025 Water Management Performance*

	Türkiye**	CCI All
Water Usage Ratio (L/L)	1.51	1.64
Total Water Withdrawal (m^3)	4,537,479	14,506,158
Recycled and Reused Water Volume (m^3)	3,681,44	813,710
Recycled and Reused water Ratio (%)	8	6

* Water management performance covers production processes. Water returned to the basin through replenishment is excluded.
**Türkiye accounts for 39% of our total production volume.

No water-related operational disruptions, facility closures, or financially impactful events have occurred in the past four fiscal years



Water Usage Ratio (WUR) (L/L)

Country	2020	2021	2022	2023	2024	2025 Actual	2026 Target
Türkiye	1.45	1.46	1.48	1.47	1.51	1.51	1.40
Jordan	1.46	1.44	1.42	1.32	1.47	1.42	1.35
Kyrgyzstan	1.68	1.64	1.67	1.70	1.69	1.63	1.55
Tajikistan	2.26	2.15	1.93	2.14	2.79	2.33	1.65
Azerbaijan	1.64	1.66	1.62	1.62	1.63	1.62	1.50
Turkmenistan	2.62	2.07	2.10	1.95	1.79	1.62	1.60
Kazakhstan	1.51	1.68	1.58	1.61	1.72	1.61	1.50
Pakistan	2.09	1.90	1.80	1.78	1.68	1.67	1.50
Iraq	1.92	1.90	2.00	1.96	1.77	1.80	1.62
Uzbekistan	-	-	1.93	1.74	1.78	1.81	1.60
Bangladesh	-	-	-	-	1.54	1.53	1.50
CCI	1.69	1.65	1.66	1.64	1.64	1.64	1.50

Wastewater Management

Wastewater management is carried out in full compliance with local and international standards across all countries of operation. Wastewater is treated prior to discharge, while quality parameters are regularly monitored; through projects focused on reducing wastewater intensity per unit of product, environmental impact is continuously improved.

Our Commitments

Increase water efficiency by 20% by 2030. (Base Year: 2020).

Aim for water neutrality and ensure water security through projects focusing on water

Our Related Policies

- Management Systems Policy
- Environment Policy

Related Memberships

Please click.

SDGs

How We Govern

Wastewater discharge processes are managed in line with the high standards defined by TCCC and the World Bank. In many cases, discharge limits set by TCCC remain below those required by local authorities.

In addition to ISO 14001 Environmental Management System audits, wastewater management performance is regularly reviewed through independent third-party assessments. Wastewater quality parameters are continuously monitored through comprehensive analyses, and wastewater is treated prior to discharge to minimize environmental impact.

Additionally, wastewater discharge per litre of product is kept under control, while targeted projects are implemented to reduce wastewater generated from operations.

For TCCC wastewater quality parameters and plant-level water management data, please refer to the Annex: Sustainability Performance Indicators.

2025 Water Discharge by Destination (m^3)

	CCI All
Surface Water	1,780,369
Organized Industrial Zone	1,167,232
Urban Sewer System	2,455,680
Total	5,403,280

Water Replenishment

At CCI, we regard the protection of water resources as a core responsibility and scale water replenishment projects in alignment with TCCC's water neutrality vision and its 2030 Water Security Strategy.

Our Commitments

Increase water efficiency by 20% by 2030. (Base Year: 2020).

Aim for water neutrality and ensure water security through projects focusing on water

Our Related Policies

- Management Systems Policy
- Environment Policy

Related Memberships

Please click.

SDGs

How We Govern

In line with TCCC's vision to become a "water-neutral" company, we aim to replenish to nature, communities and ecosystems an amount of water equivalent to what is used in our beverages, following appropriate treatment. Through locally implemented Water and Health Protection Programs, water replenishment equivalent to the volume of our products is aimed. Since 2005, collaboration has been established with communities, governments and reputable third-party organizations to improve access to safe water, protect water basins, optimize water use in production processes and contribute to water policy discussions, while also raising awareness on water-related challenges.

At CCI, in alignment with TCCC's 2030 Water Security Strategy announced in 2021, we continue our efforts to achieve water neutrality. In this context, improvements are delivered not only in water availability and quality, but also in water management and access to water.

To identify, assess and address water risks across our regions of operation, a comprehensive water risk assessment has been conducted. Within this scope, tools such as the TCCC Water Risk Assessment Framework, Source Water Vulnerability Assessments (SVA), WRI Aqueduct, Global Corporate Water Risk Assessment and Global Water Risk Assessment have been utilized. To enable localized analysis of the results, surveys were conducted across our plants to gather stakeholder insights, covering water use, water stress, source water security, basin health, as well as community and stakeholder concerns.

Based on the mapping conducted using survey results, 13 locations out of 36 with elevated environmental, social and governance risks have been identified as priority locations. These locations include Bursa, Çorlu, Isparta, Sapanca, Faisalabad, Gujranwala, Karachi, Dushanbe, Bishkek, Astana, Baku, Madaba and Hillah.

Identification of Leadership Locations:

Global Risk Assessment

Using the WRI Aqueduct tool, basin-level water stress assessments indicate that 42% of the basins where our plants are located are in water-stressed locations.

Source Water Vulnerability Assessment (SVA)

At CCI, we conduct Source Water Vulnerability Assessments (SVA) across all our plants every five years. These assessments evaluate the sensitivity of community water resources and identify the potential impacts of our water use and wastewater discharge. SVA processes include field studies, stakeholder engagement at plant level and collaboration with local and national authorities. Analyses covering topographic, geological, hydro geological and hydrological characteristics of the surrounding basins and sub-basins enable the identification of risks related to the sustainability of water resources.

Water Stewardship Approach aligned with the Alliance for Water Stewardship (AWS) principles adopted in 2021, we go beyond focusing only on the vulnerability of our own water sources and apply a total water stewardship approach across all basins we directly or indirectly impact. Relevant stakeholders are engaged in the process to develop water management plans, with a focus on reducing potential impacts and risks.

Water Management Plan (WMP)

Based on assessment outcomes, social, environmental and governance risks related to water resources are identified, considering both plant needs and surrounding communities. These findings are translated into Water Management Plans (WMP), enabling site-specific actions to be defined and implemented.

Total Water Withdrawal — Beneficial Use = Local Replenishment Amount

TCCC Water Security Vision

Increase water security for our business, and nature at the places we operate, procure materials from, and touch people's lives

Availability	Quality	Ecosystems	Access	Governance

Regenerative Operations	Healthy Watersheds	Resilient Communities
Reduced local shared water challenges	Reduced local shared water challenges	Enhanced community water resilience; focusing on women and girls

Energy Management and Tackling the Climate Crisis

Improving energy efficiency and taking responsibility in addressing the climate crisis are key priorities. Across all operations from production to logistics the focus remains on reducing greenhouse gas emissions.

Our Commitments

Run our manufacturing site on 100% renewable electricity and make them carbon natural

Reduce our total absolute GHG emissions by 13% by 2030 and emissions per liter of product by 50% by 2030 while growing the business

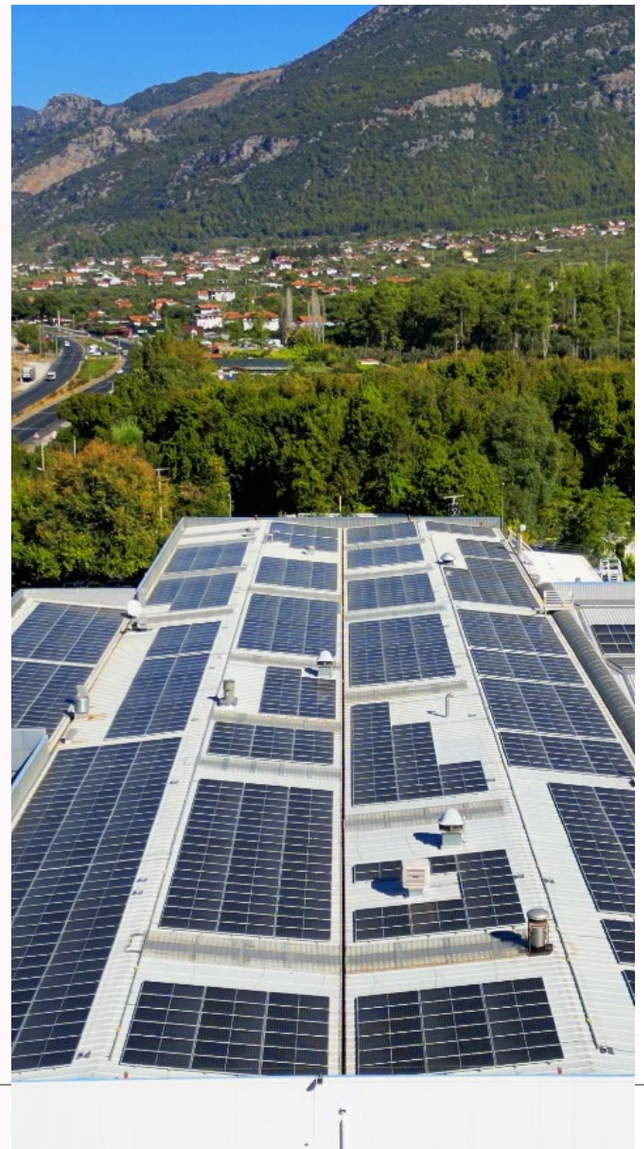
Our Related Policies

- Management Systems Policy
- Environment Policy

Related Memberships

Please click.

SDGs



How We Govern

In line with our strategy on energy efficiency and climate protection:

- Energy efficiency programs are implemented across manufacturing and sales operations to optimize energy use and reduce greenhouse gas emissions.
- Direct emissions from logistics are reduced through effective fleet, fuel management, and optimization practices.
- Indirect emissions are minimized through climate-friendly cooling initiatives.
- Climate awareness is strengthened through collaboration with distributors, customers, suppliers, employees, and other stakeholders.
- The carbon footprint of operations is measured, verified, and reported in a consistent manner.
- Engagement with stakeholders across relevant platforms supports stronger climate awareness.
- The carbon footprint of products is assessed in line with a life cycle perspective.
- Research and investments in clean and renewable energy are prioritized.
- Opportunities for sustainable resource sourcing are explored, supported by feasibility assessments.

Our Energy and Climate Awareness Programs

Hand in Hand Environmental Management Program

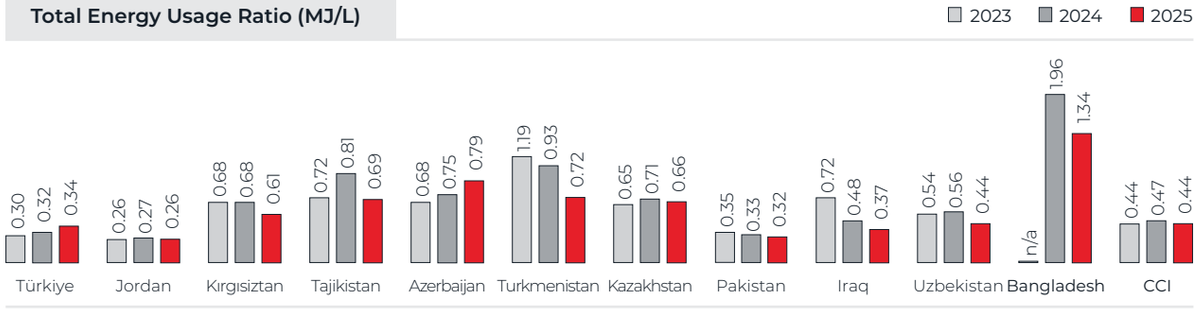
Launched in 2018, the Hand in Hand Environmental Management Program aims to further embed an environmental and sustainability mindset into the CCI culture. Designed as a behavior-focused initiative, the program was rolled out across production operations in 2020 and extended to all CCI operations in 2022. Through this program, contributions are made to the UN Sustainable Development Goals while reducing environmental footprint in line with the value creation strategy.

The program also supports progress towards achieving leadership level (best-in-class) in the TCCC Culture Maturity Assessment. Environmental performance is monitored holistically through the Environmental Maturity Index (EMI), which has been integrated into the program framework.

CCI Climate Task Force

To establish a strategic roadmap aligned with operational dynamics across geographies, the CCI Climate Task Force was formed with representatives from different functions. This structure enables effective reduction of carbon emissions across the entire value chain.

Total Energy Usage Ratio (MJ/L)



Practices to Reduce Carbon Footprint

Strategic Steps in Digital Transformation and Operational Resilience

In 2025, in line with the vision to make production and logistics processes smarter and more efficient, a Mobile Private Network (p-LTE) pilot was implemented at the İzmir Kemalpaşa plant. This pilot enabled testing and evaluating connectivity infrastructures that are critical for Industry 4.0 within a real production environment.

Machine-to-machine (M2M) and human-machine (M2H) communication were assessed through scenarios requiring low latency and high reliability. Applications leveraging forklifts, mobile terminals, and sensors enhanced traceability in warehouse operations and established the foundation for new efficiency-driven operating standards. This approach enabled more effective management of equipment usage and operational movements, supporting the optimization of energy consumption. The insights generated are positioned as a strategic reference for future large-scale deployment decisions.

In parallel, to ensure uninterrupted operation of critical systems in disaster scenarios, manual processes across Network, System, Cloud, and Security domains were redesigned through an end-to-end automation approach. Transition steps that previously required human intervention were automated, enabling critical workloads to be seamlessly and rapidly transferred to İzmir when needed. This approach reduced reliance on physical infrastructure and manual processes, improved the efficiency of IT resource utilization, and consequently contributed to lower energy consumption.

Digital Signature Implementation

Through the joint efforts of the Digital Technology and Legal teams, digital signature solutions have been used in internal approval processes since 2019. This has enhanced digital traceability while improving operational efficiency.

As part of the digital e-signature project implemented in CCI Kazakhstan, delivery notes used in logistics shipments were transitioned to electronically signed digital formats. This resulted in up to 95% savings in paper and postal usage across transportation processes. Further developments are planned to extend this application to include cooler and contract processes.

In addition, administrative processes in Türkiye have started to be managed through a renewed digital platform. Infrastructure has been strengthened to enable contract approval and signature processes via mobile signature. These improvements aim to reduce paper and postal usage to the minimum possible level.

ERP New Version Transition

With the SAP S/4HANA transformation, the core system managing enterprise resource planning processes has been migrated to a next-generation platform, strengthening the foundation of the digitalization strategy. Across multi-country operations, transparency, integration, and process alignment have been enhanced, while real-time data usage has significantly improved decision-making agility. Standardized and optimized processes have delivered up to a 20% increase in process speed, along with a notable improvement in reporting accuracy.

To ensure the resilience and sustainability of this transformation, SAP systems have been positioned on the Azure cloud infrastructure. A high-availability architecture distributed across two separate availability zones enables uninterrupted operation of critical workloads, while reducing reliance on physical infrastructure and allowing more efficient use of IT resources.

In addition, the disaster recovery (DR) infrastructure deployed in a separate region has strengthened business continuity resilience and reduced operational risks.

The new S/4HANA cloud-based digital backbone accelerates the deployment of advanced analytics, automation, and artificial intelligence applications, enhancing innovation capacity. The resource efficiency and energy performance provided by the cloud-based architecture reduce the energy intensity of IT operations, contributing to a lower carbon footprint.

This comprehensive transformation establishes a flexible, resilient, and competitive corporate infrastructure, supporting stronger progress into the future while accelerating the achievement of sustainability targets through digitalization.

Transportation and Distribution Practices

Given the scale of product transportation within operations, commercial performance relies on an efficient logistics network that optimizes vehicle utilization, reduces total distance traveled, and minimizes emissions. In Türkiye, logistics activities account for approximately 9.2% of total value chain greenhouse gas (GHG) emissions, making distribution optimization a critical driver of overall performance.

In this context, priority is given to vehicles with lower fuel consumption and reduced carbon emissions. Through the Route Optimization Project, implemented since 2013, and the RoadNet platform in use since 2016, approximately 1,400 tons of GHG emissions are avoided annually, while delivering significant fuel savings. In addition, across all operating countries, location selection for plants and warehouses targets up to a 20% improvement in carbon footprint compared to previous baselines.

As part of the transition to low-carbon transportation, the use of electric trucks reduces emissions per kilometer by approximately 25% compared to diesel vehicles, supporting efforts to lower overall carbon footprint.

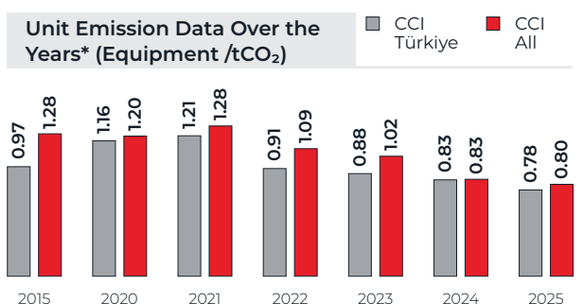
Cooling Practices

To enhance energy efficiency and reduce environmental impact in cooling systems, existing equipment is upgraded with the latest technologies, while close collaboration with suppliers supports the development of climate-friendly cooling solutions.

Cooling-related practices are addressed under five main pillars:

- Use of HFC (Hydrofluorocarbon)-free refrigerants
- Adoption of LED lighting systems
- Expansion of Energy Management Devices (EMD)
- Reduction of cold drink equipment without doors
- Energy consumption targets per unit volume

Unit Emission Data Over the Years* (Equipment /tCO_2)



35% of total cooler inventory pertains to Türkiye operations.

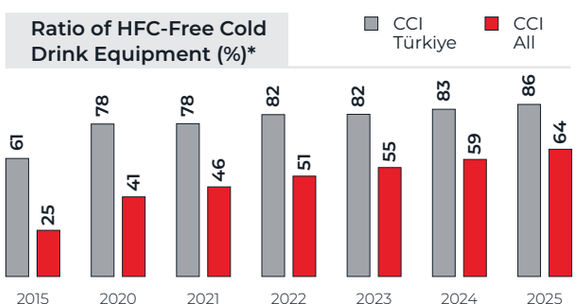
HFC-Free Cold Drink Equipment

Cold drink equipment containing HFCs (hydrofluorocarbons) has a significantly higher negative impact on climate change compared to HFC-free alternatives.

In line with TCCC's target of ensuring that 100% of new cold drink equipment is HFC-free, efforts focus on working closely with suppliers to develop alternative climate-friendly solutions where commercially viable HFC-free options are not yet available.

By procuring new HFC-free equipment, the share of HFC-free assets in the equipment portfolio is steadily increased each year.

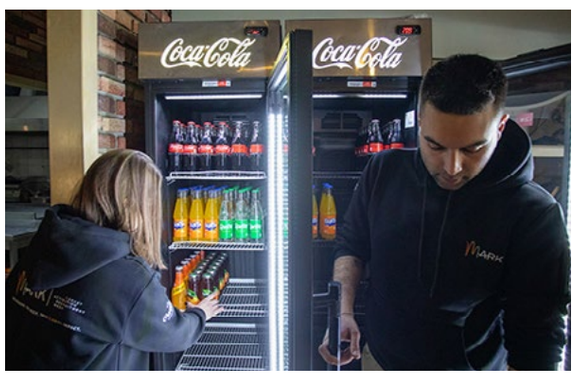
Ratio of HFC-Free Cold Drink Equipment (%)*



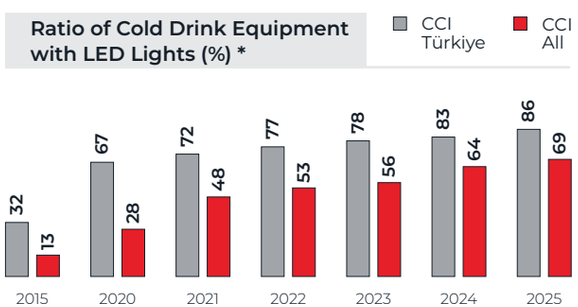
35% of total cooler inventory pertains to Türkiye operations.

LED-Lit Cold Drink Equipment

To reduce energy consumption, LED-lit cold drink equipment is preferred over fluorescent lighting systems. First introduced in Türkiye operations in 2012, this approach has been gradually expanded across other countries. In line with the strategy, the share of LED-lit cold drink equipment continues to increase, contributing to ongoing reductions in energy consumption.



Ratio of Cold Drink Equipment with LED Lights (%) *



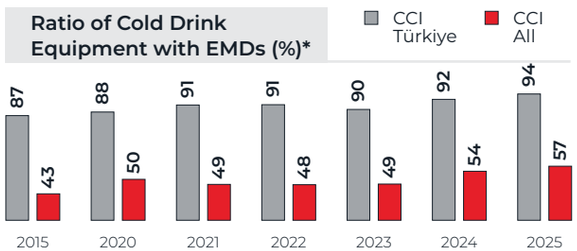
35% of total cooler inventory pertains to Türkiye operations.

Cold Drink Equipment with LED Lights

Energy Management Devices (EMD) enable energy savings by automatically switching off lighting when cooling equipment is not in use and preventing the system from reaching target cooling levels when not required.

Introduced in Türkiye operations in 2009 and gradually expanded across other countries, EMD technology has enabled up to a 42% reduction in electricity consumption of cold drink equipment. In line with this approach, new cold drink equipment with a capacity above 250 liters is prioritized to be equipped with EMD.

Ratio of Cold Drink Equipment with EMDs (%)*

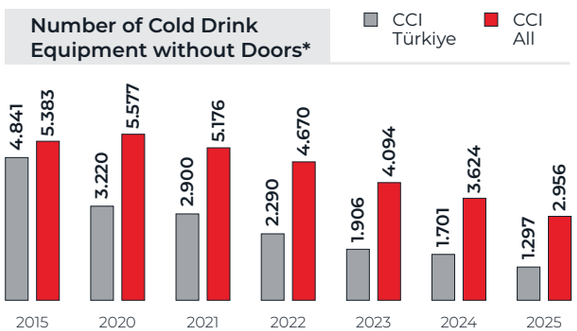


35% of total cooler inventory pertains to Türkiye operations.

Reduction of Cold Drink Equipment without doors

To reduce environmental impact, cold drink equipment without doors and lids is no longer procured, and the number of such units in the existing portfolio is being gradually reduced.

Number of Cold Drink Equipment without Doors*

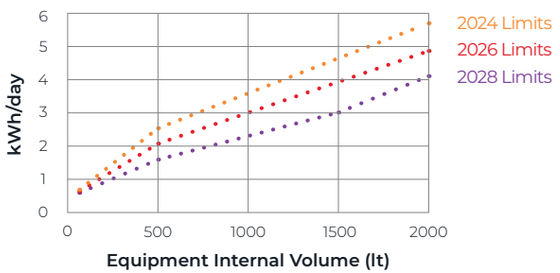


35% of total cooler inventory pertains to Türkiye operations.

Energy Consumption Target by Volume

To enhance the environmental performance of cold drink equipment, alignment has been achieved across Türkiye operations and other countries with TCCC's energy consumption targets based on equipment size, published in 2024, and maintaining this alignment remains a priority.

TCCC's Energy Limits by Volume



35% of total cooler inventory pertains to Türkiye operations.

Emissions From CCI Operations

Across CCI, in addition to total greenhouse gas emissions from operations, emission intensity calculated in grams of CO_2 per liter of product produced is also closely monitored.

Since 2022, across all CCI countries, in line with the ISO 14064-1 Standard:

Scope 1 emissions direct emissions from sources owned or controlled Scope 2 emissions from purchased energy, and all other indirect emissions across the value chain under Scope 3 are calculated and verified.

In addition, all plants, direct distribution warehouses, and the Türkiye Head Office operate in compliance with ISO 14064 Greenhouse Gas Standards.

In 2025, absolute CO_2 emissions across operating countries were reduced from 4,466,618 tons CO_2e to 4,422,967 tons CO_2e.

For more information on flue gas emissions, please refer to: Annexes – Additional Disclosures for BIST.

As a result of best practices implemented across the entire value chain, 509,146 tons of CO_2 emissions were avoided in 2025.

Avoided Emissions in the Value Chain in 2025

Description	Total (ton CO_2e)	Ratio (%)
Production (Energy efficiency and carbon reduction projects)	563	0,1
Packaging (Lightweigting initiatives)	6.573	1,3
Cold drink equipment (EMD and HFC improvements)	290.536	57
Refillable glass bottles	211.474	42
Total	509.146	100

Emissions by Scope and Region

2025 GHG Emissions (tCO_2e)

	Ton of Emissions					Change %			
Ülke	Scope 1	Scope 2 Location-Based	Scope 2 Market-Based	Scope 3	Total	Scope 1	Scope 2	Scope 3	Total
Türkiye	35.951	61.706	50.974	1.204.347	1.352.977	-1	-16	-14	-10
Jordan	698	2.079	2.079	30.452	35.307	-1	50	-14	-5
Kyrgyzstan	3.937	1.211	1.211	76.711	83.070	12	-2	53	51
Tajikistan	1.875	322	322	19.978	22.496	-22	16	22	18
Azerbaijan	6.079	16.525	16.525	131.784	170.912	-42	11	-22	-12
Turkmenistan	639	1.945	1.945	21.775	26.305	-45	10	26	30
Kazakhstan	28.112	43.451	43.451	410.778	525.792	6	8	7	16
Pakistan	35.725	33.589	33.589	1.200.293	1.303.195	-34	-12	34	32
Iraq	16.911	23.074	23.074	555.217	618.277	-26	27	-4	0
Uzbekistan	14.349	32.205	32.205	306.132	384.891	-24	37	-22	-12
Bangladesh	11.029	8.735	8.735	96.086	124.586	-29	-32	-14	-11
CCI All	155.306	224.841	214.109	4.053.553	4.422.967	-19	0	0	-1

Responsible Corporate Citizenship

#BalancedForward

In line with our sustainability commitment, we create economic and social value across all geographies we operate. We support development through local employment, tax contributions, and social investments, while social impact is strengthened through volunteering and partnerships.

100%
Increase in volunteering hours

3.65 million m³
Amount of water replenished through projects

122,512
Number of beneficiaries reached through community projects

Socio-Economic Impact

Across all geographies where we operate, we contribute to the economy of a broad ecosystem across our value chain. We support local employment and, through the taxes we generate and the social investment projects we implement, we make a meaningful contribution to the economic development of the countries we operate in.

Our Commitments

Creating value through direct and indirect employment opportunities

Related Memberships

Please click.

SDGs

CCI's Economic Impact*

Countries	Economic Impact Factor	Direct and Indirect Employment**
Türkiye	TL 9,5 (Lira)	42,000
Uzbekistan	UZS 8 (Som)	58,900
Kazakhstan	KZT 2,6 (Tenge)	8,395
Pakistan	PKR 2,74 (Rupi)	13,764

* Economic Impact studies were conducted by BODEF in Türkiye (2023), Ernst & Young in Kazakhstan (2025) and Uzbekistan (2024), and Lums University in Pakistan (2020). These studies examine the year before the date they were conducted. Only the Türkiye study examines the years 2017-2021. ** Triggered employment opportunities are not included in employment figures.

CCI Türkiye

Through CCI Türkiye's operations, we create 42,000 direct and indirect jobs in the regions where we operate, and as a result of our activities, we provide income to 31 thousand agricultural enterprises in the retail sector, employment opportunities for 175 thousand agricultural workers, and 10 billion TL added value.

CCI Kazakhstan

Through its operations, CCI Kazakhstan provides direct and indirect employment opportunities to more than 8,000 people. With the employment opportunities that our activities trigger in the economy, we create jobs for more than 12,000 people with our CCI Kazakhstan operations, while we produce approximately 12% of the added value created by the Kazakhstan food and beverage sector, through our value chain.

CCI Pakistan

Through our operations and across our value chain, we generate an economic contribution equivalent to 1.95% of Pakistan's national GDP.

CCI Uzbekistan

Through CCI Uzbekistan's operations, we create direct and indirect employment opportunities for almost 59,000 people in the regions where we operate, and through our value chain, for every 1 Uzbek Som we pay in taxes, we contribute an additional 3.9 Uzbek Som to the state budget through our value chain.

2025 Targets	2025 Performance	Status	2026 Targets
■ Conducting economic impact studies in Azerbaijan, Kazakhstan, Iraq and Uzbekistan.	■ We completed and published the studies in Pakistan and Kazakhstan. We signed the contract for Azerbaijan, while Iraq studies were paused.	✓	■ Conducting socio-economic impact studies in Türkiye, Azerbaijan, Kazakhstan, Uzbakistan and Tajikistan.

✓ Target achieved ✓ Partially completed → In progress ✗ Target not achieved

Corporate Social Responsibility at CCI

At CCI, we prioritize social investments through an inclusive perspective that engages all our stakeholders. As we implement projects focused on creating social impact, we strengthen partnerships and promote a culture of volunteering and giving across the organization. Through these efforts, we extend our impact to wider communities with the support of the TCCC system and Anadolu Group.

Our Commitments

Implement social responsibility projects in line with our sustainability commitments

Our Related Policies

Donation and Grant Policy

Related Memberships

Please click.

SDGs

How We Govern

At CCI, we shape our Corporate Social Responsibility approach in line with the 2030 Sustainability Commitments, focusing on Waste Management, Water Replenishment, and Women's Employment.

We implement our volunteering activities in alignment with these priority areas, and aim to pilot, test, and scale social responsibility projects across the countries where we operate.

Social Responsibility in Figures	2023	2024	2025
Number of Volunteers Participating in CSR Projects and Events*	1,817	1,402	1,428*
Volunteering Hours	7,163	4,005	8,004
Total Beneficiaries**	2,978,156	3,237,599	3,360,111
Percentage (%) of Women Amongst New Beneficiaries	49	46	38
Donations (TL)	113,172,903	159,412,000	89,625,000

*The number of volunteers is the total number of volunteers participating in the projects, and not the number of individual volunteers. The number of distributor volunteers is 1,283 in 2025. **Calculated by adding the annual number of new beneficiaries to the total number of beneficiaries of 2,5 million applicable as of the end of 2021.

Water Replenishment Projects

In line with our water neutrality target, we implement water replenishment initiatives that support water security through community-based projects in water-stressed locations. Through these projects, which apply a range of techniques, we aim to return all the water used in our production processes to the natural cycle.

Within the scope of the responsible water management approach, we assess our dependency on water resources and the potential impacts of our operations on local water availability and quality through basin-level risk assessments. Based on these assessments, we regularly review our total water use and engagement with local stakeholders, contributing to reducing the overall pressure on water resources.

Bursa–Çorlu–Isparta Water Replenishment Projects The Coca-Cola Foundation / CCI Türkiye

In collaboration with The Coca-Cola Foundation, CCI Türkiye, and DOKTAR, we implement projects in Çorlu, Bursa, and Isparta that adopt a holistic approach to reducing water use in agriculture and protecting water resources, including smart irrigation, regenerative agriculture, and rainwater harvesting. Key initiatives include:

- Smart and digitally enabled irrigation: Agricultural sensors and satellite imagery are used to monitor soil moisture, climate conditions, and crop development. Based on this data, customized irrigation plans are developed according to crop water needs, optimizing water use.
- Improving irrigation infrastructure: By transitioning from flood irrigation to drip irrigation systems, we reduce water consumption and improve irrigation efficiency.
- Regenerative agriculture practices: Through soil analysis and regenerative agriculture methods, we strengthen soil structure, increase water retention capacity, and support the climate resilience of agricultural production.
- Rainwater harvesting and water recharge: Through rainwater harvesting practices, we support the replenishment of water resources, while the water reservoir in Bursa provides an alternative source for agricultural irrigation.
- Capacity building for farmers: We provide training to farmers on technology use, climate, sustainable agriculture, financial and digital literacy, and energy management.

In 2025, 3.65 million m³ of water was returned to nature through water replenishment projects.

Water Replenishment Projects in Shabran, Khizi and Merzendiye – The Coca-Cola Foundation / CCI Azerbaijan

Implemented by CCI Azerbaijan in collaboration with local public institutions and civil society organizations, we aimed to improve access to water in the Shabran and Khizi regions through this Water Replenishment Project. Through these efforts, we supported access to water resources for approximately 3,000 people, creating both environmental and social benefits. In addition, under the Water Replenishment Project supported by The Coca-Cola Foundation, we improved access to water resources for 1,350 people through the activities carried out in the Merzendiye region.

Gujranwala–Faisalabad Water Replenishment Project – The Coca-Cola Foundation / CCI Pakistan

In collaboration with The Coca-Cola Foundation, CCI Pakistan, and WWF, we implement a range of initiatives in Gujranwala, including rainwater harvesting, installation of recharge wells, construction of floating treatment wetlands, on-farm water management, afforestation, and land cover management. Through this integrated approach, we aim to return water to the natural cycle and ensure the sustainable management of water resources. The project also creates a positive impact in Faisalabad, located within the same basin.

Bishkek–Astana–Dushanbe Water Replenishment Projects The Coca-Cola Foundation / CCI Kyrgyzstan – CCI Kazakhstan

In collaboration with The Coca-Cola Foundation and CCI Kyrgyzstan, and in partnership with CAREC in Bishkek, we aim to improve water management efficiency in the Chu River basin in Kyrgyzstan. The project focuses on enhancing access to irrigation water and infrastructure, supporting women's economic empowerment, and scaling water-saving practices and agrotechnology solutions.

During the reporting period, we rehabilitated 125 meters of irrigation canal as part of irrigation system repair works. As a result, the canal's carrying capacity increased by 67%, while the amount of water delivered to farmers rose by approximately 167%. These improvements doubled crop productivity across 140 hectares and enabled irrigation of an additional 30 hectares. Within the scope of the project, we supported more than 220 farmers, over 100 of whom were women.

In collaboration with The Coca-Cola Foundation and CCI Kazakhstan, and in partnership with CAREC in Astana, we aim to improve the livelihoods of farmers engaged in agriculture and livestock farming in the Ishim River basin and strengthen basin management. The project focuses on scaling sustainable land and water management practices, restoring the basin to ensure long-term sustainability in water and agricultural management, strengthening the capacity of local water management institutions, and equipping farmers with sustainable agricultural techniques.

Through the project, we increase crop productivity while reducing seasonal water use per hectare by 83%.

PAANI Project-CCI Pakistan

Launched in 2013, the PAANI Project is a long-term initiative aimed at supporting access to safe drinking water for communities in Pakistan, where water scarcity and pollution are widespread.

Under the project, we install high-capacity water treatment facilities, while upgrading existing systems with the participation of local communities to strengthen their sustainability.

As a result of these efforts, 24 operational water treatment facilities support access to clean drinking water for 400,000 people, while waterborne diseases in project areas have decreased by 10–15%.

Waste Collection Projects

In line with our waste collection focus, we aim to scale up the use of recycled PET while strengthening packaging collection efforts in Türkiye, Kazakhstan, and Pakistan, where collection systems are already in place. In countries where collection infrastructure remains limited, we lead the establishment of collection systems and support circular economy practices through awareness initiatives.

Wasteless Tomorrow – CCI Bangladesh

Through the Wasteless Tomorrow program, we expanded PET collection activities across Bangladesh. Against our 2025 target of 3,300 metric tons (MT), we collected 2,800 MT of PET, achieving substantial progress toward our goal. Collected waste is sorted at source and reintegrated into the economy, strengthening circular economy practices. The program also creates both environmental and social value, generating approximately 350 direct and over 1,000 indirect jobs through recycling partners.

Eco-Station Projects – CCI Kazakhstan

In 2025, we operated a total of 26 Eco-Stations across Kazakhstan. During the year, four new Eco-Stations were launched in Almaty, bringing the city total to six, which collected 4,577 kg of plastic waste. Across five additional cities, 20 Eco-Stations collected a total of 196,400 kg of plastic waste in 2025.

ReStart-CCI Kazakhstan

In Kazakhstan, we repositioned the “3.2.1 Start!” program in 2025 under the ReStart initiative, with a stronger focus on plastic waste collection. Through this program, we continue to support young people in developing solutions for a more sustainable lifestyle.

Plastic Waste Segregation Awareness Project – CCI Kazakhstan

As part of the Plastic Waste Segregation Awareness Project in Kazakhstan, we launched an internal campaign to encourage employees to separate plastic waste at source. The campaign supported separate collection practices while increasing awareness through interactive activities and incentive-based initiatives that promote employee engagement.

Clean Field Campaign – Coca-Cola Foundation

Under the Clean Field Campaign in Pakistan, we aimed to ensure clean event areas during sports matches, promote proper waste collection, and raise environmental awareness. As a result of these efforts, 60,000 PET bottles were collected.

Women Empowerment Projects

In line with our 2030 Sustainability Commitments and Diversity & Inclusion targets, we implement social responsibility programs each year to increase women's employment across CCI.

Gururlu Yüzler (Proud Hundreds) Program – Coca-Cola Foundation / CCI Türkiye

Aligned with our 2030 Sustainability Commitments, we launched the Gururlu Yüzler Program during the 100th anniversary of the Republic of Türkiye to increase women's employment and expand our talent pipeline within CCI Türkiye. Through the program, we provide scholarships and internship opportunities for female students, while supporting women with training and mentorship throughout their career journeys and prioritizing them in recruitment processes. In 2025, we supported 184 girls and women through scholarships, internships, mentoring, webinars, training, and employment opportunities, and we aim to reach a total of 600 beneficiaries within five years.

Tandauym (My Choice) Project – CCI Kazakhstan

As an adaptation of the Gururlu Yüzler Program, we implemented the Tandauym (My Choice) Project in Almaty in collaboration with educational institutions and NGOs to support women's empowerment.

The project helps young female engineers make informed decisions in their education and career journeys, while providing an inclusive learning and development environment. A total of 248 women benefited from the program.

Women Empowerment Project – CCI Tajikistan

In collaboration with a national program led by the Government of Tajikistan, we delivered training and mentorship activities for female students and women entrepreneurs to support women's empowerment.

WiNG Project – CCI Bangladesh

As an adaptation of the Gururlu Yüzler Program, we implemented the WiNG (Women in Next Generation) Project in collaboration with the Enroute Foundation to equip young women with hands-on experience and career awareness through a sales internship program. The project aims to strengthen employability by enabling early engagement with the business world, starting with the inclusion of five female graduates.

Coozin Project – Coca-Cola Foundation / CCI Uzbekistan

Supported by the Coca-Cola Foundation, the Coozin program, ongoing since 2022, enables women to establish small businesses through a digital platform. In 2025, the program reached 1,000 women.

Scholarship Program for Women Engineers – CCI Azerbaijan

To increase the number of women engineers participating in the workforce, we launched a scholarship program in 2023 in collaboration with Baku Engineering University, Azerbaijan State Oil and Industry University, and Azerbaijan Technical University. In 2025, three women engineers joined the program.

CCI Volunteers

Encouraging and supporting employee volunteering is an integral part of CCI's corporate culture. Across all CCI countries, we aim to foster a common volunteering culture and contribute to the communities where we operate.

How We Govern

Since 2017, we have been implementing the CCI Volunteers Program to build a more structured approach to volunteering activities. Through the program, our employees take part in tree planting and coastal clean-up activities, provide mentorship to young women, and contribute to strengthening the institutional capacity of NGOs through pro bono volunteering.

As of 2025, we launched the CCI Volunteers Online Training to further strengthen the volunteering culture, making it available on the CCI UNI platform in eight languages across 12 CCI countries. The training includes comprehensive information on global definition of volunteerism, , global trends, and the CCI Volunteers Policy, aiming to enhance employees' understanding of both the global volunteering perspective and CCI's approach to volunteering.

47th İstanbul Marathon - CCI Türkiye

Around 150 CCI volunteers came together to run in support of the Anadolu Foundation's "Light for the Future" Scholarship Campaign at the 47th Istanbul Marathon, , contributing to the collection of TRY 87,000 in donations.

Upcycling Workshop - CCI Türkiye

CCI Volunteers took part in an upcycling workshop organized by the Devridaim Institute, contributing to raising awareness on waste reuse. Through hands-on activities, waste materials were transformed into creative and functional products, reinforcing the principles of the circular economy.

Impact-Oriented Community Engagement Programs – CCI Bangladesh

As part of impact-driven engagement programs that strengthen ties with local communities, activities such as waste segregation training, campus clean-ups, and WASH (Water, Sanitation and Hygiene) awareness sessions for female students were carried out. These efforts directly reached over 700 students and school staff, supporting improvements in hygiene practices, waste management, and environmental awareness.

Entrepreneurship and Youth Empowerment Programs – CCI Kyrgyzstan

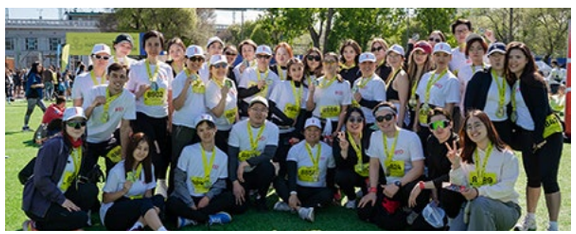
To support the entrepreneurial, leadership, and career development of young people, CCI Kyrgyzstan collaborated with Enactus Kyrgyzstan through national competitions, training programs, mentoring activities, and joint projects. These initiatives encouraged students to develop entrepreneurial skills by working on real-life challenges, while fostering a learning environment focused on leadership and innovation.

The program aimed to reach over 1,000 students, including 600 young women.

In addition, CCI Kyrgyzstan participated as a guest speaker in the “Graduation Project” led by Good Neighbors, engaging directly with youth to share knowledge and experience, particularly in rural areas.

Healthy Living and Active Lifestyle Activities – CCI Kazakhstan / CCI Bangladesh

Through healthy and active lifestyle initiatives organized by CCI Kazakhstan and CCI Bangladesh, employees were encouraged to engage in physical activity, while strengthening team spirit and raising awareness of sustainable living.



Afforestation Initiatives – CCI Kyrgyzstan / CCI Pakistan / CCI Tajikistan / CCI Iraq

In Bishkek, 125 saplings were planted in collaboration with Manas University. In Pakistan, 56,000 trees were planted, contributing to increased carbon sequestration capacity and the strengthening of natural habitats. Afforestation efforts in Tajikistan and Iraq also supported the expansion of green areas, while raising environmental awareness among local communities.

Coastal Clean-up Project (“Protect the Caspian”) – CCI Azerbaijan

To raise awareness of increasing pollution in the Caspian Sea and contribute to the protection of coastal ecosystems, CCI Azerbaijan implemented a coastal clean-up initiative in collaboration with the Ministry of Ecology and Natural Resources.

In 2025, 15 CCI volunteers participated in the project, collecting over 5 tons of waste, which was directed to recycling processes.

World Cleanup Day

Environmental Clean-up Activities – CCI Iraq

On World Cleanup Day, CCI Iraq mobilized a team of 53 volunteers across Baghdad, Erbil, Karbala, and Hillahh, carrying out waste collection activities and contributing to environmental cleanliness.

World Cleanup Day – CCI Türkiye / Azerbaijan / Kazakhstan / Kyrgyzstan / Uzbekistan

As part of World Cleanup Day, 1,500 CCI volunteers, together with their families and 104 distributors across Türkiye, collected a total of 10 tons of waste. The activities contributed to cleaner urban environments and strengthened environmental awareness across Türkiye, Azerbaijan, Kazakhstan, Kyrgyzstan, and Uzbekistan.

Pro Bono Volunteering – CCI Türkiye

Pro bono volunteering is a model through which employees contribute their expertise and skills to support the specific needs of civil society organizations on a voluntary basis.

Launched for the first time in 2025 in CCI Türkiye, the initiative engaged 25 CCI volunteers in collaboration with NGOs including Değişim Liderleri Derneği, SistersLab – Women in Science and Technology Association, and Buradayız Hatay Association.

Volunteers provided support in areas such as HR, CRM, data management, corporate communications, financial advisory, resource development, and webinar content creation.

Donations

Beverage Donations in Wildfire-Affected Areas CCI Türkiye

During the forest fires that occurred in Bilecik, Çanakkale, İzmir, and Hatay in the summer of 2025, a total of 49,000 bottles of Damla water were delivered to local authorities, AFAD, and firefighting teams.

Ramadan Donations CCI Türkiye

In the earthquake-affected region of Hatay, meal support was provided throughout Ramadan in cooperation with Topraktan Tabağa Cooperative and Tok Tur Association, for distribution at iftar tents. In addition, 20,000 bottles of Damla water were donated.

Donations Supporting Community Events CCI Bangladesh

CCI Bangladesh contributed to national commemorative and public events organized by local authorities as part of “Standard Day 2025”, providing beverage support and raising awareness on quality and safety standards in daily life.

Ramadan Donations – CCI Pakistan

As part of the Ramadan Solidarity Program, CCI Pakistan provided both in-kind and financial support to communities in need throughout the month.

Food packages and iftar support were delivered in collaboration with local NGOs and public institutions, aiming to strengthen social solidarity and improve access to basic needs, with the support of employee volunteering.

Support for Individuals with Disabilities CCI Turkmenistan

Beverage support was provided to a center serving individuals with disabilities as part of in-kind donation activities.

Beverage Donations in Flood-Affected Areas CCI Pakistan

Following the floods in Pakistan in 2025, CCI Pakistan provided water and beverage support to help meet the urgent needs of affected communities.

These efforts supported access to safe drinking water and essential beverages in the aftermath of the disaster, contributing to the recovery process of local communities.

2025 Targets	2025 Performance	Status	2026 Targets
▪ Reach 2,200 volunteers across CCI	▪ Reached 2,711 volunteers including distributors	✓	▪ Reaching 2,000 volunteers across CCI

✓ Target achieved ✓ Partially completed → In progress ✗ Target not achieved

Corporate Governance

#Balanced**Forward**

Board of Directors

Kamil Süleyman Yazıcı | Chairman of the Board

Kamil Yazıcı graduated from New York Military Academy (1996), holds a BA degree in Marketing from Emory University Goizueta Business School (2000), an MBA degree from American Institute of Business and Economics (2005) and has completed the GMP program at the Harvard Business School (2017). Yazıcı started his Anadolu Group career in year 2000 in the Finance Presidency as Assistant Finance Specialist and resumed his career in Anadolu Efes Russia Beer operations during 2002-2011 where he held multiple roles as Marketing Manager, Logistics Manager, Supply Chain Director, Business Development Director and finally led a pan-Russian effort to re-structure the sales organization for greater efficiency and effectiveness. In 2011, he was appointed as General Manager of Efes Vitanta in Moldova and continued this role until 2014. In 2014, he was appointed as Market Development Director responsible for all international markets where the group did not operate locally and held this position until 2017. Between 2017- 2025, Kamil Yazıcı served as Vice- Chairman on Anadolu Group holding and subsidiary Boards. In April 2025, he became the Chairman of Anadolu Group holding and group companies. In addition, he serves as Board Member for TAİK (Turkish-American Business Council), TOGG (Turkish National Auto Initiative), HBS Alumnus (Harvard Business School's Alumni Board) and is the Vice-Chairman of KYYDAS (the Kamil Yazıcı Family Trust). He is also a member of TÜSİAD (Turkish Industry & Business Association).

İlhan Murat Özgel | Vice-Chairperson of the Board of Directors

İlhan Murat Özgel began his career at Procter & Gamble. He started his career at Coke system in 2003 at Coca-Cola Icecek and since 2006 has taken on various roles across Asia and Africa with The Coca-Cola Company. He has international experience in general management, marketing, customer and commercial, and franchise leadership in developed, and developing/emerging markets. Currently serving as President, Japan and Korea Operating Unit, Özgel leads the business in one of Coca-Cola's most dynamic and strategically important markets. Prior to this role, he served as President, Bottling Investments Group (BIG), where he led Coca-Cola's company-owned bottling network globally, driving operational excellence and strategic growth. Before that, he was BIG's Chief Growth Officer, leading efforts to enhance the organizations' portfolio, capabilities, and infrastructure through strategic mergers and acquisitions. Özgel earned a bachelor of science degree in industrial engineering from Middle East Technical University in Türkiye.

Talip Altuğ Aksoy | Board Member

Talip Altuğ Aksoy received his bachelor's degree in economics from Oglethorpe University in USA. He began his career as Finance Assistant Specialist at Anadolu Group in 1995 and was appointed as a Finance Specialist in 1996. Aksoy worked as Human Resources and Treasury Specialist from 1998 to 2000. He served as Director of Sales and Marketing at Efes Invest from 2000 to 2003 and was appointed as the Director of Trade and Export at Efes Beer Group in January 2003. Continuing his career at Anadolu Group as the Director of Purchasing and Logistics between 2006- 2008, Aksoy was appointed as Director of Supply Chain of Efes Beer Group in June 2008. In November 2011, he was appointed as Efes Türkiye Managing Director and served in this position until January 2017. Aksoy still continues to serve as a Board Member in various Anadolu Group companies.

İbrahim İzzet Özilhan | Board Member

İ. İzzet Özilhan was born in İstanbul in 1982. He received his undergraduate degree from Hofstra University Banking and Finance Department in 2006 in USA. Özilhan, began his career as a Brand Representative at Coca Cola A.Ş in 2006 and served as Sales Representative in Coca-Cola Hellenic A.Ş. In 2009, he started working at Efes Russia and took up dutied as Finance Manager and Brand Distribution Representative. In 2011, he started in Anadolu Efes Türkiye as Market Development Supervisor and continued as Horeca Manager, Modern Trade Sales Director and On-Trade Directorate respectively. In 2024, he became a board member at several Anadolu Group companies. Özilhan was chosen as Board Member of TÜSİAD in 2024 and also acts as the Leader of its Food, Beverage and Agriculture Roundtable. He also acts as a Board Member at TÜRKONFED.

Sadettin Ahmet Bilgiç | Board Member

Sadettin Ahmet Bilgiç was born in 1979. He was graduated from Cağaloğlu Anatolian High School in 1997 and from Indiana University, Department of Business Administration in 2001. In 2004, he received his MBA degree from Sabancı University. Mr. Bilgiç started his professional career in the Internal Audit Department at AG Anadolu Holding between 2001 and 2003 and worked as an Investor Relations Analyst at Anadolu Efes between 2003 and 2004. In 2005, Mr. Bilgiç joined Coca-Cola İçecek in the Sales Department and worked as Marmara Region Sales Manager between 2008 and 2011, Business Development Manager between 2011 and 2014, and Sales Manager between 2014 and 2018. Between June 2018 and 2024, he worked at Coca-Cola İçecek A.Ş. as Türkiye and Middle East Purchasing, Import and Export Manager. As of 2024, Mr. Bilgiç has been serving as a Member of the Board of Directors at Anadolu Group companies.

Burak Başarır | Board Member

Burak Başarır holds a BA in Business Administration and a minor in Computer Sciences from American River College. He studied management at California State University of Sacramento and received a BSc degree in business administration from Middle East Technical University in 1995. Başarır joined Anadolu Group in 1998 with his first post at Coca-Cola İçecek (CCI) and assumed increasing managerial responsibilities in finance and commercial functions. He was assigned as Coca-Cola İçecek CFO in 2005 and has played a significant role during CCI's IPO process and effectively managed the financial integration of Efes Invest with CCI. Başarır led the largest operation of CCI in terms of volume and sales as the Türkiye Region President between 2010 and 2013. Başarır was appointed as Coca-Cola İçecek CEO in January 2014. He served as Anadolu Group Soft Drinks Group President and Coca-Cola İçecek CEO between 2014 -2023. Başarır was appointed as Anadolu Group Deputy CEO in September 2023 and has been serving as Anadolu Group CEO since April 1st, 2024. Başarır is the Chairman of Anadolu Group Sustainability Committee and a member of the Turkish Industry & Business Association (TÜSİAD).

Mehmet Hurşit Zorlu | Board Member

Hurşit Zorlu holds a BCs degree in Economics from Istanbul University. Before joining the Anadolu Group as a Marketing Specialist at Efes Beverage Group in 1984, he held various positions in Toz Metal and Turkish Airlines. During his career at Efes Beverage Group, he assigned various positions including Assistant Marketing Manager, Assistant Project Development Manager, Project Development Manager and Business Development & Investor Relations Director respectively. Zorlu worked as Chief Financial Officer (CFO) at Efes Beverage Group between 2000-2008 and CFO at Anadolu Group between 2008- 2013. Zorlu served as Deputy CEO at Anadolu Group between 2013-2017. Hurşit Zorlu, who has been serving as the Chief Executive Officer of Anadolu Group since February 2017, retired as of April 1, 2024 from this position. Currently Hurşit Zorlu, is a Board Member of all Anadolu Group companies. Zorlu also served as the chair person of Anadolu Group Sustainability Committee of the Group and lead the works within the scope of the sustainability strategy, ''From Anadolu to the Future''. Hurşit Zorlu is a High Advisory Council Member of the Turkish Investor Relations Society (TÜYİD) and served as the 8th term Chairperson of the Corporate Governance Association of Türkiye (TKYD) between 2015-2017.

Rasih Engin Akçakoca | Board Member

R. Engin Akçakoca received his undergraduate degree from Middle East Technical University in Management and started his career in banking in 1974. He assumed Deputy General Manager position in Koç-Amerikan Bank during 1986 and 1991 and General Manager position in Koçbank A.Ş. during 1991 and 2000. He was appointed as the Chairman of the Banking Regulation and Supervision Agency and the Savings Deposit Insurance Fund in 2001 responsible for a large-scale banking sector restructuring program held in Türkiye. Mr. Akçakoca has been working as a consultant since 2004; he holds board member positions in various Anadolu Group companies.

Lale Develioğlu | Independent Board Member

Born in Istanbul in 1968, Lale Develioğlu graduated from the Industrial Engineering Department at Boğaziçi University and pursued her postgraduate studies at Rensselear Polytechnic University in USA. She started her professional career in 1992 at Unilever and acted as Marketing Director between 1998-2003. In the end of 2003, Mrs. Develioğlu started working in Turkcell and acted as Chief Marketing Officer responsible from Consumer Business between 2006- 2011 and VP of International Businesses and Subsidiaries between 2011–2014. Mrs. Develioğlu has started working in Yıldız Holding and acted as Global Marketing President in Pladis, Yıldız Holding's UK based global snacks company until 2018. Mrs. Develioğlu acted as board member for several companies in telecommunication, technology, FMCG, consumer durables and retail industries across Türkiye, Middle East, CIS countries and Europe. She currently serves as board member at Aksa Akrilik, Coca-Cola İçecek, Anadolu Isuzu and as board advisor at Nobel İlaç. Mrs. Develioğlu also supports companies as a strategic advisor and business mentor. She was selected as "Best Marketing Person" of Türkiye in 2009; won the "Women to Watch" award for Marketing in 2014 and was listed among "Top 25 CMOs" in Global Creativepool Annual in 2018. She has served as Executive Board Member of Advertisers' Association of Türkiye (RVD) and Advertising Self-regulatory Body in Türkiye (RÖK) for 6 years. She is the vice-president of the Board Directors Association, board member of the DCRO Risk Insititute as well as serving as the chairperson of the Qualified Risk Directors Governance Council. She is also one of the founding board members of Women on Board Association in Türkiye. She is the author of the business and memoir book titled 'Karar Verdim'.

Prof. Dr. Barış Tan | Independent Board Member

Prof. Dr. Barış Tan serves as the President of Özyeğin University. Prof. Tan received his BS in Electrical and Electronics Engineering from Boğaziçi University, an MS in Industrial and Systems Engineering, an MSE in Manufacturing Systems, and a PhD in Operations Research from the University of Florida. Between 1994 and 2024, Prof. Tan served as a professor of Operations Management and Industrial Engineering, Vice President for Academic Affairs, Dean of the College of Economics and Administrative Sciences, and Director of the Graduate School of Business at Koç University. He joined Özyeğin University as a professor of Industrial Engineering and Business Administration in March 2024 and was appointed as the President in July 2024. Prof. Tan's areas of expertise are design and control of manufacturing systems, supply chain management, and stochastic modeling. The awards received by Barış Tan include the Distinguished Young Researcher award from the Turkish Academy of Sciences, TÜBİTAK and NATO Research Fellowships, and best paper awards. Prof. Tan has been a visiting professor at Harvard University, MIT, the University of Cambridge, University College London, and Politecnico di Milano. Prof. Tan has served on various universities and organizations' advisory and management boards worldwide, including EFMD, Kyoto University Graduate School of Management, LUMS, Nottingham Business School, and ISM University of Management and Economics. Prof. Tan fulfills all requirements of the independent member criteria specified in the CMB's Corporate Governance Principles.

Emin Ethem Kutucular | Independent Board Member

Born in Izmir in 1963, Ethem Kutucular completed his secondary and high school education at Bornova Anatolian High School and graduated from Boğaziçi University, Faculty of Economics and Administrative Sciences, Department of Business Administration. In 1986, Mr. Kutucular started his professional career as an assurance assistant in the Istanbul office of Arthur Andersen & Co ("AA&Co") and served as Senior Assurance Assistant in the Atlanta office of AA&Co between 1987 and 1989. After 1989, Mr. Kutucular continued to work at AA&Co Istanbul office and was admitted as a Partner in 1997. In 2002, he became a Partner in the Assurance Department at Ernst & Young ("EY") Türkiye office and served as the Head of Assurance at EY between 2004 and 2012. Subsequently, he served as EY Türkiye Market Leader and Executive Committee member together with his Responsible Partner duties. Throughout his career, he has been involved in the assurance work of many large-scale industrial organizations in Türkiye, as well as in consultancy and corporate finance projects. During his energy sector leadership roles, he was involved in the audit of the energy and electricity market in Romania. Ethem Kutucular is a Certified Public Accountant (CPA) and a member of YASED (International Investors Association). Mr. Kutucular fulfills all requirements of the independent member criteria specified in the CMB's Corporate Governance Principles.

İlhami Koç | Independent Board Member

With over 35 years of experience in management and finance, including investment banking, capital markets, venture capital, and insurance, he has served as a senior executive in leading financial institutions in Turkiye. He has also undertaken various voluntary roles in both local and international organizations. Mr. Koç graduated from Ankara University Faculty of Political Sciences in 1986 and started his career the same year at the Board of Inspectors of Türkiye İş Bankası A.Ş. After holding various positions related to capital markets at İş Bankası, he was appointed as the General Manager of İş Girişim Sermayesi Yatırım Ortaklığı A.Ş. in 2001. He then served as the General Manager of İş Yatırım Menkul Değerler A.Ş., Türkiye's largest investment banking institution, from 2002 to 2013. At the beginning of 2013, Koç was appointed Deputy General Manager at Türkiye İş Bankası A.Ş., and from 2016 to 2019, he served as the CEO of Anadolu Sigorta A.Ş. After retiring from the İşbank Group in 2019, he joined Ernst & Young Türkiye, one of the world's leading consulting firms, as a partner. He continues to work at the same company as a business partner. In addition to his professional roles, Koç has served on the boards of numerous companies both in Türkiye and abroad; between 2014 and 2018, he was the Chairperson of the Turkish Capital Markets Association. He has also been a Board Member of the International Capital Market Association and Borsa İstanbul A.Ş.

Declarations of Independence

Lale Develioğlu | Independent Board Member

I declare that, at Coca-Cola İçecek A.Ş.:

- within the last five years, there has been no employment relationship with respect to a managerial position with the assumption of important duties and liabilities, between myself, my spouse, and my blood relatives and relatives by marriage of up to secondary degree, and the Company, the partnerships in which the Company holds governing control or a significant degree of influence, shareholders holding governing control or a significant degree of influence in the Company, and legal entities of which such shareholders hold governing control; that none of us hold, either individually or jointly, more than 5% of the capital or voting rights or preference shares, and that no significant commercial relationship has been established;
- within the last five years, I have not served as a shareholder (with a shareholding of 5% and above), as an employee in a managerial position undertaking important duties and responsibilities, or as a member of the Board of Directors, particularly in relation to the Company's audit (including tax audit, legal audit, and internal audit), rating, and consultancy, in companies from which the Company purchases significant amount of services or products, or to which the Company sells the same, under agreements concluded, in those periods during which such services or products were purchased or sold;
- I have the professional training, information and experience required to duly perform the duties I will be undertaking due to my position as an independent board member;
- I have not been working full-time at any public institutions and agencies since having been elected as a member, except for university faculty membership positions, on the condition of this being compliant with the regulations to which I am subject;
- I am deemed to be residing in Türkiye pursuant to the Income Tax Law (G.V.K.) no. 193, dated 31/12/1960;
- I have strong ethical standards, professional reputation and experience to be able to positively contribute to the Company's operations, to keep my impartiality in conflicts of interest between the Company and the shareholders, and to take decisions freely, taking into account the rights of the beneficiaries;
- I am able to allocate time to the Company's activities to the extent that I can follow the flow of the Company's activities and completely fulfill the requirements of the duties I undertake;
- I have not acted as a board member on the Company's board of directors for more than six years within the last ten years;
- I am not serving as an independent board member in more than three of the companies whose management control is held by the Company, or the shareholders who control the management of the Company, and in more than five publicly-traded companies in total;
- I have not been registered and announced on behalf of the legal entity for which I will be elected as a board member;

and that therefore, I will fulfill my role of member of the Company's board of directors as an independent member.

Prof. Dr. Barış Tan | Independent Board Member

I declare that, at Coca-Cola İçecek A.Ş.:

- within the last five years, there has been no employment relationship with respect to a managerial position with the assumption of important duties and liabilities, between myself, my spouse, and my blood relatives and relatives by marriage of up to secondary degree, and the Company, the partnerships in which the Company holds governing control or a significant degree of influence, shareholders holding governing control or a significant degree of influence in the Company, and legal entities of which such shareholders hold governing control; that none of us hold, either individually or jointly, more than 5% of the capital or voting rights or preference shares, and that no significant commercial relationship has been established;
- within the last five years, I have not served as a shareholder (with a shareholding of 5% and above), as an employee in a managerial position undertaking important duties and responsibilities, or as a member of the Board of Directors, particularly in relation to the Company's audit (including tax audit, legal audit, and internal audit), rating, and consultancy, in companies from which the Company purchases significant amount of services or products, or to which the Company sells the same, under agreements concluded, in those periods during which such services or products were purchased or sold;
- I have the professional training, information and experience required to duly perform the duties I will be undertaking due to my position as an independent board member;
- I have not been working full-time at any public institutions and agencies since having been elected as a member, except for university faculty membership positions, on the condition of this being compliant with the regulations to which I am subject;
- I am deemed to be residing in Türkiye pursuant to the Income Tax Law (G.V.K.) no. 193, dated 31/12/1960;
- I have strong ethical standards, professional reputation and experience to be able to positively contribute to the Company's operations, to keep my impartiality in conflicts of interest between the Company and the shareholders, and to take decisions freely, taking into account the rights of the beneficiaries;
- I am able to allocate time to the Company's activities to the extent that I can follow the flow of the Company's activities and completely fulfill the requirements of the duties I undertake;
- I have not acted as a board member on the Company's board of directors for more than six years within the last ten years;
- I am not serving as an independent board member in more than three of the companies whose management control is held by the Company, or the shareholders who control the management of the Company, and in more than five publicly-traded companies in total;
- I have not been registered and announced on behalf of the legal entity for which I will be elected as a board member;

and that therefore, I will fulfill my role of member of the Company's board of directors as an independent member.

Emin Ethem Kutucular | Independent Board Member

I declare that, at Coca-Cola İçecek A.Ş.:

- within the last five years, there has been no employment relationship with respect to a managerial position with the assumption of important duties and liabilities, between myself, my spouse, and my blood relatives and relatives by marriage of up to secondary degree, and the Company, the partnerships in which the Company holds governing control or a significant degree of influence, shareholders holding governing control or a significant degree of influence in the Company, and legal entities of which such shareholders hold governing control; that none of us hold, either individually or jointly, more than 5% of the capital or voting rights or preference shares, and that no significant commercial relationship has been established;
- within the last five years, I have not served as a shareholder (with a shareholding of 5% and above), as an employee in a managerial position undertaking important duties and responsibilities, or as a member of the Board of Directors, particularly in relation to the Company's audit (including tax audit, legal audit, and internal audit), rating, and consultancy, in companies from which the Company purchases significant amount of services or products, or to which the Company sells the same, under agreements concluded, in those periods during which such services or products were purchased or sold;
- I have the professional training, information and experience required to duly perform the duties I will be undertaking due to my position as an independent board member;
- I have not been working full-time at any public institutions and agencies since having been elected as a member, except for university faculty membership positions, on the condition of this being compliant with the regulations to which I am subject;
- I am deemed to be residing in Türkiye pursuant to the Income Tax Law (G.V.K.) no. 193, dated 31/12/1960;
- I have strong ethical standards, professional reputation and experience to be able to positively contribute to the Company's operations, to keep my impartiality in conflicts of interest between the Company and the shareholders, and to take decisions freely, taking into account the rights of the beneficiaries;
- I am able to allocate time to the Company's activities to the extent that I can follow the flow of the Company's activities and completely fulfill the requirements of the duties I undertake;
- I have not acted as a board member on the Company's board of directors for more than six years within the last ten years;
- I am not serving as an independent board member in more than three of the companies whose management control is held by the Company, or the shareholders who control the management of the Company, and in more than five publicly-traded companies in total;
- I have not been registered and announced on behalf of the legal entity for which I will be elected as a board member;

and that therefore, I will fulfill my role of member of the Company's board of directors as an independent member.

İlhami Koç | Independent Board Member

I declare that, at Coca-Cola İçecek A.Ş.:

- within the last five years, there has been no employment relationship with respect to a managerial position with the assumption of important duties and liabilities, between myself, my spouse, and my blood relatives and relatives by marriage of up to secondary degree, and the Company, the partnerships in which the Company holds governing control or a significant degree of influence, shareholders holding governing control or a significant degree of influence in the Company, and legal entities of which such shareholders hold governing control; that none of us hold, either individually or jointly, more than 5% of the capital or voting rights or preference shares, and that no significant commercial relationship has been established;
- within the last five years, I have not served as a shareholder (with a shareholding of 5% and above), as an employee in a managerial position undertaking important duties and responsibilities, or as a member of the Board of Directors, particularly in relation to the Company's audit (including tax audit, legal audit, and internal audit), rating, and consultancy, in companies from which the Company purchases significant amount of services or products, or to which the Company sells the same, under agreements concluded, in those periods during which such services or products were purchased or sold;
- I have the professional training, information and experience required to duly perform the duties I will be undertaking due to my position as an independent board member;
- I have not been working full-time at any public institutions and agencies since having been elected as a member, except for university faculty membership positions, on the condition of this being compliant with the regulations to which I am subject;
- I am deemed to be residing in Türkiye pursuant to the Income Tax Law (G.V.K.) no. 193, dated 31/12/1960;
- I have strong ethical standards, professional reputation and experience to be able to positively contribute to the Company's operations, to keep my impartiality in conflicts of interest between the Company and the shareholders, and to take decisions freely, taking into account the rights of the beneficiaries;
- I am able to allocate time to the Company's activities to the extent that I can follow the flow of the Company's activities and completely fulfill the requirements of the duties I undertake;
- I have not acted as a board member on the Company's board of directors for more than six years within the last ten years;
- I am not serving as an independent board member in more than three of the companies whose management control is held by the Company, or the shareholders who control the management of the Company, and in more than five publicly-traded companies in total;
- I have not been registered and announced on behalf of the legal entity for which I will be elected as a board member;

and that therefore, I will fulfill my role of member of the Company's board of directors as an independent member.

Executive Directors

Ahmet Kürşad Ertin | Chief Operating Officer

Ahmet Kürşad Ertin moved to Chief Operational Officer (COO), after successfully completing his assignment as South Asia and Middle East Region Director.

Ahmet Kürşad Ertin was appointed as General Manager of CCI Pakistan on 1 January 2019. Ahmet joined CCI in 1998 in commercial department and assumed different roles in the organization until 2009 when he moved to Baku as General Manager of Azerbaijan. He moved to Türkiye in 2010 and assumed CCI Türkiye Traditional and Distribution Channel Sales Director role and then in 2014 he was appointed as Türkiye Sales Director. In 2015, moving to Almaty, Ahmet took the role of General Manager of CCI Kazakhstan. Ahmet has a total of 25 years of work experience and holds a bachelor's degree in Economics from Hacettepe University in Ankara, Türkiye.

Ahmet Öztürk | Chief Audit Executive

Ahmet Öztürk was appointed as Coca-Cola İçecek Internal Audit Director as of 1 January 2018. He joined Anadolu Group in August 1995, having graduated from Bilkent University, with a major in Economics. He started his career as an Assistant Financial Control Specialist and continued to work in different roles and responsibilities in group companies, serving as CFO of Coca-Cola Turkmenistan, Coca-Cola Azerbaijan, Efes Ukraine and Efes Serbia between 1999 and 2007 respectively. Öztürk was appointed as the Internal Auditor of Efes Beer Group International operations in July 2007 and promoted to become the Internal Audit Director of Anadolu Efes in January 2011.

Aslı Kamiloğlu | Chief Information and Digital Officer

Having assumed various roles in information technology organizations at Aras Kargo and Turkcell in the early years of her career, Ms. Aslı Kamiloğlu continued her career in GE Healthcare as Commercial Digital Leader in Eastern and African growth markets, a large and diverse set of growth markets, comprising over 80 countries. She then held various Global digital and technology leadership roles in GE Healthcare and GE Digital.

Ms. Aslı Kamiloğlu has been leading digital products strategy and execution in the Customer digital domain for all CCI Countries since 2019. Ms. Aslı Kamiloğlu graduated from Galatasaray high school and holds a bachelor's degree in Electrical and Electronics Engineering and a Master's degree in Software Engineering from Joseph Fourier University.

İsimler alfabetik sıraya göre yazılmıştır.

Burak Gürcan | Chief Human Resources Officer

Mr. Burak Gürcan assumed roles of increasing responsibility, accumulating experience in Information Systems through ERP projects, Marketing Management, and Human Resources Systems at Efes Beverage Group, Anadolu Bilişim Services and Anadolu Medical Center. Mr. Gürcan, who was responsible for Talent Management, Rewards & Benefits Management, and Employee Experience Management at Anadolu Group , holds a MSc degree (2001) and BSc degree (1996) in Industrial Engineering, both from Istanbul Technical University. Mr. Gürcan has taken over the Chief Human Resources Officer role as of September 1, 2024.

Burçun İmir | Chief Corporate Affairs & Sustainability Officer

Burçun İmir was appointed as Coca-Cola İçecek Corporate Affairs and Sustainability Officer as of September 1, 2023. İmir served as Corporate Communications, Sustainability and Corporate Social Responsibility Lead at Coca-Cola İçecek between 2021 and 2023. Before joining Coca-Cola İçecek; between 2019 and 2021, she was the General Coordinator of DasDas, in addition to providing Sustainability, Communication, Brand and Management Consultancy services in the consultancy company she founded. She also served as the Director of Corporate Communications and Sustainability Office at Allianz Türkiye between 2016 and 2017, as the Deputy General Manager responsible for Communications and Marketing at Aras Kargo between 2013 and 2016, and as the Corporate Communications Manager at Turkcell between 2008 and 2013. Between 1995 and 2008, Burçun İmir held senior management, Middle East Representative, and reporter positions in various media organizations such as Habertürk TV, TV24, Doğan News Agency (DHA), CNNTÜRK, CNN International, German News Agency (DPA), and Turkish Daily News. İmir completed her undergraduate education in International Relations department at Bilkent University, in 1998. Burçun İmir has left the company as of September 1, 2025.

Çiçek Uşaklıgil Özgüneş | Chief Financial Officer

Çiçek Özgüneş has led strategic initiatives in debt and equity capital markets, focusing on public and private offerings, capital structuring, risk and liquidity management, corporate governance, and investor relations. She started her career in 2000 as a research assistant at Prudential Securities in Boston, USA. In 2005, she joined Anadolu Efes' Corporate Finance & Investor Relations Department, where she supported various capital-raising projects that played a role in the company's international growth. In 2015, she was appointed Corporate Finance & Investor Relations Director at Anadolu Efes, a role she held until 2020 before transitioning to Coca-Cola İçecek as Treasury & Investor Relations Director. Over the next four years, she led initiatives in liquidity and debt management, financial risk planning, and investor relations. In 2024, she took on the role of Finance Director of CCI Türkiye, focusing on financial strategy, operational finance, and regulatory compliance. Çiçek has a Bachelor's Degree in Business Administration in German from Marmara University and MBA from Boğaziçi University.

İsimler alfabetik sıraya göre yazılmıştır.

Erdinç Güzel | Caucasia and Central Asia Region Director

Born on July 18, 1970 in Balıkesir, Erdinç Güzel graduated from Middle East Technical University, Department of Political Science and Public Administration. Starting his career at Nestle in 1999 as Regional Sales Coordinator, Mr. Güzel quickly rose to various positions and demonstrated his leadership skills by assuming responsibilities such as Key Account Operations Manager and Western Türkiye Sales Center Manager.

Mr. Güzel joined the CCI family in 2009 as Customer and Commercial Operations Manager at CCI Azerbaijan and was appointed as Customer and Commercial Operations Director at CCI Kyrgyzstan in 2013. In January 2014, he was promoted as the General Manager of CCI Kyrgyzstan. In 2016, Mr. Güzel continued his career as General Manager of CCI Azerbaijan and in 2019, he was appointed General Manager of CCI Kazakhstan. In February 2023, he was appointed Regional Director for Central Asia and Caucasus Countries. In his new role, Mr. Güzel is responsible for managing the company's business in Kazakhstan, Kyrgyzstan, Uzbekistan, Tajikistan, Turkmenistan and Azerbaijan.

Av. R. Ertuğrul Onur | Chief Legal Officer

Atty. R. Ertuğrul Onur has been serving as the General Counsel of CCI since 2007. He is also currently the Head of CCI Ethics and Compliance Committee. He established the CCI Compliance & Ethics Program and served as CCI Ethics and Compliance Officer between 2013 and 2016. He graduated from Istanbul University's Law Faculty in 1988. Following the completion of his traineeship in the Konya Bar Association, he worked as a research assistant in the same Law Faculty. Mr. Onur served as Legal Counsel for Mobil Oil Türk A.Ş. and BP Petrolleri A.Ş. between 1995 and 2000. He also worked as BP Türkiye Employee Representative, BP Oil Europe Works Council Member and BP Oil Europe Works Council Link Committee Member. Prior to joining the Coca-Cola system, he set up the legal department in Pfizer İlaçları and served as Assistant General Manager and Legal Director. Mr. Onur implemented various compliance programs as the Compliance Liaison Officer in Pfizer Türkiye. Mr. Onur is a member of the Istanbul Bar Association.

Hasan Ellialtı | Türkiye Region Director

Hasan Ellialtı has been appointed as Regional Director as of April 1, 2023. Mr. Ellialtı joined CCI in 1997, served in different positions in Türkiye sales function until 2015. He worked as Türkiye Sales Director between 2015 and 2019. He held the position of General Manager of Coca-Cola İçecek Azerbaijan from 2019 to 2020. Ellialtı assumed the role of General Manager for CCI Türkiye from 2020 to 2023. Since 2023 he continues to lead as Regional Director. Mr. Ellialtı graduated from the Business Administration Department of Anadolu University and completed the Business Administration Certificate Program at the University of New South Wales, Sydney.

İsimler alfabetik sıraya göre yazılmıştır.

Karim Yahi | CEO

Karim Yahi graduated from Audit Department of EM Strasbourg Business School in France. He worked as Auditor at Segec Audit (now KPMG) in Strasbourg, France from 1997 to 1999, Assistant Controller for the Europe, Middle East & Africa regions at Crown Cork & Seal in Paris-France between 1999 and 2001, Deputy Finance Director at Berlinwasser Holding in Berlin, Germany from 2001 to 2003. Yahi has held positions of increasing responsibility in strategy, growth, finance and mergers & acquisitions, in multiple locations including France, Türkiye, Germany, Latin-America and the United States. On March 1, 2023, Karim Yahi was appointed Deputy CEO of Coca-Cola İçecek at Anadolu Group. As of September 1, 2023, he assumed the roles of Anadolu Group Soft Drinks Group President and CEO of Coca-Cola İçecek.

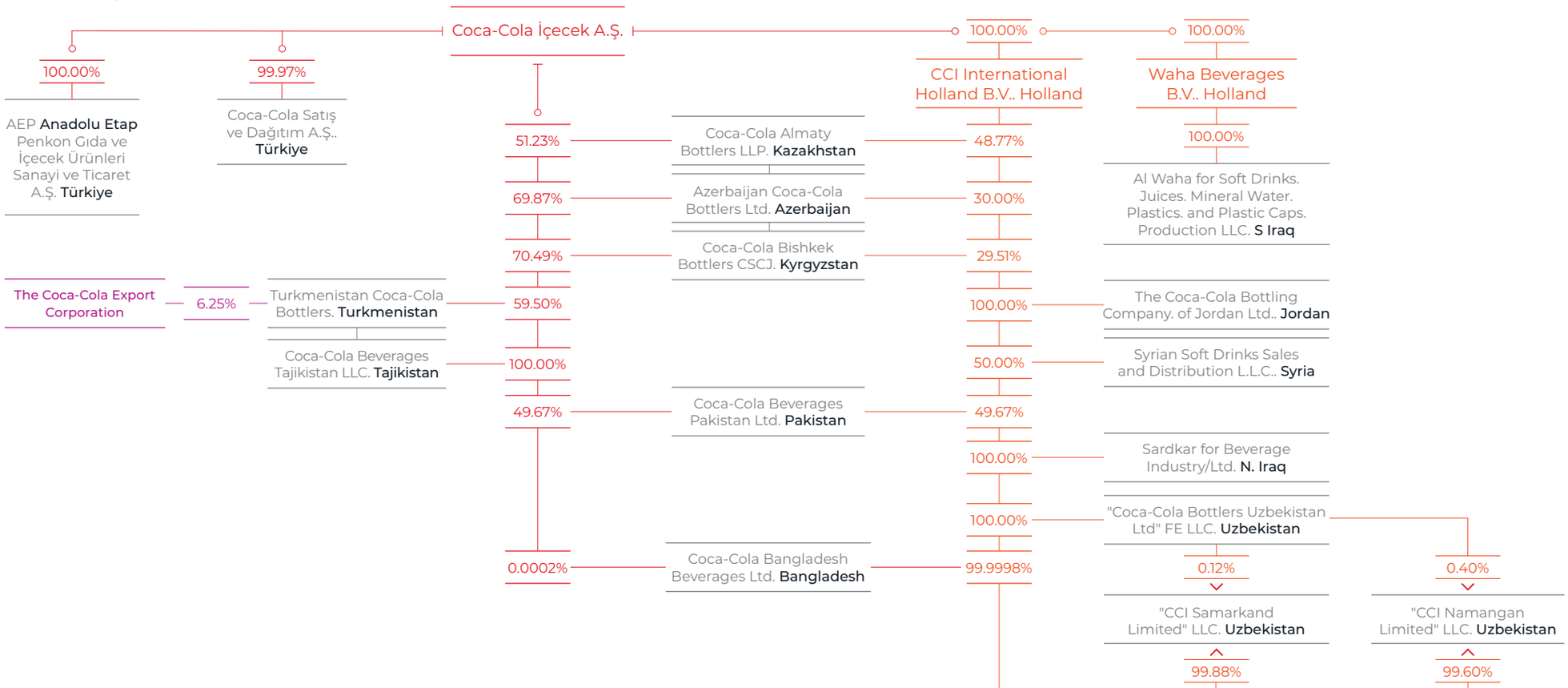
Kerem Kerimoğlu | Chief Supply Chain Officer

Kerem Kerimoğlu, a graduate of Middle East Technical University with a major in Mechanical Engineering, worked for Denizli Cam as R&D engineer before joining CCI. Since joining CCI in 1993, Mr. Kerimoğlu held various positions, including Maintenance Supervisor, Production Manager and Operation Manager roles in Ankara Plant, and served as the Operation Manager both for Ankara and Bursa plants between 2003 and 2006. After serving as Türkiye Supply Chain Director between 2006 and 2015, Mr. Kerimoğlu worked as CCI Turkmenistan General Manager between 2015-2017 and CCI Iraq General Manager between 2017 and 2019. Mr. Kerimoğlu assumed the role of CCI Supply Chain Development Director in 2020 and has been working as Supply Chain Director since September 1st 2020.

İsimler alfabetik sıraya göre yazılmıştır.

Partnership and Shareholding Table

Shareholding Table



Partnership Table

- Anadolu Efes - **50.26%**
- The Coca-Cola Company - **20.09%**
- Public and Other - **29.65%**

Additional Information on Our Operations

The main factors affecting the entity performance, significant changes in the environment, policies employed by the company against these changes, the investment and dividend policy employed by the company to boost its performance

The main factors affecting the company performance, significant changes in the environment and policies employed by CCI against these changes are addressed throughout the entire Integrated Annual Report, mainly in Financial Performance Assessment and Principles on Presentation of Financial Statements sections.

Being an growth-oriented company, CCI considers a number of factors in its investments, such as an internal yield rate which is equal to or higher than a certain rate, a repayment period which is usually limited to a certain time depending on the investment, and a return on invested capital (ROIC) which is higher than the weighted average cost of capital (WACC). In addition to this, Company's medium- and long-term strategic targets are also evaluated through feasibility studies performed across CCI, which operates in a wide geography, using macroeconomic and demographic indicators.

Principles regarding Company's Profit Distribution, Compensation & Human Resources and Risk Management policies are detailed in the Additional Information on Corporate Governance section.

Company's financing sources and risk management policies

In order to finance its investments, CCI uses long-term foreign-currency loans (USD and EUR) from Turkish and foreign banks in addition to the cash and capital created as well as long-term funds from domestic and foreign investors through issuance of Eurobonds and dedicated revenue bonds. Moreover, CCI has a long and strong credit relationship in Central Asia and Pakistan with multilateral development banks, such as the European Bank of Development and Restructuring and the International Finance Corporation.

Group risks are assessed, managed and reported by the 'Committee for the Early Detection of Risk' formed within the framework of the regulations within the scope of the Turkish Commercial Code, the Capital Market Legislation, and the Corporate Governance Principles announced by the CMB. With respect to the Group; some of the priority risks identified include the instability and security in international policies, macroeconomic instability, people and talent management, risks pertaining to the corporate/brand reputation, and social license, ethics, compliance, regulations and taxes, changing consumer preferences, retail environment and new digital business models, data protection and cyber security, business continuity and disaster recovery, supply chain interruptions, sustainability risks, and TCCC relations.

Legal changes or regulations stipulated by regulatory authorities are not expected to impose a significant impact on Group's performance or result in legal disputes that would jeopardize the existence or sustainability of the Group.

Financial risks

Main financial instruments of the Group consist of bank loans, issued bonds, cash and short-term deposits. The main purpose of these financial instruments is to finance the business activities executed by the Group. The Group also has other financial instruments, such as trade liabilities and trade receivables as a direct result of its business activities.

The main risks associated with Group financial instruments are interest risks, liquidity risks, foreign currency risks and credit risks. Polices on management of the following risks are reviewed and approved by the Group management and the Board of Directors. The Group also takes the market value risks associated with all financial instruments into account.

(a) Capital management

For capital management, the Group aims to maintain an optimal capital structure in order to provide benefits for partners and reduce the cost of capital, as well as ensuring the sustainability of Corporate activities.

The Group manages and adjusts the capital structure by taking the economic changes into account. In order to regulate and maintain the capital structure, the Group may, if it deems appropriate, determine the amount of dividends payable to shareholders, issue new shares or return the capital to shareholders and sell assets to reduce borrowing.

(b) Interest rate risk

The Group is exposed to the interest rate risk arising from the impact of changes in the interest rates to which its assets and liabilities having an interest rate limit are subject. The Group manages this risk by attempting to balance the interest rates of its assets and liabilities, or shifting the fixed / variable interest weight in its portfolio where it deems necessary according to the market conditions.

Part of the interest rates relating to financial debts are based on the interest rates that are applicable in the market. Therefore, the Group is affected by changes in interest rates in national and international markets. The Group's sensitivity to the market risk arising from changes in interest rates is primarily related to its liabilities.

(c) Foreign currency risk

The Group is exposed to exchange rate fluctuations due to the nature of its business. These risks arise from Group's buying and selling transactions made in currencies other than its functional currency, borrowing initiatives, use of bank loans and holding of time deposits/call deposits. The Group manages its foreign currency risk by balancing the amount of foreign currency denominated assets and liabilities and by using derivate financial instruments

(d) Credit risk

Credit risk is the risk of financial damage that one party is exposed to as a result of the inability of the other party in a mutual relationship to fulfill its obligations in terms of a financial purpose. The Group's financial instruments that may be subject to a significant credit risk concentration primarily consist of cash and cash equivalents, as well as trade receivables. The financial statement clearly discloses the maximum credit risk that the Group may be exposed to.

The Group holds cash and cash equivalents in a number of reputable financial institutions. The Group manages this risk by constantly evaluating the reliability status of all financial institutions with which it has contact.

Credit risk that may arise from trade receivables is limited due to the high volume of customers and a restriction in the amount of loans issued to customers by the Group Management. The Group usually requires collateral to increase the amount of loans issued to its customers, excluding the distributors.

(e) Liquidity risk

In March 2025, TRY 1.6 billion worth of financing bonds with a 363-day maturity and quarterly coupon payments were issued. In April 2025, TRY 1.65 billion worth of financing bonds with a 364-day maturity and quarterly coupon payments were issued, followed by the issuance of TRY 1.0 billion worth of financing bonds with a 364-day maturity and quarterly coupon payments in May 2025. The breakdown of assets and liabilities by maturity is presented based on the period from the balance sheet date to the respective maturity dates. Financial assets and liabilities with no specific maturity are classified as having maturities of 'between 1 and 5 years'.

(f) Commodity price risk

The Group is subject to the impact of price changes in certain commodities such as sugar, aluminum and resin. Company operations require a constant purchase of these commodities. Therefore, a number of risk strategies are implemented by the Company management in order to handle the commodity price risk.

In accordance with the relevant laws and legislation applicable to country operations, the Company engages in derivative transactions directly with suppliers or with financial institutions based on estimated purchase of packaging, sugar and resin for a period of 12-24 months in order to protect itself from commodity price risks.

Research and development activities

Research and development activities are conducted by The Coca-Cola Company (TCCC) and CCI leverages the know-how and expertise from TCCC.

Amendments made to the Articles of Association during the period and the rationale behind them

No amendments were made to the Articles of Association during the reporting period.

Nature and amount of the issued capital market instruments, if any In March 2025, TRY 1.6 billion worth of financing bonds with a 363-day maturity and quarterly coupon payments were issued. In April 2025, TRY 1.65 billion worth of financing bonds with a 364-day maturity and quarterly coupon payments were issued, followed by the issuance of TRY 1.0 billion worth of financing bonds with a 364-day maturity and quarterly coupon payments in May 2025.

In August 2025, TRY 750 million worth of financing bonds with a 182-day maturity were issued and subsequently redeemed in February 2026. In October 2025, TRY 1.0 billion worth of financing bonds with a 180-day maturity were issued. In December 2025, TRY 2.0 billion worth of financing bonds with a 363-day maturity and TRY 2.0 billion worth of financing bonds with a 180-day maturity were issued.

Characteristics of business production units, capacity utilization rates and their improvement, overall capacity utilization rate, developments in the production of goods and services in the field of activity, statements comparing quantity, quality, release and prices to historical figures

The maximum number of producible unit cases is established by considering the hourly speed of the production lines in the plants and the allocated number of packages in production per plant. Since the volume of sales and package allocation will vary each year, the annual capacity yield may also vary, even if the number of lines stay the same.

The maximum number of producible unit cases is established by considering the hourly speed of the production lines in the plants and the allocated number of packages in production per plant. Since the volume of sales and package allocation will vary each year, the annual capacity yield may also vary, even if the number of lines stay the same.

Countries	Capacity (Million UC)*	Capacity Usage Ratio (%)*
Türkiye	750	74
Jordan	33	37
Kyrgyzstan	30	100
Tajikistan	27	59
Azerbaijan	93	81
Turkmenistan	23	24
Kazakhstan	219	100
Pakistan	446	70
Iraq	175	74
Uzbekistan	232	95
Bangladesh	70	37
CCI All	2,098	76**

*Capacity and capacity usage ratio calculations were made using 22.5 hours and 75% Line Efficiency and 26 days, assuming theoretical capacity.

**The total capacity usage ratio was calculated as a weighted average.

Actions intended to improve the financial structure of the business

In addition to using long-term loans to fund investments, the Company also uses short- and medium-term loans to fund its working capital. In addition to the management of working capital in the best and strictest way, CCI's priorities consist of diversifying funding resources in order to ensure a financing structure with optimum health, planning the most sensible payment terms according to the purpose of borrowing, diversifying currencies to reduce the currency risk, and closely monitoring markets with constant communication with financial institutions.

Employee and worker movements, collective agreements, rights and benefits offered to employees and workers

About the Collective Bargaining Agreement

- The collective bargaining agreement negotiations between our company and TekGıda-İş Sendikası (Labor Union) have concluded with an agreement which is at the signing stage. The collective bargaining agreement will be valid for 2 years between January 1, 2024 and December 31, 2025.

Average Number of Employees	31.12.2025	31.12.2024
Blue Collar	5,748	4,641
White Collar	4,876	5,724
Average Number of Employees	10,624	10,365

Information on donations

As defined in the Company Articles of Association, a portion of the pretax profit is allocated to making a donation to Anadolu Foundation for Education and Social Assistance plus a second foundation to be determined by the majority of Group B shares.

Established in 1979, Anadolu Foundation for Education and Social Assistance supports education, health and social assistance with more than 50 projects completed to date, including donations to hospitals and health care centers, construction and reparation of various buildings for educational institutions as well as construction of sports complexes.

At the Ordinary General Assembly Meeting of the Company held on April 8, 2025, the shareholders were informed that donations amounting to TRY 92,218,261 were made in 2024 to Anadolu Trainings ve Sosyal Yardım Vakfı (a tax-exempt foundation), and TRY 1,196,072 to other public benefit associations and tax-exempt foundations.

Information regarding the Paid-in Capital update: With the resolution of the Board of Directors dated July 4, 2024, it was resolved to increase the company's capital from TL 254,379,782 to TL 2,798,078,602 through a capital increase via bonus issue, and after obtaining of the necessary approvals, the capital increase took place on August 15, 2024. The amendments to the articles of association regarding the subject were registered with the Trade Registry Gazette announced on August 28, 2024.

Information about the existence of non-central organizations

Operating in 12 different countries, CCI has its HQ located in İstanbul. The company has 33 bottling plants and 3 fruit processing plants across all countries of operation with the exception of Syria. Click here for the corresponding Shareholding Table.

Clarification on main elements of the Group's internal audit and risk management systems regarding the preparation process for consolidated financial charts

The Internal Audit Department operates within CCI and conducts audits on all consolidated companies and functions at periodic intervals each year. The Department's business plan is approved by the Audit Committee on annnual basis and revised in accordance the current events during the year. In all CCI companies subject to consolidation, internal audit is performed according to the standards published by the, International Institute of Internal Auditors.

Trade Registration Information

Share Capital	2.798.078.602 TL
Date of Registration	30.05.1990
Trade Registry Number	265859
Trade Registry Office	Istanbul Chamber of Commerce
Mersis (Central Registration System) Number	0611000816000014

Information on conflicts of interest between the Company and institutions providing services such as investment consultancy and rating, and measures taken by the Company to prevent such conflicts of interest

No conflicts of interest have been raised during the activity year. While outsourcing services such as investment consultancy and rating, we comply with all legislative provisions, including CMB legislation, and take maximum care to avoid any situation that can lead to a conflict of interest by using specifically designed internal procedures and reporting mechanisms and carefully selecting the institutions.

Affiliation Report Results Section

According to the statements and evaluations made in the Affiliation Report for Group Companies as approved by the Coca-Cola İçecek A.Ş. Board of Directors, there were no transactions undertaken by Coca-Cola İçecek A.Ş. through the controlling company as well as its affiliates under the influence of the controlling company with the intention of obtaining results that will only benefit the controlling company or an affiliated company and no measures were taken or avoided for the sole benefit of the controlling company or an affiliated company and for all transactions made with the controlling company and its affiliates in 2025, a suitable counter obligation was provided in each transaction in accordance with the conditions known to us in order to ensure competitive operation in the current market conditions at the time of such transaction and Coca-Cola İçecek A.Ş. did not take

or avoid any measures in a way that might harm the company in favor of the controlling company or its affiliates and it was concluded that no actions or measures exist which would require settlement in this context.

Other

The Company did not acquire any of its own shares during the year.

The Company has not gone through any private audits during the financial year however it has undergone a number of public audits to the extent required by the applicable regulations.

There are no lawsuits filed against the Company as of December 31, 2024 which may affect Company's financial position or activities.

There are no significant administrative or judicial sanctions imposed on either the Company or the members of the Board of Directors arising from non-compliant conduct.

No report has been requested that is prepared upon a request from one of the managing body members as stipulated in the fourth paragraph of Article 199 of the Turkish Commercial Code.

Decisions taken at the General Assembly have been fulfilled. No emergency General Assembly Meetings have been called during the financial year.

The Company's financial position is strong and it is not likely that the capital would become unrequited or the Company would go into debt.

No legislative changes have occurred in 2024 that could significantly affect Company activities.

Corporate Governance Coca-Cola İçecek A.Ş. Corporate Governance Compliance Report

Corporate Governance Compliance Statement

All corporate activities are performed in accordance with applicable legal regulations as well as the "Corporate Governance Guidelines" regulated by the CMB. In the Corporate Governance Compliance Report, for each of the topics mentioned under Corporate Governance Guidelines, we have provided information on our Company practices as well as necessary clarification in case of non-compliance with any principles under these guidelines along with information on any conflicts of interest occurring due to such non-compliance and any future plans to make changes in the Company governance in accordance with the principles under these guidelines.

During the 01.01.2024- 31.12.2024 financial year, our Company has complied with the "Corporate Governance Guidelines" published by CMB, with the exception of a few principles mentioned below which are not mandatory. There are no conflicts of interest arising from the non-applicable items as summarized below.

You can access our Company's Corporate Governance Compliance Report (CGCR) and Corporate Governance Information Form (CGIF) templates using the Corporate Governance button on the Public Disclosure Platform.

- Currently our Board of Directors includes only one female member. A recommendation has been communicated to our Board of Directors by the Corporate Governance Committee to increase the number of female members in our Board of Directors in the upcoming years, and we continue our work towards this goal.
- In accordance with Article 4.6.5 of the Corporate Governance Guidelines, compensation and all other benefits provided to members of the Board of Directors and senior executives are publicly disclosed through the integrated annual report. However, the declaration is not made separately for each member, but a cumulative number is provided for all board members and senior management separately.
- CCI's Articles of Association do not contain any provision which would limit the transfer of Group C shares. However, there are some terms and conditions for the transfer of Group A and B shares.
- The holders of Group A and Group B shares are granted certain privileged rights in terms of governance. Accordingly, the CCI Board of Directors consists of a total of 12 members with 7 of such members being Group A shareholders, 1 being a Group B shareholder and 4 being independent members.

İlhami Koç
Corporate Governance Committee Chairperson

Talip Altuğ Aksoy
Corporate Governance Committee Member

İ. İzzet Özilhan
Corporate Governance Committee Member

S. Ahmet Bilgiç
Corporate Governance Committee Member

M. Hurşit Zorlu
Corporate Governance Committee Member

R. Engin Akçakoca
Corporate Governance Committee Member

Esel Yeardız Çekin
Corporate Governance Committee Member

Burak Berki
Corporate Governance Committee Member

Investor Relations

As of 31.12.2025, the number of shares of CCI, which was publicly listed on May 12, 2006, is 279,807,860,200 (100 shares have a nominal value of TRY 1). 29.65% of CCI's capital is publicly listed and its shares are listed on Borsa Istanbul (BIST) under the symbol CCOLA. CCI shares are included in the BIST 100, BIST YILDIZ, BIST Corporate Governance Index and BIST Sustainability Index. In 2025, CCI's share value increased 19% in USD and 2% in TRY terms. CCI is currently followed by 21 brokerage houses and banks.

CCI Investor Relations Department aims to establish a relationship of trust with existing and potential investors based on regular, comprehensive and accurate information sharing while continuously expanding its investor network.

As part of the activities undertaken by the Investor Relations Department in 2025:

- We participated in 10 Investor Conferences, 2 roadshows and numerous analyst and investor meetings and teleconferences. During these events, 700 meetings were held with investors/analysts.
- We organized 4 teleconferences during the year to share the financial results.
- We responded to oral and written information requests from existing and potential investors and analysts within the framework of the CCI Disclosure Policy.
- The CCI Capital Markets Day event was held. During the presentations led by CEO Karim Yahi and CFO Çiçek Uşaklıgil Özgüneş, the Company's third-quarter 2025 financial results, strategic objectives, and future plans were presented to analysts and investors.
- By participating in the Anadolu Group Capital Markets Day event, CCI shared its sustainable growth strategies, digital transformation initiatives, and resilient financial performance with investors.
- Preparations related to the General Assembly meeting were carried out in coordination with the Legal Department.
- The Corporate Governance Committee and the Board of Directors were regularly informed about investor relations activities and share performance through the prepared reports.
- Developments and amendments in capital markets legislation were closely monitored, and relevant internal notifications were made within the Company.

In line with compliance with corporate governance principles, which have become increasingly important due to the evolving regulations of the Capital Markets Board of Türkiye (CMB), the Company's Corporate Governance Rating was reaffirmed at 9.50 in 2025. The independent audit service of the Company for the 2025 fiscal year was conducted, as in previous years, by PwC Bağımsız Denetim ve Serbest Muhasebeci Mali Müşavirlik A.Ş. (PricewaterhouseCoopers). Pursuant to the relevant regulations of the Public Oversight, Accounting and Auditing Standards Authority (POA), the engagement period with the same audit firm is limited to a maximum of seven years.

When planning its investor relations activities, CCI prioritizes creating value for all stakeholders. In addition to creating long-term value for its investors, the Company continues to strengthen its reputation across a wide range of areas most notably sustainability principles and strategy, environmental impact, energy efficiency, occupational health and safety, and corporate governance. Owing to its successful practices in these areas, CCI;

- CCI, having become a signatory to the UN Global Compact (UNGC) in 2009, is among the first organizations to implement the UNGC's Early Adopter COP reporting framework, which was introduced in 2022.
- In 2025, CCI achieved a score of 83 on the BIST Sustainability Index, ranking among the leading companies in the international beverage industry.
- CCI remained included in the MSCI Global Sustainability Index and sustained its BB rating in 2025.
- Continuing to maintain its position in the FTSE4Good Emerging Index, CCI achieved its highest-ever score on the index in 2025, reaching 4.1 out of 5.
- CCI, which has voluntarily participated in the CDP Climate Change program since 2011 and the CDP Water Security program since 2014, maintained its Water Security 'A' score and Climate Change 'A-' score for the third consecutive year during the CDP 2025 reporting cycle, thereby retaining its position on the Global A List for the third year in a row.
- CCI was first invited to participate in the S&P Global Corporate Sustainability Assessment (CSA) in 2021 and ranked among the top 10 companies. In 2025, CCI's S&P score was assessed at 66.

Credit Score

Fitch Ratings (June 10, 2025)

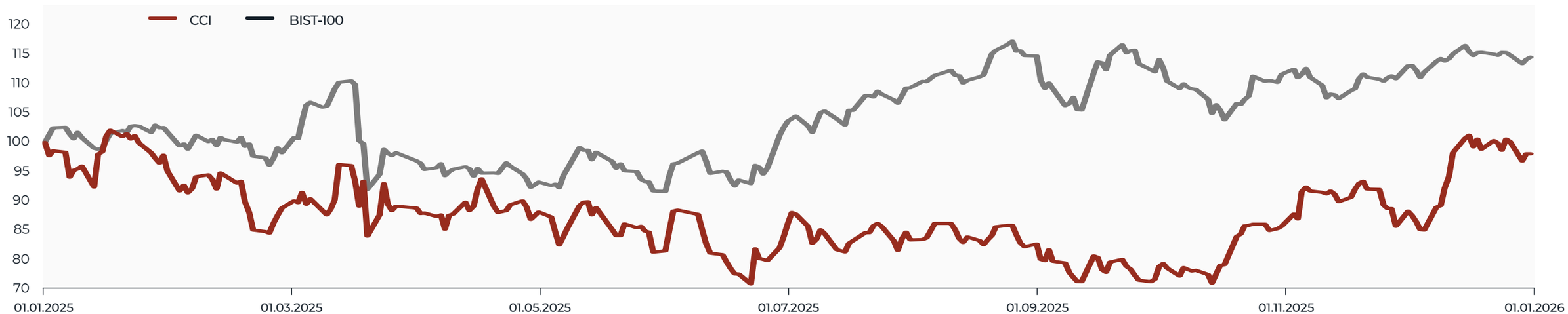
Fitch Ratings ('Fitch') has affirmed Coca-Cola İçecek's ('CCI') Long-Term Foreign Currency Issuer Default Rating at 'BBB' with a Stable Outlook. Fitch also affirmed the Company's Long-Term Local Currency Issuer Default Rating and Long-Term Senior Unsecured Rating at 'BBB', while reaffirming its National Long-Term Rating at the highest level of 'AAA (tur)'.

JCR-ER (June 18, 2025)

Credit rating agency JCR Eurasia Rating (JCR-ER) has affirmed Coca-Cola İçecek A.Ş.'s ('CCI') Long-Term National Rating at 'AAA (tr)', the highest rating level, and its Short-Term National Rating at 'J1+ (tr)', also the highest rating level, with a Stable Outlook.

S&P Global (October 15, 2025)

S&P Global Ratings ('S&P') has affirmed CCI's Long-Term Issuer Credit Rating at 'BB+' and revised the outlook on the rating from 'Negative' to 'Stable'.



January 1 - December 31, 2024	Lowest	Highest	Average	31.12.2025
Share Price (TRY)	45.50	61.20	52.51	58.80
Share Price (USD)	1.09	1.72	1.33	1.37

Source: Bloomberg

Coca-Cola İçecek Trading Codes	
Reuters	CCOLA.IS
Bloomberg	CCOLA TI
Eurobond-Irish Stock Exchange	CCOLAT

Sustainability Principles Compliance Framework

		Complaince Status				Explanation	Integrated Report and Page Number
		Yes	No	Partial	Not Applicable		
A. General Principles							
A1. Strategies, Policies and Targets							
A1.1	Board of Directors identifies EGS-priority issues, risks and opportunities.	✓					Materiality Analysis, page: 45 Our Value Creation Model, page: 63
	Determines and publicly discloses ESG policies (i.e. Environment Policy , Energy Policy, Human Rights and Employee Policy, etc.).	✓					Risk and Oppurtunities, page: 54-58 Our Strategic Priorties for 2025-2027, page: 59 Our Value Creation Approach, page: 61-142 https://www.cci.com.tr/en/investor-relations/corporate-governance/policies
A1.2	Identifies and publicly discloses short- and long-term targets in accordance with ESG policies.	✓					Risk and Oppurtunities, page: 54-58 Our Strategic Priorties for 2025-2027, page: 59 Our Value Creation Approach, page: 61-142
A2. Implementation/Monitoring							
A2.1	Appoints and publicly discloses committees and/or functions responsible for the execution of ESG policies and the high-level executives in the company in charge of ESG and their duties.	✓					Our Integrated Governance Approach, page: 30-35 https://www.cci.com.tr/yatirimci-iliskileri/kurumsal-yonetim/yonetim-ve-yonetim-kurulu
	The responsible committees and/or functions report all activities conducted within the scope of the policies to the Board of Directors at least once a year.	✓					Our Integrated Governance Approach, page: 30-35 Our Integrated Governance Approach, page: 170-175 Risk Management and Internal Control Mechanism, page: 185
A2.2	Formulates and publicly discloses implementation and action plans in line with the short and longterm targets identified.	✓					Sustainability Performance Indicators, page: 15-21 Risk Management, page: 36-37 Our Value Creation Approach, page: 61-142
A2.3	Identifies ESG Key Performance Indicators	✓					Sustainability Performance Indicators, page: 15-21
A2.4	Discloses innovation activities which improve sustainability performance for business processes or products and services.	✓					Our Value Creation Approach, page: 61-142

		Complaince Status				Explanation	Integrated Report and Page Number
		Yes	No	Partial	Not Applicable		
A3. Reporting							
A3.1	Ensures the disclosure of direct and concise information regarding sustainability performance, targets and actions in the interim report.	✓					Our Value Creation Approach, page: 61-142
A3.2	Provides information as to which of the United Nations (UN) 2030 Sustainability Development Goals its activities are related to.	✓					Sustainability Performance Indicators, page: 15-21 Our Value Creation Model page: 63 Contributing to Sustainable Development Goals, page: 332-333
A3.3	Discloses information on any lawsuits filed and/or concluded against the company on environmental, social and corporate governance issues.	✓					Additional Information on Our Operations, page: 158
A4. Verification							
A4.1	Publicly discloses its ESG Key Performance Indicators (KPIs) metrics verified by independent third parties.	✓					About Our Report, page: 5-6 Independent Assurance, page: 262-263
B. Environmental Principles							
B1	Declares its policies, practices and action plans related to environmental management as well as environmental management systems (known as ISO 14001 standard) and programs.	✓					Responsible Production, page: 118-132 Additional Information for Borsa Istanbul (BIST), page: 319-323
B2	Discloses limitations to the environmental report, which shall be prepared under Sustainability Principles, reporting period, reporting date, data collection process and restrictions in reporting conditions.	✓					About Our Report, page: 5-6 CCI Reporting Guidelines, page: 256
B3	Provided in A2.1	✓					
B4	Publicly discloses the environmental targets within the scope of performance incentive systems as part of the rewarding criteria for stakeholders (such as board members, executives and employees).	✓					Sustainability Performance Indicators, page: 15-21
B5	Discloses how environmental issues are integrated into business objectives and strategies.	✓					Responsible Production, page: 118-132
B6	Provided in A2.4.	✓					

		Complaince Status				Explanation	Integrated Report and Page Number
		Yes	No	Partial	Not Applicable		
B. Environmental Principles							
B7	Discloses how the company manages environmental issues and integrates suppliers and customers into its strategies, not only in terms of direct operations, but also across the corporate value chain.	✓					Our Value Chain, page: 62 Our Value Creation Model, page: 63 Supply Chain Management, page: 112
B8	Discloses whether it attends to any policy-making process on environmental issues or not as well as its environmental collaborations with relevant institutions and non-governmental organizations.	✓					Recognition in Sustainability Indices, page: 29 Memberships, page: 316-318
B9	Periodically reports information about environmental impact in the light of environmental indicators (Greenhouse Gas Emissions (Scope-1 (Direct), Scope-2 (Energy indirect), Scope-3 (Other indirect), air quality, energy management, water and wastewater management, waste management, biological diversity impact) in a comparable manner.	✓					Environmental Footprint, page: 301-315 Additional Information for Borsa Istanbul (BIST), page: 319-323
B10	Discloses details in relation to standards, protocols, methodologies and base year employed for collection and calculation of its data.	✓					CCI Reporting Guidelines, page: 256
B11	Discloses the status of environmental indicators for the reporting year in comparison with previous years (increase or decrease).	✓					Environmental Footprint, page: 301-315
B12	Identifies and discloses short- and long-term targets for mitigating its environmental impact and provides relevant information in case progress is achieved during the reporting period over previously identified targets.	✓					Sustainability Performance Indicators, page: 15-21 Responsible Production, page: 118-132
B13	Identifies and discloses its strategy and actions for combating the climate crisis.	✓					Sustainability Performance Indicators, page: 18
B14	Identifies and discloses its programs or procedures to prevent or minimize the potential negative impact of its products and/ or services.	✓					Responsible Production, page: 118-132
	Takes actions to ensure reduction in greenhouse gas emissions of third parties (e.g. suppliers, subcontractors, distributors, etc.) and discloses these actions to the public.	✓					Sustainability Across Distributors, page: 110 Responsible Procurement, page: 111-114

		Complaince Status					
		Yes	No	Partial	Not Applicable	Explanation	Integrated Report and Page Number
B. Environmental Principles							
B15	Discloses the total number of actions, projects and initiatives implemented for reducing its environmental impact, as well as the environmental benefits and cost savings associated with these.	✓					Responsible Production, page: 122-132
B16	Reports and discloses total energy consumption data (natural gas, diesel, petrol, LPG, coal, electricity, heating, cooling etc.) under Scope-1 and Scope-2.	✓					Environmental Footprint, page: 301-302
B17	Provides information about electricity, heat, steam and refrigeration produced and consumed during the reporting year.	✓					Sustainability Performance Indicators, page: 18
B18	Works on increasing the use of renewable energy sources and switching to zero or low carbon electricity, and discloses its efforts regarding these targets.	✓					Sustainability Performance Indicators, page: 18
B19	Discloses its renewable energy generation and consumption data.	✓					Sustainability Performance Indicatorsmiz, page: 18
B20	Conducts energy efficiency projects and discloses the reduction achieved in energy consumption and emission as a result of these projects.	✓					Responsible Production, page: 129-131
B21	Reports the quantities, sources and procedures regarding water that is withdrawn from underground or ground sources, used, recycled and discharged.	✓					Environmental Footprint, page: 310-314
B22	Discloses whether or not its operations or activities are subject to any carbon pricing system (Emission Trade System, Cap & Trade or Carbon Tax).				✓	We were not subject to any carbon pricing systems or carbon trading during the reporting period.	
B23	Discloses its carbon credit data accumulated or bought in the reporting period.				✓	We were not subject to any carbon pricing systems or carbon trading during the reporting period.	
B24	If carbon pricing is applied in the corporation, discloses the relevant details.				✓	We were not subject to any carbon pricing systems or carbon trading during the reporting period.	
B25	Discloses all platforms where its environmental data are disclosed. Recognition in	✓					Recognition in Sustainability Indices, page: 29

		Complaince Status				Explanation	Integrated Report and Page Number
		Yes	No	Partial	Not Applicable		
C. Social Principles							
C1. Human Rights and Employee Rights							
C1.1	A Corporate Human Rights and Employee Rights Policy has been established in line with the Universal Declaration of Human Rights, the ILO Conventions ratified by Türkiye, and other relevant legislation. Responsibilities regarding the implementation of the policy have been defined, and both the policy and related responsibilities have been publicly disclosed.	✓					Human Rights Along the Value Chain, page: 65 https://ccicomtrcdn.cci.com.tr/global/sustainability/once-insan/insan-haklari-politika/english_22.pdf
C1.2	Taking supply and value chain impacts into consideration, the Company's employee rights policy addresses issues such as fair labor practices, improvement of working standards, women's employment, and inclusion, as well as non-discrimination on the basis of gender, race, language, religion, medical condition, ethnic identity, sexual orientation, gender identity, family responsibilities, union activities, political views, disability, and social and cultural differences.	✓					Human Rights Along the Value Chain, page: 65 https://ccicomtrcdn.cci.com.tr/global/sustainability/once-insan/insan-haklari-politika/english_22.pdf
C1.3	Measures taken across the value chain regarding the protection of minority rights and equal opportunity for groups sensitive to certain economic, environmental, and social factors (such as low-income groups and women) have been publicly disclosed.	✓					Sustainability Across Distributors, page: 110 Corporate Social Responsibility at CCI, p:135
C1.4	Reports the progress relating to preventive and corrective actions against discrimination, inequality, breach of human rights and forced labor. Discloses its regulations preventing the use of child labor.	✓					Human Rights Along the Value Chain, page: 65
C1.5	Discloses its policies regarding employee investments (training and development policies), compensation, defined benefits, unionization rights, work/life balance solutions and talent management.	✓					Human Rights Along the Value Chain, page: 65 Learning and Leadership Development, page: 86-90 Additional Information on Our Operations, page: 158 https://ccicomtrcdn.cci.com.tr/global/documents/politikalar/en/CCI_Compensation_Policy.pdf
	Determines dispute resolution processes by establishing mechanisms for resolution of employee complaints and disputes.	✓					Our Ethics Management, page: 38-39
	Regularly discloses its activities performed for employee satisfaction.	✓					Communication with Employees and Employee Engagement, page: 93-94 Total Rewards, page: 95-96
C1.6	Formulates and discloses its occupational health and safety policies.	✓					Occupational Health and Safety, page: 67-68
	Discloses actions and measures taken for health and protection against occupational accidents, and discloses accident statistic	✓					Occupational Health and Safety, page: 67-70
C1.7	Formulates and discloses its policies on personal data protection and data security.	✓					Risk Management, page: 36-37 https://ccicomtrcdn.cci.com.tr/global/documents/politikalar/en/CCI_Information_Security_Policy.pdf

		Complaince Status				Explanation	Integrated Report and Page Number
		Yes	No	Partial	Not Applicable		
C. Social Principles							
C1. Human Rights and Employee Rights							
C1.8	Formulates and discloses its ethics policy.	✓					Our Ethics Management, page: 38-39 https://ccicomtrcdn.cci.com.tr/global/sustainability/cc%C4%B1-code-of-ethics-main.pdf
C1.10	Organizes information meetings and training programs for employees with respect to ESG policies and practices.	✓					Our Stakeholder Engagement, page: 41
C2. Stakeholders, International Standards and Initiatives							
C2.1	Formulates and discloses its customer satisfaction policy which focuses on managing and resolving customer complaints.	✓					Communication with Our Customers, page: 108
C2.2	Discloses the details (relevant stakeholder, topic and frequency) of communication with stakeholders.	✓					Our Stakeholder Engagement, page: 40-44
C2.3	Discloses adopted international reporting standards.	✓					About Our Report, page: 5-6
C2.4	Discloses the international organizations, committees or principles it has signed or enrolled regarding the purpose of sustainability	✓					About Our Report, page: 5 Memberships, page: 314-316 Recognition in Sustainability Indices, page: 29
C2.5	Puts tangible efforts into being a part of the Borsa İstanbul Sustainability Index and/or international sustainability indices.	✓					Recognition in Sustainability Indices, page: 29
D. Corporate Governance Principles							
D1	Consults stakeholders in determining the measures and strategies on sustainability.	✓					Risk Management and Internal Control Mechanism, page: 188
D2	Endeavors to raise awareness on sustainability and its importance through social responsibility projects, awareness activities and trainings.	✓					Corporate Social Responsibility at CCI, p:135-142

Corporate Governance Compliance Report

	Company Compliance Status					
	Yes	Partial	No	Exempted	Not Applicable	Explanation
1. SHAREHOLDERS						
1.1. FACILITATING THE EXERCISE OF SHAREHOLDER RIGHTS						
1.1.2- Up-to-date information and disclosures which may affect the exercise of shareholder rights are available to investors at the corporate website.	✓					
1.2. RIGHT TO OBTAIN AND REVIEW INFORMATION						
1.2.1 - Management did not enter into any transaction that would complicate the conduct of special audit.	✓					
1.3. GENERAL ASSEMBLY						
1.3.2 - The company ensures the clarity of the General Assembly agenda, and that an item on the agenda does not cover multiple topics.	✓					
1.3.7- Insiders with privileged information have informed the board of directors about transactions conducted on their behalf within the scope of the company's activities in order for these transactions to be presented at the General Shareholders' Meeting.					✓	No information regarding this kind of activities were received from relevant persons before the general assembly meetings.
1.3.8 - Members of the board of directors who are concerned with specific agenda items, auditors, and other related persons, as well as the officers who are responsible for the preparation of the financial statements were present at the General Shareholders' Meeting.	✓					
1.3.10 - The agenda of the General Shareholders' Meeting included a separate item detailing the amounts and beneficiaries of all donations and contributions.	✓					The shareholders were informed during the AGM dated April 5, 2024 that CCI donated total amount of TL 92.218.261 to Anadolu Education and Welfare Foundation and TL 1.196.072 to other non-profit associations and tax-exempt foundations.
1.3.11 - The General Shareholders' Meeting was held open to the public, including the stakeholders, without having the right to speak.	✓					The Company has no restrictions regarding the participation of the media members and the stakeholders in the General Assembly. In 2025, there was no request from the media within this regard.
1.4. VOTING RIGHTS						
1.4.1 - There is no restriction preventing shareholders from exercising their shareholder rights.	✓					
1.4.2 - The company does not have shares that carry privileged voting rights.	✓					The Company's Articles of Association does not grant any privilege regarding voting rights. Each share is entitled to 1 (one) vote at ordinary or extraordinary General Assembly Meetings. Class A and Class B shares have certain privileged rights with respect to management. CCI has a Board of Directors consisting of 12 members, 7 of whom are nominated by Class A shareholders and 1 of whom is nominated by Class B Shareholders. The remaining 4 Directors are independent.
1.4.3-The company withholds from exercising its voting rights at the General Shareholders' Meeting of any company with which it has cross-ownership, in case such cross-ownership provides management control.					✓	There is no cross-shareholding relation in the capital of the Company.

	Company Compliance Status					
	Yes	Partial	No	Exempted	Not Applicable	Explanation
1.5. MINORITY RIGHTS						
1.5.1 - The company pays maximum diligence to the exercise of minority rights.	✓					
1.5.2 - The Articles of Association extend the use of minority rights to those who own less than one twenthieth of the outstanding shares, and expand the scope of the minority rights.		✓				While utmost care is given to the use of minority rights, our Articles of Association regulates the usage of all minority rights per regulations. The Articles of Association of our company does not include any article broadening the extent of minority rights compared to the Law.
1.6. DIVIDEND RIGHT						
1.6.1 - The dividend policy approved by the General Shareholders' Meeting is posted on the company website.	✓					
1.6.2 - The dividend distribution policy comprises the minimum information to ensure that the shareholders can have an opinion on the procedure and principles of dividend distributions in the future.	✓					
1.6.3 - The reasons for retaining earnings, and their allocations, are stated in the relevant agenda item.					✓	During the AGM dated April 8, 2025 profit distribution decision for 2024 was taken and profit distribution was completed.
1.6.4 - The board reviewed whether the dividend policy balances the benefits of the shareholders and those of the company.	✓					
1.7. TRANSFER OF SHARES						
1.7.1 - There are no restrictions preventing shares from being transferred.	✓					CCI's Articles of Association do not restrict the transfer of Class C shares. However, there are some terms and conditions for the transfer of A and B Group shares.
2. TRANSPARENCY AND DISCLOSURE						
2.1. CORPORATE WEBSITE						
2.1.1. - The company website includes all elements listed in Corporate Governance Principle 2.1.1.	✓					
2.1.2 - The shareholding structure (names, privileges, number and ratio of shares, and beneficial owners of more than 5% of the issued share capital) is updated on the website at least every 6 months.	✓					
2.1.4 - The company website is prepared in other selected foreign languages, in a way to present exactly the same information with the Turkish content.	✓					
2.2. ANNUAL REPORT						
2.2.1 - The board of directors ensures that the annual report represents a true and complete view of the company's activities.	✓					
2.2.2 - The annual report includes all elements listed in Corporate Governance Principle 2.2.2.	✓					

	Company Compliance Status					Explanation
	Yes	Partial	No	Exempted	Not Applicable	
3. STAKEHOLDERS						
3.1. CORPORATION'S POLICY ON STAKEHOLDERS						
3.1.1- The rights of the stakeholders are protected pursuant to the relevant regulations, contracts and within the framework of bona fides principles.	✓					
3.1.3 - Policies or procedures addressing stakeholders' rights are published on the company's website.	✓					
3.1.4 - A whistleblowing programme is in place for reporting legal and ethical issues.	✓					
3.1.5 - The company addresses conflicts of interest among stakeholders in a balanced manner.	✓					
3.2. SUPPORTING THE PARTICIPATION OF THE STAKEHOLDERS IN THE CORPORATION'S MANAGEMENT						
3.2.1 - The Articles of Association, or the internal regulations (terms of reference/manuals), regulate the participation of employees in management.	✓					
3.2.2 - Surveys/other research techniques, consultation, interviews, observation method etc. were conducted to obtain opinions from stakeholders on decisions that significantly affect them.	✓					
3.3. HUMAN RESOURCES POLICY						
3.3.1 - The company has adopted an employment policy ensuring equal opportunities, and a succession plan for all key managerial positions.	✓					
3.3.2 - Recruitment criteria are documented.	✓					
3.3.3 - The company has a policy on human resources development, and organises trainings for employees.	✓					
3.3.4 - Meetings have been organised to inform employees on the financial status of the company, remuneration, career planning, education and health.	✓					
3.3.5 - Employees, or their representatives, were notified of decisions impacting them. The opinion of the related trade unions was also taken.	✓					
3.3.6 - Job descriptions and performance criteria have been prepared for all employees, announced to them and taken into account to determine employee remuneration.	✓					
3.3.7 - Measures (procedures, trainings, raising awareness, goals, monitoring, complaint mechanisms) have been taken to prevent discrimination, and to protect employees against any physical, mental, and emotional mistreatment.	✓					
3.3.8 - The company ensures freedom of association and supports the right for collective bargaining.	✓					
3.3.9 - A safe working environment for employees is maintained.	✓					

	Company Compliance Status					Explanation
	Yes	Partial	No	Exempted	Not Applicable	
3.4. RELATIONS WITH CUSTOMERS AND SUPPLIERS						
3.4.1-The company measured its customer satisfaction, and operated to ensure full customer satisfaction.	✓					
3.4.2 - Customers are notified of any delays in handling their requests.	✓					
3.4.3 - The company complied with the quality standards with respect to its products and services.	✓					
3.4.4 - The company has in place adequate controls to protect the confidentiality of sensitive information and business secrets of its customers and suppliers.	✓					
3.5. ETHICAL RULES AND SOCIAL RESPONSIBILITY						
3.5.1 - The board of the corporation has adopted a code of ethics, disclosed on the corporate website.	✓					
3.5.2-The company has been mindful of its social responsibility and has adopted measures to prevent corruption and bribery.	✓					
4. BOARD OF DIRECTORS						
4.1. ROLE OF THE BOARD OF DIRECTORS						
4.1.1 - The board of directors has ensured strategy and risks do not threaten the long-term interests of the company, and that effective risk management is in place.	✓					
4.1.2 - The agenda and minutes of board meetings indicate that the board of directors discussed and approved strategy, ensured resources were adequately allocated, and monitored company and management performance.	✓					
4.2. ACTIVITIES OF THE BOARD OF DIRECTORS						
4.2.1-The board of directors documented its meetings and reported its activities to the shareholders.	✓					
4.2.2 - Duties and authorities of the members of the board of directors are disclosed in the annual report.	✓					
4.2.3-The board has ensured the company has an internal control framework adequate for its activities, size and complexity.	✓					

	Company Compliance Status					Explanation
	Yes	Partial	No	Exempted	Not Applicable	
4.2.4 - Information on the functioning and effectiveness of the internal control system is provided in the annual report.	✓					
4.2.5 - The roles of the Chairman and Chief Executive Officer are separated and defined.	✓					
4.2.7-The board of directors ensures that the Investor Relations department and the corporate governance committee work effectively. The board works closely with them when communicating and settling disputes with shareholders.	✓					
4.2.8 - The company has subscribed to a Directors and Officers liability insurance covering more than 25% of the capital.	✓					
4.3. STRUCTURE OF THE BOARD OF DIRECTORS						
4.3.9 - The board of directors has approved the policy on its own composition, setting a minimal target of 25% for female directors. The board annually evaluates its composition and nominates directors so as to be compliant with the policy.		✓				Currently, there is one woman board member in our Board of Directors. It is recommended by the Corporate Governance Committee to the Board of Directors to increase women members in the Board in the coming years and our efforts continue in this regard.
4.3.10 - At least one member of the audit committee has 5 years of experience in audit/ accounting and finance.	✓					
4.4. BOARD MEETING PROCEDURES						
4.4.1-Each board member attend the majority of the board meetings in person or via an electronic board meeting system	✓					
4.4.2 - The board has formally approved a minimum time by which information and documents relevant to the agenda items should be supplied to all board members.	✓					
4.4.3 - The opinions of board members that could not attend the meeting, but did submit their opinion in written format, were presented to other members.	✓					
4.4.4 - Each member of the board has one vote.	✓					
4.4.5 - The board has a charter/written internal rules defining the meeting procedures of the board.	✓					
4.4.6 - Board minutes document that all items on the agenda are discussed, and board resolutions include director's dissenting opinions if any.	✓					
4.4.7-There are limits to external commitments of board members. Shareholders are informed of board members' external commitments at the General Shareholders' Meeting.		✓				Although there is no restriction for the Board members to serve any other duties outside the company, it is clearly stated in the Company Ethics Code; the prior approval of the Chairman is required to serve as an executive or a member of the board of directors of another for profit business. These approvals need to be renewed every year.

	Company Compliance Status					Explanation
	Yes	Partial	No	Exempted	Not Applicable	
4.5. BOARD COMMITTEES						
4.5.5 - Board members serve in only one of the Board's committees.		✓				Our Board Member Ms. Lale Develioğlu serves as the Chair of Risk Detection committee and Member of Sustainability Committee, Our Board Member Mr. Barış Tan serves as the Chair of Sustainability Committee and Member of Audit Committee, Our Board Member Mr. Emin Ethem Kutucular serves as the Chair of Audit Committee and Member of Risk Detection committee, Our Board Member Mr. Burak Başarır serves as Member of Risk Detection committee and Member of Sustainability Committee, Our Board Member Mr. İ. İzzet Özilhan serves as Member of Risk Detection committee, Member of Corporate Governance committee and Member of Sustainability Committee, Our Board Member Mr. S. Ahmet Bilgiç serves as Member of Risk Detection committee, Member of Corporate Governance committee and Member of Sustainability Committee.
4.5.6 - Committees have invited persons to the meetings as deemed necessary to obtain their views.	✓					
4.5.7 - If external consultancy services are used, the independence of the provider is stated in the annual report.	✓					
4.5.8 - Minutes of all committee meetings are kept and reported to board members.	✓					
4.6. FINANCIAL RIGHTS						
4.6.1-The board of directors has conducted a board performance evaluation to review whether it has discharged all its responsibilities effectively.			✓			
4.6.4-The company did not extend any loans to its board directors or executives, nor extended their lending period or enhanced the amount of those loans, or improve conditions thereon, and did not extend loans under a personal credit title by third parties or provided guarantees such as surety in favour of them.	✓					
4.6.5 - The individual remuneration of board members and executives is disclosed in the annual report.		✓				Remuneration and all other benefits provided to Board members and senior managers are made public through our annual report. However, the declaration is not made separately for each member, but a cumulative number is provided for all board members and senior management separately.

Corporate Governance Information Form

1. SHAREHOLDERS

1.1. Facilitating the Exercise of Shareholders Rights	
The number of investor meetings (conference, seminar/etc.) organised by the company during the year	During 2025, CCI management and the Investor Relations Department attended 10 investor conferences, 2 roadshows, 2 Capital Markets Day and lots of investor and analyst calls and meetings. During these events, CCI had met with 700 investors and analysts. CCI organized 4 webcasts, each day after the quarterly earnings releases to discuss the related quarter's operational and financial performance. Furthermore, investor relations department responded to individual investor questions via telephone and e-mail.
1.2. Right to Obtain and Examine Information	
The number of special audit request(s)	0
The number of special audit requests that were accepted at the General Shareholders' Meeting	0
1.3. General Assembly	
Link to the PDP announcement that demonstrates the information requested by Principle 1.3.1. (a-d)	https://www.kap.org.tr/tr/Bildirim/1419905
Whether the company provides materials for the General Shareholders' Meeting in English and Turkish at the same time	Yes
The links to the PDP announcements associated with the transactions that are not approved by the majority of independent directors or by unanimous votes of present board members in the context of Principle 1.3.9	There were no such transactions in 2025.
The links to the PDP announcements associated with related party transactions in the context of Article 9 of the Communique on Corporate Governance (II-17.1)	There were no such transactions in 2025.
The links to the PDP announcements associated with common and continuous transactions in the context of Article 10 of the Communique on Corporate Governance (II-17.1)	https://www.kap.org.tr/tr/Bildirim/1409917
The name of the section on the corporate website that demonstrates the donation policy of the company	Investor Relations / Corporate Governance / Policies / Donation and Grant Policy
The relevant link to the PDP with minute of the General Shareholders' Meeting where the donation policy has been approved	The donation policy is provided in the Article 15 of the Company's Articles of Association. The notification of the latest Articles of Association approved by the General Assembly is available at https://www.kap.org.tr/tr/Bildirim/1268490
The number of the provisions of the articles of association that discuss the participation of stakeholders to the General Shareholders' Meeting	Participation in the General Assembly meetings is set out in Article 10 of the Articles of Association. Although there is no provision in our Articles of Association, the General Assembly meetings of our company are open to public including the stakeholders and the media without having the right to speak.
Identified stakeholder groups that participated in the General Shareholders' Meeting, if any	Board member of our Company Mr. Burak Başarır, the partner of independent audit company, shareholders and company employees attended the ordinary general assembly meeting held on 8 April 2025.
1.4. Voting Rights	
Whether the shares of the company have differential voting rights	No
In case that there are voting privileges, indicate the owner and percentage of the voting majority of shares.	-
The percentage of ownership of the largest shareholder	40,12%
1.5. Minority Rights	
Whether the scope of minority rights enlarged (in terms of content or the ratio) in the articles of the association	No
If yes, specify the relevant provision of the articles of association.	-

1.6. Dividend Right	
The name of the section on the corporate website that describes the dividend distribution policy	Investor Relations / Corporate Governance / Policies / Dividend Policy
Minutes of the relevant agenda item in case the board of directors proposed to the general assembly not to distribute dividends, the reason for such proposal and information as to use of the dividend.	The Board of Directors had no proposal to the General Assembly for not distributing dividends.
PDP link to the related general shareholder meeting minutesin case the board of directors proposed to the general assembly not to distribute dividends	Not applicable
General Assembly Meetings	
General Meeting Date	08.04.2025
The number of information requests received by the company regarding the clarification of the agenda of the General Shareholders' Meeting	0
Shareholder participation rate to the General Shareholders' Meeting	90,26%
Percentage of shares directly present at the GSM	0,00%
Percentage of shares represented by proxy	90,26%
Specify the name of the page of the corporate website that contains the General Shareholders' Meeting minutes, and also indicates for each resolution the voting levels for or against	Investor Relations / Corporate Governance / General Assembly
Specify the name of the page of the corporate website that contains all questions asked in the general assembly meeting and all responses to them	Investor Relations / Corporate Governance / General Assembly
The number of the relevant item or paragraph of General Shareholders' Meeting minutes in relation to related party transactions	11
The number of declarations by insiders received by the board of directors	0
The link to the related PDP general shareholder meeting notification	https://www.kap.org.tr/tr/Bildirim/1406451

2. DISCLOSURE AND TRANSPARENCY

2.1. Corporate Website	
Specify the name of the sections of the website providing the information requested by the Principle 2.1.1.	Investor Relations
If applicable, specify the name of the sections of the website providing the list of shareholders (ultimate beneficiaries) who directly or indirectly own more than 5% of the shares.	There are no real person shareholders holding more than 5% of the shares.
List of languages for which the website is available	Turkish and English

2.2. Annual Report	
The page numbers and/or name of the sections in the Annual Report that demonstrate the information requested by principle 2.2.2.	Corporate Governance
a) The page numbers and/or name of the sections in the Annual Report that demonstrate the information on the duties of the members of the board of directors and executives conducted out of the company and declarations on independence of board members	Corporate Governance / Declarations Of Independence
b) The page numbers and/or name of the sections in the Annual Report that demonstrate the information on committees formed within the board structure	Corporate Governance / Additional Information On Corporate Governance / Board Of Directors / Number, Structure and Independence of the Committees established under the Board
c) The page numbers and/or name of the sections in the Annual Report that demonstrate the information on the number of board meetings in a year and the attendance of the members to these meetings	Corporate Governance / Corporate Governance Information Form
ç) The page numbers and/or name of the sections in the Annual Report that demonstrate the information on amendments in the legislation which may significantly affect the activities of the corporation	Corporate Governance / Additional Information On Corporate Governance / Other
d) The page numbers and/or name of the sections in the Annual Report that demonstrate the information on significant lawsuits filed against the corporation and the possible results thereof	Corporate Governance / Additional Information On Corporate Governance / Other
e) The page numbers and/or name of the sections in the Annual Report that demonstrate the information on the conflicts of interest of the corporation among the institutions that it purchases services on matters such as investment consulting and rating and the measures taken by the corporation in order to avoid from these conflicts of interest	Corporate Governance / Additional Information On Corporate Governance
f) The page numbers and/or name of the sections in the Annual Report that demonstrate the information on the cross ownership subsidiaries that the direct contribution to the capital exceeds 5%	There are no cross ownership subsidiaries
g) The page numbers and/or name of the sections in the Annual Report that demonstrate the information on social rights and professional training of the employees and activities of corporate social responsibility in respect of the corporate activities that arises social and environmental results	Corporate Governance / Additional Information On Corporate Governance / Informations on the Beneficiaries

3. STAKEHOLDERS

3.1. Corporation's Policy on Stakeholders	
The name of the section on the corporate website that demonstrates the employee remedy or severance policy	Investor Relations / Corporate Governance / Policies / Compensation Policy
The number of definitive convictions the company was subject to in relation to breach of employee rights	0
The position of the person responsible for the alert mechanism (i.e. whistleblowing mechanism)	Ethics & Compliance Manager
The contact detail of the company alert mechanism	CCI Ethics and Compliance Internet Site: www.cciethicsline.com CCI Ethics Line +90-212-371 0732 CCI Ethics Line E-Mail: cci@ccietikhat.com cci@cciethicsline.com ethics@cci.com.tr
3.2. Supporting the Participation of the Stakeholders in the Corporation's Management	
Name of the section on the corporate website that demonstrates the internal regulation addressing the participation of employees on management bodies	Investor Relations / Corporate Governance / Policies / HR Policy
Corporate bodies where employees are actually represented	Occupational Health and Safety Committee, Women's Networking Committee, Meal and Cafeteria Service Quality Improvement Committee, Disciplinary Board, Accident Evaluation Committee, Diversity and Inclusion Advisory Committee
3.3. Human Resources Policy	
The role of the board on developing and ensuring that the company has a succession plan for the key management positions	At the annual Organizational Development Meetings, determining the key positions of CCI and confirming the back-up health in these areas; if necessary, determination and follow-up of the measures to be taken are discussed. In addition, short / medium and long-term successors of managerial positions above a certain level are evaluated objectively in this context. The Board of Directors is regularly informed by the Human Resources Department that the plan is created and that new executives are trained for key positions through effective implementation. Pursuant to the Company's Articles of Association, under the supervision of the Corporate Governance Committee, the Company's CEO and the Finance Director are elected among the candidates nominated by the Board members elected by the majority of the Group A shares.
The name of the section on the corporate website that demonstrates the human resource policy covering equal opportunities and hiring principles. Also provide a summary of relevant parts of the human resource policy.	Investor Relations / Corporate Governance / Policies / HR Policy
Whether the company provides an employee stock ownership programme	There isn't an employee stock ownership programme
The name of the section on the corporate website that demonstrates the human resource policy covering discrimination and mistreatments and the measures to prevent them. Also provide a summary of relevant parts of the human resource policy.	Investor Relations / Corporate Governance / Policies Sustainability / Human Rights Policy
The number of definitive convictions the company is subject to in relation to health and safety measures	None

3.5. Ethical Rules and Social Responsibility	
The name of the section on the corporate website that demonstrates the code of ethics	Investor Relations / Corporate Governance / Code of Ethics
The name of the section on the company website that demonstrates the corporate social responsibility report. If such a report does not exist, provide the information about any measures taken on environmental, social and corporate governance issues.	Sustainability / Reporting / Sustainability Report
Any measures combating any kind of corruption including embezzlement and bribery	In order to meet these requirements, CCI has established ethics and compliance management processes and has accepted and published the Code of Ethics. The Code of Ethics clearly prohibits bribery and corruption and obliges employees to show utmost care regarding improper payments made by third parties as well. For this reason, CCI requires all of its suppliers sign the "Basic Principles for Suppliers and Code of Business Management Ethics? and commit them to act in accordance with the law and CCI principles in order to reduce compliance risks that may arise due to third parties. All employees and business partners are expected to have strong understanding of the Code of Ethics and to operate with high level of ethics and integrity as well as full compliance with laws and policies. The violation of the Code of Ethics is not tolerated, and any violation is investigated by the principles of internal investigation procedures. The following rules are adopted for the implementation of the Code of Ethics: ▪ Corporate Governance Committee of CCI ensures full implementation and enforcement of the Code of Ethics. ▪ Implementation of the Code of Ethics is under the responsibility of the Ethics & Compliance Officer and Local Ethics & Compliance Officers. ▪ Investigations concerning Code of Ethics violations are carried out by the Internal Audit or Human Resources or other relevant departments specialized in the relevant subject matter depending on the content of the issue. ▪ All decisions about Code of Ethics violations are issued by Ethics & Compliance Committee. Certain categories of decision are delegated to the local management in accordance with the Guidelines for Handling Code of Ethics Matters. ▪ Independent reporting channels have been established by CCI and made accessible to all stakeholders. Through these channels, counseling can be requested, and concerns can be raised.

4. BOARD OF DIRECTORS-I

4.2. Activity of the Board of Directors	
Date of the last board evaluation conducted	None
Whether the board evaluation was externally facilitated	No
Whether all board members released from their duties at the GSM	Yes
Name(s) of the board member(s) with specific delegated duties and authorities, and descriptions of such duties	No specific duty was delegated.
Number of reports presented by internal auditors to the audit committee or any relevant committee to the board	4
Specify the name of the section or page number of the annual report that provides the summary of the review of the effectiveness of internal controls	Corporate Governance / Additional Information On Corporate Governance / Risk Management and Internal Control Mechanism
Name of the Chairman	Kamilhan Süleyman Yazıcı
Name of the CEO	Karim Yahi
If the CEO and Chair functions are combined: provide the link to the relevant PDP annoucement providing the rationale for such combined roles	These functions are not combined
Yönetim kurulu üyelerinin görevleri esnasındaki kusurları ile şirkette sebep olacakları zararın, şirket sermayesinin %25'ini aşan bir bedelle sigorta edildiğine ilişkin KAP duyurusunun bağlantısı	https://www.kap.org.tr/tr/Bildirim/1556484
The name of the section on the corporate website that demonstrates current diversity policy targeting women directors	This information is not available on our website.
The number and ratio of female directors within the Board of Directors	The number female directors within the BoD is 1 (one); ratio %8

Board Members							
Board Members Name-Surname	Whether Executive Director or Not	Independent Board Member or not	The First Election Date To Board	Link To PDP Notification That Includes The Independency Declaration	Whether the Independent Member Has Been Evaluated by the Nomination Committee	Whether or Not It Has Lost Its Independence	Whether the Director has at Least 5 Years' Experience on Audit, Accounting and/or Finance or not
Kamil Süleyman Yazıcı	Non-Executive	Dependent Member	10.04.2017	-	Not evaluated	No	Yes
İlhan Murat Özgel	Non-Executive	Dependent Member	7.04.2023	-	Not evaluated	No	Yes
Talip Altuğ Aksoy	Non-Executive	Dependent Member	7.04.2023	-	Not evaluated	No	Yes
İbrahim İzzet Özilhan	Non-Executive	Dependent Member	8.04.2025	-	Not evaluated	No	Yes
Sadettin Ahmet Bilgiç	Non-Executive	Dependent Member	8.04.2025	-	Not evaluated	No	Yes
Burak Başarır	Non-Executive	Dependent Member	5.04.2024	-	Not evaluated	No	Yes
Mehmet Hurşit Zorlu	Non-Executive	Dependent Member	17.05.2004	-	Not evaluated	No	Yes
Rasih Engin Akçakoca	Non-Executive	Dependent Member	18.04.2022	-	Not evaluated	No	Yes
Lale Develioğlu	Non-Executive	Independent Member	18.04.2022	https://www.kap.org.tr/tr/Bildirim/1419905	Reviewed	No	Yes
Barış Tan	Non-Executive	Independent Member	5.04.2024	https://www.kap.org.tr/tr/Bildirim/1419905	Reviewed	No	Yes
Emin Ethem Kutucular	Non-Executive	Independent Member	5.04.2024	https://www.kap.org.tr/tr/Bildirim/1419905	Reviewed	No	Yes
İlhami Koç	Non-Executive	Independent Member	5.04.2024	https://www.kap.org.tr/tr/Bildirim/1419905	Reviewed	No	Yes

4. BOARD OF DIRECTORS-II

4.4. Meeting Procedures of the Board of Directors	
Number of physical or electronic board meetings in the reporting period	5
Director average attendance rate at board meetings	95%
Whether the board uses an electronic portal to support its work or not	Yes
Number of minimum days ahead of the board meeting to provide information to directors, as per the board charter	There is no written deadline in this regard. However, the Company Management submits the information and documents to the members for a reasonable period of time before the meetings and makes sure that this period is at least 3 days.
The name of the section on the corporate website that demonstrates information about the board charter	Investor Relations / Corporate Governance / Articles of Association
Number of maximum external commitments for board members as per the policy covering the number of external duties held by directors	While board members are not restricted from taking on additional duties outside the company, as explicitly stated in the Company Code of Ethics, prior written approval from the Chairman of the Board is required to serve as an officer or member of the board of directors of another profit-oriented business. These approvals need to be renewed every year.

4.5. Board Committees	
Page numbers or section names of the annual report where information about the board committees are presented	Corporate Governance / Additional Information On Corporate Governance / Board of Directors / Number, Structure and Independence of the Committees established under the Board
Link(s) to the PDP announcement(s) with the board committee charters	https://www.kap.org.tr/en/Bildirim/356133

Composition of Board Committees-I				
Names Of The Board Committees	Name Of Committees Defined As "Other" In The First Column	Name-Surname of Committee Members	Whether Committee Chair Or Not	Whether Board Member Or Not
Audit Committee	-	Emin Ethem Kutucular	Yes	Board member
Audit Committee	-	Barış Tan	No	Board member
Corporate Governance Committee	-	İlhami Koç	Yes	Board member
Corporate Governance Committee	-	Talip Altuğ Aksoy	No	Board member
Corporate Governance Committee	-	İbrahim İzzet Özilhan	No	Board member
Corporate Governance Committee	-	Sadettin Ahmet Bilgiç	No	Board member
Corporate Governance Committee	-	Mehmet Hurşit Zorlu	No	Board member
Corporate Governance Committee	-	Rasih Engin Akçakoca	No	Board member
Corporate Governance Committee	-	Esel Yeardız Çekin	No	Not board member
Corporate Governance Committee	-	Burak Berki	No	Not board member
Committee of Early Detection of Risk	-	Lale Develioğlu	Yes	Board member
Committee of Early Detection of Risk	-	İbrahim İzzet Özilhan	No	Board member
Committee of Early Detection of Risk	-	Sadettin Ahmet Bilgiç	No	Board member
Committee of Early Detection of Risk	-	Burak Başarır	No	Board member
Committee of Early Detection of Risk	-	Emin Ethem Kutucular	No	Board member
Other	Sustainability Committee	Barış Tan	Yes	Board member
Other	Sustainability Committee	İbrahim İzzet Özilhan	No	Board member
Other	Sustainability Committee	Sadettin Ahmet Bilgiç	No	Board member
Other	Sustainability Committee	Burak Başarır	No	Board member
Other	Sustainability Committee	Lale Develioğlu	No	Board member

4. BOARD OF DIRECTORS-III

4.5. Board Committees-II	
Specify where the activities of the audit committee are presented in your annual report or website (Page number or section name in the annual report/website)	Corporate Governance / Additional Information On Corporate Governance / Board of Directors / Number, Structure and Independence of the Committees established under the Board
Specify where the activities of the corporate governance committee are presented in your annual report or website (Page number or section name in the annual report/website)	Corporate Governance / Additional Information On Corporate Governance / Board of Directors / Number, Structure and Independence of the Committees established under the Board
Specify where the activities of the nomination committee are presented in your annual report or website (Page number or section name in the annual report/website)	Corporate Governance / Additional Information On Corporate Governance / Board of Directors / Number, Structure and Independence of the Committees established under the Board
Specify where the activities of the early detection of risk committee are presented in your annual report or website (Page number or section name in the annual report/website)	Corporate Governance / Additional Information On Corporate Governance / Board of Directors / Number, Structure and Independence of the Committees established under the Board
Specify where the activities of the remuneration committee are presented in your annual report or website (Page number or section name in the annual report/website)	Corporate Governance / Additional Information On Corporate Governance / Board of Directors / Number, Structure and Independence of the Committees established under the Board

4.6. Financial Rights	
Specify where the operational and financial targets and their achievement are presented in your annual report (Page number or section name in the annual report)	Additions
Specify the section of website where remuneration policy for executive and non-executive directors are presented.	Investor Relations / Corporate Governance / Policies / Remuneration Policy
Specify where the individual remuneration for board members and senior executives are presented in your annual report (Page number or section name in the annual report)	Additions / Footnotes for Consolidated Financial Tables / Benefits to Employees

Composition of Board Committees-II

Names Of The Board Committees	Name Of Committees Defined As "Other" In The First Column	The Percentage Of Non-executive Directors	The Percentage Of Independent Directors In The Committee	The Number Of Meetings Held In Person	The Number Of Reports On Its Activities Submitted To The Board
Audit Committee	-	100%	100%	4	4
Corporate Governance Committee	-	100%	13%	4	4
Committee of Early Detection of Risk	-	100%	40%	3	6
Other	Sustainability Committee	100%	40%	2	-

Risk Management and Internal Control Mechanism

Information on the Board of Directors

1.1. Structure and Formation of the Board of Directors

The Company is governed and represented by a Board of Directors consisting of 12 members elected in the General Assembly. CCI's Board of Directors comprises a total of 12 members, including 7 members appointed by A Group shareholders, 1 member appointed by B Group shareholders, and 4 independent directors.

The members of the Board of Directors were elected at the General Assembly meeting held on April 8, 2025, to serve for a term of one year and to remain in office until the Ordinary General Assembly convened to review the operating results of 2025. At the same General Assembly meeting, permission was granted to the Chairperson and members of the Board of Directors, in accordance with Articles 395 and 396 of the Turkish Commercial Code, to perform the transactions and activities specified therein.

Since the Corporate Governance Committee may fulfill the duties of a separate Nomination Committee in case such committee cannot be formed for building the Board of Directors in accordance with the Corporate Governance Guidelines, the Corporate Governance Committee evaluated the proposed candidates for management and shareholders as well as independent members, consisting of Lale Develioğlu, Barış Tan, Emin Ethem Kutucular and İlhami Koç, by taking into account whether these candidates meet the criteria for independent membership, and submitted the relevant evaluation to Board of Directors' approval on February 3, 2025.

Candidates for independent membership on the Board of Directors also submitted their written statements to the Corporate Governance Committee at the time of their nomination, declaring that they were indeed independent in accordance with the criteria specified in the Legislation, Articles of Association and the Communique.

The membership requests of the Independent Board Member candidates were evaluated by the Capital Markets Board at its meeting held on February 17, 2025 and the Board decided not to express any negative opinion on the aforementioned independent Board Member candidates. Member resumes for Board of Directors, including their declaration of independence and duties outside the Company, are available both in the 2025 Integrated Annual Report and on the Company website.

Although board members are not restricted from accepting other duties outside the Company, they are required to obtain a written approval from the Chairperson of the Board of Directors to serve as a director or member in any other profitmaking company's Board of Directors and such approval must be renewed each year, as clearly stated in the Company Code of Ethics. Individuals elected as independent members to the Board of Directors are not registered and declared on behalf of the legal entity.

In 2025, no situation arose that eliminated the independence of the independent members serving as Board Members.

Currently, Lale Develioğlu is the only female member of the Company's Board of Directors. A recommendation has been communicated to our Board of Directors by the Corporate Governance Committee to increase the number of female members in our Board of Directors in the upcoming years and we continue our work towards this goal.

1.2. Operating Principles of the Board of Directors

The procedures and frequency for Board of Directors meetings, meeting and decision quorum, method of filing appeals to Board decisions and the validity of Board decisions are clearly described in the Articles of Association. The duties and authorities held by the Board of Directors are specified in the Internal Directive on Authorization for Coca-Cola İçecek A.Ş. Activities prepared in accordance with Articles 367, 371 and other relevant provisions of the Turkish Commercial Code.

The agenda of Board of Directors meetings consists of the re-discussion topics from the previous Board meeting as well as the topics determined by the Company senior management. Any board member can add other topics to the agenda by notifying the senior management. The topics that need to be discussed by the Board are communicated to the Chief Financial Officer and compiled to prepare an agenda for the next meeting. Board of Directors meeting dates are determined at the beginning of each year and communicated to the members.

In general, the Board of Directors holds five regular meetings during a year, although board members may also convene in case of extraordinary events and to make decisions on important agenda topics. The Chairperson, Vice Chairperson and each board member have the right to call a Board meeting and/or to add topics of interest to the relevant meeting agenda by notifying each board member at least fifteen (15) days before the meeting.

Invitations to these meetings are required to be sent by fax, followed by the original invitation delivered by courier against a written receipt or by registered mail. Board members may waive their right to receive an invitation by submitting a written waiver. Board meetings are held at the Company's headquarters or at another location within or outside Türkiye, as determined at a duly convened meeting where the quorum for resolutions is met. In accordance with Article 390/4 of the Turkish Commercial Code, the Board of Directors may adopt resolutions without holding a meeting. The meeting and decision quorums stipulated in the Company's Articles of Association shall also apply to such resolutions. In 2025, a total of five Board of Directors' meetings were held.

The Company's General Counsel fulfills the duties of the Board of Directors secretary. All queries and topics discussed during a meeting are recorded in a meeting report.

While the attendance rate of the members of the Board of Directors at the five meetings held during the 2025 operating period was 95%, the members make every effort to attend each meeting and to express their views. The opinions of members who are unable to attend a meeting but submit their views in writing are communicated to the other members. Information of a confidential nature constituting trade secrets included in the meeting minutes is not disclosed to the public. However, all material matters resolved are disclosed to the public through material event disclosures.

All related party transactions and Board of Directors decisions require the approval of the majority of independent members in accordance with the Corporate Governance Guidelines. Although no transactions in 2024 fell under the significant category as described in the Corporate Governance Guidelines, the majority of the independent board members participated in the decisions taken by the Board of Directors.

Board members do not have voting and/or veto rights in the event of a tie. Including the Chairperson of the Board of Directors, each board member has only one vote, and the principle of weighted voting is not practiced.

All related-party transactions of the Company are carried out in accordance with the Corporate Governance Principles, based on resolutions of the Board of Directors and with the approval of the majority of the independent members. While no transaction falling within the scope of a material related-party transaction as defined under the Corporate Governance Principles occurred in 2025, the majority of the independent members of the Board of Directors participated in the resolutions adopted by the Board.

The Company maintains directors' and officers' liability insurance covering damages that may arise from faults committed by members of the Board of Directors in the performance of their duties. In accordance with Article 4.2.8 of the Capital Markets Board's Corporate Governance Communiqué, the coverage amount exceeds 25% of the Company's share capital. The total annual liability limit is determined in line with the decisions of the Company's management, and it is currently anticipated that the limit will be maintained at its existing level.

1.3. Number, Structure and Independence of Committees Established under the Board of Directors

There are three committees working under the CCI Board of Directors.

Audit Committee

The Audit Committee was established pursuant to a resolution of the Board of Directors dated July 21, 2004. In accordance with the resolution adopted by the Board of Directors on April 18, 2025, Emin Ethem Kutucular was appointed as Chair of the Audit Committee and Barış Tan was appointed as a member.

Corporate Governance Committee

At the meeting of the Board of Directors held on July 31, 2008, it was resolved to establish a "Corporate Governance Committee" composed of members of the Board of Directors. In accordance with the resolution adopted by the Board of Directors on April 18, 2025, İlhami Koç was appointed as Chair of the Corporate Governance Committee, and Talip Altuğ Aksoy, İ. İzzet Özilhan, S. Ahmet Bilgiç, M. Hurşit Zorlu, R. Engin Akçakoca, Esel Yıldız Çekin, and Burak Berki were appointed as members.

At our Company, it is Corporate Governance Committee's task to oversee the work of the Investor Relations Department. In this context, the committee determines the standards for all disclosures as well as the basic principles for investor relations, reviews these standards and principles including the compliance status on an annual basis, and makes necessary recommendations to the Board of Directors. A report is prepared by Investor Relations Department regarding their performance and submitted to the Committee at each Corporate Governance Committee Meeting, and this report is also communicated by the Committee to the Board of Directors.

Early Risk Detection Committee

The CCI Early Risk Detection Committee was established in accordance with the Board of Directors decision dated May 23, 2012. Pursuant to the Board of Directors' resolution dated 18 April 2025, Lale Develioğlu was appointed as Chair of the Committee, with İ. İzzet Özilhan, S. Ahmet Bilgiç, Burak Başarır and Emin Ethem Kutucular appointed as members.

Sustainability Committee

Pursuant to the resolution of the Board of Directors of CCI dated 19 April 2024, the establishment of a Sustainability Committee was approved. In accordance with the resolution of the Board of Directors dated 18 April 2025, Barış Tan was appointed as Chair of the Sustainability Committee, while İ. İzzet Özilhan, S. Ahmet Bilgiç, Burak Başarır and Lale Develioğlu were appointed as members.

In accordance with Corporate Governance Principle No. 4.5.3 and pursuant to the resolution of the Board of Directors dated 8 April 2025, all members of the Audit Committee and the chairpersons of the other committees have been selected from among the independent members of the Board of Directors. In line with the principles, the Company's Chief Executive Officer does not serve on any of the committees. The duties of the Nomination Committee and the Remuneration Committee, which are not currently established within the Board of Directors, are carried out by the Corporate Governance Committee in accordance with the Corporate Governance Principles.

1.4. Board Evaluation on the Working Principles and Performance of the Board of Directors

Regulations governing the duties and working principles of these four committees were also updated in accordance with the new Corporate Governance Guidelines and approved by the Board of Directors on April 30, 2014. Regulations are made available to the public through the Company website.

In 2025, all Board Committees fully fulfilled their duties and responsibilities as set forth under the Corporate Governance Principles and their respective Committee Charters, and operated effectively throughout the year. In line with the annual meeting plans stipulated in their respective charters and deemed necessary to ensure the effectiveness of their activities in 2025;

- The Audit Committee convened four times, on 6 March 2025, 27 May 2025, 23 September 2025, and 16 December 2025;
- The Corporate Governance Committee convened four times on 22 February 2024, 23 July 2024, 24 September 2024 and 17 December 2024.
- The Committee for the Early Identification of Risks convened three times during the year, on 6 March 2025, 22 July 2025, and 16 December 2025, and submitted reports to the Board of Directors containing information on its activities as well as the outcomes of the meetings held throughout the year. In addition, the Committee presented information regarding its activities to the Board of Directors a total of six times during the year.
- The Sustainability Committee convened twice during the year, on 23 September 2025 and 16 December 2025.

Accordingly;

Being responsible for effective implementation of an internal control system as well as taking all necessary measures to ensure all internal and independent audits are conducted in an adequate and transparent manner, the "Audit Committee" submitted all recommendations it had in its areas of responsibility to the Board of Directors, including opinions and recommendations regarding internal audits and the internal control system.

Established to monitor the Company's compliance with Corporate Governance Guidelines, implement improvements and submit recommendations to the Board of Directors, the "Corporate Governance Committee" determined the compliance status for Corporate Governance Guidelines across the Company along with the rationale of possible noncompliance issues and conflicts of interest culminated due to this conflict, and made recommendations to the Board of Directors for improving corporate governance practices, and supervised the shareholder relations unit. The Committee also monitored the performance of the Investor Relations Department.

Working to identify the risks that may pose a threat to Company's existence, growth and future sustainability at an early stage, to implement necessary measures for identified risks and to manage such risks, the "Early Risk Detection Committee" also reviewed the Company's risk management systems in accordance with the Corporate Governance Guidelines and the Early Risk Detection Committee Regulation.

Information on Stakeholders

2.1. Stakeholder Notification

The Coca-Cola Contact Line (0800 261 19 20) is open to all consumers. Consumers, customers and shareholders can also contact us using the communication forms on our website at www.cci.com.tr.

Information exchange with distributors and other customers is maintained through regular distributor meetings as well as field meetings organized by authorized staff in a number of regions. In addition, customers and suppliers are able to submit their opinions to the Company management through oral or written communication.

In order to improve procured material and service quality and keep up with other industry developments and pilot activities performed under joint projects, several supplier meetings are organized.

The extensive information network established between our Company and the customers allow for real-time exchange of information. Changes implemented through the e-sales system on the Internet are immediately notified to our customers, and in necessary cases training and satisfaction surveys are provided.

Necessary mechanisms have been established by the Corporate Governance Committee for stakeholders to communicate Company's unlawful or unethical transactions to the Corporate Governance or Audit Committees.

On the other hand, the Corporate Governance Committee is obliged to follow up with the management to make sure a system is established by the management for business codes of conduct and the code of ethics in accordance with the Company statute. The Audit Committee also checks if the management monitors Company compliance with business codes of conduct and the code of ethics, misconduct risk assessments are made and training is provided for misconduct & business codes of conduct as well as ethical principles.

2.2. Stakeholder Engagement in Governance

Individuals, groups or organizations that are affected by our activities or that have an effect on our activities are defined as stakeholders. The following communication platforms are employed to engage stakeholders in governance and their opinion is taken into account in decision making processes.

Distributors/Sellers	Dialogue Platform
Employees	Employee engagement and satisfaction survey, Workplace, Digital Screens, CokePort, Press releases, CCIdea Platform and Innovation Day, CCI Training Programs, Leadership Development Trainings, Sales etc. Incentive programs, reputation surveys, status assessments or service level measurement surveys, digital screens, CEO meetings, volunteering programs, Occupational Health and Safety Committee, Women Employees Committee, Service Development Committee for Food and Cafeteria. Disciplinary Board, Incident Assessment Committee, Diversity and Inclusion Advisory Committee.
Bayilerimiz/Satıcılarımız	Distributor meetings, diagnostic studies, regular visits, training programs, plant visits, distributor satisfaction surveys, Distributor Portal. CCI Sales Point Hotline.
Shareholders	General Assemblies, CCI website, Public Disclosure Platform (PDP).
Customers	Trainings, support programs, regular visits, plant visits, Coca-Cola Customer Road Show, Customer satisfaction surveys, CCI Sales Point Hotline, Focus group workshops, joint business planning meetings.
Suppliers	Training programs, improvement audits, plant visits, supplier days, supplier performance scores, supplier surveys, cooperation portal.
Investors	Annual reports, investor conferences, analyst meetings, investor presentations, integrated activity report, website, social media accounts, webcast, Investor Relations Department, e-mail distributions, special case announcements, Public Disclosure Platform, direct feedback forms through website, perception and satisfaction surveys, CDP Climate Change Report, CDP Water Report, Sustainability Index Assessment.
Public Institutions and Organizations	Briefings for industry specific development, full compliance with laws and regulations, support for infrastructure investments, reputation surveys.
NGOS	Project partnerships, corporate and individual employee memberships, participation in conferences and presentations, reputation surveys, Stakeholder Day.
Union	Union representation, collective labor agreements, representative meetings, plant visits.
Media	Periodical information, statements, support programs, regular visits, website, plant visits, reputation surveys.
Consumers	Coca-Cola Call Center. Coca-Cola Türkiye "Merak Ettim" Platform , website, informative publications, plant visits, product labels.
Sector Groups	Corporate memberships, joint projects, participation in meetings and conferences.
Community	Donations, website, plant visits, support programs, voluntary practices, Coca-Cola Call Center, information through mass communication, product labels, advertisement and marketing activities, environmental training sessions, social engagement projects, field studies, meetings, survey and eliciting opinions, reputation surveys, the "Merak Ettim" Platform, Corporate Publications, Integrated Annual Report.

Mechanism for Risk Management and Internal Control

At CCI, the Risk Management and Internal Control System is under the responsibility and control of the Company Management. The Corporate Risk Management function, which works to provide the management with assurance and advice on these matters, reports directly to the Committee for the Early Detection of Risks.

Within the framework of Corporate Risk Management, the CCI Senior Management identifies potential important opportunities and threats in terms of the Company's attainment of its targets and manages these in accordance with our company's risk appetite. Corporate Risk Management is a systematic and disciplined process that was formed for the purpose of identifying CCI's business strategies, affected by all of the company's employees, and covering all of the company's practices.

Risks that may affect the Company's attainment of its targets are submitted to the management for its assessment, in coordination with the Corporate Risk Management function, and priority risks are identified. Priority risks and action plans aimed at mitigating these risks are shared with the Committee for the Early Detection of Risks in order to be submitted to the Board of Directors. The management and continuity of this process, which is integrated with strategic business plans, are supported by the Corporate Risk Management software.

Some methods used to manage our risks are as follows:

- Performance and risk indicators are used as an early warning system for monitoring risks and taking necessary measures in a timely manner. The SAP system, which is integrated to all processes at the company, and which includes instantly generated data, is an effective technological decision support system allowing the monitoring of key performance and key risk indicators.
- These use and activity results are monitored instantly, which have removed human errors and have increased the effectiveness of the early detection of risk and the internal control system. At the same time, the internal communication system using advanced technology also allows quick responses and solutions to problems that are encountered.
- Business continuity and crisis management studies are conducted in order to prevent and mitigate losses caused by risks that may give rise to interruptions in business and production, such as natural risks and supply chain problems, and these are supported by effective insurance management efforts.
- To prevent the systems from being affected, or data loss, in the case of any extraordinary incident, investments are made in backup systems along with cyber-security warning and protection systems.
- In line with our Global strategy of World Without Waste, studies are carried out to identify risks related to our packaging materials, implement sustainable and innovative packaging and waste solutions, and to establish coordination with local officials with respect to waste collection and recycling.

The Internal Audit Department regularly reviews the company's risk management and internal control system within the framework of the audit plan it has prepared based on risks, in order to ensure the following, and reports its findings to the Audit Committee and the Company Management:

- Effectiveness and efficiency of operations
- Protection of company assets
- Accuracy and reliability of financial and operational information

Company's Strategic Targets

Targets and critical performance indicators that are parallel with the company's vision and mission are identified within the scope of the annual Strategic Operation Plans. These targets and critical performance indicators are approved by the Board of Directors at budget meetings organized at the end of the previous year. Board of Directors reviews operational results during regular meetings by comparing them with the previous year's performance and target indicators.

Financial Rights

At the CCI Ordinary General Assembly meeting held on April 8, 2025, it was resolved that each of the Independent Board Members be paid a total annual gross remuneration of TL 2,700,000. There are no other salaries or benefits provided to the Board Members. The salaries and benefits which the Board Members become entitled to are not determined according to their performances. All Board Members and executives are covered by a Executive Liability Insurance. CCI has provided no funds or loans to any of its Board Members and there are no persons to whom it has personally lent money through a third party, and no guarantees or collaterals, such as compensation, that it has provided in favor of a third party.

Corporate Governance Policies

6.1. CCI Profit Distribution Policy

Our company distributes profits in accordance with the provisions of the Turkish Commercial Code, Capital Market Regulations, Tax Regulations and other relevant regulations as well as the provision of our Articles of Association regarding profit distribution. Our Company targets to distribute up to 50% of distributable profits as cash and/ or bonus shares each year. The profit distribution policy is subject to investment and other fund requirements associated with the long-term company growth as well as any special circumstances brought by extraordinary economic conditions.

A separate decision is taken by the Board of Directors regarding the dividends for each financial year and this decision is submitted for General Assembly approval. Profit distribution begins on the date determined by the General Assembly, no later than the end of the year in which the General Assembly is held. The Company may opt for distributing the dividend as advance payments or paying it in equal or different amounts as installments in accordance with the provisions of the applicable legislation. The Board of Directors reserves the right to submit a distribution model with a higher rate than specified for General Assembly approval as long as such a model does not violate investment plans or business requirements. No concessions are granted to shareholders regarding profit sharing.

6.2. CCI Compensation Policy

Provisions of the applicable Labor Law No. 4857, surviving Article 14 of the annulled Labor Law 1475 and provisions of Coca-Cola İçecek A.Ş. Human Resources Policy are taken into account when determining the compensation policy for Company employees. For employees who work under the Collective Labor Agreement, the relevant Agreement provisions on severance and notice pay are taken as basis to determine and execute the compensation policy.

Severance Pay

Severance pay is granted to employees (or their legal heirs in case of death) who are terminated according to one of the conditions requiring severance pay as specified by the provisions of the surviving Article 14 of the Labor Law No. 1475 as repealed by Labor Law No. 4857 for their duration of service, on condition that such employees have completed at least a full working year.

The actual number of days subject to severance pay is calculated in accordance with Company Regulations, and the Collective Labor Agreement for unionized employees.

Notice Period and Pay

In cases requiring a notice period, Article 17 of the Labor Law No. 4857, or for unionized employees, provisions of the Collective Labor Agreement are taken into account.

Moreover, an employee may also be terminated by paying his/ her full wages up to the end of the relevant notice period in cash. In cases where a notice period is granted, a jobseeker allowance is provided to the employee.

6.3. CCI Human Resources Policy

CCI Human Resources Policy aims to ensure that CCI is a preferred employer, by creating a competent organization that consists of employees who are highly committed to the company. In line with this purpose, the principle of continuous improvement is taken as a basis by considering the following main strategic priorities:

- Development of main organizational competencies on a corporate level to boost competitiveness
- Acquiring and developing talent to ensure succession of leadership positions
- Promoting employee loyalty and performance
- Building a corporate culture which values diversity and uses it as a leverage

At CCI, all human resources systems, such as workforce planning, recruitment and placement, performance management, talent management, training and development management, compensation and benefits management, and rewards management, are based on the principle of ensuring, promoting and rewarding continuous development and superior performance.

Employee development is a part of annual individual goals for all managers and employees, and in this context their performance is measured accordingly.

Competence development is also seen as an important element of employee development and superior performance, in addition to know-how and skills development.

Our recruitment process is based on the Leadership Behaviors defined as "Impact and Influence, Motivate and Inspire, Partner with Customer, Appreciate Others, Continuously Raise The Bar, Think About Tomorrow", while focusing on employee development.

To achieve this goal, we publish all policies and procedures related to human resources on a platform that is available to all employees, announce vacant internal positions to our employees, regularly gather employee opinions and suggestions through regular internal customer satisfaction and employee loyalty surveys, create and implement action plans for new development areas, offer all employees access to an e-learning platform so that they can receive necessary training on their respective development areas, and maintain communication between employees and the management through a number of methods such as open meetings and human resources briefings.

Annexes

#Balanced**Forward**

Statement of Responsibility for The Annual Report

BOARD OF DIRECTORS' DECISION ON THE ACCEPTANCE OF THE ANNUAL REPORT AND FINANCIAL STATEMENTS
RESOLUTION DATE: 3 MARCH 2026
RESOLUTION NO: 7

DECLARATION OF LIABILITY IN ACCORDANCE WITH PART TWO, ARTICLE 9 OF THE "PRINCIPLES FOR FINANCIAL REPORTING IN THE CAPITAL MARKET COMMUNIQUE (II-14.1)" ISSUED BY THE CAPITAL MARKET BOARD

3 MARCH 2026

The summary consolidated statement of financial position, statement of profit or loss, statement of comprehensive income, statement of cash flows and statement of changes in equity of our Company for the period between 01 January 2025 and 31 December 2025, together with the accompanying notes, prepared in compliance with the Turkish Financial Reporting Standards (TFRS) and the formats prescribed by the Capital Markets Board of Türkiye (CMB) pursuant to the CMB's Communiqué No. II-14.1 on Principles Regarding Financial Reporting in the Capital Markets, as well as the Integrated Annual Report, in accordance with the regulations of the Capital Markets Board;

a) Were reviewed.

b) To the best of our knowledge within our duties and responsibilities in the Company, do not contain any inaccurate statements on important matters or deficiencies that may result in a misleading statement as of the date of such disclosure.

c) To the best of our knowledge within our duties and responsibilities in the Company, the financial charts prepared in accordance with the Capital Markets Board's Communique No. II-14.1 truthfully present the actual state of Company assets, liabilities, financial condition and profit/loss, including those consolidated and that the annual report reflects the growth and performance of the Company's business, and faithfully reflects the Company's financial state, including any significant risks and uncertainties that it is subject to,

Kind regards,

Çiçek Uşaklıgil Özgüneş	Emin Ethem Kutucular	Barış Tan
CFO	**Audit Committee Chairperson**	**Audit Committee Member**

Independent Auditor Report

CONVENIENCE TRANSLATION INTO ENGLISH OF INDEPENDENT AUDITOR'S REPORT ON THE BOARD OF DIRECTORS' ANNUAL REPORT ORIGINALLY ISSUED IN TURKISH

To the General Assembly of Coca-Cola İçecek A.Ş.

1. Opinion

We have audited the annual report of Coca-Cola İçecek A.Ş. (the "Company") and its subsidiaries (collectively referred to as the "Group") for the period 1 January - 31 December 2025.

In our opinion, the financial information and the analysis made by the Board of Directors by using the information included in the audited financial statements regarding the Group's position in the Board of Directors' Annual Report are consistent and presented fairly, in all material respects, with the audited full set consolidated financial statements and with the information obtained in the course of independent audit.

2. Basis for Opinion

Our independent audit was conducted in accordance with the Independent Standards on Auditing that are part of Turkish Standards on Auditing (the TSA) adopted within the framework of the regulations of the Capital Markets Board and issued by the Public Oversight Accounting and Auditing Standards Authority (POA). Our responsibilities under those standards are further described in the Auditor's Responsibilities in the Audit of the Board of Directors' Annual Report section of our report. We hereby declare that we are independent of the Group in accordance with the Ethical Rules for Independent Auditors (including Independence Standards) (the Ethical Rules) and the ethical requirements regarding independent audit in regulations issued by POA and the regulations of the Capital Markets Board and other relevant legislation that are relevant to our audit of the financial statements. We have also fulfilled our other ethical responsibilities in accordance with the Ethical Rules and regulations. We believe that the audit evidence we have obtained during the independent audit provides a sufficient and appropriate basis for our opinion.

3. Our Audit Opinion on the Full Set Consolidated Financial Statements

We expressed an unqualified opinion in the auditor's report dated 3 March 2026 on the full set consolidated financial statements for the period 1 January - 31 December 2025.

4. Board of Director's Responsibility for the Annual Report

Group management's responsibilities related to the annual report according to Articles 514 and 516 of Turkish Commercial Code (TCC) No. 6102 and Capital Markets Board's ("CMB") Communiqué Serial II, No:14.1, "Principles of Financial Reporting in Capital Markets" (the "Communiqué") are as follows:

a) to prepare the annual report within the first three months following the balance sheet date and present it to the General Assembly;

b) to prepare the annual report to reflect the Group operations in that year and the financial position in a true, complete, straightforward, fair and proper manner in all respects. In this report financial position is assessed in accordance with the financial statements. Also in the report, developments and possible risks which the Group may encounter are clearly indicated. The assessments of the Board of Directors in regards to these matters are also included in the report.

c) to include the matters below in the annual report:

- events of particular importance that occurred in the Group after the operating year,
- the Group's research and development activities,
- financial benefits such as salaries, bonuses, premiums and allowances, travel, accommodation and representation expenses, benefits in cash and in kind, insurance and similar guarantees paid to members of the Board of Directors and senior management.

When preparing the annual report, the Board of Directors considers secondary legislation arrangements enacted by the Ministry of Trade and other relevant institutions.

5. Independent Auditor's Responsibility in the Audit of the Annual Report

Our aim is to express an opinion and issue a report comprising our opinion within the framework of TCC and Communiqué provisions regarding whether or not the financial information and the analysis made by the Board of Directors by using the information included in the audited financial statements in the annual report are consistent and presented fairly with the audited consolidated financial statements of the Group and with the information we obtained in the course of independent audit.

Our audit was conducted in accordance with the TSAs. These standards require that ethical requirements are complied with and that the independent audit is planned and performed in a way to obtain reasonable assurance of whether or not the financial information and the analysis made by the Board of Directors by using the information included in the audited financial statements in the annual report are consistent and presented fairly with the audited consolidated financial statements and with the information obtained in the course of audit.

PwC Bağımsız Denetim ve
Serbest Muhasebeci Mali Müşavirlik A.Ş.

Baran Yılmaz, SMMM
Independent Auditor

Istanbul, 3 March 2026

Operational Performance

Sales Volume

Consolidated

CCI's sales volume increased by 8.0% year-on-year in 2025, reaching 1.6 billion unit cases ("uc"). Across our international operations, Kazakhstan, Uzbekistan, Pakistan, Iraq, and Azerbaijan contributed positively to volume growth, recording year-on-year increases of 15.5%, 33.7%, 1.3%, 12.0%, and 8.1%, respectively. Central Asia, led by Uzbekistan and Kazakhstan, emerged as the main driver of overall growth.

In Türkiye, total sales volume declined by a modest 1.0% year-on-year. However, excluding the water category, which we do not prioritize due to its relatively lower value, total sales volume recorded an increase. This growth highlighted the resilience of our core categories and demonstrated our balanced approach between affordability and value creation. Overall, the share of international operations in total sales volume increased by 315 basis points year-on-year, reaching 65.3%.

In 2025, the sparkling beverages category recorded a strong 9.2% year-on-year growth, with Coca-Cola™ closely tracking the overall category performance. The still beverages category delivered a robust 19.2% growth, building on the 9.4% increase achieved in 2024, led by the exceptional 30.9% growth of Fusetea. In contrast, the water category declined by 10.7% year-on-year, reflecting a deliberate strategic decision to reduce the share of lower-value categories in the portfolio.

Volume (million unit cases)	2025	2024	Annual Change %
Türkiye	562	568	-1.0%
International	1,060	934	13.5%
Consolidated	**1,622**	**1,501**	**8.0%**

Although increasing the share of smaller packages remains a core strategic priority, continued pressure on purchasing power led consumers to favor larger packages, resulting in a 92 basis-point decline in the share of small packages to 28.3% in 2025. Meanwhile, the on-premise channel continued to grow, with its share rising by 140 basis points to 31.2%. Nevertheless, our strategic focus on small packages, the on-premise channel, and the sugar-free product portfolio remains unchanged and continues to be one of the key pillars of sustainable long-term value creation. Within total sparkling beverages, the share of sugar-free products increased by 12 basis points year-on-year, reaching 3.3% in 2025.

Türkiye

In 2025, sales volumes in Türkiye declined slightly by 1.0% year-on-year, decreasing to 562 million unit cases, mainly reflecting our deliberate optimization strategy in the water category. Excluding water, Türkiye recorded a solid 3.8% year-on-year volume growth, reflecting expansion in higher-value categories.

Effective pricing and disciplined discount management, supported by dynamic day-to-day field execution, remain critical to both preserving margins and driving volume growth.

In Türkiye, the share of small packages stood at 32.3% in 2025. The share of the on-premise channel remained almost unchanged compared to the previous year, at 31.7%, while the share of the traditional channel declined by 112 basis points to 36.1%. Continued focus on the sugar-free portfolio made a positive contribution, increasing its share within total sparkling beverages by 49 basis points year-on-year to 7.6% in 2025.

International

International operations recorded a 13.5% year-on-year increase in 2025. Growth was broad-based, with the Central Asia region delivering strong double-digit growth.

Our continued focus on a high-quality portfolio mix delivered positive results across our international operations. These results were supported by an increase in the share of the on-premise channel, which rose by 233 basis points year-on-year to 30.9% in 2025, while the share of small packages declined slightly by 27 basis points to 26.1%.

On a country basis, Pakistan's economic environment continued to show signs of stabilization. Inflation declined toward more normalized levels, supported by tight monetary policy and improving macroeconomic conditions. Nevertheless, high energy prices, an elevated tax burden, and ongoing affordability pressures continued to weigh on consumer confidence. At the same time, increasing competition from local brands in price-sensitive segments continued to put pressure on category value growth. Despite these challenges, Pakistan returned to a volume growth trajectory in 2025, reaching 314 million unit cases, representing a 1.3% year-on-year increase following the 14.2% volume decline recorded in 2024.

Uzbekistan delivered an impressive 33.7% year-on-year volume growth in 2025, driven by consistently strong performance across all quarters, with total volume reaching 220 million unit cases. This performance was supported by two key factors: the improving macroeconomic environment, characterized by broad-based year-on-year improvements in key indicators, and strong competitive execution, reinforced by innovations that enabled us to outperform the industry.

Kazakhstan's sales volume increased by 15.5% year-on-year in 2025, reaching 215 million unit cases. This performance was supported by successful innovations. While solid growth was recorded across all categories, the still beverages category stood out, driven by the strong performance of Fusetea. The sparkling beverages category grew by 11.7%, while still beverages volumes increased by 32.1%. The primary driver of this growth was Fusetea, which recorded a 41.3% year-on-year increase in sales volume.

Iraq sustained solid year-on-year volume growth of 12.0% in 2025, reaching a total volume of 140 million unit cases. This performance followed the strong 12.1% growth recorded in the previous year, marking the third consecutive year of sales volume growth in the market.

Financial Performance

- Net sales revenue (“NSR”) increased by 3.9% year-on-year, reaching TRY 187.2 billion. However, NSR per unit case (NSR/uc) declined by 3.9% year-on-year. Excluding the effects of inflation accounting, NSR rose by 38.2% year-on-year to TRY 179.5 billion, while NSR/uc increased by 28.0%, reflecting our continued focus on revenue growth management. Furthermore, NSR/uc excluding inflation accounting reached USD 2.8 in 2025, marking the highest level of the past decade.

- In Türkiye, net sales revenue (NSR) declined slightly by 0.1% year-on-year, while NSR per unit case (NSR/uc) increased by 0.9%, continuing the improvement trend observed since the beginning of the year. Excluding the effects of inflation accounting, NSR in Türkiye rose by 35.5% in 2025, while NSR/uc reached TRY 131.3, reflecting a strong year-on-year increase of 36.9%. In U.S. dollar terms, NSR per unit case (NSR/uc) increased by 13.8%, reaching USD 3.33 and marking the highest level of the past decade. This performance was supported by disciplined portfolio management, close monitoring of purchasing power to maintain affordability, strengthened discipline in discount management, and timely and well-calibrated pricing actions to remain competitive.

- In international operations, net sales revenue (NSR) increased by 7.5% year-on-year, reaching TRY 106.3 billion, while NSR per unit case (NSR/uc) declined by 5.3% year-on-year. During the quarter, the average USD/TRY depreciation remained below the inflation indexation coefficient, leading to a currency translation-driven contraction in consolidated NSR/uc.Excluding the effects of inflation accounting, NSR increased by 40.7% year-on-year, while NSR per unit case (NSR/uc) improved by 24.0% year-on-year. Despite the challenging environment created by ongoing geopolitical developments, our performance across international markets remained robust. While certain markets were negatively affected by these factors, strong results in other markets highlighted the benefits of our diversified international footprint. Pricing actions across our international markets were implemented in a selective and prudent manner, with the aim of preserving affordability and supporting volume growth.

- Excluding the effects of inflation accounting, net sales revenue (NSR) increased by 40.7% year-on-year, while NSR per unit case (NSR/uc) improved by 24.0% year-on-year. Despite the challenging environment resulting from ongoing geopolitical developments, our performance across international markets remained resilient. While certain markets were adversely affected by these conditions, strong performances in other markets underscored the advantages of our diversified international footprint. Across our international operations, pricing actions were implemented selectively and prudently, with a clear focus on maintaining affordability and supporting sustainable volume growth.

- Our consolidated EBIT margin stood at 13.4% in 2025, reflecting a slight year-on-year decline of 28 basis points.

- Excluding the one-off fine of TRY 211 million imposed by the Competition Authority and recorded in November, the EBIT margin would have stood at 13.6%, reflecting a year-on-year decline of 16 basis points. Excluding the effects of inflation accounting, the EBIT margin decreased by 54 basis points, from 16.3% in the previous year to 15.7% in 2025. Had the one-off Competition Authority fine not occurred, the contraction in the EBIT margin would have been 43 basis points. This outcome was in line with our guidance shared at the beginning of the year, which anticipated slight pressure on the EBIT margin.

- The EBITDA margin declined by 67 basis points year-on-year to 17.7% in 2025. Excluding the effects of inflation accounting, the EBITDA margin decreased by 95 basis points compared to the previous year, standing at 18.9% in 2025.

- Including lease liabilities related to TFRS 16, net finance expenses amounted to TRY 10,541 million in 2025, compared to TRY 11,450 million in 2024.

	Net Sales (TRY million)		Revenue Per Unit Case (TRY)	
	2025	YoY Change %	2025	YoY Change %
Türkiye	81,582	-0.1	145.1	0.90
International	106,263	7.50	100.3	-5.30
Consolidated	**187,185**	**3.90**	**115.4**	**-3.90**

Financial Income / (Expenses) (TRY million)	4Q25	4Q24	2025	2024
Interest income	638	612	2,222	2,409
Interest expense (-)	-2,404	-3,218	-12,448	-12,556
FX gain / (loss) - Borrowings	-4	45	-990	-1,873
Other	-119	-91	675	571
Financial Income / (Expense) Net	**-1,889**	**-2,653**	**-10,541**	**-11,450**

Totals may vary due to rounding.

- Non-controlling interests (minority interests) amounted to TRY (191) million in 2025, compared to TRY (102) million in 2024.
- Net profit amounted to TRY 14.1 billion in 2025, compared to TRY 19.4 billion in the previous year. Due to lower inflation levels compared to the prior year, monetary gains contracted by 47.6% year-on-year. In line with the tax regulation in Türkiye stipulating that inflation adjustment is not applied in local statutory books, the effects of inflation accounting were reflected in the first three quarters of the year; however, in the fourth quarter, these effects were reversed through the deferred tax line, resulting in an approximately TRY 870 million negative impact on the income statement. In addition, our Uzbekistan operations were subject to a tax audit conducted by the Uzbekistan Tax Authority. Following the rejection of the administrative appeal, the matter has been escalated to the Administrative Court, and the judicial process is ongoing. The related tax assessment is estimated to have an approximately TRY 1 billion impact on net profit. Excluding the effects of inflation accounting, net profit increased by 33.2% year-on-year, reaching TRY 12.4 billion.
- Free cash flow ("FCF") delivered a strong performance in 2025, reaching TRY 2.8 billion and marking a significant improvement compared to TRY (2.9) billion in 2024. This improvement was driven by a better net working capital-to-sales ratio compared to the previous year, as well as prudent capital expenditures. Excluding the effects of inflation accounting, free cash flow amounted to TRY 7.1 billion, with cash flow generation tripling year-on-year. This was largely supported by a reduction in the net working capital to net sales ratio from 4.0% to 1.1%.
- As of December 2025, capital expenditures amounted to TRY 13.9 billion. Of total capital expenditures, 37% were allocated to Türkiye, while 63% were directed to international operations. The capital expenditures to sales ratio stood at 7.4% as of December 2025, compared to 9.1% in December 2024.
- As of 31 December 2025, consolidated debt amounted to TRY 52.1 billion (USD 1.21 billion), while consolidated cash stood at TRY 26.5 billion (USD 619 million), resulting in consolidated net debt of TRY 25.6 billion (USD 595 million). The net debt to consolidated EBITDA ratio stood at 0.77x as of 31 December 2025, reflecting a significant improvement compared to 1.02x in the previous year.

Financial Leverage Ratios	**2025**	**2024**
Net Debt / EBITDA	0.77	1.02
Debt Ratio (Total Fin. Debt / Total Assets)	27	33
Total Borrowings / Shareholders' Equity	**60**	**80**

- As of 31 December 2025, 57% of our consolidated financial debt was denominated in U.S. dollars, 5% in euros, 19% in Turkish lira, and the remaining 19% in other currencies. The combined share of U.S. dollar and euro-denominated debt declined from 87% in 2022 to 62% as of 31 December 2025.

The average maturity of the consolidated debt portfolio was 2.4 years, with the maturity profile as outlined below:

Maturity Date	2026	2027	2028	2029	2030
% of total debt	36%	7%	6%	48%	3%

Independent Auditor Report

CONVENIENCE TRANSLATION INTO ENGLISH OF
INDEPENDENT AUDITOR'S REPORT
ORIGINALLY ISSUED IN TURKISH

INDEPENDENT AUDITOR'S REPORT

To the General Assembly of Coca-Cola İçecek A.Ş.

A. Audit of the consolidated financial statements

1. Our opinion

We have audited the accompanying consolidated financial statements of Coca-Cola İçecek A.Ş. (the "Company") and its subsidiaries (collectively referred to as the "Group") which comprise the consolidated statement of financial position as at 31 December 2025, the consolidated statement of profit or loss, the consolidated statement of other comprehensive income, the consolidated statement of changes in equity and the consolidated statement of cash flows for the year then ended and notes to the consolidated financial statements comprising a summary of significant accounting policies.

In our opinion, the consolidated financial statements present fairly, in all material respects, the financial position of the Group as at 31 December 2025, and its financial performance and its cash flows for the year then ended in accordance with Turkish Financial Reporting Standards ("TFRS").

2. Basis for opinion

Our audit was conducted in accordance with the Standards on Independent Auditing (the "SIA") that are part of Turkish Standards on Auditing adopted within the framework of the regulations of the Capital Markets Board and issued by the Public Oversight Accounting and Auditing Standards Authority (the "POA"). Our responsibilities under these standards are further described in the "Auditor's Responsibilities for the Audit of the Consolidated Financial Statements" section of our report. We hereby declare that we are independent of the Group in accordance with the Ethical Rules for Independent Auditors (including Independence Standards) (the "Ethical Rules") the ethical requirements regarding independent audit in regulations issued by the POA; the regulations of the Capital Markets Board; and other relevant legislation are relevant to our audit of the financial statements. We have also fulfilled our other ethical responsibilities in accordance with the Ethical Rules and regulations. We believe that the audit evidence we have obtained during the independent audit provides a sufficient and appropriate basis for our opinion.

3. Key audit matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the consolidated financial statements of the current period. Key audit matters were addressed in the context of our independent audit of the consolidated financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

Key Audit Matters	How the key audit matter was addressed in the audit
Impairment tests of goodwill and intangible assets with indefinite-useful lives	
Group is expanding its operations with business combinations. As a result of these business combinations, the carrying amount of goodwill and intangible assets with indefinite useful lives reached to TRY 34.2 billion in the consolidated financial statements as of 31 December 2025. The total amount of goodwill and intangible assets with indefinite useful lives reflects to 18% of total assets of the Group. Group Management performs annual impairment testing for goodwill and intangible assets with indefinite useful lives allocated to each cash-generating unit in accordance with TFRS. The recoverable amount of goodwill and intangible assets with indefinite lives are determined based on value in use. The recoverable amount is determined based on the discounted projected cash flows by using management estimations, such as, earnings before interest, tax, depreciation and amortization ("EBITDA"), weighted average of cost of capital and long-term growth rate. Since, there are significant estimatations and assumptions used in the impairment tests performed by the Group management and since these assets have material magnitude on the consolidated financial statements, the impairment test of goodwill and intangible assets with indefinite useful lives is determined as a key audit matter. The related disclosure including the accounting policies for impairment testing of goodwill and intangible assets with indefinite useful lives are disclosed in Notes 2, 15 and 16 to the accompanying consolidation financial statements.	We performed the following audit procedures in relation to the impairment tests of goodwill and intangible assets with indefinite useful lives: • Evaluating the appropriateness of the cash generating units ("CGUs") determined by management, • Performing interviews with Group Management to understand future plans for each cash generating unit. Evaluating management forecasts and future plans based on macroeconomic information for each relevant CGU, • Comparing forecasted cash flows for each CGU with its historical financial performance, • By involving our valuation specialists, assessing the reasonableness of key assumptions,including long-term growth rates and discountrates, by considering macroeconomic data, • Testing the setup of the discounted cash flow models and their mathematical accuracy, • Assessing management's sensitivity analysis of key assumptions, • Evaluating the adequacy of the disclosures in the consolidated financial statements in relation to goodwill and intangible assets with indefinite useful lives in accordance with TFRS.

4. Responsibilities of management and those charged with governance for the consolidated financial statements

The Group management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with TFRS, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Group's financial reporting process.

5. Auditor's responsibilities for the audit of the consolidated financial statements

Responsibilities of independent auditors in an independent audit are as follows:

Our aim is to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an independent auditor's report that includes our opinion. Reasonable assurance expressed as a result of an independent audit conducted in accordance with SIA is a high level of assurance but does not guarantee that a material misstatement will always be detected. Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As part of an independent audit conducted in accordance with SIA, we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement in the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Assess the internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our independent auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the Group as a basis for forming an opinion on the consolidated financial statements. We are responsible for the direction, supervision and review of the audit work performed for purposes of the Group audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence. We also communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards actions taken to eliminate threats or safeguards applied.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the consolidated financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

B. Other responsibilities arising from regulatory requirements

1. No matter has come to our attention that is significant according to subparagraph 4 of Article 402 of Turkish Commercial Code ("TCC") No. 6102 and that causes us to believe that the Company's bookkeeping activities concerning the period from 1 January to 31 December 2025 period are not in compliance with the TCC and provisions of the Company's articles of association related to financial reporting.

2. In accordance with subparagraph 4 of Article 402 of the TCC, the Board of Directors submitted the necessary explanations to us and provided the documents required within the context of our audit.

3. In accordance with subparagraph 4 of Article 398 of the TCC, the auditor's report on the early risk identification system and committee was submitted to the Company's Board of Directors on 3 March 2026.

PwC Bağımsız Denetim ve
Serbest Muhasebeci Mali Müşavirlik A.Ş.

Baran Yılmaz, SMMM
Independent Auditor

Istanbul, 3 March 2026

COCA-COLA İçecek Anonim Şirketi and Its Subsidiaries

CONVENIENCE TRANSLATION INTO ENGLISH OF CONSOLIDATED FINANCIAL STATEMENTS AND NOTES FOR THE YEAR ENDED DECEMBER 31, 2025 TOGETHER WITH INDEPENDENT AUDITOR'S REPORT (ORIGINALLY ISSUED IN TURKISH)

COCA-COLA İÇECEK ANONİM ŞİRKETİ
Consolidated Financial Statements as of December 31, 2025

Consolidated Statement of Financial Position
Consolidated Statement of Profit or Loss
Consolidated Statement of Other Comprehensive Income
Consolidated Statement of Change in Equity
Consolidated Statement of Cash Flows
Notes to Consolidated Financial Statements

Coca-Cola İçecek Anonim Şirketi

Consolidated Statement of Financial Position for the year ended December 31, 2025

(Amounts expressed in thousands of TL based on the purchasing power of Turkish Lira ("TL") as of December 31, 2025, unless otherwise stated)

	Notes	Audited December 31, 2025	Audited December 31, 2024
ASSETS			
Cash and Cash Equivalents	**5**	**26.304.193**	**30.437.140**
Financial Investments	**6**	**222.127**	**125.315**
Trade Receivables		**19.035.140**	**16.923.148**
- Trade receivables due from related parties	*30*	*1.512.375*	*1.966.414*
- Trade receivables due from third parties	*9*	*17.522.765*	*14.956.734*
Other Receivables	**10**	**203.383**	**771.850**
- Other receivables due from third parties		*203.383*	*771.850*
Derivative Financial Instruments	**7 – 32**	**210.188**	**49.052**
Inventories	**12**	**19.091.370**	**20.133.064**
Prepaid Expenses	**11**	**4.496.278**	**4.806.955**
Current Income Tax Assets		**1.191.118**	**2.588.027**
Other Current Assets	**20**	**2.863.070**	**3.691.802**
- Other current assets from third parties		*2.863.070*	*3.691.802*
Total Current Assets		**73.616.867**	**79.526.353**

	Notes	Audited December 31, 2025	Audited December 31, 2024
Other Receivables		**229.319**	**241.084**
- Other receivables due from third parties		*229.319*	*241.084*
Property, Plant and Equipment	**14**	**73.937.928**	**71.016.305**
Intangible Assets		**38.887.850**	**38.883.142**
- Goodwill	*16*	*6.996.240*	*7.220.846*
- Other intangible assets	*15*	*31.891.610*	*31.662.296*
Right of Use Asset	**14**	**1.395.085**	**940.845**
Prepaid Expenses	**11**	**1.380.218**	**2.151.827**
Deferred Tax Assets	**28**	**1.290.990**	**1.388.587**
Other non Current Assetsther		**37.096**	**-**
Total Non-Current Assets		**117.158.486**	**114.621.790**
Total Assets		**190.775.353**	**194.148.143**

The accompanying notes form an integral part of these consolidated financial statements.

Coca-Cola İçecek Anonim Şirketi

Consolidated Statement of Financial Position for the year ended December 31, 2025

(Amounts expressed in thousands of TL based on the purchasing power of Turkish Lira ("TL") as of December 31, 2025, unless otherwise stated)

	Notes	Audited December 31, 2025	Audited December 31, 2024
LIABILITIES			
Short-term Borrowings	8	**13.637.971**	**19.831.982**
- Bank borrowings		*13.637.971*	*19.831.982*
Current Portion of Long-term Borrowings	8	**5.940.076**	**8.186.474**
- Bank borrowings		*5.501.240*	*7.869.425*
- Lease liabilities		*438.836*	*317.049*
Trade Payables		**34.515.410**	**33.532.108**
- Trade payables due to related parties	*30*	*10.596.041*	*9.523.907*
- Trade payables due to third parties	*9*	*23.919.369*	*24.008.201*
Payables Related to Employee Benefits	21	**705.445**	**667.879**
Other Payables		**5.537.524**	**4.506.415**
- Other payables due to related parties	*30*	*331.687*	*315.443*
- Other payables due to third parties	*10*	*5.205.837*	*4.190.972*
Derivative Financial Instruments	7 - 32	**196.633**	**3.829**
Deferred Income	11	**717.633**	**550.931**
Provision for Corporate Tax		**866.003**	**716.924**
Current Provisions		**1.466.628**	**1.074.561**
- Current provisions for employee benefits	*21*	*576.287*	*536.238*
- Other short term provisions		*890.341*	*538.323*
Other Current Liabilities	20	**253.190**	**285.736**
Total Current Liabilities		**63.836.513**	**69.356.839**
Long-term Borrowings	8	**32.541.456**	**36.307.816**
- Bank borrowings		*31.562.691*	*35.490.202*
- Lease liabilities		*978.765*	*817.614*
Trade Payables		**2.733**	**4.717**
- Trade payables due to third parties		*2.733*	*4.717*
Non-Current Provisions		**1.128.871**	**1.159.301**
- Non-current provisions for employee benefits	*21*	*1.128.871*	*1.159.301*
Deferred Tax Liability	28	**6.638.629**	**6.620.050**
Türev Finansal Araçlar	7 - 32	**-**	**-**
Non-Current Deferred Income	11	**-**	**469**

	Notes	Audited December 31, 2025	Audited December 31, 2024
Total Non-Current Liabilities		**40.311.689**	**44.092.353**
Equity of the Parent		**75.839.768**	**70.294.336**
Share Capital	22	**2.798.079**	**2.798.079**
Share Capital Adjustment Differences	22	**3.713.700**	**3.713.700**
Share Premium		**5.143.898**	**5.143.898**
Other comprehensive income items not to be reclassified to profit or loss		**(727.564)**	**(748.741)**
- Actuarial gains / losses		*(727.564)*	*(748.741)*
Other comprehensive income items to be reclassified to profit or loss		**(39.690.958)**	**(34.607.874)**
- Currency translation adjustment		*9.672.480*	*11.065.922*
- Hedge reserve gain / (losses)		*(49.363.438)*	*(45.673.796)*
- Cash flow hedge reserve gain / (losses)		*(2.202.294)*	*(2.199.857)*
- Net investment hedge reserve gain / (losses)		*(47.161.144)*	*(43.473.939)*
Restricted Reserves Allocated from Net Profit	22	**5.064.256**	**4.167.433**
Accumulated Profit / Loss		**85.466.006**	**70.438.317**
Net Income / (Loss) for the Year		**14.072.351**	**19.389.524**
Non-Controlling Interest		**10.787.383**	**10.404.615**
Total Equity		**86.627.151**	**80.698.951**
Total Liabilities		**190.775.353**	**194.148.143**

The accompanying notes form an integral part of these consolidated financial statements.

Coca-Cola İçecek Anonim Şirketi

Consolidated Statement of Profit or Loss for the year ended December 31, 2025

(Amounts expressed in thousands of TL based on the purchasing power of Turkish Lira ("TL") as of December 31, 2025, unless otherwise stated)

	Notes	Audited January 1 – December 31, 2025	Audited January 1 – December 31, 2024
Net Revenue	23	187.184.514	180.216.217
Cost of Sales (-)	23	(120.616.481)	(116.616.090)
Gross Profit / (Loss)		66.568.033	63.600.127
General and Administration Expenses (-)	24	(10.112.242)	(9.770.246)
Marketing, Selling and Distribution Expenses (-)	24	(31.184.317)	(29.790.324)
Other Operating Income	26	3.812.191	4.012.010
Other Operating Expense (-)	26	(3.928.064)	(3.332.092)
Profit / (Loss) From Operations		25.155.601	24.719.475
Gain from Investing Activities	26	6.590	133.183
Loss from Investing Activities (-)	26	(68.287)	(230.777)
Gain / (Loss) from Joint Ventures	13	2.962	(6.274)
Profit / (Loss) Before Financial Income / (Expense)		25.096.866	24.615.607

	Notes	Audited January 1 – December 31, 2025	Audited January 1 – December 31, 2024
Financial Income / (Expense)	27	(10.541.188)	(11.449.718)
Financial Income		*4.394.661*	*5.310.387*
Financial Expenses (-)		*(14.935.849)*	*(16.760.105)*
Monetary Gain / (Loss)	33	6.778.607	12.936.749
Profit / (Loss) Before Tax from Continuing Operations		21.334.285	26.102.638
Tax Expense from Continuing Operations	28	(7.070.977)	(6.610.861)
Deferred Tax Income / Expense (-)		*(1.571.692)*	*(1.730.887)*
Current Year Tax Expense (-)		*(5.499.285)*	*(4.879.974)*
Net Profit / (Loss) from Continuing Operations		14.263.308	19.491.777
Attributable to:			
Non-controlling interest		*190.957*	*102.252*
Equity holders of the parent	*29*	*14.072.351*	*19.389.525*
Net Profit / (Loss)		14.263.308	19.491.777
Equity Holders Earnings Per Share (full TL)	29	0,050293	0,069296

The accompanying notes form an integral part of these consolidated financial statements.

Coca-Cola İçecek Anonim Şirketi

Consolidated Statement of Other Comprehensive Income for the year ended December 31, 2025

(Amounts expressed in thousands of TL based on the purchasing power of Turkish Lira ("TL") as of December 31, 2025, unless otherwise stated)

		Audited	
	Notes	January 1 – December 31, 2025	January 1 – December 31, 2024
Profit / (loss) for the year		**14.263.308**	**19.491.777**
Actuarial Gain / (Losses)		**28.236**	**(20.550)**
Deferred Tax Effect	**28**	**(7.059)**	**1.928**
Other comprehensive income items, not to be reclassified to profit or loss		**21.177**	**(18.622)**
Hedge reserve gain / (losses)		**(4.921.970)**	**(5.467.726)**
- *Cash flow hedge reserve gain / (losses)*		*(5.124)*	*285.340*
- *Net investment hedge reserve gain / (losses)*		*(4.916.846)*	*(5.753.066)*
Deferred tax effect	**28**	**1.232.328**	**1.464.846**
Currency translation adjustment		**(1.136.431)**	**(15.143.107)**
Other comprehensive income items to be reclassified to profit or loss, net		**(4.826.073)**	**(19.145.987)**
Total Comprehensive Income After Tax		**9.458.412**	**327.168**
Total Comprehensive Income Attributable to:			
Non-controlling interest		*447.968*	*527.821*
Equity holders of the parent		*9.010.444*	*(200.653)*

The accompanying notes form an integral part of these consolidated financial statements.

Coca-Cola İçecek Anonim Şirketi

Consolidated Statement of Change in Equity for the year ended December 31, 2025

(Amounts expressed in thousands of TL based on the purchasing power of Turkish Lira ("TL") as of December 31, 2025, unless otherwise stated)

			Other comprehensive income and expense items									
			Subsequently not to be reclassified to profit or loss		Subsequently to be reclassified to profit or loss							
Consolidated Statement of Changes in Shareholders' Equity	Share Capital	Share Capital Adjustment Differences	Share Premium	Actuarial Gains / Losses	Hedge eserve	Currency Translation Adjustment	Restricted Reserves Allocated from Net Profit	Accumulated Profit / Loss	Net Profit / Loss for the Year	Total Equity of the Parent	Non-Controlling Interest	Total Equity
January 1, 2024	**254.371**	**6.257.408**	**5.143.898**	**(730.119)**	**(41.670.916)**	**26.634.599**	**3.857.489**	**35.605.353**	**38.891.853**	**74.243.936**	**10.711.776**	**84.955.712**
Other comprehensive income/(loss)	-	-	-	(18.622)	(4.002.880)	(15.568.677)	-	38.891.855	(38.891.855)	(19.590.179)	425.570	(19.164.609)
Net profit / (loss) for the year	-	-	-	-	-	-	-	-	19.389.526	19.389.526	102.251	19.491.777
Total Comprehensive Income / (loss)	**-**	**-**	**-**	**(18.622)**	**(4.002.880)**	**(15.568.677)**	**-**	**38.891.855**	**(19.502.329)**	**(200.653)**	**527.821**	**327.168**
Dividends	-	-	-	-	-	-	-	(3.184.636)	-	(3.184.636)	(70.393)	(3.255.029)
Transfers	2.543.708	(2.543.708)	-	-	-	-	309.944	(309.944)	-	-	-	-
Effects of transactions under common control (Note 3)	-	-	-	-	-	-	-	(564.311)	-	(564.311)	(764.589)	(1.328.900)
December 31, 2024	**2.798.079**	**3.713.700**	**5.143.898**	**(748.741)**	**(45.673.796)**	**11.065.922**	**4.167.433**	**70.438.317**	**19.389.524**	**70.294.336**	**10.404.615**	**80.698.951**
January 1 2025	**2.798.079**	**3.713.700**	**5.143.898**	**(748.741)**	**(45.673.796)**	**11.065.922**	**4.167.433**	**70.438.317**	**19.389.524**	**70.294.336**	**10.404.615**	**80.698.951**
Other comprehensive income/(loss)	-	-	-	21.177	(3.689.642)	(1.393.442)	-	19.389.524	(19.389.524)	(5.061.907)	257.011	(4.804.896)
Net profit / (loss) for the year	-	-	-	-	-	-	-	-	14.072.351	14.072.351	190.957	14.263.308
Total Comprehensive Income / (loss)	**-**	**-**	**-**	**21.177**	**(3.689.642)**	**(1.393.442)**	**-**	**19.389.524**	**(5.317.173)**	**9.010.444**	**447.968**	**9.458.412**
Dividends	-	-	-	-	-	-	-	(3.465.012)	-	(3.465.012)	(65.200)	(3.530.212)
Transfers	-	-	-	-	-	-	896.823	(896.823)	-	-	-	-
December 31, 2025	**2.798.079**	**3.713.700**	**5.143.898**	**(727.564)**	**(49.363.438)**	**9.672.480**	**5.064.256**	**85.466.006**	**14.072.351**	**75.839.768**	**10.787.383**	**86.627.151**

The accompanying notes form an integral part of these consolidated financial statements.

Coca-Cola İçecek Anonim Şirketi

Notes to Consolidated Cash Flow for the year ended December 31, 2025

(Amounts expressed in thousands of TL based on the purchasing power of Turkish Lira ("TL") as of December 31, 2025, unless otherwise stated)

	Notes	Audited January 1 – December 31, 2025	Audited January 1 – December 31, 2024
Net profit / (loss) from continuing operations for the year		**14.263.308**	**19.491.777**
Adjustments to reconcile net profit / (loss)		**14.692.220**	**6.453.842**
Adjustments for depreciation and amortization expense	**25**	**7.638.182**	**7.561.426**
Adjustments for impairment loss (reversal)		**52.111**	**297.363**
- *Provision / (reversal) for expected credit loss*		*(9.546)*	*92.183*
- *Provision / (reversal) for inventories*		*5.273*	*187.130*
- *Impairment loss / (reversal) in property, plant and equipment*	*14, 26*	*56.384*	*18.050*
Adjustments for provisions		**883.274**	**(192.178)**
- *Provision / (reversal) for employee benefits*		*501.094*	*527.030*
- *Other*		*382.180*	*(719.208)*
Adjustments for interest (income) expenses		**10.063.144**	**10.022.558**
- *Interest income*	*27*	*(2.222.434)*	*(2.408.581)*
- *Interest expense*	*27*	*12.285.578*	*12.431.139*
Adjustments for fair value loss (gain)		**168.632**	**779.542**
- *Adjustments for fair value of derivative instruments (gain) / loss*		*168.632*	*779.542*
Adjustments for unrealized currency translation		**299.781**	**522.339**
Gain / loss from joint ventures	**13**	**(2.962)**	**6.274**
Adjustments for tax (income) / expense		**7.070.977**	**6.610.861**
Adjustments for (gain) / loss on sale of property, plant and equipment	**26**	**5.313**	**202.067**
Interest expense from lease liabilities	**8, 27**	**162.294**	**125.279**
Adjustments for right of use assets		**-**	**(122.523)**
Bargain purchase gain		**(165.197)**	**-**
Adjustments for monetary gain loss		**(11.483.329)**	**(19.359.166)**
Changes in working capital		**(621.802)**	**4.809.389**
Adjustments for decrease (increase) in trade receivables		**(2.062.886)**	**(268.220)**
- *Decrease / (increase) on trade receivables due from related parties*		*454.039*	*281.397*
- *Decrease / (increase) on trade receivables due from third parties*		*(2.516.925)*	*(549.617)*
Adjustments for decrease / (increase) in inventories		**1.059.103**	**5.486.197**
Adjustments for increase (decrease) in trade payables		**32.808**	**(306.838)**
- *Increase / (decrease) on trade payables due to related parties*		*121.640*	*(2.785.668)*
- *Increase / (decrease) on trade payables due to third parties*		*(88.832)*	*2.478.830*
Adjustments for increase (decrease) in other payables		**349.173**	**(101.750)**
Cash flows generated from operating activities		**28.333.726**	**30.755.008**

	Notes	Audited January 1 – December 31, 2025	Audited January 1 – December 31, 2024
Payments made for employee benefits		**(197.909)**	**(332.061)**
Tax returns / (payments)		**(3.430.751)**	**(6.240.059)**
Other current and non-current assets and liabilities		**2.669.067**	**(2.262.976)**
A. NET CASH GENERATED FROM OPERATING ACTIVITIES		**27.374.182**	**21.919.912**
Cash outflows arising from purchase of property, plant, equipment, and intangible assets		**(13.868.946)**	**(16.333.533)**
- *Cash outflow from purchase of property, plant, and equipment*	*14*	*(12.419.625)*	*(15.257.088)*
- *Cash outflow from purchase of intangibles*	*15*	*(1.449.321)*	*(1.076.445)*
Proceeds from sale of property, plant and equipment and intangibles		**335.599**	**292.713**
Other inflows / (outflows) of cash		**(97.451)**	**133.355**
Cash outflow from acquisition of subsidiary		**-**	**(1.069.480)**
B. NET CASH USED IN INVESTING ACTIVITIES		**(13.630.798)**	**(16.976.945)**
Cash outflow due to lease liabilities	**8**	**(492.853)**	**(429.192)**
Proceeds from borrowings	**8**	**36.365.609**	**49.991.652**
Repayments of borrowings	**8**	**(41.279.338)**	**(45.121.089)**
Cash inflow / outflow due to derivative instruments		**(147.673)**	**(964.153)**
Interest paid	**8**	**(12.701.230)**	**(10.728.946)**
Interest received		**2.185.164**	**2.370.684**
Dividend paid		**(3.530.212)**	**(3.239.997)**
Cash outflows resulting from changes in partnership shares that do not result in loss of control in subsidiaries		**-**	**(5.598.688)**
C. NET CASH USED IN FINANCING ACTIVITIES		**(19.600.533)**	**(13.719.729)**
D. MONETARY GAIN / LOSS ON CASH AND CASH EQUIVALENTS		**(679.866)**	**(1.992.986)**
Net increase / (decrease) in cash and cash equivalents before currency translation effects (A+B+C+D)		**(6.537.015)**	**(10.769.748)**
E. CURRENCY TRANSLATION ON CASH AND CASH EQUIVALENTS		**2.404.068**	**94.819**
Net increase / (decrease) in cash and cash equivalents (A+B+C+D+E)		**(4.132.947)**	**(10.674.929)**
F. CASH AND CASH EQUIVALENTS AT BEGINNING OF YEAR	**5**	**30.437.140**	**41.112.069**
CASH AND CASH EQUIVALENTS AT END OF YEAR END (A+B+C+D+E+F)	**5**	**26.304.193**	**30.437.140**

The accompanying notes form an integral part of these consolidated financial statements.

Coca-Cola İçecek Anonim Şirketi

Notes to Consolidated Financial Statements for the year ended December 31, 2025
(Amounts expressed in thousands of TL based on the purchasing power of Turkish Lira ("TL") as of December 31, 2025, unless otherwise stated)

1. CORPORATE INFORMATION AND NATURE OF ACTIVITIES

General

Coca-Cola İçecek Anonim Şirketi ("CCI" - "the Company"), is the bottler and distributor of alcohol-free beverages in Turkey, Pakistan, Bangladesh, Central Asia and the Middle East. The operations of the Company consist of production, sales and distribution of sparkling and still beverages with The Coca-Cola Company ("TCCC") trademarks. The Company has 13 (2024 - 13) production facilities in different regions of Turkey and operates 26 (2024 - 23) production facilities in countries other than Turkey. The registered office address of CCI is OSB Mah. Deniz Feneri Sok. No:4 Ümraniye İstanbul, Turkey. The Company's publicly traded shares on Borsa Istanbul A.Ş. ("BIST").

The Group consists of the Company, its subsidiaries, and joint ventures.

The consolidated financial statements of the Group were approved for issue by the Board of Directors on March 3, 2026, which were signed by the Audit Committee and Chief Executive Officer Karim Yahi. The General Assembly and the regulatory bodies have the right to make amendments to the consolidated financial statements after their issuance.

Shareholders of the Company

The company is controlled by Anadolu Efes Biracılık ve Malt Sanayi A.Ş. ("Anadolu Efes"), the parent company. Anadolu Efes is controlled by AG Anadolu Grubu Holding A.Ş., AG Anadolu Grubu Holding A.Ş. is controlled by AG Sınai Yatırım ve Yönetim A.Ş. and AG Sınai Yatırım ve Yönetim A.Ş. is a management company, which is ultimately managed by the Özilhan Family and Süleyman Kamil Yazıcı Family in accordance with equal representation and equal management principle and manages AG Anadolu Grubu Holding A.Ş.'s companies.

As of December 31, 2025, and 2024, the composition of shareholders and their respective percentage of ownership can be summarized as follows:

	December 31, 2025		December 31, 2024	
	Nominal Amount	Percentage	Nominal Amount	Percentage
Anadolu Efes Biracılık ve Malt Sanayi A.Ş. ("Anadolu Efes")	1.122.520	40,12	1.122.520	40,12
The Coca-Cola Export Corporation ("TCCEC")	562.257	20,09	562.257	20,09
Efes Pazarlama ve Dağıtım Ticaret A.Ş. ("Efpa")	283.669	10,14	283.669	10,14
Publicly Traded	829.633	29,65	829.633	29,65
	2.798.079	100,00	2.798.079	100,00
Inflation Restatement Effect	**3.713.712**		**3.713.712**	
	6.511.791		6.511.791	

Nature of Activities of the Group

CCI and its subsidiary Coca-Cola Satış ve Dağıtım A.Ş. ("CCSD") are among the leading bottlers and distributors of alcohol-free beverages, operating in Turkey. The sole operation area of the Company is the production, sales and distribution of sparkling and still beverages.

The Company has exclusive rights to produce, sell and distribute TCCC branded beverages including

Coca-Cola, Coca-Cola Zero, Coca-Cola Zero Sugar, Coca-Cola Light, Fanta, Sprite, Cappy, Sen Sun, Powerade and Fuse Tea in TCCC authorized packages throughout Turkey provided by Bottler's and Distribution Agreements signed between the Group with TCCEC and TCCC. The latest among these agreements, which constitute the majority, are valid until 2028.

The Company has exclusive rights to produce, sell and distribute Burn and Gladiator branded energy drinks in authorized packages throughout Turkey, according to the Bottlers Agreements signed between the Company and Monster Energy Company ("MEC") and has the right for selling and distribution of Monster branded products in accordance with the International Distribution Agreement signed with Monster Energy Limited ("MEL") which has taken over TCCC's global energy drink portfolio and is partially owned by TCCC as well.

The Company's international subsidiaries and joint ventures operating outside of Turkey are also engaged in the production, sales and distribution of sparkling and still beverages with TCCC trademarks.

The Group has the exclusive bottling and distribution rights in Turkey for Schweppes branded beverages under Bottler's and Distribution Agreement signed with Schweppes Holdings Limited. Special authorization for the Group operating countries, other than Turkey, may be granted from time to time.

Coca-Cola İçecek Anonim Şirketi

Notes to Consolidated Financial Statements for the year ended December 31, 2025
(Amounts expressed in thousands of TL based on the purchasing power of Turkish Lira ("TL") as of December 31, 2025, unless otherwise stated)

1. CORPORATE INFORMATION AND NATURE OF ACTIVITIES (continued)

Subsidiaries and Joint Ventures

As of December 31, 2025, and December 31, 2024 the list of CCI's subsidiaries and joint ventures and its effective participation percentages are as follows:

Bağlı Ortaklıklar

			Effective Shareholding and Voting Rights (%)	
	Place of Incorporation	**Principal Activities**	**December 31, 2025**	**December 31, 2024**
Coca-Cola Satış ve Dağıtım Anonim Şirketi ("CCSD")	Türkiye	Distribution and sales of Coca-Cola products	99,97	99,97
Anadolu Etap Penkon Gıda ve İçecek Ürünleri San. Ve Tic. A.Ş. ("Etap") (1)	Türkiye	Production and sale of fruit, vegetable juice and concentrate	100,00	100,00
J.V. Coca-Cola Almaty Bottlers Limited Liability Partnership ("Almaty CC")	Kazakhstan	Production, distribution, and sales of Coca-Cola products	100,00	100,00
Azerbaijan Coca-Cola Bottlers Limited Liability Company ("Azerbaijan CC")	Azerbaijan	Production, distribution, and sales of Coca-Cola products	99,87	99,87
Coca-Cola Bishkek Bottlers Closed Joint Stock Company ("Bishkek CC")	Kyrgyzstan	Production, distribution, and sales of Coca-Cola products	100,00	100,00
CCI International Holland B.V. ("CCI Holland")	Hollanda	Holding company	100,00	100,00
The Coca-Cola Bottling Company of Jordan Limited ("TCCBCJ")	Jordan	Production, distribution, and sales of Coca-Cola products	100,00	100,00
Turkmenistan Coca-Cola Bottlers ("Turkmenistan CC")	Turkmenistan	Production, distribution, and sales of Coca-Cola products	59,5	59,5
Sardkar for Beverage Industry/Ltd ("SBIL")	Iraq	Production, distribution, and sales of Coca-Cola products	100,00	100,00
Waha Beverages B.V. ("Waha B.V.")	Hollanda	Holding company	100,00	100,00
Coca-Cola Beverages Tajikistan Limited Liability Company ("Tajikistan CC")	Tajikistan	Production, distribution, and sales of Coca-Cola products	100,00	100,00
Al Waha for Soft Drinks, Juices, Mineral Water, Plastics, and Plastic Caps Production LLC ("Al Waha")	Iraq	Production, distribution, and sales of Coca-Cola products	100,00	100,00
Coca-Cola Beverages Pakistan Limited ("CCBPL")	Pakistan	Production, distribution, and sales of Coca-Cola products	99,34	99,34
Coca-Cola Bangladesh Beverages Limited ("CCBB") (2)	Bangladesh	Production, distribution, and sales of Coca-Cola products	100,00	100,00
LLC Coca-Cola Bottlers Uzbekistan ("CCBU")	Uzbekistan	Production, distribution, and sales of Coca-Cola products	100,00	100,00
CCI Samarkand Limited LLC ("Samarkand")	Uzbekistan	Production, distribution, and sales of Coca-Cola products	100,00	100,00
CCI Namangan Limited LLC ("Namangan")	Uzbekistan	Production, distribution, and sales of Coca-Cola products	100,00	100,00

(1) As of September 26, 2024, 20% of the remaining capital of Etap company was purchased for 28 million USD.
(2) As of February 20, 2024, the purchase of shares representing all of the capital of CCBB company was completed (Note 3).

Coca-Cola İçecek Anonim Şirketi

Notes to Consolidated Financial Statements for the year ended December 31, 2025
(Amounts expressed in thousands of TL based on the purchasing power of Turkish Lira ("TL") as of December 31, 2025, unless otherwise stated)

1. CORPORATE INFORMATION AND NATURE OF ACTIVITIES (continued)

Müşterek Yönetime Tabi Teşebbüs

			Effective Shareholding and Voting Rights (%)	
	Place of Incorporation	Principal Activities	December 31, 2025	December 31, 2024
Syrian Soft Drink Sales and Distribution L.L.C. ("SSDSD")	Syria	Distribution and sales of Coca-Cola products	50,00	50,00

Economic Conditions and Risk Factors of Subsidiaries and Joint Ventures

The countries, in which certain subsidiaries and joint ventures operate, have undergone substantial political and economic changes in recent years. Uncertainties regarding the political, legal, tax and/or regulatory environment, including the potential for adverse changes in any of these factors, could significantly affect the subsidiaries' and joint ventures ability to operate commercially. Group Management closely monitors uncertainties and adverse changes to minimize the probable effects of such changes.

In this context, Risk Detection Committee; which was established under the arrangements, terms and principles of Turkish Commercial Code, Capital Market Legislation and CMB's "Corporate Governance Principles" assess, manage and report Group risks. Some of the Group priority risks are defined as political instability and security, cyber security, exchange rate volatility, sustainable talent capability, corporate reputation, water, and environmental impact of packaging, changing consumer preferences, discriminatory tax and regulations, channel mix shift, economic slowdown, law and order and industrial relations. Group does not expect any adverse effect on the business related to any significant regulatory changes and/or legal arrangements by the authorities. All compliance efforts are in place and there is no legal dispute that may adversely affect the business.

Average Number of Employees

Category-based average number of employees working during the period is as follows (Joint ventures are considered with full numbers for December 31, 2025, and 2024).

	December 31, 2025	December 31, 2024
	Total	Total
Blue-collar	4.876	4.641
White-collar	5.748	5.724
Average number of employees	10.624	10.365

2. BASIS OF CONSOLIDATED FINANCIAL STATEMENT PRESENTATION

Basis of Preparation of Financial Statements

Statement of Compliance with TFRS

The accompanying financial statements are prepared in accordance with the requirements of Capital Markets Board ("CMB") Communiqué Serial II, No: 14.1 "Basis of Financial Reporting in Capital Markets", which was published in the Official Gazette No:28676 on June 13, 2013. The accompanying financial statements are prepared based on the Turkish Accounting Standards and interpretations ("TAS") issued by the Public Oversight Accounting and Auditing Standards Authority ("POA") under Article 5 of the Communiqué.

In addition, the consolidated financial statements are presented in accordance with the specified format in "TFRS Taxonomy Announcement", issued on 3 July 2024 by the POA, and "the Financial Statements Examples and Guidelines for Use", which is published by the Capital Markets Board of Turkey.

CCI and its subsidiaries, which operate in Turkey, keep their accounting books and their statutory financial statements in accordance with the regulations on accounting and reporting framework and accounting standards promulgated by the CMB, Turkish Commercial Code ("TCC") and Tax Legislation and the Uniform Chart of Accounts which is issued by the Ministry of Finance. The foreign subsidiaries keep their accounting books and statutory financial statements in their local currencies and in accordance with the rules and regulations of the countries in which they operate.

Financial Reporting in High-Inflation Economies

Based on the CMB's decision dated 28 December 2023 and numbered 81/1820 and the "Implementation Guide on Financial Reporting in High Inflation Economies" published by the POA with the announcement made on 23 November 2023, issuers and capital market institutions subject to financial reporting regulations applying Turkish Accounting/ Financial Reporting Standards will apply inflation accounting by applying the provisions of TAS 29, starting from their annual financial reports for the accounting periods ending as of December 31, 2023.

As of December 31, 2025, an adjustment has been made in accordance with the requirements of TAS 29 ("Financial Reporting in High Inflation Economies") regarding the changes in the general purchasing power of the Turkish Lira. TAS 29 requirements require that financial statements prepared in the currency in circulation in the economy with high inflation be presented at the purchasing power of this currency at the balance sheet date and that the amounts in previous periods are rearranged in the same way. One of the requirements that requires the application of TAS 29 is a three-year compound inflation rate approaching or exceeding 100%. The indexing process was carried out using the coefficient obtained from the Consumer Price Index in Turkey published by the Turkish Statistical Institute ("TUIK").

Coca-Cola İçecek Anonim Şirketi

Notes to Consolidated Financial Statements for the year ended December 31, 2025

(Amounts expressed in thousands of TL based on the purchasing power of Turkish Lira ("TL") as of December 31, 2025, unless otherwise stated)

2. BASIS OF CONSOLIDATED FINANCIAL STATEMENT PRESENTATION (continued)

The indices and correction coefficients used in the correction of the financial statements of the current and previous periods since January 1, 2005 are as follows:

Date	Index	Coefficient	Three Year Compound Interest Rate
31 December 2025	3.513,87	1,00000	211%
31 December 2024	2.684,55	1,30892	291%
31 December 2023	1.859,38	1,88981	268%

The main elements of the Company's adjustment for financial reporting purposes in high-inflation economies are as follows:

- Current period financial statements prepared in TL are expressed with the purchasing power of money valid at the balance sheet date, and the amounts from previous reporting periods are expressed by correcting the purchasing power of money at the last balance sheet date.
- Monetary assets and liabilities are not adjusted as they are currently expressed with current purchasing power at the balance sheet date. In cases where the inflation-adjusted values of non-monetary items exceed the recoverable amount or net realizable value, the provisions of TAS 36 and TAS 2 were applied, respectively.
- Non-monetary assets and liabilities and equity items that are not expressed in current purchasing power at the balance sheet date have been corrected using the relevant correction coefficients.
- All items included in the income statements and other comprehensive income statements, except cost of sales, depreciation expense, profit/loss on asset sales, have been adjusted using the relevant monthly adjustment coefficients. Cost of sales, depreciation expense, asset sales profit/loss items have been recalculated on the basis of adjusted balance sheet items using correction coefficients.
- All items in the statement of cash flows are expressed in the unit of measurement valid at the end of the reporting period
- The effect of inflation on the Company's net monetary asset position in the current period is recorded in the net monetary position loss account in the income statement.

Comparative Figures:

- The relevant figures for the previous reporting period are rearranged by applying the general price index so that comparative financial statements are presented in the unit of measurement valid at the end of the reporting period. Information disclosed for previous periods is also presented in the measurement unit valid at the end of the reporting period.

New and Amended Turkish Financial Reporting Standards

a) Standards, amendments, and interpretations applicable as of 31 December 2025:

- Amendments to IAS 21 – Lack of Exchangeability; effective from annual periods beginning on or after 1 January 2025. An entity is impacted by the amendments when it has a transaction or an operation in a foreign currency that is not exchangeable into another currency at a measurement date for a specified purpose. A currency is exchangeable when there is an ability to obtain the other currency (with a normal administrative delay), and the transaction would take place through a market or exchange mechanism that creates enforceable rights and obligations.

b) Standards, amendments, and interpretations that are issued but not effective as of 31 December 2025:

- IFRS 17, Insurance Contracts; Is effective for annual reporting periods beginning on or after 1 January 2023. This standard replaces TFRS 4, which currently allows a wide variety of accounting practices. TFRS 17 will fundamentally change the accounting requirements for all entities issuing insurance contracts and investment contracts with discretionary participation features.
  - Pursuant to the amendment published by the Insurance and Private Pension Regulation and Supervision Agency (SEDDK) in the Official Gazette dated 15 December 2025 regarding the Communiqué on the Presentation of Financial Statements of Insurance, Reinsurance and Pension Companies, the effective date for the implementation of TFRS 17 has been deferred to 1 January 2027. In this context, the Public Oversight Authority (KGK), in its correspondence dated 7 January 2026 and numbered E 64088382 045.01 39032, addressed to the Association of Insurance, Reinsurance and Pension Companies of Türkiye, has formally stated that the application date of TFRS 17 has likewise been postponed to 1 January 2027 for banks and holding companies that have subsidiaries or associates operating in the insurance, reinsurance or pension sectors, both in their separate and consolidated financial statements.
- Amendment to IFRS 9 and IFRS 7 - Classification and Measurement of Financial Instruments; effective from annual reporting periods beginning on or after 1 January 2026 (early adoption is available). These amendments:
  - clarify the requirements for the timing of recognition and derecognition of some financial assets and liabilities, with a new exception for some financial liabilities settled through an electronic cash transfer system;
  - clarify and add further guidance for assessing whether a financial asset meets the solely payments of principal and interest (SPPI) criterion;
  - add new disclosures for certain instruments with contractual terms that can change cash flows (such as some instruments with features linked to the achievement of environment, social and governance (ESG) targets); and
  - make updates to the disclosures for equity instruments designated at Fair Value through Other Comprehensive Income (FVOCI).
- Annual improvements to IFRS – Volume 11; Annual improvements are limited to changes that either clarify the wording in an Accounting Standard or correct relatively minor unintended consequences, oversights or conflicts between the requirements in the Accounting Standards. The 2024 amendments are to the following standards:
  - IFRS 1 First-time Adoption of International Financial Reporting Standards;
  - IFRS 7 Financial Instruments: Disclosures and its accompanying Guidance on implementing IFRS 7;
  - IFRS 9 Financial Instruments;
  - IFRS 10 Consolidated Financial Statements; and
  - IAS 7 Statement of Cash Flows.

2. BASIS OF CONSOLIDATED FINANCIAL STATEMENT PRESENTATION (continued)

New and Amended Turkish Financial Reporting Standards (continued)

- Amendment to IFRS 9 and IFRS 7 - Contracts Referencing Nature-dependent Electricity; effective from annual periods beginning on or after 1 January 2026 but can be early adopted subject to local endorsement where required. These amendments change the 'own use' and hedge accounting requirements of IFRS 9 and include targeted disclosure requirements to IFRS 7. These amendments apply only to contracts that expose an entity to variability in the underlying amount of electricity because the source of its generation depends on uncontrollable natural conditions (such as the weather). These are described as 'contracts referencing nature-dependent electricity'.
- Amendments to IAS 21 - Translation to a Hyperinflationary Presentation Currency; effective from annual periods beginning on or after 1 January 2027. These narrow-scope amendments specify the translation procedures for an entity whose presentation currency is that of a hyperinflationary economy. The entity applies the amendments if:
  - its functional currency is that of a non-hyperinflationary economy and it is translating its results and financial position into the currency of a hyperinflationary economy; or
  - it is translating into the currency of a hyperinflationary economy the results and financial position of a foreign operation whose functional currency is that of a non-hyperinflationary economy.
  - The amendments aim to improve the usefulness of the resulting information in a cost-effective manner. Developed in response to stakeholder feedback, these amendments are expected to reduce diversity in practice and provide a clearer basis for reporting in a hyperinflationary currency.
- Amendments to Illustrative Examples on IFRS 7, IFRS 18, IAS 1, IAS 8, IAS 36 and IAS 37- Disclosures about Uncertainties in the Financial Statements; These amendments include Examples illustrating how an entity applies the requirements in IFRS Accounting Standards to disclose the effects of uncertainties in its financial statements. The Examples demonstrate how to disclose the impacts of uncertainties within climate-related scenarios, but the principles and requirements are also applicable to disclosure of other uncertainties. The Examples do not add to or change requirements in IFRS Accounting Standards and therefore there are no transition requirements. Instead, these Examples will accompany the respective IFRS Accounting Standards to which they relate. The Examples do not have an effective date, but entities might consider the application for 31 December 2025 year-ends.
- IFRS 18 Presentation and Disclosure in Financial Statements; effective from annual periods beginning on or after 1 January 2027.This is the new standard on presentation and disclosure in financial statements, with a focus on updates to the statement of profit or loss. The key new concepts introduced in IFRS 18 relate to:
  - the structure of the statement of profit or loss;
  - required disclosures in the financial statements for certain profit or loss performance measures that are reported outside an entity's financial statements (that is, management-defined performance measures); and
  - enhanced principles on aggregation and disaggregation which apply to the primary financial statements and notes in general.

For the year ending December 2025, disclosures should include:

- the nature of the changes,
- the fact that IFRS 18 application is required for annual periods beginning on or after 1 January 2027,
- the planned adoption date, and
- either:
  - known or reasonably estimable information relevant to assessing the possible impact that application of IFRS 18 will have on the entity's financial statements in the period of initial application; or
  - if that impact is not known or reasonably estimable, a statement to that effect.

In order to comply with Paragraphs 30-31 of IAS 8, entities should consider the following principles when preparing disclosures related to the adoption of IFRS 18:

a. **Disclosures are expected to become increasingly detailed as entities implementation process progresses toward 2027.**

   The level of detail that an entity includes in its disclosures will depend on the progress of its implementation activities, including those related to internal controls. For the year ending December 2025, entities that have yet to make significant progress in implementation might only disclose that they are actively assessing the impact of IFRS 18 and that more comprehensive disclosures cannot reasonably be provided.

b. **Where appropriate and reliable, consider including quantitative information.**

   It may be appropriate to disclose preliminary figures, when the company has an appropriate and reliable basis for making such disclosures and provides clear explanations regarding their provisional nature. For example, an entity might quantify the effects on profit and loss subtotals. If the quantitative impact is not reasonably estimable, a statement to that effect should be included. An entity may disclose known and reasonably quantifiable impacts, but it is not expected to early provide IFRS 18 disclosures, such as an MPM reconciliation, before the application date.

c. **Consider alignment with other public communications.**

   If management has publicly detailed anticipated impacts, such as in an investor presentation, the IAS 8 financial statement disclosures should be consistent with these communications.

d. **Disclosures should be based on the information available through the date of issuance of the financial statements,**

- IFRS 19 Subsidiaries without Public Accountability: Disclosures' and amendment; effective from annual periods beginning on or after 1 January 2027.This new standard works alongside other IFRS Accounting Standards. An eligible subsidiary applies the requirements in other IFRS Accounting Standards except for the disclosure requirements and instead applies the reduced disclosure requirements in IFRS 19. IFRS 19's reduced disclosure

Coca-Cola İçecek Anonim Şirketi

Notes to Consolidated Financial Statements for the year ended December 31, 2025
(Amounts expressed in thousands of TL based on the purchasing power of Turkish Lira ("TL") as of December 31, 2025, unless otherwise stated)

2. BASIS OF CONSOLIDATED FINANCIAL STATEMENT PRESENTATION (continued)

requirements balance the information needs of the users of eligible subsidiaries' financial statements with cost savings for preparers. IFRS 19 is a voluntary standard for eligible subsidiaries. A subsidiary is eligible if:

- it does not have public accountability; and
- it has an ultimate or intermediate parent that produces consolidated financial statements available for public use that comply with IFRS Accounting Standards.

- IFRS 19 Subsidiaries without Public Accountability: Disclosures'; with these amendments, IFRS 19 reflects the changes to IFRS Accounting Standards that take effect up to 1 January 2027, when IFRS 19 will be applicable. These amendments help eligible subsidiaries by reducing disclosure requirements for Standards and amendments issued between February 2021 and May 2024, specifically:
  - IFRS 18 Presentation and Disclosure in Financial Statements;
  - Supplier Finance Arrangements (Amendments to IAS 7 and IFRS 7);
  - International Tax Reform—Pillar Two Model Rules (Amendments to IAS 12);
  - Lack of Exchangeability (Amendments to IAS 21); and
  - Amendments to the Classification and Measurement of Financial Instruments (Amendments to IFRS 9 and IFRS 7).

These changes are not expected to have a significant impact on the financial position and performance of the Group.

Functional and Presentation Currency

The majority of the consolidated foreign subsidiaries and joint venture are regarded as foreign operations since they are financially, economically and organizationally autonomous. The Group translates in accordance with "TAS 21 The Effects of Changes in Foreign Exchange Rates" The resulting translated amounts for non-monetary items are treated as their historical cost.

Functional and presentation currency of the Group is Turkish Lira (TL). Functional currencies of the subsidiaries and joint ventures are as follows:

	December 31, 2025		December 31, 2024	
	Local Currency	**Functional Currency**	**Local Currency**	**Functional Currency**
CCSD	Turkish Lira	Turkish Lira	Turkish Lira	Turkish Lira
ETAP	Turkish Lira	Turkish Lira	Turkish Lira	Turkish Lira
Almaty CC	Kazakh Tenge	Kazakh Tenge	Kazakh Tenge	Kazakh Tenge
Azerbaijan CC	Manat	Manat	Manat	Manat
Turkmenistan CC	Turkmen Manat	Turkmen Manat	Turkmen Manat	Turkmen Manat
Bishkek CC	Som	Som	Som	Som
TCCBCJ	Jordanian Dinar	Jordanian Dinar	Jordanian Dinar	Jordanian Dinar
SBIL	Iraq Dinar	Iraq Dinar	Iraq Dinar	Iraq Dinar
SSDSD	Syrian Pound	Syrian Pound	Syrian Pound	Syrian Pound
CCBPL	Pakistan Rupee	Pakistan Rupee	Pakistan Rupee	Pakistan Rupee
CCBB	Bangladesh Taka	Bangladesh Taka	Bangladesh Taka	Bangladesh Taka
CCI Holland	Euro	U.S. Dollars	Euro	U.S. Dollars
Waha B.V.	Euro	U.S. Dollars	Euro	U.S. Dollars
Al Waha	Iraq Dinar	Iraq Dinar	Iraq Dinar	Iraq Dinar
Tajikistan CC	Somoni	Somoni	Somoni	Somoni
CCBU	Som	Som	Som	Som
Samarkand	Som	Som	Som	Som
Namangan	Som	Som	Som	Som

2. BASIS OF CONSOLIDATED FINANCIAL STATEMENT PRESENTATION (continued)

Foreign Currency Translations

Transactions in foreign currencies are recorded at the rate ruling at the date of the transaction. All differences are recorded in the consolidated income statement of the relevant period, as foreign currency loss or gain. Foreign currency translation rates announced by the Central Bank of the Republic of Turkey used by the Group's subsidiaries in Turkey. USD amounts presented in the asset accounts are translated into TL with the official TL exchange rate of USD buying on December 31, 2025, USD 1,00 (full) = TL 42,8457 (December 31, 2024; USD 1,00 (full) = TL 35,2803) whereas USD amounts in the liability accounts are translated into TL with the official TL exchange rate of USD selling on December 31, 2025, USD 1,00 (full) = TL 42,9229 (December 31, 2024; USD 1,00 (full) = TL35,3438). Furthermore, USD amounts in the income statement are translated into TL, at the average TL exchange rate for USD buying for the period is USD 1,00 (full) = TL 39,4592 (January 1 - December 31, 2024; USD 1,00 (full) = TL 32,7984).

The assets and liabilities of subsidiaries and joint ventures operating in foreign countries are translated at the rate of exchange ruling at the balance sheet date and the income statements of foreign subsidiaries and joint ventures are translated at average exchange rates. Differences that occur by the usage of closing and average exchange rates are followed under currency translation differences classified under equity.

Offsetting

Financial assets and liabilities are offset, and the net amount is reported in the balance sheet when there is a legally enforceable right to set off the recognized amounts and there is an intention to settle on a net basis or realize the asset and settle the liability simultaneously.

Estimates, Assumptions and Judgements Used

In the preparation of the consolidated financial statements, the Group management is required to make estimations and assumptions that will affect the reported amounts of assets and liabilities, determine the possible liabilities and commitments as of the balance sheet date and the amounts of income and expense as of the reporting period. Actual results can be different from estimations. These estimations are reviewed at each balance sheet date; required corrections are made and reflected in the results of operations of the related period. The key assumptions concerning the future and other key resources of estimation at the balance sheet date, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year and the significant judgments (apart from those involving estimations) with the most significant effect on amounts recognized in the consolidated financial statements assumptions and estimations are as follows:

a. The Group reviews the carrying values of property, plant and equipment for impairment when events or changes in circumstances indicate that the carrying value may not be recoverable. If any such indication exists and where the carrying values exceed the estimated recoverable amount, the assets or cash-generating units are written down to their recoverable amount. The recoverable amount (net realizable value) of property, plant and equipment is the greater of net selling price and value in use (Note 14 and Note 15).

b. Deferred tax asset is only recorded if it is probable that a taxable income will be realized in the future. Under the circumstances that a taxable income will be realized in the future, deferred tax is calculated over the temporary differences by carrying forward the deferred tax asset in the previous years.

c. Expected credit loss is recognized by using the expected credit loss defined in TFRS 9. Expected credit losses are calculated based on Group's future estimates and experience over the past years (Note 9).

d. The discount rates related with retirement pay liability are actuarial assumptions determined with future salary increase and the employee's turnover rates (Note 21).

e. Group applies straight-line depreciation method according to the terms of time-based marketing activities participation contracts, and has determined a maximum of 2 years for depreciation according to the requirements of the Competition Law on 2021

f. The Group performs impairment test for bottling rights with indefinite useful life and goodwill annually or when circumstances indicate that the carrying value may be impaired. As of December 31, 2025, impairment test for the intangible assets with indefinite useful life and goodwill is generated by comparing its carrying amount with the recoverable amount. The recoverable amount is determined taking the value in use calculation as basis. During these 10 years period calculations, estimated free cash flow from financial budgets that are used for 3-year period. Estimated free cash flows after 3-year period for the remaining 7 years are calculated by using expected growth rates. Estimated free cash flows before tax are discounted to expected present value for future cash flows. The Group considers a more than five-year period analysis to be more appropriate in its calculations, since the operations of the related cash generating units emerging market conditions. Therefore, the impairment test was performed over ten-year periods. Key assumptions such as country specific market growth rates, gross domestic product per capita and consumer price indices were derived from external sources. For impairment testing, assets that cannot be tested individually are grouped together into the smallest group of assets, cash generating units (Note 15 and Note 16).

Coca-Cola İçecek Anonim Şirketi

Notes to Consolidated Financial Statements for the year ended December 31, 2025
(Amounts expressed in thousands of TL based on the purchasing power of Turkish Lira ("TL") as of December 31, 2025, unless otherwise stated)

2. BASIS OF CONSOLIDATED FINANCIAL STATEMENT PRESENTATION (continued)

Estimates, Assumptions and Judgements Used (continued)

For the impairment test, below assumptions were used for the year-end December 31, 2025.

	Perpetuity Growth Rate (%)	Weighted Average Cost of Capital (%)
Almaty CC	9,28	11,91
Azerbaijan CC	6,2	11,11
Turkmenistan CC	10	24,6
Bishkek CC	12,24	17,9
TCCBCJ	5,2	10,1
CCBPL	9,84	24,81
SBIL	5,36	15,15
Al Waha	5,36	15,15
Tajikistan CC	9,8	17,88
CCBU	11,04	15,37

For the impairment test, below assumptions were used for the year-end December 31, 2024.

	Perpetuity Growth Rate (%)	Weighted Average Cost of Capital (%)
Almaty CC	9,60	10,95
Azerbaijan CC	5,80	10,79
Turkmenistan CC	10,40	24,14
Bishkek CC	9,20	16,34
TCCBCJ	4,40	10,31
CCBPL	13,20	21,64
SBIL	4,99	14,70
Al Waha	4,99	14,70
Tajikistan CC	10,00	18,13
CCBU	11,00	13,75

In the sensitivity analyzes performed; no impairment provision is required as the recoverable value remained above the book value in all cash-generating units, even if each key assumption, constant growth rate, weighted average cost of capital and EBITDA growth expectation, is assumed to be 1% more negative with other variables held constant.

Basis of Consolidation and Interests in Joint Ventures

The consolidated financial statements comprise the financial statements of the parent company, CCI, its subsidiaries and joint ventures prepared as for the year ended December 31, 2025. Subsidiaries are consolidated from the date on which control is transferred to the Group and cease to be consolidated from the date on which control is transferred out of the Group. The consolidated financial statements cover CCI and the subsidiaries it controls. This control is normally evidenced when the Group owns, either directly or indirectly, more than 50% of the voting rights of a company's share capital and is able to govern the financial and operating policies of an enterprise so as to benefit from its activities.

Subsidiaries are consolidated by using the full consolidation method; therefore, the carrying value of subsidiaries is eliminated against the related shareholders' equity. The equity and net income attributable to non-controlling interests are shown separately in the consolidated financial position and consolidated statement of profit or loss.

TFRS 11 "Joint Arrangements" is effective for annual periods beginning on or after 1 January 2013. This standard defines joint control with a realistic view, which is the contractually agreed sharing of control of an arrangement. There are two types of joint arrangements: joint operations and joint ventures. Among other changes introduced, under this new standard, proportionate consolidation is not permitted for joint ventures. With this amendment, joint ventures were accounted for under the equity method of accounting at the consolidated financial statements, starting from January 1, 2013. Investment in joint ventures accounted for under the equity method of accounting is carried in the consolidated balance sheet at cost and adjusted thereafter for post-acquisition changes in the Group's share of net assets of the joint ventures, less any impairment in value. The consolidated statement of profit or loss reflects the Group's share of the results of operations of the joint ventures.

Intercompany balances and transactions, including intercompany profits and unrealized profits and losses, are eliminated. Consolidated financial statements are prepared using uniform accounting policies for like transactions and other events in similar circumstances.

SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Cash and Cash Equivalents

Cash and cash equivalents comprise cash balances, short-term deposits with an original maturity of less than 3 months and cheques dated on or before the relevant period end which are readily convertible to known amounts of cash and subject to insignificant risk of changes in value.

Financial assets classification and measurement

Group classified its assets in three categories, financial assets carried at amortized cost, financial assets carried at fair value though profit or loss, financial assets carried at fair value though other comprehensive income. Classification is performed in accordance with the business model determined based on purpose of benefits from financial assets and expected cash flows. Management performs the classification of financial assets at the acquisition date.

a. Financial assets carried at amortized cost; ; Assets that are held for collection of contractual cash flows where cash flows represent solely payments of principal and interest, whose payments are fixed or predetermined, which are not actively traded, and which are not derivative instruments are measured at amortized cost. They are included in current assets, except for maturities more than 12 months after the balance sheet date. Those with maturities more than 12 months are classified as non-current assets. The Group's financial assets carried at amortized cost comprise "trade receivables" and "cash and cash equivalents" in the statement of financial position. Group has applied simplified approach and used impairment matrix for the calculation of impairment on its receivables carried at amortized cost, since they do not comprise of any significant finance component (Note 9).

2. BASIS OF CONSOLIDATED FINANCIAL STATEMENT PRESENTATION (continued)

SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

b. Financial assets carried at fair value through other comprehensive income; Financial assets carried at fair value through other comprehensive income comprise of "financial assets" in the statement of financial position. Group carried these assets at their fair values. The fair value gains and losses are recognized in other comprehensive income after the deduction of impairment losses and foreign exchange income and expenses. When the financial assets carried at fair value through other comprehensive income are sold, fair value gain or loss classified in other comprehensive income is classified to retained earnings. This classification applies only to capital instruments.(Note 7)

c. Financial assets at fair value through profit or loss; consist of financial assets other than financial assets measured at amortized cost and fair value through other comprehensive income. Financial assets are measured at fair value through profit or loss in case they are not held under a business model that seeks to collect contractual cash flows or to collect contractual cash flows and sell financial assets. Gains and losses resulting from the valuation of these assets are accounted for in the consolidated income statement.

Derivative financial instruments

The Group engages in commodity swap and option transactions to hedge price risk arising from fluctuations in the prices of required commodity for final production. Some of the derivative transactions are determined as hedge instruments and hedge accounting is applied.

Hedge accounting

For hedge accounting, hedges are classified as:

- Fair value hedges when hedging the exposure to changes in the fair value of a recognized asset or liability or an unrecognized firm commitment or an identifiable portion of such asset, liability or commitment that is attributable to a particular risk element and could affect profit or loss fair value hedges
- Cash flow hedges when hedging exposure to variability in cash flows that is either attributable to a risk associated with a recognized asset or liability (for example, all or a portion of future interest payments on variable rate liabilities) or a highly probable forecast transaction or the foreign currency risk in an unrecognized firm commitment

At the inception of a hedge relationship, the Group formally designates and documents the hedge relationship to which the Group wishes to apply hedge accounting and the risk management objective and strategy for undertaking the hedge. The documentation includes identification of the hedging instrument, the hedged item or transaction, the nature of the risk being hedged and how the entity will assess the effectiveness of changes in the hedging instrument's fair value in offsetting the exposure to changes in the hedged item's fair value or cash flows attributable to the hedged risk. Such hedges are expected to be highly effective in achieving offsetting changes in fair value or cash flows and are assessed on an ongoing basis to determine that they have been highly effective throughout the financial reporting periods for which they were designated.

For fair value hedges the change in the fair value of a hedging instrument is recognized in the consolidated statement of profit or loss. The change in the fair value of the hedged item attributable to the risk hedged is recorded as part of the carrying value of the hedged item and is also recognized in the consolidated statement of profit or loss as part of finance income and costs.

For cash flow hedges the effective portion of the gain or loss on the hedging instrument is recognized directly as other comprehensive income in the cash flow hedge reserve, while any ineffective portion is recognized immediately in the statement of consolidated income as part of financial income and costs.

Amounts recognized as other comprehensive income are transferred to the statement of consolidated income when the hedged transaction affects profit or loss, such as when the hedged financial income or financial expense is recognized or when a forecasted purchase occurs. Where the hedged item is the cost of a non-financial asset or non-financial liability, the amounts recognized as other comprehensive income are transferred to the statement of consolidated income when a sale occurs.

The Group has made aluminum swap and aluminum swap call option contracts in order to offset the possible losses that may arise from anticipated purchases of cans which are subject to aluminum price volatility and designates these aluminum swap transactions as hedging instruments for cash flow hedge relation against highly probable future outflows as the hedged item (Note 7, 31, 32).

The Group has made sugar swap contracts in order to offset the possible losses that may arise from anticipated purchases of sugar which are subject to sugar price volatility and designates these sugar swap transactions as hedging instruments for cash flow hedge relation against highly probable future outflows as the hedged item (Note 7, 31, 32).

The Group engages in cross currency swap and option transactions to hedge long term exchange rate exposure.

Other derivatives not designated for hedge accounting

Other derivatives not designated for hedge accounting are recognized initially at fair value; attributable transaction costs are recognized in statement of consolidated income when incurred. After initial recognition, derivatives are measured at fair value, and changes in the fair value of such derivatives are recognized in the statement of consolidated income as part of finance income and costs.

Coca-Cola İçecek Anonim Şirketi

Notes to Consolidated Financial Statements for the year ended December 31, 2025
(Amounts expressed in thousands of TL based on the purchasing power of Turkish Lira ("TL") as of December 31, 2025, unless otherwise stated)

2. BASIS OF CONSOLIDATED FINANCIAL STATEMENT PRESENTATION (continued)

Trade Receivables

Trade receivables with maturities up to 3 months in general are recorded with their invoiced amounts and carried by deducting expected credit loss.

Impairment of financial assets

The Group recognizes a loss allowance for expected credit losses on investments in debt instruments that are measured at amortized cost or at fair value reflected to comprehensive income, lease receivables, trade receivables and contract assets, as well as financial guarantee contracts. The amount of expected credit losses is updated at each reporting date to reflect changes in credit risk since initial recognition of the respective financial instrument.

The Group utilizes a simplified approach for trade receivables, contract assets and lease receivables that does not have significant financing component and calculates the allowance for impairment against the lifetime expected credit loss of the related financial assets.

Measurement and recognition of expected credit losses

The measurement of expected credit losses is a function of the probability of default, loss given default (i.e. the magnitude of the loss if there is a default) and the exposure at default. The assessment of the probability of default and loss given default is based on historical data adjusted by forward-looking information as described above. As for the exposure at default, for financial assets, this is represented by the assets' gross carrying amount at the reporting date.

The expected credit loss of financial assets is the initial effective interest rate (or credit-impairment when purchased or generated) of the difference between all of the Group's contractually realized cash flows and all of the cash flows that the Group expects to collect (all cash deficits). It is the present value calculated over the credit-adjusted effective interest rate for the financial assets.

Related Parties

a. A person or a close member of that person's family is related to a reporting entity if that person:

The person in question,

(i) has control or joint control over the reporting entity;

(ii) has significant influence over the reporting entity; or

(iii) is a member of the key management personnel of the reporting entity or of a parent of the reporting

b. Parties are considered related to the Group if;

(i) The entity and the reporting entity are members of the same group (which means that each parent, subsidiary and fellow subsidiary is related to the others).
(ii) One entity is an associate or joint venture of the other entity (or an associate or joint venture of a member of a group of which the other entity is a member).
(iii) Both entities are joint ventures of the same third party.
(iv) One entity is a joint venture of a third entity and the other entity is an associate of the third entity.
(v) The entity is a post-employment benefit plan for the benefit of employees of either the reporting entity or an entity related to the reporting entity. If the reporting entity is itself such a plan, the sponsoring employers are also related to the reporting entity.
(vi) The entity is controlled or jointly controlled by a person identified in (a).
(vii) A person identified in (a) (i) has significant influence over the entity or is a member of the key management personnel of the entity (or of a parent of the entity).

Inventories

Inventories are valued at the lower of cost or net realizable value, less provision for obsolete and slow-moving items. Net realizable value is the selling price in the ordinary course of business, less the costs of completion, marketing, and distribution. Cost includes all costs incurred in bringing the product to its present location and condition and is determined primarily based on weighted average cost method.

Coca-Cola İçecek Anonim Şirketi

Notes to Consolidated Financial Statements for the year ended December 31, 2025
(Amounts expressed in thousands of TL based on the purchasing power of Turkish Lira ("TL") as of December 31, 2025, unless otherwise stated)

2. BASIS OF CONSOLIDATED FINANCIAL STATEMENT PRESENTATION (continued)

Property, Plant and Equipment

Property, plant and equipment are stated at cost less accumulated depreciation and any impairment in value. Land is not depreciated.

Depreciation is calculated on a straight-line basis over the estimated useful life of the asset as follows:

Buildings and Leasehold Improvements	5-49 years
Machinery and Equipment	6-20 years
Furniture and Fixtures	5-10 years
Vehicles	5-10 years
Other Tangible Assets	5-12 years

Useful life of leasehold improvements is determined according to contract-based lease period. Useful life of the investment is equal to the contract based remaining lease period of the leased asset.

Repair and maintenance costs for tangible assets are included in the asset's carrying amount or recognized as a separate asset, as appropriate, only when it is probable that future economic benefits with the item will flow to the Group. All other costs are charged to the statements of income during the financial year in which they are incurred.

All costs incurred for the construction of property, plant and equipment are capitalized and are not depreciated until the asset is ready for use. The carrying values of property, plant and equipment are reviewed for impairment when events or changes in circumstances indicate that the carrying value may not be recoverable. If any such indication exists and where the carrying values exceed the estimated recoverable amount, the assets or cash-generating units are written down to their recoverable amount. The recoverable amount (net realizable value) of property, plant and equipment is the greater of net selling price and value in use.

Value in use is assessed by discounting future cash flows to their present value using a pre-tax discount rate that reflects current market conditions and the risks specific to the asset. If the related asset is not a unit that generates cash inflows by itself, the recoverable amount is determined for the cash-generating unit to which the asset belongs. Impairment losses are recognized in the consolidated statement of profit or loss.

The increase in the carrying value of property, plant and equipment because of the impairment reversal is recognized in the consolidated statement of profit or loss, by considering not to exceed the book value amount if the impairment losses were not reflected to financial statements in prior years (net book value after depreciation).

Intangible Assets

Intangible assets acquired separately are measured at initial acquisition cost. The cost of an intangible asset acquired in a business combination is recognized at fair value if its fair value can be reliably measured. Intangible assets, excluding development costs, created within the business are not capitalized and expenditure is charged against profits in the year in which it is incurred. Intangible assets are amortized on a straight-line basis over the best estimate of their useful lives, except Bottlers and Distribution Agreements.

In the scope of consolidation, intangible assets identified during the acquisition and in the fair value financial statements of subsidiaries and joint venture which are operating in foreign countries, represent the "Bottlers and Distribution Agreements" that are signed with TCCC. Taking into consideration TCCC's ownership in the Group, contribution to development of long-term strategic plans and business processes, and its working principles with other bottlers the Group management believes that no time constraint is required for bottling and distribution agreements as they will be extended without additional cost after expiration date. The intangible assets relating to the Bottlers and Distribution Agreements are therefore not amortized. Such intangible assets which are not amortized are annually tested for impairment or when events or changes in circumstances indicate that the carrying value may not be recoverable.

Other rights are amortized on a straight-line basis over their 2-15 years estimated useful lives.

The carrying values of intangible assets are reviewed for impairment when events or changes in circumstances indicate that the carrying value may not be recoverable.

Coca-Cola İçecek Anonim Şirketi

Notes to Consolidated Financial Statements for the year ended December 31, 2025
(Amounts expressed in thousands of TL based on the purchasing power of Turkish Lira ("TL") as of December 31, 2025, unless otherwise stated)

2. BASIS OF CONSOLIDATED FINANCIAL STATEMENT PRESENTATION (continued)

Business Combinations and Goodwill

When the Group acquires a business, it assesses the financial assets and liabilities assumed for appropriate classification and designation in accordance with the contractual terms, economic circumstances and pertinent conditions as at the acquisition date. This includes the separation of embedded derivatives in host contracts by the acquirer.

Acquisition method requires allocation of the acquisition cost to the assets acquired and liabilities assumed at their fair values on the date of acquisition. Accordingly, acquired assets and liabilities and contingent liabilities assumed are recognized at TFRS 3 fair values on the date of acquisition. Acquired company is consolidated starting from the date of acquisition.

If the fair values of the acquired identifiable assets, liabilities and contingent liabilities or cost of the acquisition are based on provisional assessment as at the balance sheet date, the Group made provisional accounting. Temporarily determined business combination accounting has to be completed within twelve months following the combination date and adjustment entries have to be made beginning from combination date.

Goodwill represents the excess of the cost of the acquisition over the fair value of identifiable net assets of the acquired business, at the date of acquisition. Group do not amortize goodwill arising from the business combinations and annually review for impairment.

Any goodwill arising from the acquisition of a foreign operation and fair value adjustments to the carrying amounts of assets and liabilities are treated as assets and liabilities of the acquired foreign operation. Therefore, these assets and liabilities are translated at the closing rate from their presentation currencies.

Recognition and Derecognition of Financial Instruments

The Group reflects financial assets or financial liabilities on its balance sheet only if and only if it is a party to the contract of the financial instrument. The Group derecognizes a financial asset or a portion of a financial asset only when it loses control over the contractual rights to which the assets are subject. The Group derecognizes a financial liability only if the obligation defined in the contract ceases, is canceled, or expires.

Financial liabilities

Financial liabilities are classified as at FVTPL on initial recognition. On initial recognition of liabilities other than those that are recognized at FVTPL, transaction costs directly attributable to the acquisition or issuance thereof are also recognized in the fair value.

A financial liability is subsequently classified at amortized cost except:

a. Financial liabilities at FVTPL: These liabilities including derivative instruments are subsequently measured at fair value.

b. Financial liabilities arising if the transfer of the financial asset does not meet the conditions of derecognition from the financial statements or if the ongoing relationship approach is applied: When the Group continues to present an asset based on the ongoing relationship approach, a liability in relation to this is also recognized in the financial statements. The transferred asset and the related liability are measured to reflect the rights and liabilities that the Group continues to hold. The transferred liability is measured in the same manner as the net book value of the transferred asset.

c. A contingent consideration recognized in the financial statements by the entity acquired in a business combination where TFRS 3 is applied: After initial recognition, the related contingent consideration is measured as at FVTPL.

The Group does not reclassify any financial liability.

Derecognition of financial liabilities

The Group derecognizes financial liabilities when, and only when, the Group's obligations are discharged, cancelled, or have expired. The difference between the carrying amount of the financial liability derecognized and the consideration paid and payable, including any non-cash assets transferred or liabilities assumed, is recognized in profit or loss.

Coca-Cola İçecek Anonim Şirketi

Notes to Consolidated Financial Statements for the year ended December 31, 2025
(Amounts expressed in thousands of TL based on the purchasing power of Turkish Lira ("TL") as of December 31, 2025, unless otherwise stated)

2. BASIS OF CONSOLIDATED FINANCIAL STATEMENT PRESENTATION (continued)

Leases

The Group as lessee

The Group assesses whether a contract is or contains a lease, at inception of the contract. The Group recognizes a right-of-use asset and a corresponding lease liability with respect to all lease arrangements in which it is the lessee, except for short-term leases (defined as leases with a lease term of 12 months or less) and leases of low value assets. For these leases, the Group recognizes the lease payments as an operating expense on a straight-line basis over the term of the lease unless another systematic basis is more representative of the time pattern in which economic benefits from the leased assets are consumed.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted by using the rate implicit in the lease. If this rate cannot be readily determined, the Group uses its incremental borrowing rate.

Lease payments included in the measurement of the lease liability comprise:

- fixed lease payments (including in-substance fixed payments), less any lease incentives;
- variable lease payments that depend on an index or rate, initially measured using the index or rate at the commencement date;
- the amount expected to be payable by the lessee under residual value guarantees;
- the exercise price of purchase options, if the lessee is reasonably certain to exercise the options; and
- payments of penalties for terminating the lease, if the lease term reflects the exercise of an option to terminate the lease.

The lease liability is presented as a separate line in the consolidated statement of financial position. The lease liability is subsequently measured by increasing the carrying amount to reflect interest on the lease liability (using the effective interest method) and by reducing the carrying amount to reflect the lease payments made. The Group remeasures the lease liability (and makes a corresponding adjustment to the related right-of-use asset) whenever:

- the lease term has changed or there is a change in the assessment of exercise of a purchase option, in which case the lease liability is remeasured by discounting the revised lease payments using a revised discount rate.
- the lease payments change due to changes in an index or rate or a change in expected payment under a guaranteed residual value, in which cases the lease liability is remeasured by discounting the revised lease payments using the initial discount rate (unless the lease payments change is due to a change in a floating interest rate, in which case a revised discount rate is used).
- a lease contract is modified, and the lease modification is not accounted for as a separate lease, in which case the lease liability is remeasured by discounting the revised lease payments using a revised discount rate at the effective date of the modification

The Group did not make any such adjustments during the periods presented.

Right-of-use assets include the initial measurement of the corresponding lease liability, lease payments made on or before the commencement date, and other direct initial costs. These assets are measured at cost less accumulated depreciation and impairment losses.

A provision is recognized in accordance with TAS 37 when the group incurs costs to disassemble and dispose of a lease asset, restore the area on which the asset is located, or restore the parent asset in accordance with the terms and conditions of the lease. These costs are included in the relevant right-of-use asset unless they are incurred to produce inventory.

Right-of-use assets are depreciated over the shorter period of lease term and useful life of the underlying asset. If a lease transfers ownership of the underlying asset or the cost of the right-of-use asset reflects that the Group expects to exercise a purchase option, the related right-of-use asset is depreciated over the useful life of the underlying asset. The depreciation starts at the commencement date of the lease.

The right-of-use assets are presented as a separate line in the consolidated statement of financial position.

The Group applies TAS 36 to determine whether a right-of-use asset is impaired and accounts for any identified impairment loss as described in the 'Property, Plant and Equipment' policy.

Variable rents that do not depend on an index or rate are not included in the measurement of the lease liability and the right-of-use asset. The related payments are recognized as an expense in the period in which the event or condition that triggers those payments occurs and are included in 'Other expenses' in profit or loss.

As a practical expedient, TFRS 16 permits a lessee not to separate non-lease components, and instead account for any lease and associated non-lease components as a single arrangement. The Group has not used this practical expedient.

Coca-Cola İçecek Anonim Şirketi

Notes to Consolidated Financial Statements for the year ended December 31, 2025
(Amounts expressed in thousands of TL based on the purchasing power of Turkish Lira ("TL") as of December 31, 2025, unless otherwise stated)

2. BASIS OF CONSOLIDATED FINANCIAL STATEMENT PRESENTATION (continued)

Leases (continued)

The Group as lessor

The Group enters into lease agreements as a lessor with respect to some of its investment properties. Leases for which the Group is a lessor are classified as finance or operating leases. Whenever the terms of the lease transfer substantially all the risks and rewards of ownership to the lessee, the contract is classified as a finance lease. All other leases are classified as operating leases.

When the Group is an intermediate lessor, it accounts for the head lease and the sublease as two separate contracts. The sublease is classified as a finance or operating lease by reference to the right-of-use asset arising from the head lease.

Rental income from operating leases is recognized on a straight-line basis over the term of the relevant lease. Initial direct costs incurred in negotiating and arranging an operating lease are added to the carrying amount of the leased asset and recognized on a straight-line basis over the lease term.

Amounts due from lessees under finance leases are recognized as receivables at the amount of the Group's net investment in the leases. Finance lease income is allocated to accounting periods so as to reflect a constant periodic rate of return on the Group's net investment outstanding in respect of the leases.

When a contract includes lease and non-lease components, the Group applies TFRS 15 to allocate the consideration under the contract to each component.

Trade Payables

The Group's trade and promissory notes, with maturities generally up to 90 days, are reflected at amounts that represent the fair value of future payments for invoiced goods and services.

Partial Capital Repayment from a Foreign Operation

For the disposal of a foreign operation, the accumulated foreign exchange gain/loss of that operation, which are recognized in other comprehensive income and accumulated in a separate line in the equity, are reclassified from equity to profit or loss. In addition to the disposal of the foreign operation, partial disposals are accounted as disposal:

a. when the partial disposal involves the loss of control of a subsidiary that includes a foreign operation, regardless of whether the entity retains a non-controlling interest in its former subsidiary after the partial disposal; and
b. when the retained interest after the partial disposal of an interest in a joint arrangement or a partial disposal of an interest in an associate that includes a foreign operation is a financial asset that includes a foreign operation and the loss of joint control over a jointly controlled entity that includes a foreign operation.

In relation to foreign operations within the Group, even if there is no change in minority ownership interests or in the ultimate ownership percentage of a subsidiary, in instances of quasi capital repayment, these transactions are treated as a partial disposal. Accumulated currency translation adjustments linked to this repayment are classified in the income statement as either gains or losses.

Employee Benefits

Turkish Entities:

(a) Defined Benefit Plans

The reserve for employee termination benefits is provided for in accordance with TAS 19 "Employee Benefits" and is based on actuarial study.

In the consolidated financial statements, the Group has reflected a liability calculated using the "Projected Unit Credit Method". According to the valuations made by qualified actuaries, all actuarial gains and losses are recognized in the consolidated statement of profit or loss. The employee termination benefits are discounted to the present value of the estimated future cash outflows using government bonds' rate of return on the balance sheet date. The gains/loss originated from the changes in actuarial assumptions and the fluctuations between actuarial assumptions and the actual results are reflected to other comprehensive income.

Actuarial assumptions used to determine net periodic pension costs are as follows as of balance sheet dates:

	December 31, 2025	December 31, 2024
Discount rate	28,93%	29,32%
Inflation	24,15%	24,43%

(b) Defined Contribution Plan

The Group pays contributions to the Social Security Institution of Turkey on a mandatory basis. The Group has no further payment obligations once the contributions have been paid. The contributions are recognized as employee benefit expense when they are due. For the year ended December 31, 2025, contributions paid by the Group to the Social Security Institution of Turkey is amounting to TL 1.047.450 (December 31, 2024 - TL 897.182).

Foreign Subsidiaries

Subsidiaries and joint ventures in foreign countries pay contributions according to each country's local regulations and these payments are expensed as incurred. Both employee and employer make payments as social security contribution calculated on employee salary and these contributions reflected to employee expense when they accrued.

Coca-Cola İçecek Anonim Şirketi

Notes to Consolidated Financial Statements for the year ended December 31, 2025
(Amounts expressed in thousands of TL based on the purchasing power of Turkish Lira ("TL") as of December 31, 2025, unless otherwise stated)

2. BASIS OF CONSOLIDATED FINANCIAL STATEMENT PRESENTATION (continued)

Employee Benefits (continued)

(b) Defined Contribution Plan (continued)

	Employee contribution rate	Employer contribution rate
Almaty CC	12%	16,5%
Azerbaijan CC	10%	15%
Bishkek CC	19%	2,25%
Turkmenistan CC	-	20%
Tajikistan CC	2%	20%
TCCBCJ	7,5%	14,25%
SBIL	5%	12%
Al Waha	5%	12%
CCBU	12%	12%
CCBB	12%	12%
CCBPL	1% (on minimum wage)	5% (on minimum wage)

Also, CCBPL has gratuity fund provision as a defined benefit plan and calculated in accordance with TAS 19 "Employee Benefits" using actuarial works. Employee is eligible for gratuity after completing 3 years with the Group and can take his accrued gratuity amount at the time of separation from the Group or at retirement age. This provision is calculated by actuarial firm and the actuarial gain/loss accumulated on this provision is reflected to financial statements the gains/loss originated from the changes in actuarial assumptions and the fluctuations between actuarial assumptions and the actual results are reflected to other comprehensive income.

Provisions, Contingent Assets and Liabilities

Provisions are recognized when the Group has a present obligation (legal or constructive) because of a past event, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation. If the effect of the time value of money is material, provisions are determined by discounting the expected future cash flows at a pre-tax rate that reflects current market assessment of the time value of money and, where appropriate, the risks specific to the liability. Where discounting is used, the increase in the provision due to the passage of time is recognized as interest expense.

Contingent liabilities are not recognized in the financial statements but only disclosed, unless the possibility of an outflow of resources embodying economic benefits is probable. A contingent asset is not recognized in the financial statements but disclosed when an inflow of economic benefits is probable.

Revenue Recognition

Revenue

The Group recognizes revenue in accordance with the standard which is TFRS 15 "Revenue from Contracts With Customers" based five-step model set out below:

- Identifying contract(s) with a customer
- Identify the performance obligations in the contract
- Determine the transaction price
- Allocate the transaction price to the performance obligations in the contract
- Recognize revenue when (or as) the entity satisfies a performance obligation

The Group accounts for a contract with its customer as revenue if all the conditions of the term are met:

- The parties to the contract have approved the contract (in writing, verbally or in accordance with other commercial practices) and are committed to fulfilling their own performance obligations.
- The rights of each party related to the goods or services to be transferred can be defined.
- Payment terms for goods or services to be transferred can be defined
- The contract is inherently commercial in nature, and it is probable that the Group will collect a price for goods or services to be transferred to the customer. While evaluating whether a price is likely to be collected, the Group takes into account only the customer's ability to pay this price on due date and its intention.

The Group assesses the goods or services promised in a contract with a customer and identify as a performance obligation each promise to transfer to the customer.

For each performance obligation, it is determined at the beginning of the contract whether the performance obligation will be carried out over time or at a certain time. If the Group transfers control of a good or service over time and therefore fulfils its performance obligations regarding the related sales over time, it measures the progress towards the fulfilment of the performance obligations in question and takes the revenue to the financial statements.

2. BASIS OF CONSOLIDATED FINANCIAL STATEMENT PRESENTATION (continued)

Revenue Recognition (continued)

When the Group fulfils its performance obligation by transferring a committed good or service to its customer, it records the transaction value corresponding to this performance obligation in its financial statements. When the control of the goods or services takes over (or passes) to the customers, the goods or services are transferred.

In the beginning of the contract, the Group does not make any adjustments for the effect of an material financing component in the promised price if the period between the transfer date of the goods and services promised to the customer and the date when the customer pays the price of this goods or service will be one year or less. On the other hand, if there is a material financing element in revenue, the revenue value is determined by reducing the future collections with the interest rate included in the financing element. The difference is recorded in the relevant periods as other income from the main activities on an accrual basis.

If there is no obligation to the customer regarding the transfer of goods or services and the entire or almost all of the price promised by the customer is collected by the business and it is not possible to return this price, or the contract is terminated and it is not possible to return the price collected from the customer, it is considered as a refund.

Interest Income

Interest income from financial assets is recorded as long as it is possible for the Group to obtain economic benefits and measure the income reliably. Interest income is accrued in the relevant period in proportion to the remaining principal balance and the effective interest rate that reduces the estimated cash inflows from the related financial asset to the book value of that asset.

Income Taxes

Tax expense or income is the aggregate amount included in the determination of net profit or loss for the period in respect of current and deferred taxes.

Deferred income tax is provided, using the liability method, on all temporary differences at the balance sheet date between the tax bases of assets and liabilities and their carrying amounts for financial reporting purposes. Deferred income tax liabilities are recognized for all taxable temporary differences.

Deferred income tax assets are recognized for all deductible temporary differences, carry-forward of unused tax assets and unused tax losses, to the extent that it is probable that taxable profit will be available against which the deductible temporary differences, carry-forward of unused tax assets and unused tax losses can be utilized. The carrying amount of deferred income tax assets is reviewed at each balance sheet date and reduced to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred income tax asset to be utilized.

Deferred income tax assets and liabilities are measured at the tax rates that are expected to apply to the period when the asset is realized, or the liability is settled, based on tax rates that have been enacted or substantively enacted at the balance sheet date.

Deferred income tax assets and deferred income tax liabilities are offset, if a legally enforceable right exists to set off current tax assets against current income tax liabilities and the deferred income taxes relate to the same taxable entity and the same taxation authority.

Coca-Cola İçecek Anonim Şirketi

Notes to Consolidated Financial Statements for the year ended December 31, 2025
(Amounts expressed in thousands of TL based on the purchasing power of Turkish Lira ("TL") as of December 31, 2025, unless otherwise stated)

2. BASIS OF CONSOLIDATED FINANCIAL STATEMENT PRESENTATION (continued)

Foreign Currency Transactions

Each entity within the Group translates its foreign currency transactions and balances into its functional currency by applying the exchange rate between the functional currency and the foreign currency on the date of the transaction. Exchange rate differences arising on the settlement of monetary items or on reporting monetary items at rates different from those at which they were initially recorded during the period or reported in previous financial statements are recognized in the statement of profit or loss in the period in which they arise.

Earnings Per Share

Basic earnings per share (EPS) is calculated by dividing the net profit for the period to the weighted average number of ordinary shares outstanding during the reporting periods. The weighted average number of shares outstanding during the year has been adjusted in respect of free shares issued without corresponding increase in resources. The Group has no diluted instruments.

Events after the reporting period

Post period-end events that provide additional information about the Group's position at the balance sheet date (adjusting events), are reflected in the financial statements and footnotes. Post period-end events that are not adjusting events are disclosed in the notes when material.

Government incentives and grants

According to the Corporate Tax Law No. 5520, Article 32/A, the Group can benefit from reduced corporate tax for earnings from investments tied to an incentive certificate. In case the corporate tax amount to be paid every year until the investment contribution amount is reached, which is calculated according to the determined investment contribution rate, this incentive is benefited by applying the relevant discount rate in the corporate tax. In accordance with investment incentive certificates, Value Added Tax ("VAT") and customs tax incentives are also utilized.

3. BUSINESS COMBINATIONS

Current Period:
None.

Prior Period:
As of February 20, 2024, the Group acquired 100% of the shares representing the capital of CCBB for an enterprise value of 130 million USD, calculated by deducting estimated net financial debt as of the closing date.

	CCBB Net Book Value
Cash and cash equivalents	116.419
Trade receivables and other receivables	19.907
Inventories	1.215.646
Property plant and equipment	4.734.459
Right of use assets	27.424
Other current and non-current assets	282.591
Total assets	**6.396.446**
Deferred tax liability and tax provision	181.287
Borrowings	2.834.297
Trade payables	920.501
Other liabilities	507.671
Total liabilities	4.443.756
Net assets	**1.952.690**
Consideration	(1.830.167)
Consolidated net assets	1.952.690
Provisional goodwill arising from acquisition	**122.523**

Coca-Cola İçecek Anonim Şirketi

Notes to Consolidated Financial Statements for the year ended December 31, 2025
(Amounts expressed in thousands of TL based on the purchasing power of Turkish Lira ("TL") as of December 31, 2025, unless otherwise stated)

4. SEGMENT REPORTING

The Company produces segment reports for the chief operating decision maker (Board of Directors and Executive Management) in accordance with basis of preparation as explained in Note 2. Reported information is used by management for observing performance at operation segments and for deciding resource allocation.

Adjusted earnings before interest and tax (Adjusted EBITDA) is not an accounting measure under TFRS accounting and does not have a standard calculation method however it has been considered as the optimum indicator for the evaluation of the performance of the operating segments by considering the comparability with the entities in the same business.

Group's domestic and international subsidiaries are presented under Note 1 and Group's segment reporting is as follows:

	December 31, 2025			
	Domestic	**International**	**Elimination**	**Consolidated**
Net Revenue	81.582.202	106.263.428	(661.116)	187.184.514
Cost of sales (-)	(51.490.041)	(69.748.179)	621.739	(120.616.481)
Gross profit	**30.092.161**	**36.515.249**	**(39.377)**	**66.568.033**
Operating expenses (-)	(25.099.040)	(17.852.161)	1.654.642	(41.296.559)
Other operating income / (expense), net	20.452.341	(25.436)	(20.542.778)	(115.873)
Profit from operations	**25.445.462**	**18.637.652**	**(18.927.513)**	**25.155.601**
Gain from investing activities	-	6.590	-	6.590
Loss from investing activities (-)	(23.147)	(45.140)	-	(68.287)
Gain / (loss) from joint ventures	-	2.962	-	2.962
Profit before financial income / (expense)	**25.422.315**	**18.602.064**	**(18.927.513)**	**25.096.866**
Financial income	2.612.458	2.098.551	(316.348)	4.394.661
Financial expense (-)	(16.522.749)	(3.648.486)	5.235.386	(14.935.849)
Monetary Gain Loss	**6.778.607**	**-**	**-**	**6.778.607**
Profit before tax from continuing operations	**18.290.631**	**17.052.129**	**(14.008.475)**	**21.334.285**
Tax income / (expense) from continuing operations	(1.162.895)	(4.484.409)	(1.423.673)	(7.070.977)
Net profit or (loss) from continuing operations	**17.127.736**	**12.567.720**	**(15.432.148)**	**14.263.308**
Non-controlling interest	-	190.957	-	190.957
Equity holders of the parent	**17.127.736**	**12.376.763**	**(15.432.148)**	**14.072.351**
Purchase of property, plant, equipment and intangible asset	**5.067.964**	**8.833.130**	**-**	**13.901.094**
Amortization expense of right of use asset	199.657	129.203	-	328.860
Depreciation and amortization expenses	3.279.549	4.029.773	-	7.309.322
Other non-cash items	196.193	471.264	(263.708)	403.749
Adjusted EBITDA	**29.120.861**	**23.267.892**	**(19.191.221)**	**33.197.532**

	December 31, 2025			
	Domestic	**International**	**Elimination**	**Consolidated**
Total Assets	173.543.613	121.793.779	(104.562.039)	190.775.353
Total Liabilities	62.560.497	45.266.482	(3.678.777)	104.148.202

As of December 31, 2025, the portion of Central Asia in the consolidated net revenue and total assets is 36% and 23% respectively. (December 31, 2024: 34% and 24%).

Coca-Cola İçecek Anonim Şirketi

Notes to Consolidated Financial Statements for the year ended December 31, 2025
(Amounts expressed in thousands of TL based on the purchasing power of Turkish Lira ("TL") as of December 31, 2025, unless otherwise stated)

4. SEGMENT REPORTING (continued)

	December 31, 2024			
	Domestic	International	Elimination	Consolidated
Net Revenue	81.664.539	98.821.232	(269.554)	180.216.217
Cost of sales (-)	(51.326.993)	(65.553.007)	263.910	(116.616.090)
Gross profit	**30.337.546**	**33.268.225**	**(5.644)**	**63.600.127**
Operating expenses (-)	(24.171.071)	(16.930.383)	1.540.884	(39.560.570)
Other operating income / (expense), net	12.678.750	281.117	(12.279.949)	679.918
Profit / (loss) from operations	**18.845.225**	**16.618.959**	**(10.744.709)**	**24.719.475**
Gain from investing activities	51.776	10.640	70.767	133.183
Loss from investing activities (-)	(9.003)	(273.528)	51.754	(230.777)
Gain / (loss) from joint ventures	-	(6.274)	-	(6.274)
Profit before financial income/(expense)	**18.887.998**	**16.349.797**	**(10.622.188)**	**24.615.607**
Financial income	4.233.363	1.163.178	(86.154)	5.310.387
Financial expense (-)	(19.024.303)	(3.575.015)	5.839.213	(16.760.105)
Monetary Gain Loss	**12.936.749**	**-**	**-**	**12.936.749**
Profit before tax from continuing operations	**17.033.807**	**13.937.960**	**(4.869.129)**	**26.102.638**
Tax income / (expense) from continuing operations	(1.749.480)	(3.080.849)	(1.780.532)	(6.610.861)
Net profit or (loss) from continuing operations	**15.284.327**	**10.857.111**	**(6.649.661)**	**19.491.777**
Non-controlling interest	-	102.252	-	102.252
Equity holders of the parent	**15.284.327**	**10.754.859**	**(6.649.661)**	**19.389.525**
Purchase of property, plant, equipment and intangible asset	**4.282.644**	**12.050.891**	**-**	**16.333.535**
Amortization expense of right of use asset	166.721	135.902	-	302.623
Depreciation and amortization expenses	3.214.518	4.044.287	-	7.258.805
Other non-cash items	489.971	746.040	(340.348)	895.663
Adjusted EBITDA	**22.716.435**	**21.545.188**	**(11.085.057)**	**33.176.566**

	December 31, 2024			
	Domestic	International	Elimination	Consolidated
Total Assets	165.198.444	107.551.261	(78.601.562)	194.148.143
Total Liabilities	64.945.744	49.711.453	(1.208.005)	113.449.192

In addition to the requirements of segment reporting, The Group's management presented this information for certain financial statements readers to utilize this data during their analyses.

Company's "Adjusted Earnings Before Interest, Taxes, Depreciation and Amortization (Adjusted EBITDA)" definition and calculation is defined as; "Profit / (Loss) From Operations" plus relevant non-cash expenses including depreciation and amortization, provision for employee benefits like retirement and vacation pay (provisions for management bonus and long term incentive plan not included) and other non-cash expenses like negative goodwill and value increase due to change in scope of consolidation.

As of December 31, 2025, and 2024, reconciliation of Adjusted EBITDA to profit / (loss) from operations is explained in the following table:

	December 31, 2025	December 31, 2024
Profit / (loss) from operations	25.155.601	24.719.475
Depreciation and amortization	7.309.322	7.258.804
Provision for employee benefits	422.553	426.225
Foreign exchange gain / (loss) under other operating income / (expense) (Note 26)	(18.804)	469.440
Amortization expense of right of use asset	328.860	302.623
Adjusted EBITDA	**33.197.532**	**33.176.566**

Coca-Cola İçecek Anonim Şirketi

Notes to Consolidated Financial Statements for the year ended December 31, 2025

(Amounts expressed in thousands of TL based on the purchasing power of Turkish Lira ("TL") as of December 31, 2025, unless otherwise stated)

5. CASH AND CASH EQUIVALENTS

	December 31, 2025	December 31, 2024
Cash on hand	2.473	14.598
Cash in banks		
-Time deposit	18.765.160	20.082.075
-Demand deposit	7.536.560	8.380.509
Investment funds	-	1.959.958
	26.304.193	**30.437.140**

As of December 31, 2025, time deposits with maturities less than 3 months in foreign currencies, existed for periods varying between 1 day to 83 days (December 31, 2024 - 1 day to 76 days) and earned interest between 0,04% - 18% (December 31, 2024 - 0,15% - 20,5%).

As of December 31, 2025, time deposits in local currency existed for periods varying between 2 days to 89 days (December 31, 2024 - TL, 2 days to 6 days) and earned interest between 35% - 40,15% (December 31, 2024 – 46,50% - 50,00%)

As of December 31, 2024, there is TL 39.795 (December 31, 2024 - TL 62.741) of interest income accrual on time deposits with maturities less than 3 months. As of December 31, 2025, and 2024, the fair values of cash and cash equivalents are equal to book value.

The credit risks of the banks where the Company has deposits are evaluated by taking into account independent data, and no significant credit risk is expected. The market values of cash and cash equivalents approximate their carrying values including the accrued interest income at the balance sheet date.

6. FINANCIAL INVESTMENTS

	December 31, 2025	December 31, 2024
Time deposits with maturities more than 3 months	-	139
Restricted cash	222.127	125.176
	222.127	**125.315**

As of December 31, 2025, time deposits with maturities over 3 months are composed of USD with 178 days maturity and have interest rate 2,25% for USD.

Restricted bank balance is the blocked amount in the bank for collateral of letters of credit in Uzbekistan and Pakistan.

Coca-Cola İçecek Anonim Şirketi

Notes to Consolidated Financial Statements for the year ended December 31, 2025

(Amounts expressed in thousands of TL based on the purchasing power of Turkish Lira ("TL") as of December 31, 2025, unless otherwise stated)

7. DERIVATIVE FINANCIAL INSTRUMENTS

As of December 31, 2025, the Group has 2 aluminum swap transactions with a total nominal value of TL 1.155.375. It has been designated as a hedging instrument that may arise from the cash flows of metal can purchases in years 2026 and has been subject to cash flow hedge accounting.

As of December 31, 2024, the Group has 6 aluminum swap transactions with a total nominal amount of TL 1.108.166. It has been designated as a hedging instrument that may arise from the cash flows of metal can purchases in years 2025 and has been subject to cash flow hedge accounting.

As of December 31, 2025, the Group has 1 sugar swap transactions with a total nominal value of TL 57.011. The designation as a hedging instrument that may arise from the cash flows of sugar purchases in years 2026 has been subject to cash flow hedge accounting.

As of December 31, 2024, the Group has 7 sugar swap transactions with a total nominal value of TL 1.871.193. The designation as a hedging instrument that may arise from the cash flows of sugar purchases in years 2025 has been subject to cash flow hedge accounting.

As of December 31, 2025, the Group has forward derivative financial instruments with a maturity of June 2026 in the amount of 20,3 million EUR, with a maturity of April 2026 in the amounts of 1,2 million EUR and 5,6 million US dollar in order to hedge exchange rate risk and the nominal value of these transactions are 1.025.181 TL, 60.452 TL and 239.936 TL. In addition to this, the Group has executed a 3 million US dollar cross currency swap agreement with a maturity of February 2026, and 5,75 billion TL maturity of February-December 2026 interest rate swap agreement and the nominal value of these transactions are 147.881 TL and 5.750.000 TL respectively.

As of December 31, 2024, the Group has a forward derivative financial instrument with a maturity of June 2025 in the amount of 28,5 million EUR (TL 1.370.508) in in order to exchange rate risk.

A hedging transaction amounting to 565,4 million USD (TL 24.270.949) has been executed to hedge the net investment in a foreign operation.

In the event of reasonably possible changes in the hedged risks (such as a 20% fluctuation in foreign exchange rates or commodity prices), no material impact on the financial statements is expected.

Details of hedging instruments as of 31 December 2025 and 2024 are as follows:

December 31, 2025	**Nominal Value**	**Outstanding Amounts**	**Fair Value Asset / (Liability)**	**Financial Position**	**Vade**
Hedging Instruments:		Line Item	Maturity		
Cash flow hedge reserves:					
Commodity swap contracts					
- Aluminum	1.155.375	11.011 ton	241.493	Derivative Instruments	January 2026
- Sugar	57.011	2.775 ton	(6.414)	Derivative Instruments	April 2026
Fx forward (hedge against exchange rate risk)					
- EUR/TL	1.025.181	20,3 million EUR	(24.572)	Derivative Instruments	June 2026
- EUR/TL	60.452	1,2 million EUR	(245)	Derivative Instruments	March-April 2026
- USD/TL	239.936	5,6 million USD	(336)	Derivative Instruments	January-April 2026
Cross currency participation swap assets /(liabilities)	147.881	3 million USD	(15.760)	Derivative Instruments	February 2026
Cross currency participation swap assets /(liabilities)	5.750.000	5,75 billion TL	(180.611)	Derivative Instruments	February-December 2026
	8.435.836		**13.555**		
Net Investment Hedge:					
Borrowings to hedge net investments in foreign operations	-	565,4 million USD	(24.270.949)	Borrowings	January 2029 – April 2030

December 31, 2024	**Nominal Value**	**Outstanding Amounts**	**Fair Value Asset / (Liability)**	**Financial Position**	**Vade**
Hedging Instruments:	Line Item	Maturity			
Cash flow hedge reserves::					
Commodity swap contracts					
- Aluminum	1.108.166	9.684 ton	35.308	Derivative Instruments	January 2025 - December 2025
- Sugar	1.871.193	82.050 ton	9.915	Derivative Instruments	January 2025 - December 2025
Fx forward (hedge against exchange rate risk)					
- EUR/TL	1.370.508	28,5 million EUR	-	Derivative Instruments	June 2025
	4.349.867		**45.223**		
Hedging Instruments:					
Borrowings to hedge net investments in foreign operations	-	580 million USD	(26.832.080)	Borrowings	January 2029 - April 2030

Coca-Cola İçecek Anonim Şirketi

Notes to Consolidated Financial Statements for the year ended December 31, 2025
(Amounts expressed in thousands of TL based on the purchasing power of Turkish Lira ("TL") as of December 31, 2025, unless otherwise stated)

8. BORROWINGS

	December 31, 2025	December 31, 2024
Short-term borrowings	13.637.971	19.831.982
Current portion of long-term borrowings and bond issued	5.501.240	7.869.425
Total short-term borrowings	**19.139.211**	**27.701.407**
Long-term borrowings and bond issued	31.562.691	35.490.202
Total borrowings	**50.701.902**	**63.191.609**

As of December 31, 2025, there is interest expense accrual amounting to TL 1.171.189 on total amount of borrowings (December 31, 2024 - TL 2.455.389).

The Group has complied with the financial covenants of its borrowing facilities during the 2025 and 2024 reporting periods. No risks are anticipated for the reporting period ending 31 December 2026. Short and long-term borrowings denominated in TL and foreign currencies as of December 31, 2025 and 2024, are as follows:

	December 31, 2025		December 31, 2024	
	Short term	Long term	Short term	Long term
USD	2.241.090	26.170.693	3.101.140	29.354.666
EUR	1.143.647	1.195.535	1.315.175	2.237.417
TL	9.589.431	-	16.665.237	1.403.763
PKR	132.214	-	262.857	-
KZT	3.187.060	-	3.529.714	-
KGS	119.601	-	235.204	128.741
JOD	60.610	-	-	-
AZM	86.137	855.239	4.120	543.279
BDT	1.913.526	1.073.070	2.082.514	-
UZS	665.895	2.268.154	505.446	1.822.336
	19.139.211	**31.562.691**	**27.701.407**	**35.490.202**

Range for the minimum and maximum effective interest rates on the balance sheet date are as follows:

	December 31, 2025	December 31, 2024
Short-term		
USD denominated borrowings	(5,85% - 6,53%)	(6,50% - 7,91%)
PKR denominated borrowings	(1M Kibor - 0,10%) - (6M Kibor + 1%)	(1M Kibor - 0,10%) - (6M Kibor + 1%)
TL denominated borrowings	(18,82%-TL REF + 0,50%)	(26,28% - 50,50%)
KZT denominated borrowings	(15,40% - 18,40%)	(14,70% - 16,40%)
EUR denominated borrowings	(4,77%)	(4,88% - 7,70%)
KGS denominated borrowings	-	(14,28%)
AZM denominated borrowings	-	(9,00%)
BDT denominated borrowings	(10,25% - 12,00%)	(11,00% - 12,50%)
UZS denominated borrowings	-	(19,04% - 21,29%)
JOD denominated borrowings	9,00%	-
Long-term		
USD denominated borrowings	(4,50%) – (6MTermSofr + 2,25%)	(4,50%) – (6M TERM SOFR + 2,25%)
EUR denominated borrowings	(6M Euribor + 1,30%)	(6M Euribor + 1,30%)
TL denominated borrowings	(TLRef + 0,90% - 44,27%)	(27,64% - 54,25%)
AZM denominated borrowings	(5,00%– 10,50%)	(9,00% - 10,50%)
KGS denominated borrowings	(14,28%)	(14,28%)
KZT denominated borrowings	(17,50%)	-
BDT denominated borrowings	(12,37%)	-
UZS denominated borrowings	(12,54% - 21,29%)	(19,04% - 21,29%)

Repayment plans of long-term borrowings as of December 31, 2025, and 2024, are scheduled as follows (including current portion of long-term borrowings):

	December 31, 2025	December 31, 2023
2025	-	7.869.425
2026	5.501.240	4.436.412
2027	3.344.100	2.681.707
2028 and after	28.218.591	28.372.083
	37.063.931	**43.359.627**

Coca-Cola İçecek Anonim Şirketi

Notes to Consolidated Financial Statements for the year ended December 31, 2025

(Amounts expressed in thousands of TL based on the purchasing power of Turkish Lira ("TL") as of December 31, 2025, unless otherwise stated)

8. BORROWINGS (continued)

	December 31, 2025	December 31, 2024
Financial borrowing at the beginning of the year	**63.191.609**	**68.749.745**
Proceeds from borrowings	36.365.609	49.991.652
Repayments of borrowings	(41.279.338)	(45.121.089)
Cash flows	**(4.913.729)**	**4.870.563**
Adjustments for interest expense	12.285.578	12.431.139
Interest paid	(12.701.230)	(10.728.946)
Changes in interest accruals	**(415.652)**	**1.702.193**
Addition through subsidiary acquired	-	2.834.298
Foreign exchange loss / (gain) from foreign currency denominated borrowings	5.900.200	7.620.633
Monetary gain / loss	(12.057.165)	(21.116.431)
Currency translation adjustment	(1.003.361)	(1.469.392)
Financial borrowing at the end of year	**50.701.902**	**63.191.609**

Lease Liabilities

As of December 31, 2025, net present value of liabilities under lease liabilities is amounting to TL 1.417.601. Movement tables of lease liabilities as of December 31, 2025, and 2024 are as follows:

	December 31, 2025	December 31, 2024
Balance as of January 1st	1.134.663	1.247.867
Increase in lease liabilities	1.091.636	10.710
Change in lease liabilities	29.839	314.741
Payments during the year	(492.853)	(429.192)
Interest expense of lease liabilities	162.294	125.279
Foreign exchange loss / (gain)	6.934	5.626
Monetary gain /loss	13.394	1.467
Addition through subsidiary acquired	-	27.423
Currency translates on differences	494.245	(169.258)
Gains from terminating lease agreements	(34.061)	-
Balance at the end of the year	**1.417.601**	**1.134.663**

9. TRADE RECEIVABLES AND PAYABLES

Trade Receivables

	December 31, 2025	December 31, 2024
Trade receivables	17.602.979	15.371.085
Cheques receivables	283.379	46.779
Less: Allowance for expected credit loss	(363.593)	(461.130)
	17.522.765	**14.956.734**

As of December 31, 2025, and 2024 allowance for expected credit loss movement is as following:

	December 31, 2025	December 31, 2024
Balance at January 1,	461.130	448.793
Current year provision	20.514	158.457
Reversals from provision	(23.482)	(29.654)
Write-offs from expected credit losses	(6.578)	(36.620)
Currency translation difference	(79.760)	(58.334)
Monetary gain / loss	(8.231)	(21.678)
Additions through subsidiary acquired	-	166
	363.593	**461.130**

The Group always measures the loss allowance for trade receivables at an amount equal to lifetime expected credit losses. The expected credit losses on trade receivables are estimated using a provision matrix by reference to past default experience of the debtor and an analysis of the debtor's current financial position, adjusted for factors that are specific to the debtors, general economic conditions of the industry in which the debtors operate and an assessment of both the current as well as the forecast direction of conditions at the reporting date. The Group has recognized a loss allowance of 100% against all receivables over 90 days past due because historical experience has indicated that these receivables are generally not recoverable. There has been no change in the estimation techniques or significant assumptions made during the current reporting period.

Coca-Cola İçecek Anonim Şirketi

Notes to Consolidated Financial Statements for the year ended December 31, 2025
(Amounts expressed in thousands of TL based on the purchasing power of Turkish Lira ("TL") as of December 31, 2025, unless otherwise stated)

9. TRADE RECEIVABLES AND PAYABLES (continued)

As of December 31, 2025, and 2024 aging of receivables table is as following:

Ticari Alacaklar (devem)

December 31, 2025	Neither past due nor impaired	Past due receivables (Days)					
		<30	31-60	61-90	91-180	>180	Total
Accounts receivable	14.265.386	2.552.375	191.448	110.725	48.802	70.650	17.239.386
Cheques receivables	283.379	-	-	-	-	-	283.379
	14.548.765	**2.552.375**	**191.448**	**110.725**	**48.802**	**70.650**	**17.522.765**

December 31, 2024							
Accounts receivable	13.451.425	1.086.074	110.003	34.341	22.550	205.562	14.909.955
Cheques receivables	46.779	-	-	-	-	-	46.779
	13.498.204	**1.086.074**	**110.003**	**34.341**	**22.550**	**205.562**	**14.956.734**

Trade Payables

	December 31, 2025	December 31, 2024
Suppliers	23.919.369	24.008.201
	23.919.369	**24.008.201**

Nature and level of risks arising from trade receivables and payables are disclosed under Note 32.

As of December 31, 2025, the Group has supplier financing of TL 44.770 with an average maturity of 40 days.

10. OTHER RECEIVABLES AND PAYABLES

Other Receivables

	December 31, 2025	December 31, 2024
Receivables due from personnel	33.420	47.101
Deposits and guarantees given	4.385	5.707
Other	165.578	719.042
	203.383	**771.850**

Other Payables

	December 31, 2025	December 31, 2024
Deposits and guarantees	2.122.889	2.031.558
Taxes and duties payable	2.946.607	1.992.075
Other	136.341	167.339
	5.205.837	**4.190.972**

Coca-Cola İçecek Anonim Şirketi

Notes to Consolidated Financial Statements for the year ended December 31, 2025
(Amounts expressed in thousands of TL based on the purchasing power of Turkish Lira ("TL") as of December 31, 2025, unless otherwise stated)

11. PREPAID EXPENSES

a) Short term prepaid expenses

	December 31, 2025	December 31, 2024
Prepaid marketing expenses	1.833.899	1.697.341
Prepaid insurance expenses	427.599	482.393
Prepaid rent expenses	7.983	22.087
Prepaid other expenses	415.937	519.526
Advances given to suppliers	1.810.860	2.085.608
	4.496.278	**4.806.955**

b) Long term prepaid expenses

	December 31, 2025	December 31, 2024
Prepaid marketing expenses	650.293	678.434
Prepaid other expenses	32.452	44.431
Advances given to suppliers	697.473	1.428.962
	1.380.218	**2.151.827**

c) Short term deferred income

	December 31, 2025	December 31, 2024
Advances received	717.633	460.046
Deferred income	-	90.885
	717.633	**550.931**

d) Long term deferred income

	December 31, 2025	December 31, 2024
Deferred income	-	469
	-	**469**

12. INVENTORIES

	December 31, 2025	December 31, 2024
Finished goods	6.372.824	7.043.006
Raw materials	7.525.367	8.082.878
Packaging materials	1.936.655	1.487.542
Goods in transit	1.437.471	1.718.550
Other materials	2.231.264	2.238.991
Less: reserve for obsolescence (-)	(412.211)	(437.903)
	19.091.370	**20.133.064**

As of December 31, 2025, and 2024 reserve for obsolescence movement is as following, net loss recorded during year is TL 5.273 (December 31, 2024 net loss is amounting to TL 187.130).

	December 31, 2025	December 31, 2024
Balance at January 1,	437.903	307.084
Current year provision - reversal, net	83.088	313.164
Inventories written off	(27.515)	(97.022)
Inventories destroyed	(50.300)	(29.012)
Currency translation difference	(30.965)	(56.311)
	412.211	**437.903**

Coca-Cola İçecek Anonim Şirketi

Notes to Consolidated Financial Statements for the year ended December 31, 2025

(Amounts expressed in thousands of TL based on the purchasing power of Turkish Lira ("TL") as of December 31, 2025, unless otherwise stated)

13. INVESTMENT IN JOINT VENTURES

Investment in joint ventures, consolidated under the equity method of accounting, is carried in the consolidated financial position at cost plus post-acquisition changes in the Group's share of net assets of the joint ventures, less any impairment in value. The consolidated income statement reflects the Group's share of the results of operations of the joint ventures.

As of December 31, 2025, and December 31, 2024, total assets, total liabilities, net sales, and current year loss of SSDSD is as follows:

SSDSD	December 31, 2025	December 31, 2024
Total assets	124	204
Total liabilities	98.238	92.009
Equity	(98.114)	(91.805)

SSDSD	December 31, 2025	December 31, 2024
Net revenue	-	-
Net loss for the year	5.923	(12.547)
Group's share in loss	2.962	(6.274)

Coca-Cola İçecek Anonim Şirketi

Notes to Consolidated Financial Statements for the year ended December 31, 2025
(Amounts expressed in thousands of TL based on the purchasing power of Turkish Lira ("TL") as of December 31, 2025, unless otherwise stated)

14. PROPERTY, PLANT AND EQUIPMENT

As of December 31, 2025 and 2024, property, plant and equipment movement tables are as follows:

Cost	January 1 2025	Additions	Transfers	Disposals	Impairment	Acquired through business combination	Currency translation differences	December 31, 2025
Land and buildings	33.927.307	205.907	3.543.439	(6.001)	-	-	(794.109)	36.876.543
Machinery and equipment	61.733.891	1.481.286	5.390.847	(432.904)	(50.934)	-	(1.938.715)	66.183.471
Vehicles	1.304.249	51.891	16.287	(107.324)	-	-	(78.128)	1.186.975
Furniture and fixtures	1.644.809	117.531	57.057	(14.132)	-	-	(51.968)	1.753.297
Other tangibles (*)	34.094.434	2.840.887	860.969	(1.008.458)	(5.450)	-	(2.197.488)	34.584.894
Leasehold improvements	327.613	-	14.604	-	-	-	-	342.217
Construction in progress	7.301.355	7.722.123	(9.866.200)	(34.829)	-	-	(936.308)	4.186.141
	141.876.707	**12.419.625**	**17.003**	**(1.603.648)**	**(56.384)**	**-**	**(5.996.715)**	**145.113.538**
Amortisation								
Land and buildings	(10.194.559)	(709.019)	-	2.945	-	-	401.391	(10.499.242)
Machinery and equipment	(35.023.270)	(2.873.044)	-	308.225	-	-	1.465.008	(36.123.081)
Vehicles	(846.364)	(105.454)	-	96.136	-	-	39.783	(815.899)
Furniture and fixtures	(1.146.227)	(81.814)	-	13.183	-	-	(25.915)	(1.240.773)
Other tangibles (*)	(21.865.104)	(2.880.379)	-	842.246	-	-	1.652.236	(22.251.001)
Leasehold improvements	(241.829)	(3.785)	-	-	-	-	-	(245.614)
	(69.317.353)	**(6.653.495)**	**-**	**1.262.735**	**-**	**-**	**3.532.503**	**(71.175.610)**
Net book value	**71.016.305**	**5.766.130**	**17.003**	**(340.913)**	**(56.384)**	**-**	**(2.464.213)**	**73.937.928**

(*) Coolers and returnable bottles are followed in other tangible assets.

As of December 31, 2025, pledge amounting to TL 129.744 on property, plant and equipment (31 December 2024: TL 139.838. This amount is also dislosed in GPM table (Note 18).

Impairment Loss

As of December 31, 2025, the Group had TL 56.384 provided impairment losses (December 31, 2024 – TL 18.050) for property, plant and equipment that had greater carrying value than its estimated recoverable amount. This impairment had been provided for "Out of Use" tangible assets (Note 26).

As of December 31, 2025, reversal of impairment amounting to TL 6.590 (December 31, 2024 – TL 10.660) (Note 26).

Cost	January 1 2024	Additions	Transfers	Disposals	Impairment	Acquired through business combination	Currency translation differences	December 31, 2024
Land and buildings	34.707.570	116.283	2.555.058	(106.363)	(52)	912.458	(4.257.647)	33.927.307
Machinery and equipment	67.350.022	1.397.485	6.143.993	(931.700)	592	1.139.817	(13.366.318)	61.733.891
Vehicles	1.570.665	41.734	23.008	(40.113)	-	-	(291.045)	1.304.249
Furniture and fixtures	2.073.493	65.942	41.053	(41.976)	(291)	5.463	(498.875)	1.644.809
Other tangibles	34.890.556	3.132.020	909.438	(1.360.092)	(9.293)	842.953	(4.311.148)	34.094.434
Leasehold improvements	331.153	-	-	(5.721)	-	2.181	-	327.613
Construction in progress	5.544.565	10.503.624	(9.672.550)	-	(9.006)	1.831.587	(896.865)	7.301.355
	146.468.024	**15.257.088**	**-**	**(2.485.965)**	**(18.050)**	**4.734.459**	**(23.621.898)**	**140.333.658**
Amortisation								
Land and buildings	(10.783.325)	(672.941)	-	37.143	-	-	1.224.564	(10.194.559)
Machinery and equipment	(43.636.153)	(2.886.025)	(5.018)	696.094	-	-	10.807.832	(35.023.270)
Vehicles	(939.504)	(119.821)	-	37.380	-	-	175.581	(846.364)
Furniture and fixtures	(1.645.829)	(83.980)	-	40.612	-	-	542.970	(1.146.227)
Other tangibles	(22.631.886)	(2.943.495)	5.018	1.177.693	-	-	2.527.566	(21.865.104)
Leasehold improvements	(244.921)	(768)	-	3.860	-	-	-	(241.829)
	(79.881.618)	**(6.707.030)**	**-**	**1.992.782**	**-**	**-**	**15.278.513**	**(69.317.353)**
Net book value	**66.586.406**	**8.550.058**	**-**	**(493.183)**	**(18.050)**	**4.734.459**	**(8.343.385)**	**71.016.305**

Coca-Cola İçecek Anonim Şirketi

Notes to Consolidated Financial Statements for the year ended December 31, 2025
(Amounts expressed in thousands of TL based on the purchasing power of Turkish Lira ("TL") as of December 31, 2025, unless otherwise stated)

14. PROPERTY, PLANT AND EQUIPMENT (continued)

Right of Use Asset

As of December 31, 2025 and 2024, right of use asset movement tables are as follows:

Cost	January 1 2025	Additions	Changes	Disposals	Acquired through business combination	Currency Translation Difference	December 31, 2025
Land and Buildings	864.783	187.418	29.839	(330.757)	-	(105.372)	645.911
Machinery and Equipment	72.131	174.540	-	(16.816)	-	(36.890)	192.965
Vehicles	780.884	729.678	-	(256.476)	-	(134.204)	1.119.882
	1.717.798	**1.091.636**	**29.839**	**(604.049)**	**-**	**(276.466)**	**1.958.758**
Amortization							
Land and Buildings	(414.131)	(67.229)	-	179.063	-	41.814	(260.483)
Machinery and Equipment	(48.444)	(10.889)	-	16.783	-	25.155	(17.395)
Vehicles	(314.378)	(250.742)	-	222.569	-	56.756	(285.795)
	(776.953)	**(328.860)**	**-**	**418.415**	**-**	**123.725**	**(563.673)**
Net book value	**940.845**	**762.776**	**29.839**	**(185.634)**	**-**	**(152.741)**	**1.395.085**

Cost	January 1 2024	Additions	Changes	Disposals	Acquired through business combination	Currency Translation Difference	December 31, 2024
Land and Buildings	997.812	3.402	5.425	(24.627)	27.424	(144.653)	864.783
Machinery and Equipment	97.719	296	-	(3.647)	-	(22.237)	72.131
Vehicles	694.136	7.012	309.316	(118.108)	-	(111.472)	780.884
Furniture and Fixtures	5.643	-	-	(2.365)	-	(3.278)	337
	1.795.310	**10.710**	**314.741**	**(148.747)**	**27.424**	**(281.640)**	**1.717.798**
Amortization							
Land and Buildings	(433.042)	(79.839)	-	23.224	-	75.526	(414.131)
Machinery and Equipment	(45.689)	(10.534)	-	3.647	-	4.132	(48.444)
Vehicles	(286.557)	(211.775)	-	116.620	-	67.334	(314.378)
Furniture and Fixtures	(5.419)	(474)	-	2.365	-	3.528	-
	(770.707)	**(302.622)**	**-**	**145.856**	**-**	**150.520**	**(776.953)**
Net book value	**1.024.603**	**(291.912)**	**314.741**	**(2.891)**	**27.424**	**(131.120)**	**940.845**

Coca-Cola İçecek Anonim Şirketi

Notes to Consolidated Financial Statements for the year ended December 31, 2025

(Amounts expressed in thousands of TL based on the purchasing power of Turkish Lira ("TL") as of December 31, 2025, unless otherwise stated)

15. INTANGIBLE ASSETS

As of December 31, 2025 and 2024, intangible assets movement tables are as follows:

Cost	January 1 2025	Additions / (Amortization)	Disposals	Transfer	Acquired through business combination	Currency translation adjustment	December 31, 2025
Water sources usage right	586.650	-	-	-	-	-	586.650
Bottlers and distribution agreements	27.974.384	-	-	-	-	(723.964)	27.250.420
Foundation and organization	24.339	-	-	-	-	-	24.339
Other Rights	4.999.796	51.465	(484)	283.998	-	(101.959)	5.232.816
Construction in progress	1.558.688	1.397.856	-	(300.976)	-	-	2.655.568
	35.143.857	**1.481.469**	**(484)**	**(16.978)**	**-**	**(825.923)**	**35.749.793**
Less: Accumulated amortization							
Water sources usage right	(586.650)	-	-	-	-	-	(586.650)
Foundation and organization	(8.297)	(16.042)	-	-	-	-	(24.339)
Other Rights	(2.886.614)	(639.785)	484	-	-	278.721	(3.247.194)
	(3.481.561)	(655.827)	484	-	-	278.721	(3.858.183)
Net book value	**31.662.296**	**793.494**	**-**	**(16.978)**	**-**	**(579.350)**	**31.891.610**

Cost	January 1 2024	Additions / (Amortization)	Disposals	Transfer	Acquired through business combination	Currency translation adjustment	December 31, 2024
Water sources usage right	586.650	-	-	-	-	-	586.650
Bottlers and distribution agreements	33.242.199	-	-	-	-	(5.267.815)	27.974.384
Foundation and organization	24.339	-	-	-	-	-	24.339
Other Rights	4.404.156	163.756	(82.595)	556.523	-	(42.044)	4.999.796
Construction in progress	1.202.522	912.689	-	(556.523)	-	-	1.558.688
	39.459.866	**1.076.445**	**(82.595)**	**-**	**-**	**(5.309.859)**	**35.143.857**
Less: Accumulated amortization							
Water sources usage right	(586.650)	-	-	-	-	-	(586.650)
Foundation and organization	-	(8.297)	-	-	-	-	(8.297)
Other Rights	(2.399.560)	(543.477)	82.302	-	-	(25.879)	(2.886.614)
	(2.986.210)	(551.774)	82.302	-	-	(25.879)	(3.481.561)
Net book value	**36.473.656**	**524.671**	**(293)**	**-**	**-**	**(5.335.738)**	**31.662.296**

Coca-Cola İçecek Anonim Şirketi

Notes to Consolidated Financial Statements for the year ended December 31, 2025

(Amounts expressed in thousands of TL based on the purchasing power of Turkish Lira ("TL") as of December 31, 2025, unless otherwise stated)

16. GOODWILL

As of December 31, 2025, and 2024 movements of goodwill are as follows:

	January 1, 2025	Currency Translation Difference	December 31, 2025
Net book value	7.220.846	(224.606)	6.996.240

	January 1, 2024	Yabancı Para Çevrim F Currency Translation Difference arkları	December 31, 2024
Net book value	8.778.183	(1.557.337)	7.220.846

	Domestic	International	Consolidated
December 31, 2025	-	6.996.240	6.996.240
December 31, 2024	-	7.220.846	7.220.846

17. GOVERNMENT INCENTIVES

The Group's earnings from investments tied to an incentive certificate are subject to corporate tax at discounted rates, starting from the accounting period in which the investment is partially or fully operational, until the investment contribution amount is reached. In this context, tax advantage amounting to TL 1.511.002

(December 31, 2024: TL 1.619.705) that the Group's will benefit from in the foreseeable future as of December 31, 2025 is reflected in the consolidated financial statements as a deferred tax asset. As a result of the recognition of the said tax advantage as of 31 December 2025, deferred tax income amounting to TL 273.566 has been realized in the consolidated profit or loss statement for the period from January to December 31, 2025.

According to the tax incentive certificates summarized above, no current period corporate tax provision

(31 December 2024: None) discounted corporate tax advantage has been used .

Deferred tax assets are recognized when it is determined that taxable income is likely to occur in the coming years. In cases where taxable income is likely to occur, deferred tax assets are calculated over deductible temporary differences, tax losses and tax advantages vested in indefinite-lived investment incentives that allow reduced corporate tax payments. In this context, the Group's bases the reflection of deferred tax assets arising from investment incentives in the consolidated financial statements on long-term plans and evaluates the recoverability of deferred tax assets related to these investment incentives as of each balance sheet date, based on business models that include taxable profit estimations. It is foreseen that the deferred tax assets in question will be recovered within 5 years from the balance sheet date.

In the sensitivity analysis carried out as of December 31, 2025, when the inputs in the basic macroeconomic and sectoral assumptions that make up the business plans are increased/decreased by 10%, the recovery period of deferred tax assets regarding investment incentives, which is foreseen as 5 years, has not changed.

Coca-Cola İçecek Anonim Şirketi

Notes to Consolidated Financial Statements for the year ended December 31, 2025
(Amounts expressed in thousands of TL based on the purchasing power of Turkish Lira ("TL") as of December 31, 2025, unless otherwise stated)

18. PROVISIONS, CONTINGENT ASSETS and LIABILITIES

CCI and its Subsidiaries in Turkey

Litigations against the Group

CCI and subsidiaries in Turkey are involved on an ongoing basis in litigations arising in the ordinary course of business as of December 31, 2025 with an amount of TL 46.395 (December 31, 2024 – TL 64.687). As of December 31, 2025, no court decision has been granted yet. Group management does not expect any adverse consequences related with these litigations that would materially affect Group's operation results or financial status or liquidity.

Subsidiaries and joint ventures operating in foreign countries

Litigations against the Group

The Group's subsidiary operating in Uzbekistan, LLC Coca-Cola Bottlers Uzbekistan ("CCBU"), was subjected to a tax inspection. As a result of this inspection, in May 2025, a total amount of approximately UZS 314.5 billion (equivalent to approximately USD 25 million), comprising taxes, penalties and interest in relation to various matters including dividend distributions made in 2023 and 2024, was assessed and accounted in the financial statements in 2025. The assessed amount was paid on January 5, 2026. CCBU has initiated legal proceedings in relation to this matter, and the Group's management expects the outcome of the case to be favorable.

As of December 31, 2025, CCBPL has tax litigations. If the claims are resulted against CCBPL, the tax liability would be TL 114.525 (December 31, 2024 – TL 124.137).

Group management does not expect any adverse consequences related with these litigations that would materially affect Group's operation results or financial status or liquidity.

As per the change in governing law in Pakistan, "Capacity Tax" was started to be applied as of July 9, 2013, replacing "Sales and Excise Tax". CCBPL fulfilled all the obligations as per the new law and change in regulations.

As of May 2014, "Capacity Tax" application was cancelled by the constitutional court and the law has been reverted to "Sales and Excise Tax". After this withdrawal, CCBPL fulfilled all the obligations again according to "Sales and Excise Tax" system.

Pakistan tax administration had previously requested additional taxes from CCBPL, citing the cancellation decision and requesting the "Sales and Excise Taxes" system to be applied retroactively before the cancellation. Company Management objected and litigated this request, since withdrawal decisions of constitutional court could not be applied retrospectively in principle also on the basis that the "Capacity Tax" implementation obligations in force in the relevant time period were fully fulfilled. The relevant matter has been closed between the Company and the Tax office in 2024.

Coca-Cola İçecek Anonim Şirketi

Notes to Consolidated Financial Statements for the year ended December 31, 2025
(Amounts expressed in thousands of TL based on the purchasing power of Turkish Lira ("TL") as of December 31, 2025, unless otherwise stated)

18. PROVISIONS, CONTINGENT ASSETS and LIABILITIES (continued)

As of December 31, 2025, and 2024 guarantee, pledge and mortgage (GPM) position given for the main partner and the partnerships included in the scope of consolidation is as follows:

	December 31, 2025					
	Total TL Equivalent	Original TL Amount	Original USD in Thousands	Original EUR in Thousands	Original PKR in Thousands	Other Foreign Currency TL Equivalent
A. Total guarantees and pledges given by the Company for its own corporation	2.746.123	2.108.391	6.032	3.503	162.152	178.303
B. Total guarantees and pledges given by the Company for its subsidiaries consolidated for using the full consolidation method	14.633.428	549.788	229.400	-	19.800.000	1.226.365
C. Total guarantees and pledges given by the Company for other third parties for its ordinary commercial activities	-	-	-	-	-	-
D. Other guarantees, and pledges given	-	-	-	-	-	-
i. Total guarantees and pledges given by the Company for its parent company	-	-	-	-	-	-
ii. Total guarantees and pledges given by the Group for other group companies which are not covered in B and C clauses	-	-	-	-	-	-
iii. Total guarantees and pledges given by the Company for other third parties which are not covered in the C clause	-	-	-	-	-	-
Total guarantees and pledges	**17.379.551**	**2.658.179**	**235.432**	**3.503**	**19.962.152**	**1.404.668**
Other guarantees and pledges given / Total equity (%)	**-**	**-**	**-**	**-**	**-**	**-**

	December 31, 2023					
	Total TL Karşılığı	Orijinal Para Birimi TL	Orijinal Para Birimi Bin USD	Orijinal Para Birimi Bin EUR	Orijinal Para Birimi Bin PKR	Other Yabancı Para TL Karşılığı
A. Total guarantees and pledges given by the Company for its own corporation	3.751.519	2.630.635	10.697	8.412	324.304	168.654
B. Total guarantees and pledges given by the Company for its subsidiaries consolidated for using the full consolidation method	19.201.241	719.629	244.400	-	16.800.000	4.410.274
C. Total guarantees and pledges given by the Company for other third parties for its ordinary commercial activities	-	-	-	-	-	-
D. Other guarantees, and pledges given	-	-	-	-	-	-
i. Total guarantees and pledges given by the Company for its parent company	-	-	-	-	-	-
ii. Total guarantees and pledges given by the Group for other group companies which are not covered in B and C clauses	-	-	-	-	-	-
iii. Total guarantees and pledges given by the Company for other third parties which are not covered in the C clause	-	-	-	-	-	-
Total guarantees and pledges	**22.952.760**	**3.350.264**	**255.097**	**8.412**	**17.124.304**	**4.578.928**
Other guarantees and pledges given / Total equity (%)	**-**	**-**	**-**	**-**	**-**	**-**

Tax and Legal Matters

Legislation and regulations regarding taxation and foreign currency transactions in most of the territories in which the Group operates out of Turkey continue to evolve. The various legislation and regulations are not always clearly written, and the interpretation related with the implementation of these regulations is subject to the opinions of the local, regional and national tax authorities, the Central Bank and Ministry of Finance. Tax declarations, together with other legal compliance areas are subject to review and investigation by a number of authorities, who are enabled by law to impose significant fines, penalties and interest charges. These facts create tax risks in the territories in which the Group operates substantially more so than typically found in countries with more developed tax systems.

Coca-Cola İçecek Anonim Şirketi

Notes to Consolidated Financial Statements for the year ended December 31, 2025
(Amounts expressed in thousands of TL based on the purchasing power of Turkish Lira ("TL") as of December 31, 2025, unless otherwise stated)

19. COMMITMENTS

Murabaha

CCBPL has signed Murabaha facility agreements with Habib Bank Limited and Standard Chartered Bank ("Banks"). Based on these agreements, the Banks and CCBPL agree that they shall enter into a series of sugar and resin purchase transactions from time to time on the dates and in the amounts to be agreed between them subject to the terms of this agreement. As of December 31, 2025, CCBPL has a commitment to purchase sugar and resin in the amount of 5,5 million USD from the Banks by the end of June 30, 2026, and sugar and resin in the amount of 20 million USD by the end of September 30, 2026.

CCBPL has signed Murabaha facility agreements with Habib Bank Limited and Standard Chartered Bank ("Banks"). Based on these agreements, the Banks and CCBPL agree that they shall enter into a series of sugar and resin purchase transactions. As of December 31, 2024, CCBPL has a commitment to purchase 16,4 million USD of sugar and resin from the Banks by the end of 31 March 2025, and 41 million USD of sugar and resin by the end of 30 June 2025.

20. OTHER ASSETS AND LIABILITIES

a) Other Current Assets

	December 31, 2025	December 31, 2024
VAT receivables	2.439.803	3.238.455
Other	423.267	453.347
	2.863.070	**3.691.802**

b) Other Current Liabilities

	December 31, 2025	December 31, 2024
Put option of share from non-controlling interest	101.037	108.982
Other	152.153	176.754
	253.190	**285.736**

As of December 31, 2025, the obligation of TL 101.037 results from the put option carried, for the purchase of 12,5% of Turkmenistan CC shares from Day Investment Ltd., with a consideration of USD 2.360 thousand. USD amount is converted with the official USD purchase rate announced by Central Bank of Republic of Turkey and booked under put option of share from non-controlling interest under other current liabilities (December 31, 2024-TL 108.982).

21. EMPLOYEE BENEFITS

As of December 31, 2025, and 2024, payables related to employee benefits amounts to TL 705.445 and TL 667.879 respectively and are comprised of payables for wages and salaries, social security premiums and withholding taxes.

a) Short term employee benefits

	December 31, 2025	December 31, 2024
Management premium accrual	226.934	189.317
Vacation pay accrual	230.172	207.552
Wages and salaries	119.181	139.369
	576.287	**536.238**

As of December 31, 2025, and 2024, movements of the management premium accrual are as follows:

	December 31, 2025	December 31, 2024
Balance at January 1,	189.317	162.818
Payments	(687.914)	(511.459)
Current year charge	764.583	623.385
Monetary gain loss	(4.167)	(10.422)
Currency translation difference	(34.885)	(75.005)
	226.934	**189.317**

As of December 31, 2025, and 2024, movements of the vacation pay accrual are as follows:

	December 31, 2025	December 31, 2024
Balance at January 1,	207.552	178.779
Payments	(27.119)	(32.520)
Reversals	(357.804)	(448.364)
Current year charge	439.051	561.661
Monetary gain/(loss)	(28.376)	(34.521)
Currency translation difference	(3.132)	(22.442)
Acquired through business combination	-	4.959
	230.172	**207.552**

Coca-Cola İçecek Anonim Şirketi

Notes to Consolidated Financial Statements for the year ended December 31, 2025
(Amounts expressed in thousands of TL based on the purchasing power of Turkish Lira ("TL") as of December 31, 2025, unless otherwise stated)

21. EMPLOYEE BENEFITS (continued)

b) Long term employee benefits

As of December 31, 2025, and 2024, details of long-term employee benefits are as follows:

	December 31, 2025	December 31, 2024
Employee termination benefits	1.113.388	1.134.385
Long term incentive plan accrual	15.483	24.916
	1.128.871	**1.159.301**

As of December 31, 2025, and 2024, the movements of long-term incentive plan provisions are as follows:

	December 31, 2025	December 31, 2024
Balance at January 1,	24.917	15.680
Payments	(72.175)	(91.102)
Current year charge	78.541	100.803
Monetary gain/(loss)	(7.846)	(10.279)
Currency translation difference	(7.954)	(3.174)
Acquired through business combination	-	12.988
	15.483	**24.916**

Employee Termination Benefits

In accordance with the existing social legislation, the Group and its subsidiaries operating in Turkey are required to make lump-sum payments to employees who have completed at least one year of service with the Group and whose employment is terminated due to retirement or for reasons other than resignation or misconduct. Such payments are calculated based on 30 days' pay and limited to a maximum of TL 53.919,68 as of December 31, 2025 (December 31, 2024 - TL 41.828,42) per year of employment at the rate of pay applicable on the date of retirement or termination.

Starting from January 1, 2026, retirement pay liability ceiling increased to TL 64.948,77.

The movement of the defined benefit obligation recognized in the consolidated financial position is as follows:

	December 31, 2025	December 31, 2024
Balance at January 1,	1.134.385	1.367.236
Interest expense	332.595	400.874
Benefit payments	(98.615)	(208.439)
Current year service charge	8.711	(87.944)
Actuarial gain/(loss)	(49.238)	7.711
Monetary gain/(loss)	(187.516)	(291.053)
Currency translation adjustment	(26.934)	(64.849)
Acquired through business combination	-	10.849
End of the period balances	**1.113.388**	**1.134.385**

In the scope of defined benefit plan, actuarial gains / (losses) under short term employee benefits and employee termination benefits were reflected to consolidated statement of comprehensive income as of December 31, 2025, and 2024 with an amount of TL 21.177 and TL 18.622 loss respectively.

Coca-Cola İçecek Anonim Şirketi

Notes to Consolidated Financial Statements for the year ended December 31, 2025
(Amounts expressed in thousands of TL based on the purchasing power of Turkish Lira ("TL") as of December 31, 2025, unless otherwise stated)

22. EQUITY

Share Capital

	December 31, 2025	December 31, 2024
Common shares 1 Kr par value		
Authorized and issued (units)	279.807.860.200	279.807.860.200

Legal reserves

The legal reserves consist of first and second legal reserves, appropriated in accordance with the Turkish Commercial Code. The first legal reserve is appropriated out of historical statutory profits at the rate of 5% per annum, until the total reserve reaches 20% of the historical paid-in share capital. The second legal reserve is appropriated after the first legal reserve and dividends, at the rate of 10% per annum of all cash dividend distributions.

Listed companies distribute dividend in accordance with the communique No. II-19.1 issued by the CMB which is effective from February 1, 2014.

Companies distribute dividends in accordance with their dividend payment policies settled and dividend payment decision taken in general assembly and also in conformity with relevant legislations. The communique does not constitute a minimum dividend rate. Companies distribute dividend in accordance with the method defined in their dividend policy or articles of incorporation. In addition, dividend can be distributed by fixed or variable instalments and advance can be paid in accordance with profit on financial statements of the Group.

Inflation adjustment to shareholders' equity can only be netted-off against prior years' losses and used as an internal source for capital increase where extraordinary reserves can be netted-off against prior years' loss and used in the distribution of bonus shares and dividends to shareholders. In case inflation adjustment to issued capital is used as dividend distribution in cash, it is subject to corporation tax.

As of December 31, 2025, and 2024, breakdown of the equity in the financial statements of CCI prepared in accordance with the Tax Procedure Law are as follows.

	December 31, 2025		
	PPI Indexed Legal Records	CPI Indexed Records	Amounts followed in Accumulated Profit / Loss
Share Capital Adjustment Differences	16.443.676	3.713.700	12.729.976
Share Premium	-	5.143.898	(5.143.898)
Restricted Reserves Allocated from Net Profit	3.284.152	5.064.256	(1.780.104)

Dividends

As per the consolidated financial statements of our company prepared in accordance with CMB accounting standards, in 2025, our Company recorded a net income of TL 14.072.351.000,00. The Board of Directors resolved to propose to the General Assembly the distribution of gross dividends of TL 4.001.252.400,86, after legal liabilities are deducted from 2025 net income starting from 12 May 2026. As per the proposal, the remainder of 2025 net income will be added to the extraordinary reserves.

Subject to the approval of the General Assembly, entities which are Türkiye resident taxpayers or entitled to such dividends through a permanent establishment or a permanent representative in Türkiye, will be paid a gross cash dividend of TL 1,4300 (net TL 1,4300) per 100 shares, representing TL 1 nominal value. While other shareholders will receive gross TL 1,4300 (net TL 1.2155) per 100 shares (Full TL).

The two paragraphs above are shown as published on KAP.

No privilege is granted to any share group regarding dividend distribution. No correction coefficient has been applied to the amounts in the above 2 paragraphs.

Coca-Cola İçecek Anonim Şirketi

Notes to Consolidated Financial Statements for the year ended December 31, 2025
(Amounts expressed in thousands of TL based on the purchasing power of Turkish Lira ("TL") as of December 31, 2025, unless otherwise stated)

23. NET REVENUE and COST OF SALES

Group recognizes revenue when the control of products is transferred to the customer, compatible with revenue information under segment reporting according to TFRS 8 (Note 4).

a) Net Revenue

	December 31, 2025	December 31, 2024
Gross sales	329.067.535	309.646.793
Sales discounts	(121.834.692)	(111.610.543)
Other discounts	(20.048.329)	(17.820.033)
	187.184.514	**180.216.217**

b) Cost of sales

	December 31, 2025	December 31, 2024
Raw material cost	103.963.905	98.826.505
Depreciation and amortization	3.937.893	3.735.422
Personnel expenses	6.029.023	5.256.738
Other	6.685.660	8.797.425
	120.616.481	**116.616.090**

24. OPERATING EXPENSES

a) General administrative expenses

	December 31, 2025	December 31, 2024
Personnel expenses	5.466.552	5.125.280
Depreciation expenses	1.035.258	928.879
Digital technology expenses	927.993	975.537
Consulting and legal fees	654.035	648.597
Utilities and communication expenses	395.500	377.418
Tax and duties	247.915	299.601
Insurance expenses	220.374	309.887
Travel expenses	175.505	184.329
Outsourced services	161.826	163.356
Repair and maintenance expenses	65.340	54.976
Rent expenses(*)	43.256	63.077
Provision for expected credit loss (Note 8)	20.514	158.457
Other	698.174	480.852
	10.112.242	**9.770.246**

b) Selling, distribution and marketing expenses

	December 31, 2025	December 31, 2024
Marketing and advertising expenses	9.887.542	8.461.117
Transportation expense	8.381.730	8.884.266
Personnel expenses	6.652.483	6.085.045
Depreciation expenses	2.665.031	2.827.776
Outsourced services	1.017.827	891.166
Maintenance expenses	902.869	929.619
Utilities and communication expenses	270.130	337.348
Rent expenses(*)	237.218	234.420
Insurance expenses	202.936	186.725
Travel expenses	102.112	112.981
Tax and duties	55.994	55.795
Other	808.445	784.066
	31.184.317	**29.790.324**

(*) Low-value and short-term lease expenses which are not in the scope of TFRS 16.

Coca-Cola İçecek Anonim Şirketi

Notes to Consolidated Financial Statements for the year ended December 31, 2025

(Amounts expressed in thousands of TL based on the purchasing power of Turkish Lira ("TL") as of December 31, 2025, unless otherwise stated)

25. EXPENSES BY NATURE

a) Depreciation and amortization expenses

	December 31, 2025	December 31, 2024
Cost of Sales	3.937.893	3.735.422
Selling, distribution and marketing expenses	3.700.289	3.756.655
Inventories	-	69.349
	7.638.182	**7.561.426**

b) Employee Benefits

	December 31, 2025	December 31, 2024
Wages and salaries	14.121.830	13.270.588
Social security premium expenses	1.549.186	1.352.011
Employee termination benefits	341.306	312.930
Other	2.135.736	1.531.534
	18.148.058	**16.467.063**

26. OTHER INCOME/EXPENSE

a) Other operating income / expense

	December 31, 2025	December 31, 2024
Other operating income		
Foreign exchange gain	2.299.361	1.246.261
Scrap and other materials income	541.880	1.063.121
Prior year income and profit	340.249	907.670
Other income	630.701	794.958
	3.812.191	**4.012.010**
Other operating expense		
Foreign exchange loss	(2.280.491)	(1.715.727)
Scrap and other materials expense	(312.126)	(899.240)
Donations	(89.625)	(159.412)
Other expenses (*)	(1.245.822)	(557.713)
	(3.928.064)	**(3.332.092)**

(*)In accordance with the short-form decision notified to the Group by the Competition Authority, an administrative fine amounting to 282.416 Turkish Lira, corresponding to five per thousand of Coca-Cola Satış ve Dağıtım A.Ş.'s gross revenues for 2024, was imposed following the on-site inspection conducted on October 7, 2025. The administrative fine will be payable upon receipt of the reasoned decision and is subject to a 25% early payment discount. A provision has been recognized for the related amount as of 31 December 2025.

b) Gain / (Loss) from Investing Activities

	December 31, 2025	December 31, 2024
Gain from Investing Activities		
Bargain purchase gain	-	122.523
Impairment reversal of property, plant and equipment (Note 14)	6.590	10.660
	6.590	**133.183**
Loss from Investing Activities		
Loss on disposal of property, plant and equipment, net	(5.313)	(202.067)
Provision for impairment in property, plant and equipment (Note 14)	(62.974)	(28.710)
	(68.287)	**(230.777)**

Coca-Cola İçecek Anonim Şirketi

Notes to Consolidated Financial Statements for the year ended December 31, 2025

(Amounts expressed in thousands of TL based on the purchasing power of Turkish Lira ("TL") as of December 31, 2025, unless otherwise stated)

27. FINANCIAL INCOME / EXPENSE

a) Financing Income

	December 31, 2025	December 31, 2024
Foreign exchange gain	1.905.759	2.895.076
Interest income	2.222.434	2.408.581
Derivative transaction gain	113.806	6.730
Gains from terminating lease agreements	152.662	-
	4.394.661	**5.310.387**

b) Financing Expenses

	December 31, 2025	December 31, 2024
Foreign exchange loss	(2.205.540)	(3.417.415)
Interest expense	(12.285.578)	(12.431.139)
Derivative transaction loss	(282.437)	(786.272)
Interest expense of lease liabilities	(162.294)	(125.279)
	(14.935.849)	**(16.760.105)**

As of December 31, 2025, and 2024 foreign exchange gain / (loss) from foreign currency denominated borrowings are as follows:

	December 31, 2025	December 31, 2024
Foreign exchange gain / (loss) from foreign currency denominated borrowings, net	(5.900.200)	(7.620.633)

28. TAX RELATED ASSETS AND LIABILITIES

General information

The Group is subject to taxation in accordance with the tax regulations and the legislation effective in the countries in which the Group companies operate. In Turkey, the tax legislation does not permit a parent company and its subsidiaries to file a consolidated tax return. Therefore, provision for taxes, as reflected in the consolidated financial statements, has been calculated on a separate-entity basis.

In Turkey, the corporate tax rate is 25% as of December 31, 2025 (December 31, 2024: 25%). The corporate tax rate is applied to the profit after adding nondeductible expenses, exceptions and discounts accepted by the tax laws.

The reconciliation of current year tax charge for December 31, 2025 and 2024 is as follows:

	December 31, 2025	December 31, 2024
Income before tax and non-controlling interest	**21.334.285**	**26.102.642**
Provision for corporate tax (25% - 25%)	(5.333.571)	(6.525.661)
Effect of not deductible (taxable) amounts in taxable income		
Effect of difference in the tax rate from subsidiaries	1.310.669	1.016.234
Deductions after non-deductible expenses	(725.016)	(466.195)
Unused investment incentive	273.566	498.243
Deferred tax effect of translation on non-monetary items	2.107	4.322
Effect of carried tax losses	(1.331.000)	(1.824.577)
Non-taxable inflation adjustments	50.864	1.117.500
Permanent difference between IFRS vs. statutory *	-	(499.604)
Tax penalty differentials	162.119	-
Other	(742.353)	-
Total tax charge	(576.243)	68.876
Total vergi gideri	**(7.070.977)**	**(6.610.861)**

(*) It consists of the deferred tax effect of the temporary differences created by the adjustments made regarding inflation accounting, together with the notification of the Tax Procedure Law dated 30/12/2023 and numbered 32415 (2nd Duplicate).

As of 2025, the inflation adjustment to be applied under the Tax Procedure Law ("VUK") has been deferred for the 2025, 2026 and 2027 fiscal periods pursuant to Law No. 7571. Accordingly, during the period, the Company performed a revaluation of depreciable assets in accordance with Article 298/Ç of VUK, and the resulting increase in value was recognized under equity as a revaluation fund in the statutory books. This practice is solely for tax purposes and has no impact on the carrying amounts reported in the Company's TFRS financial statements.

Coca-Cola İçecek Anonim Şirketi

Notes to Consolidated Financial Statements for the year ended December 31, 2025
(Amounts expressed in thousands of TL based on the purchasing power of Turkish Lira ("TL") as of December 31, 2025, unless otherwise stated)

28. TAX RELATED ASSETS AND LIABILITIES (continued)

The breakdown of current year tax charge for the years ended December 31, 2025 and 2024 is as follows:

	December 31, 2025	December 31, 2024
Deferred tax expense	(1.571.692)	(1.730.887)
Current year tax expense	(5.499.285)	(4.879.974)
Total tax charge	**(7.070.977)**	**(6.610.861)**

Different corporate tax rates of foreign subsidiaries are as follows:

	December 31, 2025	December 31, 2024
Kazakhstan	20%	20%
Azerbaijan	20%	20%
Kyrgyzstan	10%	10%
Turkmenistan	8%	8%
Tajikistan	18%	18%
Jordan	21%	20%
Iraq	15%	15%
Pakistan	39%	39%
Uzbekistan	15%	15%
Bangladesh	25%	25%

For the consolidated financial statements, subsidiaries financial statements have been translated into TL and the "translation differences" arising from such translation have been recorded in equity, under Currency Translation Adjustment. Since it's not planned to sell any subsidiary share, these translation differences will not be reversed in the foreseeable future and not subject to deferred tax calculation in accordance with TAS 12, Income Taxes.

According to the OECD Pillar 2 Rules, if the tax burden of multinational enterprises with worldwide annual consolidated revenues exceeding EUR 750 million equivalent to Turkish Lira falls below 15%, a top-up tax may be levied. Considering the OECD's Pillar 2 Model Rules, it is assessed that the Pillar 2 Model Rules will not have a significant impact on financials. In addition, the Group has applied the exception from recognizing and disclosing information about deferred tax assets and liabilities related to Pillar Two Income Taxes.

The list of temporary differences and the resulting deferred tax liabilities, as of December 31, 2025, and 2024 using the prevailing effective statutory tax rate is as follows:

	December 31, 2025		December 31, 2024	
	Cumulative Temporary Difference	Deferred Tax Assets / (Liabilities)	Cumulative Temporary Difference	Deferred Tax Assets / (Liabilities)
Tangible and intangible assets	(30.037.329)	(7.990.899)	(28.855.281)	(7.789.748)
Right of use asset	(183.095)	(64.154)	74.674	13.185
Borrowings	(547.365)	(129.270)	(194.384)	(48.596)
Employee termination, other employee benefits and other payable accruals	503.583	130.351	431.264	108.568
Unused investment incentive	1.718.946	1.511.002	2.159.239	1.619.705
Carry forward tax loss	23.358.404	5.839.601	23.757.558	5.939.389
Trade receivables, payables and other	5.389.747	1.075.468	3.537.720	770.377
Derivative financial instruments	29.856	7.801	(62.815)	(15.704)
Inventory	428.290	112.062	416.278	110.750
	661.037	**491.962**	**1.264.253**	**707.926**
Minus: Provision for valuation of carry forward loss	(23.358.404)	(5.839.601)	(23.757.558)	(5.939.389)
	(22.697.367)	**(5.347.639)**	**(22.493.305)**	**(5.231.463)**
Deferred tax assets		1.290.990		1.388.587
Deferred tax liabilities		(6.638.629)		(6.620.050)
Deferred tax liability, net		**(5.347.639)**		**(5.231.463)**

Coca-Cola İçecek Anonim Şirketi

Notes to Consolidated Financial Statements for the year ended December 31, 2025
(Amounts expressed in thousands of TL based on the purchasing power of Turkish Lira ("TL") as of December 31, 2025, unless otherwise stated)

28. TAX RELATED ASSETS AND LIABILITIES (continued)

The expiration dates of carryforward tax losses for which no deferred taxes are calculated as follows;

	December 31, 2025	December 31, 2024
2025	-	99.109
2026	2.284.658	2.990.435
2027	3.076.677	4.027.124
2028	8.068.259	9.342.583
2029	5.305.656	7.298.307
2030	4.623.154	-
	23.358.404	**23.757.558**

As of December 31, 2025, and 2024, the movement of net deferred tax liability is as follows:

	December 31, 2025	December 31, 2024
Balance at January 1,	5.231.463	6.339.001
Deferred tax expense / (income)	1.571.692	1.730.887
Tax expense recognized in comprehensive income	(1.225.269)	(1.464.846)
Additions through subsidiary acquisition	-	206
Currency translation adjustment	(230.247)	(1.373.785)
	5.347.639	**5.231.463**

As of December 31, 2025, and 2024, the movement of net deferred tax liability is as follows:

	December 31, 2025	December 31, 2024
Corporate and income tax	4.700.118	4.879.974
Prepaid taxes	(3.834.115)	(4.163.050)
Dönem karı ve vergi yükümlülüğü	**866.003**	**716.924**

29. EARNINGS / (LOSSES) PER SHARE

Basic earnings / (losses) per share is calculated by dividing net income / (loss) for the year by the weighted average number of ordinary shares outstanding during the related year. The Company has no diluted instruments. As of December 31, 2025, and 2024 earnings / (losses) per share is as follows:

	December 31, 2024	December 31, 2023
Equity holders net income/(loss) for the year	14.072.351	19.389.525
Weighted average number of ordinary shares	279.807.860.200	279.807.860.200
Equity Holders Earnings Per Share (Full TI)	**0,050293**	**0,069296**

Coca-Cola İçecek Anonim Şirketi

Notes to Consolidated Financial Statements for the year ended December 31, 2025
(Amounts expressed in thousands of TL based on the purchasing power of Turkish Lira ("TL") as of December 31, 2025, unless otherwise stated)

30. RELATED PARTY BALANCES AND TRANSACTIONS

The Group has various transactions with related parties in normal course of the business. The most significant transactions with related parties are as follows:

	December 31, 2025				
	Sales to related parties and other revenues	Purchases from related parties and other expenses	Receivables from related parties	Payables to related parties	
				Short Term	Long Term
Related Parties and Shareholders					
Anadolu Group Companies [1]	3.887.743	1.125.568	873.729	148.617	-
The Coca-Cola Company [1]	2.891.746	51.897.555	563.548	10.501.416	-
Özgörkey Holding Group Companies [1]	3.990	68.724	8	1.442	-
Syrian Soft Drink Sales and Distribution L.L.C [4]	-	-	75.090	-	-
Day Trade [2]	-	-	-	276.253	-
National Beverage Co. [3]	-	-	-	-	-
Other	40.346	-	-	-	-
Total	**6.823.825**	**53.091.847**	**1.512.375**	**10.927.728**	**-**

	December 31, 2024				
	Sales to related parties and other revenues	Purchases from related parties and other expenses	Receivables from related parties	Payables to related parties	
				Short Term	Long Term
Related Parties and Shareholders					
Anadolu Group Companies [1]	3.807.529	1.311.300	1.019.795	459.042	-
The Coca-Cola Company [1]	837.081	40.722.767	868.218	9.103.971	-
Özgörkey Holding Group Companies [1]	4.381	148.987	-	6.627	-
Syrian Soft Drink Sales and Distribution L.L.C [4]	-	-	78.401	-	-
Day Trade [2]	-	-	-	269.710	-
National Beverage Co. [3]	-	11.973	-	-	-
Other	-	586.035	-	-	-
Total	**4.648.991**	**42.781.062**	**1.966.414**	**9.839.350**	**-**

(1) Shareholder of the Company, subsidiaries, and joint ventures of the shareholder
(2) Related parties of the shareholder
(3) Other shareholders of the joint ventures and subsidiaries
(4) Investment in associate consolidated under equity method of accounting

As of December 31, 2025, and 2024, purchases from related parties and significant portion of other expenses consist of services obtained, fixed asset and raw material purchases and toll production.

As of December 31, 2025, and 2024, sales to related parties and other revenues consist of sale of finished goods and support charges of promotional expenses reflected to related parties.

As of December 31, 2025, and 2024, remuneration received by the executive members of the Board of Directors, Chief Executive Officer, Chief Operating Officers and Directors of the Company are as follows:

	December 31, 2025		December 31, 2024	
	Board of Directors	Executive Directors	Board of Directors	Executive Directors
Short-term employee benefits	10.545	234.639	7.118	187.881
Other long-term benefits	-	39.919	-	46.550
	10.545	**274.558**	**7.118**	**234.431**
Number of top executives	4	11	4	9

31. NATURE AND LEVEL OF RISKS ARISING FROM FINANCIAL INSTRUMENTS

The Group's principal financial instruments are comprised of bank borrowings, bond issues, cash, and short-term deposits. The main purpose of these financial instruments is to raise financing for the Group's operations. The Group has various other financial instruments such as trade debtors and trade creditors, which arise directly from its operations.

The main risks arising from the Group's financial instruments are interest rate risk, liquidity risk, foreign currency risk, and credit risk. The Group management reviews and agrees policies for managing each of these risks which are summarized below. The Group also monitors the market price risk arising from all financial instruments.

Coca-Cola İçecek Anonim Şirketi

Notes to Consolidated Financial Statements for the year ended December 31, 2025
(Amounts expressed in thousands of TL based on the purchasing power of Turkish Lira ("TL") as of December 31, 2025, unless otherwise stated)

31. NATURE AND LEVEL OF RISKS ARISING FROM FINANCIAL INSTRUMENTS (continued)

(a) Sermaye Yönetimi

The primary objective of the Group's capital management is to ensure that it maintains a strong credit rating and healthy capital ratio in order to support its business and maximize shareholder value.

The Group manages its capital structure and adjusts it considering changes in economic conditions. To maintain or adjust the capital structure, the Group may adjust the dividend payment to shareholders or return capital to shareholders and may decide on issue of new shares or sell assets to decrease net financial debt.

As of December 31, 2025, and December 31, 2024, debt to equity ratio, obtained by dividing the total net debt, the financial borrowings and loan debts minus cash and cash equivalents and short-term financial assets, to share capital is as follows:

	December 31, 2025	December 31, 2024
Borrowings	52.119.503	64.326.272
Less: Cash and cash equivalents and short-term financial assets	(26.526.320)	(30.562.455)
Net debt	25.593.183	33.763.817
Total share capital	2.798.079	2.798.079
Net debt / Total equity ratio (%)	**9,15**	**12,07**

(b) Interest Rate Risk

The Group is exposed to interest rate risk through the impact of rate changes on interest bearing assets and liabilities. The Group manages interest rate risk by balancing the interest rate of assets and liabilities or derivative financial instruments.

Certain parts of the interest rates related to borrowings are based on market interest rates; therefore, the Group is exposed to interest rate fluctuations on domestic and international markets. The Group's exposure to market risk for changes in interest rates relates primarily to the Group's debt obligations.

As of December 31, 2025, if variable interest rate on the Group's borrowings would have been 100 basis points higher / lower with all other variables held constant, then profit / (loss) before tax and non-controlling interest for March 31, 2025, which is the following reporting period would be:

	December 31, 2025	December 31, 2024
Increase / decrease of 1% interest in U.S. Dollar denominated borrowing interest rate	15.260	7.984
Increase / decrease of 1% interest in Euro denominated borrowing interest rate	5.822	8.291
Increase / decrease of 1% interest in Pakistani Rupee denominated borrowing interest rate	159	75
Increase / decrease of 1% interest in Kazakhstani Tenge denominated borrowing interest rate	-	5.564
Increase / decrease of 1% interest in Turkish Lira denominated borrowing interest rate	12.313	3.867
Total	**33.554**	**25.781**

As of December 31, 2025, and 2024, the analysis of financial assets of the Group exposed to interest risk as follows:

Interest Rate Risk	**December 31, 2025**	**December 31, 2024**
Financial instruments with fixed interest rate		
Time deposits (Note5)	18.765.160	20.082.214
Financial liabilities (Note 8)	36.703.745	54.972.437
Financial instruments with floating interest rate		
Investment fund (Note5)	-	1.959.958
Financial liabilities (Note 8)	13.998.157	8.219.172

(c) Foreign Currency Risk

The Group is exposed to exchange rate fluctuations due to the nature of its business. This risk occurs due to purchases, sales, demand / time deposits and bank borrowings of the Group, which are denominated in currencies other than the functional currency. The Group manages its foreign currency risk by balancing the amount of foreign currency denominated assets and liabilities and by using derivative financial instruments (Note 7).

	December 31, 2025	December 31, 2024
Total export	5.418.286	5.097.045
Total import	50.832.101	50.762.160

Coca-Cola İçecek Anonim Şirketi

Notes to Consolidated Financial Statements for the year ended December 31, 2025
(Amounts expressed in thousands of TL based on the purchasing power of Turkish Lira ("TL") as of December 31, 2025, unless otherwise stated)

31. NATURE AND LEVEL OF RISKS ARISING FROM FINANCIAL INSTRUMENTS (continued)

Foreign Currency Position

As of December 31, 2025, and December 31, 2024, the foreign currency position (except functional currency) of the Group and its subsidiaries is as follows:

	Foreign Currency Position Table December 31, 2025			
	Total TL Equivalent	USD	Euro	Other Foreign Currency TL Equivalent
1. Trade Receivables and Due from Related Parties	281.668	6.574	-	-
2a. Monetary Financial Assets (Cash and cash equivalents included)	4.309.607	88.372	10.027	19.030
2b. Non-monetary Financial Assets	-	-	-	-
3. Other Current Assets and Receivables	9.428	44	150	-
4. Current Assets (1+2+3)	**4.600.703**	**94.990**	**10.177**	**19.030**
5. Trade Receivables and Due from Related Parties	-	-	-	-
6a. Monetary Financial Assets	-	-	-	-
6b. Non-monetary Financial Assets	15.683	-	-	15.683
7. Other	19.831	457	5	-
8. Non-Current Assets (5+6+7)	**35.514**	**457**	**5**	**15.683**
9. Total Assets (4+8)	**4.636.217**	**95.447**	**10.182**	**34.713**
10. Trade Payables and Due to Related Parties	6.802.895	108.452	22.874	995.509
11. Short-term Borrowings and Current Portion of Long - term Borrowings	3.384.737	52.212	22.702	-
12a. Monetary Other Liabilities	102.823	2.365	26	-
12b. Non-monetary Other Liabilities	-	-	-	-
13. Current Liabilities (10+11+12)	**10.290.455**	**163.029**	**45.602**	**995.509**

	Foreign Currency Position Table December 31, 2025			
	Total TL Equivalent	USD	Euro	Other Foreign Currency TL Equivalent
14. Trade Payables and Due to Related Parties	-	-	-	-
15. a Long-Term Borrowings	27.366.228	609.714	23.732	-
15. b. Long-Term Lease Payables	217.329	1.101	3.376	-
16 a. Monetary Other Liabilities	-	-	-	-
16 b. Non-monetary Other Liabilities	-	-	-	-
17. Non-Current Liabilities (14+15+16)	**27.583.557**	**610.815**	**27.108**	**-**
18. Total Liabilities (13+17)	**37.874.012**	**773.844**	**72.710**	**995.509**
19. Off Balance Sheet Derivative Items' Net Asset / (Liability) Position	**24.995.310**	**559.855**	**19.150**	**-**
19a. Total Hedged Assets (*)	24.995.310	559.855	19.150	-
19b. Total Hedged Liabilities	-	-	-	-
20. Net Foreign Currency Asset / (Liability) Position (9-18+19)	**(8.242.485)**	**(118.542)**	**(43.378)**	**(960.796)**
21. Monetary Items Net Foreign Currency Asset / (Liability) Position (TFRS 7, B23) (=1+2a+5+6a-10-11-12a-14-15-16a)	**(33.282.737)**	**(678.898)**	**(62.683)**	**(976.479)**
22. Total Fair Value of Financial Instruments Used to Manage the Foreign Currency Position	**-**	**-**	**-**	**-**

(*)In order to hedge the exchange rate risk arising from the conversion of net investments in subsidiaries operating in the Netherlands into Turkish Lira, bonds issued in USD have been designated as a net investment hedging instrument.

Coca-Cola İçecek Anonim Şirketi

Notes to Consolidated Financial Statements for the year ended December 31, 2025
(Amounts expressed in thousands of TL based on the purchasing power of Turkish Lira ("TL") as of December 31, 2025, unless otherwise stated)

31. NATURE AND LEVEL OF RISKS ARISING FROM FINANCIAL INSTRUMENTS (continued)

Foreign Currency Position (continued)

	Foreign Currency Position Table December 31, 2024			
	Total TL Equivalent	USD	Euro	Other Foreign Currency TL Equivalent
1. Trade Receivables and Due from Related Parties	963.932	15.076	5.568	-
2a. Monetary Financial Assets (Cash and cash equivalents included)	6.134.252	114.421	17.615	3.382
2b. Non-monetary Financial Assets	-	-	-	-
3. Other Current Assets and Receivables	224.185	3.720	1.088	82
4. Current Assets (1+2+3)	**7.322.369**	**133.217**	**24.271**	**3.464**
5. Trade Receivables and Due from Related Parties	-	-	-	-
6a. Monetary Financial Assets	-	-	-	-
6b. Non-monetary Financial Assets	-	-	-	-
7. Other	792.349	6.503	10.204	1.390
8. Non-Current Assets (5+6+7)	**792.349**	**6.503**	**10.204**	**1.390**
9. Total Assets (4+8)	**8.114.718**	**139.720**	**34.475**	**4.854**
10. Trade Payables and Due to Related Parties	5.715.119	86.465	29.516	293.229
11. Short-term Borrowings and Current Portion of Long - term Borrowings	4.416.316	67.034	27.302	-
12a. Monetary Other Liabilities	175.106	3.758	26	-
12b. Non-monetary Other Liabilities	3.693	33	45	-
13. Current Liabilities (10+11+12)	**10.310.234**	**157.290**	**56.889**	**293.229**

	Foreign Currency Position Table December 31, 2024			
	Total TL Equivalent	USD	Euro	Other Foreign Currency TL Equivalent
14. Trade Payables and Due to Related Parties	-	-	-	-
15. a Long-Term Borrowings	31.592.083	634.528	46.447	-
15. b. Long-Term Lease Payables	109.884	1.890	466	-
16 a. Monetary Other Liabilities	-	-	-	-
16 b. Non-monetary Other Liabilities	-	-	-	-
17. Non-Current Liabilities (14+15+16)	**31.701.967**	**636.418**	**46.913**	**-**
18. Total Liabilities (13+17)	**42.012.201**	**793.708**	**103.802**	**293.229**
19. Off Balance Sheet Derivative Items' Net Asset / (Liability) Position	**28.202.495**	**580.000**	**28.500**	**-**
19a. Total Hedged Assets (*)	28.202.495	580.000	28.500	-
19b. Total Hedged Liabilities	-	-	-	-
20. Net Foreign Currency Asset / (Liability) Position (9-18+19)	**(5.694.988)**	**(73.988)**	**(40.827)**	**(288.375)**
21. Monetary Items Net Foreign Currency Asset / (Liability) Position (TFRS 7, B23) (=1+2a+5+6a-10-11-12a-14-15-16a)	**(34.910.324)**	**(664.178)**	**(80.574)**	**(289.847)**
22. Total Fair Value of Financial Instruments Used to Manage the Foreign Currency Position	**-**	**-**	**-**	**-**

(*) In order to hedge the exchange rate risk arising from the conversion of net investments in subsidiaries operating in the Netherlands into Turkish Lira, bonds issued in USD have been designated as a net investment hedging instrument.

Coca-Cola İçecek Anonim Şirketi

Notes to Consolidated Financial Statements for the year ended December 31, 2025
(Amounts expressed in thousands of TL based on the purchasing power of Turkish Lira ("TL") as of December 31, 2025, unless otherwise stated)

31. NATURE AND LEVEL OF RISKS ARISING FROM FINANCIAL INSTRUMENTS (continued)

Foreign Currency Position (continued)

The following table demonstrates the sensitivity of the Group's profit before tax to a reasonably possible change in the USD, EUR, and other foreign currency denominated exchange rates against TL by 20%, with all other variables held constant.

	Foreign Currency Position Sensitivity Analysis			
	December 31, 2025		December 31, 2024	
	Income /(Loss)	Income / (Loss)	Income / (Loss)	Income / (Loss)
	Increase of the foreign currency	Decrease of the foreign currency	Increase of the foreign currency	Decrease of the foreign
Changes in the USD against TL by 20%:				
1- USD denominated net asset / (liability)	(5.848.546)	5.848.546	(6.053.309)	6.053.309
2- USD denominated hedging instruments (-)	4.806.116	(4.806.120)	5.366.416	(5.366.416)
3- Net effect in USD (1+2)	(1.042.430)	1.042.426	(686.893)	686.893
Changes in the Euro against TL by 20%:				
4- Euro denominated net asset / (liability)	(630.182)	630.182	(668.514)	668.514
5- Euro denominated hedging instruments (-)	192.946	(192.946)	274.083	(274.083)
6- Net effect in Euro (4+5)	(437.236)	437.236	(394.431)	394.431
Average changes in the other foreign currencies against TL by 20%:				
7- Other foreign currency denominated net asset / (liability)	(192.159)	192.159	(57.675)	57.675
8- Other foreign currency hedging instruments (-)	-	-	-	-
9- Net effect in other foreign currency (7+8)	(192.159)	192.159	(57.675)	57.675
TOTAL (3+6+9)	**(1.671.825)**	**1.671.821**	**(1.138.999)**	**1.138.999**

(d) Credit Risk

Credit risk is the risk that one party to a financial instrument will fail to discharge an obligation and cause the other party to incur a financial loss. Financial instruments that potentially subject the Group to significant concentration of credit risk consist principally of cash and cash equivalents and trade receivables. Maximum credit risk on the Group is limited to the amounts disclosed on the financial statements.

The Group maintains cash and cash equivalents with various financial institutions. It is the Group's policy to limit exposure to any one institution and revalue the credibility of the related financial institutions continuously.

The credit risk associated with trade receivables is partially limited due to a large customer base and due to management's limitation on the extension of credit to customers. The Group generally requires collateral to extend credit to its customers excluding its distributors.

As of 31 December 2025 and 2024, the Group has fulfilled its financial commitments arising from its borrowings. No risks are anticipated in respect of the reporting period ended 31 December 2026.

Coca-Cola İçecek Anonim Şirketi

Notes to Consolidated Financial Statements for the year ended December 31, 2025

(Amounts expressed in thousands of TL based on the purchasing power of Turkish Lira ("TL") as of December 31, 2025, unless otherwise stated)

31. NATURE AND LEVEL OF RISKS ARISING FROM FINANCIAL INSTRUMENTS (continued)

(d) Credit Risk (continued)

Credit risk exposure from financial instruments as of December 31, 2025, and 2024 are as follows:

	Receivables			
December 31, 2025	**Trade Receivables and Due from Related Parties**	**Other Receivables**	**Advances Given**	**Bank Deposits**
Maximum credit risk exposure as of reporting date (A+B+C+D+E)	19.035.140	432.702	2.508.333	26.523.847
- Maximum risk secured by guarantee	11.447.587	-	-	-
A. Net book value of financial assets neither overdue nor impaired	17.454.303	432.702	2.508.333	26.523.847
B. Net book value of financial assets of which conditions are negotiated, otherwise considered as impaired or overdue	-	-	-	-
C. Net book value of assets overdue but not impaired	1.580.837	-	-	-
-Under guarantee	891.308	-	-	-
D. Net book value of impaired assets	-	-	-	-
- Overdue (gross book value)	(363.593)	-	-	-
- Impairment (-)	363.593	-	-	-
- Net value under guarantee	-	-	-	-
- Not overdue (gross book value)	-	-	-	-
- Impairment (-)	-	-	-	-
- Net value under guarantee	-	-	-	-
E. Off- balance sheet items having credit risk	-	-	-	-

	Receivables			
December 31, 2024	**Trade Receivables and Due from Related Parties**	**Other Receivables**	**Advances Given**	**Bank Deposits**
Maximum credit risk exposure as of reporting date (A+B+C+D+E)	16.923.148	1.012.934	3.514.570	30.547.857
- Maximum risk secured by guarantee	12.162.062	-	599.110	-
A. Net book value of financial assets neither overdue nor impaired	15.464.622	1.012.934	3.514.570	30.547.857
B. Net book value of financial assets of which conditions are negotiated, otherwise considered as impaired or overdue	-	-	-	-
C. Net book value of assets overdue but not impaired	1.458.526	-	-	-
-Under guarantee	734.970	-	-	-
D. Net book value of impaired assets	-	-	-	-
- Overdue (gross book value)	461.130	-	-	-
- Impairment (-)	(461.130)	-	-	-
- Net value under guarantee	-	-	-	-
- Not overdue (gross book value)	-	-	-	-
- Impairment (-)	-	-	-	-
- Net value under guarantee	-	-	-	-
E. Off- balance sheet items having credit risk	-	-	-	-

Coca-Cola İçecek Anonim Şirketi

Notes to Consolidated Financial Statements for the year ended December 31, 2025
(Amounts expressed in thousands of TL based on the purchasing power of Turkish Lira ("TL") as of December 31, 2025, unless otherwise stated)

31. NATURE AND LEVEL OF RISKS ARISING FROM FINANCIAL INSTRUMENTS (continued)

Liquidity risk is the risk that an entity will be unable to meet its net funding requirements. The risk is mitigated by matching the cash in and out flow volume supported by committed lending limits from qualified credit institutions, bond issues, cash, and short-term deposits.

The maturity breakdown of financial assets and liabilities has been indicated by considering the period from the balance sheet date to maturity date. Those financial assets and liabilities which have no maturities have been classified under "1 to 5 years".

The table below summarizes the maturity profile of the Group's financial and liabilities at December 31, 2025 and 2024:

December 31, 2025 Maturities according to agreement	Book Value	Total cash outflow according to agreement (=I+II+III+IV)	Less than 3 months(I)	3 to 12 months (II)	1 to 5 years (III)	more than 5 years(IV)
Financial liabilities	50.701.902	57.796.626	6.572.284	15.283.467	35.940.875	-
Lease liabilities	1.417.601	1.670.508	103.400	302.573	1.022.289	242.246
Trade payables	23.922.102	23.922.102	15.517.220	8.402.149	2.733	-
Due to related parties	10.927.728	10.927.728	5.019.062	5.908.666	-	-
Non-derivative financial liabilities	**86.969.333**	**94.316.964**	**27.211.966**	**29.896.855**	**36.965.897**	**242.246**

Expected maturities	Book Value	Total cash outflow according to agreement (=I+II+III+IV)	Less than 3 months(I)	3 to 12 months (II)	1 to 5 years (III)	more than 5 years(IV)
Other Payables	5.205.837	5.205.837	5.205.837	-	-	-
Non-derivative financial liabilities	**5.205.837**	**5.205.837**	**5.205.837**	**-**	**-**	**-**

December 31, 2024 Maturities according to agreement	Book Value	Total cash outflow according to agreement (=I+II+III+IV)	Less than 3 months(I)	3 to 12 months (II)	1 to 5 years (III)	more than 5 years(IV)
Financial liabilities	63.191.609	74.899.166	7.297.274	25.575.068	41.073.510	953.314
Lease liabilities	1.134.663	1.122.573	78.510	245.011	799.052	-
Trade payables	24.012.918	24.012.919	17.557.921	6.450.281	4.717	-
Due to related parties	9.839.350	9.839.351	3.706.292	6.133.059	-	-
Non-derivative financial liabilities	**98.178.540**	**109.874.009**	**28.639.997**	**38.403.419**	**41.877.279**	**953.314**

Expected maturities	Book Value	Total cash outflow according to agreement (=I+II+III+IV)	Less than 3 months(I)	3 to 12 months (II)	1 to 5 years (III)	more than 5 years(IV)
Other Payables	4.190.972	4.190.972	4.190.972	-	-	-
Non-derivative financial liabilities	**4.190.972**	**4.190.972**	**4.190.972**	**-**	**-**	**-**

(f) Commodity Price Risk

The Group may be affected by the price volatility of certain commodities such as sugar, aluminum, and resin. As its operating activities require the ongoing purchase of these commodities, the Group's management has a risk management strategy regarding commodity price risk and its mitigation.

Based on a 12-month anticipated purchase of can, the Group hedges using commodity (aluminum) swap contracts (Note 7).

Based on a 15-month anticipated purchase of pet, the Group hedges using commodity (resin) swap contracts (Note 7).

Based on a 24-month anticipated production, the Group hedges using commodity (sugar) swap contracts (Note 7).

Coca-Cola İçecek Anonim Şirketi

Notes to Consolidated Financial Statements for the year ended December 31, 2025

(Amounts expressed in thousands of TL based on the purchasing power of Turkish Lira ("TL") as of December 31, 2025, unless otherwise stated)

32. FINANCIAL INSTRUMENTS

Fair Values

Fair value is the amount at which a financial instrument could be exchanged in a current transaction between willing parties, other than in a forced sale or liquidation, and best evidenced by a quoted market price, if one exists.

Foreign currency-denominated financial assets and liabilities are revalued at the exchange rates prevailing at the balance sheet dates.

The following methods and assumptions were used in the estimation of the fair value of the Group's financial instrument:

Financial Assets – The fair values of certain financial assets carried at cost, including cash and cash equivalents, and held to maturity investments plus the respective accrued interest are considered to approximate their respective carrying values due to their short-term nature and negligible credit losses. The carrying values of trade receivables along with the related allowances for bad debt are estimated to be at their fair values.

Financial Liabilities – The fair values of trade payables and other monetary liabilities are estimated to approximate carrying values, due to their short-term nature. The fair values of bank borrowings are considered to approximate their respective carrying values, since the initial rates applied to bank borrowings are updated periodically by the lender to reflect active market price quotations. The carrying values of trade payable are estimated to be their fair values due to their short-term nature.

Fair value hierarchy table

The Group classifies the fair value measurement of each class of financial instruments according to the source, using the three-level hierarchy, as follows:

Level 1: Market price valuation techniques for the determined financial instruments traded in markets

Level 2: Other valuation techniques includes direct or indirect observable inputs

Level 3: Valuation techniques does not contain observable market inputs

December 31, 2025	Level 1	Level 2	Level 3
a) Assets presented at fair value			
Derivative financial instruments	-	210.188	-
Total assets	**-**	**210.188**	**-**
b) Liabilities presented at fair value			
Derivative financial instruments	-	196.633	-
Put option of share from non-controlling interest	-	-	101.037
Total liabilities	**-**	**196.633**	**101.037**

December 31, 2024	Level 1	Level 2	Level 3
a) Assets presented at fair value			
Investment Funds	1.959.958	-	-
-Derivative financial instruments	-	49.052	-
Total assets	**1.959.958**	**49.052**	**-**
b) Liabilities presented at fair value			
Derivative financial instruments	-	3.829	-
Buying option of share from non-controlling interest	-	-	108.982
Total liabilities	**-**	**3.829**	**108.982**

As of December 31, 2025, and December 31, 2024, the movement of share purchase option below level 3 is as follows;

	December 31, 2024	December 31, 2023
Balance at January 1st	108.982	131.293
Currency translation difference	(7.945)	(22.311)
	101.037	**108.982**

Coca-Cola İçecek Anonim Şirketi

Notes to Consolidated Financial Statements for the year ended December 31, 2025

(Amounts expressed in thousands of TL based on the purchasing power of Turkish Lira ("TL") as of December 31, 2025, unless otherwise stated)

33. NET MONETARY POSITION GAIN/(LOSS)

	December 31, 2025	December 31, 2024
Statement of Financial Position Items		
Inventories	613.990	737.402
Prepaid Expenses	178.398	208.508
Other Current Assets	-	562
Tangible Assets	14.597.443	14.952.260
Intangible Assets	9.392.951	9.349.253
Investment in Subsidiaries, Joint Ventures and Affiliates	71.750.848	63.299.930
Right of Use Asset	12.608	5.522
Prepaid Expenses	59.601	150.994
Deferred Tax Asset/Liability	772.581	(1.159.452)
Deferred Incomes	36.687	(50.379)
Other Short Term Liabilities	-	(470)
Share Capital Adjustment Differences	(6.265.979)	(6.190.062)
Share Premium	(5.045.102)	(5.014.588)
Other comprehensive income items not to be reclassified to profit or loss	416.507	296.376
Other comprehensive income items to be reclassified to profit or loss	4.864.307	5.682.908
Restricted Reserves Allocated from Net Profit	(3.830.722)	(3.585.013)
Accumulated Profit / Loss	(77.226.005)	(63.353.864)
Non-Controlling Interest	(8.699.185)	(8.172.345)
Statement of Profit or Loss Items		
Revenue	(7.729.085)	(10.306.625)
Cost of Goods Sales	7.449.883	9.307.549
General and Administration Expenses	1.133.018	1.213.525
Marketing, Selling and Distribution Expenses	2.328.847	2.843.904
Other Operating Incomes/Expenses	(105.709)	(124.696)
Loss from Investing Activities	49.338	(12.190)
Financial Incomes/Expenses	907.785	1.441.665
Tax Expense from Continuing Operations	1.115.602	1.416.075
Net Monetary Position Gains/(Losses)	**6.778.607**	**12.936.749**

34. EVENTS AFTER BALANCE SHEET DATE

The Group's explanation of the fees for services rendered by independent audit firms is as follows:

	December 31, 2025	December 31, 2024
Fee for independent audit	31.992	33.050
Fees for tax advisory services	7.988	7.424
Fee for other assurance services	3.650	2.174
Fee for other services excluded independent audit	-	2.412
	43.630	**45.060**

35. EVENTS AFTER BALANCE SHEET DATE

As per the consolidated financial statements of our company prepared in accordance with CMB accounting standards, in 2025, our Company recorded a net income of TL 14.072.351.000,00. The Board of Directors resolved to propose to the General Assembly the distribution of gross dividends of TL 4.001.252.400,86, after legal liabilities are deducted from 2025 net income starting from 12 May 2026. As per the proposal, the remainder of 2025 net income will be added to the extraordinary reserves.

Subject to the approval of the General Assembly, entities which are Türkiye resident taxpayers or entitled to such dividends through a permanent establishment or a permanent representative in Türkiye, will be paid a gross cash dividend of TL 1,4300 (net TL 1,4300) per 100 shares, representing TL 1 nominal value. While other shareholders will receive gross TL 1,4300 (net TL 1,2155) per 100 shares (Full TL).

The two paragraphs above are shown as published on KAP.

Statement of Profit Distribution

According to CCI consolidated financial statements prepared in accordance with CMB accounting standards, the net profit for the fiscal year 2025 has been realized as TRY 14,072,351,000.00.

After deducting legal liabilities, it has been decided by our Board of Directors to propose to the General Assembly the distribution of a total gross amount of TRY 4,001,252,400.86 to the shareholders as of 12 May 2026, entirely to be covered from the 2025 net profit for the period, and to retain the remaining portion of the 2025 net profit for the period within CCI as extraordinary reserves.

In the event that the aforementioned profit distribution proposal of the Board of Directors is approved at the General Assembly, our Company will make a cash dividend payment from the 2025 net profit for the period of TRY 1.4300 gross (TRY 1.4300 net) per 100 shares with a nominal value of TRY 1 to full taxpayer corporations and to limited taxpayer corporations obtaining dividends through a workplace or permanent representative in Türkiye, and TRY 1.4300 gross (TRY 1.2155 net) to other shareholders.

Within the framework of the relevant proposal of our Board of Directors, the Coca-Cola İçecek A.Ş. 2025 profit distribution table and the information table regarding the distributed dividend ratio are presented below.

COCA-COLA İÇECEK A.Ş. 2025 DIVIDEND DISTRIBUTION TABLE (TL)

		As per CMB	As per Statutory Records
1	Paid-in Capital	2,798,078,602.00	2,798,078,602.00
2	General Legal Reserves (Based on the Legal Records)	559,615,720.40	559,615,720.40
3	Profit / (Loss) 2025	21,143,328,000.00	15,061,738,113.11
4	Taxes (-)	-7,070,977,000.00	-
5	**Net Profit / (Loss) =**	**14,072,351,000.00**	**15,061,738,113.11**
6	Previous Years' Losses (-)	-	-
7	General Legal Reserves (-)	-	-
8	**NET DISTRIBUTABLE PROFIT (=)**	**14,072,351,000.00**	**15,061,738,113.11**
9	Donations within the year (+)	89,625,000.00	-
10	**NET DISTRIBUTABLE PROFIT INCLUDING THE DONATIONS**	**14,161,976,000.00**	**-**
11	**First Dividend to Shareholders of Ordinary Shares**	**4,001,252,400.86**	**-**
	-Cash Dividend	4,001,252,400.86	-
	-Bonus Issue	-	-
	-Total	4,001,252,400.86	-
12	Dividend Distributed to Privileged Shareholders	-	-
13	Other Distributed Dividends	-	-
	-To Members of Board of Directors	-	-
	-To Employees	-	-
	-To Other Persons Excluding Shareholders	-	-
14	Dividends to the Holders of Redeemed Shares	-	-
15	**Second Dividend to Shareholders of Ordinary Shares**	**-**	**-**
16	General Legal Reserves	386,134,847.08	-
17	Statutory Reserves	-	-
18	Special Reserves	-	-
19	Extraordinary Reserves	9,684,963,752.06	-
20	**Distributable Other Sources**	**-**	**-**
	-Previous Year Profit	-	-
	-Extraordinary Reserves	-	-
	-Other Reserves Distributable as per Law of Association	-	-

COCA-COLA İÇECEK A.Ş. 2024 DIVIDEND PAY OUT RATIO

	GROUP	TOTAL DIVIDEND (TL)		TOTAL DIVIDEND /NET DISTRIBUTABLE PROFIT	DIVIDEND PER 1 TL NOMINAL VALUED SHARE	
		CASH DIVIDEND (TL)	BONUS ISSUE (TL)	RATIO (%)	AMOUNT (TL)	RATIO (%)
NET	A	1,258,400,000.00	-	8.9%	1.4300000	143.00000
	B with witholding tax	683,423,729.85	-	4.8%	1.2155000	121.55000
	C with witholding tax	991,647,888.33	-	7.0%	1.2155000	121.55000
	C without witholding tax	772,179,908.89	-	5.5%	1.4300000	143.00000
	Total	3,705,651,527.06	-	26.2%	1.32436	-

THE AMOUNT OF DISTRIBUTED DIVIDENDS (TL)	PAY OUT RATIO (DIVIDENDS/NET DISTRIBUTABLE INCOME INCLUDING DONATIONS)
4,001,252,400.86	**28.25%**

CCI Reporting Guidelines

Essential Definitions

For the purpose of this report, the following definitions apply:
TCCC: TCCC as abbreviation means "The Coca-Cola Company".
TCCS: TCCS as abbreviation means“The Coca-Cola Sistemi”.
ESG: Environmental, Social and Governance
KSS: Corporate Social Responsibility
USD: U.S. Dollar
Dolar: U.S. Dollar
UC: Unit Case

ENVIRONMENTAL INDICATORS

PLANT

Production buildings, water treatment units, waste water treatment units, tanks, all workplace facilities, including laboratories, administrative buildings.

ENERGY

It refers to the purchases of electricity, natural gas, diesel, gasoline, fuel, liquefied petroleum gas (LPG), solid fuels, and steam.

ENERGY CONSUMPTION

Energy consumed during the reporting year (January 1 to December 31). Energy consumption data includes energy used in the operation of industrial facilities and production processes, including electric systems, heating, lighting, on-site transportation, and climate control. Production processes refer to the energy consumed in the core bottling (filling) operations. Total energy consumption also includes energy used for preform injection in factories that utilize this energy-intensive process, as well as energy used for CO_2 production processes in our plants.

ENERGY USAGE RATIO (EUR, MJ/LT)

Energy consumed per liter of produced product, in megajoules (MJ), is calculated by dividing the total energy from all energy sources (in MJ) by the production volume (in liters).

GHG EMISSIONS (TONS CO_2e)

Reporting emissions for the year (January 1 to December 31). The reported GHGs are as follows: carbon dioxide (CO2), methane (CH4), nitrous oxide (N2O), hydrofluorocarbons (HFCs), perfluorocarbons (PFCs), sulphur hexafluoride (SF6) and nitrogen trifluoride (NF3). Other GHGs, including those regulated by the Montreal Protocol, are not included in GHG emissions and are analyzed separately. "GHG emissions" refers to emissions from all production processes arising from the Company's plants, such as bottling and preform injection. Since 2012, CCI has been reporting GHG emissions for its operations in Türkiye in accordance with the ISO 14064-1 Standard. From 2020 onwards, CCI has expanded this reporting to include GHG emissions for operations in all countries where it operates, covering Scope 1, 2, and 3 emissions. Where the plant generates energy on-site, the relevant energy consumption is defined as the energy of the fuel used for generation (e.g. for on-site diesel-fired electricity generators, the energy consumption would be the diesel used instead of the electricity output of the generator).

EMD RATIO (Energy Management Device)

It refers to the ratio of energy management equipment used in cooling devices to the total number of cooling devices.

WASTE (TONS)

Waste generated at a specific facility includes waste originating from production, construction, food services, and all other activities. Examples of solid waste types produced by the company include paper, plastic, corrugated cardboard, metal, glass, wastewater treatment sludge, used oils, and damaged materials or products, as well as hazardous waste such as solvents, inks, and laboratory waste. Liquid waste discharged from wastewater treatment systems is not included in the waste calculations.

WASTE RATIO FROM PRODUCTION OPERATIONS (g/L)

Total waste weight produced per liter of product (grams).

WASTE RECYCLING RATE (%)

It is the ratio of the weight of waste that is recovered, reused, or recycled to the total weight of waste generated. (%)

WASTE DISPOSAL (TONS)

To determine the method of disposal, CCI used the legal categories stipulated in the disposal documents provided by accredited waste contractors. According to the disposal documents, the categories of waste generated by CCI during the reporting period were recycling, reuse, recovery, incineration and landfill waste. Some hazardous waste is sold for use as fuel in processes such as cement manufacturing. In accordance with the legal categories in the accredited waste documentation, this waste is classified as recovery rather than incineration.

REUSED WASTE (TONS)

Waste that is reused for the same or different purposes without reprocessing; e.g., wood.

RECYCLED WASTE (TONS)

It refers to waste that has been separated into raw materials for use, modified, and reprocessed for use in new products. Recyclable materials include various types such as glass, paper, metal, plastic, textiles, and electronics. Materials to be recycled are brought to a collection center or picked up from the point of waste generation, then sorted, cleaned, and reprocessed into new materials for production.

RECOVERED WASTE (TONS)

Energy recovery from non-recyclable waste materials is achieved through various processes such as incineration, gasification, pyrolysis, and anaerobic digestion. After these processes, waste that has undergone energy recovery is classified as recovered waste. For example, if waste is burned in a waste incineration plant to generate energy, the waste is considered "recovered." There are several ways to recover energy from waste. Anaerobic digestion is a natural decomposition process in which organic matter is reduced to simpler chemical components in the absence of oxygen. "Recovery" also refers to the incineration of solid urban waste to reduce waste and generate energy, or its controlled direct incineration. Recovered secondary fuel is obtained from waste that cannot be reused or recycled through mechanical or biological treatment processes. Since a large portion of the waste is recovered for energy at licensed facilities before disposal, hazardous waste is classified as "recovered" in Türkiye.

WASTE STORED ON THE SITE (TONS)
It refers to waste that is accumulated at the waste generation sites before being sent to waste processing facilities. Wood waste is processed in different ways, and the final processing method is classified according to the activities, with confirmation from suppliers. The methods for reuse, recycling, and recovery of hazardous waste are verified with CCI's waste management service providers. For our operations in Türkiye, disposal and processing methods are determined according to the waste disposal regulations defined in the Turkish Hazardous Waste Control Regulation. The amount of waste generated from cold beverage equipment and two-way bottles produced in the market is measured by either direct weighing or by using the waste coefficients recorded after measuring the full weight of each piece of equipment.

WASTE SENT TO THE LANDFILL (TONS)
It refers to waste sent to waste disposal sites managed by a municipality or an accredited company that comply with the conditions for controlled landfilling.

WATER
It includes water from all sources, including wells, spring water, municipal water, and collected rainwater.

WATER CONSUMPTION (LITERS)
It refers to the total water used during the reporting year (January 1 to December 31). Water consumption data includes water used for production, water treatment, boiler manufacturing for steam and heating, cooling (both contact and non-contact), cleaning and hygiene, backwash filters, irrigation, kitchen and canteen operations, toilets and washbasins, and fire control.

WATER USAGE RATIO (L/L)
It refers to the liters of water used per liter of product produced. It is calculated by dividing the total water consumption (in liters) by the production volume (in liters).

WATER WITHDRAWAL (L)
It refers to the total volume of water withdrawn from any source, including groundwater, surface water, municipal water, and collected rainwater, during the reporting year (January 1 to December 31).

WATER RECOVERY/RECYCLING/REUSE
It refers to the process of treating wastewater generated after use in the facilities, either through simple or advanced treatment processes, to make it suitable for reuse, or reusing it directly without treatment, depending on the required water quality.

WASTE WATER (L)
It refers to the total volume of water discharged during the reporting period. Treatment methods can also be further classified based on the type of receiving environment where the discharge occurs.

ENVIRONMENTAL COMPLIANCE
Monetary value of significant fines ($10,000 and above) and total number of non-monetary sanctions for noncompliance with national environmental laws and regulations.

SOCIAL INDICATORS
ACCIDENT NUMBERS AND RATES
The number of lost-time injuries, days lost due to injuries, fatalities, and total vehicle accidents in CCI countries are reported. Based on this data, LTIR (Lost Time Injury Rate), LTISR (Lost Time Injury Severity Rate), and the vehicle accident rate are calculated. CCI's primary injury metric is the Lost Time Injury Rate (LTIR), which is calculated by multiplying the number of lost-time injuries by 200,000 and dividing the result by the total number of hours worked during the reporting period, excluding contractors. Contractor data is reported separately. (LTIR = Total number of lost-time injuries × 200,000 / Total hours worked)

LTISR refers to the Lost Time Injury Severity Rate. It is calculated by multiplying the total number of days lost due to injuries by 200,000 and dividing the result by the total number of hours worked during the reporting period, excluding contractors. Contractor data is reported separately. (LTISR = Total days lost due to injuries × 200,000 / Total hours worked)

MAIN TYPES OF WORK RELATED INJURY
This data is reported annually for nine types of injuries. These injury types are defined as lacreation, fractures, slips/trips and falls, poisoning, burns, electric shocks, asphyxiation, collision, and caught in machinery/jamming.

NUMBER OF EMPLOYEES
This refers to CCI employees working at the Company's headquarters, plants, and sales offices. Employee numbers are classified as permanent, temporary, and contract employees, and the data is recorded as year-end figures. The Türkiye operation includes employees at plants and sales offices located in Türkiye, while the Group Office (Head Office) includes employees responsible for all 11 countries in which the Company operates. Employees in Syria are not included in the total employee count table.

The breakdown of employee numbers includes total employees, by gender, by category, by gender within each category, and by employment and contract type. It also provides the number and percentage of employees based on seniority (years of service), age, and generations, as well as the number and percentage of employees with disabilities or special needs. The data is calculated based on year-end values.

The number of outsourced employees is provided as core and auxiliary functions. Outsourced-Core Functions: Employees on the payroll of a third-party company who are directly involved in activities related to our operations (e.g., marketing, sales, warehouse operations, production, etc.). Outsourced-Auxiliary Functions: Employees on the payroll of a third-party company whose work is not directly related to our operations (e.g., security, landscaping, healthcare services, etc.).

LOCAL EMPLOYMENT RATE IN INTERNATIONAL OPERATIONS (%)
It refers to the percentage of local (from the respective country) employees in the countries where CCI operates.

RATE OF OPEN POSITIONS FILLED BY INTERNAL CANDIDATES (%)
It refers to the percentage of open positions filled by internal employees at CCI. The ratio is calculated based on year-end values.

NUMBER AND RATES OF EMPLOYEES IN STEM ROLES (FINANCE, SUPPLY CHAIN, IT) (%)
CCI provides the number and percentage of employees in the Finance, Supply Chain, and IT teams, broken down by gender. The ratio is calculated based on year-end values.

NUMBER AND RATES OF NEWLY HIRED EMPLOYEES AND EMPLOYEE TURNOVER (%)
The number and percentage of employees hired and employee turnover are provided based on gender and age breakdowns.

TURNOVER RATE OF EMPLOYEES (%)
This data provides the ratio of the number of employees who left the company, broken down by voluntary and involuntary separations, to the total number of employees. The total does not include data from Bangladesh.

TRAINING (HOURS)
The average training hours per employee during the reporting period are classified into Occupational Health and Safety (OHS) training, environmental training, and total training. These data represent the total classroom and online training hours for CCI employees as of year-end. The total training hours are also provided by employee category breakdown. Excluding OHS training, data from CCI Bangladesh are not included in the training figures.

RATES OF EMPLOYEES SUBJECT TO PERFORMANCE REVİEW (%)
Moving forward starting from 2024, the new calculation methodology will be sustained: All full-time, permanent white-collar employees and non-unionized blue-collar employees at CCI are subject to performance evaluation. However, unionized employees are exempt from performance evaluation in accordance with country-specific labor laws. At CCI, all eligible employees are assessed under a unified performance system, ensuring fairness and consistency.

TOTAL WORKING HOURS IN THE YEAR
Total working hours in CCI countries are tracked monthly and the total hours are calculated at the end of the year.

NUMBER OF EMPLOYEES ON MATERNITY AND PATERNITY LEAVE
This data indicates the number of employees who have taken maternity leave during the reporting period.

NUMBER OF EMPLOYEES RETURNING FROM MATERNITY AND PATERNITY LEAVE
This data represents the number of employees who have returned from maternity leave during the reporting period.

NUMBER OF EMPLOYEES RETURNING FROM MATERNITY AND PATERNITY LEAVE AND CONTINUING TO WORK FOR THE FOLLOWING 12 MONTHS
This data includes employees who have completed 12 months within the year 2024, starting from the date of their return from maternity leave.

Scope of Reporting

The following tables outline the activities reported for energy consumption, greenhouse emissions, water consumption and solid waste within the scope of this integrated annual report.

Total Energy Consumption	Türkiye	Jordan	Kyrgyzstan	Tajikistan	Azerbaijan	Turkmenistan	Kazakhstan	Pakistan	Iraq	Uzbekistan	Bangladesh
Industrial zones where bottling processes are conducted and secondary operations such as preform injection, bottle blowing and lift truck operations	✓	Excluding preform production.	Excluding preform production.	Excluding preform production.	✓	Excluding preform production.	✓	✓	Excluding preform production.	Excluding preform production.	Excluding preform production.
Technical service operations (e.g. repairs on cold drink equipment, etc.)	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Administrative buildings located at industrial zones	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Company transportation of materials and products within industrial plant sites (e.g. Forklift operations)	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Data Preparation

Energy Consumption

Energy consumption data is reported for electricity and primary fuel sources such as natural gas, diesel, LPG, fuel oil and steam. Electricity and natural gas data are obtained from supplier metering devices and reconciled with in-house metering devices (if available) and/or service supplier invoices. Diesel, LPG, steam and fuel oil consumption data is obtained from supplier invoices. Operation CCI used the conversion coefficients published below:

- The supply unit for electricity is invoiced in kWh. To calculate the energy utilization rate, kWh, Converted to megajoules (MJ) with a coefficient of 3.6.
- For natural gas, the unit of supply from most suppliers is invoiced in m3 . To calculate the energy usage ratio, the natural gas used at the facility is converted to MJ with a conversion factor of 37.3, except in Kazakhstan, where a conversion factor of 34.4 is used, according to the analysis performed by an accredited local laboratory in 2016.
- For fuels other than natural gas (diesel and fuel oil), energy conversion coefficients (liters or kilograms to MJ) TCCC Default Coefficients is taken from the calculation tool provided by.
- For LPG (MJ/kg), a conversion factor (net heat value) of 50.0 was used as part of the GHG verification process in accordance with ISO 14064-1 requirements.
- For diesel (MJ/L), 39.0 was used as the conversion factor.
- For Steam (MJ),(GKAL): 4,186.8 was used (Kazakhstan operations only).

GHG Emissions

GHG emissions are calculated by CCI using published conversion factors. Conversion factors provide an estimate of the amount of GHGs emitted into the atmosphere per unit of energy consumed. Different types of energy sources have different conversion coefficients reflecting their carbon dioxide intensity. In future periods, conversion factors may be updated to reflect changes and/or improvements in published data. In the current period, the following conversion factors were used:

For fuels such as natural gas, diesel and LPG, conversion coefficients are obtained from calculation tools according to the May 2015 version of the GHG Protocol Standards, available on the GHG Protocol website (www.ghgprotocol.org) The Global Warming Potentials (GWPs) used to calculate emissions of different GHGs in terms of CO2 equivalents are taken from the Intergovernmental Panel on the Fifth Assessment Report on Climate Change.

Energy Use Calculation and External Valuation Method Used for Total Energy Consumption

As the period covered by the in-voices may not always be fully aligned with the company's reporting period, adjustments are made where necessary to align the con-sumption data in the invoices with the reporting period, as agreed with the company's verifiers.

CO_2 Emission Conversion Factors Used

- **Natural Gas (MJ):** 0.05082kg kg CO_2
- **LPG (MJ):** 0.05958 kg CO_2
- **Diesel (MJ, hafif yakıt):** 0.06781 kg CO_2
- **Fuel Oil (MJ):** 0.07448 kg CO_2
- **Light Fuel Oil (MJ):** 0.07125 kg CO_2
- **Electricity (kWh):** For electricity, GHG emissions conversion factors are obtained from the International Energy Agency (IEA) and shared by TCCC with the entire Coca-Cola system.

In this year's report, we used the IEA coefficients for 2022 (as the IEA publishes coefficients for a given year at two year intervals). Sustaina-bility Combined coefficients were used for all activities in the Report. This information is contained in the internal document "SDW Fuel Con-version Coefficients", which is up-dated annually by TCCC.

kg CO_2 /kWh Electricity	2017 IEA Factors (Used for 2020 Report)	2018 IEA Factors (Used for 2021 Report)	2020 IEA Factors (Used for 2022 Report)	2021 IEA Factors (Used for 2023 Report)	2022 IEA Factors (Used for 2024 Report)	2023 IEA Factors (Used for 2025 Report)
Türkiye	0.540*	0.507*	0.440*	0.423	0.4227	0.4161
Jordan	0.498	0.498	0.391	0.380	0.3772	0.4752
Kyrgyzstan	0.051	0.051	0.055	0.098	0.0995	0.0898
Tajikistan	0.043	0.043	0.072	0.055	0.0606	0.0467
Azerbaijan	0.488	0.488	0.440	0.435	0.4219	0.4192
Turkmenistan	0.355	0.355	0.700	0.675	0.7608	0.677
Kazakhstan	0.612	0.612	0.575	0.489	0.5381	0.6082
Pakistan	0.416	0.416	0.396	0.370	0.3957	0.3473
Iraq	1.293	1.293	0.665	0.665	0.6805	0.6821
Uzbekistan	-	0.496	0.469	0.525	0.4833	0.5465
Bangladesh	-	0.496	0.469	0.525	0.5913	0.5859

*Values used for greenhouse gas calculations has taken from the "Türkiye Electricity Generation and Electricity Consumption Point Emission Factors Information Sheet" published by the Republic of Türkiye Ministry of Energy and Natural Resources as a reference.

Water Consumption

Where groundwater is used, water consumption data is obtained from in-house meters. Separate data on water consumption is also obtained from supplier meters and then reconciled with in-house meters (if available) and/ or service provider invoices if water is supplied by the network.

Scope for Water Consumption Data	Türkiye	Jordan	Kyrgyzstan	Tajikistan	Azerbaijan	Turkmenistan	Kazakhstan	Pakistan	Iraq	Uzbekistan	Bangladesh
Industrial zones comprising bottle facilities	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Technical service operations at the site	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Administrative buildings located at industrial zones	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Restatements

It is inevitable that the measurement and reporting of assured environmental data will involve a certain level of estimation. In exceptional cases, a restatement of data reported in the previous year may be required. A restatement is considered if the data differs by more than 5% at the Company level.

Scope for Waste Production Data	Türkiye	Jordan	Kyrgyzstan	Tajikistan	Azerbaijan	Turkmenistan	Kazakhstan	Pakistan	Iraq	Uzbekistan	Bangladesh
Industrial zones comprising bottle facilities	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Technical service operations at the site	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Administrative buildings located at industrial zones	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Management Systems Standards and Principles

Material Topics		Material Topics	Related External Standards and Principles
Production	Environmental Footprint	CCI Health, Safety & Environment (HSE) Policy TCCC HSE Policy KORE - EOSH* Requirements	ISO 14001
	Water Management	KORE - EOSH* Requirements	ISO 14001
	Energy Management and Carbon Emissions	KORE - EOSH* Requirements	ISO 14001, ISO 50001, ISO 14064-1 GHG Protocol
	Sustainable Packaging and Waste Management	KORE - EOSH* Requirements	ISO 14001, PAS223
	Product Quality and Safety	KORE-OE	EFQM Business Excellence Model, Lean Six Sigma, TSE Covid-19 Safe Production Certification
	Product Quality and Safety	KORE	ISO 9001, ISO 22000, FSSC 22000, GFSI**
	Health and Safety	KORE - EOSH* Requirements	OHSAS 18001, ISO 45001
Other	Human Rights Along the Value Chain	Supplier Guiding Principles	UNGC, GRI
	Total Beverages Portfolio	TCCC Responsible Marketing Policy TCCC Global School Beverage Guideline	
	Human Rights Along the Value Chain	Human Rights Policy, Domestic Violence Policy	UN Guiding Principles on Business and Human Rights
	Community Development	TCCC's Policy	UNGC
	Risk Management	CCI Ethics Code, Human Rights Policy	UNGC
	General	Code of Business Conduct, KORE	UNGC, GRI Standards
	Information Security		ISO 27001

**GFSI: Global food Safety Inititative

Independent Assurance

Limited Assurance Report
to the Board of Directors of Coca-Cola İçecek A.Ş.

We have been engaged by the Board of Directors of Coca-Cola İçecek A.Ş. ("Company" or "CCI") to perform a limited assurance engagement in respect of the Selected Sustainability Information (the "Selected Information") stated in the Coca-Cola İçecek 2025 Integrated Annual Report (the "Integrated Report 2025") for the year ended 31 December 2025 and listed below.

Selected Information

The scope of the Selected Information for the year ended 31 December 2025, which is subject to our limited assurance work, set out in the pages 15, 77, 90, 125, 126, 132, 279, 280, 282, 283, 284, 289, 290, 293, 294, 297, 298, 300, 302, 303, 304, 309, 310, 311, 314 and 315 of the Integrated Report 2025 with the sign "✅" is summarized below:

Environmental Indicators

- Total Energy Usage in Operations (Million MJ)
- Total Energy Usage Ratio (MJ/L)
- Renewable Energy Usage Ratio (%)
- Total Hazardous Waste Generated (tons)
- Total Non-Hazardous Waste Generated (tons)
- Total Amount of Recycled Waste (tons)
- rPET Usage Ratio (%)
- Total Water Withdrawal by Region and Source (m3)
- Water Usage Ratio (L/L)
- Water Discharge by Destination (m3)
- Scope 1 Greenhouse Gas Emissions (ton CO_2e)
- Scope 2 (Location Based - Market Based approach) Greenhouse Gas Emission (ton CO_2e)
- Scope 3 Greenhouse Gas Emission (ton CO_2e)

Social Indicators

- Total Number of Employees (#)
- Number of Employees by Gender (#)
- Ratio of Employees by Gender (%)
- Number of Employees by Employee Category (#)
- Number (#) and Rates of Employees by Gender and Category (%)
- Employee Breakdown by Seniority (%) (by years of service)
- Ratio of Employees by Age (%)
- Number (#) and Rates of Employees in STEM Roles (Finance, Supply Chain, IT) (%)
- Number (#) and Rates of Employees with Disability or Special Needs (%)
- Number of Employees on Maternity and Paternity Leave (#)
- Number of Employees Returning from Maternity and Paternity Leave (#)
- Number of Employees Returning from Maternity and Paternity Leave and Continuing to Work for the Following 12 Months (#)
- Total Working Hours In the Year (Hours)
- Female Manager Ratio (%)
- Female New Hire Ratio (%)
- Ratio of Female Executive Committee Members (%)
- Number of New Beneficiaries (#)
- Number of Women Beneficiaries (#)
- LTIR - Lost Time Injury Rate
- LTISR- Lost Time Injury Severity Rate
- Total Vehicle Accidents (#)
- Number of Fatalities (#)
- Total Training Hours Per Employee (Hour)
- Total Number of Training Hours (Employee* Hour)
- Rates of Employees Subject to Performance Review (%)

Double Materiality

- Double Materiality Analysis

Our assurance was with respect to the Selected Information marked with "✓" in the Integrated Report 2025, and we have not performed any procedures with respect to earlier periods or any information other than Selected Information marked with "✓" in the Integrated Report 2025 and, any other elements included in the Integrated Report 2025 and, therefore, do not express any conclusion thereon.

Criteria

The criteria used by the Company to prepare the Selected Information is set out in section "Appendix -1 Coca-Cola İçecek 2025 Integrated Annual Report - Reporting Principles" (the "Reporting Principles") on pages 264, 265, 266, 267, 268, 269, 270, 271, 272, 273, 274, 275, 276, 277 and 278 of the Integrated Report 2025.

The Company's Responsibility

The Company is responsible for the content of the Integrated Report 2025 and the preparation of the Selected Information in accordance with the Reporting Principles. This responsibility includes the design, implementation and maintenance of internal control relevant to the preparation of Selected Information that is free from material misstatement, whether due to fraud or error.

Limitations

Non-financial performance information is subject to more inherent limitations than financial information, given the characteristics of the subject matter and the methods used for determining such information.

The absence of a significant body of established practice on which to draw to evaluate and measure non-financial information allows for different, but acceptable, measures and measurement techniques and can affect comparability between entities. The precision of different measurement techniques may also vary. Furthermore, the nature and methods used to determine such information, as well as the measurement criteria and the precision thereof, may change over time. It is important to read the Selected Information in the context of the Reporting Principles

In particular, the conversion of different energy measures to mega joule (MJ) and energy used to carbon emissions is based upon, inter alia, information and factors generated internally and/or derived by independent third parties as explained in the Reporting Principles. Our assurance work did not include examination of the derivation of those factors and other third-party information.

Our Independence and Quality Management

We have complied with the independence and other ethical requirements of the Code of Ethics for Professional Accountants issued by the International Ethics Standards Board for Accountants, which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behavior.

Our firm applies International Standard on Quality Management 1 and accordingly maintains a comprehensive system of quality management including documented policies and procedures regarding compliance with ethical requirements, professional standards, and applicable legal and regulatory requirements.

Our Responsibility

Our responsibility is to form a limited assurance, based on limited assurance procedures, on whether anything has come to our attention that causes us to believe that the Selected Information has not been properly prepared in all material respects in accordance with the Reporting Principles. We conducted our limited assurance engagement in accordance with International Standard on Assurance Engagements 3000 (Revised), Assurance Engagements other than Audits or Reviews of Historical Financial Information', and, in respect of greenhouse gas emissions, International Standard on Assurance Engagements 3410, Assurance Engagements on Greenhouse Gas Statements, issued by the International Auditing and Assurance Standards Board.

A limited assurance engagement is substantially less in scope than a reasonable assurance engagement under ISAE 3000 (Revised) and ISAE 3410. Consequently, the nature, timing and extent of procedures for gathering sufficient appropriate evidence are deliberately limited relative to a reasonable assurance engagement.

The procedures we performed were based on our professional judgment and included inquiries, observation of processes performed, inspection of documents, analytical procedures, evaluating the appropriateness of quantification methods and reporting policies, and agreeing or reconciling with underlying records.

Given the circumstances of the engagement, in performing the procedures listed above we:

- Made inquiries of the persons responsible for the Selected Information;
- Understood the process for collecting and reporting the Selected Information. This included analysing the key processes and controls for managing and reporting the Selected Information;
- Evaluated the source data used to prepare the Selected Information and re-performed selected examples of calculation;
- Performed limited substantive testing on a selective basis of the preparation and collation of the Selected Information prepared by the Company and;
- Undertook analytical procedures over the reported data.

Limited Assurance Conclusion

Based on the procedures we have performed and the evidence we have obtained, nothing has come to our attention that causes us to believe that Company's Selected Information for the year ended 31 December 2025, is not properly prepared, in all material respects, in accordance with the Reporting Principles.

Restriction of use

This report, including the conclusion, has been prepared for the Board of Directors of the Company as a body, to assist the Board of Directors in reporting Company's performance and activities related to the Selected Information. We permit the disclosure of this report within the Integrated Report 2025 for the year ended 31 December 2025, to enable the Board of Directors of the Company to demonstrate they have discharged their governance responsibilities by commissioning a limited assurance report in connection with the Selected Information. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Board of Directors of Coca-Cola İçecek A.Ş. as a body for our work or this report save where terms are expressly agreed and with our prior consent in writing.

PwC Bağımsız Denetim ve
Serbest Muhasebeci Mali Müşavirlik A.Ş.

Baran Yılmaz, SMMM
Independent Auditor

Istanbul 3 March 2026

Independent Assurance Audit Guide

Annex-1: Coca Cola İçecek 2024 Integrated Annual Report - Reporting Principles

General Reporting Principles

These reporting principles ("Principles") provide information on the methodologies for the preparation, calculation and reporting of data for the indicators within the scope of the limited assurance review in the Coca Cola İçecek A.Ş. ("Company" or "CCI") 2025 Integrated Annual Report ("2025 Integrated Annual Report", "Report").

These indicators include environmental indicators and social indicators. It is the responsibility of the management of the "Company" to ensure that appropriate procedures are in place to prepare these indicators set out below, in all material respects, in line with the Principles.

Environmental Indicators

The information presented under these Principles covers the 2025 fiscal year ending on 31 December 2025 (1 January–31 December 2025) and, as detailed in the “Basic Definitions and Reporting Scope” section, includes the relevant operations of a total of 36 production facilities located across 11 countries under the responsibility of Coca-Cola İçecek A.Ş., namely Türkiye, Iraq, Uzbekistan, Turkmenistan, Tajikistan, Pakistan, Kyrgyzstan, Azerbaijan, Kazakhstan, Bangladesh, and Jordan, as well as the operations of Anadolu Etap’s fruit processing facilities in Mersin, Isparta, and Denizli. Operations at CCI’s facility in Syria are excluded from the scope.

Social Indicators

The information presented under these Principles covers the 2025 fiscal year ending on 31 December 2025 (1 January–31 December 2025) and, as detailed in the “Basic Definitions and Reporting Scope” section, includes the relevant operations of a total of 36 production facilities located across 11 countries under the responsibility of Coca-Cola İçecek A.Ş., namely Türkiye, Iraq, Uzbekistan, Turkmenistan, Tajikistan, Pakistan, Kyrgyzstan, Azerbaijan, Kazakhstan, Bangladesh, and Jordan. Operations at CCI’s facility in Syria are excluded from the scope.

Principles Applied in the Preparation of This Guideline Document In the preparation of this guideline document, the following principles have been taken into consideration:

- In the preparation of information, emphasizing the core principles of relevance and reliability for the users of the information;
- In the reporting of information, emphasizing the principles of comparability and consistency with other data, including prior-year information, as well as the principles of understandability and transparency that ensure clarity for users.

Basic Definitions and Reporting Scope

For the purposes of this report, the Company adopts the following definitions:

Type	Metric	Scope
Environmental Indicators	**Water Consumption**	
	Total Water Withdrawal by Region and Source (m^3)	During the reporting period, this indicator refers to the total water consumption (m^3) sourced from the categories of “Local Authority Supply,” “Surface Water,” "Well water," and “Other” at CCI facilities located in Türkiye, Iraq, Uzbekistan, Turkmenistan, Tajikistan, Pakistan, Kyrgyzstan, Azerbaijan, Kazakhstan, Bangladesh, and Jordan. For Anadolu Etap’s facilities in Isparta, Denizli, and Mersin, it refers to the total water consumption (kL) sourced from the categories of “Surface Water” and “Organized Industrial Zone.”
	Water Usage Ratio (L/L)	During the reporting period, this indicator represents the volume of water used per liter of product produced at CCI facilities located in Türkiye, Iraq, Uzbekistan, Turkmenistan, Tajikistan, Pakistan, Kyrgyzstan, Azerbaijan, Kazakhstan, Bangladesh, and Jordan. It is calculated by dividing total water consumption (liters) by total production volume (liters). For Anadolu Etap, it represents the amount of water consumed (liters) per kilogram of fruit produced across its three facilities. It is calculated by dividing the total water consumption of the three facilities by the total production volume in kilograms (L water/kg fruit).
	Water Discharge by Destination (m^3)	During the reporting period, this indicator represents the total volume of water discharged under the categories of “Surface Water,” “Organized Industrial Zone,” and “Municipal Sewage System” at CCI production facilities located in Türkiye, Iraq, Uzbekistan, Turkmenistan, Tajikistan, Pakistan, Kyrgyzstan, Azerbaijan, Kazakhstan, Bangladesh, and Jordan, as well as at Anadolu Etap’s facilities in Denizli, Isparta, and Mersin.

Type	Metric	Scope
Environmental Indicators	**Energy Consumption**	
	Total Energy Usage in Operations (Million MJ)	During the reporting period, this indicator represents the total energy consumption used in the operation of industrial facilities and production processes, including electricity, natural gas, diesel, fuel oil, steam, LPG, and coal, at CCI production facilities located in Türkiye, Iraq, Uzbekistan, Turkmenistan, Tajikistan, Pakistan, Kyrgyzstan, Azerbaijan, Kazakhstan, Bangladesh, and Jordan, as well as at Anadolu Etap's facilities in Denizli, Isparta, and Mersin.
	Total Energy Usage Ratio (MJ/L)	During the reporting period, this indicator represents the total energy consumed per liter of product produced (MJ) at production facilities located in Türkiye, Iraq, Uzbekistan, Turkmenistan, Tajikistan, Pakistan, Kyrgyzstan, Azerbaijan, Kazakhstan, Bangladesh, and Jordan. It is calculated by dividing the total energy consumed by the total volume of products produced (liters). For Anadolu Etap, it represents the amount of energy consumed (MJ) per kilogram of fruit produced at the Isparta, Mersin, and Denizli facilities. It is calculated by dividing the total energy consumption of the three facilities by the total production volume in kilograms (MJ/kg fruit)
	Weight of Waste by Type and Disposal Method (tons)	
	Total Hazardous Waste Generated (tons)	In the reporting period Total Hazardous Waste Generated represents the total amount of hazardous waste generated in Türkiye, Iraq, Uzbekistan, Turkmenistan, Tajikistan, Pakistan, Kyrgyzstan, Azerbaijan, Kazakhstan, Bangladesh and Jordan and in Isparta, Mersin and Denizli facilities for Anadolu Etap.
	Total Non-Hazardous Waste Generated (tons)	In the reporting period Total Non-Hazardous Waste Generated represents the total amount of non-hazardous waste generated in Türkiye, Iraq, Uzbekistan, Turkmenistan, Tajikistan, Pakistan, Kyrgyzstan, Azerbaijan, Kazakhstan, Bangladesh and Jordan and in Isparta, Denizli and Mersin facilities for Anadolu Etap.
	Total Amount of Recycled Waste (tons)	In the reporting period Total Amount of Recycled Waste represents the total amount of waste generated at the plants in Türkiye, Iraq, Uzbekistan, Turkmenistan, Tajikistan, Pakistan, Kyrgyzstan, Azerbaijan, Kazakhstan, Bangladesh and Jordan, and at the Mersin, Isparta and Denizli plants for Anadolu Etap, and recycled off-site.
	GHG Emissions	
	Scope 1 Greenhouse Gas Emission (ton CO_2e)	In the reporting period, the amount of direct greenhouse gas emissions arising from direct energy consumption at the Company's facilities in Türkiye, Iraq, Uzbekistan, Turkmenistan, Tajikistan, Pakistan, Kyrgyzstan, Azerbaijan, Kazakhstan, Bangladesh and Jordan, and at the Isparta, Denizli and Mersin facilities for Anadolu Etap. The Company calculates greenhouse gas emissions in accordance with the standard "TS EN ISO 14064-1:2018 Greenhouse Gases - Part 1: Guidelines and Specifications for the Calculation and Reporting of Greenhouse Gas Emissions and Removals at Organisation Level".
	Scope 2 (Location Based - Market Based approach) Greenhouse Gas Emission (ton CO_2e)	In the reporting period, it expresses the amount of indirect greenhouse gas emissions arising from indirect energy consumption in production facilities in Türkiye, Iraq, Uzbekistan, Turkmenistan, Tajikistan, Pakistan, Kyrgyzstan, Azerbaijan, Kazakhstan, Bangladesh and Jordan on location and quantity basis. For Anadolu Etap, it refers to the amount of indirect greenhouse gas emissions caused by indirect energy consumption in Isparta, Denizli and Mersin facilities. The Company calculates greenhouse gas emissions in accordance with the standard "TS EN ISO 14064-1:2018 Greenhouse Gases - Part 1: Guidelines and Specifications for the Calculation and Reporting of Greenhouse Gas Emissions and Removals at Entity Level".
	Scope 3 Greenhouse Gas Emission (ton CO_2e)	In the reporting period, indirect greenhouse gas emissions from production facilities in Türkiye, Iraq, Uzbekistan, Turkmenistan, Tajikistan, Pakistan, Kyrgyzstan, Azerbaijan, Kazakhstan, Bangladesh and Jordan, Category 3: Transportation and transport related activities, Category 4: Purchased goods and services, waste and fuel and energy related activities, Category 5: Product use. The Company calculates greenhouse gas emissions in accordance with the standard "TS EN ISO 14064-1:2018 Greenhouse Gases - Part 1: Guidelines and Specifications for the Calculation and Reporting of Greenhouse Gas Emissions and Removals at Organisation Level".

Type	Metric	Scope
Social Indicators	**Employees**	
	Total Number of Employees (#)	As of 31.12.2024, it refers to the total number of CCI employees who are tracked by the Human Resources data platform (Success Factor) for CCI locations and whose employment declarations to the Social Security Institution (declarations made to local institutions for foreign locations) are tracked in terms of employee category, age and gender breakdown.
	Number of Employees by Gender (#)	As of 31.12.2024, it refers to the number of CCI employees who are tracked by the Human Resources data platform (Success Factor) for CCI locations and whose employment declarations to the Social Security Institution (declarations made to local institutions for foreign locations) are tracked in gender breakdown.
	Ratio of Employees by Gender (%)	As of 31.12.2024, it is calculated by dividing the number of CCI employees who are tracked by the Human Resources data platform (Success Factor) for CCI locations and whose Employment Declaration to the Social Security Institution (declarations made to local institutions for foreign locations) is made by the number of employees tracked in gender breakdown by the total number of employees.
	Number of Employees by Employee Category (#)	As of 31.12.2024, it refers to the number of CCI employees who are tracked by the Human Resources data platform (Success Factor) for CCI locations and whose employment declarations to the Social Security Institution (declarations made to their local institutions for foreign locations) are tracked in blue-collar and white-collar breakdown.
	Number (#) and Rates of Employees by Gender and Category (%)	As of 31.12.2024, "Senior Management" and "Other Employees" refers to the number and ratio of CCI employees who are tracked by the Human Resources data platform (Success Factor) for CCI locations and whose Employment Declaration to the Social Security Institution (declarations made to their local institutions for foreign locations) is made, in gender breakdown and employee category breakdowns. Employee ratio by gender is calculated by dividing the total number of employees in gender breakdown by the total number of employees.
	Employee Breakdown by Seniority (%) (by years of service)	As of 31.12.2024, it is calculated by dividing the employee breakdowns of CCI employees, which are monitored by the Human Resources data platform (Success Factor) for CCI locations and for which the Social Security Institution has been notified of employment (notifications made to local institutions for foreign locations), by the total number of employees. CCI defines seniority ranges as "0-5, 6-10, 11-15, 16-20 and 20+".
	Ratio of Employees by Age (%)	As of 31.12.2024, it is calculated by dividing the employee breakdowns tracked by the Human Resources data platform (Success Factor) for CCI locations according to the age ranges of CCI employees who have made Employment Declaration to the Social Security Institution (declarations made to their local institutions for foreign locations) by the total number of employees. CCI defines age ranges as "0-30, 30-50 and 50+".
	Number (#) and Rates of Employees in STEM Roles (Finance, Supply Chain, IT) (%)	As of 31.12.2024, it refers to the number of employees in the STEM category for CCI locations, which is monitored through the Human Resources data platform (Success Factor), and for which the Social Security Institution is notified of employment (notifications made to local institutions for foreign locations). The ratio of employees in STEM categories is calculated by dividing the number of employees in STEM roles by gender breakdown and the total number of employees in STEM categories.
	Number (#) and Rates of Employees with Disability or Special Needs (%)	As of 31.12.2024, it refers to the number of employees in the category of disabled or special needs, who are monitored through the Human Resources data platform (Success Factor) for CCI locations, and whose employment declarations to the Social Security Institution (declarations made to local institutions for foreign locations) are made. The ratio of employees with disabilities or special needs is calculated by dividing the number of employees with disabilities or special needs by gender breakdown and the total number of employees with disabilities or special needs.
	Number of Employees on Maternity and Paternity Leave (#)	As of 31.12.2024 reporting period, it refers to the employees who are entitled to benefit from maternity leave within the reporting period, which is tracked by the CCI Human Resources data platform (Success Factor), the Declaration of Employment to the Social Security Institution (declarations made to local institutions for foreign locations) and the declarations made by health institutions, and the employees who benefit from maternity leave among CCI employees are tracked in gender breakdown.
	Number of Employees Returning from Maternity and Paternity Leave (#)	As of 31.12.2024 reporting period, it refers to the employees returning from maternity leave within the reporting period, which is tracked by the CCI Human Resources data platform (Success Factor), the Declaration of Employment to the Social Security Institution (declarations made to local institutions for foreign locations) and the declarations made by health institutions, and the employees returning from maternity leave among CCI employees are tracked in gender breakdown.

Type	Metric	Scope
Social Indicators	**Employees**	
	Number of Employees Returning from Maternity and Paternity Leave and Continuing to Work for the Following 12 Months (#)	As of 31.12.2024 reporting period, it refers to the employees who are tracked with the CCI Human Resources data platform (Success Factor), who have completed at least 12 months within the reporting period after returning from maternity leave within the CCI employees with the Declaration of Employment to the Social Security Institution (declarations made to their local institutions for foreign locations) and declarations made by health institutions, and employees who are tracked in gender breakdown.
	Total Working Hours In the Year (Hours)	As of 31.12.2024, it refers to the total working hours tracked by the CCI Human Resources data platform (Success Factor) as of 31.12.2024, the declarations made by organisations such as the Employment Entry Declaration to the Social Security Institution (declarations made to their local organisations for foreign locations), etc., and the total working hours tracked by working hours through the payrolls of employees within CCI as of 31.12.2024.
	Female Manager Ratio (%)	As of 31.12.2024, it refers to the ratio obtained by dividing the number of female managers in CCI by the total number of managers as of 31.12.2024 with the declarations made by organisations such as the Declaration of Employment to the Social Security Institution (declarations made to local institutions for foreign locations), etc., which are monitored by the CCI Human Resources data platform (Success Factor).
	Female New Hire Ratio (%)	As of 31.12.2024, it is the ratio obtained by following the declarations made by organisations such as the Declaration of Employment to the Social Security Institution (declarations made to local organisations for foreign locations), etc., which are monitored by the CCI Human Resources data platform (Success Factor), and the recruitments made within CCI on 31.12.2024 in gender breakdown and dividing the figure in the female breakdown by the total figure.
	Ratio of Female Executive Committee Members (%)	As of 31.12.2024, it refers to the ratio obtained by dividing the number of "C" level female managers in CCI as of 31.12.2024 by the total number of "C" level managers, based on the declarations made by organisations such as the Declaration of Employment to the Social Security Institution (declarations made to local institutions for foreign locations), etc., which are monitored by the CCI Human Resources data platform (Success Factor).
	Number of New Beneficiaries (#)	As of 31.12.2024, it refers to the total number of beneficiaries who benefited from donations, social responsibility projects, support for women's education, etc. carried out by CCI on 31.12.2024 with the declarations made by organisations such as Red Crescent, Akut, UNESCO, which are monitored by CCI Human Resources data platform, third party invoices and social responsibility department.
	Number of Women Beneficiaries (#)	As of 31.12.2024, it refers to the total number of women beneficiaries of donations, social responsibility projects, support for women's education, etc. carried out by CCI in the community as of 31.12.2024 with the declarations made by organisations such as Red Crescent, Akut, UNESCO, which are monitored by CCI Human Resources data platform, third party invoices and social responsibility department.
	Occupational Health and Safety	
	LTIR - Lost Time Injury Rate (Number of lost time accidents*200,000/ Total working hours)	As of 31.12.2024, it expresses the ratio obtained by multiplying the injuries that resulted in lost time within CCI as a result of the declarations made by the health institutions and factory managements monitored by the Occupational Health and Safety unit at CCI locations as of 31.12.2024 by 200,000 and dividing by total working hours.
	LTISR- Lost Time Injury Severity Rate (Total number of days lost due to accidents *200,000/ Total working hours)	As of 31.12.2024, it refers to the ratio obtained by multiplying the number of injuries with lost days within CCI as a result of the declarations made by the health institutions and factory managements monitored by the CCI Occupational Health and Safety unit as of 31.12.2024 by 200,000 and dividing by total working hours.
	Total Vehicle Accidents (#)	As of 31.12.2024, it refers to the total number of vehicle accidents with CCI-owned (or rented) vehicles used by CCI employees during the reporting period with the statements made by health institutions, insurance companies, official security institutions and factory managements, which are monitored by the Occupational Health and Safety unit at CCI locations with the "Stay Connected" system.
	Number of Fatalities (#)	As of 31.12.2024, it refers to the number of incidents resulting in the death of an employee as a result of an incidents that occurred during CCI operations during the reporting period with the statements made by health institutions, insurance companies, official security institutions and factory managements, which are monitored by the occupational health and safety unit at CCI locations with the "Stay Connected" system.

Type	Metric	Scope
Social Indicators	**Trainings**	
	Total Training Hours Per Employee (Hour)	As of 31.12.2024, it refers to the ratio obtained by dividing the total duration of online, in-class and employee courses training activities monitored by CCI L&D (Learning and Development) department within the reporting period on the system by the number of employees.
	Total Number of Training Hours (Employee* Hour)	As of 31.12.2024, it refers to the total duration of online, in-class and employee course training activities monitored by CCI L&D (Learning and Development) department within the reporting period on the system.
	Performance	
	Rates of Employees Subject to Performance Review (%)	As of 31.12.2024, it is calculated as the ratio of the number of employees whose performance review has been completed, taken through human resources systems, to the total number of employees subject to performance review that year.

CCI Double Materiality – Basis of Preparation

In its 2025 Integrated Annual Report, CCI has adopted the Double Materiality approach in accordance with the European Sustainability Reporting Standards (ESRS). This assessment consists of three sequential steps:

1. Analysis of global trends and the external environment
2. Stakeholder analysis and prioritization
3. Identification and assessment of the impacts of priority topics

Global Trends and External Environment Analysis

In the process of identifying CCI's priority topics, sector-based assessments conducted by international organizations such as the European Sustainability Reporting Standards (ESRS), the Sustainability Accounting Standards Board (SASB), the World Economic Forum (WEF), CDP, S&P, and MSCI were reviewed. In addition, a comprehensive review of relevant literature and documents was conducted by considering global sustainability trends, developments in the beverage industry, regulatory expectations, competitor analyses, and investor expectations, resulting in the creation of a list of potential topics.

As a result of the analyses conducted, the identified topics were mapped against the headings defined under the ESRS framework and assessed within the scope of the Double Materiality approach.

Stakeholder Analysis and Prioritization

Within the scope of the study, internal and external stakeholder groups were reviewed, and stakeholders that are affected by CCI's operations or have an impact on the Company were identified. Accordingly, the main stakeholder groups were defined as employees, customers and consumers, distributors and retailers, suppliers, investors and financial institutions, public authorities and regulatory bodies, non-governmental organizations, local communities, and business partners.

Stakeholders were evaluated and prioritized based on their impact on CCI's business continuity, financial performance, and operations. In this regard, customers and consumers, suppliers, employees, and investors were identified as high-priority stakeholder groups. Stakeholder views were collected through surveys and used as inputs for the impact materiality assessment.

- Procurement of concentrate and raw materials (sugar, sweeteners, CO_2, etc.)
- Primary packaging procurement (PET, glass, aluminum cans, closures)
- Secondary and tertiary packaging procurement
- Water supply and use of water resources
- Energy supply (electricity, natural gas, fuels)
- Procurement of chemicals and auxiliary materials
- General procurement of materials and services
- Supplier selection, evaluation, and audits
- Supplier sustainability and compliance management
- Third-party logistics and transportation services
- Advertising, media, and marketing services
- IT, software, and system service providers
- Engineering and capital investment project contractors
- Beverage production (filling, mixing, processing)
- Bottling and packaging operations
- Plant operations and maintenance activities
- Management of warehouses and distribution centers
- In-house logistics and distribution operations
- Installation and management of coolers, vending machines, and equipment
- Sales operations and channel management
- Pricing and commercial planning
- Marketing, brand management, and consumer communication

- Digital transformation and data management activities
- Management of critical IT systems and cybersecurity
- Occupational health and safety practices
- Environmental, energy, and water management activities
- Corporate communications and sustainability communications
- Risk management and compliance processes
- Finance, treasury, and investor relations
- Distributor management
- Retail and point-of-sale management
- Customer relationship management
- Consumer engagement and feedback processes
- Product consumption and use phase
- Packaging waste generation and post-consumption impacts
- Stakeholder engagement related to recycling and circularity

Identification and Assessment of the Impacts of Priority Topics

The positive and negative impacts of the identified priority topics on the environment and people, their potential likelihood of occurrence, and their possible implications for human rights were addressed and assessed within the framework of the Company's Corporate Risk Management approach. In line with this assessment, for each priority topic, the environmental and social dimensions affected by the Company, as well as the financial dimensions affecting the Company, were evaluated with the participation of the relevant internal departments. Each impact was assessed and rated based on environmental and social criteria, including scale, scope, irremediable character, severity, and likelihood.

- Scale: The degree to which the identified impacts are beneficial or severe for people or the environment was assessed on a scale from 1 to 5 across the categories of "minimal," "low," "medium," "high," and "absolute." Accordingly, impacts assessed as minimal (for example, impacts that do not violate access to life, health, or basic living needs, or that have limited environmental effects) were assigned a score of 1. Impacts assessed as absolute (for example, impacts with a significant effect on quality of life, those that could cause adverse health effects, or those that could lead to the permanent loss of habitats or biodiversity with high environmental impact) were assigned a score of 5 and included in the analysis accordingly.

- Scope: The extent to which the identified impact is widespread was defined on a scale from 1 to 5 across the categories of "limited," "concentrated," "medium," "widespread," and "global." Accordingly, impacts assessed as limited (for example, impacts affecting a small number of rights holders or having a limited geographical scope) were assigned a score of 1. Impacts assessed as global (for example, impacts affecting a large number of rights holders or having a global geographical scope) were assigned a score of 5 and included in the analysis accordingly.

- Irremediable Character: The extent to which identified negative impacts can be remedied and the degree of remediability were defined on a scale from 1 to 5 across the categories of "relatively easy to remedy in the short term," "remediable with time and cost," "difficult to remedy or medium term," "very difficult to remedy or long term," and "irreversible." Accordingly, impacts assessed as relatively easy to remedy in the short term were assigned a score of 1, while impacts assessed as irreversible were assigned a score of 5 and included in the analysis accordingly.

Data Preparation

Environmental Indicators

Water Consumption

Total Water Withdrawal and Total Water Consumption by Source (m^3)

Water that is withdrawn and fully consumed at the point of withdrawal includes water used during the production of CCI products at production facilities located in the respective countries, water used for cleaning purposes, and consumption in other areas of the facilities requiring water.

Water consumption data are monitored on a monthly basis through meters and invoices provided by service providers, as well as through CCI's calibrated water meters.

For Anadolu Etap's facilities in Isparta, Denizli, and Mersin, this includes water consumption (kL) used in fruit processing operations, for cleaning purposes, and in other areas of the facilities requiring water.

Water consumption data for Anadolu Etap facilities are monitored on a monthly basis through meters and invoices provided by service providers.

Water Usage Ratio-WUR (L/L)

The water usage ratio is calculated by dividing the total water use (L) in the countries where CCI plants are located, which is abstracted from 4 sources: local government supply, surface water, well water and other categories, by the total production volume (L) in the countries where CCI production facilities are located, to obtain the total WUR (L/L) for each country. The "Other" category includes mineral waters used in sodas that enter the production facility by transport.

Formula:
Total water consumption (L) / Total production volume (L) Water use ratio is calculated by dividing the total water use (L water) from 2 sources (surface water and organised industrial zone categories) in Anadolu Etap Isparta, Denizli and Mersin facilities by the total production volume (Kg fruit) in the facilities.

Formül:
Total water consumption (L) / Total production volume (Kg)

Water Discharge by Destination(m^3)

Water discharged from production facilities includes process wastewater generated during the production of CCI products, water from cleaning activities and discharges generated as part of other water discharge requirements of the facilities.

Water discharge data is monitored monthly from service providers'
meters and invoices, as well as through CCI's calibrated water meters and wastewater measurement systems.

In Anadolu Etap Isparta, Denizli and Mersin plants, it includes discharges (KL) arising from fruit processing, cleaning activities and other water discharge requirements of the plants.

Energy Consumption

Total Energy Usage in Operations (Million MJ)

Total energy used is the amount of energy generated by the utilisation of energy sources used in CCI's 36 production facilities in 11 countries. These energy sources are electricity (kWh), natural gas (kWh), diesel (L), light fuel oil (L), heavy fuel oil (L), LPG (Kg) and steam (gcal).

Total electricity consumption is calculated monthly in kWh based on the invoices issued by the service provider company at CCI locations.

Total natural gas consumption is calculated monthly in kWh over the invoices issued by the service provider company at CCI locations. In Pakistan, Uzbekistan, Tajikistan and Bangladesh locations, invoices are issued in m3 and converted to kWh by multiplying by 10.64.

Total diesel consumption at CCI locations is mainly used for fuelling forklifts or fuelling the production of CO_2. It is monitored as L with the purchase invoice or filling slips issued by the service provider companies.

Total light and heavy fuel consumption is tracked in L by invoices issued by the service provider company at CCI locations.

Total LPG consumption is monitored in kg by invoices issued by service providers or weighbridge receipts at CCI locations. It is consumed in forklifts, laboratories, canteens and during steam production.

Total steam consumption is monitored by meters at CCI locations.

The following table was used in the Megajoule conversion of the energy sources used.

The following table was used for the conversion of the energy sources used into megajoules.

Unit	Türkiye	Kazakhstan	Kyrgyzstan	Azerbaijan	Turkmenistan	Tajikistan	Iraq	Jordan	Pakistan	Uzbekistan	Bangladesh
Electricity (kWh)	3.6	3.6	3.6	3.6	3.6	3.6	3.6	3.6	3.6	3.6	3.6
Natural Gas (kWh)	3.6	3.6	3.6	3.6	3.6	34.4	3.6	3.6	37.3	37.3	37.3
LPG (Kg)	50	50	50	50	50	50	50	50	50	50	50
Diesel (L)	39	39	39	39	39	39	39	39	39	39	39
Steam (GCAL)	4,186.8	4,186.8	4,186.8	4,186.8	4,186.8	4,186.8	4,186.8	4,186.8	4,186.8	4,186.8	4,186.8
Light Fuel Oil (L)	38.7	38.7	38.7	38.7	38.7	38.7	38.7	38.7	38.7	38.7	38.7
Heavy Fuel Oil (L)	41.7	41.7	41.7	41.7	41.7	41.7	41.7	41.8	41.7	41.7	41.7

Total energy used is the amount of energy generated by the use of energy resources used in Anadolu Etap Isparta, Denizli and Mersin facilities.
These energy sources are electricity (kWh), natural gas (CNG and LNG are considered as natural gas) (kWh), diesel (L), LPG (Kg) and coal (Kg).

Total electricity consumption is calculated monthly in kWh over the invoices issued by the service provider company at Anadolu Etap locations.

Total natural gas consumption is calculated monthly in kWh over the invoices issued by the service provider company at Anadolu Etap locations.

Total diesel consumption is used in forklift and vehicle fuelling at Anadolu Etap locations. It is monitored as L with the purchase invoice or filling slips issued by the service provider companies.

Total LPG consumption is monitored in Kg by invoices issued by service provider companies or weighbridge receipts at Anadolu Etap locations. It is consumed in forklifts, laboratories and canteens.

Total coal consumption is used for heating and fruit processing processes at Anadolu Etap Mersin location. It is tracked in kg with the purchase invoice issued by the service provider companies.

The following table was used in the Megajoule conversion of the energy sources used.

Unit	Türkiye
Electricity(kWh)	3.6
Natural Gas(kWh)	3.6
LPG (Kg)	50
Diesel (L)	39
Natural Gas (sm^3)	37.3
Coal (Kg)	12.5

Total Energy Usage Ratio (MJ/L)

The energy usage ratio is calculated by dividing the total amount of energy usage (MJ) at CCI's 36 production facilities in 11 different countries by the total volume of production (L) at the production facilities in the country. Total CCI energy usage rate is calculated on country basis.

Formula:
Total energy usage (MJ)/ Production volume (L)

The energy usage rate is calculated by dividing the total amount of energy usage (MJ) at Anadolu Etap Isparta, Denizli and Mersin plants by the total amount of production (Kg) at the plants.

Formula:
Total energy usage (MJ)/ Production amount (Kg)

Waste

Total Hazardous Waste Generated (tons)

While calculating the total amount of hazardous waste, it is formed by monthly collection of waste data in the hazardous waste category from 36 production facilities in 11 countries on a kg basis. Hazardous wastes are weighed by both service provider companies and CCI and tracked by waybills and invoices while leaving CCI locations. The hazardous wastes generated are sent for recycling or incineration. The amount of hazardous waste monitored in kg is reported in tonnes.

The amount of hazardous waste for Anadolu Etap is formed by the monthly collection of waste data in the hazardous waste category at the facilities in Isparta, Mersin and Denizli locations on a kg basis. While hazardous wastes are discharged from the three locations, they are reported and monitored both by the service provider companies with their discharge slips and MOTAT, the waste declaration system of the Ministry of Environment, Urbanisation and Climate Change.

Total Non-Hazardous Waste Generated (tons)

While calculating the total amount of non-hazardous waste, the total amount of non-hazardous waste is calculated by monthly collection of waste data in the non-hazardous waste category from a total of 36 production facilities in 11 countries on a kg basis. Non-hazardous wastes are weighed by both service provider companies and CCI and tracked by waybills and invoices when leaving CCI locations. Non-hazardous waste is classified as Paper, Glass, Cover, Metal, Aluminium, Pet, Plastic, Wood and others in the report. Hazardous wastes collected in KG are reported in tonnes.

The amount of non-hazardous waste for Anadolu Etap is formed by monthly collection of waste data in the non-hazardous waste category at the facilities in Isparta, Mersin and Denizli locations on a kg basis. While hazardous wastes are discharged from the three locations, they are reported and monitored both by the service provider companies with their discharge slips and MOTAT, the waste declaration system of the Ministry of Environment, Urbanisation and Climate Change.

Total Amount of Recycled Waste (tons)

Recycled wastes are weighed (kg) and sent to recycling facilities by the service provider companies of the relevant location from 36 production facilities in 11 countries. Recycling and incineration processes are not applied at CCI facilities.

The waste recycled for Anadolu Etap is sent to recycling facilities in Isparta, Denizli and Mersin locations by the service provider companies of the relevant location.

GHG Emissions

Scope 1 Greenhouse Gas Emissions (ton CO_2e)

Scope 1 greenhouse gas emissions cover energy consumption from stationary combustion, transport activities and refrigerant gas leaks in accordance with ISO 14064-1 under the principle of operational control.

Stationary Combustion Activities

Natural Gas

The amount of carbon emission after natural gas consumption includes natural gas consumption in the facilities located in the countries specified in CCI's reporting principles (excluding Jordan and Iraq) and natural gas consumption of CCI Türkiye offices and warehouses.

Natural gas consumption carbon calculation:

The carbon calculation is based on emission factors provided by DEFRA 2024 (UK Government's Department for Environment, Food & Rural Affairs). In the calculation, CO_2 equivalent factors were used for CO_2, CH_4 and N_2O emissions from natural gas combustion.

Amount of Natural Gas Consumed (Kwh, m3) * Emission factor

Source: UK Government Greenhouse Gas Conversion Factors

The amount of carbon emission after natural gas consumption includes CNG and LNG consumption in Denizli facility for Anadolu Etap and natural gas consumption in Isparta and Mersin facilities (CNG and LNG converted to natural gas).

Natural gas consumption carbon calculation:

The carbon calculation is based on emission factors provided by DEFRA 2024 (UK Government's Department for Environment, Food & Rural Affairs). In the calculation, CO_2 equivalent factors were used for CO_2, CH_4 and N_2O emissions from natural gas combustion.

Amount of Natural Gas Consumed (Kwh, m3) * Emission factor

Source: UK Government GHG Conversion Factors

Diesel

The amount of carbon emission after diesel consumption includes generator diesel consumption at the plants located in the countries specified in CCI's reporting principles.

Diesel consumption carbon calculation:

The carbon calculation is based on emission factors provided by DEFRA 2024 (UK Government's Department for Environment, Food & Rural Affairs). In the calculation, CO_2 equivalent factors were used for CO_2, CH_4 and N_2O emissions from diesel combustion.

Diesel Consumed (L)*Emission Factor

Source: UK Government GHG Conversion Factors

The amount of carbon emission after diesel consumption includes the consumption of diesel generator fuels in Anadolu Etap's facilities.

Diesel consumption carbon calculation:

The carbon calculation is based on emission factors provided by DEFRA 2024 (UK Government's Department for Environment, Food & Rural Affairs). In the calculation, CO_2 equivalent factors were used for CO_2, CH_4 and N_2O emissions from diesel combustion.

Diesel Consumed (L)*Emission Factor

Source: UK Government GHG Conversion Factors

Heavy Fuel
The amount of carbon emission after heavy fuel consumption includes heavy fuel consumption in the production facilities of CCI plants located in Jordan and Kyrgyzstan.

Crude oil consumption carbon calculation:

Carbon calculations are based on the emission factors provided by DEFRA 2024 (UK Government's Department for Environment, Food & Rural Affairs). In the calculation, CO_2 equivalent factors were used for CO_2, CH_4 and N_2O emissions from heavy fuel combustion.

Amount of Heavy Fuel Consumed (L)* Emission Factor

Source: UK Government GHG Conversion Factors

LPG
The amount of carbon emissions resulting from LPG consumption includes LPG consumption at CCI's production facilities in Uzbekistan, Kyrgyzstan, Azerbaijan, Turkmenistan and Kazakhstan.

LPG consumption carbon calculation:

Carbon calculations are based on the emission factors provided by DEFRA 2024 (UK Government's Department for Environment, Food & Rural Affairs). In the calculation, CO_2 equivalent factors were used for CO_2, CH_4 and N_2O emissions from LPG combustion.

LPG Consumed(m3) *Emission Factor

Source: UK Government GHG Conversion Factors

The amount of carbon emission after LPG consumption includes the LPG consumption used in Isparta facility for Anadolu Etap.

LPG consumption carbon calculation:

Carbon calculations are based on the emission factors provided by DEFRA 2024 (UK Government's Department for Environment, Food & Rural Affairs). In the calculation, CO_2 equivalent factors were used for CO_2, CH_4 and N_2O emissions from LPG combustion.

LPG Consumed(m3) *Emission Factor

Source: UK Government GHG Conversion Factors

Coal
The amount of carbon emission generated after coal consumption includes the coal consumption used for the fruit processing processes used in the plants for Anadolu Etap.

Coal consumption carbon calculation:

Carbon calculations are based on the emission factors provided by DEFRA 2024 (UK Government's Department for Environment, Food & Rural Affairs). In the calculation, CO_2 equivalent factors were used for CO_2, CH_4 and N_2O emissions from heavy fuel combustion.

Amount of Coal Consumed (tonnes)* Emission Factor

Source: UK Government GHG Conversion Factors

Transportation Activities

Owned / Leased Vehicles
The carbon emission generated after the use of the vehicles includes the diesel and petrol consumption of the fleets of CCI's production facilities in Türkiye and leased company vehicles, and for other countries, with adaptation from Türkiye.

Total production quantities within CCI are monitored in Litres. When calculating for other countries, the production amount of the relevant country (e.g: Kazakhstan Total production (L)/Unit case (5.678)) is divided by the production amount of Türkiye (Total production (L)/Unit case (5.678)) and multiplied by the carbon emission of the owned/leased CCI managed vehicles of Türkiye.

Owned/leased CCI managed vehicles carbon calculation:

GHG mobile combustion Tool was used for carbon calculation with reference to the emission factors for 2024 as stated in IPCC's Sixth Assessment Report, DEFRA and EPA. The GHG Tool used owned/controlled vehicles including freight trucks, CO_2, CH_4, N_20s CO_2 equivalent factors from mobile machinery such as road, rail, air and water public transport and agricultural and construction equipment.

Amount of Fuel Consumed*Emission Factor

Source: https://ghgprotocol.org/calculation-tools-and-guidance

The carbon emission generated after the use of vehicles covers the diesel and petrol consumption of Anadolu Etap's facilities' fleets and leased company vehicles.

Owned/leased Anadolu Etap managed vehicles carbon calculation:

Carbon calculations are based on the emission factors provided by DEFRA 2024 (UK Government's Department for Environment, Food & Rural Affairs). In the calculation, CO_2 equivalent factors were used for CO_2, CH_4 and N_2O emissions from heavy fuel combustion.

Amount of Gasoline/Diesel Consumed (lt)* Emission Factor

Source: UK Government GHG Conversion Factors

Forklift LPG
The carbon emissions resulting from the LPG consumption of forklift trucks include the consumption in the production facilities located in Türkiye, Pakistan, Iraq and Jordan as specified in CCI's reporting principles.

Forklift LPG carbon calculation:

GHG mobile combustion Tool was used for carbon calculation with reference to 2024 emission factors stated in IPCC's Sixth Assessment Report, DEFRA and EPA. The GHG Tool used CO_2, CH_4, N_20s CO_2 equivalent factors from mobile machinery such as agricultural and construction equipment, by road, rail, air and water, from owned/controlled vehicles, including freight trucks.

LPG Consumed(m3) *Emission Factor

Source: https://ghgprotocol.org/calculation-tools-and-guidance

Carbon emission resulting from LPG consumption of forklifts For Anadolu Etap, LPG consumption of forklifts in the facilities is included.

Forklift LPG carbon calculation:

Carbon calculations are based on the emission factors provided by DEFRA 2024 (UK Government's Department for Environment, Food & Rural Affairs). In the calculation, CO_2 equivalent factors were used for CO_2, CH_4 and N_2O emissions from heavy fuel combustion.

Consumed LPG Amount (kg)*Emission Factor

Source: UK Government GHG Conversion Factors

Leaks

CO_2 Used in Production

The carbon emission of CO_2 fugitives used in production includes the amount of fugitives during CO_2 filling and product filling during production at CCI's production facilities in Türkiye and the amount of fugitives during CO_2 filling at the production facilities in Pakistan, Iraq, Azerbaijan, Kyrgyzstan, Bangladesh, Kyrgyzstan, Jordan and Pakistan by adapting from Türkiye for other countries.

CO_2 used in production CO_2 purchases considered as biogenic are also shown for Türkiye, on a Scope 1 basis biogenic CO_2 is considered as zero.

Production within CCI is tracked in litres. For other countries, calculations are based on the production quantity of the country concerned (e.g: Kazakhstan Total production (L) / Unit case (5.678)) is divided by the production amount of Türkiye (Total production (L)/Unit case (5.678)).

CO_2 leakage is considered within the scope of fuel consumption as production facilities in Azerbaijan, Uzbekistan, Kazakhstan, Kyrgyzstan, Tajikistan and Turkmenistan produce CO_2 gas.

Carbon calculation of CO_2 used in production:

The CO_2 leakage amount for CCI Türkiye is calculated by finding the difference between the total amount of CO_2 (kg) purchased and the CO2 (kg) added to the product.

Amount of fugitive CO_2(kg)* Emission Factor ($kgCO_2e$/$kgCO_2$)

Refrigeration Equipment (Product Coolers-HVAC)

Refrigeration Equipment carbon emission covers the annual leakage amount of refrigerant gases in equipment containing refrigerant gases located in production facilities, offices and vehicles in CCI Türkiye. For other countries, the annual leakage amount of refrigerant gases in equipment containing refrigerant gases is calculated by adapting from CCI Türkiye and included in the scope.

Production within CCI is tracked in litres. For other countries, calculations are based on the production quantity of the country concerned (e.g: Kazakhstan Total production (L) / Unit case (5.678)) is divided by the production amount of Türkiye (Total production (L)/Unit case (5.678)).

Cooling Equipment (Product coolers) carbon calculation:

Emissions from the operation of refrigeration equipment

Based on Product;

Number of products*Product charging capacity (kg)*Number of reporting years (1)*Annual leakage rate*Global Warming Potential (GWP)

Emissions from the Operation of Cooling Equipment (Cars)

Based on Product;
Number of products*Product charging capacity (kg)*Number of reporting years(1)*Annual leakage rate*Global Warming Potential (GWP)

Carbon calculations are based on the emission factors provided by DEFRA 2024 (UK Government's Department for Environment, Food & Rural Affairs). CO2 equivalent factors of R134, R290, R404, R600, R744' refrigerants were used in the calculation.

Source: UK Government GHG Conversion Factors

Cooling Equipment (Air Conditioners and Similar Equipment -CDE)

Refrigeration Equipment (Air Conditioners and Similar Equipment -CDE) carbon emission CCI covers the leakages of the refrigerators with CCI emblem on them in Türkiye (markets, etc.) and the leakages of the refrigerators adapted from Türkiye for other countries. An element that is not included in the scope is the gas charges added during maintenance, since these amounts are calculated within the annual leakage amounts, they are not included. An included factor is the leakage amounts of gases from decommissioned refrigerators.

The carbon emission of refrigeration equipment for other countries within CCI has been adapted to other countries based on the number of refrigeration equipment included in the inventory list in Türkiye.

Carbon Emission Calculation for Cooling Equipment:

Emissions from the operation of refrigeration equipment

Based on Product;

Number of products*Product charging capacity (kg)*Number of reporting years (1)*Annual leakage rate*Global Warming Potential (GWP) Emissions from Disposal of Refrigeration Equipment

Based on Product;

Number of products*Remaining Product charge capacity (%)*Recovered Refrigerant (%)*Global Warming Potential (GWP)

Carbon calculations are based on emission factors provided by DEFRA 2024 (UK Government's Department for Environment, Food & Rural Affairs). CO_2 equivalent factors of R134, R290, R404, R600, R744' refrigerants were used in the calculations.
Source: UK Government GHG Conversion Factors

Scope 2 Greenhouse Gas Emissions (ton CO_2e)

Electricity

The amount of carbon emission after electricity consumption includes electricity consumption at CCI's production facilities in the countries specified in CCI's reporting principles and the electricity consumption of CCI offices in Türkiye. The scope does not include electricity generated from wind turbines and solar panels located at factory sites.

Electricity Consumption carbon calculation:

By country,
Electricity Consumption(kWh)*Emission Factor

The carbon calculation is based on the IFEU (Institue for energy and environmental research heidelberg) study using country-based fuel combustion emission factors according to IEA 2024.

Source: https://www.iea.org/data-and-statistics/data-product/emissions-factors-2025

Renewable Electricity
Within CCI, the carbon emission arising from electricity consumption at the Türkiye location is calculated by taking into account the amount of renewable energy purchased with the International Renewable Energy Certificate (IREC) certificate.

Steam
The amount of carbon emission after steam consumption includes steam consumption in Kazakhstan where CCI production facilities are located.

Steam consumption Carbon calculation:

The carbon emission of Steam Consumed is calculated based on the consumption of natural gas used during its production.

The GHG Tool was used for carbon calculations, which references the emission factors specified in the IPCC's Sixth Assessment Report. CO_2, CH_4, N_20 CO_2 equivalent factors of CO_2, CH_4, N_20 resulting from the combustion of fuel in boilers, furnaces and other stationary combustion equipment were used.

Amount of Natural Gas Consumed during steam formation (m3)* Emission factor

Source: https://ghgprotocol.org/calculation-tools-and-guidance

Scope 3 Greenhouse Gas Emissions (ton CO_2e)
For Scope 3 GHG emissions, the CCI covers the consumption of Category 3 (transport/transport) - Category 4 (purchased goods and services/waste/fuel and energy based activities) - Category 5 (Product use CO_2/ End of life cycle impacts).

Business Travel
Carbon emissions from business travel include carbon emissions from air travel in CCI Türkiye and carbon emissions from business travel for facilities in other countries, adjusted from Türkiye according to CCI reporting principles.

Production within CCI is tracked in litres. For Azerbaijan and Uzbekistan, the calculation is based on the production amount of the relevant country (e.g: Kazakhstan Total production (L) / Unit case(5.678)) divided by the production amount of Türkiye (total production (L)/Unit case(5.678)) and multiplied by the carbon emission caused by travelling by plane in Türkiye.

Carbon calculation from Business Travel:

GHG mobile combustion Tool was used for carbon calculation with reference to the emission factors specified in IPCC's Sixth Assessment Report, DEFRA and EPA. The GHG Tool used owned/controlled vehicles including freight trucks, CO_2, CH_4, N_20s CO_2 equivalent factors from mobile machinery such as road, rail, air and water public transport and agricultural and construction equipment.

Based on flight type and class,

Route Length (km)*Emission factor

Source: https://ghgprotocol.org/calculation-tools-and-guidance

Employee Commuting
Carbon emissions resulting from the use of Personnel Services include the production facilities of CCI in Türkiye and carbon emissions resulting from the use of personnel services for other countries by making adaptation from Türkiye.

Production within CCI is monitored in litres. For other countries, the calculation is made based on the production amount of the relevant country (e.g: Kazakhstan Total production (L) / Unit case (5.678)) is divided by the production amount of Türkiye (total production (L)/Unit case (5.678)) and multiplied by the carbon emission from employee commutings sof Türkiye.

Carbon calculation from Employee Commuting:

GHG mobile combustion Tool was used for carbon calculation with reference to the emission factors specified in IPCC's Sixth Assessment Report, DEFRA and EPA. This tool used CO_2, CH_4, N_2O, CO_2 equivalent factors of CO_2 CH_4, N_2O from owned/controlled vehicles including freight trucks, mobile machinery such as road, rail, air and water public transport and agricultural and construction equipment.

Based on the type of personnel services,

Route length (km)*Number of Services (Number)*Emission Factor

Source: https://ghgprotocol.org/calculation-tools-and-guidance

Transport - Downstream
The carbon emission after downstream transport activity includes the consumption arising from the transport of products of CCI's production facilities in Pakistan and the consumption arising from the transport of products by adapting from Paksitan for other countries.

Production within CCI is monitored in litres. For other countries, the calculation is made based on the production amount of the relevant country (e.g: Kazakhstan Total production (L) / Unit case (5.678)) is divided by the production amount of Paskitan (total production (L)/Unit case (5.678)) and multiplied by the carbon emission resulting from the transport-downstream activity of Paskistan.

Carbon calculation from Downstream Transport:

The carbon calculation is based on the IFEU (Institue for energy and environmental research heidelberg) study, which is based on the country-based fuel combustion emission factors according to IEA 2014.

Based on each individual referral,

Weight (kg)*Route length (km)*Emission Factor

Source: https://www.iea.org/data-and-statistics/data-product/emissions-factors-2025

The Preparation of Products Prior to Use (Cooling of Product)
The preparation of products prior to use (Cooling) covers the carbon emissions from the electricity consumption of chillers and the consumption of prior use of products

for production facilities in the countries specified in the CCI reporting principles. The scope includes the electricity consumption of coolers made available for use in supermarkets and non-factory locations.
Carbon Emission Calculation for Preparation of Products Prior to Use:

The carbon calculation is based on the IFEU (Institue for energy and environmental research heidelberg) study that references country-based fuel combustion emission factors according to IEA 2024. CO2 equivalent factors of R134, R290, R404, R600, R744' refrigerant gases were used in the calculations.

Based on the type of cooler,

Number of products (Pieces)*Energy consumption (kWh/24h) *365*Emission Factor

Source: https://www.iea.org/data-and-statistics/data-product/emissions-factors-2025

Purchased Goods and Services - Sugar
Carbon emission from purchased goods and services refers to the carbon emission from the handling and transport of cane, beet, dextrose, HFCS-84 and HFCS-67 sugars for use in CCI products. It includes the consumption of sugar added to the product for the production facilities in the specified countries.

Purchased Goods and Services - Sugar sourced carbon calculation:

The carbon calculation is based on the IFEU (Institue for energy and environmental research heidelberg) study that references the country-based purchased product emission factors according to IEA 2024. It is calculated based on the CO_2 emission factors specified according to the type of substances added to the relevant source products.

Based on the type of sugar,

Total Intake (kg)*Emission Factor ($kgCO_2/kg$)

Source: https://www.iea.org/data-and-statistics/data-product/emissions-factors-2025

Purchased Goods and Services - CO_2
Carbon emissions from purchased goods and services refers to the amount of emissions generated for the extraction of CO2 purchased from the supplier to be added to the product from the source and transported to the production facility. Calculated within CCI for Türkiye, Paskitan, Iraq, Jordan, Kyrgyzstan, Azerbaijan and Bangladesh.

Purchased Goods and Services-CO_2 sourced carbon calculation:

The carbon calculation is based on the IFEU (Institue for energy and environmental research heidelberg) study that references the country-based purchased product emission factors according to IEA 2024. It is calculated based on the CO_2 emission factors specified according to the type of substances added to the relevant source products.

For CO_2,

Total Intake (kg)* Emission Factor ($kgCO_2/kg$)

Source: https://www.iea.org/data-and-statistics/data-product/emissions-factors-2025

Purchased Goods and Services - Packaging
Carbon emissions from purchased goods and services include carbon emissions resulting from the use of purchased packaging for facilities in CCI countries as specified in the CCI reporting principles. Purchased packaging products consist of plastic, glass, tetra, cardboard and metal. Calculated for CCI Bangladesh by adapting from Türkiye.

In the scope, carbon emission calculation is made with the assumption that all packages purchased during the year are used in the same year.

Production within CCI is tracked in litres. For other countries, the calculation is based on the production amount of the relevant country (e.g: Kazakhstan Total production (L) / Unit case (5.678)) is divided by the production amount of Türkiye (Total production (L)/Unit case (5.678)) and multiplied by the carbon emission resulting from the consumption of goods and services and packaging purchased in Türkiye.

Purchased Goods and Services - Carbon calculation from packaging:

The carbon calculation is based on the study referring to the product emission factors purchased on a country basis according to IEA 2024 specified in IFEU (Institue for energy and environmental research heidelberg). The relevant source is calculated using the CO_2 equivalent factors of CO_2, CH_4, N_20 specified according to the consumption of the packages used.

Based on the type of packaging,

Total Intake(kg)* Emission Factor($kgCO_2/kg$)

Source: https://www.iea.org/data-and-statistics/data-product/emissions-factors-2025

Fuel and Energy Related Activities
Carbon emissions from Fuel and Energy Sourced activities include emissions from electricity, natural gas, stationary combustion -diesel, LPG, diesel and petrol CCI owned vehicles for facilities in CCI countries as a result of the generation and transmission of energies.

Carbon accounting for Fuel and Energy Based Activities:

The carbon calculation is based on the IFEU (Institue for energy and environmental research heidelberg) study that references the country-based purchased product emission factors according to IEA 2024 The relevant source is calculated using the CO_2 equivalent factors of CO_2, CH_4, N_20 specified according to the consumption of the packaging used.

Based on fuel and energy type,

Total consumption(kwh,lt,kg)* Emission factor($kgCO_2e/Unit$)

End of life treatment
Carbon emissions from end-of-life impacts include emissions from packaging waste generated after the use of the product as a result of packaging waste activities in the countries specified in the CCI reporting principles. Packaging waste consists of plastic, glass, tetra, cardboard and metal.

Carbon calculation from End of Life Treatment:

Since the packaging wastes generated after the use of the product are evaluated by the local administrations of the relevant region, calculations are made according to

the rate at which they are recovered and in accordance with the recovery/disposal methods in IPCC's Sixth Assessment Report. For recovery/disposal practices, the official rates shared by the relevant countries are taken as basis. Since there is no information such as waste recovery rates etc. published for other countries, carbon emission is calculated assuming that all wastes go to landfill.

Based on the type of waste,

Recycled-Closed loop(kgCO2e)* Total waste amount(kg)* Recycling ratio(%)+ Landfill factor(kgCO2e)* Total waste amount(kg)* Recycling ratio(%)

Source: https://www.ipcc.ch/assessment-report/ar6/

Use of Sold Products – CO_2
Use of Sold Products carbon emission includes CO2 emission added to the product and released during product use in CCI's production facilities in Türkiye and CO2 emission added to the product and released during product use in the production facilities in Pakistan, Iraq, Azerbaijan, Kyrgyzstan, Bangladesh, Kyrgyzstan, Jordan and other countries by adapting from Türkiye.

Production within CCI is tracked in litres. For other countries, the calculation is based on the production amount of the relevant country (e.g: Kazakhstan Total production (L) / Unit case (5.678)) is divided by the production amount of Türkiye (Total production (lt)/Unit case (5.678)) and multiplied by the carbon emission resulting from Türkiye's Product use -CO_2 activity.

Use of Sold Products - Carbon calculation from CO_2:

The difference between total purchased CO_2 emissions and CO_2 emissions used in production is determined as product use-CO_2 emissions.

Total purchase amount (tonnes) - Amount of fugitive CO_2 (tonnes) = Amount of CO_2 in product use (tonnes)

Waste
Carbon emissions from wastes include the emissions arising from the processing of wastes in the countries specified in the CCI reporting principles after the recovery/disposal of wastes generated in production facilities. Waste consists of plastic/recycling, glass/recycling, metal/recycling, hazardous waste/recycling, hazardous waste/non-recyclable, paper/recycling, wood/recycling, other/recycling, landfill.

Carbon calculation from wastes:

It refers to the emissions arising from the recovery/disposal of wastes generated in production facilities.

Carbon emission factors for waste have been calculated using the UK Government GHG Conversion Factors for Company Reporting as reference. In the calculations, CO_2, CH_4, N_20 are calculated using CO_2 equivalent factors.

Based on the type of waste,

Emission factor (kg CO_2e/waste tonne)* Total Waste (kg)

Source: UK Government GHG Conversion Factors

Social Indicators

Employees

Total Number of Employees (#)
Total number of employees refers to the number of employees for the countries specified in the CCI reporting principles obtained from human resources platforms (Success Factor) as of 31.12.2024.

Number of Employees by Gender (#)
Total number of employees by gender refers to the number of employees by gender breakdown for the countries specified in the CCI reporting principles obtained from human resources platforms (Success Factor) as of 31.12.2024.

Ratio of Employees by Gender (%)
Total Employee Ratio by Gender refers to the ratio obtained by dividing the number of employees by gender breakdown by the total number of employees for the countries specified in the CCI reporting principles obtained from human resources platforms (Success Factor) as of 31.12.2024.

Formula: (Number of Male & Female Employees)/(Total Number of Employees)

Number of Employees by Emplooye Category (#)
The number of employees by employee category refers to the number of employees broken down into white and blue collar for the countries specified in the CCI reporting principles obtained from human resources platforms (Success Factor) as of 31.12.2024.

Number of Employees by Gender (#) ve Ratio (%)
Number and rates of employees by gender and category refers to the number and ratio obtained by breaking down the total number of employees obtained from human resources platforms (Success Factor) as of 31.12.2024 according to gender and category breakdowns as "Senior Management", "Other employees" and proportioning these breakdowns to the total number of employees.

Formula: (Number of male & female employees) / (Total number of employees)

Employee Breakdown by Seniority (%) (by years of service)
Employee distribution by seniority refers to the ratio obtained by dividing the numbers obtained as a result of the breakdowns evaluated in the seniority ranges of "0-5, 6-10, 11-15, 16-20, 20+" obtained from human resources platforms (Success Factor) by the total number of employees as of 31.12.2024.

Formula: (Number of employees by seniority range) / (Total number of employees)

Ratio of Employees by Age (%)

Ratio of employees by age range (%) refers to the ratio obtained by dividing

the numbers obtained as a result of the breakdowns evaluated in the "0-30, 30-50, 50+" age ranges obtained from human resources platforms as of 31.12.2024 by the total number of employees.

Formula: (Number of employees obtained as a result of age breakdown) / (Total number of employees)

Number (#) and Rates of Employees in STEM Roles (Finance, Supply Chain, IT) (%)

The number of employees in STEM roles refers to the total number of employees in STEM (Finance, Supply Chain and Information Technology) category obtained from human resources platforms as of 31.12.2024.

The ratio of employees in STEM roles refers to the ratio obtained by
dividing the total number of employees in STEM (Finance, Supply Chain and Information Technologies) category obtained from human resources platforms as of 31.12.2024 by the total number of employees in STEM roles after breaking down by gender.

Formula: (Total female & male STEM employees) / (Total STEM employees)

Number (#) and Rates of Employees with Disability or Special Needs (%)

Number of employees with disabilities or special needs refers to the number of employees with disabilities and special needs obtained from human resources platforms as of 31.12.2024.

Ratio of Employees with Disabilities or Special Needs is the ratio obtained by dividing the number of employees with disabilities and special needs obtained from human resources platforms by the total number of employees as of 31.12.2024.

Formula: (Total Number of Employees with Disabilities or Special Needs) / (Total Number of Employees)

Number of Employees on Maternity and Paternity Leave (#)

The number of employees on maternity leave (Maternity and Paternity Leave) represents the number of employees who benefited from maternity leave during the reporting period, obtained from human resources platforms as of 31.12.2024.

Number of Employees Returning from Maternity and Paternity Leave (#)

Number of employees returning from maternity leave represents the number of employees returning from maternity leave within the reporting period, obtained from human resources platforms as of 31.12.2024.

Maternity and Paternity Leave and Continuing to Work for the Following 12 Months (#)

The number of employees who continued to work for 12 months after returning from maternity leave represents the number of employees who continued to work for 12 months after returning from maternity leave during the reporting period, obtained from human resources platforms as of 31.12.2024.

Total Working Hours In the Year (Hours)

Total working hours in the year refers to the total working hours of employees obtained from human resources platforms as of 31.12.2024.

Female Manager Ratio (%)

Female manager ratio refers to the ratio obtained by dividing the number of female managers by the total number of managers obtained from human resources platforms as of 31.12.2024.

Formula: (Total number of female managers) / (Total number of managers)

Female New Hire Rate (%)

Female new hire rate refers to the ratio obtained from human resources platforms as of 31.12.2024, obtained by dividing the number of newly recruited women by the total number of newly recruited employees.

Formula: (Total female new hires) / (Total new hires)

Ratio of Female Executive Committee Members (%)

Female executive board member ratio refers to the ratio obtained by dividing the number of female executive board members obtained from human resources platforms by the total number of executive board members as of 31.12.2024.

Number of New Beneficiaries (#)

Number of new beneficiaries, as of 31.12.2024, refers to the number of people reached and benefited from the projects carried out within the reporting period within the scope of social and corporate responsibility.

Number of New Women Beneficiaries (#)
Number of new women beneficiaries, as of 31.12.2024, refers to the total number of women reached and benefited from the projects carried out within the reporting period within the scope of social and corporate responsibility.

When calculating the total number of new women beneficiaries, CCI identifies half of the total number of beneficiaries as women through the estimation method.

Occupational Health and Safety

LTIR - Lost Time Injury Rate (%)
LTIR - Lost Time Injury Rate is the rate obtained from the Occupational Health and Safety department within the reporting period as of 31.12.2024, which is obtained by dividing the number of injury resulting in lost time for CCI countries specified in the CCI reporting principles by the total working hours.

Formula: (Number of lost time injuries x 200.000) / Total working hours

LTISR - Lost Time Injury Severity Rate
LTISR - Lost Time Injury Severity Rate represents the ratio obtained from the Occupational Health and Safety department within the reporting period as of 31.12.2024, which is obtained by dividing the number of injury resulting in lost days for CCI countries specified in the CCI reporting principles by the total working hours.

Formula: (Total number of days lost due to injuries x 200.000) / Total working hours

Total Vehicle Accidents (#)
Total Number of Vehicle Accidents refers to the total number of vehicle accidents for CCI countries specified in the CCI reporting principles received from the occupational health and safety department within the reporting period as of 31.12.2024.

Number of Fatalities (#)
Number of fatalities refers to the total number of fatalities received from the occupational health and safety department as of 31.12.2024 for CCI countries as specified in the CCI reporting principles.

Training

Total Training Hours per Employee (hours)
Total training hours per employee refers to the number obtained by dividing the total training hours obtained from the L&D department during the reporting period by the total number of employees as of 31.12.2024.

Formula: (Total training hours) / (Total number of employees)

Total Number of Training Hours (Employee* Hour)
Total training hours per employee refers to the total training hours within the reporting period obtained from the L&D department as of 31.12.2024.

Performance

Rates of Employees Subject to Performance Review (%)
Rates of employees subject to performance review is calculated as the ratio of the number of employees whose performance review was completed in the reporting period, obtained from human resources platforms as of 31.12.2024, to the total number of employees subject to performance review in that year.

Formula: (Number of employees whose performance review is completed / Ratio to the total number of employees subject to performance review within the year)

Restatements

The measuring and reporting of sustainability-related data inevitably involves a degree of estimation. Restatements are considered where there is a change in the data of greater than 5 percent at the Company level.

Sustainability Performance Indicators

Human Rights/OHS Performance Indicators

OHS Performance Indicators		Lost Time Incidents (Workdays lost)			Lost Time Incidents (Number)			Number of Fatalities		
		Employees	Contractor	Total	Employees	Contractor	Total	Employees	Contractor	Total
2021	Türkiye	214	81	295	9	6	15	0	0	0
	Jordan	76	0	76	0	5	5	0	0	0
	Kyrgyzstan	10	0	0	1	0	0	0	0	0
	Tajikistan	0	0	0	0	0	0	0	0	0
	Azerbaijan	0	0	0	0	0	0	0	0	0
	Turkmenistan	0	0	0	0	0	0	0	0	0
	Kazakhstan	182	0	182	4	0	4	0	0	0
	Pakistan	0	12	0	0	1	0	0	0	0
	Iraq	43	0	43	2	0	2	0	0	0
	Total	525	93	618	16	12	28	0	0	0
2022	Türkiye	321	153	474	12	11	23	0	0	0
	Jordan	73	0	73	5	0	5	0	0	0
	Kyrgyzstan	29	0	29	2	0	2	0	0	0
	Tajikistan	0	0	0	0	0	0	0	0	0
	Azerbaijan	26	0	26	1	0	1	0	0	0
	Turkmenistan	0	0	0	0	0	0	0	0	0
	Kazakhstan	140	90	231	6	1	7	0	0	0
	Pakistan	58	1	59	3	1	4	0	0	0
	Iraq	2	0	2	1	0	1	0	0	0
	Uzbekistan	83	0	83	3	0	3	0	0	0
	Total	732	244	976	33	13	46	0	0	0
2023	Türkiye	594	140	734	22	15	37	0	0	0
	Jordan	156	26	181	10	2	12	0	0	0
	Kyrgyzstan	10	0	10	1	0	1	0	0	0
	Tajikistan	24	0	24	1	0	1	0	0	0
	Azerbaijan	0	0	0	0	0	0	0	0	0
	Turkmenistan	0	0	0	0	0	0	0	0	0
	Kazakhstan	0	0	0	0	0	0	0	0	0
	Pakistan	70	0	70	4	0	4	0	0	0
	Iraq	53	14	67	4	1	5	0	0	0
	Uzbekistan	125	0	125	3	0	3	0	0	0
	Total	1,032	180	1,211	45	18	63	0	0	0

OHS Performance Indicators		Lost Time Incidents (Workdays lost)			Lost Time Incidents (Number)			Number of Fatalities		
		Employees	Contractor	Total	Employees	Contractor	Total	Employees	Contractor	Total
2024	Türkiye	299	226	525	16	20	36	0	0	0
	Jordan	63	0	63	2	0	2	0	0	0
	Kyrgyzstan	8	0	8	1	0	1	0	0	0
	Tajikistan	0	0	0	0	0	0	0	1	1
	Azerbaijan	0	0	0	0	0	0	0	0	0
	Turkmenistan	0	0	0	0	0	0	0	0	0
	Kazakhstan	14	87	101	1	2	3	0	0	0
	Pakistan	42	39	81	2	2	4	0	3	3
	Iraq	14	0	14	1	0	1	0	0	0
	Uzbekistan	146	0	146	7	0	7	0	0	0
	Bangladesh	0	0	0	0	0	0	0	0	0
	Total	586	352	938	30	24	54	0	4	4
2025	Türkiye	275	168	443	19	18	37	0	0	0
	Jordan	0	0	0	0	0	0	0	0	0
	Kyrgyzstan	33	0	33	2	0	2	0	0	0
	Tajikistan	0	0	0	0	0	0	0	0	0
	Azerbaijan	8	0	8	1	0	1	0	0	0
	Turkmenistan	0	0	0	0	0	0	0	0	0
	Kazakhstan	91	0	91	1	0	1	0	0	0
	Pakistan	131	155	286	6	9	15	0	0	0
	Iraq	21	0	21	1	0	1	0	0	0
	Uzbekistan	109	0	109	4	0	4	0	0	0
	Bangladesh	165	129	294	0	0	0	0	0	0
	Total	833	452	1,285	34	27	61	0	0	0

Human Rights/OHS Performance Indicators

OHS Performance Indicators		LTIR*	LTISR**	Total Vehicle Accidents	Vehicle Accident Rate
2021	Türkiye	0.4	7.77	66	7.86
	Jordan	1.09	16.57	21	11.6
	Kyrgyzstan	0.27	2.67	1	0.87
	Tajikistan	0	0	0	0
	Azerbaijan	0	0	0	0
	Turkmenistan	0	0	0	0
	Kazakhstan	0.46	21.14	6	4.69
	Pakistan	0.02	0.28	0	0
	Iraq	0.18	3.8	4	1.57
	Total	0.24	5.32	98	4.32
2022	Türkiye	0.58	12.02	54	2.09
	Jordan	1.1	16	28	1.08
	Kyrgyzstan	0.54	7.89	40	1.54
	Tajikistan	0	0	8	0.31
	Azerbaijan	0.13	3.35	1	0.04
	Turkmenistan	0	0	0	0
	Kazakhstan	1.21	39.88	1	0.04
	Pakistan	0.07	1.09	0	0
	Iraq	0.09	0.18	10	0.39
	Uzbekistan	0.16	4.39	0	0
	Total	3.88	84.8	142	5.48

OHS Performance Indicators		LTIR*		LTISR**		Total Vehicle Accidents		Vehicle Accident Rate	
		Employees	Contractor	Employees	Contractor	Employees	Contractor	Employees	Contractor
2023	Türkiye	0.78	0.95	20.96	8.85	49	0	5.94	0
	Jordan	8	0.18	32.79	18.59	97	5	58.8	4.9
	Kyrgyzstan	0.32	0	3.2	0	42	0	39.62	0
	Tajikistan	0.6	0	14.45	0	0	0	0	0
	Azerbaijan	0	0	0	0	0	0	0	0
	Turkmenistan	0	0	0	0	0	0	0	0
	Kazakhstan	0	0	0	0	1	1	0.73	0.73
	Pakistan	0.14	0	2.62	0	1	6	0.1	0.65
	Iraq	0.37	0.09	4.86	1.27	43	0	20.48	0
	Uzbekistan	0.26	0	10.76	0	5	0	1.46	0
	Total	10.47	1.22	89.64	28.71	238	12	127.13	6.28

OHS Performance Indicators		LTIR*		LTISR**		Total Vehicle Accidents		Vehicle Accident Rate	
		Employees	Contractor	Employees	Contractor	Employees	Contractor	Employees	Contractor
2024	Türkiye	0.53	1.53	9.97	17.34	53	0	6.15	0
	Jordan	0.35	0	10.96	0	13	0	5.35	0
	Kyrgyzstan	0.33	0	2.61	0	29	0	32.49	0
	Tajikistan	0	0	0	0	0	1	0	2.5
	Azerbaijan	0	0	0	0	3	1	2.8	0.77
	Turkmenistan	0	0	0	0	0	0	0	0
	Kazakhstan	0.10	1.58	1.4	68.83	4	0	2.58	0
	Pakistan	0.07	0.11	1.53	2.28	0	20	0	0.29
	Iraq	0.09	0	1.29	0	1	0	0.59	0
	Uzbekistan	0.50	0	10.48	0	6	0	0.09	0
	Bangladesh	0	0	0	0	2	0	0.61	0
	Total	0.271	0.55	5.28	8.20	111	22	3.04	0.60
2025	Türkiye	0.61	0.86	8.82	8.06	84.00	4.00	9.48	2.01
	Jordan	0	0	0	0	3	0	3.61	0
	Kyrgyzstan	0.48	0	7.99	0	8	0	8.60	0
	Tajikistan	0	0	0	0	0	1	0	0.43
	Azerbaijan	0.20	0	1.64	0	6	0	5.26	0
	Turkmenistan	0	0	0	0	0	0	0	0
	Kazakhstan	0.08	0	6.99	0	4	0	2.26	0
	Pakistan	0.27	0.07	5.88	1.20	3	32	0.83	1.01
	Iraq	0.08	0	1.68	0	105	0	51.72	0
	Uzbekistan	0.24	0	6.94	0	5	0	2	0
	Bangladesh	0	0	0	0	0	2	0	2.94
	Total	0.18	0.19	6.49	2.21	134.00	35.00	10.05	1.06

LTIR*: Lost Time Injury Rate (Number of lost time injuries * 200,000 / Total working hours)
LTISR**: Lost Time Injury Severity Rate (Total number of days lost due to injuries * 200,000 / Total working hours)

Human Rights/OHS Performance Indicators

Main Types of Work-Related Injury	2021	2022	2023	2024	2025
Lacreation	6	6	6	9	8
Fracture	8	11	23	11	10
Slip, trip and fall	9	9	9	15	15
Poisoning	0	0	0	0	1
Burning	1	2	4	4	5
Electroshock	0	1	0	1	1
Asphyxiation	0	0	7	2	0
Collision	3	8	10	15	12
Caught in machinery/Jamming	1	10	4	12	8

Promotion of Employee Health	Türkiye	Jordan	Kyrgyzstan	Tajikistan	Azerbaijan	Turkmenistan	Pakistan	Kazakhstan	Iraq	Uzbekistan	Bangladesh
Vaccination											
Hepatitis-B / Hepatitis-A	Yes	Yes	Employees are able to be vaccinated with an insurance policy.	No	Yes	Yes	Yes	Yes	No	Employees are able to be vaccinated with an insurance policy.	Yes
Flu vaccine	Yes	Yes	Employees are able to be vaccinated with an insurance policy.	No	Yes	Yes	No	Yes	Yes	Employees are able to be vaccinated with an insurance policy.	No
Free doctor consultation	Yes	Yes	Employees are able to be vaccinated with an insurance policy.	Doctor of The Company	Doctor of The Company	Yes	Yes	Yes	Yes	Yes	Yes
Health campaigns											
Free eye examination	Yes	Yes	Yes	Yes	Yes	Yes	No	Yes	No	Yes	Yes
Ücretsiz BMI Ölçümleri	Yes	No	Yes	No	No	Yes	Yes	Yes	Yes	Yes	No
Free blood testing	Yes	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Healthy Lifestyle Incentives/Sports Activity Support											
Weight loss program	Yes - Dudullu Headquarters	No	No	No	No	No	No	No	No	No	No
Sports facilities	No	No	No	No	No	No	Yes	No	No	Yes	No
Discounts on sports facilities	Yes - Dudullu Headquarters	No	No	Yes	No	Yes	No	Yes	No	No	No
Football	No	Yes	Yes	No	No	Yes	No	No	No	Yes	Yes
Other sports activities	Yes-Online sports classes	Yes	No	No	No	Yes	Yes	No	No	No	Yes
Gym room/area	No	Yes	Yes	No	No	Yes	Yes	Yes	No	Yes	No
Women's Health-Specific Initiatives											
Breast Cancer Awareness	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

Human Capital

Total Number of Employees		2021	2022	2023	2024	2025
Türkiye*						
Türkiye Operations		2,097	2,159	2,022	2,210	2,229
Group Office		252	298	375	423	424
Jordan		317	335	310	245	184
Kyrgyzstan		327	319	317	324	322
Tajikistan		101	108	116	130	161
Azerbaijan		349	348	352	378	427
Turkmenistan		194	181	174	167	164
Kazakhstan		733	853	880	1,053	1,233
Pakistan		2,412	2,452	2,335	2,202	2,201
Iraq		857	892	805	794	842
Uzbekistan		n/a	1,510	1,494	1,514	1,507
Syria		1	1	1	1	1
Bangladesh		-	-	-	310	292
Total	Including Syria	7,640	9,456	9,181	9,751	9,987
	Excluding Syria	7,639	9,455	9,180	9,750	9,986

Number of Employees by Gender	2021		2022		2023		2024		2025	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Türkiye										
Türkiye Operations	1,771	326	1,800	359	1,679	343	1,759	451	1,758	471
Group Office	151	101	164	134	201	174	227	196	219	205
Jordan	292	25	309	26	279	31	223	22	168	16
Kyrgyzstan	254	73	251	68	242	75	242	82	228	94
Tajikistan	71	30	80	28	82	34	92	38	119	42
Azerbaijan	285	64	282	66	284	68	304	74	340	87
Turkmenistan	140	54	130	51	126	48	122	45	121	43
Kazakhstan	552	181	654	199	673	207	812	241	961	272
Pakistan	2,260	152	2,249	203	2,131	204	2,001	201	1,969	232
Iraq	818	39	854	38	765	40	753	41	787	55
Uzbekistan	-	-	1,333	177	1,305	189	1,341	173	1,312	195
Bangladesh	-	-	-	-	-	-	277	33	261	31
Total	6,594	1,045	8,106	1,349	7,767	1,413	8,153	1,597	8,243	1,743

*Türkiye operations include plants and sales offices in Türkiye; Group Office (Head Office) includes employees responsible for all 11 companies.

Human Capital

Ratio of Employees by Gender (%)	2021		2022		2023		2024		2025	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Türkiye										
Türkiye Operations	84	16	83	17	83	17	80	20	79	21
Group Office	60	40	55	45	54	46	54	46	52	48
Jordan	92	8	92	8	90	10	91	9	91	9
Kyrgyzstan	78	22	79	21	76	24	75	25	71	29
Tajikistan	70	30	74	26	71	29	71	29	74	26
Azerbaijan	82	18	81	19	81	19	80	20	80	20
Turkmenistan	72	28	72	28	72	28	73	27	74	26
Kazakhstan	75	25	77	23	76	24	77	23	78	22
Pakistan	94	6	92	8	91	9	91	9	89	11
Iraq	95	5	96	4	95	5	95	5	93	7
Uzbekistan	-	-	88	12	87	13	89	11	87	13
Bangladesh	-	-	-	-	-	-	89	11	89	11
Total	86	14	86	14	85	15	84	16	83 ✓	17 ✓

Number of Employees by Employee Category		2021	2022	2023	2024	2025
Senior Management	Türkiye					
	Türkiye Operations	8	7	7	7	6
	Group Office	9	10	9	8	9
	Jordan	8	6	8	6	7
	Kyrgyzstan	5	6	6	6	6
	Tajikistan	5	4	5	7	7
	Azerbaijan	6	7	7	8	7
	Turkmenistan	3	3	3	3	3
	Kazakhstan	8	6	7	8	8
	Pakistan	11	10	8	9	9
	Iraq	8	7	9	10	6
	Uzbekistan	-	7	7	7	8
	Bangladesh	-	-	-	8	6
	Total	71	73	76	87	82 ✓
Other Employees	Türkiye					
	Türkiye Operations	2,089	2,152	2,015	2,203	2,223
	Group Office	243	288	366	415	415
	Jordan	309	329	302	239	177
	Kyrgyzstan	322	313	311	318	316
	Tajikistan	96	104	111	123	154
	Azerbaijan	343	341	345	370	420
	Turkmenistan	191	178	171	164	161
	Kazakhstan	725	847	873	1,045	1,225
	Pakistan	2,401	2,442	2,327	2,193	2,192
	Iraq	849	885	796	784	836
	Uzbekistan	-	1,503	1,487	1,507	1,499
	Bangladesh	-	-	-	302	286
	Total	7,568	9,382	9,104	9,663	9,904 ✓

Human Capital

Number and Rates of Employees by Gender and Category (%)		Male								Female								
		2021 (#)	2022 (#)	2022 (%)	2023 (#)	2023 (%)	2024 (#)	2024 (%)	2025 (#)	2025 (%)	2021 (#)	2022 (#)	2022 (%)	2023 (#)	2023 (%)	2024 (#)	2024 (%)	2025 (#)	2025 (%)
Senior Management	Türkiye																		
	Türkiye Operations	6	6	85.7	6	85.7	5	71.4	4	67	2	1	14.3	1	14.3	2	28.6	2	33
	Group Office	7	8	80	6	66.7	6	75.0	7	78	2	2	20	3	33.3	2	25	2	22
	Jordan	8	6	100	7	87.5	6	100.0	7	100	0	0	0	1	12.5	0	0	0	0
	Kyrgyzstan	4	3	50	3	50	3	50.0	3	50	1	3	50	3	50	3	50	3	50
	Tajikistan	4	1	25	4	80	4	57.1	4	57	1	3	75	1	20	3	42.9	3	43
	Azerbaijan	4	4	57.1	4	57.1	5	62.5	4	57	2	3	42.9	3	42.9	3	37.5	3	43
	Turkmenistan	3	3	100	3	100	3	100.0	3	100	0	0	0	0	0	0	0	0	0
	Kazakhstan	4	3	50	5	71.4	4	50.0	5	63	4	3	50	2	28.6	4	50	3	38
	Pakistan	11	10	100	8	100	9	100.0	9	100	0	0	0	0	0	0	0	0	0
	Iraq	8	7	100	9	100	10	100.0	6	100	0	0	0	0	0	0	0	0	0
	Uzbekistan	-	4	57.1	4	57.1	4	57.1	4	50	-	3	42.9	3	42.9	3	42.9	4	50
	Bangladesh	-	-	-	-	-	6	75.0	5	83	-	-	-	-	-	2	25	1	17
	Total	59	55	75.3	59	77.6	65	74.7	61 ✓	74 ✓	12	18	24.7	17	22.4	22	25.3	21 ✓	26 ✓
Other Employees	Türkiye																		
	Türkiye Operations	1,765	1,794	83,4	1,673	83	1,754	79.6	1,754	79	324	358	16.6	342	17	449	20.4	469	21
	Group Office	144	156	54.2	195	53.3	221	53.3	212	51	99	132	45.8	171	46.7	194	46.7	203	49
	Jordan	284	303	92.1	272	90.1	217	90.8	161	91	25	26	7.9	30	9.9	22	9.2	16	9
	Kyrgyzstan	250	248	79.2	239	76.8	239	75.2	225	71	72	65	20.8	72	23.2	79	24.8	91	29
	Tajikistan	67	79	76	78	70.3	88	71.5	115	75	29	25	24	33	29.7	35	28.5	39	25
	Azerbaijan	281	278	81.5	280	81.2	299	80.8	336	80	62	63	18.5	65	18.8	71	19.2	84	20
	Turkmenistan	137	127	71.3	123	71.9	119	72.6	118	73	54	51	28.7	48	28.1	45	27.4	43	27
	Kazakhstan	548	650	76.7	668	76.5	808	77.3	956	78	177	197	23.3	205	23.5	237	22.7	269	22
	Pakistan	2,249	2,239	91.7	2,123	91.2	1,992	90.8	1.960	89	152	203	8.3	204	8.8	201	9.2	232	11
	Iraq	810	847	95.7	756	95	743	94.8	781	93	39	38	4.3	40	5	41	5.2	55	7
	Uzbekistan	-	1,329	88.4	1,301	87.5	1,337	88.7	1,308	87	-	174	11.6	186	12.5	170	11.3	191	13
	Bangladesh	-	-	-	-	-	271	89.7	256	90	-	-	-	-	-	31	10.3	30	10
	Total	6,535	8,050	85.8	7,708	84.7	8,088	83.7	8,182 ✓	83 ✓	1,033	1,332	14.2	1,396	15.3	1,575	16.3	1,722 ✓	17 ✓

Human Capital

Employees by Gender, Employment Type (Number)		Male					Female					Total				
		2021	2022	2023	2024	2025	2021	2022	2023	2024	2025	2021	2022	2023	2024	2025
Blue Collar	Türkiye															
	Türkiye Operations	814	832	785	836	841	24	31	37	65	76	838	863	822	901	917
	Group Office	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Jordan	90	98	86	82	57	1	2	3	2	1	91	100	89	84	58
	Kyrgyzstan	103	105	125	124	122	11	12	13	13	17	114	117	138	137	139
	Tajikistan	21	26	25	29	45	3	3	4	5	4	24	29	29	34	49
	Azerbaijan	112	114	115	129	151	6	5	6	6	8	118	119	121	135	159
	Turkmenistan	65	62	58	54	53	11	10	8	8	8	76	72	66	62	61
	Kazakhstan	330	410	423	499	576	13	19	25	31	36	343	429	448	530	612
	Pakistan	971	1,035	995	961	959	31	74	54	60	50	1,002	1,109	1,049	1,021	1,009
	Iraq	372	406	362	363	399	5	3	2	3	6	377	409	364	366	405
	Uzbekistan	-	644	633	660	639	-	16	22	21	27	-	660	655	681	666
	Bangladesh	-	-	-	120	119	-	-	-	0	0	-	-	-	120	119
	Total	2,878	3,732	3,607	3,857	3,961	105	175	174	214	233	2,983	3,907	3,781	4,071	4,194
White Collar	Türkiye															
	Türkiye Operations	957	968	894	923	917	302	328	306	386	395	1,259	1,296	1,200	1,309	1,312
	Group Office	151	164	201	227	219	101	134	174	196	205	252	298	375	423	424
	Jordan	202	211	193	141	111	24	24	28	20	15	226	235	221	161	126
	Kyrgyzstan	151	146	117	118	106	62	56	62	69	77	213	202	179	187	183
	Tajikistan	50	54	57	63	74	27	25	30	33	38	77	79	87	96	112
	Azerbaijan	173	168	169	175	189	58	61	62	68	79	231	229	231	243	268
	Turkmenistan	75	68	68	68	68	43	41	40	37	35	118	109	108	105	103
	Kazakhstan	222	244	250	313	385	168	180	182	210	236	390	424	432	523	621
	Pakistan	1,289	1,214	1,136	1,040	1,010	121	129	150	141	182	1,410	1,343	1,286	1,181	1,192
	Iraq	446	448	403	390	388	34	35	38	38	49	480	483	441	428	437
	Uzbekistan	-	689	672	681	673	-	161	167	152	168	-	850	839	833	841
	Bangladesh	-	-	-	157	142	-	-	-	33	31	-	-	-	190	173
	Total	3,716	4,374	4,160	4,296	4,282	940	1,174	1,239	1,383	1,510	4,656	5,548	5,399	5,679	5,792

Human Capital

Employees by Gender, Employment Type (%)		Male					Female				
		2021	2022	2023	2024	2025	2021	2022	2023	2024	2025
Blue Collar	Türkiye										
	Türkiye Operations	97.1	96.4	95.5	92.8	92	2.9	3.6	4.5	7.2	8
	Group Office	0	0	0	0.0	0	0	0	0	0	0
	Jordan	98.9	98	96.6	97.6	98	1.1	2	3.4	2.4	2
	Kyrgyzstan	90.4	89.7	90.6	90.5	88	9.6	10.3	9.4	9.5	12
	Tajikistan	87.5	89.7	86.2	85.3	92	12.5	10.3	13.8	14.7	8
	Azerbaijan	94.9	95.8	95	95.6	95	5.1	4.2	5	4.4	5
	Turkmenistan	85.5	86.1	87.9	87.1	87	14.5	13.9	12.1	12.9	13
	Kazakhstan	96.2	95.6	94.4	94.2	94	3.8	4.4	5.6	5.8	6
	Pakistan	96.9	93.3	94.9	94.1	95	3.1	6.7	5.1	5.9	5
	Iraq	98.7	99.3	99.5	99.2	99	1.3	0.7	0.5	0.8	1
	Uzbekistan	-	97.6	96.6	96.9	96	-	2.4	3.4	3.1	4
	Bangladesh	-	-	-	100.0	100	-	-	-	0	0
	Total	96.5	95.5	95.4	94.7	94	3.5	4.5	4.6	5.3	6
White Collar	Türkiye										
	Türkiye Operations	76	74.7	74.5	70.5	70	24	25.3	25.5	29.5	30
	Group Office	59.9	55	53.6	53.7	52	40.1	45	46.4	46.3	48
	Jordan	89.4	89.8	87.3	87.6	88	10.6	10.2	12.7	12.4	12
	Kyrgyzstan	70.9	72.3	65.4	63.1	58	29.1	27.7	34.6	36.9	42
	Tajikistan	64.9	68.4	65.5	65.6	66	35.1	31.6	34.5	34.4	34
	Azerbaijan	74.9	73.4	73.2	72.0	71	25.1	26.6	26.8	28	29
	Turkmenistan	63.6	62.4	63	64.8	66	36.4	37.6	37	35.2	34
	Kazakhstan	56.9	57.5	57.9	59.8	62	43.1	42.5	42.1	40.2	38
	Pakistan	91.4	90.4	88.3	88.1	85	8.6	9.6	11.7	11.9	15
	Iraq	98.7	92.8	91.4	91.1	89	1.3	7.2	8.6	8.9	11
	Uzbekistan	-	81.1	80.1	81.8	80	-	18.9	19.9	18.2	20
	Bangladesh	-	-	-	82.6	82	-	-	-	17.4	18
	Total	79.8	78.8	77.1	75.6	74	20.2	21.2	22.9	24.4	26

Human Capital

Number of Employees by Contract Type and Gender		Male					Female					Total				
		2021	2022	2023	2024	2025	2021	2022	2023	2024	2025	2021	2022	2023	2024	2025
Permanent	Türkiye															
	Türkiye Operations	1,764	1,784	1,520	1,746	1,745	310	341	328	431	454	2,074	2,125	1,848	2,177	2,199
	Group Office	147	161	196	224	213	95	129	168	192	202	242	290	364	416	415
	Jordan	292	307	279	223	168	25	26	31	22	16	317	333	310	245	184
	Kyrgyzstan	251	247	240	239	219	67	62	67	74	79	318	309	307	313	298
	Tajikistan	70	76	78	84	87	29	26	32	34	33	99	102	110	118	120
	Azerbaijan	285	282	284	304	339	63	65	68	74	85	348	347	352	378	424
	Turkmenistan	140	130	126	122	121	54	51	47	45	43	194	181	173	167	164
	Kazakhstan	541	643	665	806	949	177	181	191	223	242	718	824	856	1029	1,191
	Pakistan	2,234	2,203	2,114	1,995	1,925	43	156	179	172	178	2,377	2,359	2,293	2,167	2,103
	Iraq	816	809	765	753	785	39	38	40	41	52	855	847	805	794	837
	Uzbekistan	-	1,333	1,297	1,315	1,266	-	174	187	171	176	-	1,507	1,484	1,486	1,442
	Bangladesh	-	-	-	277	261	-	-	-	33	31	-	-	-	310	292
	Total	6,540	7,975	7,564	8,088	8,078	902	1,249	1,338	1,512	1,591	7,542	9,224	8,902	9,600	9,669
Temporary	Türkiye															
	Türkiye Operations	7	16	159	13	13	16	18	15	20	17	23	34	174	33	30
	Group Office	4	3	5	3	6	6	5	6	4	3	10	8	11	7	9
	Jordan	0	2	0	0	0	0	0	0	0	0	0	2	0	0	0
	Kyrgyzstan	3	4	2	3	9	6	6	8	8	15	9	10	10	11	24
	Tajikistan	1	4	4	8	32	1	2	2	4	9	2	6	6	12	41
	Azerbaijan	0	0	0	0	1	1	1	0	0	2	1	1	0	0	3
	Turkmenistan	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0
	Kazakhstan	11	11	8	6	12	4	18	16	18	30	15	29	24	24	42
	Pakistan	26	46	17	6	44	9	47	25	29	54	35	93	42	35	98
	Iraq	2	45	0	0	2	0	0	0	0	3	2	45	0	0	5
	Uzbekistan	-	0	8	26	46	-	3	2	2	19	-	3	10	28	65
	Bangladesh	-	-	-	0	0	-	-	-	0	0	-	-	-	0	0
	Total	54	131	203	65	165	43	100	75	85	152	97	231	278	150	317

Human Capital

Employees by Gender, Employment Type (%)	Outsource Core Jobs (*)					Outsource Auxiliary Jobs (**)				
	2021	2022	2023	2024	2025	2021	2022	2023	2024	2025
Türkiye										
Türkiye Operations	545	581	607	669	646	302	314	313	342	360
Group Office	0	0	0	0	0	0	0	0	0	3
Jordan	0	0	0	0	3	44	44	47	47	47
Kyrgyzstan	0	0	0	0	0	60	44	51	67	73
Tajikistan	0	0	0	0	2	66	70	40	69	87
Azerbaijan	0	0	0	0	0	40	42	45	46	86
Turkmenistan	0	0	0	0	1	12	12	12	17	12
Kazakhstan	0	0	0	0	0	126	146	174	174	179
Pakistan	275	248	210	195	197	533	492	477	401	391
Iraq	0	0	0	0	47	147	155	155	128	169
Uzbekistan	-	0	0	0	0	-	32	29	76	180
Bangladesh	-	-	-	600	548	-	-	-	262	112
Total	820	829	817	1,464	1,444	1,330	1,351	1,343	1,629	1,699

* Outsource-Core Jobs: Employees who are on the payroll of a third-party company with jobs that are directly related to our own business (e.g., jobs in merchandising, sales, warehouse operations, production etc.)
**Outsource Auxiliary Jobs: Employees who are on the payroll of a third-party company with jobs that are not directly related to our own business (e.g., jobs in security, gardening, health services etc.)

Human Capital

Employee Breakdown by Seniority (%) (by years of service)

0-5 Years	2021	2022	2023	2024	2025
Türkiye					
Türkiye Operations	55	55	55	55	54
Group Office	77	77	77	77	76
Jordan	38	38	38	38	33
Kyrgyzstan	58	58	58	58	61
Tajikistan	67	67	67	67	68
Azerbaijan	35	35	35	35	39
Turkmenistan	4	4	4	4	7
Kazakhstan	62	62	62	62	66
Pakistan	16	16	16	16	20
Iraq	22	22	22	22	24
Uzbekistan	45	45	45	45	42
Bangladesh	66	66	66	66	61
Total	42	42	42	42	44

6-10 Years	2021	2022	2023	2024	2025
Türkiye					
Türkiye Operations	24	20	17	14	15
Group Office	11	7	7	5	7
Jordan	20	23	23	27	29
Kyrgyzstan	28	19	14	13	10
Tajikistan	32	28	31	28	25
Azerbaijan	28	26	22	15	15
Turkmenistan	39	30	19	11	4
Kazakhstan	24	21	18	16	14
Pakistan	39	27	16	12	8
Iraq	54	54	56	35	26
Uzbekistan	-	22	16	20	23
Bangladesh	-	-	-	32	36
Total	32	26	20	17	16

11-15 Years	2021	2022	2023	2024	2025
Türkiye					
Türkiye Operations	24	23	20	15	15
Group Office	15	11	10	8	7
Jordan	9	8	9	10	11
Kyrgyzstan	13	18	19	19	16
Tajikistan	0	0	2	5	6
Azerbaijan	25	18	20	21	20
Turkmenistan	39	47	47	50	48
Kazakhstan	18	13	10	7	8
Pakistan	33	35	43	41	39
Iraq	8	8	8	38	43
Uzbekistan	-	18	18	15	13
Bangladesh	-	-	-	3	2
Total	23	22	23	22	21

16-20 Years	2021	2022	2023	2024	2025
Türkiye					
Türkiye Operations	9	13	14	13	14
Group Office	5	3	4	6	6
Jordan	9	6	6	10	14
Kyrgyzstan	2	5	5	6	8
Tajikistan	0	0	0	0,8	1
Azerbaijan	6	15	20	21	19
Turkmenistan	14	17	25	27,5	29
Kazakhstan	6	9	11	11	8
Pakistan	6	10	14	20	22
Iraq	0	0	3	6	7
Uzbekistan	-	6	10	13	13
Bangladesh	-	-	-	0	1
Total	6	9	11	13	14

20+ Years	2021	2022	2023	2024	2025
Türkiye					
Türkiye Operations	12	11	3	2	2
Group Office	12	7	6	4	5
Jordan	6	11	12	15	14
Kyrgyzstan	6	5	5	5	4
Tajikistan	0	1	0	0	0
Azerbaijan	8	8	7	7	7
Turkmenistan	3	3	5	7	12
Kazakhstan	4	3	4	4	4
Pakistan	8	8	9	10	10
Iraq	0	0	0	0	0
Uzbekistan	-	9	10	8	8
Bangladesh	-	-	-	0	0
Total	7	8	6	6	6

Human Capital

Ratio of Employees by Age (%)		Under 30					30-50					50+				
		2021	2022	2023	2024	2025	2021	2022	2023	2024	2025	2021	2022	2023	2024	2025
Senior Management	Türkiye															
	Türkiye Operations	0	0	0	0	0	75	71.4	85.7	85.7	83	25	28.6	14.3	14.3	17
	Group Office	0	0	0	0	0	11.1	10	33.3	25	22	88.9	90	66.7	75	78
	Jordan	0	0	0	0	0	75	83.3	75	66.7	71	25	16.7	25	33.3	29
	Kyrgyzstan	0	0	0	0	0	80	83.3	83.3	83.3	83	20	16.7	16.7	16.7	17
	Tajikistan	0	0	0	0	0	100	100	100	100	100	0	0	0	0	0
	Azerbaijan	0	0	0	0	0	66.6	71.4	71.4	75	71	33.3	28.6	28.6	25	29
	Turkmenistan	0	0	0	0	0	100	66.7	66.7	66.7	67	0	33.3	33.3	33.3	33
	Kazakhstan	0	0	0	0	0	87.5	83.3	85.7	87.5	75	12.5	16.7	14.3	12.5	25
	Pakistan	0	0	0	0	0	72.7	70	62.5	77.8	67	27.3	30	38	22.2	33
	Iraq	0	0	0	0	0	50	91	88.9	90	100	50	7.3	8.2	10	0
	Uzbekistan	0	0	0	0	0	-	85.7	71.4	85.7	75	-	14.3	28.6	14.3	25
	Bangladesh	0	0	0	0	0	-	-	-	87.5	83	-	-	-	12.5	17
	Total	0	0	0	0	0 ✓	-	-	-	78.1	73 ✓	-	-	-	21.8	27 ✓
Other Employees	Türkiye															
	Türkiye Operations	24.6	24.6	24.6	24.6	24	74.9	72.3	70.7	67.8	67	7.5	9.1	8.2	7.6	9
	Group Office	26	26	26	26	24	74.1	70.1	69.4	66.3	68	10.7	6.3	7.9	7.7	8
	Jordan	18.8	18.8	18.8	18.8	15	48.8	61.4	53.6	77	81	1.9	4.26	3	4.2	3
	Kyrgyzstan	40	40	40	40	40	48.8	50.8	50.5	55	53	5.6	5.1	4.8	5	6
	Tajikistan	34.1	34.1	34.1	34.1	39	62.5	62.5	56.8	56.9	52	6.3	6.7	9	8.9	9
	Azerbaijan	15.4	15.4	15.4	15.4	20	67.1	68.6	71.6	73.5	71	11.7	12.3	11.9	11.1	9
	Turkmenistan	1.8	1.8	1.8	1.8	4	89.5	66.7	66.7	88.4	86	6.8	33.3	33.3	9.8	10
	Kazakhstan	24.4	24.4	24.4	24.4	27	64.4	60.7	64.7	68.3	66	10.5	8.3	8.6	7.3	7
	Pakistan	7.7	7.7	7.7	7.7	11	81.5	79.2	81.5	81.5	77	7.5	8.2	9	10.8	12
	Iraq	14.3	14.3	14.3	14.3	13	72.6	73	77.8	79.7	80	4.2	4.4	5.5	6	6
	Uzbekistan	19.4	19.4	19.4	19.4	20	-	65.3	64.4	65.7	66	-	16.9	18.3	14.9	15
	Bangladesh	41	41	41	41	40	-	-	-	58.3	60	-	-	-	0.7	0
	Total	19.4	19.4	19.4	19.4	21 ✓	-	-	-	71.4	70 ✓	-	-	-	9.1	10 ✓

Human Capital

Number and Percentage of Employees by Age Group in 2025		Number			Ratio (%)		
		Generation Y (20-35)	Generation X (36-51)	Baby Boomers (52-71)	Generation Y (20-35)	Generation X (36-51)	Baby Boomers (52-71)
Türkiye							
Türkiye Operations	Senior Management	0	4	2	0	67	33
	Other Employees	997	1,069	157	45	48	7
Group Office	Senior Management	0	2	7	0	22	78
	Other Employees	201	184	30	48	44	7
Jordan	Senior Management	0	5	2	0	71	29
	Other Employees	84	88	5	47	50	3
Kyrgyzstan	Senior Management	1	4	1	17	67	17
	Other Employees	204	97	15	65	31	5
Tajikistan	Senior Management	0	7	0	0	100	0
	Other Employees	60	73	21	39	47	14
Azerbaijan	Senior Management	0	5	2	0	71	29
	Other Employees	182	199	39	43	47	9
Turkmenistan	Senior Management	0	2	1	0	67	33
	Other Employees	35	110	16	22	68	10
Kazakhstan	Senior Management	0	6	2	0	75	25
	Other Employees	623	519	83	51	42	7
Pakistan	Senior Management	0	8	1	0	89	11
	Other Employees	622	1341	229	28	61	10
Iraq	Senior Management	1	5	0	17	83	0
	Other Employees	356	435	45	43	52	5
Uzbekistan	Senior Management	0	5	3	0	63	38
	Other Employees	657	624	218	44	42	15
Bangladesh	Senior Management	0	5	1	0	83	17
	Other Employees	207	78	1	72	27	0
Total	Senior Management	2	58	22	2	71	27
	Other Employees	4,228	4,817	859	43	49	9

Human Capital

International Operasyonlarda Yerel* İstihdam Ratio (%)

2021	Local Senior	Local White Collar	Local Blue Collar
Türkiye			
Türkiye Operations	100	99.9	100
Group Office	100	100	0
Jordan	50	97.3	100
Kyrgyzstan	20	98.1	100
Tajikistan	40	96.1	100
Azerbaijan	66.7	99.1	100
Turkmenistan	66.7	99.2	100
Kazakhstan	25	97.9	100
Pakistan	54.5	99.6	100
Iraq	25	97.7	100

2022	Local Senior	Local White Collar	Local Blue Collar
Türkiye			
Türkiye Operations	100	99.1	100
Group Office	90	96.6	0
Jordan	16.7	100	100
Kyrgyzstan	50	98.5	100
Tajikistan	50	96.2	100
Azerbaijan	71.4	99.1	100
Turkmenistan	66.7	99.1	100
Kazakhstan	50	98.6	100
Pakistan	70	99.8	100
Iraq	16.7	98.3	100
Uzbekistan	14.3	98	100

2023	Local Senior	Local White Collar	Local Blue Collar
Türkiye			
Türkiye Operations	100	99.9	100
Group Office	88.9	97.6	0
Jordan	75	99.1	100
Kyrgyzstan	66.7	99.4	100
Tajikistan	40	96.6	100
Azerbaijan	71.4	99.1	100
Turkmenistan	66.7	99.1	100
Kazakhstan	28.6	98.8	100
Pakistan	75	99.7	100
Iraq	22.2	98.4	100
Uzbekistan	14.3	99	100

2024	Local Senior	Local White Collar	Local Blue Collar
Türkiye			
Türkiye Operations	100	100	100
Group Office	87.5	98.1	0
Jordan	66.7	98.8	100
Kyrgyzstan	66.7	98.9	100
Tajikistan	28.6	94.8	100
Azerbaijan	75.0	99.2	100
Turkmenistan	66.7	99.0	100
Kazakhstan	37.5	98.9	100
Pakistan	55.6	99.7	100
Iraq	20.0	98.1	100
Uzbekistan	14.3	99.2	100
Bangladesh	75.0	98.9	100

2025	Local Senior	Local White Collar	Local Blue Collar
Türkiye			
Türkiye Operations	100.0	100.0	100.0
Group Office	100.0	98.8	0.0
Jordan	71.4	99.2	100.0
Kyrgyzstan	50.0	98.4	100.0
Tajikistan	28.6	95.5	100.0
Azerbaijan	71.4	99.3	100.0
Turkmenistan	66.7	99.0	100.0
Kazakhstan	25.0	98.7	100.0
Pakistan	66.7	99.7	100.0
Iraq	16.7	98.9	100.0
Uzbekistan	25.0	99.3	100.0
Bangladesh	50.0	97.7	100.0
Total	56.1	99.3	100.0

*"Local" means from the related country.

Human Capital

Rate of Open Positions Filled by Internal Candidates (%)		2023	2024	2025
Türkiye				
Türkiye Operations	Female	76	4	0
	Male	163	1	0
Group Office	Female	0	0	1
	Male	0	3	2
Jordan	Female	5	4	2
	Male	14	10	9
Kyrgyzstan	Female	6	12	19
	Male	24	16	17
Tajikistan	Female	7	11	7
	Male	16	14	25
Azerbaijan	Female	4	10	4
	Male	8	13	22
Turkmenistan	Female	0	2	2
	Male	3	3	2
Kazakhstan	Female	24	34	38
	Male	20	58	49
Pakistan	Female	31	50	84
	Male	121	116	108
Iraq	Female	1	4	1
	Male	10	15	11
Uzbekistan	Female	10	3	15
	Male	43	10	59
Bangladesh	Female	-	0	1
	Male	-	1	11
Total	Female	164	134	174
	Male	422	260	315

Number and Rates of Employees in STEM Roles (Finance, Supply Chain, IT) (%)		2023		2024		2025	
		Number	Ratio	Number	Ratio	Number	Ratio
Türkiye							
Türkiye Operations	Female	139	10	192	13,3	198	14
	Male	1 190	90	1,255	86,7	1,268	86
Group Office	Female	111	40	135	42,3	134	43
	Male	164	60	184	57,7	177	57
Jordan	Female	12	8	10	6,8	9	8
	Male	144	92	137	93,2	102	92
Kyrgyzstan	Female	34	16	36	17,1	46	21
	Male	175	84	178	82,9	177	79
Tajikistan	Female	14	20	17	12,1	18	17
	Male	55	80	65	87,9	90	83
Azerbaijan	Female	29	13	30	5,9	42	14
	Male	199	87	218	94,1	250	86
Turkmenistan	Female	20	20	19	16,8	20	21
	Male	82	80	78	83,2	77	79
Kazakhstan	Female	130	18	146	20,7	165	16
	Male	591	82	710	79,3	841	84
Pakistan	Female	95	6	92	19,6	110	7
	Male	1,548	94	1,480	80,4	1,476	93
Iraq	Female	12	2	16	2,9	22	4
	Male	526	98	529	97,1	575	96
Uzbekistan	Female	84	8	79	7,2	93	8
	Male	969	92	1018	92,8	1,028	92
Bangladesh	Female	-	-	19	9,5	18	10
	Male	-	-	181	90,5	171	90
Total	Female	680	11	791	11,6	875	12
	Male	5,643	89	6,033	88,4	6,232	88

Number and Rates of Employees with Disability or Special Needs (%)	2023		2024		2025	
	Number	Ratio	Number	Ratio	Number	Ratio
Türkiye						
Türkiye Operations	65	3	71	3	71	3
Group Office	8	2	8	2	8	2
Jordan	2	1	0	0	0	0
Kyrgyzstan	2	1	2	1	2	1
Tajikistan	1	1	1	1	1	1
Azerbaijan	7	2	7	2	10	2
Turkmenistan	3	2	3	2	3	2
Kazakhstan	6	1	5	0	4	0
Pakistan	38	2	37	2	38	2
Iraq	0	0	1	0	3	0
Uzbekistan	-	-	1	0	3	0
Bangladesh	-	-	0	0	0	0
Total	133	1	136	1	143	1

Human Capital

Number and Rates of Newly Hired Employees by Gender (%)

2021	Male		Female	
	Number	Ratio	Number	Ratio
Türkiye				
Türkiye Operations	114	6	71	22
Group Office	42	28	29	29
Jordan	74	25	10	40
Kyrgyzstan	55	22	17	23
Tajikistan	12	17	8	27
Azerbaijan	9	3	14	22
Turkmenistan	1	1	1	2
Kazakhstan	93	17	53	29
Pakistan	67	3	33	22
Iraq	39	5	10	15
Total	506	67	246	33

2022*	Male		Female	
	Number	Ratio	Number	Ratio
Türkiye				
Türkiye Operations	139	62	86	38
Group Office	49	48	54	52
Jordan	42	84	8	16
Kyrgyzstan	40	75	13	25
Tajikistan	14	67	7	33
Azerbaijan	9	45	11	55
Turkmenistan	0	0	1	100
Kazakhstan	151	83	32	17
Pakistan	114	65	62	35
Iraq	36	84	7	16
Uzbekistan	77	80	19	20
Total	671	69	300	31

2023*	Male		Female	
	Number	Ratio	Number	Ratio
Türkiye				
Türkiye Operations	67	48	74	52
Group Office	37	57	28	43
Jordan	25	78	7	22
Kyrgyzstan	65	78	18	22
Tajikistan	8	53	7	47
Azerbaijan	11	46	13	54
Turkmenistan	3	60	2	40
Kazakhstan	97	87	15	13
Pakistan	48	59	33	41
Iraq	28	72	11	28
Uzbekistan	74	68	35	32
Total	**463**	**66**	**243**	**34**

2024*	Male		Female	
	Number	Ratio	Number	Ratio
Türkiye				
Türkiye Operations	139	54	117	46
Group Office	48	53	42	47
Jordan	0	0	0	0
Kyrgyzstan	39	75	13	25
Tajikistan	10	67	5	33
Azerbaijan	18	56	14	44
Turkmenistan	2	50	2	50
Kazakhstan	233	83	48	17
Pakistan	17	61	11	39
Iraq	27	75	9	25
Uzbekistan	239	90	27	10
Bangladesh	20	61	13	39
Total	**792**	**72**	**301**	**28**

2025*	Male		Female	
	Number	Ratio	Number	Ratio
Türkiye				
Türkiye Operations	90	58	65	42
Group Office	24	57	18	43
Jordan	23	88	3	12
Kyrgyzstan	43	68	20	32
Tajikistan	9	75	3	25
Azerbaijan	42	61	27	39
Turkmenistan	2	50	2	50
Kazakhstan	227	88	30	12
Pakistan	54	66	28	34
Iraq	64	82	14	18
Uzbekistan	82	80	20	20
Bangladesh	23	82	5	18
Total	**683**	**74**	**235**	**26**

*Prior to 2022, data availability is limited and the calculation methodology may differ across countries. By 2022, the constraint in data availability was removed and a common calculation methodology was established for the CCI as a whole.

Human Capital

Total Number and Rates of Employee Turnover (%)

2021	Male		Female	
	Number	Ratio	Number	Ratio
Türkiye				
Türkiye Operations	159	9	58	18
Group Office	45	30	22	22
Jordan	60	21	6	24
Kyrgyzstan	57	22	16	22
Tajikistan	25	35	13	43
Azerbaijan	14	5	5	8
Turkmenistan	3	2	3	6
Kazakhstan	83	15	30	17
Pakistan	99	4	22	14
Iraq	87	11	9	23
Total	**632**	**77**	**184**	**23**

2022*	Male		Female	
	Number	Ratio	Number	Ratio
Türkiye				
Türkiye Operations	145	73	54	27
Group Office	41	66	21	34
Jordan	27	75	9	25
Kyrgyzstan	49	71	20	29
Tajikistan	11	50	11	50
Azerbaijan	13	59	9	41
Turkmenistan	10	71	4	29
Kazakhstan	64	70	27	30
Pakistan	143	75	47	25
Iraq	46	87	7	13
Uzbekistan	140	94	9	6
Total	**689**	**76**	**218**	**24**

2023*	Male		Female	
	Number	Ratio	Number	Ratio
Türkiye				
Türkiye Operations	148	70	62	30
Group Office	28	54	24	46
Jordan	51	96	2	4
Kyrgyzstan	81	85	14	15
Tajikistan	12	71	5	29
Azerbaijan	9	45	11	55
Turkmenistan	7	54	6	46
Kazakhstan	77	79	20	21
Pakistan	138	79	36	21
Iraq	77	90	9	10
Uzbekistan	127	83	26	17
Total	755	78	215	22

2024*	Male		Female	
	Number	Ratio	Number	Ratio
Türkiye				
Türkiye Operations	152	75	50	25
Group Office	28	58	20	42
Jordan	55	86	1	10
Kyrgyzstan	38	73	14	27
Tajikistan	8	62	5	38
Azerbaijan	12	60	8	40
Turkmenistan	6	60	4	40
Kazakhstan	101	72	39	28
Pakistan	136	83	28	17
Iraq	41	87	6	13
Uzbekistan	238	84	45	16
Bangladesh	46	90	5	10
Total	861	79	233	21

2025*	Male		Female	
	Number	Ratio	Number	Ratio
Türkiye				
Türkiye Operations	115	66	60	34
Group Office	30	70	13	30
Jordan	78	90	9	10
Kyrgyzstan	67	74	24	26
Tajikistan	10	63	6	38
Azerbaijan	17	55	14	45
Turkmenistan	3	43	4	57
Kazakhstan	91	73	33	27
Pakistan	125	76	40	24
Iraq	32	94	2	6
Uzbekistan	150	87	23	13
Bangladesh	39	83	8	17
Total	757	76	236	24

*Prior to 2022, data availability is limited and the calculation methodology may differ across countries. By 2022, the constraint in data availability was removed and a common calculation methodology was established for the CCI as a whole.

Human Capital

Total Number and Rates of Employees Newly Hired by Age (%) (2025)		Number			Ratio		
		18-30	30-50	50+	18-30	30-50	50+
Türkiye							
Türkiye Operations	Female	50	14	1	77	22	2
	Male	64	26	0	71	29	0
	Total	114	40	1	74	26	1
Group Office	Female	9	8	1	50	44	6
	Male	10	13	1	42	54	4
	Total	19	21	2	45	50	5
Jordan	Female	3	0	0	100	0	0
	Male	11	12	0	48	52	0
	Total	14	12	0	54	46	0
Kyrgyzstan	Female	9	11	0	45	55	0
	Male	25	16	2	58	37	5
	Total	34	27	2	54	43	3
Tajikistan	Female	3	0	0	100	0	0
	Male	2	7	0	22	78	0
	Total	5	7	0	42	58	0
Azerbaijan	Female	20	7	0	74	26	0
	Male	23	19	0	55	45	0
	Total	43	26	0	62	38	0
Turkmenistan	Female	2	0	0	100	0	0
	Male	2	0	0	100	0	0
	Total	4	0	0	100	0	0
Kazakhstan	Female	15	15	0	50	50	0
	Male	103	122	2	45	54	1
	Total	118	137	2	46	53	1
Pakistan	Female	22	5	1	79	18	4
	Male	29	24	1	54	44	2
	Total	51	29	2	62	35	2
Iraq	Female	5	9	0	36	64	0
	Male	39	25	0	61	39	0
	Total	44	34	0	56	44	0
Uzbekistan	Female	7	13	0	35	65	0
	Male	47	35	0	57	43	0
	Total	54	48	0	53	47	0
Bangladesh	Female	5	0	0	100	0	0
	Male	13	10	0	57	43	0
	Total	18	10	0	64	36	0
Total	Female	150	82	3	64	35	1
	Male	368	309	6	54	45	1
Total		518	391	9	56	43	1

Total Number and Rates of Employee Turnover by Age (2025)		Number			Ratio		
		18-30	30-50	50+	18-30	30-50	50+
Türkiye							
Türkiye Operations	Female	36	24	0	60	40	0
	Male	39	59	17	34	51	15
Group Office	Female	5	8	0	38	62	0
	Male	4	22	4	13	73	13
Jordan	Female	3	6		33	67	0
	Male	21	50	7	27	64	9
Kyrgyzstan	Female	14	10	0	58	42	0
	Male	33	31	3	49	46	4
Tajikistan	Female	4	2	0	67	33	0
	Male	1	9	0	10	90	0
Azerbaijan	Female	7	7	0	50	50	0
	Male	6	6	5	35	35	29
Turkmenistan	Female	0	4	0	0	100	0
	Male	0	3	0	0	100	0
Kazakhstan	Female	11	19	3	33	58	9
	Male	28	60	3	31	66	3
Pakistan	Female	26	14	0	65	35	0
	Male	13	89	23	10	71	18
Iraq	Female	2	0	0	100	0	0
	Male	8	23	1	25	72	3
Uzbekistan	Female	6	14	3	26	61	13
	Male	33	89	28	22	59	19
Bangladesh	Female	3	5	-	38	63	0
	Male	7	30	2	18	77	5
Total	Female	117	113	6	50	48	3
	Male	193	471	93	25	62	12

Human Capital

Voluntary Turnover Rate of Employees (%)	2021	2022	2023	2024	2025
Türkiye					
Türkiye Operations	9.5	6.5	7.2	6	4.92
Group Office	24.1	16.1	13.2	8.4	7.69
Jordan	6.8	7.5	8.6	5.6	16.78
Kyrgyzstan	19.1	14.8	14.8	13.1	16.53
Tajikistan	15	16.5	14.1	7.4	11.26
Azerbaijan	4.6	5.7	5	4.8	5.28
Turkmenistan	2.5	6.9	7.2	4.1	4.24
Kazakhstan	10.3	10.5	9.9	12.1	10.56
Pakistan	4.2	6.3	6.4	6	7.31
Iraq	5.2	4.5	8.6	4.3	2.55
Uzbekistan	n/a	6.3	7.2	8.5	6.68
Bangladesh	-	-	-	14.7	14.69
Total	6.5	7.3	7.9	7.38	7.27

Total Training Hours Per Employee (Hour)	2021	2022	2023	2024	2025
Türkiye					
Türkiye Operations	7.7	11.3	14.8	24.70	28.92
Group Office	4.3	21.7	23.6	11.36	12.58
Jordan	13.4	13.7	12.1	7.07	13.97
Kyrgyzstan	17.9	16.8	17.9	22.04	14.79
Tajikistan	9.2	19.7	40.7	12.47	20.50
Azerbaijan	44.7	41.7	38.6	26.26	25.97
Turkmenistan	3.5	25.9	1.6	24.20	14.76
Kazakhstan	17.9	18.4	13	20.45	15.89
Pakistan	14.1	9.7	7.5	6.62	7.96
Iraq	10.2	11.2	5.8	7.76	18.78
Uzbekistan	-	0.7	2	10.67	19.05
Bangladesh	-	-	-	-	12.09
Total	142.9	190.8	177.6	15.77	17.11

Involuntary Turnover Rate of Employees (%)	2021	2022	2023	2024	2025
Türkiye					
Türkiye Operations	1.7	2.4	3.7	3	3.05
Group Office	3.1	7.1	1.7	1.7	2.33
Jordan	5.2	3.3	7.1	16.7	27.47
Kyrgyzstan	2.4	6.6	15.1	3.2	11.85
Tajikistan	7.5	1.8	0	0.8	1.61
Azerbaijan	0	0	0.6	0	2.16
Turkmenistan	0	0.5	0	0	0.00
Kazakhstan	4.2	0.3	1.3	0.9	0.44
Pakistan	0.3	1.3	1	1.1	0.42
Iraq	4.9	1.2	1.3	1.1	1.39
Uzbekistan	n/a	1.3	3	10.1	5.36
Bangladesh	-	-	-	0.9	1.00
Total	1.7	1.8	2.6	3.36	2.91

Environmental Training Hours (employee*hour)	2021	2022	2023	2024	2025
Türkiye	624.75	1,780	1,816	4,608	1,232.5
Jordan	222	112	282	250	21
Kyrgyzstan	43,5	246	332	207	0
Tajikistan	38	20	77	113	0
Azerbaijan	775	470	615	409	0
Turkmenistan	120	306	107	214	115
Kazakhstan	369	197	583	243	42
Pakistan	426	684	844	646	0
Iraq	1,947	437	568	1,092	317
Uzbekistan	-	1,699	1,869	329	42
Bangladesh	-	-	-	29	0
Total	4,565	5,951	7,093	8,140	1,769.5

Human Capital

Training by Employee Category (2025)		Total Number of Employees	Total Number of Training Hours (Employee* Hour)
Türkiye			
Türkiye Operations	Blue Collar	917	20,021
	White Collar	1,312	44,443
Group Office	Blue Collar	-	-
	White Collar	424	5,336
Jordan	Blue Collar	58	299
	White Collar	126	2,285
Kyrgyzstan	Blue Collar	139	394
	White Collar	183	4,368
Tajikistan	Blue Collar	49	364
	White Collar	112	2,937
Azerbaijan	Blue Collar	159	2,981
	White Collar	268	8,109
Turkmenistan	Blue Collar	61	783
	White Collar	103	1,637
Kazakhstan	Blue Collar	612	692
	White Collar	621	18,899
Pakistan	Blue Collar	1,009	1,803
	White Collar	1,192	15,727
Iraq	Blue Collar	405	5,219
	White Collar	437	10,594
Uzbekistan	Blue Collar	666	8,155
	White Collar	841	20,586
Bangladesh	Blue Collar	119	310
	White Collar	173	3,221
Total	Blue Collar	4,194	41,021
	White Collar	5,792	138,142
	Overall Total	9,987	179,163 ✓

Rates of Employees Subject to Performance Review (%)*		2021	2022	2023	2024	2025
Türkiye						
Türkiye Operations	Male	50.7	50.8	50.4	95.2	99.9
	Female	75.5	75.2	76.1	98.5	98.9
Group Office	Male	76.8	92.7	98	97.1	100
	Female	82.2	98.5	93.7	98.4	100
Jordan	Male	91.8	95.5	98.9	92.8	100
	Female	92	92.3	96.8	92.9	100
Kyrgyzstan	Male	90.9	94.8	86.8	95.8	100
	Female	75.3	85.3	78.7	97.2	93.4
Tajikistan	Male	90.1	86.3	87.8	98.8	98.8
	Female	86.7	85.7	79.4	94.4	73
Azerbaijan	Male	97.5	96.8	99.3	96.2	99.1
	Female	92.2	93.9	95.6	95.7	97.5
Turkmenistan	Male	97.9	99.2	98.4	98.3	95.8
	Female	109.3	88.2	87.5	88	92.7
Kazakhstan	Male	92.9	96.5	86.9	79.5	98.5
	Female	80.7	80.4	83.1	90	89.9
Pakistan	Male	49.8	47.7	48.1	95.8	100
	Female	63.8	58.3	72.1	98.6	100
Iraq	Male	97.3	97.8	97	98.5	99.6
	Female	105.13	105.3	82.5	90	100
Uzbekistan	Male	-	56.6	25.3	59.7	99.5
	Female	-	69.3	48.1	57.9	84.5
Bangladesh	Male	-	-	-	55.8	100
	Female	-	-	-	100	100
Total	Male	-	-	-	88.6	99.5 ✓
	Female	-	-	-	91.8	94.8 ✓

*The significant change in 2024 ratio is due to change in calculation methodology. Moving forward starting from 2024, the new calculation methodology will be sustained: All full-time, permanent white-collar employees and non-unionized blue-collar employees at CCI are subject to performance evaluation. However, unionized employees are exempt from performance evaluation in accordance with country-specific labor laws. At CCI, all eligible employees are assessed under a unified performance system, ensuring fairness and consistency.

Human Capital

Number and Rates of Employees Under Collective Labor Agreements (%)*	2021		2022		2023		2024		2025	
	Number	Ratio	Number	Ratio	Number	Ratio	Number	Ratio	Number	Ratio
Türkiye										
Türkiye Operations	816	97,37	850	98	812	99	894	99,2	910	99
Group Office	0	0	0	0	0	0	0	0	0	0
Jordan	0	0	0	0	0	0	0	0	0	0
Kyrgyzstan	0	0	0	0	0	0	0	0	0	0
Tajikistan	0	0	0	0	0	0	0	0	0	0
Azerbaijan	0	0	0	0	0	0	0	0	1.059	105
Turkmenistan	176	232	165	229	159	241	152	245,2	0	0
Kazakhstan	0	0	0	0	0	0	0	0	0	0
Pakistan	1.098	100	1.131	102	1.119	107	1.097	0	148	243
Iraq	0	0	0	0	0	0	0	0	0	0
Uzbekistan	-	-	0	0	0	0	0	0	0	0
Bangladesh	-	-	-	-	-	-	120	100	119	100
Total	-	-	-	-	-	-	2.263	209	2.236	53

*Percentage is calculated using the total number of "Blue Collar" employees (excludes the total number of employees including White Collar employees).

Benefits Provided to Full-Time Employees*	Türkiye	Jordan	Kyrgyzstan	Tajikistan	Azerbaijan	Turkmenistan	Kazakhstan	Pakistan	Iraq	Uzbekistan	Bangladesh
Private Health Insurance	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes
Private Life Insurance	Yes	Yes	Yes	No	Yes	No	Yes	Yes	Yes	No	Yes
Individual Retirement Fund	Yes	No	No	No	No	Yes	No	No	No	Yes	No
Corporate Products	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Long-Service Awards	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

* Benefits are provided to full-time employees, there are no part-time employees.

Human Capital

Total Working Hours In the Year	2024	2025
Türkiye		
Türkiye Operations	5,032,170	5,035,311
Group Office	963,171	957,816
Jordan	1,149,936	995,556
Kyrgyzstan	614,070	641,635
Tajikistan	250,509	263,067
Azerbaijan	843,302	902,107
Turkmenistan	290,987	288,282
Kazakhstan	1,967,800	2,062,948
Pakistan	5,496,192	5,493,696
Iraq	2,166,897	2,499,518
Uzbekistan	2,786,400	2,287,224
Bangladesh	618,904	682,408
Total	22,180,338	22,109,568

2025	Number of Employees on Maternity and Paternity Leave	Number of Employees Returning from Maternity and Paternity Leave	Number of Employees Returning from Maternity and Paternity Leave and Continuing to Work for the Following 12 Months
Türkiye			
Türkiye Operations	15	14	6
Group Office	4	3	5
Jordan	24	22	21
Kyrgyzstan	7	2	1
Tajikistan	14	0	0
Azerbaijan	6	0	2
Turkmenistan	4	3	4
Kazakhstan	11	7	0
Pakistan	58	58	44
Iraq	58	58	52
Uzbekistan	21	5	3
Bangladesh	13	11	0
Total	235	183	138

Environmental Footprint/Energy Management and Tackling Climate Crisis

Total Energy Usage in Operations (Million MJ)		Fuel-Plant			Fuel- Fleet			Purchased Energy					Total	
		Fuel Total MJ	Share of Total Energy %	Renewable Energy Ratio %	Fuel Total MJ	Share of Total Energy %	Renewable Energy Ratio %	Electric MJ	Total Renewable Energy %	Generated Renewable Energy %	Steam MJ	Share of Total Energy %	Total Enerji MJ	Renewable Energy %
Türkiye	2021	372.4	38	0	56.4	6	0	554.6	0	0	0.0	56	983.4	0
	2022	396.8	38	0	61.1	6	0	597.6	0	0	0.0	57	1,055.4	0
	2023	392.0	38	0	70.3	7	0	564.5	6	6	0.0	55	1,026.9	3
	2024	408.8	38	0	73.2	7	0	580.5	21	10	0.0	55	1,062.6	12
	2025	440.0	40	0	84	8	0	572.0	26	9	0	52	1,096.0	13
Jordan	2021	5.2	17	0	2.9	9	0	23.2	0	0	0.0	74	31.3	0
	2022	5.4	17	0	2.9	9	0	22.7	0	0	0.0	73	30.9	0
	2023	5.1	18	0	2.6	9	0	20.3	0	0	0.0	73	27.9	0
	2024	1.7	10	0	1.7	10	0	13.2	0	0	0.0	80	16.5	0
	2025	1.2	7	0	2	10	0	15.8	0	0	0	84	19.0	0
Kyrgyzstan	2021	49.7	55	0	4.6	5	0	36.5	0	0	0.0	40	90.8	0
	2022	51.5	55	0	4.6	5	0	36.8	0	0	0.0	40	92.9	0
	2023	50.2	51	0	5.4	5	0	42.5	0	0	0.0	43	98.0	0
	2024	46.3	46	0	8.8	9	0	44.6	0	0	0.0	45	99.7	0
	2025	52.0	49	0	5	4	0	48.5	0	0	0	46	105.0	0
Tajikistan	2021	15.4	51	0	1.7	5	0	13.2	0	0	0.0	44	30.2	0
	2022	19.1	51	0	2.1	6	0	16.6	0	0	0.0	44	37.8	0
	2023	34.1	61	0	2.5	4	0	19.4	0	0	0.0	35	56.0	0
	2024	32.2	63	0	2.1	4	0	16.5	0	0	0.0	33	50.8	0
	2025	38.0	58	0	3	4	0	24.8	0	0	0	38	66.0	0
Azerbaijan	2021	139.5	56	0	12.0	5	0	95.5	0	0	0.0	39	247.0	0
	2022	118.9	52	0	12.2	5	0	97.0	0	0	0.0	43	228.2	0
	2023	136.9	53	0	13.6	5	0	108.1	0	0	0.0	42	258.6	0
	2024	164.9	54	0	16.0	5	0	126.8	0	0	0.0	41	307.8	0
	2025	195.0	56	0	12	3	0	141.2	0	0	0	41	349.0	0
Turkmenistan	2021	13.4	57	0	1.1	5	0	9.0	0	0	0.0	38	23.4	0
	2022	15.6	63	0	1.0	4	0	8.2	0	0	0.0	33	24.8	0
	2023	12.4	62	0	0.9	4	0	6.8	0	0	0.0	34	20.1	0
	2024	8.8	48	0	1.1	6	0	8.4	0	0	0.0	46	18.3	0
	2025	12.0	51	0	1	4	0	10.4	0	0	0	45	23.0	0

Total Energy Usage in Operations (Million MJ)		Fuel-Plant			Fuel- Fleet			Purchased Energy					Total	
		Fuel Total MJ	Share of Total Energy %	Renewable Energy Ratio %	Fuel Total MJ	Share of Total Energy %	Renewable Energy Ratio %	Electric MJ	Total Renewable Energy %	Generated Renewable Energy %	Steam MJ	Share of Total Energy %	Total Enerji MJ	Renewable Energy %
Kazakhstan	2021	313.9	50	0	27.5	4	0	218.3	0	0	71.9	46	631.6	0
	2022	348.3	49	0	31.8	4	0	252.0	0	0	81.8	47	713.8	0
	2023	374.5	52	0	30.0	4	0	238.0	0	0	75.1	44	717.6	0
	2024	470.3	63	0	30.9	4	0	244.7	0	0	0.0	33	745.9	0
	2025	576.0	68	0	34.0	4	0	237.0	0	0	0.1	28	848.0	0
Pakistan	2021	241.2	36	0	47.2	7	0	374.1	0	0	0.0	56	662.4	0
	2022	316.5	38	0	57.3	7	0	454.2	0	0	0.0	55	828.1	0
	2023	255.6	36	0	51.4	7	0	407.1	2	2	0.0	57	714.1	1
	2024	206.9	34	0	44.0	7	0	349.0	4	4	0.0	58	600.0	3
	2025	193.0	31	0	50.0	8	0	372.5	7	7	0.0	61	615.0	4
Iraq	2021	392.9	89	0	5.5	1	0	43.8	0	0	0.0	10	442.2	0
	2022	386.8	88	0	5.7	1	0	44.9	0	0	0.0	10	437.4	0
	2023	404.3	88	0	6.4	1	0	50.8	0	0	0.0	11	461.5	0
	2024	229.3	68	0	12.1	4	0	95.8	0	0	0.0	28	337.2	0
	2025	138.0	48	0	21.0	7	0	127.4	4	4	0.0	45	286.0	2
Uzbekistan	2021	0.0	0	0	0.0	0	0	0.0	0	0	0.0	0	0.0	0
	2022	261.6	61	0	18.4	4	0	146.2	0	0	0.0	34	426.2	0
	2023	292.1	60	0	21.5	4	0	170.7	0	0	0.0	35	484.3	0
	2024	304.8	61	0	22.1	4	0	175.3	0	0	0.0	35	502.2	0
	2025	328.0	57	0	35.0	6	0	212.2	0	0	0.0	37	575.0	0
Bangladesh	2021	0.0	0	0	0.0	0	0	na	0	0	0.0	0	0.0	0
	2022	0.0	0	0	0.0	0	0	na	0	0	0.0	0	0.0	0
	2023	0.0	0	0	0.0	0	0	na	0	0	0.0	0	0.0	0
	2024	215.5	71	0	9.9	3	0	78.5	0	0	0.0	26	304.0	0
	2025	140.0	71	0	4.0	2	0	53.7.0	0	0	0.0	27	197.0	0
Overall Total	2021	1,543.6	49	0	159.0	5	0	1,368.0	0	0	71.9	46	3,142.5	0
	2022	1,920.4	50	0	197.2	5	0	1,676.1	0	0	81.8	45	3,875.4	0
	2023	1,957.2	51	0	204.6	5	0	1,628.3	3	3	75.1	44	3,865.1	1
	2024	2,089.6	52	0	221.9	5	0	1,733.4	8	4	0.0	43	4,044.9	3
	2025	2,113.0 ✓	51	0	250.0	6	0	1,816.0 ✓	10 ✓	5	0.1	43	4,179.0	4 ✓

This table shows data on energy use for all processes in the plants.
- 2020 figures for Türkiye and Iraq have received limited assurance from KPMG.
- 2021 figures for Türkiye, Pakistan and Turkmenistan received limited assurance from Deloitte.
- All countries operating within CCI have received limited assurance from KPMG for 2022 data.
- CCI has received limited assurance from PwC for the 2023, 2024 and 2025 total value of total energy use in its operations.

Renewable Energy

The data regarding Coca-Cola İçecek A.Ş.'s renewable energy use for the year 2025 are presented below:

- Purchased Renewable Energy (GJ): **92,849.13**
- Generated Renewable Energy (GJ): **83,416.14**
- Total Renewable Energy Use (GJ): **176,265.27**

Environmental Footprint/Energy Management and Tackling Climate Crisis

Total Energy Usage Ratio (MJ/L)	2021*	2022**	2023***	2024****	2025*****
Türkiye	0.29	0.30	0.30	0.319	0.34
Jordan	0.26	0.28	0.26	0.275	0.26
Kyrgyzstan	0.64	0.66	0.67	0.683	0.61
Tajikistan	0.63	0.58	0.72	0.811	0.69
Azerbaijan	0.74	0.66	0.68	0.746	0.79
Turkmenistan	0.98	1.59	1.19	0.932	0.72
Kazakhstan	0.69	0.62	0.65	0.707	0.66
Pakistan	0.32	0.34	0.35	0.333	0.32
Iraq	0.61	0.74	0.72	0.476	0.37
Uzbekistan	0.61	0.62	0.54	0.564	0.44
Bangladesh	-	-	-	1.958	1.34
Total	0.41	0.47	0.44	0.471	0.44

The Total Energy Usage Ratio (MJ/L) is calculated by dividing the total energy consumption of the factory (MJ) by the total production (liters).
* The 2021 figures for Türkiye, Turkmenistan, and Pakistan have been subject to limited assurance by Deloitte.
** All countries operating under CCI have received limited assurance from KPMG for the 2022 figures.
*** CCI has obtained limited assurance from PwC for the total energy usage ratio for activities carried out within its operations for the year 2023.
**** CCI has obtained limited assurance from PwC for the total energy usage ratio for activities carried out within its operations for the year 2024.
***** CCI has obtained limited assurance from PwC for the total energy usage ratio for activities carried out within its operations for the year 2025.

GHG Emissions (t CO_2e)	2021	2022	2023	2024	2025
Türkiye					
Scope 1	44,155	47,960	47,068	36,461	35,951
Scope 2-location based	96,937	74,135	63,781	69,741	61,706
Scope 2-market based	96,937	74,135	63,781	60,917	50,974
Scope 3	1,403,678	1,411,585	1,319,996	1,407,323	1,204,347
Total	1,544,770	1,533,680	1,430,845	1,504,701	1,352,977
Jordan					
Scope 1	349,81	1482	1,058	705	698
Scope 2-location based	3,207	2,469	2,141	1,385	2,079
Scope 2-market based	3,207	2,469	2,141	1,385	2,079
Scope 3	10,505	68,155	57,331	35,210	30,452
Total	14,062	72,106	60,531	37,299	35,307
Kyrgyzstan					
Scope 1	2,480	3,551	3,346	3,528	3,937
Scope 2-location based	517	525	1,155	1,234	1,211
Scope 2-market based	517	525	1,155	1,234	1,211
Scope 3	2,534	34,648	59,217	50,147	76,711
Total	5,531	38,725	63,717	54,909	83,070
Tajikistan					
Scope 1	1,087	1,674	2,198	2,394	1,875
Scope 2-location based	157	331	298	278	322
Scope 2-market based	157	331	298	278	322
Scope 3	911	14,595	22,101	16,380	19,978
Total	2,155	16,600	24,597	19,053	22,496
Azerbaijan					
Scope 1	5,565	8,037	9,081	10,413	6,079
Scope 2-location based	10,881	12,063	13,075	14,864	16,525
Scope 2-market based	10,881	12,063	13,075	14,864	16,525
Scope 3	12,001	112,859	106,856	169,611	131,784
Total	28,447	132,959	129,012	194,889	170,912
Turkmenistan					
Scope 1	283	2,086	772	1,166	639
Scope 2-location based	2,220	1,671	1,280	1,775	1,945
Scope 2-market based	2,220	1,671	1,280	1,775	1,945
Scope 3	31,228	13,684	13,423	17,322	21,775
Total	33,731	17,441	15,474	20,263	26,305

GHG Emissions (t CO_2e)	2021	2022	2023	2024	2025
Kazakhstan					
Scope 1	24,520	25,014	27,412	26,606	28,112
Scope 2-location based	29,809	45,324	36,989	40,381	43,451
Scope 2-market based	29,809	45,324	36,989	40,381	43,451
Scope 3	49,091	390,533	368,392	385,446	410,778
Total	103,420	460,871	432,793	452,433	525,792
Pakistan					
Scope 1	13,914	42,950	29,555	54,086	35,725
Scope 2-location based	58,913	49,978	40,822	38,361	33,589
Scope 2-market based	58,913	49,978	40,822	38,361	33,589
Scope 3	390,088	1,079,919	936,012	893,207	1,200,293
Total	462,915	1,172,848	1,006,389	985,654	1,303,195
Iraq					
Scope 1	28,020	33,606	32,580	22,858	16,911
Scope 2-location based	11,049	8,261	9,374	18,102	23,074
Scope 2-market based	11,049	8,261	9,374	18,102	23,074
Scope 3	252,309	435,660	460,814	579,109	555,217
Total	291,378	477,527	502,767	620,069	618,277
Uzbekistan					
Scope 1	-	-	0,26	18,838	14,349
Scope 2-location based	-	-	0,67	23,531	32,205
Scope 2-market based	-	-	0,72	23,531	32,205
Scope 3	-	-	0,68	394,459	306,132
Total	-	-	0,44	436,827	384,891
Bangladesh					
Scope 1	-	-	-	15,558	11,029
Scope 2-location based	-	-	-	12,895	8,735
Scope 2-market based	-	-	-	12,895	8,735
Scope 3	-	-	-	112,068	96,086
Total	-	-	-	140,522	124,586
ALL COUNTRIES					
Scope 1	-	-	-	192,613	155,306
Scope 2-location based	-	-	-	222,547	224,841
Scope 2-market based	-	-	-	213,723	214,109
Scope 3	-	-	-	4,060,282	4,053,553
Overall Total	-	-	-	4,466,618	4,422,967

Environmental Footprint/Energy Management and Tackling Climate Crisis

Greenhouse Gas Emissions (ton CO_2)

Scope	Category	Activity	Türkiye	Jordan	Kyrgyzstan	Tajikistan	Azerbaijan	Turkmenistan	Kazakhstan	Pakistan	Iraq	Uzbekistan	Bangladesh	CCI All	%
1	1	Stationary Combustion	22,088	34	2,702	1,425	3,961	123	23,469	9,539	8,781	10,603	7,987	90,712	2
1	1	Transportation (Mobile Combustion)	5,260	161	303	159	1,037	61	3,085	5,148	1,843	2,395	252	19,705	0
1	1	Fugutives	8,603	503	933	290	1,081	455	1,558	21,038	6,287	1,352	2,790	44,889	1
1	1	Fugutives - biogenic	7,590	-	-	-	-	-	-	-	-	-	-	7,590	-
2	2	Purchased Energy – Location-based approach	61,706	2,079	1,211	322	16,525	1,945	43,451	33,589	23,074	32,205	8,735	224,841	5
2	2	Purchased Energy – Market-based approach	50,974	2,079	1,211	322	16,525	1,945	43,451	33,589	23,074	32,205	8,735	214,109	5
3	3	Business Travel	1,211	26	67	37	171	12	495	713	298	499	58	3,588	0
3	3	Employee commuting	159	3	9	5	22	2	65	94	39	66	8	471	0
3	3	Transportation - Downstream	222,171	2,175	40,624	2,071	19,702	4,172	77,864	338,920	11,999	9,180	11,943	740,820	17
3	3	Transportation - Downstream (CDE Energy Usage)	259,891	7,067	3,727	658	22,732	7,738	101,067	185,859	93,027	61,550	35,527	778,844	18
3	4	Purchased goods and services	685,361	19,905	29,949	16,398	79,899	8,963	204,933	642,369	418,155	216,381	42,732	2,365,043	53
3	4	Fuel and Energy Related Activities	24,372	618	1,342	553	7,208	803	22,226	16,404	23,294	12,055	4,885	113,760	3
3	4	Waste	370	16	30	1	6	12	667	843	72	1,075	16	3,106	0
3	5	Product Use Phase	6,252	415	533	-	915	-	-	13,651	5,520	2,280	789	30,355	1
3	5	Product Use Phase- Biogenic	9,712	-	-	-	-	-	-	-	-	-	-	9,712	-
3	5	End of life treatment	4,560	226	431	255	1,129	73	3,461	1,440	2,813	3,046	130	17,565	0
Scope 1 Greenhouse Gas Emission (ton CO_2e)			35,951	698	3,937	1,875	6,079	639	28,112	35,725	16,911	14,349	11,029	155,306	4
Scope 2 Greenhouse Gas Emission (ton CO_2e)-Location-based approach			61,706	2,079	1,211	322	16,525	1,945	43,451	33,589	23,074	32,205	8,735	224,841	5
Scope 2 Greenhouse Gas Emission (ton CO_2e)-Market-based approach			50,974	2,079	1,211	322	16,525	1,945	43,451	33,589	23,074	32,205	8,735	214,109	5
Scope 3 Greenhouse Gas Emission (ton CO_2e)			1,204,347	30,452	76,711	19,978	131,784	21,775	410,778	1,200,293	555,217	306,132	96,086	4,053,553	92
Biogenic Emission (ton CO_2e)			17,302	-	-	-	-	-	-	-	-	-	-	17,302	-
Scope 1-2-3 Total Greenhouse Gas Emissionn (ton CO_2e)-Absolute			1,291,271	33,228	81,859	22,174	154,387	24,360	482,341	1,269,606	595,203	352,686	115,851	4,422,967	-
Scope 1-2-3 Total Greenhouse Gas Emission (gr CO2e/litre)-Density			430	508	496	243	364	786	393	719	806	285	803	497	-
Greenhouse Gas Emissions (Scope 1-2-3) Change Rate (%) - Absolute Emissions			-14%	-93%	-92%	-96%	662%	-94%	147%	3304%	984%	1908%	-18%	-1%	-
Greenhouse Gas Emissions (Scope 1-2-3) Change Rate (%) - Density			-11%	14%	-16%	-73%	-67%	58%	-21%	4%	95%	-2%	12%	-9%	-

Environmental Footprint/Energy Management and Tackling Climate Crisis

EMD Ratio (%)	2021	2022	2023	2024	2025
Türkiye	90	91	90	92	94
Jordan	67	67	50	71	74
Kyrgyzstan	14	26	34	70	75
Tajikistan	59	58	67	83	86
Azerbaijan	96	95	95	76	82
Turkmenistan	0	0	0	8	14
Kazakhstan	69	65	53	64	70
Pakistan	0	0	0	0	0
Iraq	88	89	55	70	70
Uzbekistan	-	32	46	66	73
Bangladesh	-	-	-	65	59
Total	55	54	49	54	57

Total GHG Emissions Ratio (gr/L)	2021	2022*	2023	2024	2025
Türkiye	28.4	33.84	28.86	30.2	32.1
Jordan	28.17	33.65	27.75	30.1	36.8
Kyrgyzstan	22.11	25.03	23.67	29.2	26.8
Tajikistan	29.2	28.81	31.18	36.6	19.2
Azerbaijan	61.02	58.47	56.47	60.3	49.9
Turkmenistan	125.42	184.6	121.78	120.5	67.0
Kazakhstan	64.35	60.55	57.28	62.5	55.3
Pakistan	34.6	67.1	31.56	42.9	30.7
Iraq	66.97	68.47	59.64	55.0	50.4
Uzbekistan	-	90.4	43.93	47.3	35.3
Bangladesh	-	-	-	131.3	119.6
Total	38.38	52.72	38.47	45.9	39.2

*Verified GHG Emissions Ratio calculations for Scope 1 exlude transportion and cold drink equipment emissions.

Amounts of Nitrogen Oxides and Sulfur Oxides from Fuel Usage

Fuel Type	NO_x (ton)	SO_x (ton)
Natural Gas	54	0
Diesel	35	0.26
LPG	4	0
Light Fuel Oil	231	0.15
Total Emission	324	0

Ozone Depleting Substances (CFC-11 Equivalent)

	CFC-11 Equivalent Amount (kg)
CFCs	0
HCFCs	501.7
Halons	0
Methyl Bromide	0
Carbon Tetrachloride	0
Methyl Chloroform	0

Environmental Footprint/Sustainable Packaging

Packaging Materials Used (tons)		Steel Crown Closure	PE Closure	PET Preform and Resin	Glass	Aseptic Carton Packaging	Cardboard	Aluminum Cans & Cans End	Plastic Shrink & Stretch	Total
Türkiye	2021	1,342	4,595	58,098	55,131	4,342	8,378	14,658	8,793	155,337
	2022	1,480	4,991	58,515	70,427	4,187	7,638	16,809	8,590	172,637
	2023	1,293	4,927	53,698	50,493	4,131	8,740	13,069	7,850	144,201
	2024	169	5,078	53,260	55,831	3,838	8,749	10,699	8,135	145,758
	2025	1,078	4,516	74,274	54,562	3,675	6,664	12,868	7,911	106,529
Ürdün	2021	6	126	1,583	487	0	392	1,891	440	4,925
	2022	19	397	1,596	714	0	448	1,686	362	5,222
	2023	2	131	1,523	381	0	1,481	1,143	308	4,969
	2024	-	18	918	76	-	496	625	154	2,288
	2025	-	249	1,089	171	-	182	568	198	2,038
Kırgızistan	2021	0	285	4,047	0	0	0	0	0	4,332
	2022	0	408	3,496	0	0	237	0	975	5,116
	2023	0	426	3,536	0	0	103	0	517	4,582
	2024	-	344	5,068		-	114	-	474	6,001
	2025	-	417	5,828	-	-	334	-	629	6,791
Tacikistan	2021	0	0	0	0	0	0	0	0	0
	2022	0	229	1,826	0	0	180	0	311	2,546
	2023	0	242	2,260	0	0	207	0	257	2,966
	2024	-	150	1,409		-	102	-	125	1,786
	2025	-	256	2,844	-	-	196	-	254	3,295
Azerbaycan	2021	0	819	19,782	0	85	520	1	1,083	22,290
	2022	0	1,716	11,356	0	0	793	478	1,125	15,468
	2023	0	695	10,457	0	67	87	12	1,182	12,500
	2024	-	927	10,922		67	147	109	1,260	13,432
	2025	-	1,014	3,415	-	68	903	245	1,402	6,033

Packaging Materials Used (tons)		Steel Crown Closure	PE Closure	PET Preform and Resin	Glass	Aseptic Carton Packaging	Cardboard	Aluminum Cans & Cans End	Plastic Shrink & Stretch	Total
Türkmenistan	2021	0	101	884	0	0	75	0	82	1,142
	2022	0	60	946	0	0	3	0	45	1,054
	2023	0	86	601	0	0	27	0	66	780
	2024	-	56	688		-	45	-	60	849
	2025	-	85	1,069	-	-	55	-	107	1,230
Kazakistan	2021	49	1,818	26,257	4,950	1,288	3,187	327	2,984	40,860
	2022	58	2,614	31,209	6,546	0	2,493	1,396	4,291	48,607
	2023	46	2,091	28,340	4,057	1,097	2,574	511	3,505	42,221
	2024	5	1,727	17,085	4,373	921	2,910	294	3,065	30,381
	2025	46	2,677	32,527	4,376	949	2,387	890	3,777	40,583
Pakistan	2021	1,630	3,218	56,371	6,998	0	4,522	1,271	6,290	80,300
	2022	2,181	4,430	64,729	12,002	0	4,210	1,311	7,496	96359
	2023	1,238	4,301	54,356	4,158	0	3,593	708	6,252	74,606
	2024	133	3,054	44,904	4,979	-	2,685	953	4,815	61,523
	2025	1,113	3,069	89,031	4,862	-	3,014	565	5,047	98,778
Irak	2021	118	1,397	15,504	9,068	0	20,777	8,759	2,538	58,161
	2022	156	1,158	11,155	0	0	2,495	9,906	2,193	27,063
	2023	137	1,319	11,629	12,125	0	2,335	11,677	2,562	41,784
	2024	13	980	14,364	11,345	-	2,138	13,564	2,750	45,153
	2025	170	1,099	13,953	13,183	-	2,182	14,094	2,786	33,199
Özbekistan	2023	19	1,440	26,118	5,561	0	542	113	3,032	36,825
	2024	29	1,451	26,421	6,439	-	1,766	248	3,154	39,507
	2025	484	2,251	35,134	5,380	-	2,428	490	3,555	42,099
Bangladeş	2025	43	664	-	-	-	107	39	496	686
Overall Total	2025	2,933	16,296	259,164	82,533	4,692	18,452	29,759	26,163	341,261

Environmental Footprint/Waste Management

Waste Ratio in Production Operations (g/L)	2021	2022	2023	2024	2025
Türkiye	3.5	3.5	3.6	4.20	4.0
Jordan	3.14	3.45	2.64	4.49	3.9
Kyrgyzstan	2.15	1.97	2.37	2.52	32.4
Tajikistan	3.82	2.64	1.94	3.25	3.4
Azerbaijan	1.15	1.05	1.06	1.30	2.0
Turkmenistan	3.23	4.04	4	3.08	3.9
Kazakhstan	2.08	2.57	2.65	2.87	3.7
Pakistan	7.51*	7.65	7.18	6.34	9.2
Iraq	4.4	4.23	3.6	3.73	4.0
Uzbekistan	-	7.09	3.76	4.20	4.3
Bangladesh	-	-	-	5.47	5.1
Total	-	4.69	4.15	4.29	5.5

Waste Recycling Ratio (%)	2021	2022*	2023	2024	2025
Türkiye	97.7	97	97.7	98	95
Jordan	92.3	93	89	90	88
Kyrgyzstan	98.3	98	98.7	99	100
Tajikistan	91.6	88	99.9	100	100
Azerbaijan	99.2	99	99.5	100	100
Turkmenistan	57.9	67	67.3	100	82
Kazakhstan	89.1	92	89.9	76	73
Pakistan	98.3*	97	97.2	98	91
Iraq	94.4	96	96.5	96	96
Uzbekistan	-	83	68.6	56	62
Bangladesh	-	-	-	100	97
Total	-	95	94	92	89

* For plants operating in Pakistan in 2021

E-Waste Reduction

We aim to reduce the environmental impacts of electronic waste (e-waste). In this context, we implement practices that ensure the safe management and recycling of electronic components and equipment used in our operations. We properly collect end-of-life electronic devices and batteries and dispose of them using methods compliant with applicable regulations. By expanding reduction, substitution, and recovery practices wherever possible, we focus on minimizing the environmental impact of electronic waste. In 2025, the total amount of e-waste generated was 0 tons.

Environmental Footprint/Waste Management

Weight of Waste by Type and Disposal Method (tons)			Türkiye	Jordan	Kyrgyzstan	Tajikistan	Azerbaijan	Turkmenistan	Kazakhstan	Pakistan	Iraq	Uzbekistan	Bangladesh	Overall Total
2021	Hazardous	Reuse	-	0.4	-	-	-	-	-	-	-	-	-	0.4
		Recycle	0	-	6.9	3.65	6.7	-	17.7	-	48.52	-	-	83.5
		Landfill	0	-	-	-	-	-	-	-	42.1	-	-	42.1
		Incineration	614.15	-	-	-	-	-	1.139	48.9	-	-	-	664.2
		Recovery	4.07	-	-	-	-	-	-	-	-	-	-	4.1
		Other	-	-	-	-	-	-	-	-	-	-	-	-
		Total	618.22	0.4	6.9	3.65	6.7	0	18.84	48.9	90.62	-	-	794.2
	Non-Hazardous	Reuse	-	-	-	-	-	23.92	713.4	270.83	-	-	-	-
		Recycle	10,957.35	312.3	286	158.22	352.9	18.01	1,036.10	15,174.79	2,680.70	-	-	30,976.40
		Landfill	240.79	26.2	-	14.14	2.9	24.5	216.02	217.14	132.69	-	-	874.4
		Incineration*	0	-	-	-	-	-	-	-	-	-	-	-
		Recovery	-	-	-	-	-	-	-	-	-	-	-	-
		Other**	-	-	-	-	-	-	-	-	-	-	-	-
		Total	11,198.14	338.5	286	172.36	355.8	66.43	1,965.52	15,662.76	2,813.39	-	-	31,850.80
	2021	Overall Total	11,816.36	338.9	292.9	176.01	362.5	66.43	1,984.36	15,711.66	2,904.01	-	-	32,725.10
2022***	Hazardous	Recycle	1,067.51	-	-	0.01	-	-	-	46.1	0.02	4.64	-	1,118.30
		Landfill	3.73	8.53	1.35	0.33	1.2	0	15.9	0	37.12	0	-	68.2
		Total	1,071.24	8.53	1.35	0.34	1.2	0	15.9	46.1	37.14	4.64	-	1,186.40
	Non-Hazardous	Recycle	10,118.91	318.6	257	142.41	132.09	52.74	2,580.72	16,980.57	2,332.52	3,878.19	-	36,793.80
		Landfill	325.13	23.3	5.15	18.89	1.77	25.28	236.91	432.99	86.45	809.35	-	1,965.20
		Total	10,444.04	341.9	262.15	161.3	133.86	78.02	2,817.63	17,413.56	2,418.97	4,687.54	-	38,759.00
	2022	Overall Total	11,515.28	350.43	263.5	161.64	135.06	78.02	2,833.53	17,459.66	2,456.11	4,692.18	-	39,945.40
2023****	Hazardous	Recycle	1,036.02	1.4	9.13	-	6.23	-	18.79	-	9.93	5.56	-	1,087
		Landfill	0	-	-	-	-	-	-	69	-	0.07	-	69
		Incineration	6	-	-	0.11	-	-	-	14.51	0.05	-	-	21
		Total	1,042.26	1.4	9.13	0.11	6.23	-	18.79	83.51	9.98	5.63	-	1,177
	Non-Hazardous	Recycle	10,034.03	226.68	311.85	143.42	374.9	41.86	2,517.48	13,001.15	2,186.85	2,192.60	-	31,031
		Landfill	248	28	4.31	0.09	2	23	284	356	78	1,000	-	2,024
		Incineration	-	-	-	-	-	-	-	-	-	-	-	-
		Total	10,282	255	316	144	377	65	2,801	13,358	2,265	3,192	-	33,054
	2023	Overall Total	11,324	256	325	144	383	65	2,820	13,441	2,275	3,198	-	34,231

Environmental Footprint/Waste Management

Weight of Waste by Type and Disposal Method (tons)			Türkiye	Jordan	Kyrgyzstan	Tajikistan	Azerbaijan	Turkmenistan	Kazakhstan	Pakistan	Iraq	Uzbekistan	Bangladesh	Overall Total
***** 2024	Hazardous	Recycle	825	-	11	1	1	-	26	2	22	4	3	895
		Landfill	4	1	-	-	-	-	1	17	-	-	-	23
		Incineration	2	-	-	-	-	-	-	68	-	-	-	70
		Total	831	1	11	1	1	-	27	87	22	4	3	988
	Hazardous Waste %		%6	%0	%3	%0	%0	%0	%1	%1	%1	%0	%0	%3
	Non-Hazardous	Recycle	11,913	218	320	195	507	57	2,195	10,286	2,423	2,015	819	30,948
		Landfill	302	24	4	-	2	-	683	223	100	1,555	0	2,892
		Total	12,215	242	324	195	509	57	2,878	10,509	2,523	3,570	819	33,841
	Recyclable Waste %		%98	%90	%99	%100	%100	%100	%76	%98	%96	%56	%100	%92
	2024	Overall Total	13,046	243	335	196	510	57	2,905	10,596	2,545	3,574	821	34,829
***** 2025	Hazardous	Recycle	1,153	0	4	0	-	-	36	1	13	1	5	1,214
		Landfill	7	0	-	-	-	-	-	1,202	0	-	-	1,209
		Incineration	2	-	0	-	-	-	0	41	-	-	-	43
		Total	1,162	1	4	0	-	-	36	1,243	13	1	5	2,466
	Hazardous Waste %		10	0	0	0	0	0	1	7	0	0	1	5
	Non-Hazardous	Recycle	10,398	223	5,648	308	896	99	3,364	16,250	2,701	3,307	710	43,905
		Landfill	599	29	6	-	3	21	1,250	271	113	2,035	24	4,352
		Total	10,998	253	5,654	308	898	121	4,614	16,520	2,815	5,343	734	48,257
	Recyclable Waste %		95	88	100	100	100	82	73	98	96	62	97	91
	2025	Overall Total	12,160	253	5,659	308	898	121	4,650	17,764	2,828	5,344	739	50,724

* Cigarette butts, toilet papers, dirty sugars, etc. were incinerated in Çorlu.
** Municipal waste in Elazığ and Hazar was used for methane production.
*** Waste data for 2022 for all CCI countries has received limited assurance by KPMG.
**** Waste data for 2023 for all CCI countries has received limited assurance from PWC.
***** Waste data for 2024 for all CCI countries has received limited assurance from PWC.
****** Waste data for 2025 for all CCI countries has received limited assurance from PWC.

Environmental Footprint/Water Management

Water Usage Ratio (L/L)	2021*	2022**	2023***	2024****	2025*****
Türkiye	1.46	1.5	1.47	1.51	1.51
Jordan	1.44	1.44	1.32	1.47	1.42
Kyrgyzstan	1.64	1.67	1.7	1.69	1.63
Tajikistan	2.15	1.95	2.14	2.79	2.33
Azerbaijan	1.66	1.65	1.62	1.63	1.62
Turkmenistan	2.07	2.13	1.95	1.79	1.62
Kazakhstan	1.56	1.6	1.61	1.72	1.61
Pakistan	1.9	1.79	1.78	1.68	1.67
Iraq	1.9	2.02	1.96	1.77	1.80
Uzbekistan	-	3.54	1.74	1.78	1.81
Bangladesh	-	-	-	1.54	1.53
CCI All	1.65	1.66	1.64	1.64	1.64

* 2020 data for Türkiye and Iraq received limited assurance from KPMG and 2020 data for Azerbaijan, Kazakhstan, Kyrgyzstan, Pakistan, Tajikistan and Turkmenistan received
limited assurance from Deloitte.
** The 2021 figure for Türkiye, Pakistan (for plants operating in Pakistan in 2021) and Turkmenistan have received limited assurance from Deloitte.
*** All countries operating under CCI have received limited assurance from KPMG for 2022 figure.
**** All countries operating under CCI have received limited assurance from PWC for 2023 figure.
***** All countries operating under CCI have received limited assurance from PWC for 2024 figure.
****** All countries operating under CCI have received limited assurance from PWC for 2025 figure.

Water Withdrawal by Region (m^3)	Source	2021	2022	2023	2024	2025
Türkiye	Withdrawal from Local Government (Municipality etc.)	-	-	-	-	-
	Surface Water (Source Water)	313,889	695,946	102,316	672,908	542,020
	Well Water	3,975,017	4,147,635	3,926,112	3,969,839	3,958,601
	Rainwater Harvesting	-	-	-	-	-
	Other	342,636	35,439	582,143	42,462	36,858
	Total	4,631,542	4,879,020	4,610,571	4,685,209	4,537,479
Jordan	Withdrawal from Local Government (Municipality etc.)	-	-	34,365	26,665	52,094
	Surface Water (Source Water)	-	-	-	-	-
	Well Water	-	-	58,588	50,490	39,979
	Rainwater Harvesting	-	-	-	-	-
	Other	-	-	34,983	2,130	935
	Total	520,729	-	127,936	79,285	93,008
Kyrgyzstan	Withdrawal from Local Government (Municipality etc.)	-	223,708	233,446	224,528	268,630
	Surface Water (Source Water)	-	-	-	-	-
	Well Water	-	-	-	-	-
	Rainwater Harvesting	-	-	-	-	-
	Other	-	-	-	-	-
	Total	222,581	223,708	233,446	224,528	268,630
Tajikistan	Withdrawal from Local Government (Municipality etc.)	-	-	1,482	4,483	20,195
	Surface Water (Source Water)	-	-	-	-	-
	Well Water	-	-	156,891	163,063	191,941
	Rainwater Harvesting	-	-	-	-	-
	Other	-	-	-	-	-
	Total	97,169	117,862	158,373	167,546	212,136

Environmental Footprint/Water Management

Water Withdrawal by Region (m³)	Source	2021	2022	2023	2024	2025
Azerbaijan	Withdrawal from Local Government (Municipality etc.)	-	-	587,286	638,012	605,932
	Surface Water (Source Water)	-	-	-	-	-
	Well Water	-	-	-	-	80,512
	Rainwater Harvesting	-	-	-	-	-
	Other	-	-	-	-	-
	Total	-	-	587,286	638,012	686,444
Turkmenistan	Withdrawal from Local Government (Municipality etc.)	-	40,257	31,704	33,155	50,192
	Surface Water (Source Water)	-	-	-	-	-
	Well Water	-	-	-	-	-
	Rainwater Harvesting	-	-	-	-	-
	Other	-	-	-	-	-
	Total	47,750	40,864	31,704	33,155	50,192
Kazakhstan	Withdrawal from Local Government (Municipality etc.)	-	1,710,210	1,633,373	1,587,826	1,513,770
	Surface Water (Source Water)	-	-	-	-	-
	Well Water	-	26,144	81,107	155,314	461,794
	Rainwater Harvesting	-	-	-	-	-
	Other	-	-	-	-	-
	Total	4,001,718	1,736,354	1,714,480	1,743,140	1,975,564
Pakistan	Withdrawal from Local Government (Municipality etc.)	-	184,405	134,288	100,663	111,583
	Surface Water (Source Water)	-	-	-	-	-
	Well Water	-	3,931,289	3,191,876	2,697,619	2,838,014
	Rainwater Harvesting	-	-	-	-	-
	Other	-	-	-	-	-
	Total	4,001,718	4,115,695	3,326,164	2,798,282	2,949,597

Water Withdrawal by Region (m³)	Source	2021	2022	2023	2024	2025
Iraq	Withdrawal from Local Government (Municipality etc.)	-	214,394	223,700	260,973	299,347
	Surface Water (Source Water)	-	589,631	666,609	577,703	611,518
	Well Water	-	356,355	343,863	368,258	363,935
	Rainwater Harvesting	-	-	-	-	-
	Other	-	-	-	-	-
	Total	1,172,282	1,160,380	1,234,172	1,206,935	1,274,800
Uzbekistan	Withdrawal from Local Government (Municipality etc.)	-	537,455	539,784	418,322	505,138
	Surface Water (Source Water)	-	-	57,985	53,102	-
	Well Water	-	739,579	885,991	1,043,386	1,731,882
	Rainwater Harvesting	-	-	-	-	-
	Other	-	-	-	-	-
	Total	-	1,277,034	1,483,760	1,514,810	2,237,020
Bangladesh	Withdrawal from Local Government (Municipality etc.)	-	-	-	-	-
	Surface Water (Source Water)	-	-	-	-	-
	Well Water	-	-	-	230,944	221,288
	Rainwater Harvesting	-	-	-	-	-
	Other	-	-	-	-	-
	Total	-	-	-	230,944	221,288
Overall Total	Withdrawal from Local Government (Municipality etc.)	-	3,449,696	3,419,428	3,294,627	3,426,881
	Surface Water (Source Water)	313,889	1,285,577	826,910	1,303,713	1,153,538
	Well Water	3,975,017	9,366,630	8,644,428	8,678,913	9,887,946
	Rainwater Harvesting	-	-	-	-	-
	Other	342,636	119,867	617,126	44,592	37,793
	Total	12,336,373	14,222,378	13,507,893	13,321,845	14,506,158

Environmental Footprint/Water Management

Amount of Recycled and Reused Water (m³)	2021	2022	2023	2024	2025
Türkiye	0	367,753	106,416	304,761	368,144
Jordan	2,274	3,197	2,436	5,337	4,638
Kyrgyzstan	490	520	0	1,100	-
Tajikistan	0	60	0	0	-
Azerbaijan	0	0	0	0	73,689
Turkmenistan	11,956	6,000	0	0	12,250
Kazakhstan	26,385	75,838	0	0	-
Pakistan	314	235,999	123,453	144,166	141,686
Iraq	0	8,042	0	78,464	159,225
Uzbekistan	-	-	0	5,910	1,853
Bangladesh	-	-	-	-	52,225
Overall Total	41,419	697,409	232,305	539,739	813,710

Percentage of Reused and Recycled Water (%)	2021	2022	2023	2024	2025
Türkiye	8	2.2	7	6.2	8
Jordan	2.05	1.69	4	5.1	5
Kyrgyzstan	0.2	0	0	0.0	0
Tajikistan	0	0	0	0.0	0
Azerbaijan	0	0	0	0.0	11
Turkmenistan	12.6	0	0	27.3	24
Kazakhstan	0	0	0	0.0	0
Pakistan	5.9	3	4	8.3	5
Iraq	1.9	0	6	11.9	12
Uzbekistan	-	0	0	0.5	0
Bangladesh	-	-	-	0.0	24
Overall Total	2.1	1.7	4	5.2	6

Amount and Percentage of Water Withdrawn from Regions with High or Extremely High Baseline Water Stress

Ülke	Fabrika	m³ Su	%
Türkiye	Bursa	931,492	6
Türkiye	Çorlu	754,841	5
Türkiye	Isparta	443,846	3
Türkiye	Sapanca	202,755	1
Jordan	Madaba	93,008	1
Kyrgyzstan	Bishkek	268,630	2
Tajikistan	Dushanbe	212,136	1
Azerbaijan	Baku	605,932	4
Kazakhstan	Astana	701,960	5
Pakistan	Faisalabad	497,238	3
Pakistan	Gujranwala	725,243	5
Pakistan	Karachi	111,583	1
Iraq	Hillah	584,531	4
Total Water Withdrawal in High-Risk Locations		6,133,196	42
CCI ALL Total Water Withdrawal		14,506,158	-

Environmental Footprint/Wastewater Management

Wastewater Quality Parameters	Maximum Allowable Limit Values	Total Pollutant Emissions (ton)
5-Day Biological Oxygen Demand	<50 mg/l	189,126
pH	6,5-9	
Total Suspended Solids	<50 mg/l	145,897
Total Dissolved Solids	<2.000 mg/l	7,565,023
Total Nitrogen	<5 mg/l	11,301
Total Phosphorus	<2 mg/l	4,744
Chlorine	0,1 mg/l	-
Temperature Variation (Receiving Water)	<5 C (derece işareti)	-
Dissolved Oxygen	>1 mg/l	-

Water Discharge (L/L)	2021	2022	2023	2024	2025
Türkiye	0.43	0.46	0.47	0.47	0.43
Jordan	0.44	0.43	0.38	0.47	0.42
Kyrgyzstan	0.66	0.71	0.71	0.74	0.60
Tajikistan	1.15	1.01	1.14	1.78	1.33
Azerbaijan	0.75	0.76	0.77	0.66	0.67
Turkmenistan	1.06	1.16	0.27	0.79	0.62
Kazakhstan	0.57	0.61	0.64	0.73	0.70
Pakistan	0.88	0.79	0.78	0.66	0.63
Iraq	0.63	0.8	0.52	0.75	0.74
Uzbekistan	-	1.74	0.49	0.73	0.82
Bangladesh	-	-	-	0.34	0.27
Overall Total	0.62	0.67	0.55	0.61	0.61

Water Discharge by Destination (m^3)	Source	2021	2022	2023	2024	2025
Türkiye	Surface Water	505,422	597,582	573,911	429,568	271,939
	Organized Industrial Zone	716,252	794,668	707,835	841,252	987,071
	Municipal Sewage System	175,167	89,095	186,538	172,249	37,160
	Total	1,396,841	1,481,345	1,468,284	1,443,069	1,296,170
Jordan	Surface Water	0	0	0	-	-
	Organized Industrial Zone	0	0	0	-	-
	Municipal Sewage System	47,499	42,939	36,977	25,320	27,645
	Total	47,499	42,939	36,977	25,320	27,645
Kyrgyzstan	Surface Water	0	0	0	-	-
	Organized Industrial Zone	0	0	0	-	-
	Municipal Sewage System	83,887	95,092	97,929	98,424	99,294
	Total	83,887	95,092	97,929	98,424	99,294
Tajikistan	Surface Water	0	0	0	-	-
	Organized Industrial Zone	0	0	0	-	-
	Municipal Sewage System	51,957	61,254	84,156	107,124	121,658
	Total	51,957	61,254	84,156	107,124	121,658

Environmental Footprint/Wastewater Management

Water Discharge by Destination (m³)	Source	2021	2022	2023	2024	2025
Azerbaijan	Surface Water	0	242.717	277.581	258.331	43.708
	Organized Industrial Zone	0	0	0	-	-
	Municipal Sewage System	235.629	0	0	-	240.637
	Total	235.629	242.717	277.581	258.331	284.345
Turkmenistan	Surface Water	0	0	0	-	-
	Organized Industrial Zone	0	22.203	0	-	-
	Municipal Sewage System	24.591	0	4.400	14.647	19.152
	Total	24.591	22.203	4.400	14.647	19.152
Kazakhstan	Surface Water	0	0	0	-	-
	Organized Industrial Zone	0	0	0	-	-
	Municipal Sewage System	543.585	667.069	678.903	740.235	860.620
	Total	543.585	667.069	678.903	740.235	860.620
Pakistan	Surface Water	-	571.272	463.559	379.732	674.185
	Organized Industrial Zone	-	809.158	0	-	180.161
	Municipal Sewage System	1.850.394	442.107	992.938	717.749	265.966
	Total	1.850.394	1.822.537	1.456.497	1.097.480	1.120.312

Water Discharge by Destination (m³)	Source	2021	2022	2023	2024	2025
Iraq	Surface Water	292.148	363.329	229.287	399.713	383.394
	Organized Industrial Zone	0	0	0	-	-
	Municipal Sewage System	107.003	97.504	95.784	115.537	142.433
	Total	399.151	460.833	325.071	515.250	525.827
Uzbekistan	Surface Water	-	0	0	-	367.944
	Organized Industrial Zone	-	0	0	-	-
	Municipal Sewage System	-	627.204	414.957	618.735	641.114
	Total	-	627.204	414.957	618.735	1.009.058
Bangladesh	Surface Water	-	-	-	51.102	39.200
	Organized Industrial Zone	-	-	-	-	-
	Municipal Sewage System	-	-	-	-	-
	Total	-	-	-	51.102	39.200
Overall Total	Surface Water	797.570	1.774.900	1.544.338	1.518.446	1.780.369
	Organized Industrial Zone	716.252	1.626.029	707.835	841.252	1.167.232
	Municipal Sewage System	3.119.712	2.122.264	2.592.582	2.610.019	2.455.680
	Total	4.633.534	5.523.193	4.844.755	4.969.717	5.403.280

Environmental Footprint/Anadolu Etap

Water Withdrawal by Source KL	KL	%
Supplied by Local Authorities (Organized Industrial Zones etc,)	443,000	28
Well Water	1,119,808	72
Total	1,562,808	
Water Usage Ratio (L water/kg fruit)	9.18	

Water Discharge by Destination KL	KL	%
Surface Water	1,045,479	72
Organized Industrial Zone	398,700	28
Total	1,444,179	

Energy Consumption by Source million MJ	Million MJ	%
Fossil Fuels - Plant	358.09	88
Fossil Fuels - Fleet	2.52	0.6
Grid Electricity	44.53	11
Renewable Energy	0	0
Total Energy	405.13	
Energy Usage Ratio (MJ energy/kg fruit)	2.38	

Amount of Waste by Type and Disposal Method (ton)	ton	%
Non-Hazardous Recycling	576	9
Non-Hazardous Landfilling	5,909	91
Hazardous Recycling/Recovery	18	0
Hazardous Landfilling	1	0
Total Waste Amount	6,504	

Greenhouse Gas Emissions		ton	%
Scope 1	Stationary Combustion	78,790	93
Scope 1	Mobile Combustion	30	0.0
Scope 1	Mobile Combsution- Fleet	155	0.2
Scope 1	Leaks (Coolers, etc.)	453	1
Scope 2	Purchased Electricity	5,228	6
Total		84,658	

Memberships

Name of the Association	Abbreviated Name	Representative Role	TCCC / CCI	Country	Sustainability Priority/Related Field
Packaging Recovery Organization – Green Dot (ÇEVKO)	ÇEVKO	Founding Member/Board Member	CCI	Türkiye	Sustainable Packaging
Foreign Economic Relations Board	DEIK	DEIK General Assembly Member	CCI	Türkiye	Economic Impact
		Executive Board Member, Türkiye- Azerbaijan Business Council	CCI		
		Executive Board Member, Türkiye- Turkmenistan Business Council	CCI		
		Executive Board Member, Türkiye- Kazakhstan Business Council	CCI		
		Chairman of the Executive Board of the Türkiye- Pakistan Business Council	CCI		
		Executive Board Member, Türkiye- Iraq Business Council	CCI		
		Executive Board Member, Türkiye- Uzbekistan Business Council	CCI		
		Executive Board Member, Türkiye- Bangladesh Business Council	CCI		
Private Sector Volunteers Association	OSGD	Board Member	CCI	Türkiye	Volunteerism
Integrated Reporting Türkiye Association	ERTA	Alternate Board Member	CCI	Türkiye	Economic Impact, Energy Management and Climate Crisis
Turkish Quality Association	KALDER	Board Member	CCI	Türkiye	Product Safety and Quality
Beverage Industry Association	MEDER	Board Member	CCI	Türkiye	Water Efficiency, Sustainable Packaging, Sector
Packaged Water Manufacturers Association	SUDER	Founding Member/Board Member	CCI	Türkiye	Water Efficiency, Sustainable Packaging, Sector
		Technical Committee	TCCC		
Ethics and Reputation Society	TEID	Board Member	CCI	Türkiye	Governance
Corporate Governance Association of Türkiye	TKYD	Board Member	CCI	Türkiye	Governance
UN Global Compact Turkiye		Member	CCI	Türkiye	Governance
Turkish Industry and Business Association	TUSIAD	Member	CCI	Türkiye	Economic Impact
Turkish Investor Relations Society	TUYID	Vice Chairman of the Board	CCI	Türkiye	Economic Impact
Corporate Communication Proffessionals Association	KID	Member	CCI	Türkiye	Reputation Management
The Union of Chambers and Commodity Exchanges of Türkiye	TOBB	Representative Role	CCI	Türkiye	Sector
YenidenBiz	YenidenBiz	Company Representative	CCI	Türkiye	Diversity & Inclusion
LEAD Network Türkiye	Lead Network	Member	CCI	Türkiye	Diversity & Inclusion
30% Club	30% Club	Company Representative	CCI	Türkiye	Diversity & Inclusion
Business Against Domestic Violence Network	BADV	Strategy Committee Co-Chair	CCI	Türkiye	Diversity & Inclusion
Business People's Association of Uzbekistan and Türkiye	UTID	Member	CCI	Uzbekistan	Governance

Name of the Association	Abbreviated Name	Representative Role	TCCC / CCI	Country	Sustainability Priority/Related Field
Services Exporters' Association	HIB	Member	CCI	Türkiye	Economic Impact
Turkish Exporters Assembly	TIM	Member	CCI	Türkiye	Sustainable Packaging
Business World Plastic Initiative	IPG	Signatory/Representative Role	CCI	Türkiye	Sustainable Packaging
United Nations Global Compact	UNGC	Signatory/Representative Role	CCI	Türkiye	Governance
General Specifications	GS1	Member	CCI	Uzbekistan	Governance
Ankara Chamber of Commerce	ATO	Member	CCI	Türkiye	Economic Impact
Bursa Chamber of Commerce and Industry	BTSO	Member	CCI	Türkiye	Economic Impact
Mersin Chamber of Commerce and Industry	MTSO	Member	CCI	Türkiye	Economic Impact
Isparta Chamber of Commerce and Industry	ITSO	Member	CCI	Türkiye	Economic Impact
Izmir Chamber of Commerce	ITO	Member	CCI	Türkiye	Economic Impact
Aegean Region Chamber of Commerce	EBSO	Member	CCI	Türkiye	Economic Impact
Muğla Chamber of Commerce and Industry	MUTSO	Member	CCI	Türkiye	Economic Impact
Hazar Chamber of Commerce and Industry	HTSO	Member	CCI	Türkiye	Economic Impact
Elazığ Chamber of Commerce and Industry	ETSO	Member	CCI	Türkiye	Economic Impact
Sakarya Chamber of Commerce	STO	Member	CCI	Türkiye	Economic Impact
Federation of Food and Beverage Associations of Türkiye	TGDF	Member	TCCC	Türkiye	Sector
American Chamber of Commerce	AMCHAM	Member	TCCC	Uzbekistan	Governance
		Member	TCCC	Jordan	
		Member	TCCC	Kazakhstan	
		Board Member	TCCC	Tajikistan	
		Board Member	TCCC	Kyrgyzstan	
		Member	TCCC	Türkiye	
		Board Member		Azerbaijan	
Food Safety Association	GGD	YK	TCCC	Türkiye	Product Safety and Quality
Fruit Juice Industry Association	MEYED	Technical Committee	TCCC	Türkiye	Sector
Reklamverenler Association	RÖK	Member	TCCC	Türkiye	Economic Impact
		Advertising Self-Regulatory Board			
UN Women-Unstereotype Alliance	UN Women	Member	TCCC	Türkiye	Diversity & Inclusion
World Business Council for Sustainable Development Turkiye	SKD	Member	CCI	Türkiye	Economic Impact, Sustainable Packaging
Azerbaijan Turkish Businessman Association	ATIP	Board Member	TCCC	Azerbaijan	Governance
Türkiye-Azerbaijan Businessman and Industrialists Association	TUIB	Member	TCCC	Azerbaijan	Governance

Name of the Association	Abbreviated Name	Representative Role	TCCC / CCI	Country	Sustainability Priority/Related Field
Azerbaijan Food and Beverage Manufacturers Association	AGISA	Member	TCCC	Azerbaijan	Governance
Women in Technology Association	WTECH	Member	CCI	Türkiye	Diversity & Inclusion
Ankara Chamber of Industry	ASO	Member	CCI	Türkiye	Economic Impact
Çorlu Chamber of Commerce and Industry	ÇTSO	Member	CCI	Türkiye	Economic Impact
International Investors Association	YASED	Member of the Trade Committee Member of the Taxes and Incentives Committee Member of the Consumer Products Committee	CCI	Türkiye	Economic Impact
Kazakhstan Association of Foreign Investors	KFICA	Board Member Member	CCI	Kazakhstan	Economic Impact
Europe-Uzbekistan Economic Cooperation Association	EUROUZ	Member	CCI	Uzbekistan	Economic Impact
Council of Foreign Investors	FIC	Member	CCI	Uzbekistan	Economic Impact
Chamber of Commerce and Industry for Foreign Investors	FICCI	Member	CCI	Bangladesh	Economic Impact
Jordan Chamber of Industry	JCI	Member	CCI	Jordan	Economic Impact
Dakka Metropoliten Chamber of Commerce and Industry	MCCI	Member	CCI	Bangladesh	Economic Impact
Amerikan Ticaret Odası (AUCC)	AUCC	Member	CCI	Uzbekistan	Economic Impact
Kazakhstan Association of Soft Drink and Fruit Juice Producers	-	Member	CCI	Kazakhstan	Sector
Uzbekistan Association of Soft Drink and Fruit Juice Producers	UzBEV	Co-Chair of the Board of Directors	CCI	Uzbekistan	Sector
Bangladesh Employers' Federation	BEF	Member	CCI	Bangladesh	Governance
National Chamber of Entrepreneurs of the Republic of Kazakhstan	ATAMEKEN	Member	CCI TCCC	Kazakhstan	Governance
Kazakhstan European Business Association	EUROBAK	Member	CCI	Kazakhstan	Governance
Lahore Chamber of Commerce and Industry	LCCI	Member	CCI	Pakistan	Governance
European Union Chamber of Commerce	EuroCham	Member	CCI	Bangladesh	Governance
International Business Council	IBC	Member	CCI	Kyrgyzstan	Governance
Türkiye Institute of Internal Auditors	TIDE	Member	CCI	Türkiye	Governance
Turkish-Azerbaijani Businessmen and Industrialists Public Association	TUIB	Board Member	CCI	Azerbaijan	Governance
Turkish-Kazakh Business Association	TUKIB	Member	CCI	Kazakhstan	Governance
Türkiye-Kyrgyzstan Public Association of Businesspeople, Culture, Solidarity, and Friendship	TUKID	Board Member	CCI	Kyrgyzstan	Governance
Turkish-Jordanian Business Council	-	Member	CCI	Jordan	Governance
Türkiye Artificial Intelligence Initiative	TRAI	Member	CCI	Türkiye	Governance
Suppliers Association	ASMD	Member	CCI	Kyrgyzstan	Governance

Additional Explanations for BIST

Tax Strategy and Tax Compliance Approach

CCI adopts the principles of transparency, accountability, and full compliance with legislation in matters of tax strategy and governance. Ensuring compliance with the applicable tax legislation in all countries of operation (both in letter and in spirit) is considered a fundamental responsibility.

The principle of not shifting created economic value to low-tax jurisdictions is upheld. The arm's length principle is taken as the basis in transfer pricing practices. An approach that avoids the use of secrecy jurisdictions or tax havens for tax avoidance purposes is followed; tax practices are carried out in line with the actual economic substance of the Company's activities and valid commercial rationales.

Social

OECD Guidelines for Multinational Enterprises

Coca-Cola İçecek A.Ş. adopts a responsible business conduct approach in line with internationally recognized standards. In this context, in addition to compliance with the UN Guiding Principles on Business and Human Rights, the Universal Declaration of Human Rights, and the core conventions of the International Labour Organization (ILO), we also confirm our commitment to the OECD Guidelines for Multinational Enterprises.

These Guidelines provide a comprehensive framework for responsible business conduct, covering areas such as human rights, employment and industrial relations, environment, anti-corruption, and consumer interests. CCI integrates these principles into its operations, governance structure, and stakeholder engagement practices across all markets where it operates.

Environment

Environment Policy and Reporting

The CCI Environment Policy, the results of key performance indicators, and all environmental data in our three main focus areas (Energy Management and Tackling the Climate Crisis, Water Management, and Sustainable Packaging) are provided under the Sustainable Performance Indicators-Environmental Footprint section of this report.

In addition to the topics mentioned above, our atmospheric emissions are controlled and managed in line with national regulations and TCCC standards in all of our activities. All CCI plants (excluding water treatment plants) are covered under the "Emission Permit" as per the Air Pollution Control Regulation. Parameters such as sulfur oxides (SOx), nitrogen oxides (NOx), dust, and carbon monoxide (CO) are measured every two years, and an air emission report is prepared. Our impact assessment has shown that the air emissions from our plants are quantitatively and qualitatively insignificant. However, atmospheric and wastewater data have also been included in this section.

Environmental Management

CCI's environmental management structure and environmental management systems are explained in the Responsible Procurement and Responsible Production sections of this report.

Environmental Management System (EMS)

CCI's Environmental Management System has been established in accordance with The Coca-Cola Operating Requirements (KORE) and the core principles and practices outlined in the TSE ISO 14001 standard. This system is built on five core principles:

1. Our Commitment to Leading in Environmental Protection

An effective environmental management program and our commitment to environmental protection require the full participation of all CCI employees. It is essential for all employees to understand and implement out the daily activities that must be complied to from an environmental perspective.

2. Compliance with Environmental Issues and Going Beyond Compliance

Our commitment to environmental protection goes beyond the legal requirements and regulations related to the environment.

3. Minimizing Environmental Impact and Identifying Opportunities

Various studies conducted globally have shown that negative environmental impacts can be reduced by using new technologies and applying recommendations from successful environmental practices. We must minimize our waste and waste management costs by responsibly implementing pollution prevention and control practices.

4. Monitoring Environmental Activities

For continuous improvement, every activity we carry out and every written document produced concerning the environment should be audited under the quality system and the Environmental Management System. If any findings emerge from audits conducted by auditors, government agencies, or TCCC's auditors, corrective and preventive actions should be taken.

5. Social Responsibility

As part of society, we use all available information to create positive impacts and fulfill our environmental social responsibilities by collaborating with public institutions, private organizations, and non-governmental organizations.

Goal Setting and Planning

At the beginning of each year, the Environmental Management System objectives and targets for the new year are determined under the leadership of the Quality and Environment Leader, with the participation of all relevant stakeholders. These objectives aim to minimize or control environmental impacts according to local regulations, company requirements, and environmental policies.

In setting these goals, in line with our continuous improvement principle, plants such as the results from previous years, long-, medium-, and short- term company strategies, legal requirements, measurability, traceability, and applicability are considered. The key environmental performance indicators and targets established are included in the CCI business plan. These goals are shared with all employees and TCCC EME OU (IB). Performance indicators related to the goals are continuously monitored throughout the year, and compliance with the targets is kept under control. Performance indicators are reported monthly to the OU, plant management, and senior management.

Environmental Management System (EMS) Audits

The Environmental Management System is audited once a year as part of the internal audit process. For any non-compliance identified during internal and external audits related to the EMS topics and daily practices, the necessary steps are taken in accordance with the relevant procedures. The Environmental Coordinator is responsible for evaluating the EMS and following up on corrective/preventive actions. The EMS is evaluated during quarterly operational meetings and annual management review meetings. Existing areas are also audited from an Environmental Management System perspective during monthly environmental checks.

Those responsible for carrying out and coordinating CCI's environmental management activities at our facilities ensure compliance with regulations and conduct at least one internal audit per year according to the relevant regulations. An audit report is prepared at the end of the internal audit. Non-compliances are tracked according to the relevant procedure, and preventive and corrective actions are implemented.

CCI plants ensure compliance with the obligations defined in the relevant regulations by regularly monitoring their activities. To understand the effectiveness of the program, the performance of the EMS at CCI locations must be evaluated. The reported key performance indicators are as follows:

- Water Usage Ratio (L/L)
- Energy Usage Ratio (MJ/L)
- Wastewater Production Ratio (L/L)
- Solid Waste Production Ratio (g/L)
- Solid Waste Recycling Ratio (%)
- CO_2 Emissions (ton equivalent CO_2)

In addition, each plant must comply with local requirements and the limits set by TCCC regarding air emissions and wastewater discharge. All CCI plants are also regularly audited by the TCCC audit department (at least once every two years) for compliance with Environmental Management System requirements and TCCC standards.

Each CCI plant undergoes ISO 14064-1 Greenhouse Gas (GHG) verification and ISO 50001 Management System certification audits every year. Additionally, selected environmental KPIs are verified annually by a third-party auditing company. Verification statements are included in this report.

Environmental Management System Review

In line with CCI's Environmental Management System (EMS) requirements, Management Review Meetings are held at least once a year, and the environmental key performance indicators are reviewed. The environmental board meetings and annual management review meetings include the following topics:

a. Discussion of decisions made in previous meetings,
b. Review of Environmental Management System performance indicators,
c. Revisions and improvements to Environmental Management System indicators,
d. Findings from internal and external EMS audits, environmental incidents, feedback, and complaints,
e. Corrective and preventive actions related to the Environmental Management System,
f. Improvement suggestions for the Environmental Management System,
g. Changes in legal requirements and company obligations,
h. Evaluation of supplier and subcontractor activities and any noncompliance in environmental practices,
i. Review of the environment policy and its suitability to needs,
j. Environmental Risk Assessment,
k. Changes in technology, management, design, etc., that could affect environmental performance and targets.

Environmental Management System Procedures

The Environmental Coordinator is responsible for ensuring that all relevant activities comply with all applicable environmental laws and regulations. They must establish a method for implementing these laws and regulations in the workplace. The Environmental Coordinator should keep track of all updated environmental laws and assess compliance.

In addition to laws and regulations, the Environmental Coordinator must follow the KORE system and ISO 14001 standards, adapting them to the factory's Environmental Management System and ensuring its continuity.

The Environmental Coordinator also works in coordination with business unit to meet TCCC's related requests on environmental matters. CCI follows numerous procedures, all of which are standardized across all plants:

- Environmental Management Procedure
- Waste Management Procedure
- Hazardous Materials and Material Safety Data Sheet (MSDS) Management Procedure
- Wastewater Management Procedure
- Climate Protection and Air Pollution Control Procedure
- Water Management Procedure
- Energy Management Procedure (ISO 50001)
- ISO 14064-1 Greenhouse Gas (GHG) Guidance

Environmentally Compliant Environmental Operations Management Designs

When designing new packaging, products, processes, plants, or offices, it is checked whether they are fully compliant with environmental laws. In new designs, systems that are newly invented and that will better protect the environment are preferred.

Electric forklifts are primarily used in the plant. LPG forklifts are only used in open areas when necessary. Forklift maintenance is carried out regularly. Waste generated from forklift maintenance is disposed of in accordance with regulations and circular economy principles.

Waste Management

Waste generated as a result of activities at CCI locations is separated according to its types and recovered and/or disposed of in compliance with local regulations and TCCC requirements, with the priority of contributing to the circular economy. Environmental Coordinators are responsible for the waste management process in plants.

Prevention of Rainwater Contamination

Rainwater drainage channels are marked on a project plan showing all infrastructure drainage channels at CCI locations. Contamination of rainwater with harmful substances is prevented through chemical discharge or by preventing the mixing of wastewater from processes into the plant drainage channels. All employees are trained on preventing rainwater contamination.

Wastewater Management

All wastewater generated from processes and domestic wastewater at CCI locations is treated as necessary to be discharged into the receiving environment in compliance with standards (local treatment plants, neutralization, central treatment plants, etc.). In case of any non-conformity in the quality of treated water from the wastewater treatment plant managed by the plants, the necessary intervention is carried out by the Treatment Plant Operator under the supervision of the Environmental Coordinator. In plants linked to third-party managed wastewater treatment plants, the associated central treatment plants are periodically visited, and discharge water analysis results are obtained. If non-conformity is detected, corrective/preventive measures are taken.

Environmental Risk Assessments and Control Plan Formation

At CCI locations, environmental issues that may pose risks in terms of environmental pollution and ecological balance are identified. In this context, environmental risk plans and key environmental risks are monitored through control measures. Environmental Programs are reviewed once every two years for medium- and high-level risks. These plans are also reviewed when environmental gains are achieved, changes are made to processes, new lines are established, or regulatory changes occur.

Noise Control

At CCI locations, environmental noise assessments are conducted regularly to determine the impacts of noise on the environment and employees. If identified noise levels exceed standards, the necessary improvements are implemented. The aim is to reduce noise at its source.

Biodiversity

CCI advances studies related to the terrestrial and aquatic ecosystems affected by the water resources it uses. At the local level, since 2021, we have implemented Water Management Plans (WMPs) and Source Vulnerability Assessments (SVAs) to reduce water-related risks for our plants, the regions where we operate, and the communities we serve. We improve our water treatment systems through water reuse and recycling, as well as community projects.

We fully support TCCC's long-term target of "replenishing to nature the water used in our beverages."

In 2025, we submitted our detailed report on our water strategy and performance under the Carbon Disclosure Project (CDP) Water Program.

Detailed information regarding CCI's water efficiency performance is presented under the Responsible Production-Water Management section of this report.

Biodiversity Impacts of Water Management Projects

Traditional nature conservation activities generally focus on protecting specific species or ecosystems. Ecosystem and biodiversity conservation approaches based on water management projects aim to protect and sustainably use natural resources by considering the sector's qualifications. Projects contribute directly and indirectly to biodiversity and provide multiple benefits to nature.

Direct Impacts:

- Sustainable Use of Natural Resources: Efficient and sustainable water management supports both agricultural production and access to water for natural areas.
- Improvement of Soil Health: Water-saving methods and responsible fertilization programs reduce soil salinity and support the diversity of microorganisms and other species living in the soil.
- Creating Habitats for Wildlife: Rainwater ponds not only store water but also create habitats for birds, amphibians and aquatic species, thereby contributing to biodiversity.
- Restoration of Soil Ecosystems: Sustainable agricultural techniques support microbial life in the soil, water retainment and the diversity of microorganisms and other soil fauna.
- Indirect Impacts:

Indirect Impacts:

- Conserving water and preventing excessive agricultural water use support plant and animal species dependent on ecosystems.
- Reducing Climate Impacts: Lower water consumption and more efficient agriculture reduce carbon footprint and indirectly contribute to biodiversity conservation.

Detailed information regarding CCI's water replenishment projects is presented under the Corporate Citizenship at CCI - Water Replenishment Projects section of this report.

Wastewater Management

Plant Name	Wastewater Treatment Plant	3rd Party Treatment System Discharge	Receiving Environment Discharge
Türkiye-Ankara	+		+
Türkiye-Bursa		+	
Türkiye-Çorlu	+		+
Türkiye-Elazığ	+	+	
Türkiye-Hazar	+	+	
Türkiye-Isparta		+	
Tükiye-İzmir		+	
Türkiye-Köyceğiz	+		+
Türkiye-Mersin	+		+
Türkiye-Sapanca		+	
Jordan-Madaba	+	+	
Kyrgyzstan-Bishkek		+	
Tajikistan-Dushanbe	+	+	
Azerbaijan-Baku	+	+	
Azerbaijan-İsmayilli	+		+
Turkmenistan-Asqabat	+	+	
Kazakhstan-Astana	+	+	
Kazakhstan-Brundai	+	+	
Kazakhstan-Çimkent	+	+	
Pakistan-Faisalabad	+		+
Paskitan-Gujranwala	+		+
Pakistan-Karachi	+	+	
Pakistan-KPGF	+		+
Pakistan-Lahore	+	+	
Pakistan-Multan	+	+	
Pakistan-RYK	+		+
Iraq-Erbil	+		+
Iraq-Hillah	+		+
Iraq-Karbela	+	+	
Iraq-Baghdad	+		+
Uzbekistan-Namangan		+	
Uzbekistan-Tashkent	+	+	
Uzbekistan-Ürgenç		+	
Uzbekistan-Samarkand	+	+	
Uzbekistan - Namangan	+		+
Bangladesh-Bhaluka	+		+

Climate Change

Detailed information regarding CCI's climate performance is presented under the Responsible Production – Energy Management and Tackling Climate Crisis section of this report, while performance data is provided under the Sustainable Performance Indicators- Environmental Footprint section.

Air Emissions

CCI manages all environmental impacts, including air emissions. Our targets related to atmospheric emissions are to improve efficiency values and ensure 100% compliance with regulations. CCI's 2025 flue gas emission analysis results are presented in the tables below.

Number/Source Name	Parameter (kg/hour) 2025									
	CO_2 %	O_2 %	CO	NOx	NO_2	NO	SOx	SO_2	Smoke (RM- Scale)	PM mg/ Nm^3
Rahim Yar Khan										
Source #1 (Gen.)	1,02	18,02	183	536	7	529	-	57	1	68
Source #2 (Gen.)	1,22	18,11	341	528	9	519	-	59	1	72
Source #3 (Gen.)	1,73	17,91	309	517	12	505	-	39	1	79
Source #4 (Gen.)	1,41	17,76	268	549	14	535	-	52	1	69
Source #6 (Gen.)	1,09	17,99	492	552	13	539	-	55	1	73
Source #1 (Boiler)	0,49	18,68	612	67	2	65	-	71	1	39
Source #2 (Boiler)	1,27	18,85	112	37	7	30	-	3	1	1
Karachi										
Generator 2250 KVA	-	20	508	451	55	398	-	ND	1	65
Generator 563 KVA	3,09	15	431	250	54	197	-	ND	1	32
DDFL Boiler 1122	9,17	4,19	18	49	15	34	-	ND	1	9
Faisalabad										
Source #1 (Boiler)	6,48	12,59	79	40,33	8,67	31,67	-	30,33	1	61
Source #2 (Generator 1)	6,9	13,1	83,33	445,67	84	361,67	-	74,67	1	79
Source #2 (Generator 2)	6,63	13,83	79,33	384,33	71	313,33	-	70,33	1	72
Source #2 (Generator 3)	6,99	13,4	88,67	398,67	80,33	318,33	-	78,67	1	82
Multan										
Source #1 Boiler	8,5	11,85	42	121	7	114	-	0	1	10
Source #2 GenSet 1	8,7	12	163	279	41	238	-	125	1	84
Source #3 GenSet 2	8,9	11,57	179	256	39	217	-	137	1	91
Source #4 GenSet 3	9,1	11,22	159	234	32	202	-	132	1	79
Source #5 GenSet 4	8,2	11,47	187	288	47	241	-	159	1	96
Source #6 GenSet 5	7,63	11,65	125	240	29	211	-	128	1	74

Number/Source Name	Parameter (kg/hour) 2025									
	CO_2 %	O_2 %	CO	NOx	NO_2	NO	SOx	SO_2	Smoke (RM- Scale)	PM mg/ Nm^3
Lahore										
Boiler #1 Natural Gas Boiler Source	-	14,2	501	270	30	240	-	15	1	30,2
Boiler#2 Fuel Oil Boiler	-	15,2	275	345	35	310	-	111	1	52,5
Generator # 1	-	15,2	215	401	41	352	-	195	1	64,7
Generator # 2	-	-	-	-	-	-	-	-	-	-
Generator # 4	-	15,6	236	359	30	329	-	201	1	74,6
Generator # 5	-	15,4	220	338	28	310	-	197	1	70,9
Generator # 6	-	16,5	309	406	36	370	-	241	1	83,8
Generator # 7	-	15,4	399	300	30	270	-	214	1	82,7
Generator # 8	-	15,8	321	400	30	370	-	210	1	85,7
Generator # 9	-	14,2	241	337	36	301	-	125	1	90,5
Generator # 10	-	14,3	305	370	40	330	-	268	1	101,5
Gujranwala										
Source #1 (Boiler)	-	-	201,6	86,69	-	-	-	0	0,22	6,1
Source #2 (Boiler)	-	-	107,13	77,97	-	-	-	0	0,09	5,5
Source #3 (Generator)	-	-	125,47	459,25	-	-	-	21,2	1,52	78,4
Source #4 (Generator)	-	-	243,58	379,08	-	-	-	24,74	1,91	124,12
Source #5 (Generator)	-	-	218,58	454,57	-	-	-	15,12	1,47	120,41
Source #6 (Generator)	-	-	248,22	374,6	-	-	-	21,27	1,24	80,43
Source #7 (Generator)	-	-	243	486	-	-	-	27,54	1,09	68,77
Source #8 (Generator)	-	-	261,97	504,77	-	-	-	23,83	1,19	72,91
Source #9 (Generator)	-	-	257,42	386,13	-	-	-	9,5	1,18	74,3

Number/Source Name	Parameter (kg/hour) 2025									
	CO_2 %	O_2 %	CO	NOx	NO_2	NO	SOx	SO_2	Smoke (RM- Scale)	PM mg/ Nm^3
Limit Values										
Flue Gas Emissions ValuePEQS			800	600	-	-		1700	2	300
Brundai (g/sec)										
Gaz Generator 1	-	-	-	-	-	-	-	-	-	-
Gaz Generator 2	-	-	-	-	-	-	-	-	-	-
Gaz Generator 3	-	-	-	-	-	-	-	-	-	-
Limit	In line with the new Environmental Law enacted in 2021 Category 3 pollution has been reported based on quarterly period calculations.									
Astana (g/sec)										
Steam Boiler № 0012	-	-	-	-	-	-	-	-	-	-
Steam Boiler No. 0013	-	-	-	-	-	-	-	-	-	-
Bakır Steam Boiler № 0014	-	-	-	-	-	-	-	-	-	-
Limit	In line with the new Environmental Law enacted in 2021 Category 3 pollution has been reported based on quarterly period calculations.									
Bishkek										
Steam Boiler	-	-	0,805	0,225	-	-	-	-	-	-
ASCO-CO_2 plant	-	-	0,982	0,275	-	-	-	-	-	-
Dushanbe										
Generator + Boiler										
Asqabat										
Source #1 (CO_2 station)	-	-	-	-	-	0,26	-	-	-	-
Source #2 (Boiler)	1,76	-	-	-	-	0,11	-	-	-	-
Source #3 (Generator)	-	-	-	-	-	-	-	-	-	-

Number/Source Name	Parameter (kg/hour) 2025									
	CO_2 %	O_2 %	CO	NOx	NO_2	NO	SOx	SO_2	Smoke (RM- Scale)	PM mg/ Nm^3
Madaba										
Source #1 (Gen.)	1,9	12,5	69	1650	31	1059	-	125	-	-
Source #2 (Gen.)	2,1	13,8	758	4277	286	3991	-	355	-	-
Source #3 (Gen.)	1,8	12,6	2661	4116	477	3639	-	512	-	-
Source #1 (Boiler)	12,3	5,1	8	197	0	165	-	2266	-	-
Ankara										
10 Source			1,083		2,166			30		
Bursa										
8 Source			0,156		0,1892	0,6502		0,4572		0,1747
Çorlu										
12 Source			0,02		4,307	2,755	0,045	0,149		0,046
Elazığ										
2 Source				0,82	0,9235	0,587				0,0268
Isparta										
2 Source			0,002		0,02	1				0,1407
İzmir										
2 Source			0,0157			0,5124	0,0463			0,0159
Mersin										
3 Source			0		1	0,692	0,005			0,069

Content Indices

GRI Content Index

Declaration of Use : Coca-Cola İçecek A.Ş. has published its report covering the period January 1, 2025 - December 31, 2025 in accordance with GRI Standards.
GRI 1 Usage : GRI 1: Basics 2021
Applicable GRI Sector Standards :

GRI STANDARD/OTHER SOURCE	DISCLOSURES	CHAPTER	EXCLUSIONS		
			Excluded Requirements	Reason	Explanation
General Disclosures					
GRI 2: General Disclosures 2021	2-1 Organizational details	Our Vision, Our Value Creation Approach, and Our Corporate Values, p:9; Our Brands, p:10; Our Operating Geography, p:11	-	-	-
	2-2 Entities included in the organization's sustainability reporting	About Our Report, p:5	-	-	-
	2-3 Reporting period, frequency and contact point	About Our Report, p:5-6 ; Contact Information, Back Cover	-	-	-
	2-4 Restatement of information	About Our Report, p:5-6	-	-	-
	2-5 External Assurance	Independent Auditor Opinion, p:192; Independent Assurance, p:261	-	-	-
	2-6 Activities, value chain and other business relationships	Our Brands, p:10 ; Our Operating Geography, p:11 ; Our Stakeholder Engagement, p:40-44; Our Value Chain, p:62 ; Our Value Creation Model, p:63 ; Supply Chain Management, p:112-114	-	-	-
	2 -7 Employees	Diversity & Inclusion, p:77 ; Sustainability Performance Indicators, p:282	-	-	-
	2-8 Workers who are not employees	Sustainability Performance Indicators, p:288	-	-	-
	2-9 Governance structure and composition	Our Integrated Governance Model, p:31-33	-	-	-
	2-10 Nomination and selection of the highest governance body	Risk Management and Internal Control Mechanism, p:185	-	-	-
	2-11 Chair of the highest governance body	Board of Directors, p:144-148	-	-	-
	2-12 Role of the highest governance body in overseeing the management of impacts	Our Integrated Governance Model, p:31-33	-	-	-
	2-13 Delegation of responsibility for managing impacts	Our Integrated Governance Model, p:31-34	-	-	-
	2-14 Role of the highest governance body in sustainability reporting	Our Integrated Governance Model, p:33	-	-	-
	2-15 Conflicts of interest	Our Ethics Management, p:38-39	-	-	-
	2-16 Communication of critical concerns	Our Ethics Management, p:38-39 ; Our Stakeholder Engagement, p:40-44	-	-	-

GRI STANDARD/OTHER SOURCE	DISCLOSURES	CHAPTER	EXCLUSIONS		
			Excluded Requirements	Reason	Explanation
GRI 2: General Disclosures 2021	2-17 Collective knowledge of the highest governance body	Board of Directors, p:144-148	-	-	-
	2-18 Evaluation of the performance of the highest governance body	Risk Management and Internal Control Mechanism, p:188	-	-	-
	2-19 Remuneration policies	GRI Content Index: "Equal Pay for Equal Work" policy is applied.	-	-	-
	2-20 Process to determine remuneration	GRI Content Index: Wages are determined based on market conditions, inflation, employee qualifications and individual performance	-	-	-
	2-21 Annual total compensation ratio	GRI Content Index: This information is not disclosed due to confidentiality considerations.	2-21 a; 2-21 b; 2-21 c	Confidentiality Constraints	Since there is no law in Türkiye requiring the disclosure of salaries, Coca-Cola İçecek A.Ş. does not disclose this information
	2-22 Statement on sustainable development strategy	Material Sustainability Topics, p:49; Our Value Chain, p:62 ; Our Value Creation Model, p:63	-	-	-
	2-23 Policy commitments	2030 Our Sustainability Commitments, p:15-21	-	-	-
	2-24 Embedding policy commitments	2030 Our Sustainability Commitments, p:15-21	-	-	-
	2-25 Processes to remediate negative impacts	Our Stakeholder Engagement, p:40-44; Important Risks for CCI, p:55-58; Our Value Chain, p:62; Our Value Creation Model, p:63	-	-	-
	2-26 Mechanisms for seeking advice and raising concerns	Our Stakeholder Engagement, p:40-44	-	-	-
	2-27 Compliance with laws and regulations	GRI Content Index: During the reporting period, no penalty for non-compliance with environmental laws and regulations was recorded	-	-	-
	2-28 Memberships Associations	Recognition in Sustainability Indices, p:29 ; Memberships, p:316-318	-	-	-
	2-29 Approach to stakeholder engagement	Our Stakeholder Engagement, p:40-44			
	2-30 Collective Bargaining Agreements	Additional Information on Our Operations, p:160; Sustainability Performance Indicators, p:299	-	-	-
Material Topics					
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Materiality Analysis, p:45-47	-	-	-
	3-2 List of material topics	Materiality Analysis, p:47	-	-	-

GRI STANDARD/OTHER SOURCE	DISCLOSURES	CHAPTER	EXCLUSIONS		
			Excluded Requirements	Reason	Explanation
Customers and Consumers					
GRI 3: Material Topics 2021	3-3 Management of material topics	Materiality Analysis, p:45 ; Material Sustainability Topics, p:49; Our Value Creation Model, p:63 ; Our Stakeholder Engagement; p:40-44; Consumer Satisfaction, p:98-103; Responsible Consumption, p:104-105 ; Customer Value, p:107-110; Food Safety and Product Quality, p:120-121	-	-	-
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impact of product and service categories	Food Safety and Product Quality, p:120-121	-	-	-
	416-2 Incidents of non-compliance concerning the health and safety impact of products and services	GRI Content Index: There was no such non-compliance during the reporting period.	-	-	-
GRI 417: Marketing and Labeling (2016)	417-1 Requirements for product and service information and labeling	Responsible Consumption, p:104	-	-	-
	417-2 Incidents of non-compliance concerning product and service information and labeling	GRI Content Index: There was no such non-compliance during the reporting period.	-	-	-
	417-3 Incidents of non-compliance concerning marketing communications	GRI Content Index: There was no such non-compliance during the reporting period.	-	-	-
GRI 418: Müşteri Bilgi Gizliliği 2016	418-1 Verified complaints concerning breaches of customer privacy and loss of customer data	GRI Content Index: There was no such non-compliance during the reporting period.	-	-	-
Resource use and Circular Economy					
GRI 3: Material Topics 2021	3-3 Management of material topics	Materiality Analysis, p:47 ; Material Sustainability Topics, p:49; Our Value Creation Model, p:63; Supply Chain Management, p:112-114; Operational Excellence in Supply Chain, p:115-117; Sustainable Packaging and Waste Management, p:122-123	-	-	-
GRI 301: Materials 2016	301-2 Raw materials used	Sustainability Performance Indicators, p:306	-	-	-
	301-2 Recycled raw material	Sustainable Packaging and Waste Management, p:122-123	-	-	-
	301-3 Recovered products and packaging materials	Sustainable Packaging and Waste Management, p:122-123	-	-	-
GRI 306: Waste 2020	306-4 Waste diverted from disposal	Sustainable Packaging and Waste Management, p:122-123 ; Sustainability Performance Indicators, p:307	-	-	-
GRI 308: Supplier Environmental Assesment 2016	308-1 New suppliers that were screened using environmental criteria	Supply Chain Management, p:113	-	-	-

GRI STANDARD/OTHER SOURCE	DISCLOSURES	CHAPTER	EXCLUSIONS		
			Excluded Requirements	Reason	Explanation
Water Management					
GRI 3: Material Topics 2021	3-3 Management of material topics	Materiality Analysis, p:47 ; Material Sustainability Topics, p:49; Our Value Creation Model, p:63 ; Water Management,s:124-125 ; Wastewater Management, p:126; Water Replenishment, p:127; Corporate Social Responsibility at CCI, p:135-136	-	-	-
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Water Management,s:124-125	-	-	-
	303-2 Management of water discharge- related impacts	Wastewater Management, p:126	-	-	-
	303-3 Water withdrawal	Sustainability Performance Indicators, p:310-311	-	-	-
	303-4 Water discharge	Wastewater Management, p:126 ; Sustainability Performance Indicators, p:313-314	-	-	-
	303-5 Water consumption	Water Management, p:125; Sustainability Performance Indicators, p:310	-	-	-
Ethics					
GRI 3: Material Topics 2021	3-3 Management of material topics	Materiality Analysis, p:47; Material Sustainability Topics, p:49; Our Value Creation Model, p:63; Our Operating Geography, p:11; Financial and Operational Performance Indicators, p:14; Our Ethics Management; p:38-39; Risk Management, p:36-37; Additional Explanations for BIST, p:319	-	-	-
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	Our Operating Geography, p:11; Financial and Operational Performance Indicators, p:14	-	-	-
GRI 205: Anti-Corruption 2016	205-2 Communication and training on anti-corruption policies and procedures	Our Ethics Management; p:38-39	-	-	-
	205-3 Confirmed incidents of corruption and actions taken	GRI Content Index: No cases of corruption were reported during the reporting period.	-	-	-
GRI 207: Tax 2019	207-1 Tax approach	Additional Explanations for BIST, p:319	-	-	-

GRI STANDARD/OTHER SOURCE	DISCLOSURES	CHAPTER	EXCLUSIONS		
			Excluded Requirements	Reason	Explanation
Climate Change					
GRI 3: Material Topics 2021	3-3 Management of material topics	Materiality Analysis, p:47 ; Material Sustainability Topics, p:49; Our Value Creation Model, p:63 ; Risk and Oppurtunities, p:54 ; Important Risks for CCI, p:55-58 ; Energy Management and Tackling Climate Crisis, p:128-132	-	-	-
GRI 201: Ekonomik Performance 2016	201-2 Financial implications and other risks and opportunities due to climate change	Risk and Oppurtunities, p:54 ; Important Risks for CCI, p:55-58	-	-	-
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Sustainability Performance Indicators, p:301-302	-	-	-
	302-3 Energy intensity	Energy Management and Tackling Climate Crisis, p:128 ; Sustainability Performance Indicators, p:303	-	-	-
	302-4 Reduction of energy consumption	Energy Management and Tackling Climate Crisis, p:128-131	-	-	-
	302-5 Reductions in energy requirements of products and services	Energy Management and Tackling Climate Crisis, p:129-131	-	-	-
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Sustainability Performance Indicators, p:303-304	-	-	-
	305-2 Energy indirect (Scope 2) GHG emissions	Sustainability Performance Indicators, p:303-304	-	-	-
	305-3 Other indirect (Scope 3) GHG emissions	Sustainability Performance Indicators, p:303-304	-	-	-
	305-4 GHG emissions intensity	Sustainability Performance Indicators, p:305	-	-	-
	305-5 Reduction of GHG emissions	Energy Management and Tackling Climate Crisis, p:131	-	-	-
Local Communities					
GRI 3: Material Topics 2021	3-3 Management of material topics	Materiality Analysis, p:47 ; Material Sustainability Topics, p:49; Our Value Creation Model, p:63; Socio-Economic Impact, p:134; Corporate Social Responsibility at CCI, p:135-138; CCI Volunteers, p:139-142	-	-	-
GRI 203: Indirect Economic Impact 2016	203-1 Infrastructure investments and services supported	Corporate Social Responsibility at CCI, p:135-136	-	-	-
	203-2 Significant indirect economic impact	Socio-Economic Impact, p:134	-	-	-
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments and development programs	Socio-Economic Impact, p:134 ; Corporate Social Responsibility at CCI, p:135-138	-	-	-

GRI STANDARD/OTHER SOURCE	DISCLOSURES	CHAPTER	EXCLUSIONS		
			Excluded Requirements	Reason	Explanation
Our Employees					
GRI 3: Material Topics 2021	3-3 Management of material topics	Materiality Analysis, p:47 ; Material Sustainability Topics, p:49; Our Value Creation Model, p:63; Human Rights Along the Value Chain, p:65-66; Occupational Health and Safety, p:67-71; Diversity & Inclusion, p:72-79; Talent Management Strategy, p:81-83; Talent Acquisition, p:84-85; Learning and Leadership Development, p:86-92 ; Communication with Employees and Employee Engagement, p:93-94; Total Rewards, p:95-96	-	-	-
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Sustainability Performance Indicators, p:294-296	-	-	-
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Sustainability Performance Indicators, p:299	-	-	-
	401-3 Parental leave	Sustainability Performance Indicators, p:300	-	-	-
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Occupational Health and Safety, p:67-71	-	-	-
	403-2 Types of injury and injury rates, occupational diseases, lost days, absenteeism, and number of work-related deaths	Occupational Health and Safety, p:70; Sustainability Performance Indicators, p:279-281	-	-	-
	403-3 Occupational health services	Occupational Health and Safety, p:68-69	-	-	-
	403-4 Worker participation, consultation, and communication on occupational health and safety	Occupational Health and Safety, p:67	-	-	-
	403-5 Worker training on occupational health and safety	Occupational Health and Safety, p:69	-	-	-
	403-6 Promotion of worker health	Occupational Health and Safety, p:67-69 ; Sustainability Performance Indicators, p:281	-	-	-
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Occupational Health and Safety, p:67-69	-	-	-
	403-9 Work-related injuries	Sustainability Performance Indicators, p:279-280	-	-	-
	403-10 Work-related fatalities	Sustainability Performance Indicators, p:279	-	-	-
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Sustainability Performance Indicators, p:297	-	-	-
	404-2 Programs for upgrading employee skills and transition assistance programs	Learning and Leadership Development, p:86-92	-	-	-
	404-3 Percentage of employees receiving regular performance and career development reviews	Sustainability Performance Indicators, p:298	-	-	-
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Sustainability Performance Indicators, p:282-291	-	-	-
	405-2 Ratio of basic salary and remuneration of women to men	Diversity & Inclusion, p:73	-	-	-
GRI 406: Non-Discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	GRI Content Index: No incidents of discrimination occurred during the reporting period.	-	-	-
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	GRI Content Index: No activities or suppliers have been identified where the right to freedom of association and collective bargaining is at risk.	-	-	-
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	GRI Content Index: There are no activities or suppliers identified as having a significant risk related to child labor.	-	-	-
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	GRI Content Index: There are no activities or suppliers identified as having a significant risk related to forced or compulsory labor.	-	-	-
GRI 410: Security Practices 2016	410-1 Security personnel trained in human rights policies or procedures	GRI Content Index: All security staff has completed their legal trainings	-	-	-

GRI STANDARD/OTHER SOURCE	DISCLOSURES	CHAPTER	EXCLUSIONS		
			Excluded Requirements	Reason	Explanation
Waste Management					
GRI 3: Material Topics 2021	3-3 Management of material topics	Materiality Analysis, p:47 ; Material Sustainability Topics, p:49; Our Value Creation Model, p:63; Sustainable Packaging and Waste Management, p:122-123 ; Additional Explanations for BIST, p:322-323	-	-	-
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Sustainable Packaging and Waste Management, p:122-123	-	-	-
	306-2 Management of significant waste-related impacts	Sustainable Packaging and Waste Management, p:122-123	-	-	-
	306-3 Waste generated	Sustainability Performance Indicators, p:308-309	-	-	-
	306-5 Waste directed to disposal	Sustainability Performance Indicators, p:308-309	-	-	-
Value Chain Employees					
GRI 3: Material Topics 2021	3-3 Management of material topics	Materiality Analysis, p:47 ; Material Sustainability Topics, p:49; Our Value Creation Model, p:63; Human Rights Along the Value Chain, p:65-66; Supply Chain Management, p:112-113	-	-	-
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	GRI Content Index: No activities or suppliers have been identified where the right to freedom of association and collective bargaining is at risk.	-	-	-
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	GRI Content Index: There are no activities or suppliers identified as having a significant risk related to child labor.	-	-	-
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	GRI Content Index: There are no activities or suppliers identified as having a significant risk related to forced or compulsory labor.	-	-	-
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers screened using social criteria	Supply Chain Management, p:112	-	-	-
Yerel Ekosistemler ve Türler					
GRI 3: Material Topics 2021	3-3 Management of material topics	Materiality Analysis, p:47 ; Material Sustainability Topics, p:49; Our Value Creation Model, p:63; Supply Chain Management, p:114; Water Replenishment, p:127; Corporate Social Responsibility at CCI, p:135-136 ; Additional Explanations for BIST, p:321	-	-	-
GRI 304: Biodiversity 2016	304-2 Significant impacts of operations, products, and services on biodiversity	Water Replenishment, p:127; Additional Explanations for BIST, p:321	-	-	-
	304-3 Protected or restored habitats	Corporate Social Responsibility at CCI, p:135-136	-	-	-

UN Global Compact (UNGC) Content Index

Topics	Global Principles	Location of Disclosure
Human Rights	Principle 1 - Businesses should support and respect the protection of internationally proclaimed human rights.	Human Rights Social Development
	Principle 2- Businesses should make sure that they are not complicit in human rights abuses.	Social Development
	Principle 3 - Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.	Human Rights Along the Value Chain
Working Standards	Principle 4 - The elimination of all forms of forced and compulsory labor	Human Rights
	Principle 5- The effective abolition of child labor	Human Rights
	Principle 6- The elimination of discrimination in respect of employment and occupation	Human Rights (Diversity & Inclusion)
Environment	Principle 7- Businesses should support a precautionary approach to environmental challenges.	Environmental Footprint (Energy Management and Tackling Climate Crisis)
	Principle 8- Businesses should undertake initiatives to promote greater environmental responsibility.	Environmental Footprint
	Principle 9 - Businesses should encourage the development and diffusion of environmentally friendly technologies.	Environmental Footprint
Anti-Corruption	Principle 10 - Businesses should work against corruption in all its forms, including extortion and bribery.	Management of Risks and Ethics

Women's Empowerment Principles (WEPs) Content Index

Principles	Location of Disclosure
Principle 1 - Establish High-Level Corporate Leadership for Gender Equality	Social Development (Women's Empowerment)
Principle 2 – Treat All Women and Men Fairly At Work- Respect and Support Human Rights and Non-Discrimination	Social Development (Women's Empowerment) Human Rights (Diversity & Inclusion)
Principle 3 - Ensure the Health, Safety and Well-being of All Women and Men Worrkersrs	Human Rights (Occupational Health and Safety)
Principle 4 – Promote Education, Training and Professional Development for Women	Social Development (Women's Empowerment)
Principle 5- Implement Enterprise Development, Supply Chain and Marketing Practices that Empower Women	Social Development (Women's Empowerment) Human Rights (Diversity & Inclusion)
Principle 6 - Promote Equality through Community Initiatives and Advocacy	Social Development (Women's Empowerment)
Principle 7 - Measure and Publicly Report on Progress to Achieve Gender Equality	Social Development (Women's Empowerment)

Contributing to Sustainable Development Goals

Sustainable Development Goals	Targets		Chapter
SDG 1-No Poverty	1.4.	By 2030, ensure that all men and women, in particular the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services, ownership and control over land and other forms of property, inheritance, natural resources, appropriate new technology and financial services, including microfinance.	Socio-Economic Impact, page: 134 Corporate Social Responsibility at CCI page: 135
	1.5.	By 2030, build the resilience of the poor and those in vulnerable situations and reduce their exposure and vulnerability to climate- related extreme events and other economic, social and environmental shocks and disasters.	
SDG 3-Good Health and Wellbeing	3.9.2	Mortality rate attributed to unsafe water, unsafe sanitation and lack of hygiene (exposure to unsafe Water, Sanitation and Hygiene for All (WASH) services)	Water Replenishment Projects, page: 135-136
SDG 4-Quality Education	4.3.	By 2030, ensure equal access for all women and men to affordable and quality technical, vocational and tertiary education, including university.	Femaleın Güçlenmesi Projeleri, page: 138
	4.4.	By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship.	
SDG 5- Gender Equality	5.5.	Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life.	Diversity & Inclusion, page: 72-79
SDG 6- Clean Water And Sanitation	6.3.1.	Proportion of wastewater safely treated	Our Sustainability Commitments, page: 17 Water Management, page: 124 Wastewater Management, page: 126 Water Replenishment, page: 127 Water Replenishment Projects, page: 135-136
	6.3.2.	Proportion of bodies of water with good ambient water quality	
	6.6.	By 2020, protect and restore aquatic ecosystems including mountains, forests, wetlands, rivers, aquifers and lakes	
SDG 7- Affordable and Clean Energy	7.2.	By 2030, increase substantially the share of renewable energy in the global energy mix.	Our Sustainability Commitments, page: 18
SDG 8- Decent Work and Economic Growth	8.5.	By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and "equal pay for work of equal value".	Diversity & Inclusion, page: 72-79
SDG 9- Industry, Innovation and Infrastructure	9.4.	By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities.	Our Sustainability Commitments, page: 16-18 Operational Excellence in Supply Chain, page: 115-117
SDG 10-Reduced Inequalities	10.2.	By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status	Diversity & Inclusion, page: 72-79
SDG 11- Sustainable Cities and Communities	11.6.	By 2030, reduce the adverse per capita environmental impact of cities, including by paying special attention to air quality and municipal and other waste management.	Waste Collection Projects, page: 137

Sustainable Development Goals	Targets	Chapter
SDG 12- Responsible Production and Consumption	12.2. By 2030, achieve the sustainable management and efficient use of natural resources. 12.4. By 2020, achieve the environmentally sound management of chemicals and all wastes throughout their life cycle, in accordance with agreed international frameworks, and significantly reduce their release to air, water and soil in order to minimize their adverse impacts on human health and the environment. 12.5. By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse.	Our Sustainability Commitments, page: 16-18 Sustainable Packaging and Waste Management, page: 122-123
SDG 13- Climate Action	13.2. Integrate climate change measures into national policies, strategies and planning. 13.3. Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning.	Energy Management and Tackling Climate Crisis, page: 128-132
SDG 14- Life Below Water	14.2. By 2020, sustainably manage and protect marine and coastal ecosystems to avoid significant adverse impacts, including by strengthening their resilience, and take action for their restoration in order to achieve healthy and productive oceans.	Our Sustainability Commitments, page: 17 Water Management, page: 124 Wastewater Management, page: 126 Water Replenishment, Sayfa: 127 Water Replenishment Projects, page: 135-136 Biodiversity, page: 321
SDG 15- Life On Land	15.1. By 2020, ensure the conservation, restoration and sustainable use of terrestrial and inland freshwater ecosystems and their services, in particular forests, wetlands, mountains and dry lands, in line with obligations under international agreements.	Our Sustainability Commitments, page: 17 Water Management, page: 124 Wastewater Management, page: 126 Water Replenishment, Sayfa: 127 Water Replenishment Projects, page: 135-136 Biodiversity, page: 321
SDG 17- Partnerships For The Goals	17.14. Enhance policy coherence of sustainable development 17.16. Enhance the global partnership for sustainable development, complemented by multi-stakeholder partnerships that mobilize and share knowledge, expertise, technology and financial resources, to support the achievement of sustainable development goals in all countries, in particular developing countries 17.17. Encourage and promote effective public, public- private, and civil society partnerships, building on the experience and resourcing strategies of partnerships 17.19. By 2030, build on existing initiatives to develop measurements of progress on sustainable development that complement gross domestic product, and support statistical capacity-building in developing countries	Our Sustainability Commitments, page: 15-21 Communication Platforms with Key Stakeholders page: 41-44 Socio-Economic Impact, page: 134 Memberships, page: 316-318

Contact Information

COCA-COLA İÇECEK A.Ş.

corporate.affairs@cci.com.tr

Dudullu OSB. Mah. Deniz Feneri Sokak No: 4 34776 Ümraniye/İstanbul
Tel: +90 216 528 40 00

www.cci.com.tr

Reporting Consultant and Design

info@kiymetiharbiye.com
T: +90 212 279 13 13

DISCLAIMER
This sustainability report (Report) has been prepared by CCI in accordance with GRI, UNGC and WEPs principles. This report has been prepared solely for informative purposes and does not aim to form the basis for any investment decision. Nothing in this report constitutes a proposal or a partial proposal relating to the sale of CCI shares, or an invitation to such sale, and publishing of this report does not mean that a legal relationship of such nature has been established. All information featured in the report, along with the related documents, are believed to be accurate at the time of drafting this report, and all information has been provided in good faith and relies on trustworthy sources. However, CCI does not make any kind of declaration, guarantee or promise in relation to such information.

Dudullu OSB. Mah. Deniz Feneri Sokak No: 4 34776 Ümraniye/İstanbul
Tel: +90 216 528 40 00
www.cci.com.tr