



SUSTAINABILITY REPORT 2019





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SUSTAINABILITY APPROACH



ABOUT OUR REPORT

With CCI's 12th sustainability report, we share our practices and performance results obtained during the period between January 1 and December 31, 2019 for seven of the ten operating countries: Turkey, Jordan, Azerbaijan, Kazakhstan, Pakistan, Kyrgyzstan and Tajikistan. Data and information under 'CCI Operating Geography', 'Summary of Financials' and 'Key Financial and Operating Indicators' topics represent all operating countries. In 2019, the coverage of the report reached 90,7% of CCI's total production volume and 86,7% of CCI's employees.

Standards Used

This report has been prepared in accordance with the GRI Standards: Core option. It also serves as our Communication on Progress (COP) to the United Nations Global Compact (UNGC) as well as our progress report on how we incorporate the United Nations Women Empowerment Principles (WEPs). Materiality, inclusiveness and responsiveness principles of the AA1000 Assurance Standard guide the content development process of our report. Additionally, we measure and report our social, environmental and ethical performance using leading internationally accepted principles and frameworks adopted by Carbon Disclosure Project (CDP), the International Labor Organization (ILO), the United Nations Convention Against Corruption (UNCAC), and the Greenhouse Gas (GHG) Protocol developed by the World Resources Institute (WRI).

Verification

Same as in the last eight years, selected data in this report were independently audited for the ninth year. In 2019, the GHG emissions of CCI Turkey Operations' manufacturing, sales and distribution operations were audited and verified by a third-party organization to meet the requirements of ISO 14064-1, according to the International Organization for Standardization's ISO 14064-3 2006 Standard. CCI Turkey Operations successfully passed the audits.

As defined in the Independent Limited Assurance Report in the **Performance Indicators** section of this report, the selected information received limited assurance for our operations in Turkey and Tajikistan from KPMG. 

As described in the CCI Reporting Guidance, included in the **Performance Indicators** section of this report, the selected information consists of total energy data, energy usage per product, total water withdrawal and consumption data, water usage per product and waste data (for Turkey only). 

Within the context of this audit, data from CCI's Turkey and Tajikistan plants for 2019 were assessed and received Limited Assurance according to ISAE 3000 Revised (International Standard Assurance Engagements) other than Audits or Reviews of Historical Financial Information.

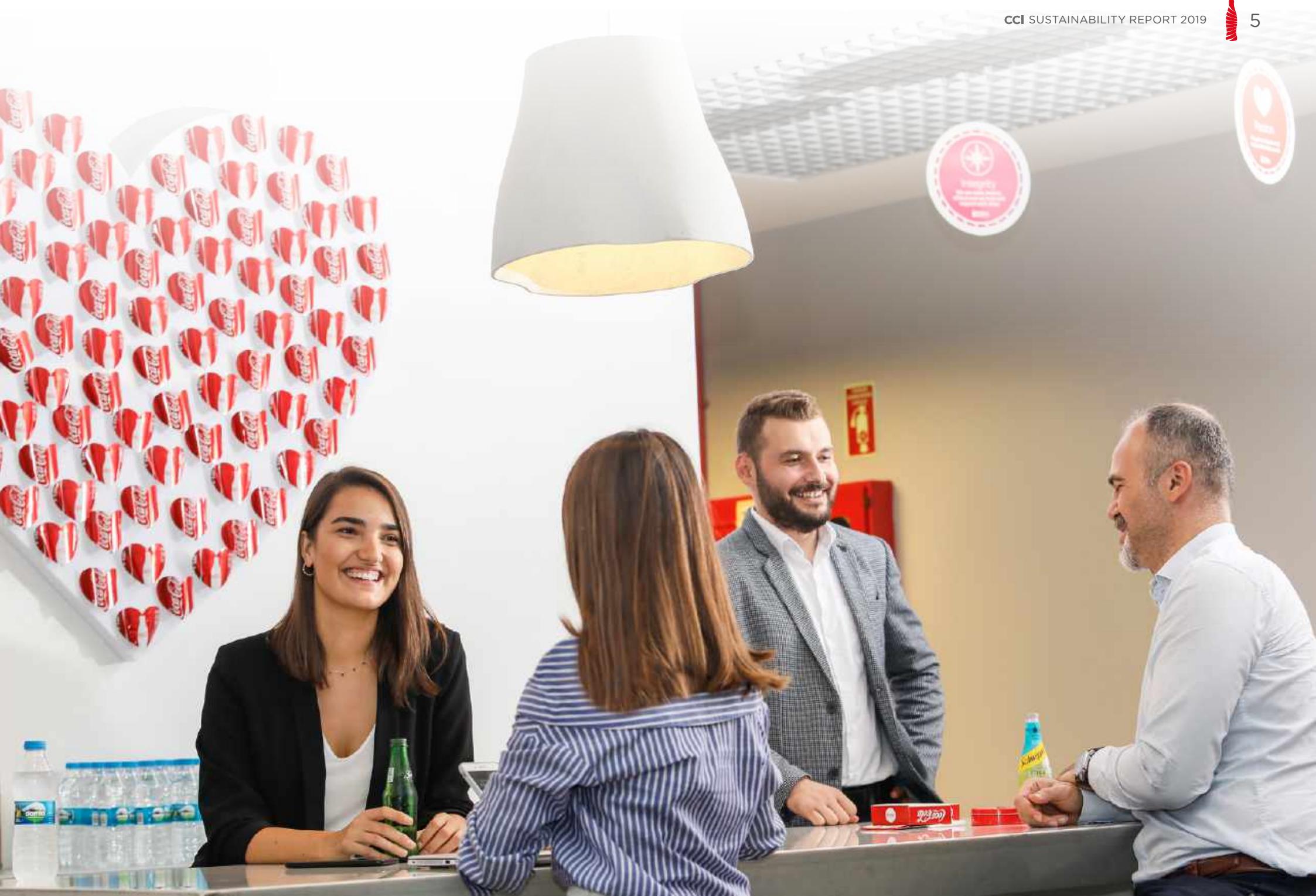
Structure

We prepared three sections to address and respond to different expectations of our stakeholders. The first section, "Sustainability Approach" includes general information about CCI, our sustainability governance and approach. In the second section, "Sustainability in Review", we summarize our programs and efforts to create value for our stakeholders by classifying them in three main groups: Customers & Consumers, People, and Community. Finally, the third section "Performance Indicators" provides supplementary technical and quantitative information about our operations for relevant stakeholders.

For our response to the Covid-19 pandemic, please visit **Operating Context and Value Creation** part of this report. 

Feedback

Receiving feedback from our stakeholders is vital to help us improve our practices, performance and reporting processes. We evaluate every feedback and use them to continuously for improvement purposes. We invite all our stakeholders to share their opinions, suggestions and/or complaints by sending e-mails to **corporate.affairs@cci.com.tr** or by calling the Corporate Affairs Department at +90 216 528 40 00 or through the 'Contact Us' tab on our website cci.com.tr



MESSAGE FROM OUR CEO



Dear Stakeholders,

It is my pleasure to share with you CCI's 12th Sustainability Report covering our performance in 2019, which has been another successful year marked with our achievements towards our targets. With accountability and integrity among our core values, CCI has been disclosing its social, environmental, and economic performance in line with international standards annually since 2009. I believe our holistic approach to sustainability that we reveal in these reports create value for us and our stakeholders by considering their expectations and sharing our goals, achievements, and projects.

As a multinational beverage company with operations in 10 countries and 26 plants, we employ approximately 8,500 employees, and we owe our success to our passionate and talented employees' efforts and diligent work. This year, we expanded the scope of our report by including our Tajikistan operations and increasing the report's coverage to 90.7% of CCI's total production volume and 86.7% of employees.

CCI is one of the key bottlers in The Coca-Cola System in terms of the consumer base, and we serve a population of 400 million people in the geography of emerging markets with high growth potential and opportunities for our business. With our operations in Turkey, the Middle East, Central Asia, and Pakistan, we pledge to create value for all, by being a responsible corporate citizen for our communities, by being a great place to work for our employees, by being the preferred partner for our customers, and by offering an attractive portfolio of beverages for our consumers.

Although we have been exposed to macroeconomic fluctuations in 2019, with a continued focus on quality growth and successful portfolio strategy, we increased our market share in almost all our markets. Our consolidated net sales revenue increased by 15% to ₺12.25 billion and EBITDA by 19% to ₺2.3 billion. While growing our business, we were successful in using fewer resources and reduced energy intensity per TL revenue by 13.6% in 2019 compared to 2018.

Creating Value for Customers and Consumers

We gave utmost importance to consumer well-being together with customer value. While offering our consumers a wide choice of products fit for every lifestyle and occasion, product safety and quality remain to be the priority of our commitment to well-being. Our products are externally audited by a third-party and we received FSSC 22000 Food Safety System Certification Standard at all plants in 2019.

In line with our vision, we aim to be the preferred partner of our customers. We offer them unique solutions that would create win-win solutions. Enhancing customer value requires effective communication; thus, we engaged with over 12,000 customers through CCINext Sales Channel, interviewed about 6,000 customers in Turkey, Kazakhstan, and Pakistan and performed over 200,000 outbound calls, consequently increasing the satisfaction levels of our customers by 10 points.

Creating Value for Our People

I am proud of my team of passionate employees who respect and value each other and work in perfect harmony for our commitments to our social and ecological environment. 85% of CCI employees participated in the employee engagement survey, where the score of diversity & inclusion cluster increased by nine percentage points compared to 2016.

At CCI, we strive to create safe working conditions for all. Through training and safety programs, we continuously improve our health and safety performance, reducing the number of accidents by 12% in 2019. Our training and development platforms such as U30, Women in Leadership, and Accelerate Leadership Programs continued and helped CCI raise the future leaders of our company.

As the output of our unconditional respect within CCI, we launched our Human Rights Policy and CCI'm Human communications and training campaign across our company and provided 7,500 hours of human rights training to CCI employees. We expanded our efforts for human rights along our value chain, conducted supplier audits for compliance with Supplier Guiding Principles, and achieved a success rate of 89% for the SGP audits in all countries of operation.

Creating Value for Our Community

As CCI grows, both our direct and indirect economic impacts amplify consequently. Recent analyses show that the economic yield CCI creates with its input to the economy is 10-fold in Turkey and 1.6-fold in Kazakhstan. In Pakistan, CCI operations create an impact of 1.95% of total GDP. The indirect employment created by CCI operations in Turkey is 30,000 people.

During 2019, 1,080 volunteer employees in Turkey and Pakistan helped run ten community projects for the sake of the environment and the empowerment of youth and women, a total of 115 thousand beneficiaries, including 25 thousand women whom we supported the entrepreneurial potential. We also empower young people and women in our operations, where 48.3% of our employees are millennials, and the ratio of women holding management positions is %27.

World Economic Forum Global Risks Report 2019 shows that extreme weather events, mostly due to climate change, and failure of climate change mitigation and adaptation are the top two risks threatening the world economy. As CCI, we continuously work on reducing the natural resources we use for our operations with strict targets.

In 2019, through operational excellence projects and other efficiency and optimization efforts from logistics to using returnable glass bottles practices in the value chain, we avoided over 300,000 tons of CO₂, which is equivalent to the amount absorbed by 25 million trees in a year. We saved about 130,000 m³ of water across seven countries of operation. The water replenishment rate for Turkey reached 159% through community projects, and we replenished about 5 billion liters of water in Turkey through our water replenishment programs. In Turkey, Jordan, Kazakhstan, Azerbaijan, Pakistan, and Kyrgyzstan, we saved USD 2.09 million as a result of the efficient consumption of energy and water.

Partnership for the Goals and Future Outlook

As a strong supporter of UN Sustainable Development Goals, we believe in the power of partnerships and collaboration as addressed in Sustainable Development Goal 17. To enhance the value we create, we benefit from strategic partnerships with related business, social and environmental associations. As of 2019 end, CCI is an active member of reputable NGOs and business interest groups and continues supporting 20 Initiatives by undersigning their principles locally and internationally. In 2019, CCI became a member of ERTA; Integrated Reporting Turkey Network and joined "Business Initiative for Plastic" in Turkey.

We met most of our targets for 2019, and for the ones we could not, we will continue to work setting higher targets to run our business most efficiently and escalating the value we create for you, our valuable stakeholders. I would like to thank you for your feedback, contribution, and support in making CCI's journey towards sustainability, exemplary.

GRI 102-14



Burak Başarır
Coca-Cola İçecek, CEO

CCI AT A GLANCE

Our Vision

“Be the best FMCG company across our markets”

Our Values



PASSION

We put our heart and mind into what we do.



ACCOUNTABILITY

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



TEAMWORK

We collaborate for our collective success.



INTEGRITY

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

Customer centric organization
Value-added customer solutions
Competitive cost to serve

Total beverage mindset
Commercial excellence

CREATE VALUE

Customer & Consumer
Being the preferred partner of our customers, offering our consumers a wide choice of products fit for every lifestyle and occasion

Community
Being a good corporate citizen

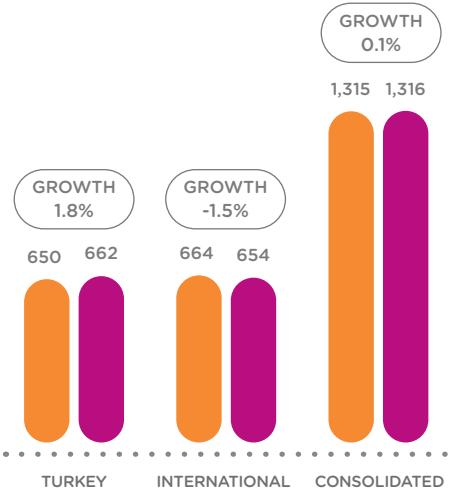
People
Great place to work

Corporate governance
Environmental footprint
Workplace rights
Social license to operate

Capability and leadership
Engaged, diverse and inclusive
High performing One Team culture

Key Financial And Operational Indicators

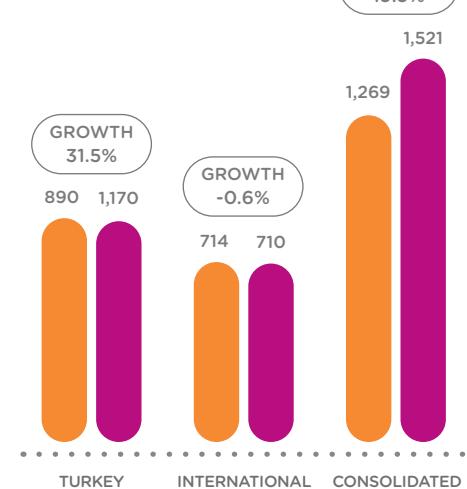
Sales Volume (million UC)



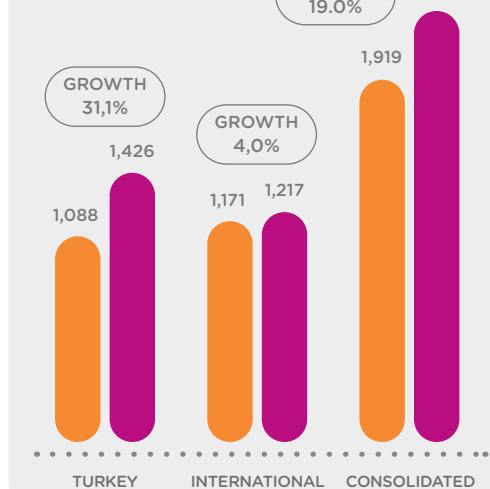
Net Sales Revenue (million TL)



EBIT (million TL)



EBITDA (million TL)

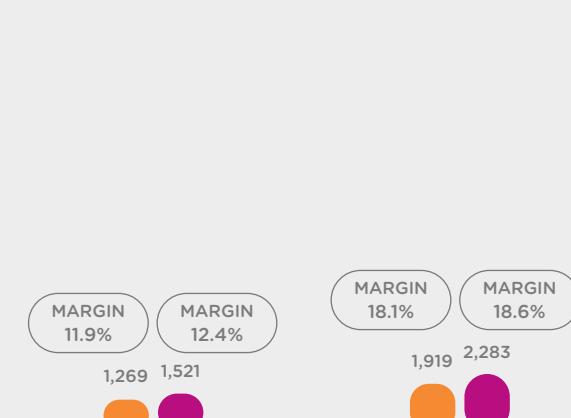


Financial Highlights

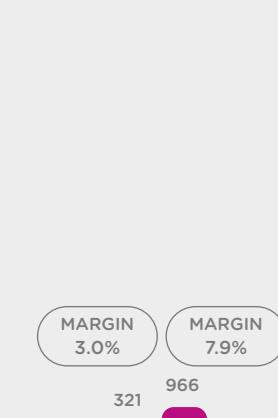
Consolidated (million UC)



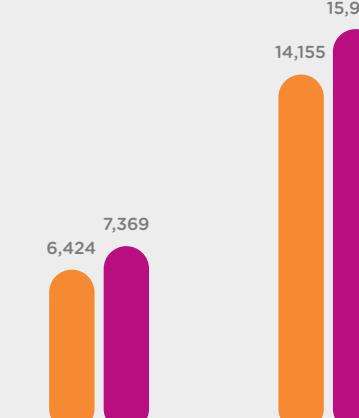
Consolidated (million TL)



NET INCOME



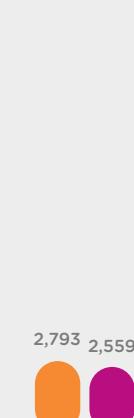
TOTAL EQUITY



TOTAL ASSET



TOTAL EQUITY



Brands





Operating Geography

Operating

in **10** Countries
with **26** plants
about
8,500 employees
780,000 sales points

Serving

400 million consumers
with more than **25** brands



Countries of Operation	Population (Millions) ⁽¹⁾	GDP per Capita PPP (thousands \$) ⁽²⁾	Per-capita Consumption of NARTD (L) ⁽³⁾	CCI's Market Share in Sparkling Beverages ⁽⁴⁾	CCI's Ranking in Sparkling Beverages ⁽⁵⁾
Turkey	83.5	26.7	116.6	65.6	1
Jordan	10.1	8.9	75.9	19.7	2
Azerbaijan	10.0	17.4	69.2	86.2	1
Iraq	39.3	16.3	93.2	41.9	2
Syria	17.1	4.7	n/a	n/a	n/a



Countries of Operation	Population (Millions) ⁽¹⁾	GDP per Capita PPP (thousands \$) ⁽²⁾	Per-capita Consumption of NARTD (L) ⁽³⁾	CCI's Market Share in Sparkling Beverages ⁽⁴⁾	CCI's Ranking in Sparkling Beverages ⁽⁵⁾
Turkmenistan	5.9	19.1	27.4	n/a	n/a
Tajikistan	9.3	3.4	20.1	n/a	n/a
Kazakhstan	18.6	27.2	126.6	51.3	1
Pakistan	216.6	4.4	29.0	48.1	2
Kyrgyzstan	6.4	3.8	65.3	70.3	1

Sources of Information for 2019 Data

(1) IHS Markit

(2) IHS Markit

(3) CCI and TCCC estimates

(4) Nielsen / Canadean

(5) Nielsen / Canadean

Awards

Awards Received Over The Past 10 Years

2010

CCI İzmir Plant
“Best Performing Plant for the Environment Award”

CCI Turkey Operations
“Best Country Bottling Operation Grand Prize”

TCCC EAG President's Environment Awards



2012

CCI Ankara Plant
“Taking Responsibility for a Sustainable Future Prize”
KALDER EFQM

CCI Turkey Operations
“Best Country Bottling Operation Grand Prize”

CCI Ankara Plant
“Best Performing Plant for Quality”

CCI İzmir Plant
“Best Performing Plant for the Environment”

TCCC EAG President's Environment Awards

2013

CCI
“Ethics Award”
Ethical Values Center Association

CCI
“Best Country Bottling Operation”
“Best Performing Plant for Quality”

“Best Performing Plant for the Environment”

TCCC EAG President's Environment Awards

2014

CCI İzmir Plant
“Water Management”
Green Business Platform

CCI
Grand Prize
“Green Dot Industry Awards”
ÇEVKO

CCI Ankara Plant
“Best Performing Plant for Quality”

CCI İzmir Plant
“Best Performing Plant for the Environment”

TCCC EAG President's Environment Awards

CCI Bursa and Mahmudiye Plants
“National Quality Excellence Awards”

KALDER EFQM



2015

“3.2.1. Move! (CSR) Program”
“Bronze Award”

12th Annual Stevie International Business Awards

CCI Turkey Operations
“Best Country Bottling Operation”

“Excellence Award”
Individual Well-Being Category

CCI Izmir Plant
“Best Performing Plant for the Environment”

CCI Bursa Plant
“Excellence Award in the Developing Organizational Capability”

CCI Mahmudiye Plant
“National Quality Excellence Grand Prize”
KALDER EFQM

2016

CCI
“Climate Leadership Award”

CDP Turkey

CCI
“Plate of Appreciation”
for its cooperative approach
during the times of crisis and
natural disasters”

Pakistan Red Crescent



2017

CCI Turkey Operations
“Recycling Award”

Turkish Ministry of Environment and Urbanization

CCI
The Grand Prize
“Water Efficiency”

4th Sustainable Business Awards in Turkey

CCI Kyrgyzstan
“Kyrgyzstan’s Best Taxpayer Award”

Kyrgyz Republic

CCI Turkey Operations
“International Safety Award”

British Safety Council

CCI Mersin Plant
“2nd Place in Efficiency Projects Competition”
Among Midsize Enterprises

Turkish Ministry of Science, Industry and Technology

2018

CCI
10th Sustainability Report
Silver Award

“LACP Inspire Awards”

League of American Communications Professionals

CCI Turkey Operations
Recognition of Kocatepe & Sapanca Plants for Energy Efficiency

Recognition of Elazığ Plant for Water Efficiency

TCCC

CCI Dudullu HQ
“Energy Efficiency Initiatives”

LEED Gold Certificate

CCI Kazakhstan
“PARYZ Award”

For CCI’s Contributions to a Sustainable Development

Kazakhstan President

CCI Kyrgyzstan
Certificate of Honor
for CCI’s Contributions to National Economy

Kyrgyz Republic Ministry of Economy

Awards of 2019

CREATING VALUE FOR OUR CUSTOMERS & CONSUMERS

CCI Kyrgyzstan is Honored with the Superior Taste Award

CCI Kyrgyzstan is granted two awards by The International Taste Institute, for its Bonaqua Still and Carbonated products. The Superior Taste Award has been given for three years of the best taste and quality.



CCI Kazakhstan is the Winner of Execution Cup

CCI Kazakhstan is awarded by The Coca-Cola Company, for the best market performance among TCCA bottling companies covering Turkey, Caucasus, Central Asia Business Unit.

CCI Azerbaijan Excellence in Quality Award

CCI Azerbaijan is awarded by The Coca-Cola Company, for the excellent performance in quality and food safety programs among TCCA bottling companies covering Turkey, Caucasus and Central Asia.



CREATING VALUE FOR PEOPLE

CCI is the Best Employer in Kyrgyzstan

CCI Kyrgyzstan is granted the "The Best Employer Award" by the expert jury consisting of experts from Kyrgyzstan, Russia and Kazakhstan at the HR Excellence Awards in Bishkek. This award is the result of CCI's dedicated efforts, collaboration and teamwork to be "the best FMCG company across the markets".



CCI Kyrgyzstan is Awarded with Certificate of Honor

CCI Kyrgyzstan is awarded with the Certificate of Honor by The State Inspectorate for Environmental and Technical Safety under the Government of the Kyrgyz Republic. The certificate was awarded for good environmental and safety results of CCI Kyrgyzstan over the course of many years.



CREATING VALUE FOR COMMUNITY

CCI Kazakhstan is the Winner of Environment and Safety Award
CCI Kazakhstan is granted with the “Environment and Safety Award” among 50 companies in 10 categories, at the AmCham Gala Awards’19 by the American Chamber of Commerce. The jury recognized the strong commitment of CCI Kazakhstan to the sustainability principles, particularly the measures to protect the environment and the water replenishment projects.



CCI Turkey's Ankara Plant is Awarded with KAIZEN Award

CCI Turkey's Ankara plant is awarded by KalDer, in KAIZEN Awards at the 22nd Quality Cycles Sharing Conference. Ankara and Çorlu plants participated with three projects and Ankara Plant's 'Decreasing Water Use-Ratio' project became the winner among 13 projects of seven companies.

CCI Azerbaijan is Awarded for its Environmental Protection Efforts

CCI Azerbaijan is awarded for its effective operations in environmental protection, such as land and water usage and, specific policy and actions during 2018 by the Ministry of Ecology and Natural Resources.



OPERATING CONTEXT & VALUE CREATION

Our Operating Environment

Our Response to the Covid-19 Pandemic

Since the very beginning of the Covid-19 outbreak, CCI has been closely following the global situation and actively monitoring all information, warnings and instructions given by national and international authorities on this issue. As CCI, our people; their health & wellbeing has always been and will remain to be our foremost priority. While adapting ourselves to this rapid change, we have focused on ensuring adherence to all the steps that need to be taken to help protect the health and safety of our employees, customers, consumers and community.

2020 goals stated in this report are determined as of end of 2019 and are subject to re-evaluation in the post coronavirus period.

For more information on our company's actions during the pandemic, please visit CCI's website.



Economic and Political Environment

CCI operates in a geography of political instabilities, macroeconomic challenges and security issues. As a consequence, economic growth in the Middle East markets have slowed down recently creating a challenging operating environment for CCI and causing increased price sensitivity amongst consumers.

The Turkish economy grew in the first two quarters of 2019 after experiencing a recession in the second half of 2018. (Source: World Bank in Turkey Website) Pakistan's growth slowed to 3.3 percent in 2019 - a 2.2 percentage points decline compared to the previous year, due to the stabilization measures undertaken by the authorities. (Source: World Bank in Pakistan Website) Economies in Central Asia accelerated an already strong momentum. Tajikistan ranks among the top ten most improved economies globally over the 12-months until May 1, 2019. Azerbaijan, Kyrgyz Republic were among the top 20 most improved economies world-wide. (Source: Doing Business 2020 Study of World Bank)

In Turkmenistan, currency conversion problem persists. Consumers are at the heart of our business and we prioritize meeting consumer demands with great agility while not neglecting the social and environmental sustainability of our business. Looking ahead at 2020, we plan to maintain our quality growth algorithm through healthy topline growth and disciplined cost management. We will continue to focus on strong balance sheet and free cash flow generation while improving return on invested capital. We do realize that our operating environment will continue to be open to new risks and further volatilities, however we are taking precautions to be as efficient, as effective and as prudent as possible with increased immunity to weather challenges.

Regulatory Environment

At CCI we live in a continuously changing environment where regulatory context has changed during the reporting period.

In Turkey, as a result of Zero Waste Project of Ministry of Environment and Urbanization, changes are made in the environmental legislation towards the end of 2018.

ZERO WASTE REGULATION:

The new regulation is effective as of July 2019. It brings the responsibility of establishing “Zero Waste Management System” across the country within a specific timescale. With this regulation, public institutions and organizations, municipalities with population of more than 250,000 along with organized industrial zones, ports, business centers and commercial plazas are obliged to establish a zero-waste management system.

GEKAP:

Recycling Contribution Share (GEKAP) is published on Official Gazette in 2019 and planned to be effective in 2020. GEKAP requires the legal entities to declare the recycling contribution fee for the primary and secondary packaging of the products they have imported or the products they supply to the market.

DEPOSIT RETURN SCHEME FOR ONE-WAY PACKAGING:

Implementation of one-way beverage packaging deposit return scheme for transition to a more circular economy is planned to be effective by 2021. Material types in the scope are to be determined. At CCI, we aim to act proactively within the changing regulatory context. Coupled with consumers' awareness on packaging waste pollution and our own aspiration to reduce our environmental impact, we strive to increase our recycling rates in transition to a circular economy.

RENEWABLE ENERGY:

A new legislation in 2019 restricted the installation of wind turbines and solar panels to rooftops only, for facilities located in organized industrial zones.

Technological Environment

Digital transformation is significant to survive in today's commercial environment. As part of CCI's digital strategy, we focus on running our business more efficiently and seek new ways to strengthen and expand our business by developing new operating models, products and services through utilizing digital technologies. We reorganized our digital technology department in 2018 to develop CCI's capacity.

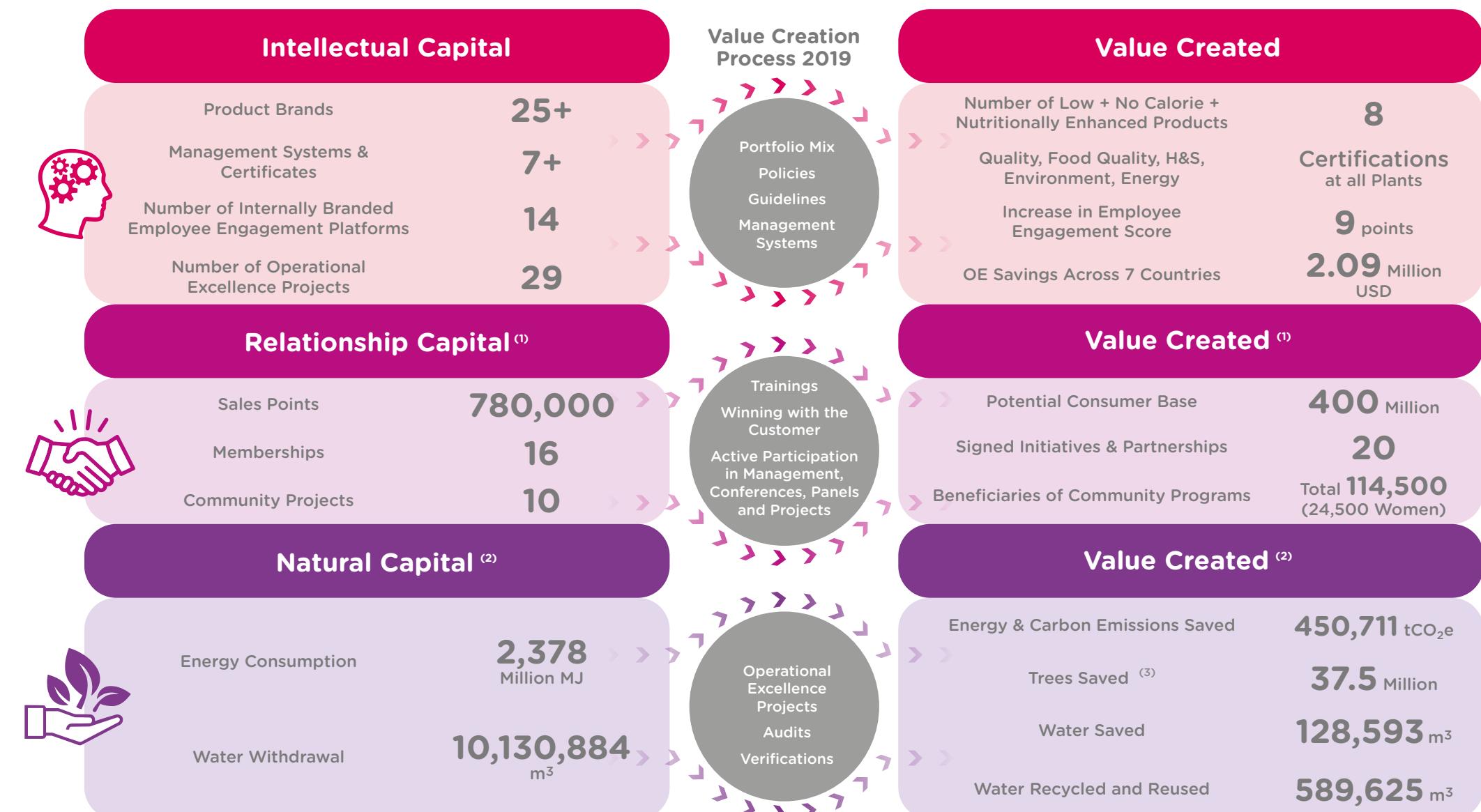
In 2019, initiatives to integrate robotics, automation and augmented reality in warehouse operations were launched. In addition, digitalization hackathons were organized with participants from a diverse group of departments to strengthen the digital transformation culture.



Value We Create



(1) Includes all CCI Countries (10 countries)



(1) Includes all CCI Countries (10 countries)

(2) Includes CCI Countries in the reporting scope unless otherwise is stated (7 countries)

(3) Calculation is made based the assumption that an average mature (15 years and older) tree absorbs 12 kg CO₂ annually.

Sustainability Highlights of 2019

With CCI's vision of being the best FMCG company across our markets and growing our business sustainably, we act responsibly as a corporate citizen while creating sustainable value for our diverse group of stakeholders along the value chain. "Create Value" is at the heart of our vision surrounded by our '**Customers & Consumers**', '**People**' and '**Community**'. We deliver the value we generate to our stakeholders under 6 major titles: Consumer Well-Being, Customer Value, Human Rights, Human Capital, Community Development and Environmental Footprint.

CONSUMER WELL-BEING

Audited by TCCC's internal auditors for annual KORE assessments

Passed the food safety and quality audits

Audited external by third-party for FSSC 22000 Standard

Received FSSC 22000 Food Safety System Certification Standard at all plants

Invested in low or no-calorie and nutritionally enriched products

Launched Cappy Atom and Destek drinks

Monitored Open to Curiosity Platform

Answered questions of 616,072 users online

CUSTOMER VALUE

Ran Field Pie Stock Monitoring and Fairshare Distribution Programs

Engaged with 12,700 customers through CCINext Sales Channel

Engaged Turkey, Jordan, Kazakhstan, Azerbaijan, Pakistan, Kyrgyzstan for OE projects

Saved 2.09 million USD through 29 new projects in all countries

Held the 4th CCI Innovation Day; "Alchemy of Innovation and Failure & Innovation" and Participated in Anadolu Group's Bi' Fikir Festivali (An Idea Festival).

CCI participated in the festival with highest number of projects, won two awards and was recognized as "The Most Successful Company"

Performed 214,151 outbound calls to check the satisfaction levels

Reached 90.000 more customers through Customer Interaction Center by responding to 86% of the calls within the first 20 seconds.

Interviewed face-to-face with 5,700 customers in Turkey, Kazakhstan and Pakistan

Increased customer satisfaction score by 10 points

HUMAN RIGHTS

Launched Human Rights Policy and CCI's Human communications and training campaign across CCI

Provided 7,500 hours of human rights trainings to CCI employees

Ran Hand in Hand Safety Program 2.0 focusing on behavioral safety

Improved our H&S performance score by 5.4% in terms of the Safety Maturity Index (SMI)

Increased H&S trainings by 26% compared to 2018

Reduced the number of accidents by 12% compared to 2018

Conducted supplier audits for compliance with Supplier Guiding Principles (SGP)
Realized a success rate of 89% for the SGP audits in all countries of operation

Executed U30, Women in Leadership and Accelerate Leadership Programs

Diversity & Inclusion cluster of the employee engagement survey resulted with 9 points increase compared to 2016

Provided 67,506 hours of H&S trainings for our employees
No Lost time due to accidents in 58% of our plants

HUMAN CAPITAL

Conducted two Talent Development Forums and reviewed our talent pools
Increased Talent Readiness Index (TRI) from 46% to 53%

CCI Next Talent Program received about 2,000 applications

14 Next Talents joined CCI and started their journeys in December 2019

Launched Accelerate 2.0 for LT and ELT of Group, Kazakhstan, Pakistan and Turkey

Provided 78 leaders with intense experiential learning and coaching

Executed Employee Engagement Survey ("Voice of CCI) with 85% participation

Increased engagement score by 9 points compared to 2016



COMMUNITY DEVELOPMENT

Olympic Moves Program
in Azerbaijan

**Realized
participation
of 15,000 new
youngsters in the
program**

New Generation SME Support
Project in Azerbaijan

**Covered more than
2,000 participants of
which
65% were women**



3.2.1 Move! Program in Kazakhstan

**Evaluated 143 applicant students. Best
applications participated in an incubation
program where they leveled up project
management and finance skills to promote
their environmental projects.**

Paani - Safe Water Initiative
in Pakistan

**Established 4 new
filtration plants
and started serving
100,000 new
people**

The Coca-Cola Belesteriy
Program in Kazakhstan

**Trained
2,014 women on
management,
10 winners received
4,000 USD grants.**

A nationwide clean and green
drive In Pakistan with
300+ volunteers

**Managed over 100 kgs
of waste and planted
over 50,000 trees**

CCI Volunteering Program; 1,080
volunteers, 4,294 hours in
Turkey & Pakistan

**Realized 11 volunteer
activities with
8 NGO's in 15 cities**

UN WEP in Azerbaijan

**Trained 350
additional women**

My Sister Project
**Trained 10,833
women and
500 refugees
in Turkey**



ENVIRONMENTAL FOOTPRINT

With 71 new operational excellence (OE) projects

**Saved 142.3 million MJ of energy,
10.7 kilotons of CO₂e emissions**

Supplied the energy needs for illumination and post mix line in our Izmir Plant from 100% clean energy resources

Provided 5,639 hours of environmental training for our employees

Reached a ratio of 89.2% in cold drink equipment with Energy Management Device (%48,2 in 7 countries)

Saved 525.6 GWh of energy and avoided 85.6 kilotons of CO₂ emissions in 7 countries; equivalent amount of CO₂ that 7.1 million trees absorb from the atmosphere

The water replenishment rate for Turkey reached 159% through community projects

Replenished about 5 billion liters of water in Turkey through our water replenishment programs

Recycled and reused 5.8% of our water (11% in Turkey)

Saved 128,593 m³ of water in the 7 countries with OE projects



Achieved 360 kilotons of CO₂ emissions reductions in Turkey as a result of our efficiency and optimization efforts in the value chain

Avoided CO₂ emissions equivalent to what 30 million trees absorb from the atmosphere

Reached ratio of 98.9% in newly purchased HFC-free cold drink equipment in Turkey (37.9% in 7 countries)

Reduced our CO₂ emissions by 9,300 tons in 7 countries; equivalent amount of CO₂ that 775,000 trees absorb from the atmosphere

Achieved Waste Recycling Rates at CCI Plants up to 99%

**98.1 % in Turkey
97.0 % in Kyrgyzstan
97.6 % in Pakistan
99.0 % in Azerbaijan
89.0 % in Jordan
93.3 % in Kazakhstan
77.6 % in Tajikistan**



SUSTAINABILITY GOVERNANCE

Sustainability Milestones

Ranked in the 1st place in Turkey's Accountability Rating

Signed the United Nations Global Compact (UNGC)

Published 1st Sustainability Report

2009

Listed among top two companies in Turkey's CDP Carbon Performance Leaders

Completed the "Top 10 Energy-Saving Challenge Program" of TCCC and the WWF (World Wildlife Fund) with İzmir and Mersin Plants in Turkey

Represented Turkey in Rio+20 Conference among the best Green Economy Projects

Achieved the 2nd highest score in the disclosure category of CDP Turkey Climate Leadership Awards

Became 1st company from Turkey in the CDP Global Water Program

Increased Corporate Governance Rating from 8.8 to 9.25

2014

Published 1st Environmental Policy

2011

Externally assured for ISAE 3000 (for the 1st time)

Became Charter Member of the Climate Change Leaders Group

Listed as Turkey's 1st food and beverage company in CDP Global Disclosure Leaders

Signed to the "2°C Communiqué"

2012

CCI Operations became the first multi-country operation in TCCS among all bottlers to complete the "Top 10 Energy-Saving Challenge Program"

Became the 1st company from Turkey and within TCCS in the UNGC 100 Index

Launched new "Code of Ethics", "Workplace Rights Policy" and "Ethics Service"

Received the 1st ISO 14064-3 Certificate in Turkey for its GHG inventory

Listed among Carbon Disclosure and Performance Leaders in CDP Turkey 100 Climate Change Report

Received "Gender Equality Certification" from KAGİDER in Turkey

2002

2013



Memberships And Cooperations

Our Memberships and Signed Initiatives

Memberships

ÇEVKO (Packaging Recovery Organization – Green Dot)

TÜSİAD (Turkish Industry and Business Association)

YASED (International Investors Association)

MEDER (Beverage Industry Association)

KALDER (Turkish Quality Association)

DEİK (Foreign Economic Relations Board)

SUDER (Bottled Water Manufacturers Association)

MEYED (Turkish Fruit Juice Industry Association)

TEİD (Turkish Ethics and Reputation Society)

TÜYİD (Turkish Investor Relations Society)

TOBB (Union of Chambers and Commodity Exchanges of Turkey)

TGDF (Federation of Food and Drink Industry Associations of Turkey)

UNGC Network Turkey (United Nations Global Compact Network Turkey)

ERTA (Integrated Reporting Turkey Network)

TKYD (Corporate Governance Association)

GRI Community (Global Reporting Initiative)



Signed Initiatives

CDP Climate Change Program

CDP Water Program

Equality at Work Platform

United Nations Global Compact (UNGC)

Turkish Climate Change Platform

United Nations Women's Empowerment Principles (UNWEP)

Brand Protection Group

30% Club Turkey Chapter (Growth Through Diversity)

Business Initiative for Plastic (TÜSİAD, UNGC, SKD)

Business Against Domestic Violence - Sabancı University Corporate Governance Forum



External Recognition

Our sustainable business practices and communication of our sustainability vision through transparent means paid off, and CCI is distinguished by national and global sustainability indices.



CCI is the 1st and Still the Only Turkish Company in the UNGC 100 Index

Since its launch by the United Nations Global Compact (UNGC) in 2013, CCI is still the only company in Turkey that was included in the UNGC 100 Index. Companies listed in the index are selected from among the eligible UNGC members around the world. The eligible members are required to demonstrate their executive commitment to 10 UNGC principles, and continuously improve and disclose their sustainability performance and maintain consistent base-line profitability.



CCI is Listed in the BIST Sustainability Index

Based on the evaluation of our sustainability practice and performance in 2018-2019, CCI was included in Borsa İstanbul (BIST) Sustainability Index for the period between November 2019 and October 2020. In 2015, CCI became one of the first 29 companies to be included in the BIST Sustainability Index.



CCI is Listed in the MSCI ESG Leaders Index

Upon evaluation of our environmental, social and corporate governance performance for 2017-2018 by Morgan Stanley Capital International, CCI was included in the 2019 MSCI ESG Leaders Index with score BBB. CCI joined the MSCI Global Sustainability Index in 2016.



CCI is Listed in the FTSE4Good Emerging Index

In 2016, CCI joined FTSE4Good Emerging Index owing to its high performance in the environmental, social and corporate governance matters and sustained its position in the 2019 list as well. The FTSE4Good Emerging Index was launched in 2016 by FTSE Russell, a global leader in indices and data, globally used by investors.

External Recognition



CCI Joined the ECPI Emerging Markets ESG Equity Index

As of December 2017, CCI became a constituent of Emerging Markets ESG Equity index (ECPI). ECPI is a leading rating and index company dedicated to environmental, social and governance performance research.



CCI is Included in Vigeo Eiris Best Emerging Markets Performers Ranking

In June 2019, CCI was once again included in Vigeo Eiris Best Emerging Markets Performers Ranking, selected as one of the 100 most advanced companies within the Equities Emerging Markets Universe consisting of 813 companies from 31 countries. Companies included in this index achieve the highest scores, as determined by a review based on 38 criteria, divided into six key areas of corporate environmental, social and governance matters, assessed by Vigeo Eiris.



CCI in CDP Turkey Climate Change and Water Programs

CCI voluntarily participates in CDP Climate Change and Water Programs. CCI was honored with the Climate Leadership Award by CDP Turkey in performance and transparency categories three times. In 2019, CCI increased its score of Water Program from B- to B. CCI Climate Change Program score has not changed and stayed above all sectoral and regional averages.



Partnerships for Sustainability



Work Groups

CCI is a member of Turkish Industry and Business Association (TÜSİAD) and CCI Corporate Affairs Director is a Board Member of UNGC Turkey. In line with our commitment to the Sustainable Development Goals, CCI is an active participant of the Climate Change, Diversity & Inclusion and Gender Equality and Women Empowerment Workgroups and “Business Initiative for Plastic” by TÜSİAD, UNGC and SKD.

Young SDG Innovators Program

The Young Sustainable Development Goals (SDG) Innovators Program is designed to engage a company's brightest talents in not only advancing sustainability efforts but driving innovation and delivering tangible solutions with potential market value for their company. Two talents from CCI participated the program in 2019.

Business Initiative for Plastic

CCI responded the call of Turkish Industry and Business Association, Business Council for Sustainable Development Turkey and United Nations Global Compact Turkey to fight plastic pollution through “Business Initiative for Plastic”. By signing the declaration of commitments CCI has become one of the 26 pioneer companies of the initiative proving dedication on efforts of reducing plastic consumption levels until 2021 and disclosing the results publicly.

ÇEVKO (Green Dot)

CCI is a founding member of ÇEVKO and CCI Corporate Affairs Manager is a Board Member. By means of our strategic cooperation with ÇEVKO, we achieve a steadily increasing rate of post-consumer packaging waste collection as well as raising consumer awareness on recycling.

Partnerships for Sustainability



Habitat Association

Women empowerment is a priority topic in CCI's sustainability strategy. Coca-Cola Turkey cooperated with Habitat Association for "My Sister" Project. The project aims to empower women, by equipping them with the necessary information and knowledge to take active role in the regional economic development, to improve their economic and social position and participate in economy.



United Nations Development Program

CCI invests in community projects to tackle waste pollution and recycling. Since 2018, in cooperation with UNDP, a recycling program in the Mediterranean District of Turkey continues with the goal of enhancing the waste management capacity for recycling.



International Labor Organization

The project on Technical Assistance for Improving Social Dialogue in Working Life, run by the ILO Office in Turkey, prioritizes increasing the capacity of social partners, relevant public institutions and awareness-raising on social dialogue at all levels through a holistic approach. CCI contributed to the project along with other FMCG companies.



MEDER (Beverage Industry Association)

CCI Corporate Affairs Manager is selected as the President of the Board of MEDER, which was established in 1994 with the aim of supporting the growth of beverage sector, increasing the contributions of the sector on the Turkish economy and leading the sustainability efforts in the industry.

Partnerships for Sustainability



Sabancı University Corporate Governance Forum (Business Against Domestic Violence)

The Business Against Domestic Violence Project is carried out by the Corporate Governance Forum of the Sabancı University in cooperation with TÜSİAD and with the main support of the United Nations Population Fund (UNFPA) and the Sabancı Foundation. It has the objective to establish support mechanisms in workplaces in case of employees being the subjects of violence in their close relationships. Three representatives of CCI attended BADV training. CCI's objective is to share its management and organizational capabilities in order to spread best practices, tools and methods which lead to the decrease of domestic violence of the business world. In December, CCI Executive Committee and Turkey Leadership Team attended Gender Equality Awareness Training.



Sustainability Reporting

For our objective to make CCI the leader of sustainability, accountability and transparency, CCI's Sustainability Report is the most significant communication tool to share our sustainability performance with our stakeholders. As our sustainability reporting evolved, we have been included in global sustainability indices, developed positive relationships with stakeholder groups who appreciate transparency on environmental and social matters, and enhanced our corporate reputation.



WBCSD Reporting Matters Evaluates CCI Sustainability Reports

Since 2017, CCI's Sustainability Reports are reviewed by BSCD Turkey within the framework of "Reporting Matters" program of World Business Council for Sustainable Development (WBCSD). As part of the program, member companies' sustainability reports are analyzed on 18 comprehensive indicators in three main categories named principles, content and experience. CCI Sustainability Reports are regarded as best practices in the Balanced Content category, emphasizing our success in transparent communication of achievements as well as improvement areas. After two reviews in 2017 and 2018, CCI raised its reporting score by 14 points.

Years	Report Standard	Scope	Independent Assurance	Verification
2007 2008	1st GRI Checked Report in Turkey	Turkey	n/a	n/a
2008 2009	1st GRI B Level Report in Turkey, UNGC CoP	+ Kazakhstan + Jordan	n/a	n/a
2010	GRI B Level Report, UNGC CoP	+ Azerbaijan	n/a	n/a
2011	2nd A+ GRI Level Report in Turkey		Water and Energy Data of Turkey	n/a
2012	G3.1 Guidelines GRI A+ Level Report, UNGC CoP	+ Best Practices of Pakistan	Water, Energy and Waste Data (Azerbaijan, Kazakhstan, Jordan and Turkey) and GHG emissions in Turkey	n/a
2013	GRI G4 Guidelines, UNGC CoP		Water, Energy and Waste Data (Azerbaijan, Kazakhstan, Jordan and Turkey) and GHG emissions in Turkey	n/a
2014	GRI G4 Guidelines, UNGC CoP	+ Pakistan	Water, Energy Data of Turkey and Pakistan	External Review
2015	GRI G4 Guidelines, UNGC CoP and WEP Reporting		Water and Energy Data of Turkey and Pakistan	GHG Inventory of Turkey
2016	New GRI Standards, UNGC CoP and WEP Reporting	+ Kyrgyzstan	Water and Energy Data of Turkey	GHG Inventory of Turkey
2017	New GRI Standards, UNGC CoP and WEP Reporting		Water and Energy Data of Turkey	GHG Inventory of Turkey for Scope 1 &2
2018	New GRI Standards, UNGC CoP and WEP Reporting		Water and Energy Data of Turkey	GHG Inventory of Turkey for Scope 1 &2
2019	New GRI Standards, UNGC CoP and WEP Reporting	+ Tajikistan	Water and Energy Data for Turkey and Tajikistan, Waste data for Turkey.	GHG Inventory of Turkey for Scope 1 &2

Corporate Governance

CCI's strong corporate governance structure plays a vital role in achieving our strategic goals. CCI conducts all its operations within the framework of established regulations in the operating countries and of the Corporate Governance Principles monitored by Turkey's Capital Markets Board. We annually publish our Corporate Governance Principles Compliance Report in order to transparently inform our stakeholders on our performance. Corporate governance performance is managed by CCI Board of Directors, with the cooperation of Corporate Governance, Audit, and Risk Detection Committees which are involved under the Board. Corporate Governance Committee exercises the functions of Nomination and Remuneration Committees

Details on the Board Committees



Sustainability Organization

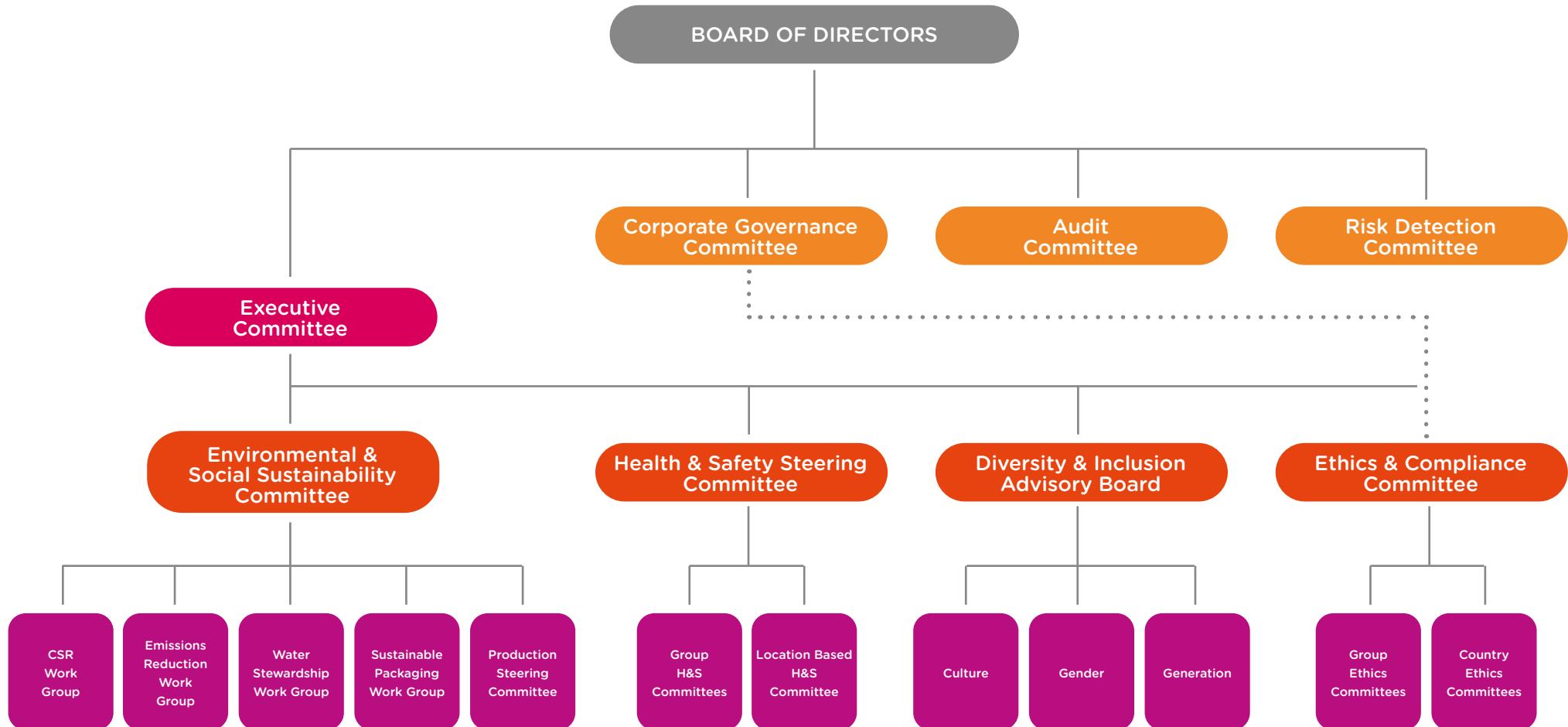
CCI Board of Directors is actively engaged with the CCI's sustainability strategy and its commitment to integrate sustainability into the business strategy. Corporate Governance Committee has the ultimate responsibility in determining and implementing the sustainability strategy. This responsibility is undertaken by the CCI Executive Committee, which is comprised of representative from senior management and steered by the CEO. Environmental and Social Sustainability Committee, Health and Safety Steering Committee, Diversity and Inclusion Advisory Board and, Ethics & Compliance Committee work separately to achieve the targets set for each of the strategic sustainability issues, together with the related working groups, and reporting to the Executive Committee.

Since 2015, CCI Corporate Affairs Director has also been serving as the Deputy Chairman of UNGC Turkey Network. CCI Corporate Affairs Department is responsible for the disclosure, reporting and communication of sustainability targets and performance results. CCI employees also play significant roles to integrate our sustainability strategy into our overall business processes.

GRI 102-18



SUSTAINABILITY GOVERNANCE MODEL



Risk Management

Risk Management Governance Structure

Risk Detection Committee reporting to the Board oversees the risk management at CCI. Enterprise Risk Management (ERM) Team, which directly reports to the CEO and the Risk Detection Committee, acts as the facilitator and conducts risk assessments. ERM team members are the CEO, the Strategy and Business Development Director, and the Regional Directors.

ERM conducts risk assessment on country and group levels using the input from the World Economic Forum, global surveys and The Coca Cola System. The risks are prioritized based on their general likelihood, and the probability of occurrence in the short-term and impact.

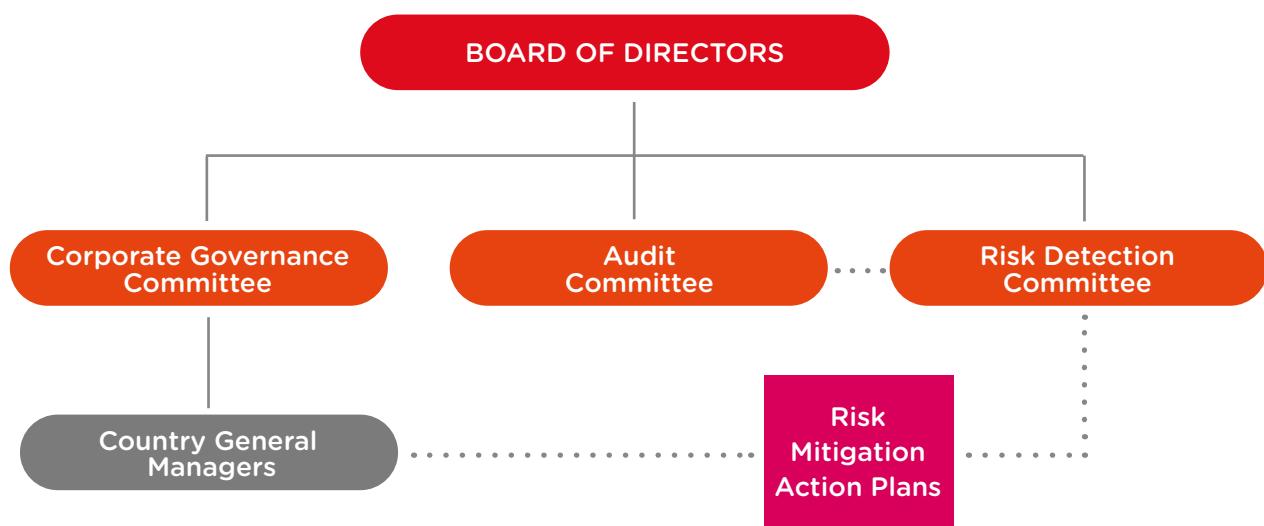
Country General Managers of CCI are responsible for risk management and mitigation. They identify the critical threats and opportunities based on the risk assessment results, integrate them into their Strategic Business Plans and prepare the mitigation action plans. High-priority risks are reported to the Board's Risk Detection Committee along with mitigation action plans. Internal audits are performed to track the risk mitigation plans and the results are reported to the Audit Committee.

Actions of 2019

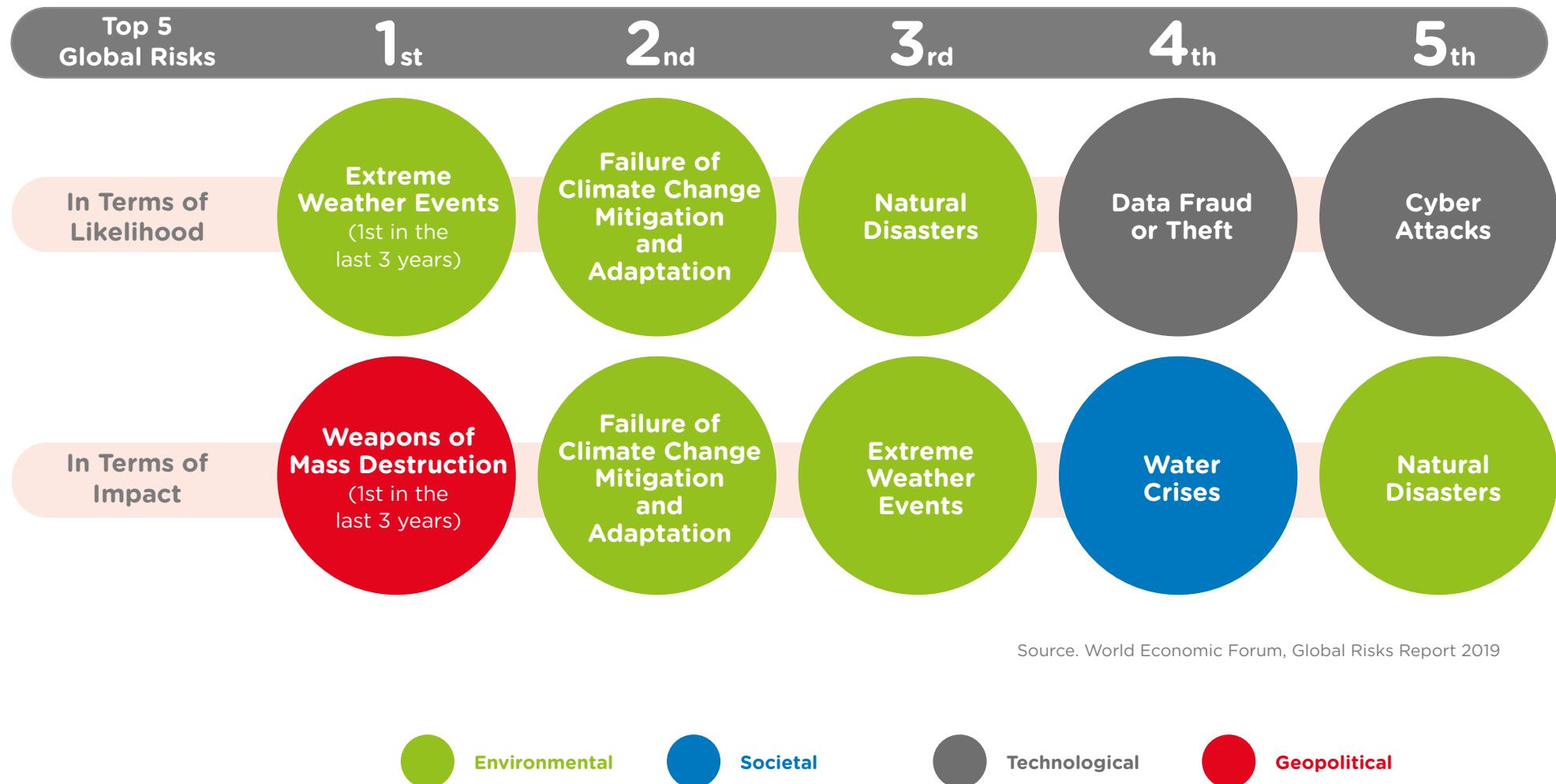
Our consolidated risks were categorized into seven groups parallel with the global risk ERM approach. Focus was on the financial reflections of economic and political risks in our geography and talent management in addition to detailed individual risks for operating countries and as common risk areas for all operations. Videoconferencing was utilized instead of travelling to each country of operation, as a tool for some internal audits to save time and be more environmentally friendly.

Risk Management Trainings

CCI employees are regularly trained on risk management and informed via the ERM website, that is accessible through the CCI internal portal. The website provides an ERM tool along with guidelines, leading articles, useful links and an awareness training presentation on ERM.



Global Risks Landscape 2019



Top Risks for CCI's in 2019

Economic

Change in consumer preferences has always been the risk against continuous growth that we mitigated through diversified product portfolio where operational challenges appear.

Legal

Regulatory changes in Turkey and Pakistan regarding plastics, sugar and water consumption created financial and operational challenges.

Technological

Cyber-attacks that we considered require innovative and agile approaches.

Human

Retention and management of talents is another risk where we aimed to recreate a training system to develop the skills needed in our human resources.

Social

Key stakeholders' expectations and concerns around sustainability impacts grow more rapidly than in previous years. Responding them in their specific areas of concern is challenging.

Environmental

The principal environmental risks we assessed are climate change (and energy management), post-consumer packaging and water scarcity.

Outlook for 2020

Adjusting operational business processes, increase operational efficiencies, accelerated portfolio diversification to align with changing consumer preferences.

Anticipating and planning for geopolitical and regulatory changes and collaborating with the industry and state authorities.

Addressing impact of digitization and technological development on strategy, business models and cybersecurity.

Overseeing the culture and talent in an era of innovation and transformation.

Engaging with the stakeholders on long-term governance, environmental and social issues

Continuing to invest in energy and water efficient equipment within mitigation actions.

CCI country management uses the pillars in the company's strategic business plan to evaluate business risks.

CCI's principal risks and key mitigations are given below:

Risk Pillar	Principal Risk	Key Mitigations
Environmental	Climate Change	<ul style="list-style-type: none"> Programs for energy efficiency and GHG emission reduction at plants, logistics and cooling operations Policy making and engagement with NGOs and legal authorities Investigating in alternative clean energy sources
	Energy	<ul style="list-style-type: none"> OE Projects, Behavioral Energy Programs Improving energy efficiency (achieve energy usage ratio targets)
	Packaging	<ul style="list-style-type: none"> Implementation of sustainable packaging and waste solutions. Maintaining packaging innovation, Lightweight, recycled PET, recycling activities Post-consumer packaging recovery programs to reduce packaging materials and related GHG emissions Coordination with local authorities for waste collection and recycling
	Water Scarcity	<ul style="list-style-type: none"> Sustainable sourcing Conducting SVA studies. Follow-up of Source Water Protection Plan Continuing local replenishment and access to water program Implementation of water efficiency projects at plants Improving WUR (water usage ratio)
	Wastewater	<ul style="list-style-type: none"> Wastewater treatment systems Periodic analysis ISO 14001 EMS and KORE Audits
Supply Chain	Community & Stakeholder Relations	<ul style="list-style-type: none"> Implementing locally relevant projects with local and international project partners Driving stakeholder perception through transparency and reporting practices
	Food Safety & Quality	<ul style="list-style-type: none"> Implementing KORE audits and International Standards
	Supplier Management	<ul style="list-style-type: none"> Follow-up of SGP audit findings
Legal & Compliance	Compliance Risks	<ul style="list-style-type: none"> Establishing an early warning mechanism for critical draft and recent regulations Addressing regulatory changes and cooperate with government authorities, collaborate and lead the industry
	Ethics-Bribery & Corruption	<ul style="list-style-type: none"> Training employees on the Code of Ethics Encouraging effective use of Ethic Hotline Implementing ethics program
Work Life	Human & Workplace Rights	<ul style="list-style-type: none"> SGP Audits Follow-up SGP audit results Ethics Hotline
	Health & Safety	<ul style="list-style-type: none"> Hand in Hand Safety Program KORE Compliance Implementations Distributor safety process implementations Contractor safety process implementations Driving Safety Program
	Sustainable Talent Capability	<ul style="list-style-type: none"> Continuing with talent development forum Effective cooperation with respected universities to build employer branding
Cybersecurity	Cyber-attacks that may cause data leakage or service interruptions	<ul style="list-style-type: none"> Security program Cyber resilience Cyber risk insurance (covers the cost of restoring the loss in terms of business income or reputation owing to the damage of computers and computer networks.)

Business Continuity

CCI implements TCCC's Incident Management and Crisis Resolution (IMCR) program, which is designed to create and maintain an efficient, integrated structure for preventing and managing incidents. Implementation of the IMCR program is a key management activity and is everyone's responsibility at CCI. To ensure that we prevent or reduce the impact of incidents on our business, we have incident management teams in all countries of operation. Each team joins our annual training sessions, and collectively work on simulations of complex incidents. As part of the IMCR program, each country conducts the IMCR Validation Program every three years, which aims to create readiness for crisis situations, build awareness, identify gaps and develop action plans for improvements. In 2019, conducted the IMCR Validation Program in Azerbaijan, Kazakhstan, Kyrgyzstan and Pakistan. In 2020, we will continue to train and validate the crisis teams in Jordan and Iraq.

Data Security and Privacy

According to the Global Risk Report of the World Economic Forum; cyber risks are among the five top global risks. To address this challenge and mitigate risks, CCI owns a robust information security and privacy program with the following key elements to secure its information assets.

2019 Goals	Performance	Status	2020 Goals
Implement early and accurate threat detection systems by leveraging advanced deception technologies to ensure post-breach defense, contain cyber-attacks, mitigate the damages, take control of privileged accounts and apply privacy restrictions and policies to decrease data loss, thus increase cyber resilience.	Implemented trap servers, privileged account management and data loss prevention system over all CCI Information Security Monitoring Systems and additional initiatives (such as 2FA) were implemented over all CCI countries to increase security maturity. Employees were informed about modern information security threats and topics through security awareness trainings in the countries of operation.	Achieved	Implement Mobile Operation System solutions for company owned sales related devices
Continue implementing «secure-by-design» «privacy-by-design» approach in product development and lifecycle management for sustainable security culture	Continued implementations.	Ongoing	Continue creating awareness regarding algorithms to promote Digital Ethics and continue implementing appropriate technical security measures to ensure continuous privacy and security of personal data.
Extend cybersecurity focus to OT/IoT to increase visibility with OT intrusion detection systems and effectively protect production systems in our plants	Continued implementations.	Ongoing	Challenge CCI's infrastructure and application security by emulating attackers who use advanced tactics, techniques and procedures.

Information Security Governance

CCI runs company-wide information security governance structure that enables the effective management of potential risks and incorporates security and privacy controls into our information systems and services. Information Security Steering Committee, which consists of the Executive Committee and the security management team, acts as the governing body since 2009. CCI has implemented a comprehensive Information Security Management System (ISMS) based on the ISO 27001 ISMS standard to achieve its security objectives. CCI complies and was certified with ISO 27001 standards in 2016 and completed the surveillance audit in 2017, 2018 and 2019.

Privacy and Data Protection

CCI takes precautionary measures to secure the personal information of its employees and customers. Our IT environment, security measures, policies and cyber security awareness program support compliance with the privacy and data protection requirements. CCI fully complies with Turkish Personal Data Protection Law requirements and has been registered to the VERBIS system. In order to follow recent regulatory developments and sustain overall compliance, Data Protection and Digital Privacy Committee meets regularly and conducts on-spot audits to remain data protection awareness, reports result of on-spot audits to top management.

Ethics Management

Integrity and honesty are fundamental virtues for CCI. It is our whole-hearted obligation to protect our most valuable asset; the Coca-Cola brand and CCI. The CCI Code of Ethics guides our employees to live by our values and “do the right thing”. The scope applies to all CCI operating countries. CCI also developed the mechanisms for stakeholders to report any illegal or unethical practice within the company to the CCI Ethics and Compliance Officer.

Security Awareness

CCI has been running a mandatory cybersecurity awareness program for all employees since 2014, thereby promoting cybersecurity awareness across the company. The awareness program reports are submitted to top management to inform them of any risk. This awareness program includes online and offline trainings, awareness posters on displays at CCI workplaces, corporate social network groups as well as e-mail notifications on diverse topics such as phishing, travel security, URL security, e-mail security, physical security. Also, we are performing the cybersecurity contests with the prizes for most active employees.

Regulatory Compliance

CCI designed and implemented many initiatives aimed at ensuring compliance with the requirements of:

- Turkish Personal Data Protection Law no. 6698 (KVKK)
- Communiques published by Capital Markets Board of Turkey
- Authorized Economic Operator program of Turkish Ministry of Customs and Trade

[CCI Code of Ethics](#)



[CCI Code of Ethics Handbook](#)



Channels are available for our employees to express their concerns on ethical issues.



CCI Ethics Service



Is available 24/7 and run by a completely independent third party.



Can be accessed through Website (Turkish, English, Russian and Arabic) at **www.cciethicsline.com** or a dedicated phone number.



Online translation services in Arabic, English, Georgian, Russian and Turkish are available.

Employee's name and e-mail address are kept anonymous and confidential.

Face to Face Notification



Employees may direct their concerns to;

- Their managers
- Local Ethics and Compliance Managers

Employee's name and information are kept confidential.

Actions in 2019

In 2019, we updated policies regarding third party relationships, gift and entertainment, conflict of interest. In 2020, we aim to ensure the enforcement of these policies and to provide unity of implementation for all countries.

We also established an integrity risk management program for CCI's distributors to mitigate 3rd party risks, in cooperation with EBRD. 1st phase of the Program on ethics and compliance management is completed for beneficiary distributors. In 2020, we aim to complete the 2nd phase of the Program and enhance this initiative as a certificate program for the purpose of ensuring sustainable businesses.

During the reporting period, there were no legal actions against CCI for anti-competitive behavior, anti-trust or monopoly practices.

Training on Ethics

We continued to train all employees on Code of Ethics and anti-bribery rules in all CCI countries by using digital boards, internal social media platform to raise awareness; continued to review and update Code of Ethics and anti-bribery policy in line with TCCC practices. In 2019, we provided 1,840 human-hours of training to 1,776 employees. In 2020, we would like to sustain the awareness level through trainings and launch online trainings in the languages operating countries to ensure that all new employees start work with the integrated knowledge of Code of Ethics.

Awareness Raising on Ethics

Since 2013, our employees are trained on the revised Code of Ethics, the Code of Ethics Handbook and procedural provisions. The Code of Ethics Handbook and Guidelines for Handling Code of Ethics Matters are shared with our employees. All newly recruited employees are obliged to sign an acknowledgement form confirming that they have read the Code of Ethics and agree to abide by its provisions. All employees are required to periodically make this acknowledgement. Representatives and consultants assigned by CCI and third parties doing work on behalf of CCI may also obtain a copy of the Code and learn their obligations. In 2018, CCI celebrated Global Ethics Day.

CCI Integrity Risk Management Program (IRM)

IRM, launched in 2019 focuses on supporting SMEs in CCI's supply chain on an individual basis in order to ensure that CCI distributors adopt internationally recognized practices in compliance and continue to improve their corporate governance skills. The Program is supporting the SME beneficiaries to become even more integrated in the supply chain, to adopt internationally recognized practices in compliance, to set up a compliance program, to conduct trainings and awareness programs on Code of Ethics and be compliant with CCI's Code of Ethics. CCI intends to enlarge the Program in order to more distributors to benefit from this program.

SUSTAINABILITY FOCUS

Stakeholder Engagement

Building an effective and strong stakeholder dialogue is the core of keeping our business sustainable and engaging them in our sustainability strategy. Since 2013, we have been prioritizing our stakeholders and the means of communication through a comprehensive stakeholder mapping study pursuant to AccountAbility's AA1000 SES Standard and the EFQM Business Excellence Model.

We engage with each stakeholder group on a regular basis not only to share our sustainability efforts but also to evaluate both our material issues and to consolidate their opinions and feedbacks. The various means of communication with different stakeholder groups and how we respond to their questions and concerns are provided on the following tables.

Stakeholder Day Series	TCCC Reputation Survey
<p>CCI and TCCC envisioned the Stakeholder Day series as a local engagement platform to further improve relations with key local stakeholders, and to raise awareness on economic and social influence, on CCI's sustainability efforts, and manufacturing capabilities of CCI's operating countries.</p> <p>Stakeholder Day series was more systematically structured since 2017, when CCI and TCCC representatives came together with the local stakeholders and shared information about the operations and CSR efforts in the region, and CCI's sustainability vision. Izmir Stakeholder Day is held in May 2019. Bursa, Isparta and Koycegiz meetings are planned for 2020.</p>	<p>Within TCCS, we value feedback and opinions of our stakeholders and consequently plan and implement our actions with the insight we gain from them. For this purpose, we conduct a corporate reputation survey periodically with our internal and external stakeholders, including our consumers.</p> <p>In 2019, via a third-party institution we conducted a reputation survey, in compliance with EFQM and AA1000 standards, with a sample group to represent Turkish urban population. The survey aimed at tracking consumers' perceptions and attitude towards Coca-Cola Turkey on issues such as transparency, accountability, financial durability, corporate social responsibility, product and service quality, working conditions, campaigns - commercials, communication, innovation, environmental issues and company performance.</p>

Communication Platforms with Key Stakeholders

Stakeholder Groups	Dialog Platform	Frequency of Engagement	Key Topics
Employees	Employee Engagement and Satisfaction Survey, Workplace, CokePort, Digital Info Boards, Townhall Meetings, CCIdea Platform and Innovation Day, CCI training programs, leadership development trainings, sales incentive programs, reputation surveys, press reports, volunteer programs	Regular	Business results, environmental performance, community projects, awards and recognitions, compensation and benefits topics
Distributors/ Sellers	Distributor meetings, process improvement studies, regular visits, training programs, plant visits, distributor satisfaction questionnaire, distributor portal, CCI Call Center	Periodic	Business performance, commercial plans, satisfaction scores
Shareholders	General Assemblies, CCI website, Public Disclosure Platform (PDP)	Regular	Financial and operational performance and reporting
Customers	Coca-Cola Customer Road Show, Customer Satisfaction Survey, CCI Call Center, trainings, support programs, regular visits, plant visits, focus group studies, business planning meetings	Periodic	Business performance, commercial plans, products, marketing plans
Suppliers	Training programs, improvement audits, plant visits, supplier days Supplier performance scores, supplier surveys, cooperation portal, industrial development and pilot activities.	Regular	Quality of materials and services, future plans, strategic initiatives Business performance, sustainability, workplace rights, innovation in cooling equipment
Investors	Annual reports, investor conferences, analyst meetings, investor presentations, sustainability reports, social media accounts, webcast, e-mail distributions, special case announcements, Public Disclosure Platform, direct feedback forms through CCI's corporate website, CDP Climate Change Report, CDP Water Report, BIST Sustainability Index Assessment	Every year	CCI's financial, operational and sustainability performance and future investment plans
Public Institutions and Organizations	Reputation surveys, conferences, industry meetings, stakeholder days, plant visits	Regular	CCI's operational, environmental, quality and community-related performance; compliance with regulations
NGOs	Project partnerships, corporate and individual employee memberships, participation in conferences and presentations, reputation surveys, Stakeholder Day	Regular	CCI's operational, environmental, quality and community-related performance; transparency and reporting
Union	Union representation, collective labor agreements, representative meetings, plant visits	Regular	Human and workplace right
Media	Periodical information, regular updated statements, support programs, regular visits, website, plant visits, reputation surveys	Regular	Products, marketing and promotion campaigns, product ingredients, sustainability performance, community development projects
Consumers	Coca-Cola Call Center, Coca-Cola Open to Curiosity Platform, Coca-Cola Social Interaction Center, website, informative publications, plant visits, product labels	Regular	Product quality, consumer satisfaction, low-and no-calorie product alternatives, nutritional labeling, product ingredients
Sector Groups	Corporate memberships, joint projects, participation in meetings and conferences.	Regular	Industry-wide issues, regulations, legal compliance, speaking engagements at conferences, benchmark visits to plants
Society	Coca-Cola Open to Curiosity Platform, 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, annual reports, sustainability reports	Regular	Product quality, product ingredients, marketing and promotion campaigns, sports tournaments

Highlights of Stakeholder Engagement Activities in 2019

Material Topics Supported	Programs / Activities	Primary Stakeholders Involved	Engagement Agenda
Product Safety and Quality	“Sustainable Beet Sugar Production” Project	Leading FMCG & beverage companies and Suppliers	Acting with the industry to understand and implement effectively the best practices for the sustainable production of beet sugar in Turkey.
Superior Execution	Women Distributors' Empowerment Program	Women distributors of CCI	Developing leadership and institutional capacities of 17 female distributors of CCI and enhancing our commercial relations.
Human Rights Along the Value Chain	“CCI'm Human” Program	Employees	Training of CCI employees provided in 7,500 hours. The International Human Rights Day celebration at CCI on December 10th 
Talent Management	Leadership Capability Development Programs	Employees	Women Empowerment via “Women in Leadership” Program (22 women from CCI operations) Leadership Development via “Accelerate” Program (78 participants) Young Leaders Development via “U30” Program (47 participants under the age of 30 from CCI operations)
Talent Management	Talent Acquisition Programs	Universities	Meeting with university students through CCI at Campus Program designing series of events to present CCI and attract young talents. CCI Next Talent Program 
Water Stewardship	Pakistan Water Workshop	NGOs, private sector, media and Chairman Water Commission	Focus was on highlighting CCI's crucial role in Pakistan's economy and CCI's commitment towards water efficiency via water conservation projects as well as water saving initiatives.
Energy Management and Climate Protection	Conferences and Forums	Sector Groups	Representation at ÇEVKO “Turkey's Fight against Climate Change” Conference Representation at the 11th Global Warming Council hosted by Economic Journalists Association.
Sustainable Packaging	Conferences and Forums	Sector Groups	Representation at Zero Waste Forum Representation at the panel as part of 6th International Plastic Packaging Congress hosted by PAGEV (Turkish Plastic Industry Foundation)
Sustainable Packaging	Kollekt App	Nature Conservation Centre and UNDP and TCCC, Consumers, Public, Kemer Municipality	Raising consumer awareness through an app and improving recycling rates in the region. Kemer district was chosen as the pilot region. Based on learning points from the pilot phase, the app is planning to be rolled out to Antalya and other cities in the medium term.
CCI's Value Creation Communication	Stakeholder Day in İzmir	Local stakeholders including municipality and relevant local NGOs	Information sharing on the operations in İzmir region, CSR efforts and the sustainability vision and feedback collection from local stakeholders on improvement areas.
CCI's Value Creation Communication	ESG Investor Roadshow	Investors	Briefing to Investors in Europe on CCI's ESG related achievements and performance via a roadshow. Feedbacks were shared with relevant departments accordingly.
CCI's Value Creation Communication	Conferences and Forums	Sector Groups	Representation at Turkey-Kazakhstan Business Forum to present CCI's investments and economic and social contributions in Kazakhstan CCI's investments in Kazakhstan and the economic and social contributions these investments brought along.

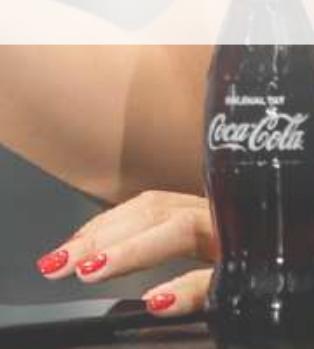
Materiality Analysis

The materiality analysis is a continuous process for us, and it is significant to review our progress and assess the results annually. We engage with each stakeholder group on a regular basis to prioritize our material issues considering their opinions and feedbacks.

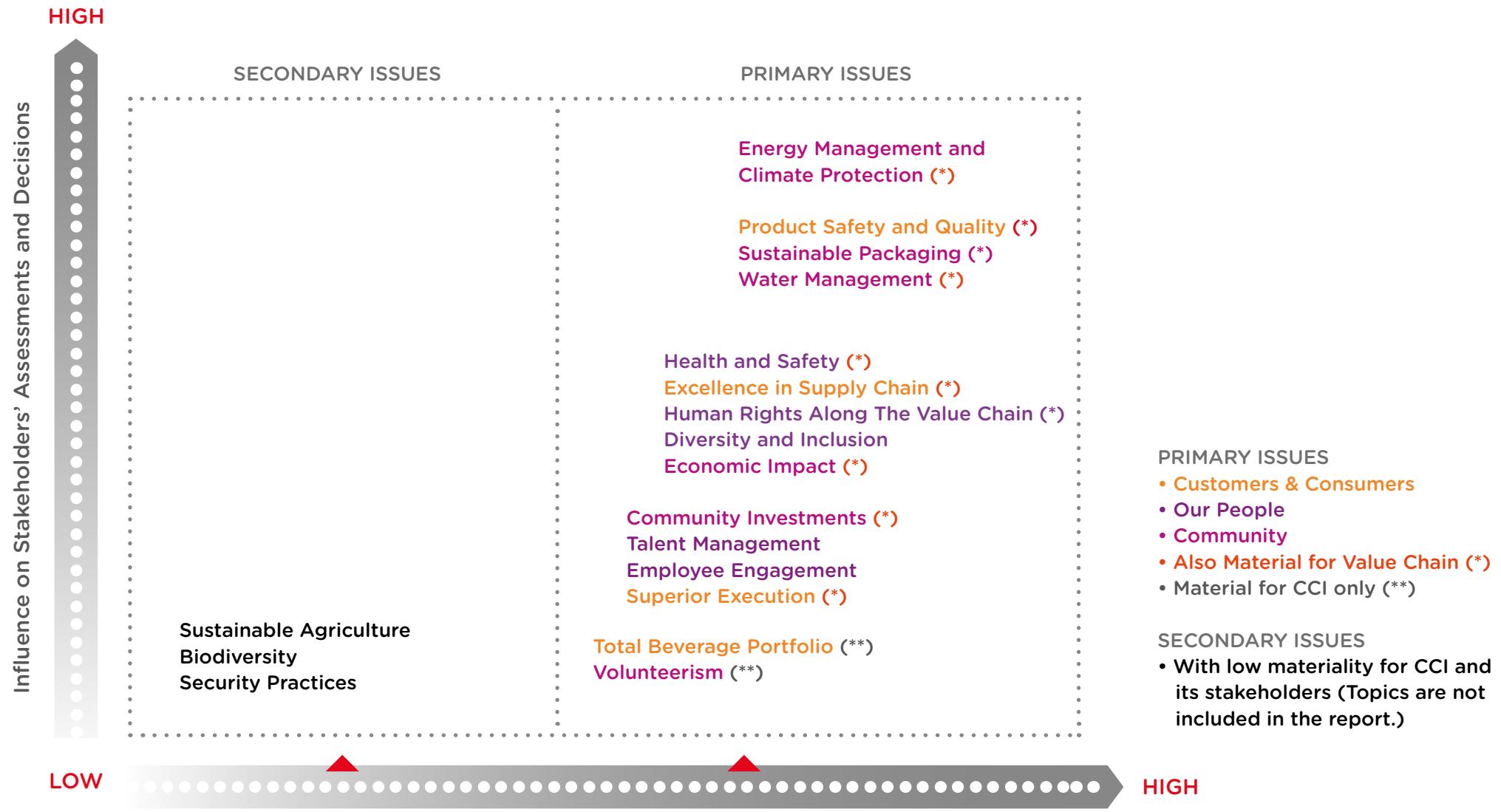
The analysis of material topics for sustainability at CCI consists of four dimensions;

- Global and sectoral risks and opportunities
- CCI's and TCCC's strategic priorities
- CCI's social, economic and environmental impacts our business and our value chain
- Stakeholder concerns and expectations

In our 2019 review and analyses, we grouped the material issues into two. The topics on the right column of the matrix are the primary issues detailed in this report. These topics are placed in the matrix according to their rate of significance for CCI and the rate of their influence on our external stakeholders we engaged in 2019.



CCI Materiality Matrix



Material Topics Along The Value Chain and SDG Mapping

At CCI, aligned with TCCC, we identified the areas where we can create value for our internal and external stakeholders. In order to have a broader perspective on the scope of the positive outcomes we want to reveal, we linked our material topics with the UN SDG's (Sustainable Development Goals). We believe that the actions, projects and implementations that would take us to our corporate goals will also contribute to the 2030 Sustainable Development Goals (SDGs).

In 2019, two talents from CCI participated the Young SDG Innovators Program where the goal is to identify young talents and accelerate business innovation towards 2030 Sustainable Development Goals.

In 2019, we took part in a study with other Anadolu Group companies where SDG contributions of our Group is analyzed.

For the report, please visit [Anadolu Group's website](#).



Please visit the following page to see
CCI's material topics along its value chain and
how they are mapped with Sustainable Development Goals.



The Way Forward

In 2020, we plan to finalize CCI's 2030 Sustainability Pledge and announce our long-term commitments.

In 2021, we aim to transform our sustainability report to an integrated report that will align our strategy, financial and extra-financial goals and in which we would like to disclose CCI's short, medium and long-term value creation process more in detail.

Setting our climate related targets based on Science Based Targets Initiative is another sustainability agenda item we will focus on within the next few years. We aim to be a signatory of SBT as the first step within 2021.







2

SUSTAINABILITY IN REVIEW



MATERIAL SUSTAINABILITY TOPICS OF 2019



Considering the significance of their impacts on our operations and also on the influence of our stakeholders' assessments regarding CCI, we reviewed our material topics based on six major areas in line with our vision and strategy; Consumer Well-Being, Customer Value, Human Rights, Human Capital, Community Development and Environmental Footprint.

For **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.

For **Customer Value**; we are determined to reach higher customer satisfaction levels with our customer-centric approach and for operational excellence across our geographies with superior execution approach.

For **Human Rights**; we are committed to creating a great, safe, diverse and equal opportunity place to work and positive impacts for all the people along our operational value chain, through our pioneering policies and practices.

For **Human Capital**; we listen to the expectations of our employees via various branded engagement platforms, aim to create a satisfactory workplace and invest in their development through talent development programs.

For **Community Development**; we are pledged to be a good corporate citizen, proudly serving a great community with our projects focusing on youth, women empowerment, water and waste issues supported with employee volunteerism and creating positive economic impacts through our investments.

For **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.

The following section of this report focuses on our actions, performance goals and commitments for our 2019 material topics.

CREATING VALUE FOR OUR CUSTOMERS & CONSUMERS

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.

Product Safety and Quality

Goals and Achievements

2019 Goals	Performance in 2019	Status	2020 Goals
Continue to have zero major findings in food safety and quality audits	All audited plants passed the audits, one of which was rated as "Meet with Exceptions" due to 1 nonconformity	Partially Achieved	Continue to have zero major findings in food safety and quality audits

At CCI, we conduct bottling operations in 26 plants in 10 countries. The sustainability of our business lies first and foremost in the excellence of these operations. Product safety and quality remain our priority as we offer our consumers a wide range of products fit for every lifestyle and occasion.

KORE Audits

The Coca-Cola System (TCCS operating requirements), named KORE, forms our main reference point in managing food safety and quality, environment, and health and safety performance in our plants. Annual KORE audits and assessments are carried out in each plant by TCCC's internal auditors to ensure our compliance with the requirements as well as attainment of relevant certifications and engagement with approved excellence programs.

During 2019, seven CCI plants were audited. All plants passed the audit, except Bishkek, Kyrgyzstan. There was one nonconformity relating to Good Manufacturing Practices (GMP) as audit finding and the plant was rated as "Meet with Exceptions". Furthermore, third-party external audits on compliance with the FSSC 22000 Standard were carried out, resulting in either re-certification or follow-up. By the end of 2019, all plants obtained FSSC 22000 certificates.

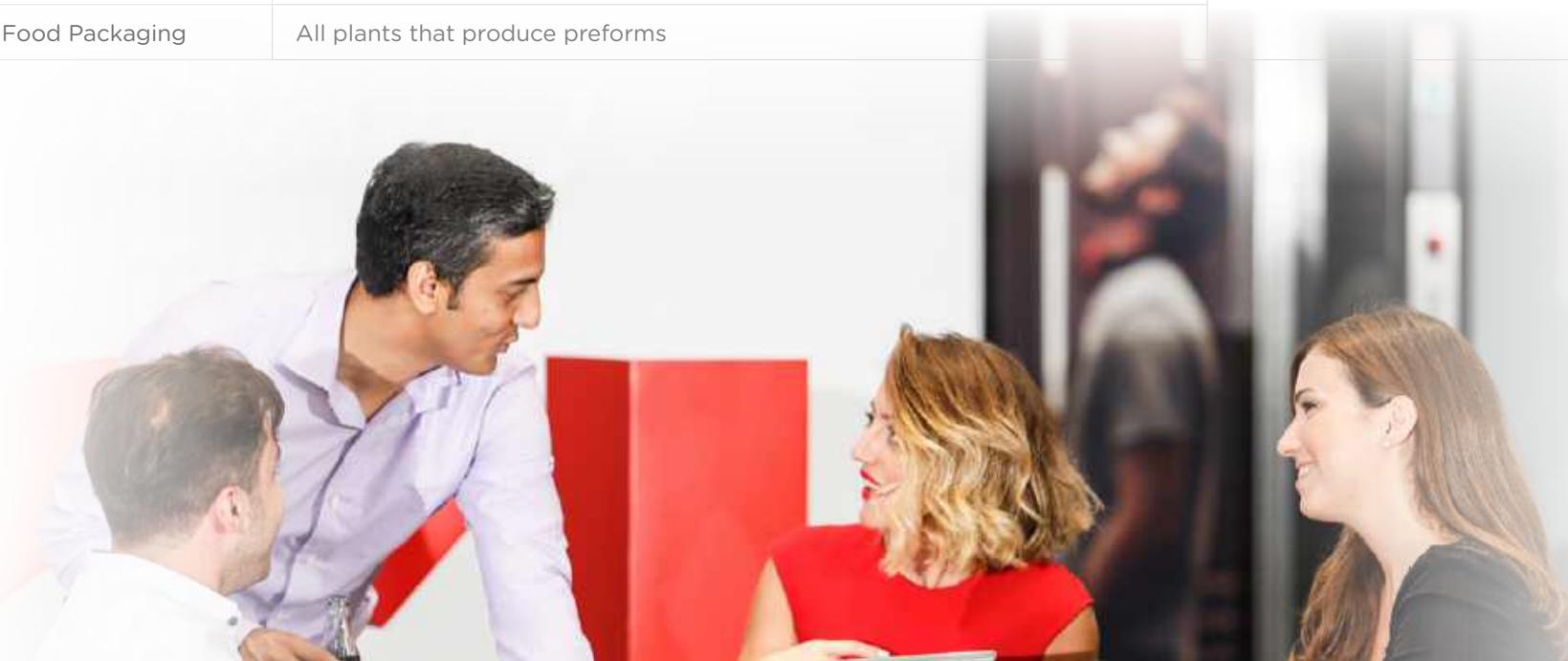
External Audits

External audits conducted in our plants verify our compliance with the necessary standards. Our up-to-date list of complied standards and completed verifications are as follows:

Certifications

ISO 9001 Quality	All Plants
ISO 14001 Environment	All Plants
OHSAS 18001 Health & Safety	All Plants
FSSC 22000 Food Quality	All Plants
ISO 50001 Energy Management	Turkey: All plants Kazakhstan: Burundai Plant Kyrgyzstan: Bishkek Plant Pakistan: Faisalabad, Gujranwala, Multan, Rahim Yar Khan and Lahore Plants
ISO 14064 Greenhouse Gases Standards	Turkey: All plants, sales operations facilities and offices
LEED Gold Certificate	Turkey: HQ Building
PAS 223 Food Packaging	All plants that produce preforms

For an explanation of compliance with regards to internal policies, external standards and principles, please see Management Systems Standards and Principles topic in **Section 3 - Performance Indicators** of the report.



Total Beverage Portfolio

Goals and Achievements

2019 Goals	Performance in 2019	Status	2020 Goals
Continue to invest on increasing the ratio of low or no calorie and nutritionally enriched products in the portfolio	<p>Launched Cappy Atom drink with honey and banana</p> <p>Launched Cappy Destek enriched with the ingredients: peach, apple, carrot, orange, kiwi juices, ginger flavor, Vit B12, zinc, vitamin C</p>	Achieved	Continue providing newly developed or diversified products to meet different preferences of consumers.

In order to meet the ever-changing preferences of our consumers and to build a stronger business, we offer more than 25 consumer-centric brands to our consumers. The spectrum of choices across our beverage portfolio includes low or no calorie beverage options. Our team is dedicated to our portfolio growth and mix and focus on providing the best blend to present the highest satisfaction to our consumers. Our aim is to provide affordable, ready, innovative products for all lifestyles and occasions. We achieve our goals through our strategy

of lean production and transformation into the digital enterprise. The key driver of this new strategy is our agile operations, including the processes, tools and trainings which enable us to quickly respond to customer needs and market changes. CCI's low or no calorie and nutritionally enhanced products are; Coca-Cola Light, Coca-Cola Şekersiz, Fanta-C, Cappy Atom, Cappy Destek, Sprite Light, Sprite Zero and Damla.



Product Labelling and Responsible Marketing

We transparently and clearly provide our consumers with the nutritional information of our products, allowing them to make choices that fit best to their lifestyles. Our labels provide basic nutritional information about the beverage, such as the amount of energy (kilocalories, calories, kilojoules), protein, carbohydrates, fats, total sugars and sodium.

TCCC Responsible Marketing Policy



Open to Curiosity (Merak Ettim)

The online Coca-Cola Open to Curiosity Platform in Turkey provides direct responses for our consumers to address their concerns regarding our products, corporate identity and marketing activities. We cater our consumers with clear, understandable and scientific information about our products, transparent information about our corporate identity and even resolve promotional conflicts. Hence, consumers tend to use our platform as a communication channel. 616,072 users made 715,862 visits and 820,427 pages were viewed in total during these visits in 2019.

Open to Curiosity Platform



Factory Visit Request

Stakeholders who are also interested in seeing our production processes can easily attend our plant tours in person to learn about the production stages of Coca-Cola products.

Factory Visit Request



Şişenizi getirin, 50 kuruş cebinizde kalsın

200 ml'lik cam şişeli Coca-Cola, Fanta ve Sprite'for 50 kuruş depozito fiyatıyla raflerde. Şişelerinizi bakkalınıza getirin, 50 kuruş depozito bedelinizi geri alın.



CCI Turkey launched a campaign in 2019 to increase awareness on returnable packaging through its advertisements and TV commercials.

Advertising Message

Bring your bottle and save 0.50 TL (Valid for 200 ml glass bottles of Coca-Cola, Fanta and Sprite)

CUSTOMER VALUE



We are determined to create unique solutions for our customers and winning together with them for operational excellence across our geographies with superior execution approach.

Superior Execution

Goals and Achievements

2019 Goals	Performance in 2019	Status	2020 Goals
Conduct the studies in Kazakhstan, Pakistan and Iraq	<p>Raised customer satisfaction score by 10 points; "Customer Centric League Matrix" showed that CCI moved up to champions league in FMCG and took the leadership role not only in NARTD but also FMSG and beverage sectors.</p> <p>Interviewed 3,582 customers in Turkey and Kazakhstan for their 2019 performance.</p>	Achieved	Conduct the customer satisfaction survey in all CCI countries except Kazakhstan in 2020.
Continue providing trainings to our distributors and pre-sellers	<p>A total of 421 distributors from Turkey, Azerbaijan, Kyrgyzstan, Pakistan, Iraq and Turkmenistan participated in Distributor Pre-Seller Online Training in 2019 and 1,448 pre-sellers successfully completed and were certificated.</p>	Achieved	Continue providing trainings to our distributors and pre-sellers

Winning with the customer is the key motivation behind our customer-centric organization, our joint initiatives with customers, and our superior execution. In order to reach 400 million consumers, we work with more than 780,000 sales points, including supermarkets, restaurants, convenience stores, hotels and other retail outlets. We deliver products from 26 plants ensuring the highest quality products to our customers. We keep on investing in developing our people, technologies we use and cold drink equipment to ensure that our consumers access cold products.

Turkish Researchers Association (Türkiye Araştırmacılar Derneği)
awarded CCI with three awards:



Owl Awards 2019

- Modern Trade
- Traditional Trade
- Discounter

Customer Satisfaction

Understanding the dynamics behind customer satisfaction and taking necessary steps for a stronger and sustainable relationship is crucial for CCI. The Customer Satisfaction Surveys we conduct in all of our operating countries allow us to see our own performance and satisfaction levels from a customer perspective. These studies enable us to focus on the gap between our customers' expectations and our current service levels. We have been conducting customer satisfaction surveys in Turkey since 2005 and in other countries of operation since 2012.

Customer Satisfaction Survey	2015	2016	2017	2018	2019
Customer Satisfaction Score (Turkey)	64	60	54	63	73
Customer Satisfaction Score (Kazakhstan)	60	-	-	-	67

Distributor Satisfaction

Distributor Satisfaction Surveys are conducted via a third-party service provider annually to evaluate the satisfaction level of our distributors. As a measure of our company reputation, surveys inform us of our strengths and

In 2019, total 3,582 customers in Turkey and Kazakhstan were interviewed face-to-face to take the actions necessary to improve our customer services. The customer satisfaction score increased significantly compared to 2018 as the result of our actions to increase in the timely product order delivery as well as relationship health tracking; a measure of customer relationship management.

weaknesses about our partnerships with our distributors and our ability to manage the distributor network. CCI Turkey's 2019 survey score was 89%.

Distributor Satisfaction Survey (Turkey)	2015	2016	2017	2018	2019
Distributor Satisfaction Score	84.5	84.3	86.0	91.0	89.0

Distributor and Pre-Seller Trainings

We provide CCI Distributors and Pre-Sellers both in-class and online trainings to support their sales capability developments and to equip them with in-depth knowledge through high interaction.

An online training system was launched in 2018 for our sales representatives to enable the newcomers to understand the TCCS and CCI business processes better, and to have a better understanding of their responsibilities. The online training includes modules such as "Basics of Coca-Cola System", "A Day of a Pre-seller", "Merchandising and RED", "Trade Math" and "Dealing with Complaints".

A total of 421 distributors from Turkey, Azerbaijan, Kyrgyzstan, Pakistan, Iraq and Turkmenistan participated in Distributor Pre-Seller Online Training in 2019 and 1,448 pre-sellers successfully completed and were certificated.

CCI Customer Interaction Center

CCI Customer Interaction Center's mission is to understand and satisfy customers' and distributors' expectations across CCI geography and exceed their expectations with the best service methods.

- We create new customer opportunities through various and flexible workflows that we develop.
- We conduct issue-based customer satisfaction surveys and take proactive actions.
- We call back most of our incoming callers about their service requests to ensure their satisfaction with the solution provided.
- We analyze all our calls instantly and make issue-based reporting.
- We monitor our service and quality level daily and take actions when necessary.

In 2019, we received 315,000 service requests in Turkey for different issues regarding customers (both existing and new), distributors, fleet and finance. Moreover, our Customer Interaction Center performed 214,151 outbound calls to check the satisfaction with service levels, reaching 90,000 more customers compared to 2018. Also, in Pakistan, we received about 200,000 calls.

Customer Trainings

In Turkey, 14 customer development training sessions for 250 participants were organized.

Joint Business Plan Meetings

In Turkey, to increase customer collaboration, Modern Channel Joint Business Plan (JBP) meetings are held every year with a joint agenda that constitutes top local and national accounts' priorities and annual marketing plans. Every year, cross-functional teams from both the customer and CCI get together to ensure co-marketing and the alignment of operational plans of both parties. In 2019, we met with 250 participants representing 75 customers at JBP meetings where we shared our plans with our customers.

Customer Focus Groups

As a reflection of the emphasis we place on our customers; we occasionally organize Customer Focus Groups for the benefit of our Local Key Accounts (LKA). The main purpose is to create value for our LKA by helping them better internalize their own identity, capability and value.

Route to Market (RTM)

We aim to offer a sustainable Route to Market (RTM) model for delivering superior customer service through perfect commercial execution. CCI Turkey's indirect RTM model serves as the sustainable "Best in Class Customer Service".

We implement FutureProof RTM which is a new and innovative RTM model in our Turkey operation to better serve our small traditional segment customers. We use omni channel capabilities and take orders through Customer Interaction Center. This enables us to re-evaluate the vehicles we need in the field and optimize the number of vehicle movements, the mileages and the time spent on a daily basis. This implementation gives us an opportunity to decrease CO₂ emissions.

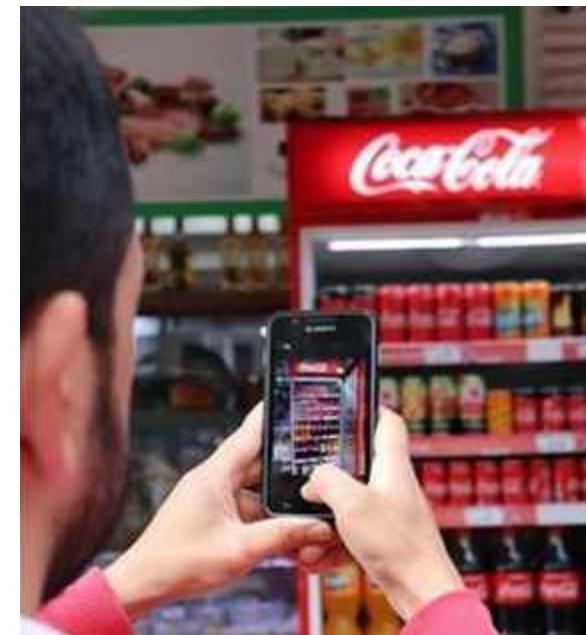
We track all potential customers every two to three years via our Every Outlet Survey (EOS). "One Number Score" is our monthly commercial KPI that helps us track 10 performance metrics which covers availability, visibility, cold drink equipment efficiency and effective customer call.

Right Execution Daily (RED)

The Right Execution Daily (RED) system helps us offer products to our customers and consumers in the most optimal ways. "Right Execution Daily" is a process that enables us to apply and monitor superior execution in line with commercial strategy at a sales point level. Ultimate goal of RED is to accelerate growth, with four pillars; "Picture of Success", "Execution", "Tracking" and "Coaching" across all CCI regions.

We switched to a higher level of monitoring in our RED project in Turkey by introducing image recognition technology in 2016. This new technology enables us to cover all of our traditional sales points. It allows our sales teams to follow their own customers'

merchandising standards and practices through photography. It has been a game changer for reaching execution excellence on field with solid business results and for being a volume growth driver. Following Turkey's successful implementation, we started to use this technology in Iraq in 2017, Kazakhstan, Azerbaijan, and Kyrgyzstan in 2018. With Jordan and Pakistan, we reached seven countries in 2019. In addition, we have expanded this technology to On Premise Channel in Turkey and in Kazakhstan regions. We plan to roll-out in Tajikistan as well within 2020.



At Global Customer and Commercial Leadership Awards (GCCL)

CCI won the 1st Place Award

Best All-Around the World & Commercial Market in Turkey

&

RED became one of the finalists

"How to Build a Sustainable Growth Momentum with RED"

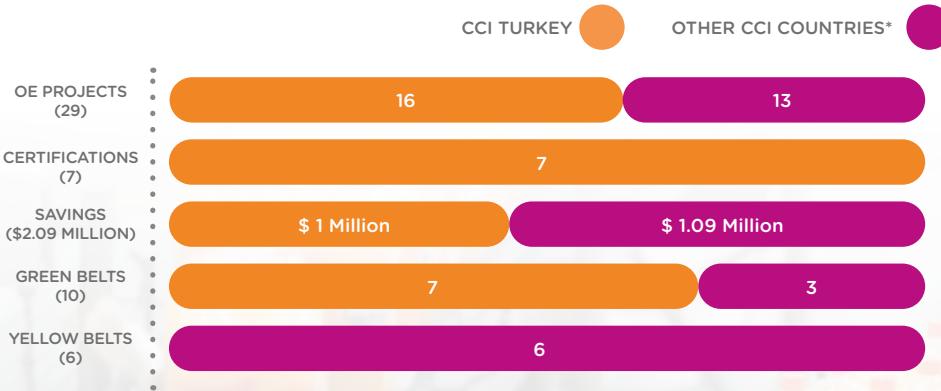
Excellence in Supply Chain

Goals and Achievements

2019 Goals	Performance in 2019	Status	2020 Goals
Increase the number of OE (Operational Excellence) Projects and savings in all operations	Saved 2.09 million USD through 29 new projects in all countries and reached total savings of 73.21 million USD since 2008	Achieved	Increase the number of OE projects and savings in all operations

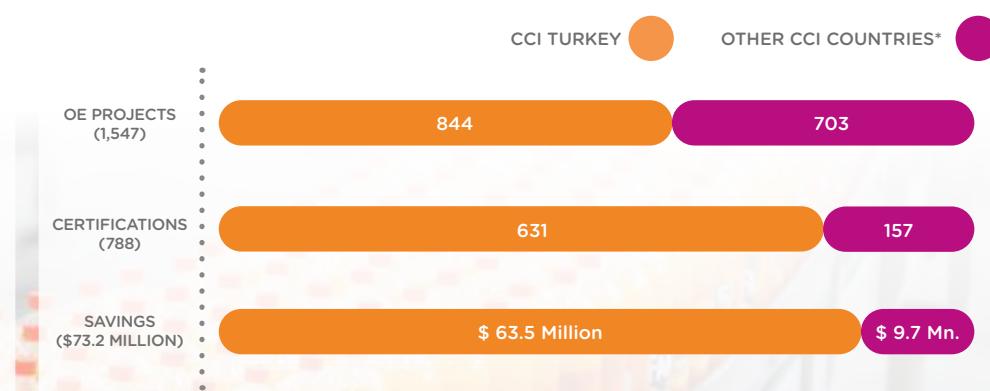


OE Performance (2019)



* Other CCI countries; Jordan, Kazakhstan, Azerbaijan, Pakistan, Kyrgyzstan and Tajikistan.

OE Performance (2008 to 2019 Cumulative)



* Other CCI countries; Jordan, Kazakhstan, Azerbaijan, Pakistan, Kyrgyzstan and Tajikistan.



CCI Turkey Operations Innovation Day

EFQM Model's fundamental goal, "harnessing creativity and innovation" along with CCI's vision to become the best FMCG company were our inspirations in establishing CCI Turkey Operations Innovation Day.

This dynamic event provides an opportunity to all employees for sharing their ideas and fostering the innovation culture and to CCI to be able to recognize and reward innovation and stimulate new ideas that can lead to a positive impact on our communities and business operations, within CCI. The Innovation Day brings together CCIdea, OE projects and the Innovation Competition under a single roof.

Fourth CCI Innovation Day was held in 2019 with the concept of "Alchemy of Innovation and Failure & Innovation". Seven finalist projects in OE category and 11 finalist projects in Innovation category were presented. The first three projects in each category were selected by televoting and were rewarded. We received 394 ideas in 2019 with a total of 3,499 ideas from our employees within the scope of CCIdea since 2014.

An Idea Festival of Anadolu Group

Bi' Fikir Festivali (An Idea Festival) is open for participation by Group companies and rewarding the ones successful in innovation. CCI's 'Palletization Unit Occupational Safety System' was selected as the second-best project in Explorer category and 'First-Phone Charging Beverage' project was ranked as third best in the Inventor category.

CCI participated in the festival with the highest number of projects and rewarded as 'The Most Successful Company' where various innovative and creative projects have gained great appreciation.



CREATING VALUE FOR OUR PEOPLE

HUMAN RIGHTS



We are committed to creating a great, safe, diverse and equal opportunity place to work and positive impacts for all the people along our operational value chain, through our pioneering policies and practices.

Human Rights Along The Value Chain

Goals and Achievements

2019 Goals	Performance in 2019	Status	2020 Goals
Attain a success rate of 92% for the SGP Audits of CCI plants in all countries of operation	The success rate was realized as 92%.	Achieved	Attain a success rate of 96% for the SGP Audits of CCI plants

Respect for human rights is one of CCI's core values. We value our relationships with our employees and achieve success through the contributions that each and every individual makes. We are committed to having open and participatory workplace in which universal human rights are respected. We value every employee and encourage all to do their best.

In December 2018, CCI published its first Human Rights Policy, as a continuation of the existing CCI Workplace Rights Policy. This new policy is based on international standards of human rights as set forth in the United Nations Universal Declaration of Human Rights, the International Labor Organization Declaration of Basic Work Principles and Rights, and the United Nations Global Compact. Supported by these foundations,

we integrate human rights and workplace rights into all of our practices, corporate values, and sustainability strategy. The CCI Human Rights Policy is one of the fundamentals of our vision and it is communicated continuously and consistently throughout our entire procurement chain.

GRI 102-41

CCI Human Rights Policy





CCI I'M HUMAN

In CCI, we are human. We have rights. We respect human rights.



The CCI Human Rights Policy addresses the following topics:

- Community and stakeholder engagement
- Diversity and inclusion
- Zero tolerance to arbitrary discrimination
- Freedom of association and collective bargaining
- Safe and healthy workplaces
- Workplace security
- Prohibition of forced labor and human trafficking
- Commitment not to employ child labor
- Fair work hours, wages, and benefits
- Protection of land rights and water resource use

CCI'M Human

Human Rights was a significant focus for CCI in 2019. Following the launch of the Human Rights Policy in December 2018, we created a communications campaign across all countries. The policy and the communication materials were translated into 10 local languages of the CCI geography. The campaign had online and offline execution. We organized classroom trainings available for all of our employees. During 2019, about 7,500 hours of trainings were provided to CCI employees in 10 countries of operation. In addition, all security personnel working in CCI operations are trained in human rights policies and procedures.

In 2019, we received 39 notifications through Ethics Hotline in relation with Human Rights Policy, all cases recorded to the system in order to conduct investigation by Human Rights Policy experts and to be decided by the Ethics and Compliance Committee. Among the total number of complaints, 15 complaints included discrimination claims. Human Rights Policy trainings are repeated regularly to prevent such non-compliance issues.

Human Rights Trainings	Number of Participants	Total Hours
Azerbaijan	248	260
Iraq	887	1,683
Jordan	346	200
Kyrgyzstan	76	76
Kazakhstan	630	1,007
Pakistan	1,850	1,850
Tajikistan	104	208
Turkey Operations	2,005	2,005
Turkey Group Office	114	176
Total	6,260	7,465



International Human Rights Day Celebrations at CCI

CCI Turkey organized a panel discussion at with the participation of external speakers, one of which is the Dean of Faculty of Law of a reputable university and CCI Group CHRO & CCI General Counsel, on December 10, 2019.

CCI Kyrgyzstan partnered with the International Debate Grand Tournament "Manas Cup XVI", which is dedicated to "Human Rights Day" together with UNCHR.

CCI Pakistan organized a big town hall meeting with the employees in different locations to celebrate Human Rights Day. Leadership Team encouraged employees to internalize CCI Human Rights Policy and discussed what Human Rights Policy principles stand for.



Supplier Guiding Principles (SGP)

SGP Audits for CCI Plants conducted by TCCC

In order to determine the degree that our operations comply with the CCI's Human Rights Policy and TCCC's Supplier Guiding Principles (SGP), audits were conducted by an independent auditing firm in 2019. Four CCI

SGP Audit Targets for CCI Plants	2018	2019	2020 Target
	93%	92%	96%

SGP Audits for CCI Suppliers

Our local procurement policy supports the sustainable development of local economies and we support our suppliers to improve their sustainability performance with effective development practices. As part of our supplier agreements since 2002, the Supplier Guiding Principles (SGP) determine the social, environmental, ethical and economic minimal, which TCCS expect

SGP Audit Results of CCI Suppliers	2015	2016	2017	2018	2019
	91%	92%	93%	85%	89%

We consistently cultivate effective communication and conduct audits & constructive practices in order to ensure that our suppliers adhere to our principles. Our suppliers receive a copy of our SGP at the beginning of the business relationship and are expected to transfer these principles to their stakeholders, in particular, to their workforce. We attach the SGP Policy to our supplier contracts when applicable, with the expectation that they will develop and implement appropriate internal business processes to guarantee their compliance with the SGP requirements. Supplier audits are conducted by TCCC and CCI's trained personnel internally as well as by third parties. For our direct material and cold drink equipment suppliers, it is obligatory to undergo SGP audit and comply with SGP standards before signing contracts.

plants in Pakistan, Turkey and Iraq passed these audits successfully. Due to collaboration with Disney brand, CCI Kazakhstan Almaty Plant was audited by Disney ILS (International Labor Standards) Social Audit and passed.

Supplier Guiding Principles (SGP)



from their suppliers. The latest human rights advancements from Ruggie, OECD and UNGC standards, as well as guidance provided by the Danish Institute for Human Rights study of TCCC policies and practices are reflected to SGP standards. At a minimum, our suppliers are required to meet these standards with respect to their operations.

Third-party audits include confidential interviews both with employees and on-site contract workers. A supplier who fails to meet any aspect of the SGP requirements is expected to implement corrective actions. If a supplier fails to adhere to our principles, sanctions that include termination of the contract are applicable. The calibration of the SGP score was reverted to existing model in 2019 encompassing Raw Materials, Primary Packaging & Co-packers. With the revised logic, we were able to achieve 89% despite the expansion of supply base. We have revised our target for 2020 as 95%. As a result of the SGP audit, a remediation action plan that covers specific matters such as working hours (especially night shifts), rest day violation, overtime and health and safety, were sent to the relevant suppliers and supplementary audits were organized. In the last three years, TCCC audited all of CCI's ingredient and packaging suppliers.

Sustainable Agriculture Guiding Principles (SAGP)

Sourcing of CCI's raw materials accounts for a large portion of our economic, social and environmental footprint. For CCI, sustainable sourcing is purchasing ingredients from farm locations and suppliers that meet TCCC-approved standards. Sustainable agriculture is critical for us to meet the expectations of our consumers, customers and other stakeholders and to enable the continued growth of our business.

The Coca-Cola Company is addressing the challenges of agriculture availability, quality and safety also addressing the improvement of the well-being of farming communities. TCCC set its target on sustainably sourcing key agricultural ingredients by 2020 and developed Sustainable Agriculture Guiding Principles (SAGP). TCCC's approach to sustainable agriculture is founded on these principles that aims to assure responsible management in farming, protecting the environment, upholding human and workplace rights, and so contributing to build more sustainable communities. Compliance with SAGP is verified according to international third-party standards such as Bonsucro, Rainforest Alliance, Sustainable Agriculture Initiative Platform (SAI) and Fairtrade International or equivalent.

Workplace and Human Rights

- Freedom of association and collective bargaining
- Prohibit child labor
- Eliminate discrimination
- Work hours and wages
- Safe and healthy workplaces
- Community and traditional rights

Environment

- Water management
- Energy management and climate protection
- Conservation of natural habitats and ecosystems
- Soil management
- Crop protection

Farm Management Systems

- Harvest and postharvest handling
- Reproductive material identity, selection and handling
- Management systems, record keeping and transparency
- Business integrity

Milestones of CCI Sustainable Sourcing Activities

In 2016, conducted a feasibility study for sustainable sugar sourcing in Turkey.

In 2017, organized a workshop on the SAGP compliance program for sweetener suppliers in Turkey.

In 2019, engaged with the farmers, sugar producers and international industrial platforms like SAI, to disseminate SAGP in Turkey and Pakistan. In cooperation with leading FMCG and beverage companies, we started "Sustainable Beet Sugar Production" Project to effectively understand and implement the best practices for the sustainable production of beet sugar in Turkey.

TCCC Sustainable Agriculture Guiding Principles



Health and Safety

Goals and Achievements

2019 Goals	Performance in 2019	Status	2020 Goals
Assure no major findings from Coca-Cola Operating Requirements (KORE) and local legal audits	Have successfully passed the five unannounced KORE audits that took place in Bursa, Izmir, Baku, Bishkek, Burundi	Achieved	Continue to have no fail status from all types of external audits
Reduce vehicle accidents across CCI by 30%	Achieved the reduction in vehicle accidents by 10% across CCI	Partially Achieved	Continue to reduce the vehicle accidents by 10%.
Start telematics system in Jordan operations	Installed telematics system in Jordan and started following up our safety leading KPIs through the system	Ongoing	Continue to do journey route risk assessments in all countries for fleet vehicles
Reduce the last year's overall LTIR score by 20%	Reduced LTIR score by 12%	Partially Achieved	Reduce the LTIR score by 10%
Reduce the contractor incidents by 30%	Improved the rate of contractor incidents by more than 30%	Ongoing	Reduce the contractor incidents by 30%

Highlights of 2019 Health & Safety Performance



Health & Safety Management

Health and safety issues are managed through the Coca-Cola Operating Requirements (KORE). Furthermore, H&S issues are handled within the context of collective bargaining agreements signed with labor unions.

Location based cross-functional H&S committees meet on a monthly basis and report to the Country Health and Safety committees on a quarterly basis. Group H&S Manager coordinate H&S matters in collaboration with the Country Committees throughout all CCI countries and report to the Health & Safety Steering Committee, which meets every six months. The CEO is the highest rank executive with the ultimate responsibility and the HR Director is at the top in the chain of command for H&S.

All our operating plants have been certified with OHSAS 18001 Management System certification by 2019 and we are transitioning to the new ISO 45001 standard in accordance with our plan. So far, Izmir and Mersin plants obtained the new ISO 45001.

GRI 102-41

Main Health & Safety Objectives

It is our primary responsibility to provide our employees a safe and healthy work environment to improve their work-life balance, and positively impact their motivation, productivity and business performance.

- Protect the most valuable and important resource of our company – our human capital – from any occupational health and safety risks or hazards.
- Ensure that H&S is an integral part of our business and is actively supported through management, leadership and commitment.
- Protect the Company from any legal challenges by complying with at least the local legal requirements and by applying industry best practices to set higher standards than these legal requirements.
- Protect all other resources and assets from any losses that may arise from work-related risks and hazards.



Hand in Hand Safety Program Progress

We established Hand in Hand Occupational Safety Program in 2016 in order to standardize occupational health and safety practices at CCI.

In 2019, we issued the new version of Hand in Hand 2.0 with more focus on behavioral safety and contractor management and improved its H&S performance in terms of the Safety Maturity Index (SMI) score by + 5.4%.

In 2020, the focus will be on the safety culture and awareness, thus CCI will work on the action plan to implement a Behavioral Safety Program.

Increasing the number of trained observers, the program will target to transform the hazardous behavior into safe actions. CCI will also invest on H&S digitalization and applications.

Health & Safety Trainings at CCI

We conduct targeted and periodic H&S trainings to our employees and contractors providing services for CCI, to expand and strengthen our occupational health and safety culture throughout our operations.

We provided 67,506 hours of H&S trainings for our employees in 2019.

Main topics included first aid, confined space, working at height, emergency response, CCI's Golden Rules, electrical safety, compressed gas safety, defensive driving and forklift safety

TCCC Health & Safety Culture Program

The program focuses on the people and unsafe behavior that are frequently observed in the routine and non-routine operations.

In a typical production environment, majority of the incidents happen as a result of risky employees' behavior. The first step of culture transformation program is to identify the most common unsafe practices. The second step is to build corrective and preventive actions plan to transform the unsafe practices into safe behaviors.

The program uses both conventional methods like reward and recognition procedures, disciplinary actions, trainings and some other new tools like safety Olympics (H&S awareness competition), and dramas with safety themes.

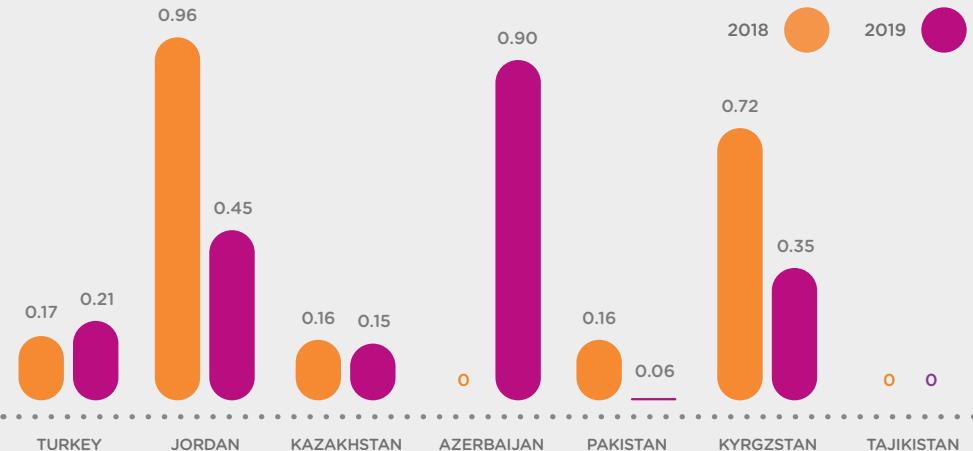
H&S Trainings	Turkey*	Jordan	Kazakhstan	Azerbaijan
2015	12,062	679	2,235	3,198
2016	16,159	992	4,525	4,392
2017	21,284	1,096	2,996	2,902
2018	25,407	1,698	1,772	3,202
2019	33,241	1,595	5,176	2,782

H&S Trainings	Pakistan	Kyrgyzstan	Tajikistan	OVERALL
2015	22,726	4,581	-	45,481
2016	18,557	6,603	-	51,228
2017	10,271	6,843	-	45,392
2018	15,610	5,540	-	53,229
2019	15,117	8,340	1,255	67,506

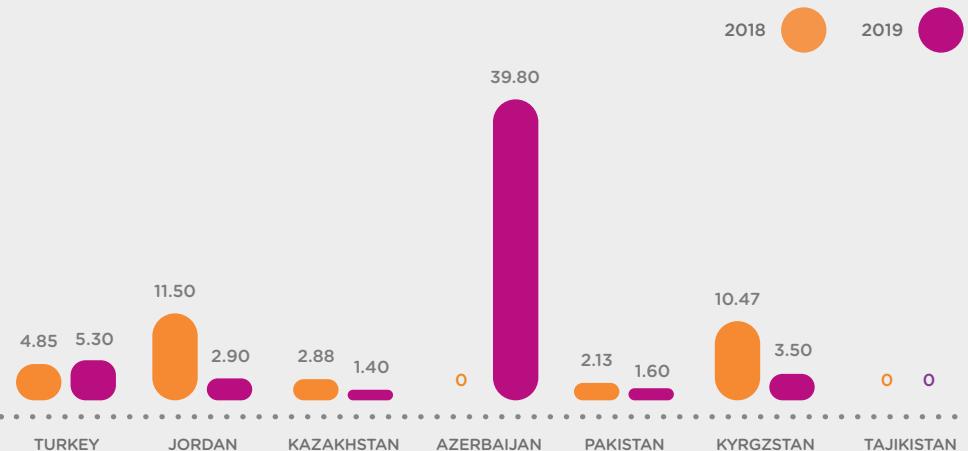
*Turkey (Operations and Group Office)

Health & Safety Performance in 2019

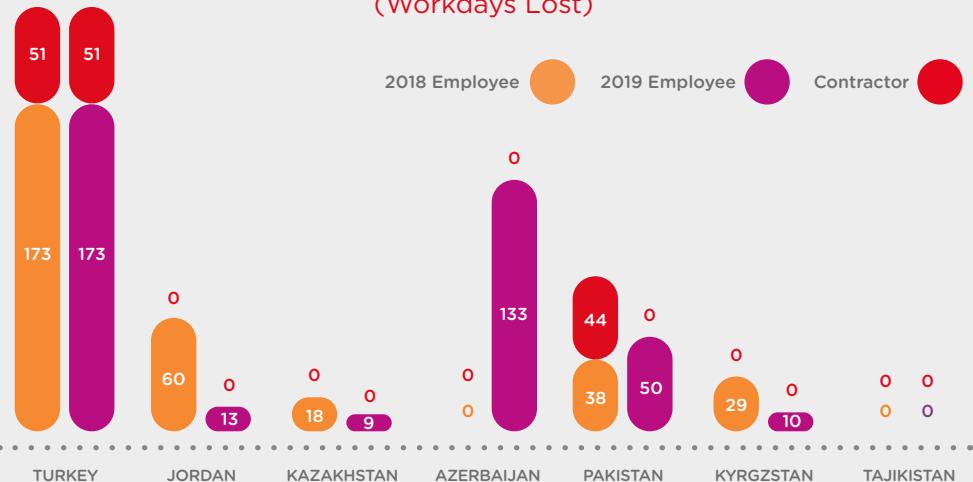
LTIR - Number of Lost Time Accidents
(Per 100 Employee/Annum)



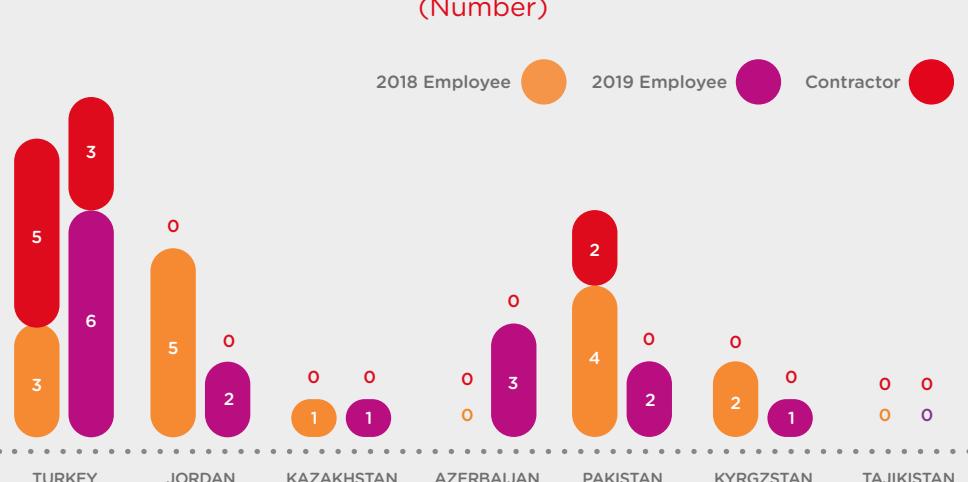
LTISR - Number of Lost Days Caused by Accidents
(Per 100 Employee/Annum)



Lost Time Incidents
(Workdays Lost)



Lost Time Incidents
(Number)



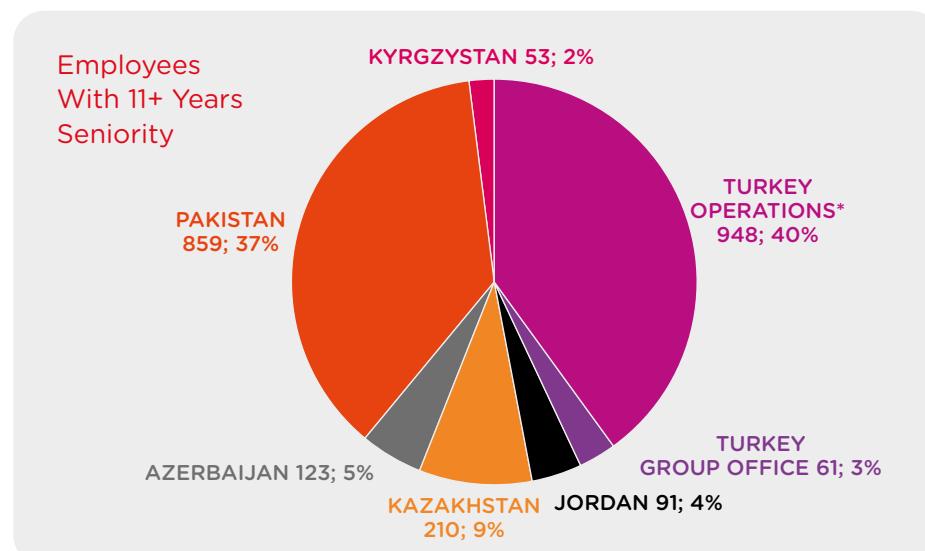
Diversity and Inclusion

Goals and Achievements

2019 Goals	Performance in 2019	Status	2020 Goals
Continue to run our D&I programs and initiatives under three pillars; Gender, Generational and Cultural	Executed: <ul style="list-style-type: none">U30 Strategy BootcampAccelerateWomen in Leadership programs	Achieved	Continue to run our D&I programs and initiatives under three pillars; Gender, Generational and Cultural.

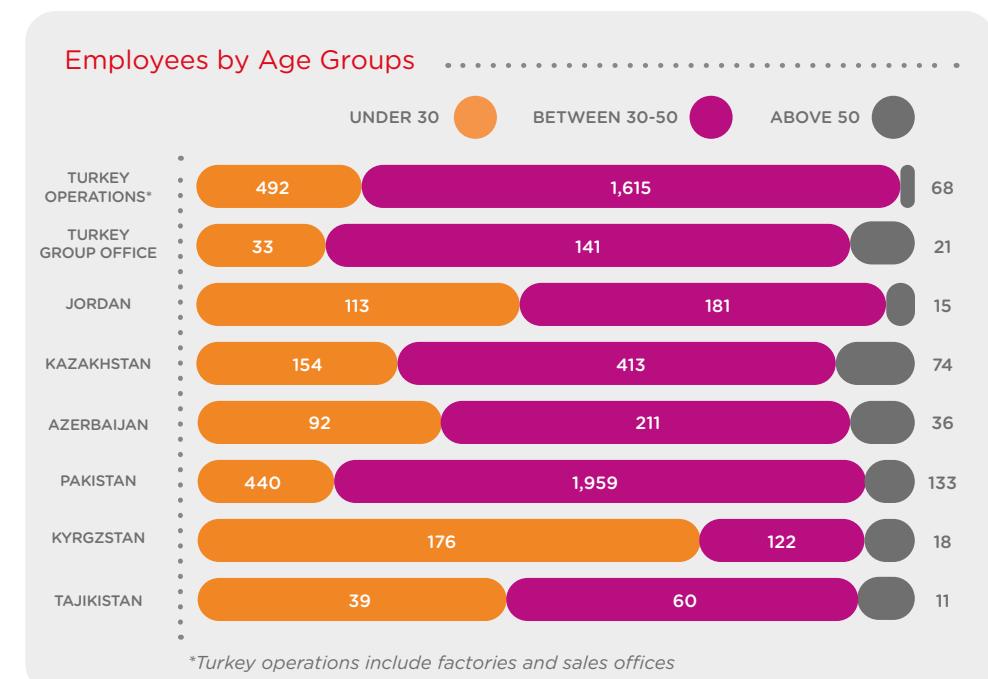
At CCI, we take firm steps towards building and strengthening an inclusive culture that nurtures diversity on an ongoing basis. Diversity and Inclusion (D&I) cluster of the employee engagement survey results of 2019 showed an increase of nine points, which is a testament of our programs and initiatives in the area of Diversity & Inclusion. We stand for our commitment to leverage equality and cultivate a sense of belongingness for all, irrespective of our employees' persona and background.

In 2019, Diversity & Inclusion Steering Committee evolved into D&I Advisory Board chaired by Group Human Resource Director. It oversees three focus areas- gender, generational, cultural - under diversity, each having different programs. Inclusion is prioritized as a key culture

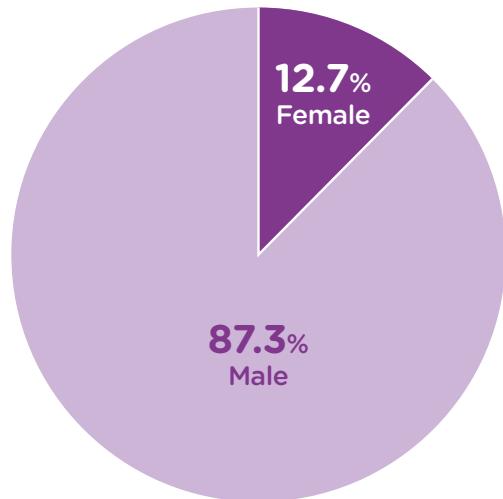


element for CCI to focus upon moving forward. Inclusive Leadership was consequently a focus topic in all developmental interventions at CCI throughout 2019. Cross Country and Function Coaching was initiated to enable inclusive climate.

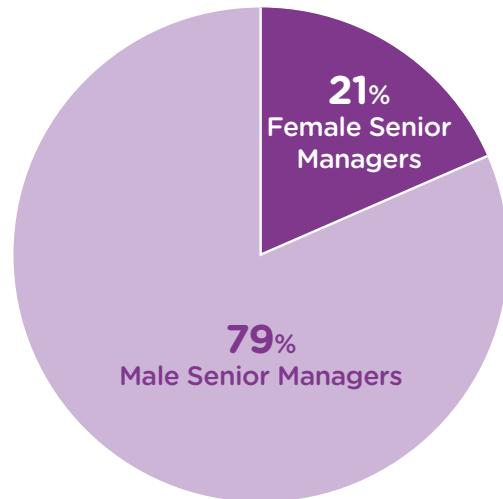
CCI's Pay Policy Principles are built on "equal pay for equal work", rewarding our employees in accordance with their valuable contributions to our company regardless of gender bias.



Employees by Gender



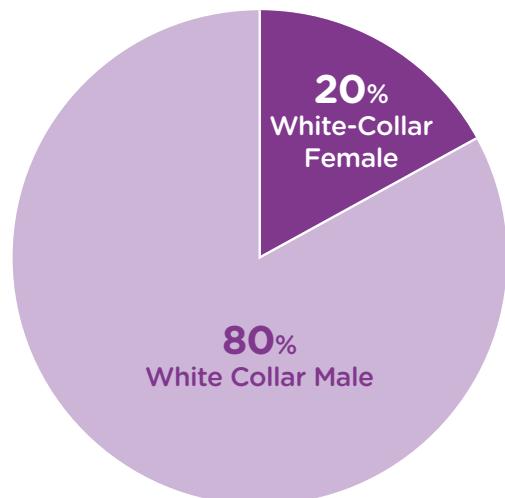
Senior Management by Gender



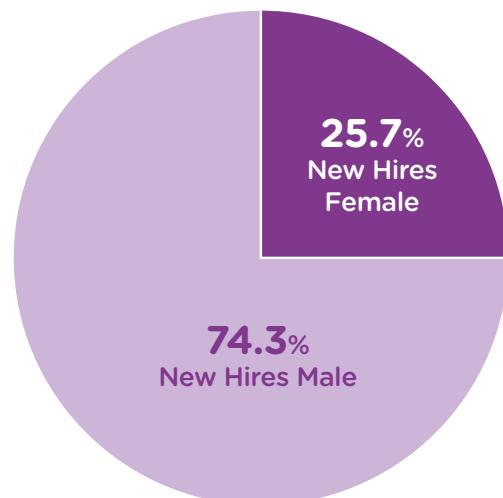
women in
leadership



White Collar by Gender



New Hires by Gender



Class of 2019

Performance in 2019



CCI Women's Network setup is complete for all CCI countries.

CCI Women's Network celebrated "International Women's Day" in all CCI countries by working on the field (through a Blitz activity) with sales team to create awareness on CCI's commitment to gender equality as One Team.

Annual gender-based hiring targets for every CCI country are established and tracked.

CCI CEO attended Gender Equality roundtable organized by United Nations Global Compact.

CCI Turkey launched Women Capability Development Program for distributors to empower and increase women workforce at their companies.

22 women from all CCI Countries' management / leadership team attend the pioneering cohort of "Women in Leadership" Program.

Conducted Gender Awareness Training for Executive Committee

Conducted an assessment with Internal Audit Department to conclude no gender pay gap in Turkey

1st of its own kind, U30 Strategy Camp for 47 younger workforces was held serving the purpose of creating generational sensitization and thought diversity. Average age of participants was 28 years, representing all countries and functions with a 50:50 gender split.

Mentor program was launched for younger talents to fast track their leadership growth.

"Conversation Clubs" were organized in countries to strengthen younger populations' linguistic and communication capabilities.



Leadership at Field series continued. Senior leaders connected through informal events with employees belonging to different age groups, seniorities, backgrounds, nationalities and cultures.

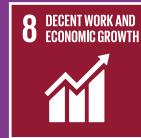
21 meetings, 5 countries, 9 cities, 600+ participants

"Culture Workshop" was held in annual One Team meetings; leadership actions for "Inclusion" were incorporated into performance goals.

Continued short-term assignments / rotation to create cross-cultural awareness, understanding and appreciation.



HUMAN CAPITAL



We see ourselves as one, diverse, engaged and inclusive team and consider it our Human Capital. We listen to the expectations of our employees, aim to create a satisfactory workplace and invest in their development through talent development programs.

Talent Management

Goals and Achievements

2019 Goals	Performance in 2019	Status	2020 Goals
Raise the Talent Readiness Index (TRI) from 46% to 55% until the first Talent Development Forum (TDF) in May and from 53% to 60% by the second TDF at year-end	Increased Talent Readiness Index (TRI) from 46% to 53% during mid-year TDF session and sustained the result at the year-end TDF session as 53%	Partially achieved	Raise the Talent Readiness Index (TRI) from 53% to 57% in 2020
Have a more integrated Talent Management process with Performance Management, Leadership Development and International Assignments.	Defined new talent dimensions in line with CCI Future Competencies.	Achieved	Re-design and enhance "Career Navigation Journey" at CCI.
Renew the process which enables to focus on different talent dimensions, and a single Future Leader understanding.	Created one single tool which enables the transparency and objectivity of the assessments used across CCI.		
Focus on tailor made Individual Development Plants (IDP) for critical position holders and successors enabling them to realize their career aspirations in line with TDF plans.	Structured IDP's of the critical position holders and revisited successors.	Achieved	Integrate Continuous Performance Model Platform at Group Office
Manage the process more integrated with other HR systems including Learning and Development, Compensation and Benefits, etc.	Finalized pre-work like benchmark studies, consultancy inputs, engagement survey outputs, designed an online platform for the pilot study and created a project team to kick off the piloting		
Start the pilot studies for transforming our performance management system into a more innovative, up to date process	Designed Upward Feedback Survey and 360 Degree Survey to support continuous feedback initiative.	Achieved	Conduct Upward Feedback and 360 Degree Surveys across all CCI operations

Learning and Leadership Development

Goals and Achievements

2019 Goals	Performance in 2019	Status	2020 Goals
Launch Accelerate 2.0 for all country LT team and ELT for Group, Kazakhstan, Pakistan & Turkey	78 leaders from all CCI countries attended Accelerate 2.0 in four groups	Achieved	Organize Accelerate Homecoming for all attendees to capture learning into action.
Launch Women in Leadership	22 delegates attended the program and successfully completed the curriculum.	Achieved	Launch 2 more cohorts
Design and implement leadership development for younger workforce	U30 Strategy Camp executed for 49 young leaders from all CCI countries.	Achieved	Design and implement U30+ Building Leaders of Tomorrow Program.
Building Internal Coaching Capabilities	<p>“Leaders as Coaches” included as a key content in all capability and leadership development program.</p> <p>Participants of accelerate 2.0 and Women in Leadership received coaching and applied their learning by coaching internally.</p> <p>Spent 1000+ hours for coaching</p>	Achieved and on-going	<p>Launch Internal Coach Pool</p> <p>Introduce a technology platform to automate the process.</p> <p>Provide external coaching to employees.</p> <p>Continue providing coaching skills training and refreshers to strengthen continuous coaching mindset.</p>

CCI Talent Management Strategy

We ensure to create high performing one team culture that enables each employee in the organization to get involved in talent management processes standardized across CCI. All employees are committed to CCI values with a willingness to undertake a variety of functional roles and/or responsibilities in different geographies we operate and demonstrate IMPACT leadership behaviors to sustain business results and future growth.

Talent Segmentation Tool

In 2019, we continued to “objectively identify and diversify talents” and introduced “Talent Segmentation Tool” that enabled us to identify “talents” according to their different development needs and career aspirations as “Core Talent”, “Extending Talent”, and “Future Leader”. During the identification, standardized mechanisms and assessment processes have been used across CCI to maintain the process in a transparent, objective and equal way.

One People Technology Platform

We strengthened employee experience by integrating talent management processes into our new “One People Technology Platform” initiated in 2019. One People Platform provides end-to-end information and is a one-stop solution to a career at CCI and is supported with mobile and interactive applications. This platform helps CCI employees to follow up their performance objectives, Individual Development Plans (IDP's) and talent profiles. Another e-talent source integrated into system has been the online Talent Profile, where our employees create their own personal career pages including their educational background, internal and external professional experiences, critical assignments/projects, key achievements, career aspirations, language skills and mobility preferences.

Plans for 2020

In 2020, we will be focusing on promoting feedback culture in CCI, by utilizing newly introduced “Upward Feedback Survey” and “360 Degree Survey” redesigned in line with our IMPACT Model, piloting continuous feedback driven Performance Management System and re-designing and enhancing “Career Navigation Journey at CCI”.

Talent Development Forum

One of the core parts of our Talent Management System at CCI, Talent Development Forum (TDF) also continued in 2019. We conducted two forums in May and October respectively and reviewed our talent pools, bench strengths and requirements to fill the critical positions with the right people accordingly. Talent Readiness Index (TRI), which is a customized index to show the usage of internal talent pool ratio, and to trace and track the overall succession readiness (indexing bench strength) across CCI continued in 2019. We achieved an index level of 53% - with seven points increase - and in 2020 we aim for 57% for critical positions and for all successors across CCI.

Individual Development Plans

In 2019, we continued to monitor Individual Development Plans (IDPs) of all our critical position holders and successors in line with their short and long-term career aspirations, future capability building needs and competency development requirements. In 2020, we aim to measure their development progress through 360 Degree Feedback Evaluation Survey that was revisited and restructured with the usage of IMPACT Leadership Behavior Model in 2019 and Upward Feedback Survey that was introduced also in 2019 to foster reverse feedback culture by providing direct feedback of the employees to their managers through a user-friendly and practical tool. Both surveys will be utilized in 2020 with the kickoff Performance Management System. The CCI Performance Management Process continues to facilitate both business objectives and people objectives that are aligned with CCI's vision and secures that our organization delivers successful results by improving the skills, capabilities and competencies of the teams and the individuals.

Talent Acquisition

To upgrade our standardized talent acquisition process, we launched workshops across CCI. During these workshops, global trends were reviewed. The key focus was to leverage technology in all processes and automating end to end talent acquisition process across CCI.

In addition, various social media channels were used more effectively to extend our reach to young external talents. Campus recruitment and holding career fairs at key universities continued in 2019 as well.

CCI Next Talent

In 2019, we designed the management trainee program called “CCI Next Talent” that aims talent intake at early career stages and to enhance CCI’s employer branding. Next Talent is designed for 4th-grade university students to gain part-time experience in Finance, Sales, Human Resources, Marketing or Supply Chain Departments.

Also, during their 18 months next talent process; they can gain project management experience with CCI mentors. We received about 2,000 applications on CCI’s job application page and candidates attended English Proficiency Test, General Ability Test, Video Interview, Real Time Gamification and prepared project presentations as assessment.

Next Talent is the program that uses real-time gamified assessment for the first-time selection. Therefore; it creates real impact and excitement for all stakeholders of this program. At the end of the selection process, 14 Next Talents joined CCI and started their journeys in December 2019. During their part-time period, they focused on different projects for CCI.

With Next Talent Program; on one side CCI finds an opportunity to inject young talents who have the potential to promote to the managerial roles in a short time, and on the other, university students find the opportunities the gain corporate experience as part-time and can enjoy their full-time job offers even before their graduations.



CCI | Next
Talent



Learning and Leadership Development

2019 was a year focused on creating differentiated learning and capability development interventions to cater our diverse workforce in our geographies. While the goal is to strengthen leadership skills to enable business continuity and future growth, it is equally important to create platforms through which employees can take charge of their own skill development and remain ahead of the curve.

The Learners Hub

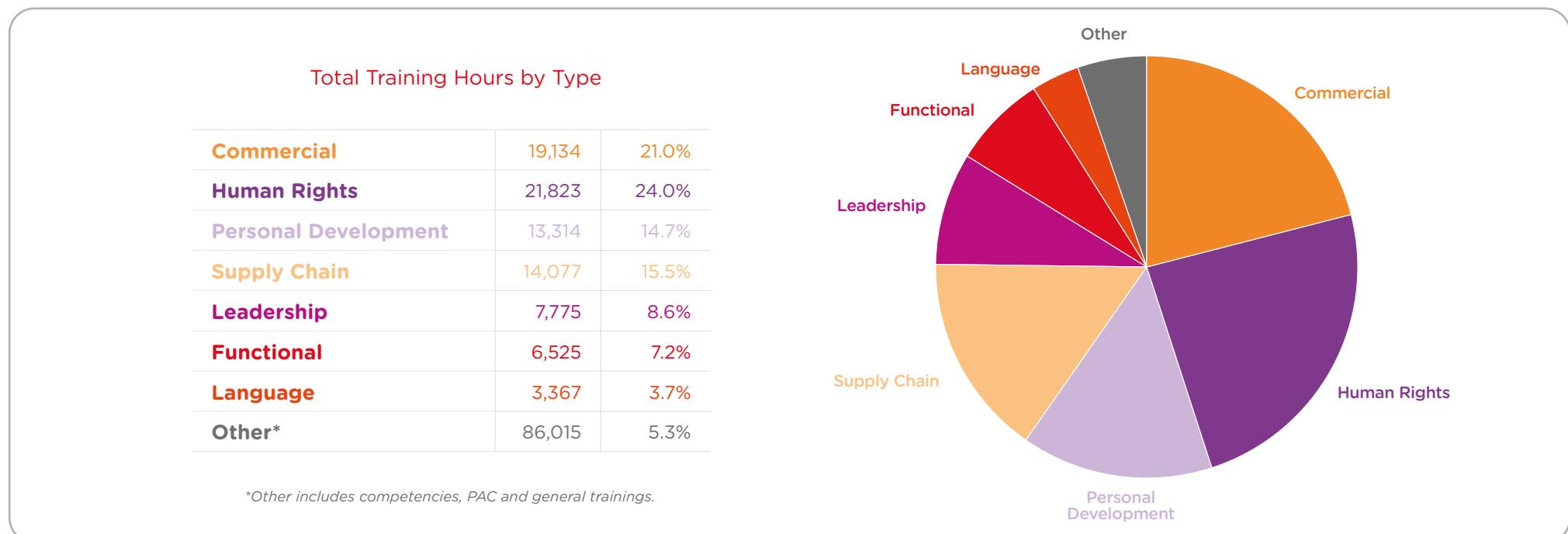
This platform is designed for the modern learner, with a purpose of making learning more accessible, enabling on the go, curated and customized learning pathways to up-skill and re-skill CCI's workforce. It has been setup and launched. CCI e-library pilot, in partnership with an online publishing company of audio and e-books was initiated. Within a short span of four months, 7,000+ books were downloaded and 80% of the beneficiary employees recommended its continuation.

Operating in frontier markets requires us to develop creative solutions to build our future talent and

leaders. In 2019, one such example is "Leadership Capability Development Project" for Iraq, which was developed based on the feedback obtained in the focus group with selected local talents. Not only this program received appreciation and recognition at the Board level, but also was identified as a best practice, to be replicated in 2 more CCI countries.

Building business English proficiency was a key priority in 2019. We took firm actions across all CCI countries to further strengthen linguistics and communication capabilities by running multiple workshops and virtual learning solutions.





Employee Engagement

Goals and Achievements

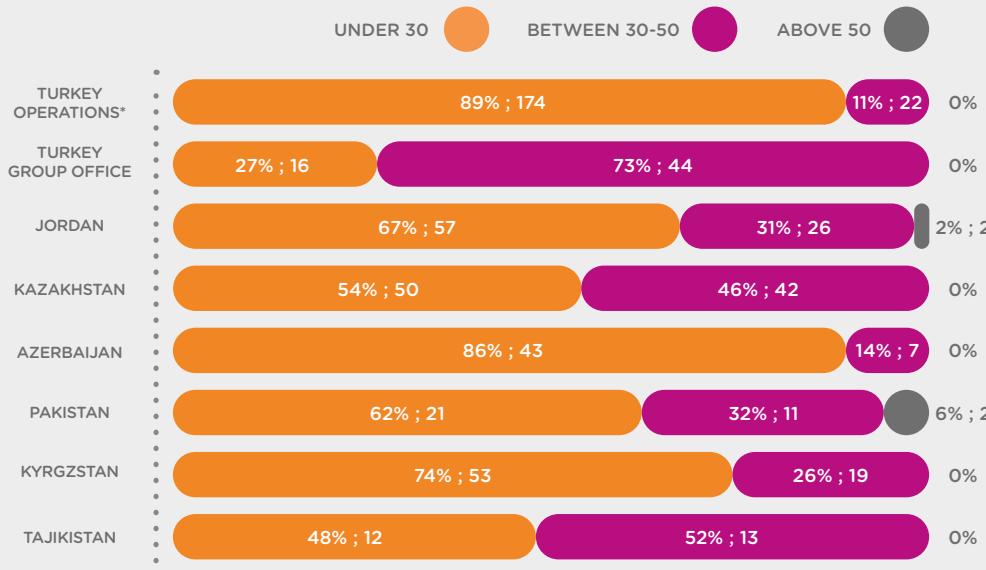
2019 Goals	Performance in 2019	Status	2020 Goals
Execute 2019 CCI Employee Engagement Survey within all CCI countries.	Executed CCI Employee Engagement Survey ("Voice of CCI")	Achieved	Acquire and pilot a pulse check survey tool for the immediate needs in addition to the engagement surveys done in two years' time.

Since people are one of the key pillars of our vision, employee engagement is a fundamental focus area to effectively manage our human capital and create value. We continuously run systems and programs that offer support to our employees, improve their skills, knowledge, competence, and raise their work and living standards. Our aim is to provide a pleasant workplace and a balanced work life for our employees.

At CCI, we are advancing decisively towards our goal of making CCI "A Great Place to Work". Therefore, we conduct periodical engagement surveys and focus group studies in order to solicit employees' ideas about and suggestions for their CCI experience. Through these surveys we are able to determine our key strengths and opportunities for improvement and to take measures as needed to support our company's sustainable development. In 2019, CCI Employee Engagement Survey "Voice of CCI" was executed with 85% participation rate. The engagement score of CCI is increased nine points in comparison to 2016 survey.

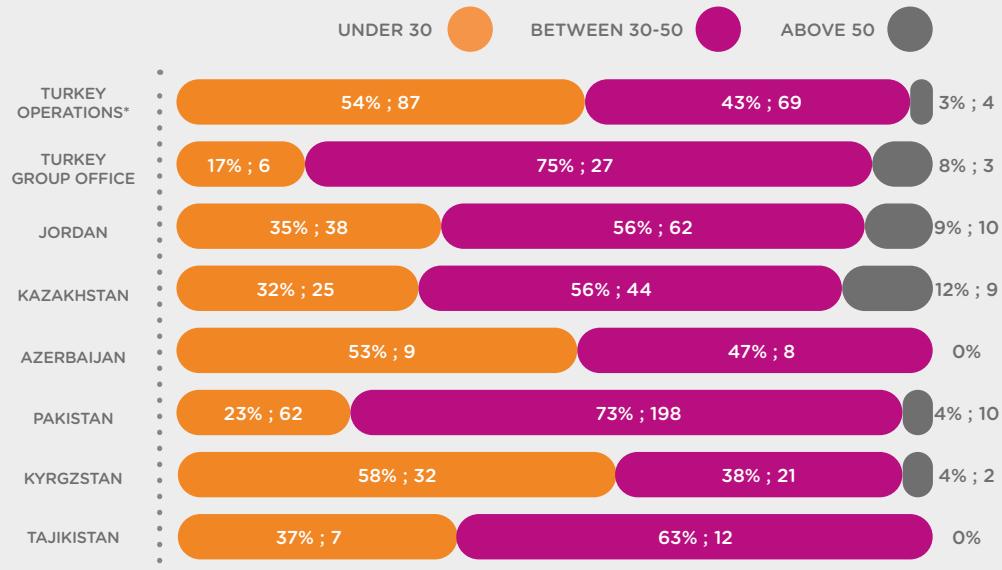


New Hires by Age



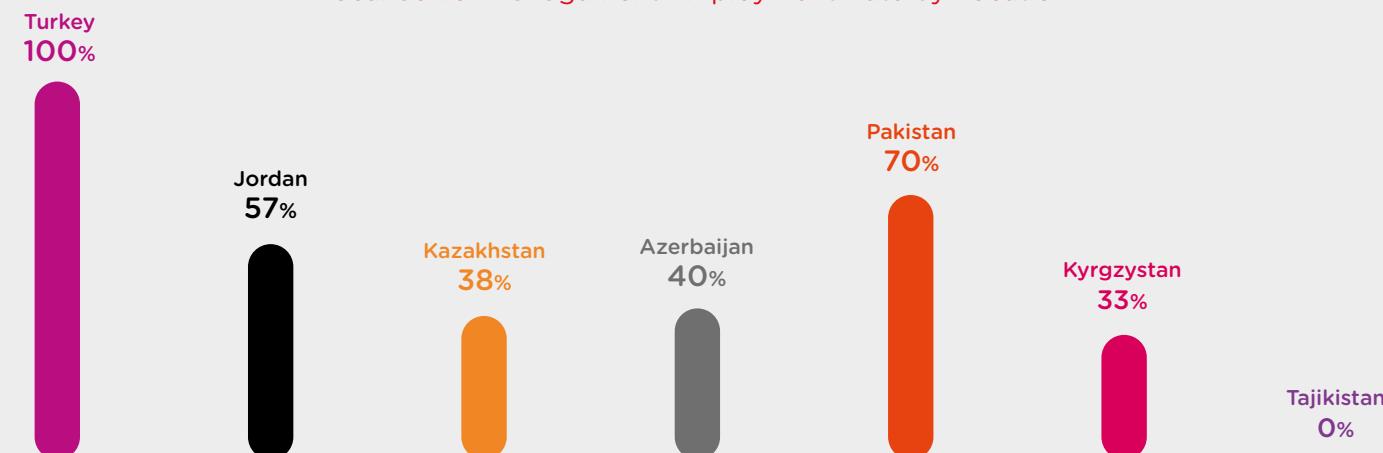
*Turkey operations include factories and sales offices

Turnover by Age



*Turkey operations include factories and sales offices

Local Senior Management Employment Rate by Location



CREATING VALUE FOR OUR COMMUNITY

COMMUNITY DEVELOPMENT



We are pledged to be a good corporate citizen, proudly serving a great community with our projects focusing on youth, women empowerment, water and waste issues supported with employee volunteerism and creating positive economic impacts through our investments.

Economic Impact

Goals and Achievements

2019 Goals	Performance in 2019	Status	2020 Goals
Continue working to build stronger communities through contributing to the economies of the countries we operate in.	Conducted an economic impact study for Kazakhstan in 2019. Pakistan Economic Impact Study is in progress.	Achieved	Keep monitoring and sustaining the economic yields we create with our investments and operations in the countries of operation.
Operating in 10 countries with 780,000 sales points and serving 400,000 million consumers, CCI has a significant footprint across its communities. CCI creates a positive impact both directly and indirectly through investing a certain ratio of its annual pre-tax profit in local economies and communities. Our operations enable 4.1 billion TL of added value in retail business and generate income for 160,000 farmers. CCI operations create about 30,000 direct and indirect employment in its geographies.			Conduct economic impact studies for the other countries of operation across CCI.
Our products are produced, sourced (where possible), distributed and sold locally. A bottle of Coca-Cola creates added value for multiple	sectors during its journey from the production line to the consumer. Many industries, including agriculture, energy, production, transportation, distribution, retail, cooling, advertising, media and packaging have roles in the production of a single bottle of Coke.		Our business stimulates a significant volume of job creation throughout the value chain. We contribute to the economic welfare of each community by employing local people, paying tax to governments, paying suppliers for goods, services and capital equipment, and supporting community investment programs.

Economic Impact	Input	Output
In Pakistan	Overall operations 1 PKR (Rupee) (Tax)	1.95% share in GDP (National Economy) 1.21 PKR (Government)
In Turkey	1 TL (Lira)	9.7 TL (National Economy)
In Kazakhstan	1 KZT (Tenge) (Operational) 1 Job (at TCCS)	1.6 KZT (National Economy) 11.35 Jobs (Other industries)

Economic Impacts of Local Procurement

Local procurement is a significant means for us to contribute to the economies of the countries we operate. For CCI, local means “within the same country”. The proportion of our spending on raw materials from local suppliers is provided in the table below. Although our aim is to keep our local procurement rates as high as possible towards 100%, we are unable to reach these rates considering the market dynamics.

Our major constraint is that the industry footprint on materials we buy is quite limited in markets like Kazakhstan, Kyrgyzstan and Tajikistan. Nevertheless, as CCI our objective is to supply our needs first from the local markets provided that the materials are available and/or with the required quality features.

Local Procurement (%)	2015	2016	2017	2018	2019
Turkey*	95	95	99	99	95
Jordan	55	95	95	94	95
Kazakhstan**	n/a	n/a	n/a	n/a	37
Azerbaijan**	47	47	49	35	53
Pakistan	95	97	97	90	81
Kyrgyzstan**	n/a	n/a	n/a	n/a	36
Tajikistan**	n/a	n/a	n/a	n/a	23

* Concentrate is not included.

** There are no approved suppliers in these local markets for some product and service categories.

** There are also no local suppliers available for some of the product categories with high spend. Suppliers are selected and approved by TCCC.

Community Investments

As we run and gradually expand our business, we also strive to create value for each and every member of the communities we operate in. CCI collaborates with local and international NGOs and encourages its employees to take active roles through volunteering. Our goal is

to be recognized as a good corporate citizen by all stakeholders. Our community investment projects in 2019 focused on youth & women empowerment, water stewardship and waste management.

Project Type	Projects	Countries in 2019
 Youth Empowerment	3.2.1. Move Coca Cola Belestery Olympic Moves Program Coca Cola Grassroots Football Tournament New Generation Project	Turkey, Kazakhstan Kazakhstan Azerbaijan Azerbaijan Azerbaijan
 Women Empowerment	My Sister Program Successful Women Successful Future UNDP Women's Empowerment Program	Turkey, Azerbaijan Azerbaijan Azerbaijan
 Water Stewardship	Paani Safe Water Initiative Harran Night Irrigation Project Konya Agriculture of the Future	Pakistan Turkey Turkey
 Waste Management	Recycling Project with WWF Kollekt App Temiz Olkem Issyk Kul Coastal Cleanup project	Pakistan Turkey Azerbaijan Kyrgyzstan

2019 Goals	Performance in 2019	Status	2020 Goals
Reach out to additional 75,000 youngsters in Azerbaijan within Olympic Moves Program to develop more active communities.	15,000 new youngsters participated in the program. Consequently, the total number of young people reached up to 115,000 in 4 cities.	Partially Achieved	Continue Grassroots Football Tournament Program in Azerbaijan and reach out to 150,000 youngsters.
Include 100 youngsters, aged between 18 and 29, in the social entrepreneurship program and train the best 10 participants.	Among the 143 applicants to 3.2.1 Move! Program in Kazakhstan, we trained 10 applicants, 7 of which were selected for final pitch. 2 winners were granted.	Achieved	Continue 3.2.1 Move! Program in Kazakhstan. Engage with 2,000 students Reach at least 100 applicants Provide workshops and training to 20 semifinalists Provide grants to 3 best young people
Train 500 women on business development, effective communication and presentation skills within UN WEP in Azerbaijan.	350 additional women were trained in 2019, reaching a total of 1,650 since 2017.	Partially Achieved	Train an additional 20,000 women with My Sister Program in Turkey. Initiate My Sister Program in Azerbaijan and train at least 1,000 women. Continue Belestery Program in Kazakhstan and reach at least 2,050 women participants.
Establish additional 4 filtration plants in Pakistan and provide clean drinking water to additional 50,000 people.	Established 4 new filtration plants and started serving a total number of 1,000,000 people.	Achieved	Install 4 new filtration plants to serve an additional 300,000 people; reaching a total of 32 plants to serve 1,250,000 beneficiaries.
Initiate an awareness raising program on recycling and waste management in Pakistan in cooperation with WWF.	Initiated a three-phase plan. Completed a PET waste study in collaboration with The Coca-Cola Export Corporation (TCCEC) during the first phase.	Achieved	Take educational institutes on board to conduct awareness sessions for 1,500 individuals, in the second phase.
Conduct a nationwide clean and green drive in Pakistan.	300+ volunteers participated Managed over 100 kgs of waste. Planted over 50,000 trees.	Achieved	Run the drive again with an improved plan Engage over 300 volunteers from CCI Pakistan Plant over 1,000 trees Manage over 1,100 kgs of waste

Youth Empowerment

Almost 60% of the population where CCI operates is below 30 years of age. Investing in our geographical regions' young and growing population is critical to the sustainable development of our communities.



3.2.1. Move!

CCI's award-winning legacy program 3.2.1 Move! has revived enthusiasm for the development of thousands of young people since its inception in 2013 in Turkey. 3.2.1 Move! has initially aimed to transform public schools into habitats that effectively foster students' physical and personal development through local projects. It was developed and executed by Physical Education (PE) teachers. Until 2018, the project supported 152 PE teachers from 131 public schools in 15 provinces in Turkey, especially by establishing and renovating sports facilities and providing sports equipment for students.

In the following years, 3.2.1 Move! Project evolved with a new framework where youngsters receive substantial help in implementing socially meaningful

projects through entrepreneurial activities. Through this project, youth initiatives, specifically focusing to solve specific social and environmental problems, receive mentorship and financial support. The program expanded to Kazakhstan and Iraq, in 2014 and 2015 respectively and reached about 170,000 young people through sports and group activities.

In 2019, 3.2.1 Move! in Kazakhstan aimed to support youth environmental initiatives and collected more than 143 applications from all over the country. The best 10 applications participated two days incubation program where they worked on project management, finance and leveled up SMM skills to promote their environmental projects. Seven projects were selected for the final pitching and two winners were granted.



Youth Empowerment Projects of Azerbaijan

Coca-Cola Grassroots Football Tournament

The project aims at promoting social and physical development of school children, encouraging an active and healthy lifestyle, as well as increasing popularity of football through developing children's football in the country. Tournament is organized jointly with Ministry of Education and AFFA (Azerbaijan Football Federation Association) and 150,000 children from 1,650 schools from all over the country participated in the project. It was named as the biggest countrywide football tournament in Azerbaijan. The project is planned to continue in 2020.

Olympic Moves Program

The program was launched in 2015 with the collaboration of Ministry of Youth and Sports, Ministry of Education and National Olympic Committee of Azerbaijan with the objective of increasing youth sports participation and fostering healthy and physically active lifestyles in communities. Until now, about 115,000 youngsters were involved in six branches of sports, such as handball, biking, swimming, basketball, athletics and badminton from four cities.

New Generation Project

The New Generation implemented in 2019 by Youth Inc. Entrepreneurship Supporting Program, with the financial support of Coca-Cola and the governmental support of Azerbaijan Ministry of Youth and Sports. The project aimed at developing the small and medium enterprises through constant education, mentorship and business development tools in four economical regions of Azerbaijan and covered more than 2,000 participants of which 65% were women.



Women Empowerment

Gender equality and women's empowerment is at the top of the 2030 Agenda of UN, both through SDG 5 and as a catalyst for achieving the other 16 goals.

Fostering women's entrepreneurial potential is an excellent way for communities to prosper. Women constitute about 39% of the global labor force.

Our efforts on this global issue, focus on offering women access to business skills training courses, financial services and connections with peers and mentors. CCI has been a signatory of the Women's Empowerment Principles (WEP) since March 2015.



My Sister Project

My Sister Project, which has made a considerable difference in the lives of participants, is a part of the global 5By20 initiative launched by The Coca-Cola Company with the goal to economically empower five million women entrepreneurs by 2020. This project, in Turkey, where women labor force participation is in a decline, offers women the platforms where they can improve their business skills and gain competence via training and consultancy programs. TCCC cooperates with Habitat Association, the Union of Chambers and Commodity Exchanges of Turkey and Istanbul Technical University. As of 2019 end, 5by20 has reached to 3.2 million women and My Sister Project has trained 20,833 women from a variety of backgrounds; including housewives, engineers, entrepreneurs and university students as well as 500 refugees in Turkey. In 2020, we aim to train an additional 20,000 women with My Sister Program.

Awards of My Sister Project in 2019

1. Golden Compass (Altın Pusula)
CSR-Education Category
2. 11th Global CSR Awards
Empowerment of Women
3. Communitas Awards
Excellence in Corporate Social Responsibility
4. The International CSR Excellence Awards
Corporate Social Responsibility
5. Best Business Awards
Best CSR
6. IPRA Golden World Awards
Corporate Communications



The Coca-Cola Belestery Program

Launched in 2013, The Coca-Cola Belestery Program in Kazakhstan partners with the Coalition for Green Economy and Development of G-global, and the Social Dynamics Public Fund, aiming to develop entrepreneurship among women in Kazakhstan. The program provides business skills training and technical support for women in Almaty, Nur-Sultan and Karaganda regions on how to start and effectively run a business, specifically using green technologies. In 2019, 2,014 women were trained on management and they presented their business ideas on cultivation of agricultural and dairy products bakery products and furniture manufacturing. 10 winners received grants in the amount of 4,000 USD.



UNDP Women's Empowerment Program

CCI Azerbaijan has been partnering with the United Nations Development Program (UNDP) since 2014 on a project to sponsor the economic and social empowerment of young women. The project aims to create opportunities for women and youth to participate in economic and social life, offering trainings like business development, effective communication and presentation skills as well as awareness raising activities to help reduce gender stereotyping. The program also provides support to disabled women who are ambitious to start their own businesses. As part of the project, Women's Resource Centers have been established in Neftchala and Salyan. Since 2017, a total of 1,650 women have been trained with 350 additional women trained in 2019.

Successful Woman Successful Future

Successful woman successful future program aims at women empowerment in Azerbaijan and increasing their active participation in a professional career. This program was mainly implemented in the touristic regions of Azerbaijan with the aim to enhance women's involvement in country's tourism industry. The program is conducted jointly with Coca-Cola and ASAN Volunteers Organization. 1,100 women will be trained within the project by the end of 2020.

Waste Management

Issyk-Kul Coastal Clean-Up Project in Kyrgyzstan

CCI Kyrgyzstan installed 28 recycle bins in most crowded beaches of Issyk-Kul for a world without waste. 2.5 tons of plastic waste was collected and sent for processing to Bishkek. Art installations in the form of fish, palm trees and Christmas trees were exhibited publicly to raise community awareness on plastic recycling.



Environmental Activities in Azerbaijan

Temiz Olkem (My Clean Country) is a project aimed at raising awareness about reducing waste, keeping the environment clean and sorting plastic waste. The project is implemented in partnership with the ADA University, Ministry of Environment and AzEkol. Several projects are implemented within the project such as tree planting, coastal cleanup, awareness raising in schools.



Kollekt App - Recycling Made Fun

Coca-Cola Turkey developed the smart phone application Kollekt in partnership with Nature Conservation Centre and UNDP. It aims to circulate the waste in nature back into the system through the help of communities. Kemer district was chosen as the pilot region. It is planned to further roll-out the application to Antalya and other cities.



Water Stewardship

By 2025, half of the world's population will be living in water-stressed areas. Only 71% of the global population used a safely managed drinking-water service - that is, one located on premises, available when needed, and free from contamination in 2017. (Source: World Health Organization)

Access to clean drinking water is also a major problem in our countries of operation. Consequently, water problems directly affect the welfare of the communities where we operate and the sustainability of our business.

In this sense, The Life Plus Environment Program was initiated with the aim to foster a new approach to land and water management in line with adaptation to climate change and decreasing water resources.

The Life Plus Environment Program

Two projects conducted under the Life Plus Environment Program are Agriculture of the Future and Harran Night Irrigation. The Program has so far reached over 40,000 people and saved 11.7 billion liters of water on 50 million m² of agricultural land by the end of 2019.

In 2019, with the two ongoing projects, the program reached 37,850 people, including farmers, NGO representatives, academicians and the local community by the end of 2019 and helped save/conserve 4.9 billion liters of water.

Konya Agriculture of the Future Project

The Project was realized in partnership with The Coca-Cola Life Plus Foundation, the Ministry of Food, Agriculture and Livestock, and the Nature Conservation Centre.

Agriculture of the Future Project has two objectives. The first is to improve the water-holding capacity of soil, ensuring efficient use of land and water. The second is to increase the capacity to use "ecosystem services" in agriculture through direct seeding and windbreaks, without reducing the prosperity of the communities. Approximately 200,000 saplings were planted as windbreakers in the Konya basin.

We reached 27,522 beneficiaries in Konya and helped conserve 1,888 million liters of water in 2019.

Harran Night Irrigation Project

Harran Plain is one of the agricultural production centers in Turkey. During summer months, irrigation is done at high temperatures, which increases evaporation. In order to reduce the amount of water lost by evaporation, it is important to do irrigation in the early hours of the day, in the evening or at night, rather than during the daytime. Reducing water loss will also minimize environmental problems caused by over-irrigation, such as salination, fungal diseases and pollution.

The project aims at disseminating climate smart agricultural techniques, which reduce the costs of the farmers, improve their climate change adaptation capacity and reduce emissions from agricultural production, by providing equipment, trainings and publications to the project participants and short movies reaching a wider society.

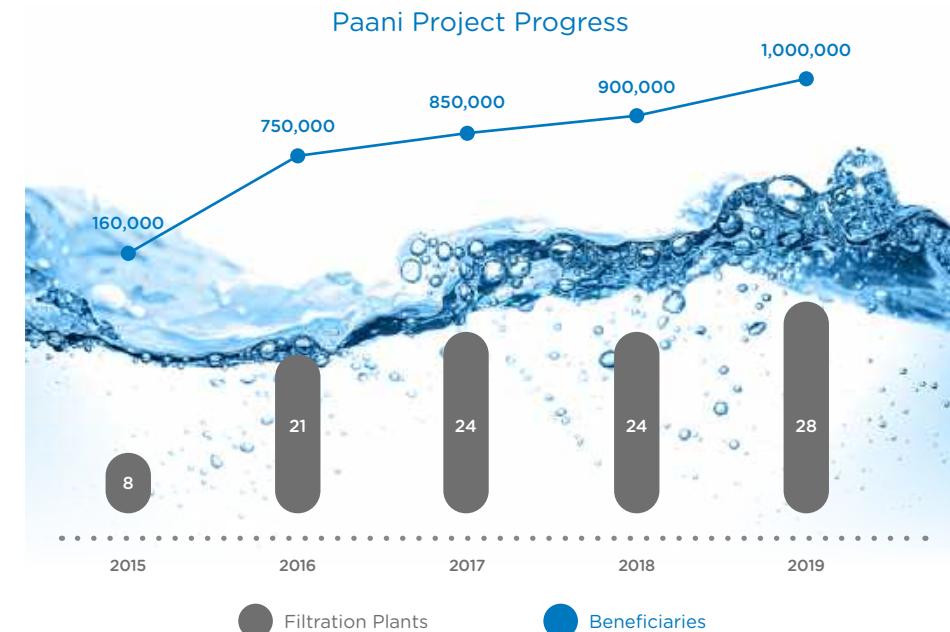
We reached 10,328 beneficiaries in Harran and helped conserve 3,098 million liters of water in 2019.

Paani Safe Water Initiative

In Pakistan, we have been running our Paani Clean Water project in collaboration with the Clean Water Trust, the World Wildlife Fund (WWF), and the Rotary International Pakistan. A report by Pakistan Council of Research in Water Resources (PCRWR) reveals that 44% of the total population in Pakistan has no access to safe drinking water. Another publication by Pakistan's Waters at Risk states that 33% of fatalities are due to water related diseases - typhoid, cholera, dysentery and hepatitis.

Addressing the safe drinking water needs of our communities, especially in the underprivileged regions, CCI Pakistan set up its first filtration plant in Malir-Karachi in collaboration with Rotary International Pakistan. Following this, new plants were set up in Lahore and in Rahimyar Khan in collaboration with the Clean Water Trust. Each plant has the capacity to produce over 2,000 liters per hour and serve a population of over 20,000 people daily.

In 2015, CCI Pakistan launched and implemented the Paani – Safe Water Initiative in collaboration with WWF Pakistan. Up to date we provided clean water to approximately 1 million people across Pakistan. On top of 24 plants that were set up over the course of four years, additional four plants in Faisalabad, Gujranwala, Layyah and Tharparkar were launched in 2019 to provide clean water for 100,000 more people. Extensive community outreach and mobilization activities were conducted in the target areas informing communities about the importance of safe drinking water and its appropriate usage. For 2020, CCI Pakistan planned to invest in four new filtration plants to serve an additional 250,000 people; reaching a total of 32 plants to serve 1,250,000 beneficiaries.



Volunteerism

2019 Goals	Performance in 2019	Status	2020 Goals
Keep encouraging volunteering activities of CCI employees.	Conducted volunteering activities in Turkey, Pakistan and Iraq.	Achieved	Spread the spirit of volunteering activities in all countries of operation.

Encouraging and supporting employee volunteerism is one of the building blocks of CCI's organizational culture. In 2013, CCI launched the CCI Volunteers Initiative and established employee volunteering clubs to encourage employee volunteering along its operations. These clubs guided employees to organize and jointly engage in social projects. Every year, CCI employees coordinate and actively participate in voluntary programs that serve their communities in a wide range of issues from environmental conservation activities (clean-ups, planting trees), to visiting orphans or children at hospitals; from distributing food to needy families to renovating school facilities, and such.

In 2017, CCI took a very important step and established the CCI Volunteering Program to systematically encourage and support volunteering activities for all its employees. Launched first in Turkey, the program is gradually expanding to other CCI countries. As part of the program, CCI collaborates with NGOs including The Anadolu Foundation as well as the Ministry of Education, universities and local governments. CCI employees can apply to join the Volunteering Program through the company's intranet platform, indicating their preferred fields for activity.

For more information please visit [Anadolu Foundation's website](#).



Figures of Volunteerism in CCI Turkey		Figures of Volunteerism in CCI Pakistan	
2019	Since 2017	2019	
9 Cities (Antalya, İzmir, Manisa, Samsun, İstanbul, Ankara, Bolu, Mersin, Muğla) 8 Projects 6 NGO's 40,000 TL Donations 750 Volunteers 2,200 Voluntary Hours	2,450 Volunteers 7,300 Voluntary Hours 405,000 Beneficiaries in 32 Activities	7 Cities 3 Projects 2 NGO's 370 Volunteers 2,094 Voluntary Hours	Volunteerism activities which started in CCI Pakistan in 2018, continued with community health initiatives in 2019. As a result of collaboration with Shaukat Khanum Memorial Cancer Hospital and Research Centre, over 300 beneficiaries' children are treated at the Hospital. Also, Nationwide Blood Donation Drive is conducted.

Greening Activities in Azerbaijan and Turkey

Within the community development programs conducted by CCI Azerbaijan together with Ministry of Environment and ADA University, more than 55,000 trees were planted by the end of 2019. CCI also participated in tree planting campaign dedicated to 650th anniversary of great Azerbaijani poet Nasimi. CCI planted 3,500 trees also in Turkey



CCI Iraq Volunteers Campaign

In the spirit of CCI culture and sustainability, PAC team organized a CCI volunteer campaign which directed its full care to the refugee camps in both northern and southern Iraq, organizing visits to gathering places and making donations to displaced families.

This was organized with support of international human rights organizations, specifically the UN, and also support of government authorities and relevant authorities.



Orphan Day with CCI Iraq

CCI team visited three orphanages at South Iraq region and another three at North Iraq, celebrating the Global Orphan Day. PAC Manager made a speech which spread spirit of fun and joy to the children. CCI Team shared these moments with orphans and presented CCI values and team spirit.



ENVIRONMENTAL FOOTPRINT



With the concerns of growing population demand and scarce natural resources, management of our environmental impacts plays a vital role in the continuity of our business as a responsible company. We aim to use fewer natural resources, operate efficiently and generate less waste, intensively focusing on 'energy management and climate change', 'water' and 'sustainable packaging' practices.

Governance



Compliance

We comply with local legal requirements, international standards and TCCC KORE requirements. Our perpetual goal is 100% compliance with legal environmental limits and TCCC's standards. In 2019, we fully complied with environmental legislation and TCCC standards, and consequently did not receive any fines.

Trainings



Management Systems

All our plants in Turkey, Jordan, Kazakhstan, Azerbaijan, Pakistan, Kyrgyzstan, Tajikistan, Iraq and Turkmenistan hold the ISO 14001 standard certificates. In Turkey, all plants are certified according to ISO 50001 Energy Management System and all plants, sales operations and offices are certified according to ISO 14064-1 GHG Standards. The plants in Pakistan which are Lahore, Gujranwala, Faisalabad, Multan and Rahim Yar Khan are certified according to ISO 50001 Energy Management System.

We established a committee to maximize our potential to reduce our WUR (Water Usage Ratio) and EUR (Energy Usage Ratio) values in 2018. This committee conducted a current state assessment and gap analysis among the plants followed by an action plan. With this methodology, CCI reviews and evaluates its performance every three months.

GRI 102-11

Our Environment Policy



Highlights of our Environmental Management Performance

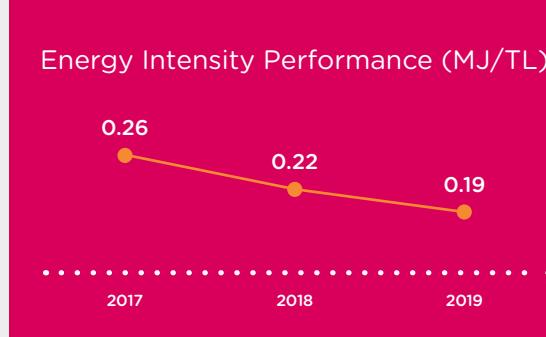
Our primary goal is to grow by using less resources. Our performance shows that although we increased our sales revenue, we succeeded in reducing our energy intensity through the years. In 2019, with CCI operational excellence (OE) projects we saved 142,3 Million MJ of Energy, 10,737 tons of CO₂e emissions, 99 tons of cardboard waste, 35 tons of PET waste and 128,593 m³ of water. We supplied the energy needs for illumination and post mix line in our Izmir Plant from 100% clean energy resources.

COUNTRY	YEARS	Key Performance Indicators			
		Energy Usage Ratio (MJ/L)	GHG Emissions Ratio (g CO ₂ e/L)	Water Usage Ratio (L/L)	Total Waste Recycling Ratio (%)
Turkey	2019	*0.30	**24.18	*1.52	98.12
	2020 Target	0.28	28.54	1.35	98.00
Jordan	2019	0.31	34.51	1.61	89.00
	2020 Target	0.23	50.00	1.41	94.00
Kazakhstan	2019	0.67	44.45	1.51	93.35
	2020 Target	0.64	45.00	1.55	92.00
Azerbaijan	2019	***0.36	62.58	1.58	99.01
	2020 Target	0.35	55.00	1.70	98.00
Pakistan	2019	0.36	31.35	2.03	97.56
	2020 Target	0.37	32.41	1.78	98.60
Kyrgyzstan	2019	***0.42	24.18	1.62	96.97
	2020 Target	0.45	27.00	1.57	98.50
Tajikistan	2019	***0.46	15.27	*2.28	77.64
	2020 Target	0.46	15.27	1.95	95.00

*Figures have received limited assurance from the independent auditing firm KPMG.

** Figure has been verified by BV.

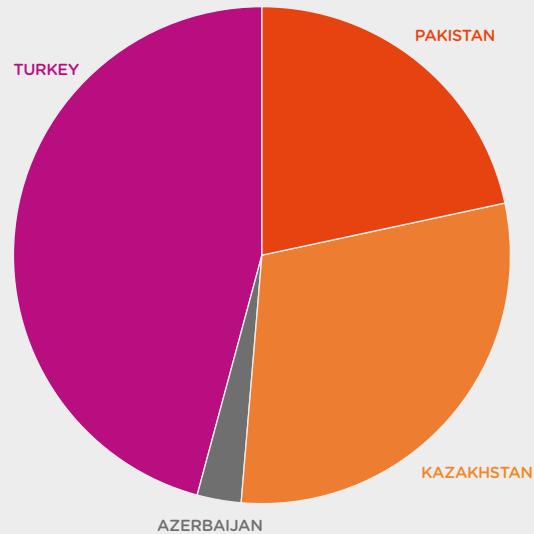
*** Azerbaijan, Kyrgyzstan and Tajikistan figures are Core EUR value.



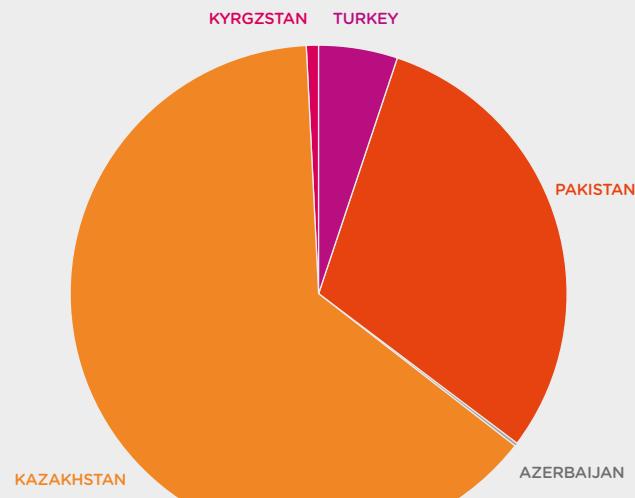
Energy Intensity Performance	2017	2018	2019
Net Sales Revenue (Million TL)	8,392	10,623	12,245
Energy Consumption (Million MJ)	2,181	2,319	2,378
Energy Intensity* (MJ/TL)	0.26	0.22	0.19

*Energy Intensity (MJ/TL): Total Energy/Total Revenue

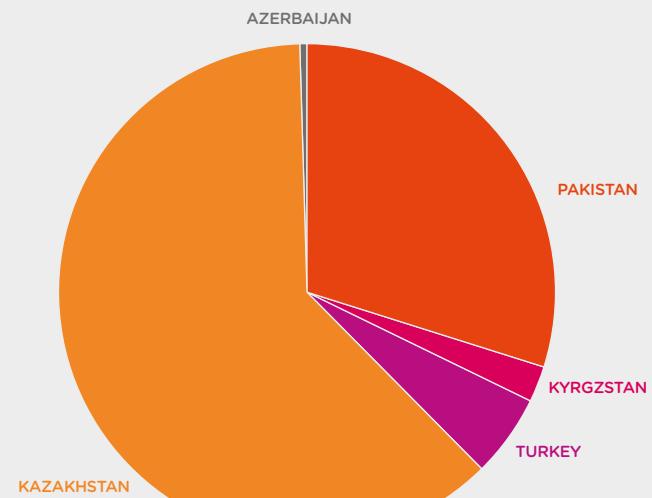
Water Savings Through OE Projects;
128,593 m³



Emission Savings Through OE Projects;
142,344,797 MJ



Energy Savings Through OE Projects;
10,737 t CO₂



Energy Management and Climate Protection

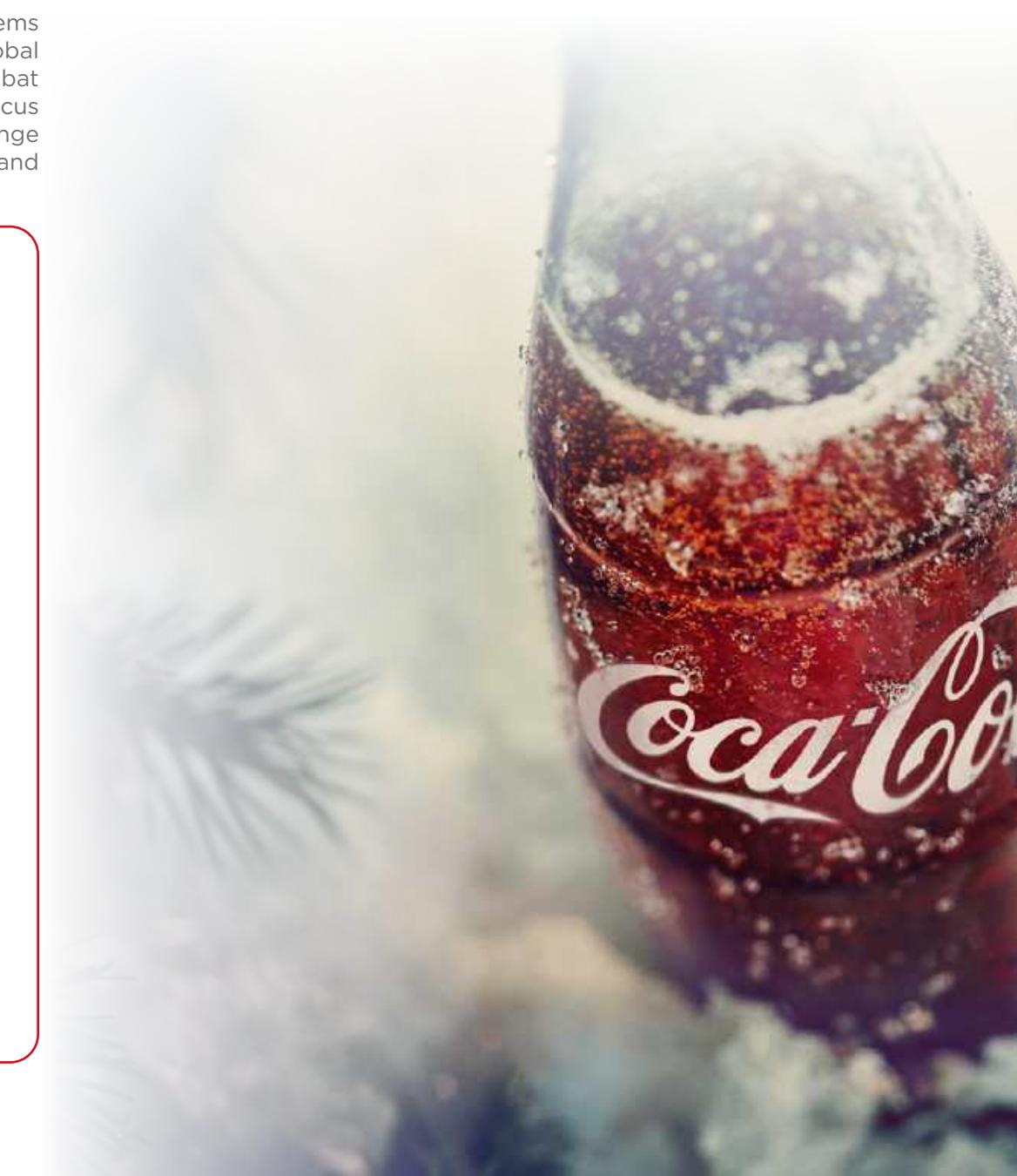
Goals and Achievements

Country	2019 Goals	Performance in 2019	Status	2020 Goals
Energy Management	Achieve the following energy usage ratios			Achieve energy usage ratios of;
Turkey	0.30 MJ/L (total) 0.265MJ/L (core)	0.297 MJ/L (total) 0.260 MJ/L (core)	Achieved Achieved	0.295 MJ/L (total) 0.258 MJ/L (core)
Jordan	0.265 MJ/L (core and total)	0.309 MJ/L (core and total)	Underachieved	0.310 MJ/L (core and total)
Kazakhstan	0.66 MJ/L (total) 0.43 MJ/L (core)	0.67 MJ/L (total) 0.44MJ/L (core)	Underachieved Underachieved	0.66 MJ/L (total) 0.44 MJ/L (core)
Azerbaijan	0.68 MJ/L (total) 0.35 MJ/L (core)	0.72 MJ/L (total) 0.36 MJ/L (core)	Underachieved Underachieved	0.71MJ/L (total) 0.35 MJ/L (core)
Pakistan	0.33 MJ/L (total) 0.32 MJ/L (core)	0.36 MJ/L (total) 0.33 MJ/L (core)	Underachieved Underachieved	0.35 MJ/L (total) 0.33 MJ/L (core)
Kyrgyzstan	0.66 MJ/L (total) 0.46 MJ/L (core)	0.68MJ/L (total) 0.42 MJ/L (core)	Underachieved Achieved	0.65 MJ/L (total) 0.41 MJ/L (core)
Tajikistan	N.A (added to the reporting scope in 2019)	0.76 MJ/L (total) 0.46 MJ/L (core)	N.A (added to the reporting scope in 2019)	0.46 MJ/L (core)
Climate Protection	Achieve a carbon emissions ratio			Achieve a carbon emissions ratio
Turkey	in parallel with EUR	28.5gr/ L (total) 24.1 gr/ L (core)		In parallel with EUR
Jordan	In parallel with EUR	34.5 gr/ L (core and total)		In parallel with EUR
Kazakhstan	In parallel with EUR	65.4 gr/ L (total) 44.5 gr/ L (core)		In parallel with EUR
Azerbaijan	In parallel with EUR	62.6gr/ L (total) 36.2 gr/ L (core)		In parallel with EUR
Pakistan	In parallel with EUR	31.4 gr/ L (total) 28.9 gr/ L (core)		In parallel with EUR
Kyrgyzstan	In parallel with EUR	24.2 gr/ L (total) 11.8 gr/ L (core)		In parallel with EUR
Tajikistan	N.A (added to the reporting scope in 2019)	37.8 gr/L (total) 31.3 gr/L (core)	N.A (added to the reporting scope in 2019)	In parallel with EUR
Ensure that 98% of newly purchased cold drink equipment is HFC-free by the end of 2019.		98.87%	Achieved	99%
Increase our EMD-equipped cold drink equipment to 90% of the total in Turkey.		89.2%	Partially Achieved (achieved for the cold drink equipment larger than 250 liters)	90%

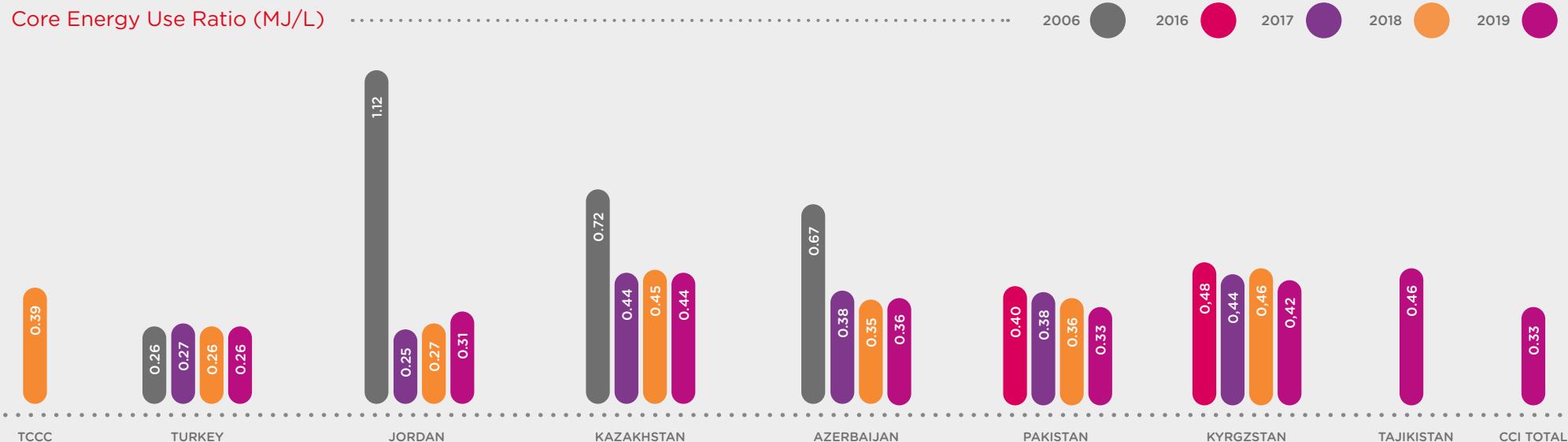
Climate change is among the biggest threats to the world's ecosystems and humanity. With our responsible business practices, CCI joins the global business community in implementing the necessary changes to combat these risks. Energy efficiency and climate protection is our primary focus in reducing our environmental footprint. We are aware that climate change may have direct and indirect implications for our business, supply chain and communities.

The focus areas of our energy efficiency and climate protection strategy are:

- 1.** Reducing energy usage and GHG emissions in our manufacturing operations, manufacturing and sales offices by implementing energy efficiency programs;
- 2.** Reducing logistics-based direct emissions with effective fleet and fuel management and optimization practices;
- 3.** Reducing indirect emissions by concentrating on our climate friendly refrigeration programs;
- 4.** Increasing awareness on climate protection by collaborating with our distributors, dealers, suppliers and other stakeholders;
- 6.** Calculating, verifying and reporting accurate carbon footprint of our operations;
- 7.** Promoting climate change awareness by engaging with our stakeholders in relevant platforms;
- 8.** Calculating the carbon footprint of our products in line with a life-cycle approach;
- 9.** Researching clean and renewable energy and investing in, where possible;
- 10.** Investigating opportunities and conducting a feasibility study to supply sustainable sources.



Core Energy Use Ratio (MJ/L)



2006 is the baseline year for the TCCC, Turkey, Jordan, Kazakhstan, Azerbaijan operations. 2016 is the baseyear of Pakistan and Kyrgyzstan.

Improvements in Core EURs between 2006 and 2019 (MJ/L)



2006 is the baseline year for the TCCC, Turkey, Jordan, Kazakhstan, Azerbaijan operations. 2016 is the baseyear of Pakistan and Kyrgyzstan.

Practices to Reduce Carbon Footprint

Transport and Distribution Practices

We transport millions of products from our suppliers to our plants and from our plants to our customers and distributors. Our business success is dependent on efficient logistics network that optimizes the number of vehicles in transit and the mileage covered and aims to reduce emissions. The optimization of distribution is crucial to our business performance, since transportation accounts for around 9.2% of the total GHG emissions of our value chain in Turkey. We choose vehicles that consume less fuel and emit less carbon. Through our “Route Optimization Project” since 2013 and the “Road Net” platform since 2016 enables us reducing 1,400 tons of GHG emissions and fuel saving of \$650,000 annually.



Cooling Practices

Refrigeration greatly improves our consumers' enjoyment of our products. Yet again, with regards to protecting the environment, we need to find the balance between our efforts to please our customers and our responsibility to decrease our environmental footprint. We continuously upgrade existing equipment to the energy efficient technology, and we continue to work with suppliers to innovate and develop climate-friendly cooling technologies. Within this reporting period, we collected and disposed about 34,000 old cooling equipment. We aim to prevent the emission of 1.75 million tons of CO₂ with the EMD and HFC-Free Cold drink equipment procurement between 2010-2020 across CCI.

Cold Drink Equipment with LED Lights

At CCI Turkey operations, we have been purchasing cold drink equipment with LED lights since 2012. With the purchasing of all new cold drink equipment with LED lights, overall ratio of our cold drink equipment with LED lights increased from 8% in 2012 to 62% in 2019. With this strategy, we will keep increasing our ratio and minimizing our energy consumption.

HFC-free Cold Drink Equipment

The use of HFCs as refrigerants in cold drink equipment has negative impact on climate change. Together with its bottling partners, TCCC set the goal to have 100% of its new cold drink equipment HFC-free. In cases if a commercial HFC-free solution is not available, we collaborate with our suppliers to develop alternative HFC-free solutions. This effort is vitally important as HFC-free cold drink equipment have at least 1,000 times less effect on global warming when compared to their HFC counterparts. On the other side, refrigerants in cold drink equipment may slowly leak into the atmosphere during use or may leak completely if the equipment is not properly disposed at the end of its life cycle. CCI always ensures that cold drink equipment is properly degassed.

As of 2019 end, 74.6% of all cold drink equipment and 98.9% of newly purchased cold drink equipment in Turkey are HFC-free*.

*HFC: Hydrofluorocarbon

Cold Drink Equipment with Energy Management Device (EMD)

Effective since 2009, Energy Management Device (EMD) is another tool which enables us to tune our cold drink equipment's environmental footprint. By using cold drink equipment with EMD, we can reduce energy consumption up to 42%. For this reason, we preferred to purchase new cold drink equipment (larger than 250-liter capacity) with EMD as part of the initiative.

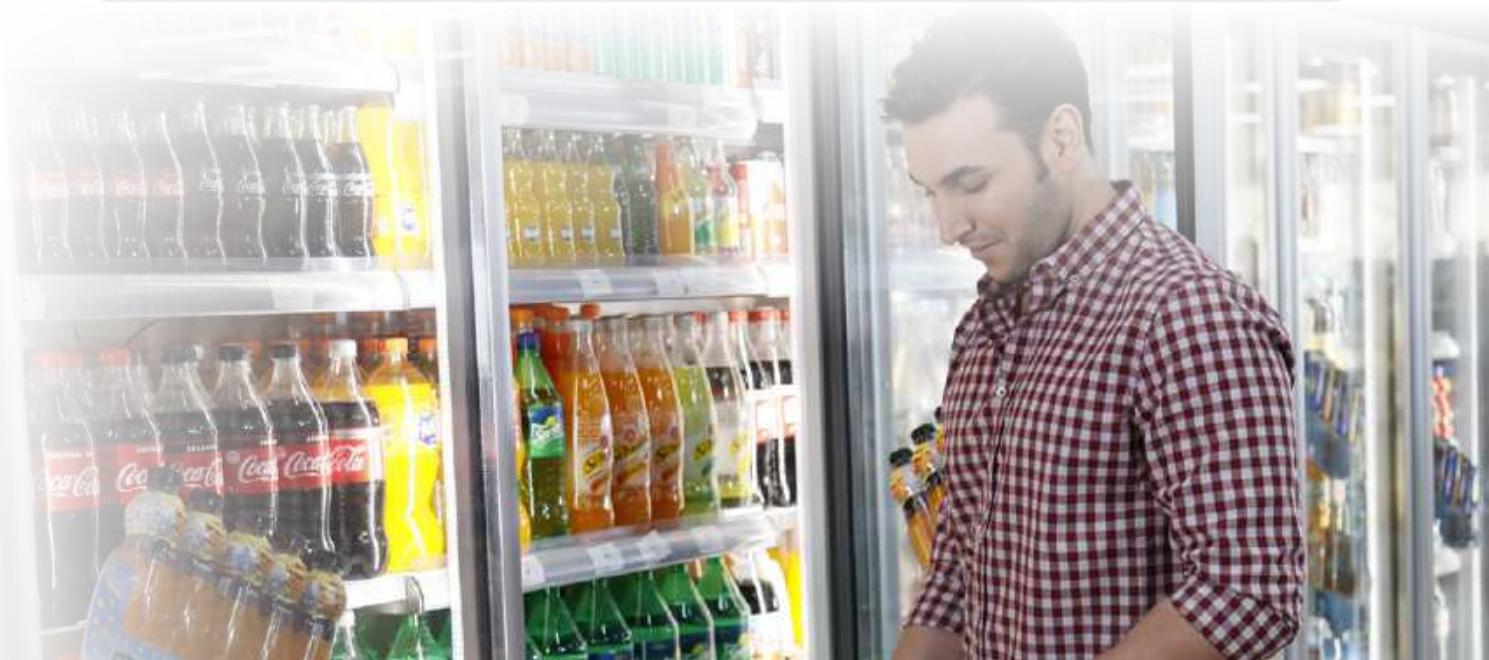
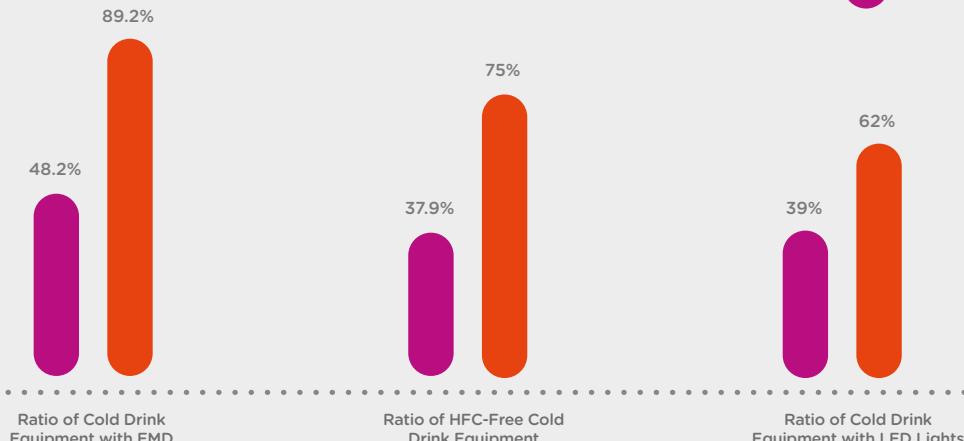
With our climate-friendly actions in seven countries of operation, we avoided 1,686 kilotons of CO₂ emissions since 2009 which is equivalent amount of CO₂ emissions that 140 million trees* absorb from the atmosphere.

The total ratio of cold drink equipment with Energy Management Device (EMD) within our operations in seven countries increased by 8.2% to 48.2% in 2019.

* Calculation is made based the assumption that an average mature (15 years and older) tree absorbs 12 kg CO₂ annually.

Cold Drink Equipment Ratios

CCI (7 countries)  Turkey 

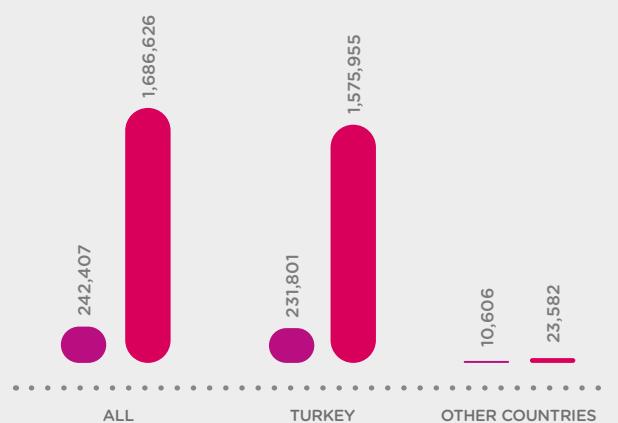


Cumulative 2019

EMD Energy Saving (MWh)



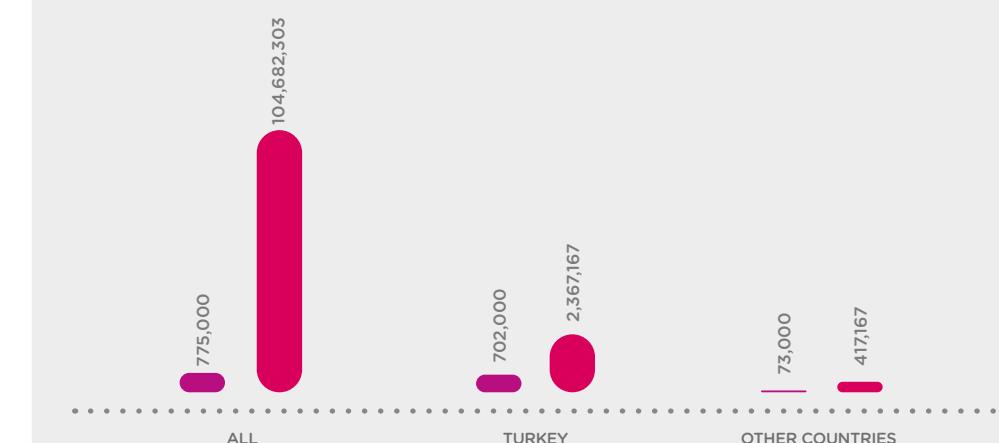
*Equal to the annual energy consumption of 591,904 Turkish households

Emissions Saving due to EMD (ton CO₂)

Trees due to EMD Saving*

HFC-Free Saving (ton CO₂)

Trees due to HFC-Free*



* Number of trees that would be needed to offset the emissions saved with EMD

Awareness Programs of TCCC and CCI on Energy and Climate

The Behavioral Energy Efficiency Program

Searching for new means and promoting effective change are fundamental to TCCC's Behavioral Energy Efficiency Program (Energy Excellence). Our individual relationship with the systems, technology, procedures, and our perceptions of this relationship have direct impacts on productivity, collaborative efforts and success. This program is designed with staff awareness and culture at its core. Our goal is to extend the Energy Efficiency Top 10 by promoting a company roadmap that provides a holistic approach to "Energy Excellence". It also helps to spread a sense of ownership and accountability for this issue. In 2017, the program was replicated in all 21 CCI plants in 10 countries.

Hand in Hand Environment Program

In 2019, we had started to create the Hand in Hand Environmental Program in order to standardize environmental practices at CCI. Hand in Hand Environmental System focuses on preventing behavioral waste as well as sustainability projects.

Reduce the CO₂ Emissions Embedded in the Drink in Your Hand by 25% by 2020

TCCS launched a global initiative called "Reduce the CO₂ emissions embedded in the drink in your hand by 25% by 2020" in 2013 and aimed at reducing GHG emissions across its entire value chain. In CCI, we align our climate change mitigation goal with this overall target in order to achieve comprehensive carbon footprint reductions across our value chain. In 2019, it is estimated that we reduced the CO₂ embedded in the Coca-Cola "drink in your hand" by 24% below 2010 levels (Baseline: 2010).

CCI at Climate Change Conference

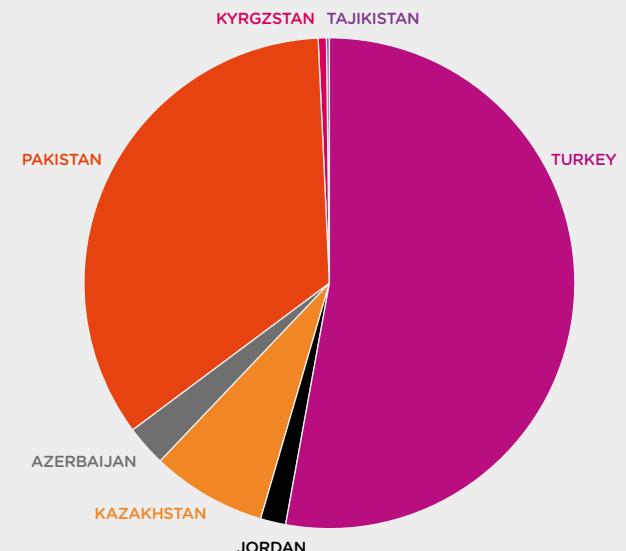
"Turkey's Fight against Climate Change" Conference organized by ÇEVKO was held in October 2019, with the participation of Deputy Minister of Environment and Urbanization of Turkey. CCI Group Corporate Affairs Manager shared CCI's sustainability strategy and the pioneering practices with regards to climate change with the participants from the public, private sector and the academia.



Emissions by Scope and Region

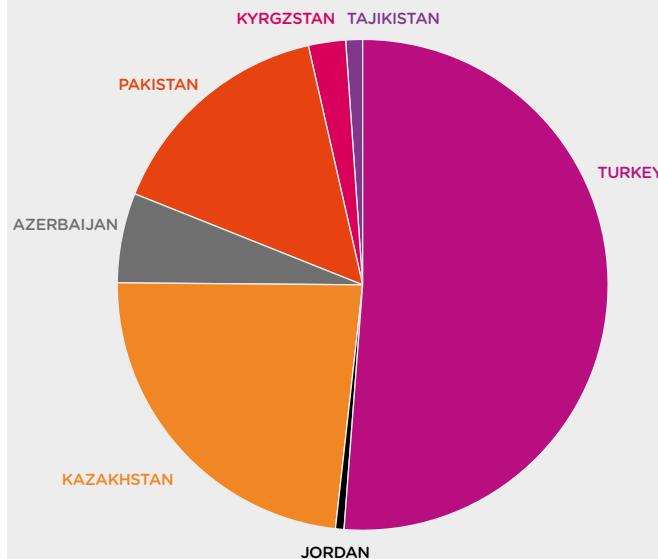


SCOPE 1+2+3

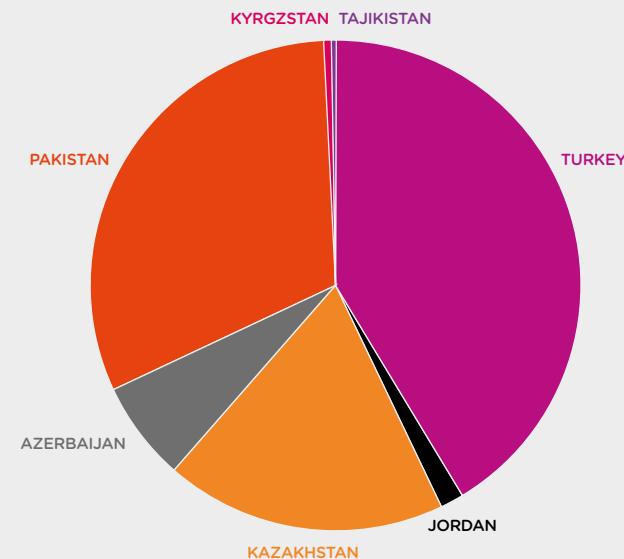
GHG Emissions (tCO₂e)

Turkey	548,784	52.8%
Jordan	17,265	1.7%
Kazakhstan	78,726	7.6%
Azerbaijan	27,992	2.7%
Pakistan	357,854	34.5%
Kyrgyzstan	5,605	0.5%
Tajikistan	2,015	0.2%
TOTAL	1,038,241	100.0%

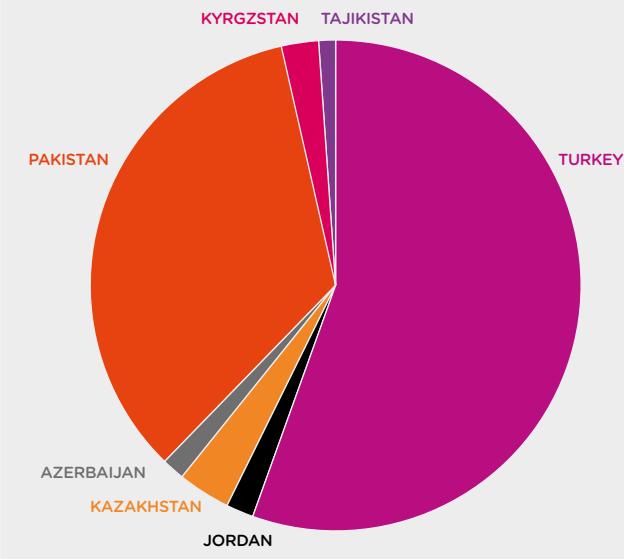
SCOPE 1



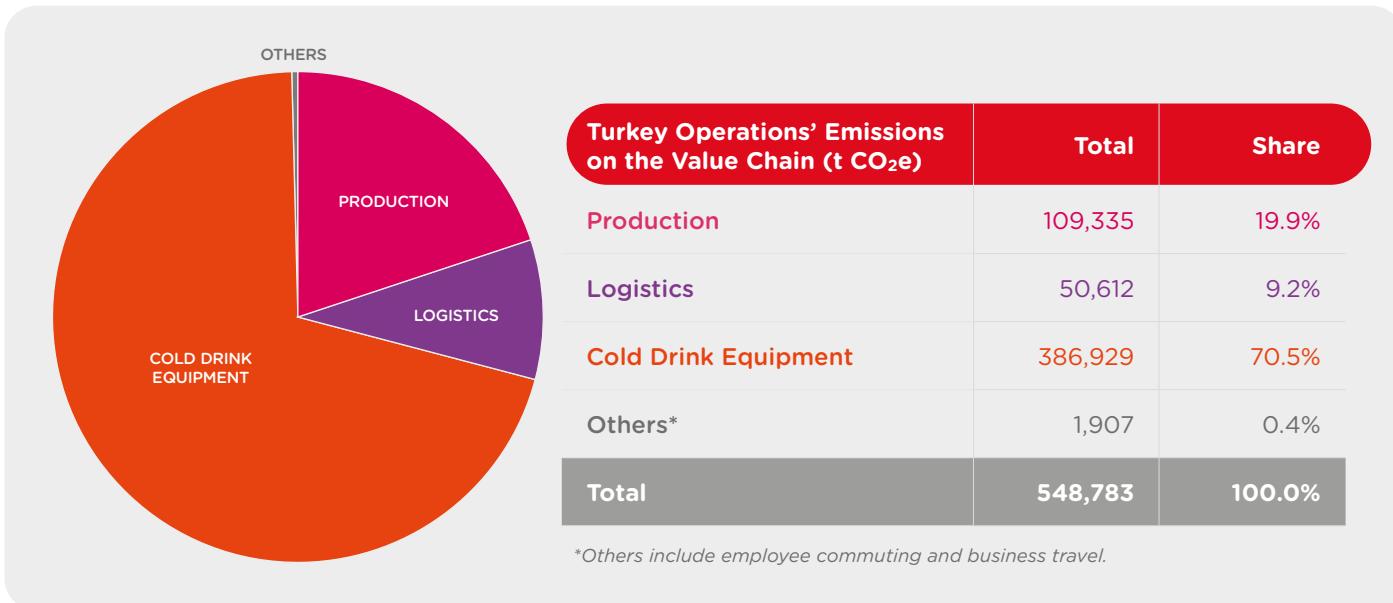
SCOPE 2



SCOPE 3

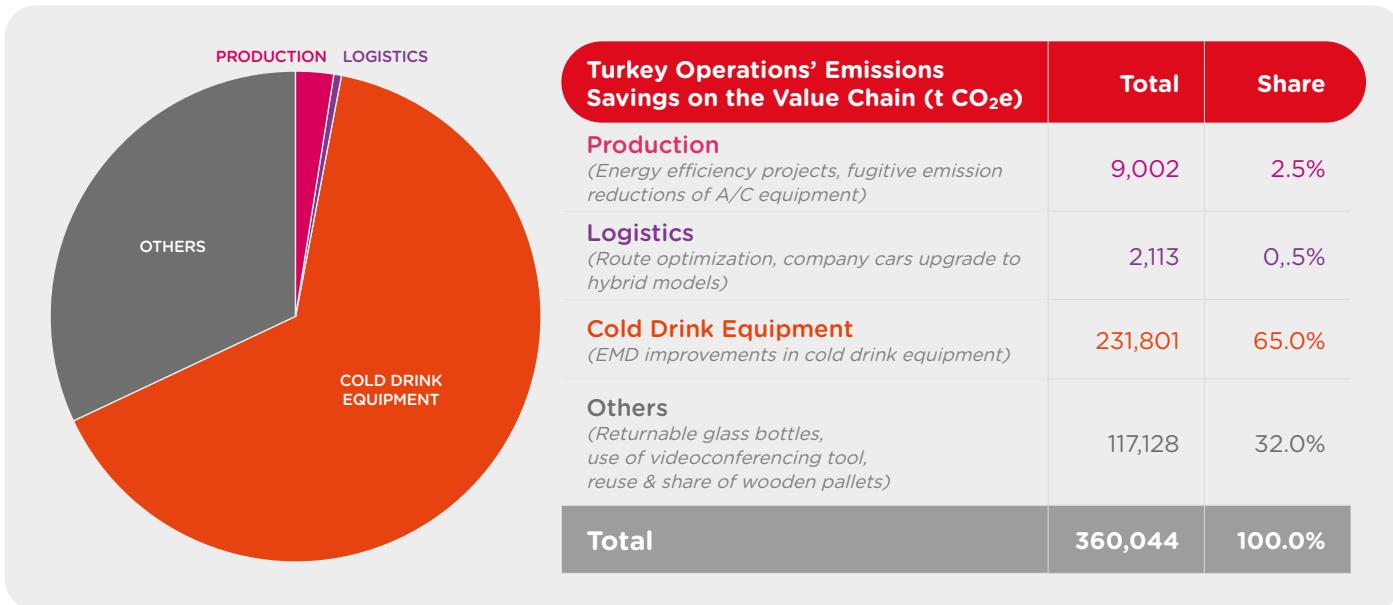


Emissions of Turkey Operations



In addition to reducing the absolute emissions, we optimized our operations to increase emission savings. We avoided 360 kilotonnes of CO₂ emissions in Turkey in 2019 as a result of best practices executed all throughout the value chain, which is equal to the amount of CO₂ that approximately 30 million trees* annually extract from the atmosphere.

* Calculation is made based the assumption that an average mature (15 years and older) tree absorbs 12 kg CO₂ annually.



Sustainable Packaging

Goals and Achievements

2019 Goals	Performance in 2019	Status	2020 Goals
Achieve a total waste ratio of: Turkey: 4.25 g/L Jordan: 1.36 g/L Kazakhstan: 1.63 g/L Azerbaijan: 0.97 g/L Pakistan: 10.01 g/L Kyrgyzstan: 3.00 g/L	Performed the following ratios: Turkey: 4.00 g/L Jordan: 1.44 g/L Kazakhstan: 2.12 g/L Azerbaijan: 0.90 g/L Pakistan: 8.03 g/L Kyrgyzstan: 2.02 g/L Tajikistan: 3.09 g/L	Compared to Annual Targets Turkey: Overachieved by 6% Jordan: Underachieved by 6% Kazakhstan: Underachieved by 3% Azerbaijan: Overachieved by 8% Pakistan Overachieved by 20% Kyrgyzstan: Overachieved by 3%	Achieve a total waste ratio of: Turkey: 4.10 g/L Jordan: 1.4 g/L Kazakhstan: 2.09 g/L Azerbaijan: 0.89 g/L Pakistan: 8.89 g/L Kyrgyzstan: 2.01 g/
Continue assessing opportunities to reduce packaging material.	Saved 145 tons of resin 232 tons of glass and 99 tons of carton with our lightweight practices and operational excellence projects	Achieved	Continue implementing lightweight opportunities to reduce packaging material.
Use 6% of recycled plastic (r-PET) content	Used 6% of recycled plastic (r-PET) content.	Achieved	Use 8% of recycled plastic content Use r-PET in secondary packaging like labels and shrink

Sustainable Packaging

Packaging is an essential aspect of the quality of our products and ensures safe delivery of our products to our customers and consumers. With our sustainable packaging efforts to conserve resources and use less energy; we not only contribute to the circular economy, but also reduce our carbon footprint.

Our Sustainable Packaging Strategy: Design, Collect, Partner!

It is unacceptable that packaging ends up in our oceans and waterways or littering the communities in which we all live and work. Using less resources for packaging has always been one of CCI's packaging strategy's key elements and design lied beneath this goal. Consequently, we continuously work to develop lighter packaging by using less material and conduct lightweight projects on both glass and resin side. We also focus our efforts on reusing our glass bottles, collecting back the packaging we put on the market and increasing the recycled content in our packaging. We aligned our packaging strategy in 2019 with TCCC's new environmental program: A World Without Waste.



A World Without Waste

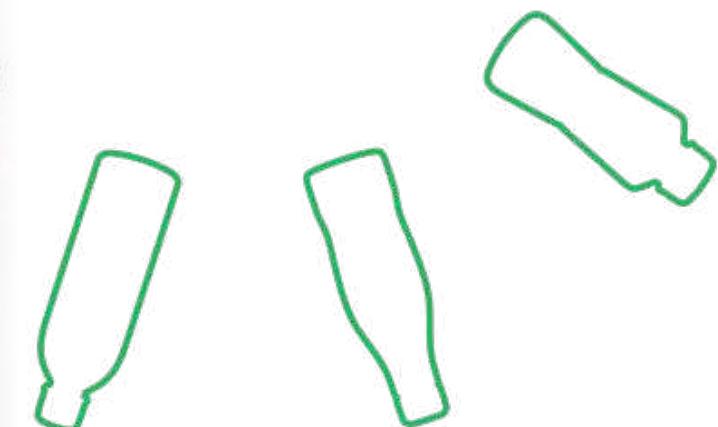
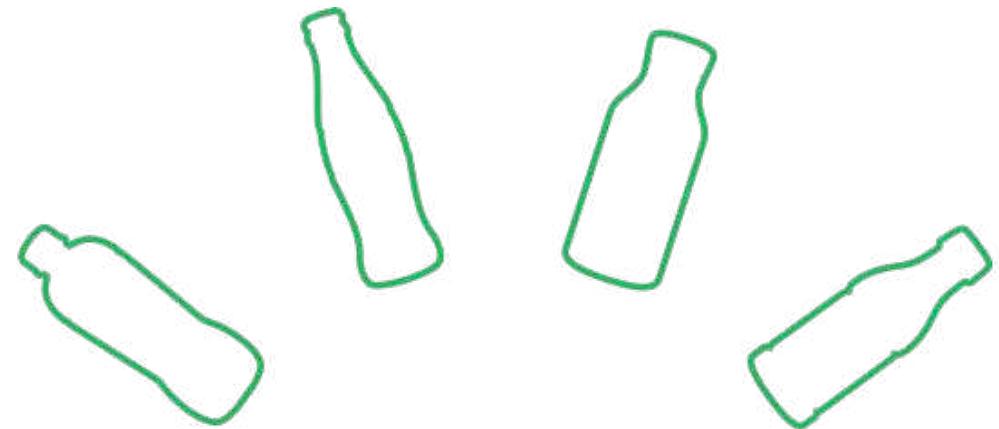
The Coca-Cola Company launched a bold and ambitious environmental program in 2018 with the vision for A World Without Waste. The three internal pillars of the plan are Design, Collect and Partner. Goals of the project revolve around:

- Continuing to focus on making the packaging 100% recyclable
- Collecting and recycling the equivalent of the 100% of the packaging it sells by 2030
- Increasing the recycled content in the packaging



world without waste
THE COCA-COLA COMPANY

For More Information about the Program please visit
[TCCC website](#)

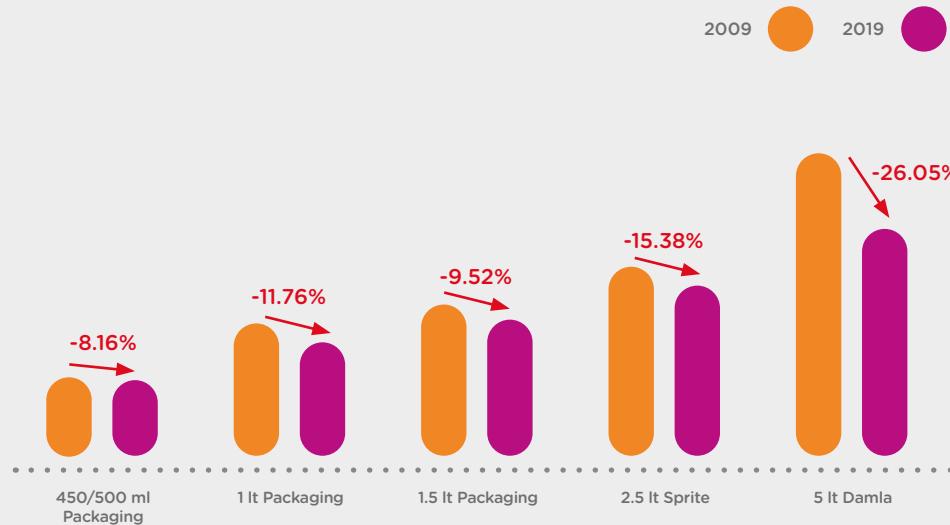


Lightweight

As defined in our strategy, we put several practices into action to reduce the amount of natural resources used in packaging without compromising the safety of our products. Our efforts began in 2008 when we reduced the length of the bottleneck for the lightweight PET bottle in Turkey. We have been implementing lightweight programs since 2010 in Kazakhstan, Azerbaijan and Kyrgyzstan operations.

In 2015, we conducted a benchmark study covering all CCI countries of operations to map the amount of resin used for all sizes of bottles and to share best practices of lightweight applications among the plants. With our lightweight practices; we save materials and also reduce GHG emissions released during production. With the help of lightweight and short neck practices; 145 tons of resin and 232 tons of glass is saved in seven countries of operation in 2019.

Packaging Weight Reductions in Turkey (%)



PlantBottle

PlantBottle usage performance in 2019 was 99% in Azerbaijan and 98% in both Jordan and Pakistan.

Recycled PET (r-PET)

As a consequence of the great emphasis we place on circular economy at CCI, we focus on the entire life cycle of packaging through a renewed perspective. We spend continuous efforts to increase the amount of recycled material in our packaging.

Besides the mandatory regulations on the use of r-PET up to 6% in beverage packaging, we have been long working on the use of recycled materials without compromising the product safety and consumer health.

In 2019, we used 14,105 tons of 20% content r-PET (compared with 800 tons in 2018) in 30% of our total volume; using chemical recycling method. The target for the r-PET usage in the content is 25% for 2020. Using r-PET in secondary packaging like labels and shrink is another target we work on with our strategic partners. In the upcoming years, we plan to continue our extensive efforts to further increase the r-PET content.

Returnable Glass Bottle Use in Turkey and Pakistan

With returnable bottle practices, glass bottles can be used up to eight times. With this practice, less energy is used for the bottle production and less resources are consumed.

The amount of refillable glass packaging in Turkey and Pakistan in 2019 has reached 162,895 tons. Thus, we avoided 191,239 tons of CO₂e via returnable glass bottle practices, equaling to the amount that is absorbed by 15.9 million trees.*

* Calculation is made based the assumption that an average mature (15 years and older) tree absorbs 12 kg CO₂ annually.

Post-Consumer Packaging Waste Recycling

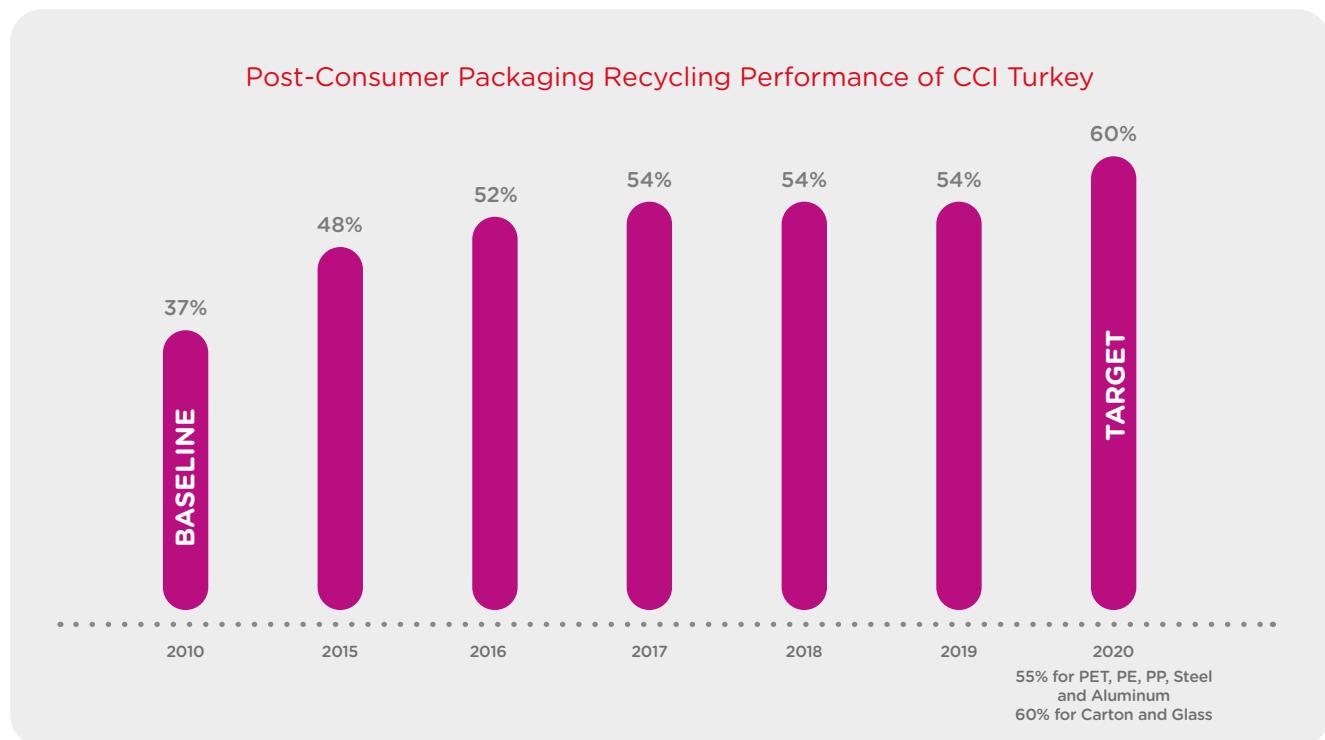


CCI Represented at Zero Waste Forum

CCI Group Corporate Affairs Manager was a speaker at the panel on 'Waste and Resource Management for Industrial Sustainability' at the 3-day Zero Waste Forum with the participation of Minister of Environment and Urbanization of Turkey. CCI shared its sustainability strategy and effective resource and waste management practices we adopted to reduce our environmental footprint and create value for all our stakeholders.



Post-Consumer Packaging Recycling Performance of CCI Turkey



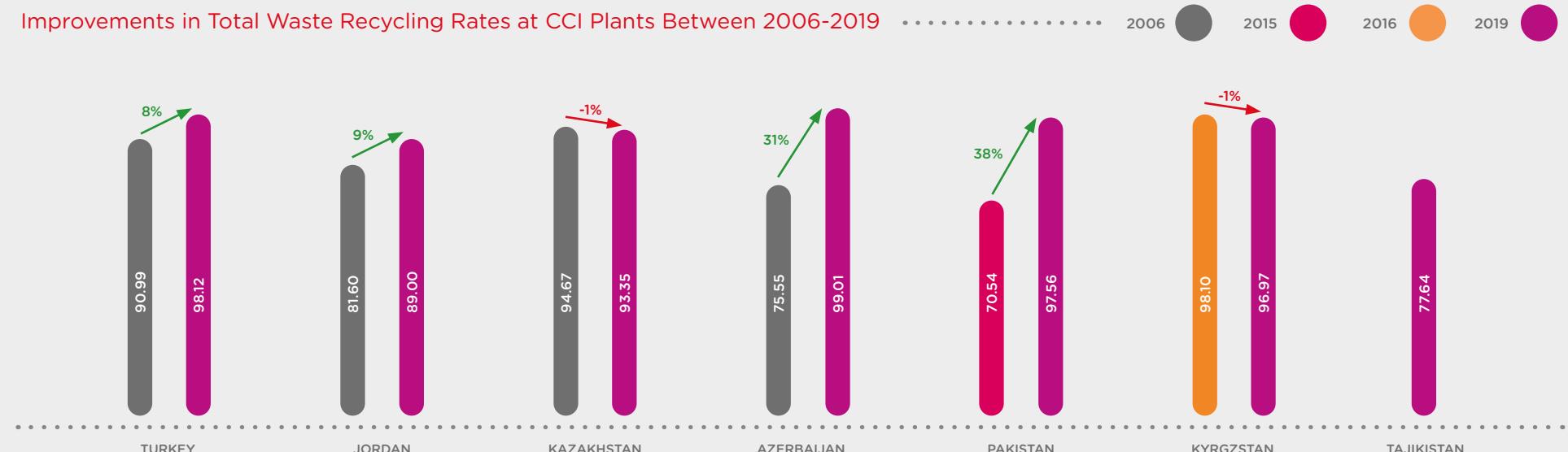
Zero Waste to Landfill

At all CCI plants, we work to minimize our environmental footprint by minimizing the amount of waste that is disposed of safely and in compliance with legislation. Our main strategy is based on preventing, reducing, reusing, recycling and recovering the waste. To do so, we employ the ISO 14001 environmental management system and carry out related operations in accordance with CCI's environmental policy, legislations and TCCC's KORE-EOSH requirements. At our production sites, we segregate our waste as reusable, recyclable, hazardous, landfill and non-recyclable wastes.

All waste that can be reused is reused, and that which can be recycled and recovered is delivered to licensed companies in all CCI operations. Waste that cannot be recycled or recovered is sorted according to specific, legally defined categories and delivered to licensed disposal facilities or municipalities to be used as landfill or to be incinerated. According to our waste management standards, all waste disposal sites are evaluated before use, and periodically thereafter, to verify and document site acceptability.

In line with our approach to produce more while consuming less, achieving zero waste production is our ultimate goal. Since 2006, we manage to improve our performance in all countries of operation. In line with compliance with Zero Waste Regulation, Hazar, Elaziğ, Ankara and Çorlu plants in CCI Turkey currently operate as "Zero Waste" facilities and the roll-out for the remaining facilities is in progress.

Improvements in Total Waste Recycling Rates at CCI Plants Between 2006-2019



Pakistan, Kyrgyzstan and Tajikistan data are included in the sustainability report in 2015, 2016 and 2019 respectively.

Water Management

Goals and Achievements

2019 Goals	Performance in 2019	Status	2020 Goals
Achieve a Water Usage Ratio of: Turkey: 1.52 L/L Jordan: 1.51 L/L Kazakhstan: 1.54 L/L Azerbaijan: 1.63 L/L Pakistan: 1.80 L/L Kyrgyzstan: 1.63 L/L	Performed: Turkey: 1.52 L/L Jordan: 1.61 L/L Kazakhstan: 1.51 L/L Azerbaijan: 1.58 L/L Pakistan: 2.03 L/L Kyrgyzstan: 1.62 L/L Tajikistan: 2.28 L/L	Compared to Annual Targets Turkey: Achieved Jordan: Underachieved by 7% Kazakhstan: Improved by 2% Azerbaijan: Improved by 3% Pakistan: Underachieved by 13% Kyrgyzstan: Improved by 1%	Turkey: 1.50 L/L Jordan: 1.60 L/L Kazakhstan: 1.49 L/L Azerbaijan: 1.57 L/L Pakistan: 1.97 L/L Kyrgyzstan: 1.62 L/L Tajikistan: 1.95 L/L
Conduct SVA study in our Hazar, Ashgabat plants. To conduct SVA studies in our Hilla, Karbala, Astana plants.	SVA study is conducted in our Hazar, Hilla and Karbala plants.	Partially Achieved	Conduct studies in Astana, Çorlu, İzmir, Mersin, Ankara and Baku plants

Water is one of the most critical natural resources. It is as well the main ingredient of our products and indispensable element of our production. So, there is a direct link between sustainable use of water and the sustainability of our business. Therefore, minimizing our negative impacts on water and sustaining water efficient operations is of utmost priority and we fully support TCCC's ultimate goal "replenish every drop of water we use."

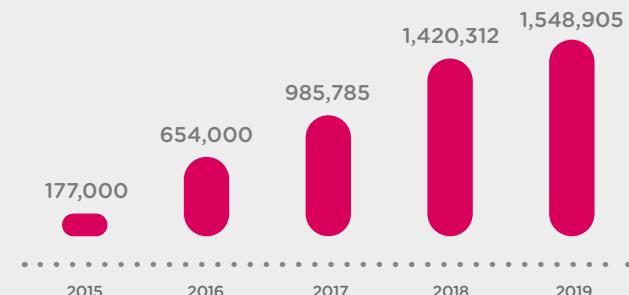
Our water management strategy is summarized below:

- Improving the overall water-use efficiency in our plants;
- Implementing Source Vulnerability Assessment (SVA) and Source Water Protection (SWP) studies to protect water catchment basins in the regions where our plants are located;
- Managing wastewater and storm water discharge in our plants (achieving 100% compliance in wastewater treatment);
- Replenishing the water, we use, back to the nature by implementing locally relevant programs;
- Mitigating risk for communities and for our business, by partnering with governments, NGOs and communities to assess, understand and generate effective, long-term water stress solutions, and implement source water protection plans;
- Researching and investing in new technologies to reduce water consumption;
- Investigating opportunities and conducting feasibility study to supply sustainable sources.

Water Management Performance

2019	Turkey	All
Water Usage Ratio	1.52 L/L	1.71 L/L
Total Water Withdrawal	4,563,655 m ³	10,130,884 m ³
Savings of Efficiency Projects	58,900 m ³	128,600 m ³ (Worth USD 63,192)
Volume of Water Recycled and Reused	516,000 m ³	589,600 m ³
Share of Water Recycled and Reused	11%	5.8%
Water Replenishment (L)	About 5 billion liters	About 12 billion liters

Water Savings across CCI (m³)



Reductions in Water Usage Ratios (WURs) between 2006 - 2019 (L/L)



Pakistan, Kyrgyzstan and Tajikistan data are included in the sustainability report in 2015, 2016 and 2019 respectively.

Plant Water Usage and Minimization

At CCI, we monitor is the amount of water used for producing one liter of product. Our plants have created water map in order to follow water consumption on a daily basis. We continuously analyze, evaluate and

spread best practices among CCI plants to reduce our water usage ratio (WUR). Our 2020 goal for CCI Turkey Operations is to achieve a water usage ratio of 1.48 liter of water per liter of product.

Top 10 Water Saving Program

All CCI plants completed the program in 2018, which was designed to reduce water usage in production facilities and to support continuous improvement of water usage ratio in our plants.

As a result of CCI water reduction activities started in CCI Operations in 2006, there has been a 30% improvement in TCCC's water efficiency on a global basis by the end of 2019.

Some of the top water saving programs included;

- Soft water regeneration optimization project in Isparta plant in Turkey;
- Wastewater treatment effluent to be used for road washing in Lahore plant in Pakistan;
- Replacing the water which enters the cooling tower of PET blow and preform injection parts with reverse osmosis water and consequently reducing the blowdown amount.

According to State Hydraulic Works data*, industry accounts for 14% of the total amount of annual usable water in Turkey and CCI Turkey Operations' total water withdrawal accounts for only 0.058% of Turkey's industrial water usage.

Source Water Vulnerability Assessment (SVA)

The water we use in our products and our production processes is drawn from local sources. As part of our water stewardship program, we conduct a local source vulnerability assessment (SVA) and develop Source Water Protection Plan (SWPP) to use water responsibly, mitigate water-related risks to our system and to the communities we serve.

SVAs allow us to assess vulnerabilities to community sources of water and help us determine potential impacts of our water usage and wastewater discharge. This assessment is

conducted in five-year rounds at all CCI plants. As of December 31, 2016, all CCI plants had completed their SVA studies in all countries of operation. The second round of SVA studies that began in 2016 will keep on until the assessments are complete for all CCI plants by 2020. In 2020, our goal is to conduct SVA studies in our Astana, Çorlu, İzmir, Mersin, Ankara and Baku plants.

During an SVA study, an analysis of water basins and sub-basins around our plants is conducted, and it includes the topographical, geological, hydro-geological and hydrological assessment

of the study areas as well as identification of any risks to the sustainability of water resources within these areas. SVA studies include processes such as field surveys, interviews with plant authorities or site representatives, interviews with local and national authorities as well as desktop studies. These assessments file an inventory of the social, environmental and political risks to the water sources supplying our facilities and surrounding communities. We evaluate the results of these studies with a SWPP and act on a plant-by-plant basis.

* For data source please visit
[State Hydraulic Works' website.](#)



TCCC's Replenishment Goal

TCCS's "water neutrality" goal is defined as:

1. Returning the water we use back to the communities we serve by treating all wastewater and returning it to the environment at a level of purity that supports aquatic life.
2. Replenishing the amount of water equivalent to our product volume through locally relevant water and sanitation projects.

TCCS globally replenished an estimated 100% of the equivalent amount of water used in their finished beverages as of 2015. The water replenishment rate for Turkey has reached 159% as of 2019

In 2019, TCCC's global replenishment rate increased to 155%.

Replenishment Programs



Pakistan Water Workshop

The 2nd Water Workshop was organized and moderated by Pakistan Business Council's Centre of Excellence in Responsible Business (CERB) in collaboration with Coca-Cola Pakistan to lead a dialogue on the UN's Sustainable Development Goal # 6 (SDG 6) - Clean Water & Sanitation, with focus on water efficiency - internal and external - as an integral part of corporate water policy. Several NGOs, Multi Nationals and Media representatives were present at the Workshop. The

Guest of Honor was Lahore High Court appointed Chairman Water Commission.

At this workshop, CCI's crucial role in Pakistan's economy, how CCI derives its pillars directly from UN's SDGs, and CCI's commitment towards water efficiency in Pakistan were highlighted. CCI's water conservation projects as well as water saving initiatives as a responsible corporation were shared with the invited guests.



Wastewater Management

At CCI, we have high standards around wastewater discharge. "Zero wastewater generation and reclamation" defines our wastewater management approach. We comply with local laws regulating wastewater treatment and discharge in all the operating countries. We also act in accordance with TCCC standards that determine the wastewater pollutant limits for our operations. In many cases, the allowed discharge limits set by TCCC are much lower than the limits established by the local authorities.

In addition to ISO 14001 Environment Management System Audits, all CCI operations are regularly audited in detail by third parties. We monitor our wastewater quality parameters by periodic analyses and reduce our environmental impact by treating wastewater prior to discharge. We also monitor the amount of wastewater discharged per liter of product. We also develop projects to reduce wastewater generated as a result of our activities.

Water Discharge

Surface water (m ³)	709,609
Organized Industrial Zone (m ³)	1,811,210
Municipal sewage system(m ³)	1,619,421
Total (m³)	4,140,241



3 PERFORMANCE INDICATORS



CCI REPORTING GUIDANCE

This document provides guidance on the indicators included in the 2019 CCI sustainability report, some of which have been externally assured for the current or a prior period.

Indicators that have been externally assured for this year's report are marked within the report and the assurance statement is provided at Independent Assurance Statement title of this section.

Indicators covered in this sustainability report are reported in line with the:

- References to disclosures in accordance with the GRI Standards: Core option are listed under the GRI Content Index title in this section.
- United Nations Global Compact (UNGC) Communication on Progress (COP) of the UNGC and are listed at the UNGC Standards Content Index title of this section.
- United Nations Women Empowerment Program (UNWEP) and are listed at the UNWEP Standards Content Index title of this section.

The data within the scope of this guidance document is for the financial year ending on December 31, 2019 and concerns the relevant operations in Turkey, Jordan, Azerbaijan, Kazakhstan, Pakistan, Kyrgyzstan and Tajikistan. Referral to "The Company" covers these seven countries, unless otherwise stated.

Legal entities covered fully by this report include:

- Coca-Cola İçecek A.Ş., Turkey
- Coca-Cola Satış ve Dağıtım A.Ş., Turkey
- Mahmudiye Kaynak Suyu Ltd. Şti., Turkey
- J.V. Coca-Cola Almaty Bottlers LLP, Kazakhstan
- Azerbaijan Coca-Cola Bottlers Limited LLC., Azerbaijan
- The Coca-Cola Bottling Company of Jordan Ltd., Jordan
- Coca-Cola Beverages Pakistan Ltd., Pakistan
- Coca-Cola Bishkek Bottlers CJSC., Kyrgyzstan
- Coca-Cola Beverages Tajikistan L.L.C., Tajikistan

For a full list of entities included in CCI's financial statements, please see page 130 of the **CCI 2019 Annual Report**.



General Reporting Principles

In preparing this guidance document, consideration has been given to the following principles:

- Information Preparation – to highlight the primary principles of relevance and reliability of information; and
- Information Reporting – to highlight the primary principles of comparability, consistency (especially with regards to other data, including that of previous years), understandability and transparency in order to provide clarity to users.

Key Definitions

For the purpose of this report, the following definitions apply:

TCCC: The abbreviation TCCC refers to “The Coca-Cola Company”.

TCCS: The abbreviation TCCS refers to “The Coca-Cola System”.

PLANT: All on-site facilities, including production buildings, water treatment units, wastewater treatment units, warehouses, laboratories, administration buildings and technical service operations.

ENERGY: Electricity, natural gas, diesel, gasoline, fuel oil, liquefied petroleum gas (LPG) and steam. For the purpose of this report, energy does not include alternative forms of fuel, such as bio-waste, biomass, biodiesel, or renewable sources of energy such as wind or solar energy, which collectively represent an insignificant share of total energy consumption and carbon emissions.

ENERGY CONSUMPTION: The energy consumed during the reporting year (January 1 to December 31). Energy consumption data covers energy used in the operation of on-site industrial facilities and manufacturing processes, including electrical systems, heating, lighting, on-site transportation, air circulation and air conditioning (HVAC system). Manufacturing processes refer to the energy consumed in the core bottling (filling) operation. Total energy consumption also includes preform injection for those plants that use this energy-intensive process as well as energy used for CO2 production processes in our plants in Kazakhstan and Azerbaijan.

ENERGY USE RATIO (EUR, MJ): MJ of energy consumed per liter of product produced, calculated as the sum of all individual energy sources from the filling (core) production processes (in MJ) divided by production volume (in liters). To allow comparability between different CCI plants:

- Energy consumption during preform injection, an energy-intensive process, is excluded from the core EUR. It is included in the total EUR calculations.
- Energy consumption for CO₂ production processes is also excluded from the core EUR calculation. It is included in the total EUR calculations.
- Beginning in 2013, the electricity producing process, which is present in Kazakhstan, is included in EUR calculations.

GHG EMISSIONS (TON): Emissions during the reporting year (January 1 to December 31). The GHGs reported are those currently required by the United Nations Framework Convention on Climate Change and the Kyoto Protocol. These GHGs are currently: 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 excluded from GHG emissions and analyzed separately. “GHG emissions” refers to emissions from all production processes, such as bottling and preform injection, arising from The Company’s plants. In Turkey, CCI has been reporting its GHG emissions more extensively since 2012 in accordance with the ISO 14064-1 Standard for quantifying and reporting GHG emissions at the organization level. Consequently, GHG emissions reported for Turkey also include CCI’s GHG emissions from its non-plant buildings, e.g. offices, fleet transport and fugitive emissions. Where a plant generates energy on-site, the related 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 rather than the electricity output of the generator).

WASTE (TON): Waste generated at a given site includes waste due to production, construction, food services or any other activity. Examples of the types of solid waste generated by The Company include paper, plastic, corrugated cardboard, metal, glass, sludge from water, waste oils, fleet waste (tires, batteries, coolants, oils, etc.) and damaged ingredients or products, plus all hazardous waste such as solvents, inks and lab waste. Liquid waste disposed of through the wastewater system is not included in the calculations as such waste is accounted for in wastewater discharge volume and wastewater sludge.

TOTAL WASTE RATIO (g/L): Grams of total waste generated per liter of product produced.

WASTE RECYCLING RATE (%): Tons of waste recovered, re-used or recycled divided by total waste generated (in tons), i.e. the Waste Recycling Rate represents the portion of waste that is not disposed to a landfill or incinerated. In the six countries covered by the 2018 CCI sustainability report, accredited waste contractors collected tons of waste for recycling and re-use.

WASTE DISPOSAL (TON): Waste disposal has followed the GRI Standards 306-1 classification. To determine the method of disposal, CCI has used the legal categories laid out in the disposal documentation provided by its accredited waste contractors. Based on the disposal documentation, the categories of waste generated by CCI during the reporting period were recycling, re-use, recovery, incineration and landfill. Some hazardous waste is sold for use as fuel in processes such as cement manufacturing. In accordance with the legal categories of accredited waste documentation, this waste is classified as recovery rather than incineration.

REUSED WASTE (TON): Waste used again for the same or different purposes without re-processing, e.g., wood.

RECYCLED WASTE (TON): Waste that is broken down into raw materials, changed and reprocessed for use and used for new products. Recyclable materials include many kinds of glass, paper, metal, plastic, textiles, and electronics. The composting or other reuse of biodegradable waste – such as food or garden waste – is also considered recycling. Materials to be recycled are brought to a collection center, or picked up from the curbside, then sorted, cleaned and reprocessed into new materials bound for manufacturing.

RECOVERED WASTE (TON): Non-recyclable waste materials and the extraction therefrom of heat, electricity or energy through a variety of processes, including combustion, gasification, pyrolysis and anaerobic digestion. For example, if waste is incinerated in an incineration plant to generate energy, then the waste is “recovered.” If there is no use of energy during the process, then the waste is incinerated. There are several ways to recover energy from waste. Anaerobic digestion is a process of decomposition that occurs naturally whereby organic matter is reduced to

a simpler chemical component in the absence of oxygen. “Recovery” also refers to incineration or directly controlled burning of municipal solid waste in order to reduce waste and create energy. Secondary recovered fuel is energy recovered from waste that cannot be reused or recycled through mechanical and biological treatment activities. Since most of the waste is recovered for energy in licensed facilities before storage, hazardous waste in Turkey is categorized as “recovery.”

WASTE STORED ON SITE (TON): Waste stored initially before the final treatment. Wood waste is treated in different ways, and the final treatment method is confirmed with suppliers and categorized by operations. Methods for reuse, recycle and recovery of hazardous waste are confirmed with CCI’s service providers for waste management. For our Turkey operations, disposal and treatment methods are decided according to the waste disposal codes defined in the Turkish Hazardous Waste Control Regulation. The amount of waste from cold drink equipment and two-way bottles generated by the market is measured either by weighing it directly or by calculations using waste factors recorded after measuring the exact weight of each part of the equipment.

LANDFILLED WASTE (TON): Waste sent to landfills (of either a municipality or an accredited company) and disposed of by burial.

WATER: Includes water from all sources, including wells, spring water, municipality and collected rainwater.

WATER CONSUMPTION (LITER): All water used during the reporting year (January 1 to December 31). Water consumption data includes water used for production, water treatment, boiler makeup, cooling (contact and non-contact), cleaning and sanitation, backwashing filters, irrigation, washing trucks and other vehicles, kitchen or canteen, toilets and sinks, and fire control.

WATER USE RATIO (L/L): Liters of water used per liter of product produced, calculated as total water use (in liters) divided by production volume (in liters).

WATER WITHDRAWAL (L): Total volume of water withdrawn from any source during the reporting year (January 1 to December 31), including ground water, municipality water and collected rainwater.

WASTE EFFLUENT (L): The total volume of water discharges during the reporting period by discharge and quality, including treatment method. This indicator is aligned with GRI Standards 306-1 disclosure.

ENVIRONMENTAL COMPLIANCE: The monetary value of significant fines (over \$200,000) and the total number of non- monetary sanctions for non-compliance with national Environmental Laws and Regulations. This indicator is aligned with GRI Standards 307-1 disclosure.

EMPLOYEE NUMBERS: CCI employees working in The Company's headquarters, plants and sales offices. Employee figures are categorized as permanent, temporary and contractor workers, and these data are recorded as year-end figures. Turkey operations include Turkey factories and Turkey sales offices. This indicator is aligned with GRI Standards 108-2 disclosure.

INJURIES AND LOST DAYS: Type of injury, rates of injury, lost days and total number of work-related fatalities, by region. This indicator is aligned with GRI Standards disclosure number 403-2. CCI's main injury metric is the Lost Time Incident Rate (LTIR), which is number of lost time incidents/occupational illnesses multiplied by 200,000 and then divided by the total number of hours worked during the reporting period.

TRAINING (Hr.): Average hours of training carried out during the reporting period per employee, categorized in terms of OHS training, environmental training and total training. This indicator is aligned with GRI Standards 404-1 disclosure.



Scope of Reporting

The following tables summarize the activities that are currently reported within the scope of this sustainability report for energy consumption, GHG emissions, water consumption and solid waste.

Total Energy Consumption	Turkey	Jordan	Azerbaijan	Kazakhstan	Pakistan	Kyrgyzstan	Tajikistan
Industrial sites where bottling processes are conducted, together with secondary operations such as preform injection*, bottle blowing and lift truck operations	✓	Except preform production	✓	✓	✓	Except preform production	✓
Technical service operations (e.g. repairing of cold drink equipment, etc.)	✓	✓	✓	✓	✓	✓	✓
Administrative buildings located at industrial sites	✓	✓	✓	✓	✓	✓	✓
Own transportation of materials and products within industrial plant sites (e.g., forklift operations)	✓	✓	✓	✓	✓	✓	✓
Data adjustment for preform injection, CO ₂ production and electricity generation processes for energy consumption figures*	Preform production	None	CO ₂ production and preform processes	✓	Preform production	CO ₂ production	CO ₂ production

**Adjustment is made to the EUR (core) to allow comparability between plants by removing certain energy-intensive processes from the EUR, but not from total energy consumption. As explained in the RG, an adjustment is made to the EUR for energy consumption for preform injection processes, electricity generation processes (present only in our Kazakhstan plant) and CO₂ production processes (present only in our plants in Kazakhstan and Azerbaijan). From 2013 onwards, energy use for electricity generation is included in the EUR data.*

Data Preparation

Energy Consumption

Energy consumption data are reported for electricity and primary fuel sources, including natural gas, diesel, LPG, heavy fuel oil and steam. Electricity and natural gas data are obtained from supplier meters and reconciled with internal meters (when available) and/or service provider invoices. Diesel, LPG, steam and fuel oil consumption data are obtained from supplier invoices. CCI Operations used the following published conversion factors:

- For electricity, the unit of supply is invoiced in kWh. To calculate energy use ratio, kWh is converted to megajoules (MJ) at a factor of 3.6.
- For natural gas, the unit of supply for most suppliers is invoiced in m³. To calculate the energy use ratio, cubic meters is converted to MJ with a conversion factor of 37.3, except for in Kazakhstan, where a factor of 34.4 is used based on the 2016 analysis conducted by an accredited local laboratory on the natural gas used on site.
- For fuels other than natural gas (diesel and heavy fuel oil), energy conversion factors (from liters or kilograms to MJ) are obtained from the calculation tool provided by TCCC Default Factors.
- For LPG (MJ/kg) a conversion factor (net calorific value) of 50.0 was used as part of the GHG verification process in accordance with the requirements of ISO 14064-1.
- For diesel (MJ/L) a conversion factor of 39.0 was used.
- For steam (MJ), a conversion factor of (GKAL): 4,186.8 was used (Kazakhstan operations only).

GHG Emissions

GHG emissions are calculated by CCI using published conversion factors. Conversion factors enable an estimate of the amount of GHGs released into the atmosphere per unit of energy consumed. Different types of energy sources have different conversion factors that reflect their carbon dioxide intensity. In future periods, conversion factors may be updated to reflect changes to, and/or improvements in, published data. During the current period, the following conversion factors were used:

For fuels such as natural gas, diesel and LPG, conversion factors are derived from calculation tools based on the May 2015 version of the GHG Protocol Standards found on the GHG Protocol website (www.ghgprotocol.org). The Global Warming Potentials (GWP_s) used to calculate the emissions of different GHGs in terms of CO₂-equivalents are taken from the Intergovernmental Panel on Climate Change's Fifth Assessment Report.

In 2014, we began using the “GHG emissions from transport or mobile sources” tool, version 2.6 of May 2015, from the GHG Protocol of the World Resources Institute and World Business Council for Sustainable Development to calculate the emission values for employee commuting and business categories. GHG emissions of Turkey are taken from the report verified by the auditing firm in line with the ISO 14064-1 Standard. Since 2017, we have been using DEFRA emission factors for diesel, managed vans class 3.



Extrapolation Method Used for Energy Use Calculation and Total Energy Consumption

Since the period covered by invoices may not always fully align with The Company's reporting period, adjustments are made where necessary in order to align the consumption data from the invoices with the reporting period as agreed with The Company's verifiers.

TCCC Default Factors for CO₂ Emissions

Natural gas (MJ): 0.050539 kg CO₂

LPG (MJ): 0.056839 kg CO₂

Diesel (MJ, light fuel oil): 0.070636 kg CO₂

Heavy Fuel Oil (MJ): 0.073771 kg CO₂

Electricity (kWh): For electricity, conversion factors for GHG emissions 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 IEA factors of the year 2017 (as there is a two-year time gap for IEA publish the factors for a certain year). Combined factors are used for all operations in the sustainability report. This information is available in the internal document entitled "SDW Fuel Conversion Factors", which is updated every year by TCCC.

For our Kazakhstan operations, since electricity is generated by a co-generation plant at the site, local laboratory analysis results are used for the calculation of GHG emissions in these operations. The average value of external laboratory analysis results is used to determine the chemical composition of samples of the natural gas used in the plant.

Kg CO₂ /kWh Electricity	2012 IEA Factors (Used for the 2014 Report)	2013 IEA Factors (Used for the 2015 Report)	2014 IEA Factors (Used for the 2016 Report)	2015 IEA Factors (Used for the 2017 Report)	2016 IEA Factors (Used for the 2018 Report)	2017 IEA Factors (Used for the 2019 Report)
Turkey	0.45915	0.42868	0.497	0.441	0.465	0.461
Jordan	0.63562	0.63939	0.656	0.588	0.497	0.498
Kazakhstan	0.46088	0.43243	0.515	0.416	0.505	0.612
Azerbaijan	0.49366	0.46879	0.477	0.487	0.479	0.488
Pakistan	0.41762	0.41617	0.425	0.410	0.397	0.416
Kyrgyzstan			0.050	0.092	0.074	0.051
Tajikistan						0.043

Water Consumption

Water consumption data is obtained from internal meters where ground water is utilized. Moreover, separate data on water consumption is obtained from supplier meters and then reconciled with internal meters (when available) and/or service provider invoices where the water is supplied by the network.

Restatements

The measuring and reporting of assured environmental data inevitably involve a degree of estimation. In exceptional circumstances, restatements of data reported in a prior year may be required. Restatements are considered where the data differs by more than 5% at The Company level.

SCOPE FOR WATER CONSUMPTION DATA	Turkey	Jordan	Azerbaijan	Kazakhstan	Pakistan	Kyrgyzstan	Tajikistan
Industrial sites comprising bottle facilities	✓	✓	✓	✓	✓	✓	✓
Technical service operations at the site	✓	✓	✓	✓	✓	✓	✓
Administrative buildings located at industrial sites	✓	✓	✓	✓	✓	✓	✓

SCOPE FOR WASTE GENERATION DATA	Turkey	Jordan	Azerbaijan	Kazakhstan	Pakistan	Kyrgyzstan	Tajikistan
Industrial sites comprising bottle facilities	✓	✓	✓	✓	✓	✓	✓
Technical service operations at the site	✓	✓	✓	✓	✓	✓	✓
Administrative buildings located at industrial sites	✓	✓	✓	✓	✓	✓	✓

MANAGEMENT SYSTEMS STANDARDS AND PRINCIPLES

	Material Topic	Internal Policies	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 & Carbon Emissions	KORE - EOSH Requirements	ISO 14001, ISO 50001, ISO 14064-1, GHG Protocol
	Sustainable Packaging & Waste Management	KORE - EOSH Requirements	ISO 14001, PAS223
	Product Quality & Safety	KORE - OE	ISO 9001, EFQM Business Excellence Model, Lean Six Sigma
	Product Quality & Safety	KORE	ISO 9001, ISO 22000, FSSC 22000, GFSI**
	Health & Safety	KORE - EOSH Requirements	OHSAS 18001, ISO 45001
Other	Human Rights Along the Value Chain	Supplier Guiding Principles	UNGC, GRI
	Total Beverage Portfolio	TCCC Responsible Marketing Policy, TCCC Global School Beverage Guideline	
	Human Rights Along the Value Chain	Human Rights Policy	UN Guiding Principles on Business and Human Rights
	Community Development	TCCC's Policy	UNGC
	Risk Management (Strategy)	CCI Ethics Code, Human Rights Policy	UNGC
	Overall	Code of Business Conduct, KORE	UNGC, GRI

* EOSH: Environmental and Occupational Safety and Health

** GFSI: Global Food Safety Initiative

INDEPENDENT ASSURANCE

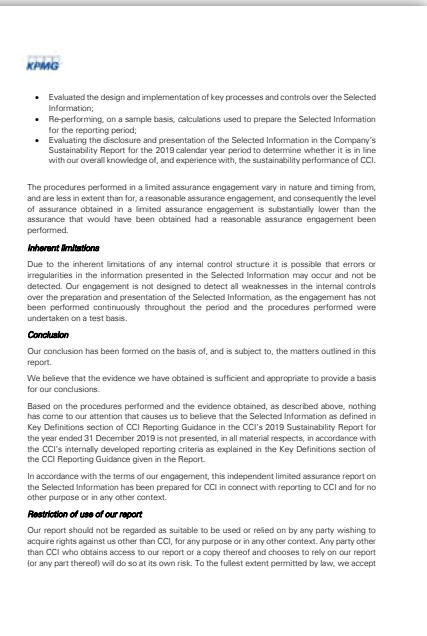
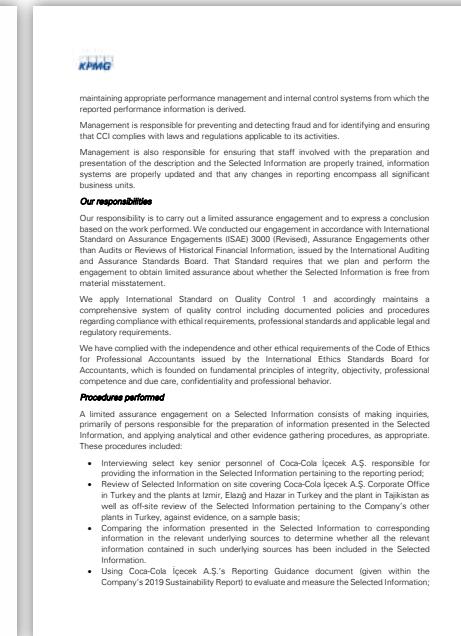
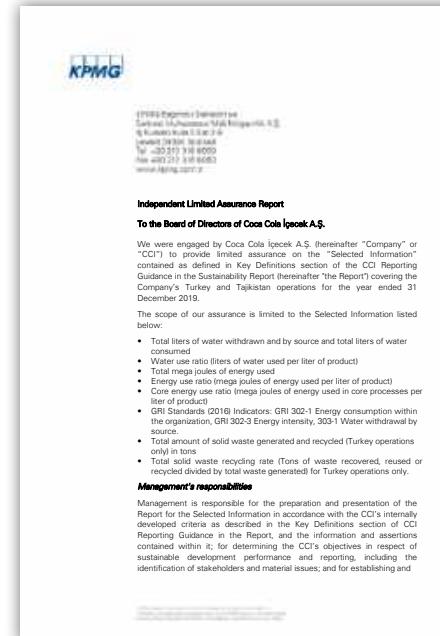
2019 Assurance Scope

The Reporting Guidance (RG) document covers The Company's data-gathering and reporting obligations for the indicators listed below. It is the responsibility of The Company management to ensure that appropriate procedures are in place to prepare data related to the below mentioned indicators in line with the RG in all material respects.

- The total energy consumption, energy usage ratio (EUR), total water withdrawal and water usage ratio (WUR) and data of CCI Turkey and Tajikistan Operations as well as waste data of CCI Turkey operations, in year 2019, were audited according to the ISAE 3000 Standard (Revised).
- Scope 1 and 2 GHG emissions of Turkey operations were verified in line with the ISO 14064-3 Standard.

GRI 102-56

Independent Assurance Statement

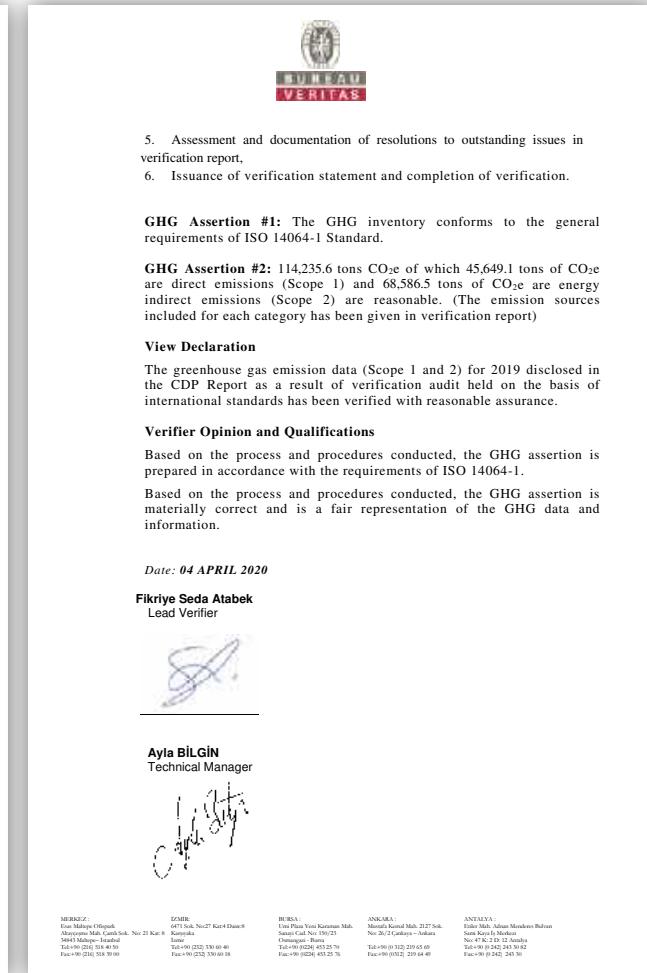
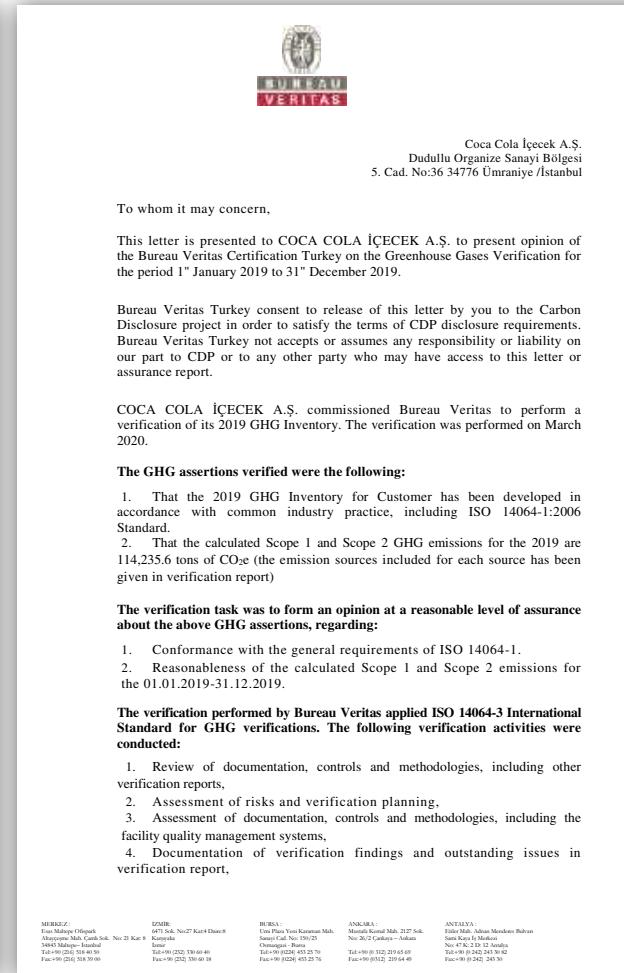


EXTERNAL VERIFICATION

GREENHOUSE GAS VERIFICATION SCOPE FOR TURKEY

GHG Emissions Included	✓
Industrial sites comprising bottling facilities together with secondary operations such as lift truck operations	✓
Technical service operations	✓
Preform manufacturing, bottle blowing processes	✓
Administrative buildings located at industrial sites	✓
Administrative buildings located away from industrial sites and headquarters	✓
Own transportation of materials and products within industrial plant sites (e.g. forklift operations)	✓
Own transportation of materials and products out of industrial plant sites	✓
Employees commuting with CCI-owned vehicles and sales fleet operations	✓
Energy used in the cooling of products (off site)	✓
Fugitive emissions from the cooling of products (off site)	✓
Fugitive emissions from the cooling system (on site)	✓
Fugitive emissions from fire extinguishers	✓
Fugitive emissions of CO ₂ filling process	✓
Fugitive emissions from off-site cold drink equipment	✓
Fugitive emissions from on-site cold drink equipment	✓

GHG Emissions Verification Statement



PERFORMANCE INDICATORS

Human Rights

Employees Covered By Collective Bargaining Agreements	2015		2016		2017		2018		2019	
	Rate (%)	Rate (%)	Number	Rate (%)	Number	Rate (%)	Number	Rate (%)	Number	Rate (%)
Turkey - Group Office	0	0	0	0	0	0	0	0	0	0
Turkey - Operations	52	6.20	761	90.38	770	91.02	768	93.77	772	94.18
Jordan	0	0	0	0	0	0	0	0	0	0
Kazakhstan	0	0	0	0	0	0	0	0	0	0
Azerbaijan	0	0	0	0	0	0	0	0	0	0
Pakistan	1,470	100	1,229	100	1,182	100	1,187	100	1,164	100
Kyrgyzstan			0	0	0	0	0	0	0	0
Tajikistan									0	0

Kyrgyzstan and Tajikistan data are included in the sustainability report in 2016 and 2019 respectively.

Group Office includes employees responsible for all 10 companies. Turkey operations include Turkey factories and Turkey sales offices.

Health and Safety

H&S Performance Indicators	Lost Time Incidents (Workdays lost)			Lost Time Incidents (Number)			Number of Fatalities		
	Employee	Contractor	Total	Employee	Contractor	Total	Employee	Contractor	Total
2015									
Turkey	146	292	438	15	15	30	0	0	0
Jordan	118	0	118	8	0	8	0	0	0
Kazakhstan	0	0	0	0	0	0	0	0	0
Azerbaijan	0	0	0	0	0	0	0	0	0
Pakistan*	174	0	174	7	10	17	0	0	0
OVERALL	438	292	730	30	25	55	0	0	0
2016									
Turkey	141	109	250	19	11	30	0	0	0
Jordan	296	0	296	18	0	18	0	0	0
Kazakhstan	32	16	48	2	1	3	0	0	0
Azerbaijan	0	0	0	0	0	0	0	0	0
Pakistan	220	4	224	4	1	5	1	0	1
Kyrgyzstan	0	0	0	0	0	0	0	0	0
OVERALL	689	129	818	43	13	56	1	0	1
2017									
Turkey	217	6	223	15	3	18	0	0	0
Jordan	47	0	47	4	0	4	0	0	0
Kazakhstan	10	0	10	1	0	1	0	0	0
Azerbaijan	180	0	180	1	0	1	0	0	0
Pakistan	8	33	41	1	3	4	0	0	0
Kyrgyzstan	0	0	0	0	0	0	0	0	0
OVERALL	462	39	501	22	6	28	0	0	0
2018									
Turkey	173	51	224	3	5	8	0	0	0
Jordan	60	0	60	5	0	5	0	0	0
Kazakhstan	18	0	18	1	0	1	0	0	0
Azerbaijan	0	0	0	0	0	0	0	0	0
Pakistan	38	44	82	4	2	6	0	0	0
Kyrgyzstan	29	0	29	2	0	2	0	0	0
OVERALL	318	95	413	15	7	22	0	0	0
2019									
Turkey	173	51	224	6	3	9	0	0	0
Jordan	13	0	13	2	0	2	1	0	1
Kazakhstan	9	0	9	1	0	1	0	0	0
Azerbaijan	133	0	133	3	0	3	0	0	0
Pakistan	50	0	50	2	0	2	0	0	0
Kyrgyzstan	10	0	10	1	0	1	0	0	0
Tajikistan	0	0	0	0	0	0	0	0	0
OVERALL	388	51	439	15	3	18	1	0	1

LTIR: Number of lost time accidents per 100 employee/annum

LTISR: Number of lost days caused by accidents per 100 employee/annum

VCR: Number of vehicle accidents per 100 vehicles

* 2015 vehicle accident data for Pakistan was not prepared on a consistent basis between plants.

H&S Performance Indicators		LTIR	LTISR	Total	Vehicle
2015	Turkey	0.68	9.50	101	10.44
	Jordan	1.42	20.93	74	32.60
	Kazakhstan	0	0	2	0.73
	Azerbaijan	0	0	3	1.74
	Pakistan	0.37	3.77	13	2.51
	OVERALL	0.49	6.63	193	8.97
	Turkey	0.68	5.69	100	10.88
2016	Jordan	3.42	56.28	65	28.63
	Kazakhstan	0.43	6.91	0	0
	Azerbaijan	0	0	0	0
	Pakistan	0.13	5.98	13	2.16
	Kyrgyzstan	0	0	0	0
	OVERALL	0.57	8.35	178	8.59
	Turkey	0.38	4.70	95	10.70
2017	Jordan	0.73	8.63	39	17.18
	Kazakhstan	0.16	1.55	5	3.31
	Azerbaijan	0.34	60.96	0	0
	Pakistan	0.11	1.15	5	0.83
	Kyrgyzstan	0	0	8	9.20
	OVERALL	0.28	5.17	152	7.22
	Turkey	0.17	4.85	92	9.88
2018	Jordan	0.96	11.5	23	10.80
	Kazakhstan	0.16	2.88	0	0
	Azerbaijan	0	0	0	0
	Pakistan	0.16	2.13	11	1.83
	Kyrgyzstan	0.72	10.47	4	4.20
	OVERALL	0.22	4.12	130	6.18
	Turkey	0.21	5.3	94	11.13
2019	Jordan	0.45	2.9	15	7.79
	Kazakhstan	0.15	1.4	7	5.47
	Azerbaijan	0.9	39.8	0	0.00
	Pakistan	0.06	1.6	1	0.18
	Kyrgyzstan	0.35	3.5	4	3.80
	Tajikistan	0	0	2	4.12
	OVERALL	0.19	4.66	123	6.14

Main Types of Work-Related Injury	2018	2019
Laceration	13	5
Fracture	4	4
Slip, trip and fall	5	4
Poisoning	0	1
Burning	0	3
Electroshock	0	1

Human Capital

Number of Employees	2015	2016	2017	2018	2019
Turkey - Group Office	143	132	125	136	195
Turkey - Operations	2,219	2,241	2,200	2,151	2,175
Jordan	404	398	377	349	309
Kazakhstan	950	717	651	627	641
Azerbaijan	352	296	295	307	339
Pakistan	3,564	3,356	2,955	2,901	2,532
Kyrgyzstan	355	307	308	299	316
Tajikistan	125	117	92	98	110

Employees by Gender	2015		2016		2017		2018		2019	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Turkey - Group Office	80	63	69	63	66	59	65	71	111	84
Turkey - Operations	1,908	311	1,923	318	1,879	321	1,835	316	1,848	327
Jordan	382	22	376	22	355	22	331	18	290	19
Kazakhstan	814	136	600	117	536	115	509	118	513	128
Azerbaijan	308	44	254	42	253	42	264	43	287	52
Pakistan	3,365	199	3,137	219	2,772	183	2,713	188	2,388	144
Kyrgyzstan			249	58	248	60	248	51	257	59
Tajikistan									81	29
TOTAL	6,857	775	6,608	839	6,109	802	5,965	805	5,775	842

Employees by Gender (%)	2015		2016		2017		2018		2019	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Turkey - Group Office	55.9	44.1	52.3	47.7	55.9	47.2	48	52	57	43
Turkey - Operations	85.9	14.1	85.8	14.2	85.9	14.6	85	15	85	15
Jordan	94.5	5.4	94.5	5.5	94.5	5.8	95	5	94	6
Kazakhstan	85.7	14.3	83.7	16.3	85.7	17.7	81	19	80	20
Azerbaijan	87.5	12.5	85.8	14.2	87.5	14.2	86	14	85	15
Pakistan	94.4	5.6	93.5	6.5	94.4	6.2	94	6	94	6
Kyrgyzstan			81.1	18.9	80.5	19.5	83	17	81	19
Tajikistan									74	26
TOTAL	89.9	10.1	88.7	11.3	89.9	10.1	88.7	11.6	87.5	12.5

Number of Employees by Employee Category		2015	2016	2017	2018	2019
Senior Management	Turkey - Group Office	10	11	10	10	11
	Turkey Operations	8	8	7	5	6
	Jordan	6	5	5	3	7
	Kazakhstan	8	8	6	8	8
	Azerbaijan	6	3	5	5	5
	Pakistan	10	10	9	9	10
	Kyrgyzstan		6	5	5	6
	Tajikistan					3
Other Employees	Turkey - Group Office	133	121	115	126	184
	Turkey Operations	2,211	2,233	2,193	2,146	2,169
	Jordan	398	393	372	346	302
	Kazakhstan	942	709	645	619	633
	Azerbaijan	346	293	290	302	334
	Pakistan	3,554	3,346	2,946	2,892	2,522
	Kyrgyzstan		301	303	294	310
	Tajikistan					107

Number and Percentage of Employees by Gender		Male						Female					
		2015	2016	2017	2018	2019	2019 (%)	2015	2016	2017	2018	2019	2019 (%)
Senior Management	Turkey - Group Office	8	9	8	7	8	72.7	2	2	2	3	3	27.3
	Turkey - Operations	7	7	5	3	4	66.7	1	1	2	2	2	33.3
	Jordan	6	3	3	3	7	100.0	0	2	2	0	0	0
	Kazakhstan	4	4	4	5	5	62.5	4	4	2	3	3	37.5
	Azerbaijan	3	1	3	3	3	60.0	3	2	2	2	2	40.0
	Pakistan	7	10	9	9	10	100.0	3	0	0	0	0	0
	Kyrgyzstan	n/a	5	4	4	4	66.7	n/a	1	1	1	2	33.3
	Tajikistan					3	100.0					0	0
Other Employees	Turkey - Group Office	72	60	58	58	103	56.0	61	61	57	68	81	44.0
	Turkey - Operations	1,901	1,916	1,874	1,832	1,844	85.0	310	317	319	314	325	15.0
	Jordan	376	373	352	328	283	93.7	22	20	20	18	19	6.3
	Kazakhstan	810	596	532	504	508	80.3	132	113	113	115	125	19.7
	Azerbaijan	305	253	250	261	284	85.0	41	40	40	41	50	15.0
	Pakistan	3,358	3,127	2,763	2,704	2,378	94.3	196	219	183	188	144	5.7
	Kyrgyzstan	n/a	244	244	244	253	81.6	n/a	57	59	50	57	18.4
	Tajikistan					78	72.9					29	271

Employees by Gender, Employment Type (%)		Male					Female				
		2015	2016	2017	2018	2019	2015	2016	2017	2018	2019
Blue Collar	Turkey - Group Office	0	0	0	0	0	0	0	0	0	0
	Turkey - Operations	98.5	98.5	98.0	97.6	97.6	1.5	1.5	2.0	2.4	2.4
	Jordan	100	100	100	100	100	0	0	0	0	0
	Kazakhstan	99.2	99.1	99.0	100	100	0.8	0.9	1.0	0	0
	Azerbaijan	97.1	97.0	97.0	96.6	96.0	2.9	3.0	3.0	3.4	4
	Pakistan*	99.1	98.3	98.0	97.9	97.5	0.9	1.7	2.0	2.1	2.5
	Kyrgyzstan	n/a	94.7	93.0	98.9	99	n/a	5.3	7.0	1.1	1.0
	Tajikistan	n/a	n/a	n/a	n/a	88.9	n/a	n/a	n/a	11.1	
White Collar	Turkey - Group Office	55.9	52.3	52.8	47.8	56.9	44.1	47.7	47.2	52.2	43.1
	Turkey - Operations	78.3	78.2	77.5	77.8	77.3	21.7	21.8	22.5	22.2	22.7
	Jordan	89.4	89.3	89.2	91.7	91.6	10.6	10.7	10.8	8.3	8.4
	Kazakhstan	76.7	70.7	67.6	65.6	63.3	23.3	29.3	32.4	34.4	36.7
	Azerbaijan	81.1	80.2	79.9	81.7	79.8	18.9	19.8	20.1	18.3	20.2
	Pakistan*	90.8	90.4	90.8	90.5	91.4	9.2	9.6	9.2	9.5	8.6
	Kyrgyzstan		64.2	64.7	75.7	73.6		35.8	35.3	24.3	26.4
	Tajikistan					68.7					31.3

The blue-collar/white-collar distinction is based on permanent employees since Pakistan does not have this information for its temporary workers.

Outsourced Employees	Outsource-Core Jobs (*)					Outsource-Auxiliary Jobs (**)				
	2015	2016	2017	2018	2019	2015	2016	2017	2018	2019
Turkey - Group Office	0	0	0	0	0	0	0	0	0	0
Turkey - Operations	857	929	890	648	657	227	261	350	266	269
Jordan	0	0	0	0	0	48	50	50	42	44
Kazakhstan	0	0	0	0	0	108	122	122	126	124
Azerbaijan	0	0	0	0	0	44	37	38	34	36
Pakistan	409	271	294	295	224	885	579	528	619	534
Kyrgyzstan		0	0	2	2		49	64	65	56
Tajikistan					0					60

* Outsource-Core Jobs: Employees who are on the payroll of a third-party company and whose jobs 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 and whose jobs are not directly related to our own business (e.g., jobs in security, gardening, health services etc.)

Employees by Gender, Employment Type and Contract	Male					Female					Total					
	2015	2016	2017	2018	2019	2015	2016	2017	2018	2019	2015	2016	2017	2018	2019	
Blue Collar	Turkey - Group Office	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	Turkey - Operations	830	829	829	799	800	13	13	17	20	20	843	842	846	819	820
	Jordan	197	192	173	131	82	0	0	0	0	0	197	192	173	131	82
	Kazakhstan	376	325	302	284	292	3	3	3	0	0	379	328	305	284	292
	Azerbaijan	136	96	98	86	97	4	3	3	3	4	140	99	101	89	101
	Pakistan	1,535	1,289	1,219	1,162	1,169	14	22	25	25	30	1,549	1,311	1,244	1,187	1,199
	Kyrgyzstan		161	160	92	95		9	12	1	1		170	172	93	96
	Tajikistan				24						3				27	
White Collar	Turkey - Group Office	80	69	66	65	111	63	63	59	71	84	143	132	125	136	195
	Turkey - Operations	1,078	1,094	1,050	1,036	1,048	298	305	304	296	307	1,376	1,399	1,354	1,332	1,355
	Jordan	185	184	182	200	208	22	22	22	18	19	207	206	204	218	227
	Kazakhstan	438	275	234	225	221	133	114	112	118	128	571	389	346	343	349
	Azerbaijan	172	158	155	178	190	40	39	39	40	48	212	197	194	218	238
	Pakistan	1,830	1,848	1,553	1,551	1,219	185	197	158	163	114	2,015	2,045	1,711	1,714	1,333
	Kyrgyzstan		88	88	156	162		49	48	50	58		137	136	206	220
	Tajikistan				57						26				83	
Permanent	Turkey - Group Office	80	69	66	65	110	63	63	59	70	83	143	132	125	135	193
	Turkey - Operations	1,908	1,921	1,879	1,828	1,838	309	316	314	314	323	2,217	2,237	2,193	2,142	2,161
	Jordan	377	376	355	268	265	22	22	22	18	19	399	398	377	286	284
	Kazakhstan	814	600	536	509	513	136	117	115	118	128	950	717	651	627	641
	Azerbaijan	307	253	253	264	287	44	42	42	43	52	351	295	295	307	339
	Pakistan	3,287	3,015	2,686	2,624	2,359	198	206	174	175	138	3,485	3,221	2,860	2,799	2,497
	Kyrgyzstan		249	248	248	257		58	60	51	59		307	308	299	316
	Tajikistan				76						29				105	
Temporary	Turkey - Group Office	0	0	0	0	1	0	0	0	1	1	0	0	0	1	2
	Turkey - Operations	0	2	0	7	10	2	2	7	2	4	2	4	7	9	14
	Jordan	5	0	0	63	25	0	0	0	0	0	5	0	0	63	25
	Kazakhstan	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Azerbaijan	1	1	0	0	0	0	0	0	0	0	1	1	0	0	0
	Pakistan*	78	122	86	89	29	1	13	9	13	6	79	135	95	102	35
	Kyrgyzstan		0	0	0	0		0	0	0	0		0	0	0	0
	Tajikistan				5						0				5	

The blue-collar/white-collar distinction is based on permanent employees since Pakistan does not have this information for its temporary workers.

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Percentage of Employees by Age (%)	Under 30					Between 30-50					Above 50					
	2015	2016	2017	2018	2019	2015	2016	2017	2018	2019	2015	2016	2017	2018	2019	
Senior Management	Turkey - Group Office	0	0	0	0	0	60.0	54.5	60.0	70.0	45.5	40	45.5	40.0	30.0	54.6
	Turkey - Operations	0	0	0	0	0	100.0	100.0	100.0	100.0	83.3	0	0	0	0	16.7
	Jordan	0	0	0	0	0	100.0	100.0	100.0	100.0	85.7	0	0	0	0	14.3
	Kazakhstan	0	0	0	0	0	75.0	87.5	83.3	87.5	87.5	25	12.5	16.7	12.5	12.5
	Azerbaijan	0	0	0	0	0	100.0	100.0	80.0	80.0	80.0	0	0	20.0	20.0	20.0
	Pakistan	0	0	0	0	0	90.0	90.0	100.0	100.0	90.0	10	10	0	0	10.0
	Kyrgyzstan		16.7	20.0	0	0		83.3	80.0	100.0	100.0		0	0	0	0
	Tajikistan					0					100.0					0
Other Employees	Turkey - Group Office	11.9	13.2	16.5	7.9	17.9	81.8	80.2	74.8	76.9	73.9	6.3	6.6	8.7	15.1	8.2
	Turkey - Operations	23.3	23.9	25.9	24.5	22.7	75.1	75.0	72.5	73.7	74.2	1.6	1.1	1.6	1.7	3.1
	Jordan	38.2	42.5	41.1	28.3	37.4	56.0	53.2	54.6	65.9	57.9	5.8	4.3	4.3	5.8	4.6
	Kazakhstan	36.3	30.3	29.5	26.5	24.3	56.5	61.5	60.6	61.2	64.1	7.2	8.2	9.9	12.3	11.5
	Azerbaijan	36.1	34.8	32.1	25.5	27.5	53.2	55.6	57.2	63.3	61.9	10.7	9.6	10.7	11.2	10.5
	Pakistan	33.3	27.0	31.3	23.5	17.5	62.7	69.3	65.7	72.4	77.3	4.0	3.7	3.0	4.1	5.2
	Kyrgyzstan		62.1	59.7	50.0	56.8		30.2	33.3	43.5	37.4		7.6	6.9	6.5	5.8
	Tajikistan					36.5					53.3					10.2

Employee Breakdown by Seniority (%) (by years of service)		2015	2016	2017	2018	2019
0 - 5 Years	Turkey - Group Office	54.0	47.0	36.0	29.0	47.0
	Turkey - Operations	40.0	43.0	37.0	34.0	31.0
	Jordan	55.0	57.0	56.0	49.0	56.0
	Kazakhstan	63.0	56.0	51.0	48.0	52.0
	Azerbaijan	56.0	47.0	47.0	41.0	40.0
	Pakistan	54.0	42.0	41.0	31.0	22.0
	Kyrgyzstan	n/a	67.0	60.0	57.0	55.0
	Tajikistan					84.0
6 - 10 Years	Turkey - Group Office	31.0	25.0	26.0	29.0	22.0
	Turkey - Operations	31.0	29.1	30.0	28.0	25.0
	Jordan	16.0	15.0	13.0	15.0	14.0
	Kazakhstan	23.0	25.0	22.0	17.0	15.0
	Azerbaijan	28.0	35.0	23.0	26.0	24.0
	Pakistan	33.0	40.0	39.0	43.0	44.0
	Kyrgyzstan	n/a	21.0	25.0	27.0	28.0
	Tajikistan					16.0
11 - 15 Years	Turkey - Group Office	3.0	8.0	15.0	19.0	13.0
	Turkey - Operations	11.0	11.0	16.0	21.0	26.0
	Jordan	11.0	9.0	10.0	12.0	10.0
	Kazakhstan	8.0	12.0	19.0	25.0	23.0
	Azerbaijan	5.0	7.0	19.0	23.0	26.0
	Pakistan	5.0	8.0	12.0	17.0	23.0
	Kyrgyzstan	n/a	5.0	7.0	7.0	9.0
	Tajikistan					0.0

Employee Breakdown by Seniority (%) (by years of service)		2015	2016	2017	2018	2019
16 - 20 Years	Turkey - Group Office	6.0	7.0	9.0	5.0	4.0
	Turkey - Operations	13.0	12.0	10.0	8.0	4.0
	Jordan	12.0	14.0	13.0	15.0	7.0
	Kazakhstan	5.0	5.0	4.0	6.0	5.0
	Azerbaijan	10.0	10.0	4.0	3.0	2.0
	Pakistan	8.0	8.0	7.0	7.0	7.0
	Kyrgyzstan	n/a	7.0	4.0	3.0	3.0
	Tajikistan					0
20+ Years	Turkey - Group Office	6.0	14.0	14.0	18.0	14.0
	Turkey - Operations	5.0	5.0	7.0	9.0	13.0
	Jordan	5.0	5.0	7.0	9.0	12.0
	Kazakhstan	1.0	2.0	4.0	4.0	4.0
	Azerbaijan	1.0	1.0	6.0	7.0	8.0
	Pakistan	0	2.0	2.0	2.0	4.0
	Kyrgyzstan	n/a	1.0	3.0	5.0	4.0
	Tajikistan					0.0

Local Employment in International Operations		Local Senior	Local White-Collar	Local Blue-Collar
2015	Turkey - Group Office	100.0	89.5	0
	Turkey - Operations	87.5	99.9	100.0
	Jordan	33.3	100.0	100.0
	Azerbaijan	16.7	97.2	100.0
	Kazakhstan	62.5	99.5	100.0
	Pakistan	90.0	100.0	100.0
2016	Turkey - Group Office	100.0	89.4	0
	Turkey - Operations	100.0	99.9	100.0
	Jordan	80.0	99.5	100.0
	Azerbaijan	50.0	99.0	100.0
	Kazakhstan	50.0	98.5	100.0
	Pakistan	70.0	99.8	100.0
2017	Kyrgyzstan	50.0	97.1	100.0
	Turkey - Group Office	100.0	100.0	0
	Turkey - Operations	100.0	99.3	100.0
	Jordan	80.0	97.5	100.0
	Azerbaijan	40	98.5	100.0
	Kazakhstan	33.3	96.8	100.0
2018	Pakistan	66.7	99.7	100.0
	Kyrgyzstan	60.0	97.8	100.0
	Turkey - Group Office	100.0	100.0	0
	Turkey - Operations	100.0	99.7	100.0
	Jordan	66.7	99.5	100.0
	Azerbaijan	40.0	98.2	100.0
2019	Kazakhstan	37.5	97.1	100.0
	Pakistan	66.7	99.5	100.0
	Kyrgyzstan	60.0	98.8	100.0
	Turkey - Group Office	100.0	100.0	0
	Turkey - Operations	100.0	99.9	100.0
	Jordan	57.1	98.7	100.0
2020	Azerbaijan	40.0	98.3	100.0
	Kazakhstan	37.5	97.1	100.0
	Pakistan	70.0	99.5	100.0
	Kyrgyzstan	33.3	98.2	100.0
	Tajikistan	0	96.4	100.0

Note: "Local" means from the related country.

Total Number and Rates of New Employee Hires	Male		Female		
	Number	Rate (%)	Number	Rate (%)	
2015	Turkey - Group Office	4	5.0	3	4.8
	Turkey - Operations	172	9.0	32	10.3
	Jordan	156	40.8	6	27.3
	Kazakhstan	241	29.6	41	30.1
	Azerbaijan	41	13.3	6	13.6
	Pakistan	79	2.3	49	24.6
2016	Turkey - Group Office	3	4.3	5	7.9
	Turkey - Operations	144	7.5	38	12.0
	Jordan	148	39.4	6	27.3
	Kazakhstan	120	20.0	15	12.8
	Azerbaijan	15	5.9	3	7.1
	Pakistan	137	4.5	37	18.0
2017	Kyrgyzstan	30	12.0	4	6.9
	Turkey - Group Office	6	9.1	5	8.5
	Turkey - Operations	96	5.1	36	11.5
	Jordan	82	23.1	2	9.1
	Kazakhstan	74	13.8	13	11.3
	Azerbaijan	26	10.3	5	11.9
2018	Pakistan	80	3.0	16	9.2
	Kyrgyzstan	38	15.3	10	16.7
	Turkey - Group Office	13	20.0	14	19.7
	Turkey - Operations	122	6.6	48	15.2
	Jordan	59	17.8	1	5.6
	Kazakhstan	70	13.8	27	22.9
2019	Azerbaijan	17	6.4	7	16.3
	Pakistan	90	3.3	18	9.6
	Kyrgyzstan	33	13.3	9	17.6
	Turkey - Group Office	38	58.5	22	31.0
	Turkey - Operations	137	7.5	59	18.7
	Jordan	78	23.6	7	38.9

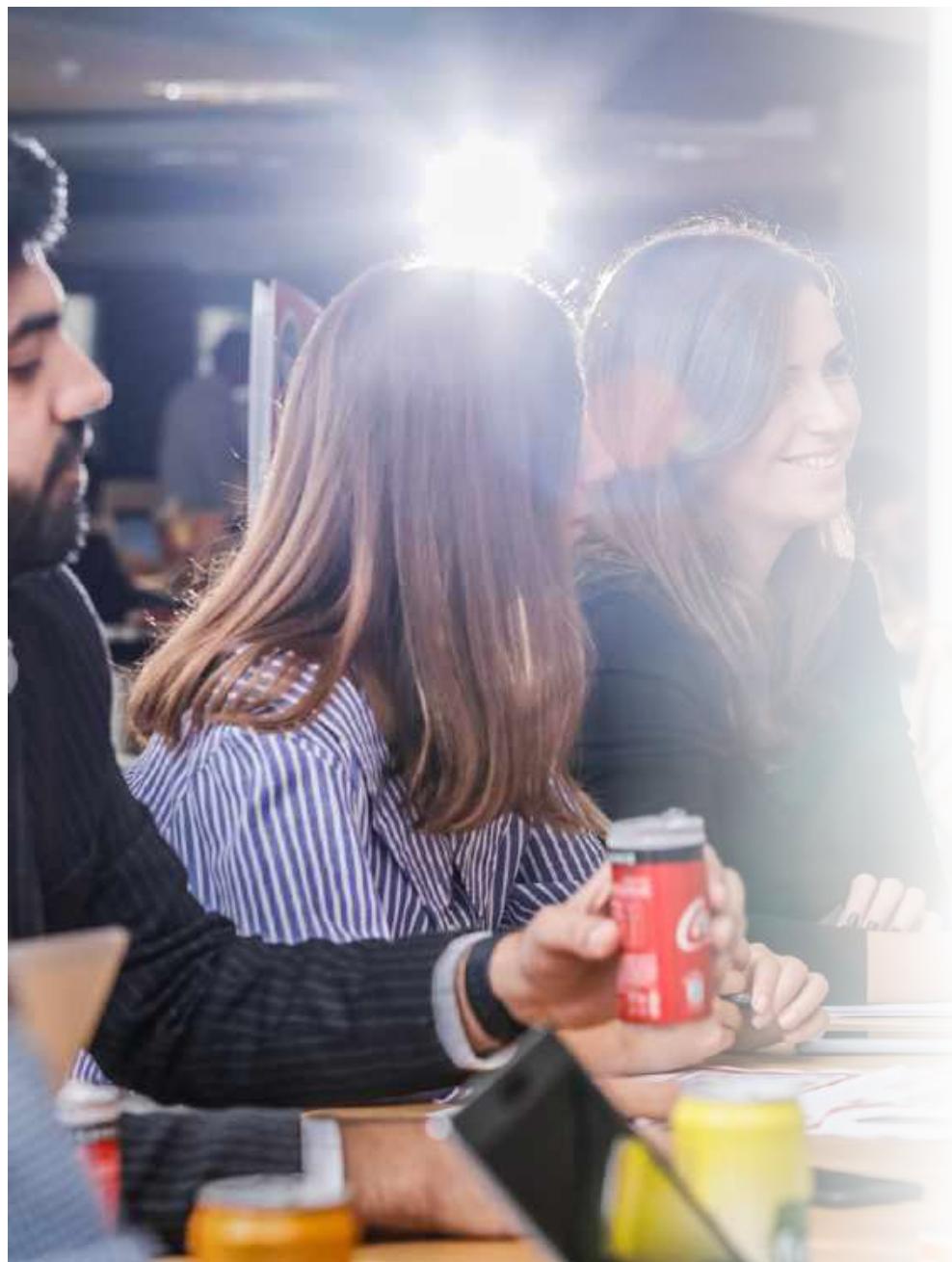
Total Number and Rates of Employee Turnover		Male		Female		Total Turnover (%)
		Number	Rate (%)	Number	Rate (%)	
2015	Turkey - Group Office	13	16.3	4	6.3	11.9
	Turkey - Operations	270	14.2	73	23.5	15.5
	Jordan	53	13.9	3	13.6	13.9
	Kazakhstan	145	17.8	24	17.6	17.8
	Azerbaijan	26	8.4	6	13.6	9.1
	Pakistan	163	4.8	42	21.1	5.8
2016	Turkey - Group Office	15	21.7	5	7.9	15.2
	Turkey - Operations	157	8.2	45	14.2	9.0
	Jordan	66	17.6	4	18.2	17.6
	Kazakhstan	334	55.7	34	29.1	51.3
	Azerbaijan	59	23.3	4	9.5	21.4
	Pakistan	417	13.8	37	18.0	14.1
2017	Kyrgyzstan	68	27.3	11	19.0	25.7
	Turkey - Group Office	16	24.2	7	11.9	18.4
	Turkey - Operations	133	7.1	36	11.5	7.7
	Jordan	48	13.5	3	13.6	13.5
	Kazakhstan	147	27.4	16	13.9	25.0
	Azerbaijan	26	10.3	5	11.9	10.5
2018	Pakistan	438	16.3	52	29.9	17.1
	Kyrgyzstan	41	16.5	8	13.3	15.9
	Turkey - Group Office	13	20.0	8	11.3	15.4
	Turkey - Operations	133	7.2	39	12.3	8.0
	Jordan	83	25.1	5	27.8	25.2
	Kazakhstan	105	20.6	18	15.3	19.6
2019	Azerbaijan	6	2.3	5	11.6	3.6
	Pakistan	147	5.4	24	12.8	5.9
	Kyrgyzstan	33	13.3	10	19.6	14.4
	Turkey - Group Office	13	11.7	23	27.4	18.5
	Turkey - Operations	133	7.2	27	8.3	7.4
	Jordan	105	36.2	5	26.3	35.6

Benefits Provided to Full-time Employees	Turkey	Jordan	Kazakhstan	Azerbaijan	Pakistan	Kyrgyzstan	Tajikistan
Private Health Insurance	Yes	Yes	Yes	Yes	Yes	Yes	No
Private Life Insurance	Yes	Yes	No	No	Yes	No	Yes
Individual Pension Funds	Yes	No	No	No	No	No	No
Company Products	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Seniority Service Awards	Yes	Yes	Yes	Yes	Yes	Yes	Yes

Average Hours of Training Per Employee (Hour)	2015	2016	2017	2018	2019	Environmental Training Hours	2015	2016	2017	2018	2019
Turkey - Group Office	9.7	12.4	2.4	9.4	9.6	Turkey	2,590	2,818	5,043	2,819	2,004
Turkey - Operations	4.3	4.0	5.4	6.6	9.8	Jordan	56	95	66	80	100
Jordan	64.8	13.3	1.4	9.2	17.7	Kazakhstan	344	295	446	885	996
Kazakhstan	27.0	23.2	29.7	25.4	25.0	Azerbaijan	224	188	834	1,058	1,220
Azerbaijan	37.5	30.6	35.9	43.6	42.7	Pakistan	1,971	1,072	1,901	1,474	795
Pakistan	65.6	27.8	7.7	7.9	8.8	Kyrgyzstan		434	284	213	312
Kyrgyzstan		27.8	23.4	24.2	27.4	Tajikistan					212
Tajikistan					16.5	TOTAL	5,185	4,902	8,574	6,529	5,639
TOTAL	40.6	19.3	10.5	11.5	13.9						

Training by Employee Category		Total number of hours of training (Employee*Hour)	Total Number of Employee	Average Hours of Training per Employee (Hour)
Turkey Operations	Blue Collar	0	834	0.0
	White Collar	21,854	1,341	16.3
Corporate/Group Office	Blue Collar	0	0	0.0
	White Collar	1,873	215	8.7
Jordan	Blue Collar	0	83	0.0
	White Collar	5,455	226	24.1
Kazakhstan	Blue Collar	4,198	292	14.4
	White Collar	11,860	349	34.0
Azerbaijan	Blue Collar	3,652	101	36.2
	White Collar	10,808	238	45.4
Pakistan	Blue Collar	9,600	1,029	9.3
	White Collar	12,566	1,503	8.4
Kyrgyzstan	Blue Collar	5,058	96	52.7
	White Collar	3,591	220	16.3
Tajikistan	Blue Collar	306	27	11.3
	White Collar	1,593	83	19.2

Training by Employee / Contractor		Total hours of training (Person*Hour)	Total Number of Employees	Average Hours of Training per Person (Hour)
Turkey Operations	Employee	21,854	2,175	10,0
	Contractor	0	0	0,0
Corporate/Group Office	Employee	0	195	0,0
	Contractor	0	0	0,0
Jordan	Employee	5,455	309	17,7
	Contractor	0	0	0,0
Kazakhstan	Employee	16,057	641	25,0
	Contractor	10,632	1021	10,4
Azerbaijan	Employee	14,460	339	42,7
	Contractor	56	36	1,6
Pakistan	Employee	22,166	2532	8,8
	Contractor	0	0	0,0
Kyrgyzstan	Employee	8,649	316	27,4
	Contractor	1,002	826	1,2
Tajikistan	Employee	306	110	2,8
	Contractor	0	0	0,0



Employees Subject to Performance Reviews	2018	2019
Turkey Operations	Male	56.1%
	Female	90.2%
Corporate/Group Office	Male	100.0%
	Female	100.0%
Jordan	Male	74.9%
	Female	100.0%
Kazakhstan	Male	92.%
	Female	85.6%
Azerbaijan	Male	97.3%
	Female	100.0%
Pakistan	Male	53.2%
	Female	77.1%
Kyrgyzstan	Male	100.0%
	Female	100.0%
Tajikistan	Male	92.6%
	Female	80.7%

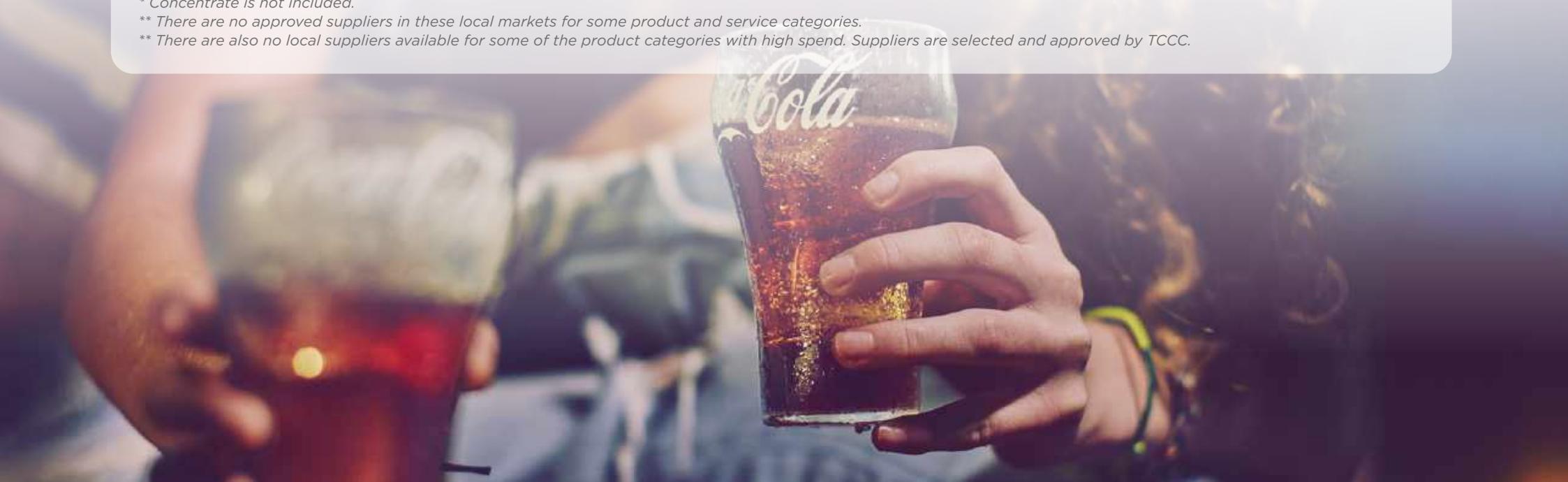
Economic Impact

Local Procurement (%)	2015	2016	2017	2018	2019
Turkey*	95	95	99	99	95
Jordan	55	95	95	94	95
Kazakhstan**	n/a	n/a	n/a	n/a	37
Azerbaijan**	47	47	49	35	53
Pakistan	95	97	97	90	81
Kyrgyzstan**	n/a	n/a	n/a	n/a	18
Tajikistan**	n/a	n/a	n/a	n/a	23

* Concentrate is not included.

** There are no approved suppliers in these local markets for some product and service categories.

*** There are also no local suppliers available for some of the product categories with high spend. Suppliers are selected and approved by TCCC.



Community Development

Project Type	Projects	Countries in 2019
Youth Empowerment	3.2.1. Move	Turkey, Kazakhstan
	Coca Cola Belestery	Kazakhstan
	Olympic Moves Program	Azerbaijan
	Coca Cola Grassroots Football Tournament	Azerbaijan
	New Generation Project	Azerbaijan
Women Empowerment	My Sister Program	Turkey, Azerbaijan
	Successful Women Successful Future	Azerbaijan
	UNDP Women's Empowerment Program	Azerbaijan
Water Stewardship	Paani Safe Water Initiative	Pakistan
	Harran Night Irrigation Project	Turkey
	Konya Agriculture of the Future	Turkey
Waste Management	Recycling Project with WWF	Pakistan
	Kollekt App	Turkey
	Temiz Olkem	Azerbaijan
	Issyk Kul Coastal Cleanup project	Kyrgyzstan

Environmental Footprint

Energy Management and Climate Protection

Energy Use in Core Operations (Million MJ)	Fuel - Factory				Purchased Energy		TOTAL	
	Heavy fuel oil	Diesel	LPG	Natural gas	Electricity	Steam		
Turkey	2015	0.00	4.07	51.95	281.96	404.47	0.00	742.45
	2016	0.00	2.88	35.63	263.24	400.74	0.00	702.49
	2017	0.00	3.91	25.68	306.77	422.59	0.00	758.95
	2018	0.00	2.74	23.58	320.72	425.02	0.00	772.05
	2019	0.00	2.28	12.63	333.64	427.44	0.00	775.99
Jordan	2015	4.22	1.01	2.81	0.00	23.41	0.00	31.45
	2016	3.97	0.61	3.00	0.00	23.93	0.00	31.51
	2017	2.47	0.39	2.35	0.00	21.06	0.00	26.26
	2018	2.65	0.50	2.15	0.00	29.73	0.00	35.03
	2019	3.63	0.70	3.21	0.00	18.58	0.00	26.12
Kazakhstan	2015	0.00	0.38	14.15	82.36	71.62	60.74	229.25
	2016	0.00	82.30	13.39	60.69	92.38	49.97	298.73
	2017	0.00	55.21	13.37	57.13	101.15	53.65	280.51
	2018	0.00	87.06	15.65	74.08	122.1	63.41	362.30
	2019	0.00	96.81	18.12	79.97	138.96	68.56	402.42
Azerbaijan	2015	0.00	0.39	7.25	21.7	48.27	0.00	77.61
	2016	0.00	0.00	8.75	15.7	30.52	0.00	54.97
	2017	0.00	0.00	5.69	24.19	37.27	0.00	67.15
	2018	0.00	0.71	7.11	24.26	47.19	0.00	79.27
	2019	0.00	0.07	7.70	33.97	56.33	0.00	98.07
Pakistan	2015	0.00	345.83	50.08	46.39	229.22	0.00	671.53
	2016	0.00	188.7	26.8	132.6	296.3	0.00	644.40
	2017	0.00	192.13	44.63	125.93	313.57	0.00	676.26
	2018	0.00	167.03	50.45	111.39	339.67	0.00	668.54
	2019	0.00	74.75	48.91	111.91	345.25	0.00	580.82
Kyrgyzstan	2016	0.00	0.93	0.92	16.12	22.75	0.00	40.72
	2017	0.00	0.40	1.39	16.7	21.20	0.00	39.69
	2018	0.00	0.85	1.67	17.3	25.85	0.00	45.66
	2019	0.00	0.89	1.57	14.7	27.8	0.00	44.96
Tajikistan	2019	0.00	5.31	0.00	0.00	10.01	0.00	15.32
TOTAL	2019	3.63	179.84	91.96	538.80	1,024.37	68.56	1,943.70

The figures exclude energy use for preform-injection and CO₂ production processes in the plants.

Energy use for the electricity generation process in our Kazakhstan plant is included in data.

The figures for 2015 in Turkey and Pakistan and the figures for 2016, 2017 and 2018 in Turkey have received limited assurance from EY.

Figures for 2019 in Turkey and Tajikistan 2019 have received reasonable assurance from the independent auditing firm KPMG.

Total Energy Use (Million MJ)		Fuel - Factory				Purchased Energy		TOTAL
		Heavy fuel oil	Diesel	LPG	Natural gas	Electricity	Steam	
Turkey	2015	0.00	4.07	51.95	281.96	404.47	0.00	742.45
	2016	0.00	2.88	35.63	263.24	400.74	0.00	702.49
	2017	0.00	3.91	25.68	321.21	504.73	0.00	855.53
	2018	0.00	2.79	23.58	335.92	514.27	0.00	876.56
	2019	0.00	2.33	12.64	353.87	523.62	0.00	892.45
Jordan	2015	4.22	1.01	2.81	0.00	23.41	0.00	31.45
	2016	3.97	0.61	3.00	0.00	23.93	0.00	31.51
	2017	2.47	0.39	2.35	0.00	21.06	0.00	26.26
	2018	2.65	0.50	2.15	0.00	29.73	0.00	35.03
	2019	3.63	0.70	3.21	0.00	18.58	0.00	26.12
Kazakhstan	2015	0.00	0.38	14.15	172.11	111.72	60.74	359.10
	2016	0.00	96.83	13.39	134.45	119.23	49.97	413.87
	2017	0.00	75.60	13.37	129.37	142.94	53.65	414.93
	2018	0.00	87.06	15.65	161.15	156.36	63.41	483.63
	2019	0.00	96.81	18.12	187.79	180.81	68.56	552.09
Azerbaijan	2015	0.00	0.39	7.25	75.58	71.61	0.00	154.83
	2016	0.00	0.00	8.75	32.65	82.74	0.00	124.14
	2017	0.00	0.00	5.69	60.19	54.27	0.00	120.15
	2018	0.00	0.71	7.11	76.28	69.28	0.00	153.38
	2019	0.00	0.07	7.70	104.50	83.12	0.00	195.39
Pakistan	2015	0.00	366.47	50.08	46.39	268.41	0.00	731.35
	2016	0.00	195.6	46.49	132.59	338.56	0.00	713.24
	2017	0.00	198.88	44.63	125.93	354.13	0.00	723.58
	2018	0.00	173.45	50.45	111.39	375.39	0.00	710.68
	2019	0.00	75.49	48.91	111.91	381.47	0.00	617.78
Kyrgyzstan	2016	0.00	1.15	1.01	38.60	23.80	0.00	64.56
	2017	0.00	0.40	1.39	17.94	21.28	0.00	41.01
	2018	0.00	0.85	1.67	39.64	27.16	0.00	69.32
	2019	0.00	0.89	1.57	39.87	28.34	0.00	70.67
Tajikistan	2019	0.00	14.00	0.00	0.00	10.01	0.00	24.01
TOTAL	2019	3.63	189.27	91.96	802.67	1,225.94	68.56	2,378.51

This table includes data on energy use for all processes in the plants.

The figures for 2015 in Turkey and Pakistan and the figures for 2016, 2017 and 2018 in Turkey have received limited assurance from EY.

Figures for 2019 in Turkey and Tajikistan 2019 have received reasonable assurance from the independent auditing firm KPMG.

Total Energy Use Ratio (MJ/L)	2015	2016	2017	2018	2019
Turkey	*0.30	*0.29	*0.30	*0.30	**0.30
Jordan	0.33	0.30	0.25	0.27	0.31
Kazakhstan	0.65	0.76	0.65	0.68	0.67
Azerbaijan	0.74	0.70	0.68	0.68	0.72
Pakistan	*0.52	0.43	0.41	0.38	0.36
Kyrgyzstan		0.76	0.69	0.69	0.68
Tajikistan					**0.76

Total Energy Use Ratio (MJ/L) is calculated by the total absolute energy consumption (in MJ) of the plant divided by total production (in liters).

*These figures have received limited assurance from EY.

** Figures for 2019 in Turkey and Tajikistan have received limited assurance from KPMG.

Core Energy Use Ratio (MJ/L)	2015	2016	2017	2018	2019
Turkey	*0.27	*0.25	*0.27	*0.26	**0.26
Jordan	0.33	0.30	0.25	0.27	0.31
Kazakhstan	0.41	0.55	0.44	0.45	0.44
Azerbaijan	0.37	0.37	0.38	0.35	0.36
Pakistan	*0.48	0.40	0.38	0.36	0.33
Kyrgyzstan		0.48	0.44	0.46	0.42
Tajikistan					**0.46

Core Energy Use Ratio (MJ/L), includes only the core process (includes filling, excludes preform-injection and CO2 production), so that the energy efficiency of the core process can be compared between plants. (For more information please see the Reporting Guidance section of the report.)

*These figures have received limited assurance from EY.

** Figures for 2019 in Turkey and Tajikistan have received limited assurance from KPMG.

GHG Emissions (t CO ₂ e)	2015	2016	2017	2018	2019
Turkey					
Scope 1 ⁽¹⁾	52,162	44,247	51,602	48,197	45,649
Scope 2 ⁽¹⁾	60,397	69,697	63,346	67,964	68,587
Scope 3 ⁽²⁾	299,264	414,372	⁽⁴⁾ 382,329	⁽⁴⁾ 422,805	434,548
Total	411,823	528,316	497,277	538,966	548,784
Jordan					
Scope 1	535	331	218	353	499
Scope 2	4,673	4,464	3,738	2,761	2,570
Scope 3 ⁽³⁾	28,062	22,550	17,943	⁽⁴⁾ 13,903	14,196
Total	33,270	27,345	21,898	17,017	17,265
Kazakhstan					
Scope 1	13,942	18,009	14,053	17,495	20,820
Scope 2	13,420	14,271	22,717	16,327	30,737
Scope 3 ⁽³⁾	36,902	41,694	43,800	26,831	27,169
Total	64,264	73,974	80,570	60,653	78,726
Azerbaijan					
Scope 1	6,797	6,231	3,038	4,309	5,273
Scope 2	6,789	5,985	6,694	9,218	10,932
Scope 3 ⁽³⁾	14,438	12,578	12,068	12,268	11,787
Total	28,024	24,794	21,800	25,796	27,992
Pakistan					
Scope 1	31,199	21,009	22,682	20,093	13,726
Scope 2	30,653	39,270	48,562	46,578	52,311
Scope 3 ⁽³⁾	237,843	251,636	284,649	295,637	291,817
Total	299,695	311,915	355,893	362,309	357,854
Kyrgyzstan					
Scope 1		2,090	2,024	2,158	2,182
Scope 2		3,271	2,866	560	620
Scope 3 ⁽³⁾		2,249	2,643	2,444	2,803
Total		7,610	7,533	5,162	5,605
Tajikistan					
Scope 1					989
Scope 2					119
Scope 3 ⁽³⁾					907
Total					2,015
ALL COUNTRIES					
Scope 1	104,635	91,917	93,617	92,606	89,138
Scope 2	115,932	136,958	147,923	143,409	165,876
Scope 3 ⁽³⁾	616,509	745,079	⁽⁴⁾ 743,432	⁽⁴⁾ 773,888	783,227
OVERALL TOTAL	837,076	973,954	⁽⁴⁾ 984,971	⁽⁴⁾ 1,009,902	1,038,241

(1) Scope 1 and Scope 2 emissions of Turkey from 2013 to 2019 are verified by a third-party according to the requirements of ISO 14064-1.

(2) Scope 3 emissions for Turkey operations include energy consumption of cold drink equipment by distributors and customers, employee commuting, business travels by air, downstream transport.

(3) Scope 3 emissions include emissions resulting from energy consumption of cold drink equipment by distributors.

Scope 1 and Scope 2 data in the table above include emissions from all processes, including filling, preform injection, CO₂ production in our plants and Kazakhstan Plant's electricity production. In all CCI countries except Turkey, emissions from fleet and fugitive emissions are excluded.

(4) Due to a change in methodology for calculating Scope 3 emissions, Turkey's 2017 and 2018 Scope 3 figures and Jordan's 2018 Scope 3 figures have been revised. Formerly, conversion factors of 0.168 and 0.169 kgCO₂/kWh were used for Turkey. These are replaced by the IEA's National Grid Conversion Factors kgCO₂/kWh respectively. Similarly, 0.166 kgCO₂/kWh was replaced with 0.497 kgCO₂/kWh for Jordan in 2018.

Scopes	GHG Emissions in Turkey (t CO ₂ e)	2015	2016	2017	2018	2019
Scope 1	Stationary combustion emissions	16,218	14,896	17,045	17,965	18,648
Scope 1	Fleet emissions - mobile combustion	9,378	8,241	7,687	6,496	5,869
Scope 1	Fugitive emissions	26,566	20,634	26,869	23,737	21,133
	Scope 1 Total	52,162	43,770	51,601	48,198	45,649
Scope 2	Emissions (electricity)	60,37	64,291	63,346	67,964	68,587
	Scope 2 Total	60,37	64,291	63,346	67,964	68,587
Scope 3	Refrigeration in Value Chain	299,264	369,679	332,677	374,693	386,929
Scope 3	Employee commuting	1,621	1,130	177	159	164
Scope 3	Business travel	5,241	4,321	1,347	1,660	1,742
Scope 3	Downstream transportation	38,533	39,240	48,128	46,293	45,713
	Scope 3 Total	344,659	414,370	382,329	422,805	434,548
Scope 1+2+3	TOTAL	457,191	522,431	497,276	538,967	548,784

Scopes	GHG Emissions Savings in Turkey (t CO ₂ e)	2015	2016	2017	2018	2019
Scope 1	Product distribution fleet improvement	2,075	0	0	65	-
Scope 1	Company cars upgrade to hybrid model	-	-	-	-	713
Scope 1	Fugitive (HFC-free) emission reductions of A/C	145	2,651	7,782	8,346	8,424
Scope 1 + 2	Energy efficiency and low-carbon projects in plants	1,402	80,289	661	1,006	578
Scope 3	Route optimization	1,050	1,050	1,400	1,400	1,400
Scope 3	Cold drink equipment EMD improvement	172,315	217,915	202,535	227,708	231,801
Scope 3	Utilization of videoconferencing tool	-	-	840	2,986	5,904
Scope 3	Returnable glass bottles	-	-	-	115,356	110,731
Scope 3	Reuse & share of wooden pallets	-	-	-	493	493
Scope 1+2+3	TOTAL	176,987	301,905	213,218	357,359	360,044

Due to a change in methodology for calculating Scope 3 emissions, Turkey's 2017 and 2018 Scope 3 figures have been revised. Formerly, conversion factors of 0.168 and 0.169 kgCO₂/kWh were used for Turkey in 2017 and 2018, respectively. These are replaced by the IEA's National Grid Conversion Factors 0.441 and 0.465 kgCO₂/kWh.

* Calculation is made based the assumption that an average mature (15 years and older) tree absorbs 12 kg CO₂ annually.

Energy and GHG Emission Savings	2015			2016			2017			2018			2019		
	Energy (Mn MJ)	Emissions (t CO ₂ e)	Saving (USD)	Energy (Mn MJ)	Emissions (t CO ₂ e)	Saving (USD)	Energy (Mn MJ)	Emissions (t CO ₂ e)	Saving (USD)	Energy (Mn MJ)	Emissions (t CO ₂ e)	Saving (USD)	Energy (Mn MJ)	Emissions (t CO ₂ e)	Saving (USD)
Turkey	11.70	1,402	247,886	1,592	4,417	269,938	4.57	661	196,168	8.82	1,006	44,092	7.31	578	88,232
Jordan	2.50	200	40,869	2.87	373	95,100	1.04	169.72	71,499	0.56	42	13,500	0	0	0
Kazakhstan	0	0	0	0	0	0	19.60	2,265	199,514	7.78	537	53,233	90.84	6,651	170,354
Azerbaijan	0.20	28	2,655	0.39	54	4,403	0.18	24	2,576	0.05	6.16	681	0.08	50	52,443
Pakistan	12.80	1,168	387,455	16.3	1,699	19,163	1.41	99.14	85,459	24.88	2,259	720,240	42.98	3,207	566,932
Kyrgyzstan				9.1	431	83,831	3.38	87	30,586				1.13	251	794,628
Tajikistan													0	0	0
TOTAL	27.20	2,798	678,865	1,621	6,974	472,435	30.18	3,305.27	585,802	42.09	3,850	831,746	142.34	10,737	1,631,801

EMD Ratio (%)	2015	2016	2017	2018	2019
Turkey	87	88	90	90.0	89.2
Jordan	5	5	60	24.7	25.7
Kazakhstan	39	41	70	85.0	88.0
Azerbaijan	50	50	87	79.6	87.6
Pakistan			0.15	1.4	1.2
Kyrgyzstan		72.5	76	65.0	68
Tajikistan					100

EMD Savings	Turkey			Seven Countries Including Turkey		
	Energy Saving	GHG Emissions	Number of Trees to Absorb	Energy Saving	GHG Emissions	Number of Trees to Absorb
2015	402	172,315	14.4 million	428	184,000	15.3 million
2016	438	217,915	18.1 million	475	231,000	19.2 million
2017*	459	202,535	16.8 million	468	206,007	17.1 million
2018	490	227,708	18.9 million	511	237,212	19.7 million
2019	503	231,801	19.3 million	526	242,407	20.2 million

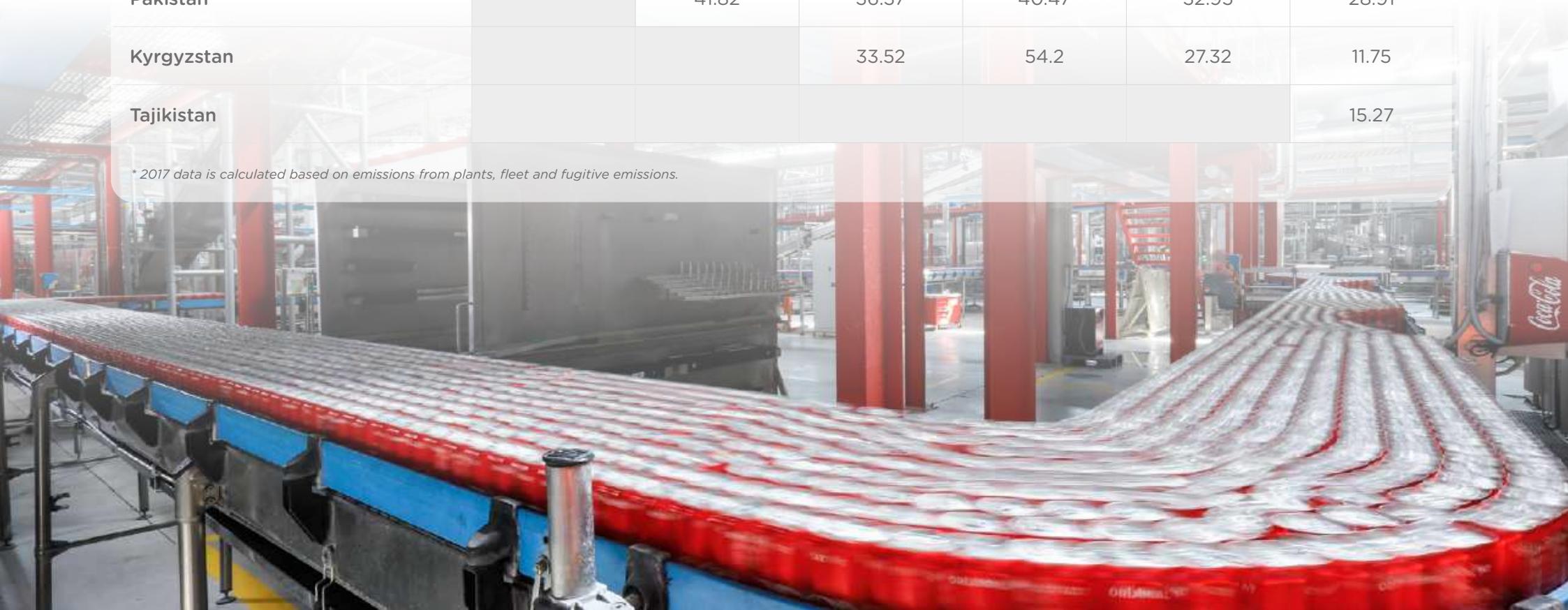
*Our cold drink equipment is used at our downstream supply chain.

For more accurate GHG inventory calculation for cold drink equipment, we revised the methodology and used the IAE conversion factors listed on page 117 for the national grid electricity emission factors. 2017 and 2018 data have been revised to reflect this change in methodology.

**Calculation is made based the assumption that an average mature (15 years and older) tree absorbs 12 kg CO₂ annually.

Core GHG Emissions Ratio (gr/L)	2010	2015	2016	*2017	2018	2019
Turkey	28.95	27.68	29.09	40.43	28.71	24.18
Jordan	72.44	49.31	48.00	38.78	32.35	34.51
Kazakhstan	56.90	49.44	59.86	58.62	57.42	44.45
Azerbaijan	53.54	64.58	60.24	55.67	59.69	36.15
Pakistan		41.82	36.37	40.47	32.95	28.91
Kyrgyzstan			33.52	54.2	27.32	11.75
Tajikistan						15.27

* 2017 data is calculated based on emissions from plants, fleet and fugitive emissions.



Sustainable Packaging

Packaging Materials Used (tons)		Steel Crown	PE Closure	PET Preform & Resin	Glass	Aseptic Carton Packaging	Carton	Aluminum Cans & Cans End	Plastic Shrink & Stretch
Turkey	2015	1,259	3,986	46,274	39,414	5,131	9,742	12,533	6,689
	2016	1,385	3,966	4,758	45,844	4,825	8,924	12,008	7,082
	2017	1,552	3,970	44,585	54,433	4,668	19,276	13,926	6,976
	2018	1,674	4,174	50,215	60,536	4,624	13,008	14,086	8,317
	2019	1,636	4,215	57,555	57,755	4,458	11,313	13,709	7,849
Jordan	2015	45	129	1,234	1,272	0	220	1,719	289
	2016	28	151	1,362	200	0	417	1,874	379
	2017	29	126	1,984	242	0	309	1,733	370
	2018	6	96	1,404	311	0	234	1,696	569
	2019	14	88	968	870	0	200	1,498	329
Kazakhstan	2015	44	1,367	17,464	3,674	581	1,696	325	205
	2016	49	1,175	14,098	4,537	650	1,245	194	1,536
	2017	50	1,475	18,234	4,638	571	1,518	160	2,169
	2018	51	1,789	21,392	4,496	645	1,736	198	2,535
	2019	53	1,813	24,388	4,373	811	2,020	252	2,794
Azerbaijan	2015	0	528	6,776	0	0	384	0	737
	2016	0	375	4,276	0	0	275	0	465
	2017	0	474	5,518	0	0	295	0	577
	2018	0	607	14,662	0	52	544	0	755
	2019	0	691	17,557	0	0	441	0	921
Pakistan	2015	21	237	43,783	21,762	0	4,263	571	4,161
	2016	2,182	2,951	56,817	3,304	0	6,042	907	5,178
	2017	2,066	2,525	59,082	10,431	0	446	1,052	5,473
	2018	1,923	3,290	59,618	14,242	72	54	1,077	5,848
	2019	2,028	3,899	60,008	8,573	27	365	1,090	6,810
Kyrgyzstan	2016	0	250	2,932	0	0	192	0	266
	2017	0	254	3,068	0	0	244	0	269
	2018	0	245	3,143	0	0	230	0	293
	2019	0	228	3,167	0	0	223	0	315
Tajikistan	2019	0	208	128	0	0	200	0	108

Packaging Material Savings

Resin Savings (tons)	2018	2019	Glass Savings (tons)	2018	2019
Turkey	51	22.5	Turkey	2,148.00	0
Jordan	12	4.11	Jordan	0	0
Kazakhstan	0	0	Kazakhstan	9.30	0
Azerbaijan	549	78.3	Azerbaijan	0	0
Pakistan	276	3.7	Pakistan	384.26	232.16
Kyrgyzstan	223	35.62	Kyrgyzstan	0	0
Tajikistan	0	0.379	Tajikistan	0	0
TOTAL	1,111	144.6	TOTAL	2,541.56	232.16

Waste Management

Waste Ratio (g/L)	2006	2015	2016	2017	2018	2019
Turkey	3.74	5.09	4.99	4.77	4.31	4.00
Jordan	15.72	2.46	3.07	1.35	1.37	1.44
Kazakhstan	4.14	1.96	2.08	1.60	1.63	2.12
Azerbaijan	0.65	1.23	0.96	1.17	0.97	0.90
Pakistan		9.66	8.90	10.77	8.92	8.03
Kyrgyzstan			3.81	2.93	3.10	2.02
Tajikistan						3.09

Waste Recycling Ratio at CCI Plants (%)	2006	2015	2016	2017	2018	2019
Turkey	90.99	95.57	94.79	96.00	98.70	98.12
Jordan	81.60	94.10	90.30	91.90	90.90	89.00
Kazakhstan	94.67	93.00	91.20	90.00	88.03	93.35
Azerbaijan	75.55	95.60	96.30	97.80	93.38	99.01
Pakistan		70.54	93.00	94.44	95.48	97.56
Kyrgyzstan			98.10	97.70	98.58	96.97
Tajikistan						77.64

Weight of Waste by Type and Disposal Method (Tons)		Turkey	Jordan	Kazakhstan	Azerbaijan	Pakistan	Kyrgyzstan	Tajikistan
2015	Hazardous	Reuse	0.0	0.0	0.0	0.0	0.0	
		Recycle	18.7	0.0	17.1	0.0	0.0	
		Landfill	4.3	0.0	0.0	13.5	24.1	
		Incineration	18.6	0.0	0.4	0.0	324.0	
		Recovery	2.0	0.0	0.0	0.0	0.0	
		TOTAL	43.6	0.0	17.5	13.5	348.1	
	Non-Hazardous	Reuse	0.0	0.0	173.5	0.0	3,303.7	
		Recycle	7,661.7	225.3	823.6	241.1	9,511.9	
		Landfill	283.0	0.0	71.6	17.4	320.7	
		Recovery	144.8	0.0	0.0	0.0	0.0	
	TOTAL		8,089.5	225.3	1,068.7	258.5	13,136.3	
	2015	OVERALL TOTAL	8,133.1	225.3	1,086.2	272.0	13,484.4	
2016	Hazardous	Reuse	78.3	0.0	0.0	0.0	0.0	
		Recycle	243.7	0.0	9.4	19.6	0.0	
		Landfill	7.7	0.0	0.0	0.0	0.4	
		Incineration	33.5	0.0	0.52	0.0	148.5	
		Recovery	0.4	0.0	0.0	0.0	0.0	2.8
		TOTAL	363.6	0.0	9.9	19.6	148.9	2.8
	Non-Hazardous	Reuse	2,025.2	0.0	123.1	0.0	1.95	317.6
		Recycle	10,722.1	289.0	903.2	129.5	13,343	0.0
		Landfill	696.8	0.0	100.5	4.6	326.2	3.5
		Recovery	115.0	0.0	0.0	0.0	0.0	0.0
	TOTAL		13,559.1	289.0	1,126.8	134.1	13,671.2	321.1
	2016	OVERALL TOTAL	13,922.7	289.0	1,136.7	153.7	13,820.1	323.9
2017	Hazardous	Reuse	0.8	0.0	0.0	0.0	0.0	0.0
		Recycle	28.1	0.0	6.9	0.0	0.0	0.0
		Landfill	13.7	1.9	0.0	18.0	0.0	0.0
		Incineration	273.3	0.0	0.45	0.0	280.4	0.0
		Recovery	116.8	0.0	0.0	0.0	0.0	2.3
		TOTAL	432.7	1.9	7.3	18.0	280.4	2.3
	Non-Hazardous	Reuse	1361.8	0.0	160.5	7.0	668.6	258.8
		Recycle	10,859.7	157.7	742.4	166.8	17,327.2	0.0
		Landfill	677.7	12.0	105.5	0.0	779.2	3.7
		Recovery	107.0	0.0	0.0	10.0	0.0	0.0
	TOTAL		13,006.2	169.7	1,008.4	183.8	18,775.0	262.5
	2017	OVERALL TOTAL	13,438.1	171.6	1,015.7	201.8	19,055.4	264.8

Weight of Waste by Type and Disposal Method (Tons)		Turkey	Jordan	Kazakhstan	Azerbaijan	Pakistan	Kyrgyzstan	Tajikistan
2018	Hazardous	Reuse	0.0	0.0	0.0	0.0	0.0	0.0
		Recycle	285.9	0.0	11.1	0.0	0.0	0.0
		Landfill	50.2	0.0	0.0	14.5	0.0	0.0
		Incineration	116.9	0.0	0.4	0.0	171.0	0.7
		Recovery	0.5	0.0	0.0	0.0	0.0	14.4
		Other*	0.4	0.0	0.0	0.0	0.0	0.0
		TOTAL	453.94	0.0	11.44	14.50	171.00	15.1
	Non-Hazardous	Reuse	0.0	0.0	215.0	19.0	0.0	290.7
		Recycle	12,256.0	119.8	803.7	185.5	15,917.0	0.0
		Landfill	272.0	12.0	139.7	0.0	582.0	3.7
		Incineration**	11.3	0.0	0.0	0.0	0.0	0.0
		Recovery	9.1	0.0	0.0	0.0	0.0	0.0
		Other***	24.3	0.0	0.0	0.0	0.0	0.0
		TOTAL	12,579.2	131.8	1,158.4	204.5	16,499.0	294.4
	2018	OVERALL TOTAL	13,033.1	131.8	1,169.8	219.0	16,670.0	309.5
2019	Hazardous	Reuse	5.6	0.0	0.0	0.0	0.0	9.5
		Recycle	119.0	0.0	20.1	3.8	0.0	0.0
		Landfill	2.9	0.0	0.0	7.5	0.0	0.0
		Incineration	27.1	0.0	0.6	0.0	45.5	1.3
		Recovery	0.2	0.0	0.0	0.0	0.0	0.0
		Other*	0.3	0.0	0.0	0.0	0.0	0.0
		TOTAL	155.1	0.0	20.7	11.3	45.5	10.8
	Non-Hazardous	Reuse	0.0	0.0	992.7	0	300.6	0.0
		Recycle	11,461.0	97.8	613.1	230.2	13,315	194.1
		Landfill	213.7	12.0	115.8	2.3	294.7	5.1
		Incineration**	29.6	0.0	0.0	0.0	0.0	0.0
		Recovery	0.0	0.0	0.0	0.0	0.0	0.0
		Other***	157.1	0.0	0.0	0.0	0.0	0.0
	2019	TOTAL	11,861.5	109.8	1721.6	232.5	13,910.3	199.1
		OVERALL TOTAL	12,016.6	109.8	1742.3	243.8	13,955.8	209.9
								97.1

* In 2018 Turkey operations, Köyceğiz sterilize its medical wastes.

** Çorlu incinerates cigarette butts, toilet papers, dirty sugars etc.

*** Elazığ and Hazar's municipal wastes are used for methane production.

Water Management

Water Use Ratio (L/L)	2015	2016	2017	2018	2019
Turkey	*1.44	*1.47	*1.56	*1.55	*1.52
Jordan	1.89	1.71	1.44	1.52	1.61
Kazakhstan	1.47	1.67	1.59	1.54	1.51
Azerbaijan	1.85	1.82	1.73	1.64	1.58
Pakistan	**2.03	2.00	1.93	2.05	2.03
Kyrgyzstan		1.88	1.65	1.64	1.62
Tajikistan					***2.28

Water Withdrawal by Region (m³)	2015	2016	2017	2018	2019
Turkey	*4,000,719	*4,130,826	*4,439,083	*4,599,993	*4,563,655
Jordan	180,232	177,137	153,807	146,145	122,390
Kazakhstan	816,221	911,071	1,005,964	1,099,998	1,240,248
Azerbaijan	388,103	251,715	304,544	371,174	430,230
Pakistan	**2,829,952	3,161,737	3,418,428	3,836,782	3,534,028
Kyrgyzstan		160,373	148,610	163,582	168,678
Tajikistan					***71,656
TOTAL	8,215,227	8,792,859	9,470,436	10,217,674	10,130,884

* Turkey figures are assured by third party firm (2015-2018 by EY, 2019 by KPMG)

** Pakistan 2015 figure was assured by a third party.

*** Tajikistan 2019 figure was assured by KPMG.

Water Recycled and Reused (m ³)	2015	2016	2017	2018	2019
Turkey	80,000	341,973	345,551	490,695	516,016
Jordan	0	0	0	29,229	0
Kazakhstan	0	0	0	26,701	0
Azerbaijan	5,191	5,236	5,771	11,991	7,763
Pakistan	68,216	129,005	183,499	131,829	65,306
Kyrgyzstan		720	2,660	580	540
Tajikistan					0
TOTAL	153,407	476,934	537,481	691,025	589,625

Ratio of Water Recycled and Reused (%)	2015	2016	2017	2018	2019
Turkey	2.0	7.4	7.8	10.6	11.31
Jordan	0	0	0	20.0	0
Kazakhstan	0	0	0	2.4	0
Azerbaijan	1.3	2.08	1.9	3.2	1.80
Pakistan	2.4	4	5.4	3.4	1.85
Kyrgyzstan		0.5	1.8	0.4	0.32
Tajikistan					0
AVERAGE	1.9	5.4	5.8	6.7	5.80

Wastewater Management

TCCC Wastewater Quality Parameters		Maximum Allowable Limit Values
5-Day Biological Oxygen Demand		< 50 mg/l
pH Level		6.5-8**
Total Suspended Solids		< 50 mg/l
Total Dissolved Solids		< 2,000 mg/l
Total Nitrogen		< 5 mg/l
Total Phosphorus		< 2 mg/l
Chlorine		0.1 mg/l
Temperature Variation (Receiving Water)		≤ 5°C
Maximum Allowable Limit Values		
Dissolved Oxygen		>1 mg/l

These values indicate the maximum allowable limit values unless applicable legal requirements are more stringent.

These are 9 of the 20 water quality parameters established for TCCS.

** Depends on receiving stream water conditions.

Water Discharge (L/L)	2015	2016	2017	2018	2019
Turkey	0.39	0.47	0.35	0.50	0.46
Jordan	0.89	0.71	0.44	0.47	0.61
Kazakhstan	0.36	0.56	0.55	0.55	0.52
Azerbaijan	0.97	0.96	0.84	0.78	0.70
Pakistan	1.01	0.82	0.87	1.00	1,13
Kyrgyzstan		0.95	0.71	0.70	0.67
Tajikistan					1.28

Water Discharge by Destination (m³)	Destination	2015	2016	2017	2018	2019
Turkey	Surface water	421,941	530,676	677,174	590,849	533,547
	Organized Industrial Zone	181,205	505,514	196,624	769,882	601,017
	Municipal sewage system	489,190	191,590	121,795	120,791	256,580
Jordan	Surface water	0	0	0	0	0
	Organized Industrial Zone					0
	Municipal sewage system	84,771	73,125	46,685	44,818	46,457
Kazakhstan	Surface water	0	0	0	0	0
	Organized Industrial Zone					0
	Municipal sewage system	198,552	303,110	348,530	400,743	431,515
Azerbaijan	Surface water	0	0	0	0	0
	Organized Industrial Zone					0
	Municipal sewage system	204,397	132,284	118,654	177,691	191,326
Pakistan	Surface water	156,553	147,484	157,141	223,978	176,063
	Organized Industrial Zone	519,763	168,036	629,581	483,826	1,210,193
	Municipal sewage system	735,906	1,066,204	748,482	1,164,540	583,795
Kyrgyzstan	Surface water		0	0	0	0
	Organized Industrial Zone		0	0	0	0
	Municipal sewage system		80,893	64,284	69,863	69,498
Tajikistan	Surface water					0
	Organized Industrial Zone					0
	Municipal sewage system					40.251
TOTAL	Surface water	578,494	678,160	834,315	814,827	709.610
	Organized Industrial Zone	700,968	673,550	826,205	1,253,708	1,811,210
	Municipal sewage system	1,712,816	1,847,206	1,448,430	1,978,446	1.619.421

SUPPLEMENTARY DISCLOSURES FOR BIST

We prepared this section in line with TCCC standards and all the policies are relevant to CCI operations in order to provide additional qualitative and quantitative information required by the Sustainability Index on environment (including biodiversity and climate change), governance (including board

practice), bribery and corruption, human rights, and stakeholder issues (including health & safety, covering the parts of each topic which fall outside the scope of this sustainability report.

Environment

Environmental Policy and Reporting

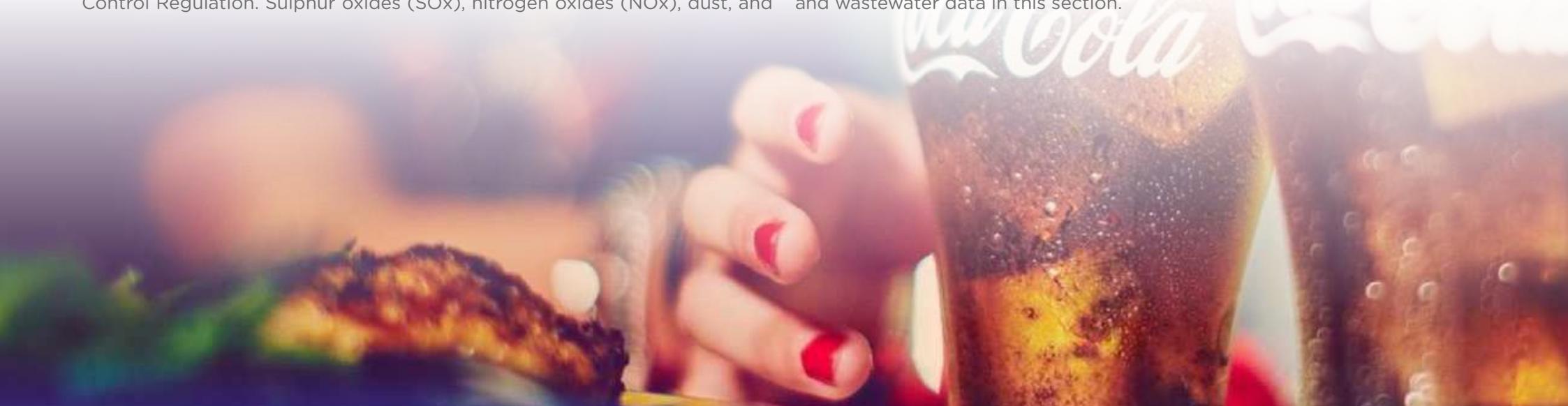
CCI's environmental policy, the results of key performance indicators and targets of our three main focus areas;

- Energy Management and Climate Protection
- Water Management
- Sustainable Packaging



In addition to the above-mentioned topics, we also monitor and manage our atmospheric emissions in line with national regulations as well as with TCCC standards in all our operations. All CCI plants (except water treatment plants) are in the scope of "Emission Permission" according to Air Pollution Control Regulation. Sulphur oxides (SOx), nitrogen oxides (NOx), dust, and

carbon monoxide (CO) parameters are measured in every two years and an air emission reports prepared. The materiality assessment we conducted showed that air emissions from our factories, both quantitatively and qualitatively, are insignificant. Nevertheless, we also included atmospheric and wastewater data in this section.



Environmental Management



Environmental Management System (EMS)

CCI's environmental management system has been established in compliance with KORE, which is the Environmental Management System of Coca-Cola Company and TSE ISO 14001, which covers the basic principles and practices of these systems.

This system is built on five basic principles:

1-Our commitment to be the leader in environmental protection

For an effective environmental management program, and in terms of our commitment to environmental protection, the full participation of all employees of CCI's operations is required. All employees should completely understand and practice the daily activities which should be complied with in terms of environment.

2-Compliance with environmental matters and going beyond compliance

Our commitment to environmental protection extends beyond the legal requirements and regulations relating to the environment.

3-Minimizing the effect and determining the opportunities

According to the results of various research conducted around the world, the negative effects on environment should be reduced by using new technologies and implementing recommendations of successful studies on the environment. Pollution prevention and control implementations should be practiced in a responsible manner, thereby minimizing our waste as well as costs related to waste management.

4-Auditing environmental activities

For continuous development, every activity we performed, and every written document produced with respect to the environment should be audited pursuant to the quality system and environmental management system. If there are findings as a result of the audits conducted by auditors or government agencies or the auditors of TCCC, then the necessary corrective and preventive actions should be taken.

5-Social responsibility

As being a part of the society, we use all kinds of information and combine our energies with public, private, and non-governmental organizations in a manner to create positive improvements and fulfill our social responsibilities to the environment.

Target Setting & Planning

At the beginning of each year, under the leadership of the Operations Manager and with the participation of the Environmental team, the objectives and targets of our plant environmental management system is defined for the new year according to the local legislation and company requirements as well as environmental policies in order to minimize the environmental impacts or to keep them under control. While determining the targets for the new year, the factors like the results of the previous years, company targets, legal requirements, measurability, traceability and applicability of the objectives are considered in accordance with our continuous development principle.

Major environmental performance indicators and targets determined by the plants are incorporated in CCI's business plan.

Plant environmental performance indicators are shared with all employees and the Business Unit (BU). Performance indicators are constantly followed throughout the year and the compliance with the objectives is kept under control. Performance indicators are reported monthly to the BU, plant management and senior management.

EMS Audits

The environmental management system is assessed once a year. The nonconformities in matters regarding environment management system that are found both in internal and external assessments and in daily practice are processed according to the relevant procedures. The Environmental Coordinator is responsible for the assessment of the environment management system and for the follow-up of the corrective/preventive activities. The Environmental Management System is assessed every quarter during operation meetings and in annual management review meetings. The existing regions are also audited in terms of Environmental Management System during monthly environmental checks.

Those responsible for executing and coordinating CCI's environmental management activities in our plants do so in line with the legislation, conduct and internal audit according to the provisions of the relevant legislation at least once a year and issue a report at the end of the internal audit. Non-conformities are followed, preventive and corrective actions are taken according to the relevant procedure.

CCI plants ensure that the obligations defined in the relevant legislation are fulfilled by monitoring the operations performed in regular intervals. The assessment of environmental management system performance at CCI locations is necessary to understand the effectiveness of the program. The final summary of the environmental performance is the monthly assessment of the factory environmental performance measurement report.

The basic performance indicators reported are as follows;

- Water Usage Ratio (L / L)
- Energy Usage Ratio (MJ / L)
- Wastewater Generation Ratio (L / L)
- Solid Waste Generation Ratio (g/L)
- Solid Waste Recycling Ratio (%)
- CO₂ Emission Ratio (g / L)

Additionally, every plant has to comply with local legal requirements and TCCC limits in air emissions and wastewater discharge.

All CCI plants are also audited regarding environment management system requirements and TCCC's standards by TCCC audit department regularly (at least every 2 years).

ISO 14064-1 GHG verification and ISO 50001 Management System Certification Audits are conducted in CCI Turkey plants every year. Additionally, selected environmental KPIs are verified by third party auditing companies every year. Verification statements are available in this report.

EMS Review

Management Review Meeting is held in line with CCI's Environment Management System requirements at least once a year. Environmental key performance indicators are reviewed during Business Plan Meetings.

The Environmental board meetings and the annual management review meeting involves the following topics.

- a - Discussing the decisions made in the previous meeting,
- b - Discussing the environmental management system performance indicators,
- c - Revisions and improvements in environmental management system indicators,
- d - Internal and external audit findings and environmental accidents, feedbacks and complaints regarding environment management system,
- e - Corrective and preventive activities regarding the environmental management system,
- f - Improvement recommendation regarding environmental management system,
- g - Amendments in law and company requirements,
- h - Assessment of supplier and subcontractor activities and, if any, the nonconformities in environmental practices,
- i - Reviewing the environment policy and its fitness to the needs,
- j - Environmental Risk Assessment
- k - Technological, managerial, design, etc. changes which may affect the environment performance and objectives

EMS Procedures

The Environmental Coordinator is responsible for ensuring all associated operations are in compliance with all relevant laws and regulations regarding environment. He/she should find the method for applying these laws and regulations to work. He/she should follow all updated laws related to environment and evaluate compliance.

As well as laws and regulations, he/she should follow the Coca-Cola KORE system and ISO 14001 standards and adapt them to factory's environmental management system and ensure its continuity.

The Environmental Coordinator also works in coordination with BU in environmental matters and completely fulfills the requests of The Coca-Cola Company within this respect.

There are several procedures that CCI follows and all these procedures are standard in all plants;

- Environmental Management Procedure
- Waste Management Procedure
- Hazardous Materials Management Procedure
- Wastewater Management Procedure
- Storm Water Management Procedure
- Fleet Management Procedure
- Ozone Protection Procedure
- Air Pollution Control Procedure
- Water Management Procedure
- Energy Management Procedure (ISO 50001)
- ISO 14064-1 GHG Manual (CCI Turkey)

Environmental Operations Management Designs in Compliance with Environment

While designing new packaging, products, processes, factories or offices, their full compliance with environmental laws should be checked. In new designs, systems which are recently invented, and which will further protect the environment should be used.

Forklifts using LPG should be used when possible in the factory while electric forklifts should be used indoors. Maintenance of forklifts is performed regularly. Waste from forklift maintenance is disposed of in a manner that is compliant with legislation.

Waste Management

The type of waste generated at CCI locations, recyclable solid wastes, where and how to collect them, the amount of waste and whether to remove

them from the collection area are determined. The hazardous waste of the factory is determined by the Environmental Coordinator by considering the provisions of relevant regulations, and the storage and removal methods are appointed according to the same regulations. Recyclable waste, hazardous waste, and medical waste are stored separately in the factory. Wastes which may not be recycled are collected and disposed of separately from recyclable waste.

Rainwater Pollution Prevention

Rainwater drainage channels are marked on a project plan showing all infrastructure drainage channels at CCI locations. The contamination of rainwater with substances hazardous to the environment through chemical diffusion or contamination of wastewater generated from the processes via channels in the factory is brought under control. Operators are trained on preventing the contamination of rainwater.

Wastewater Management

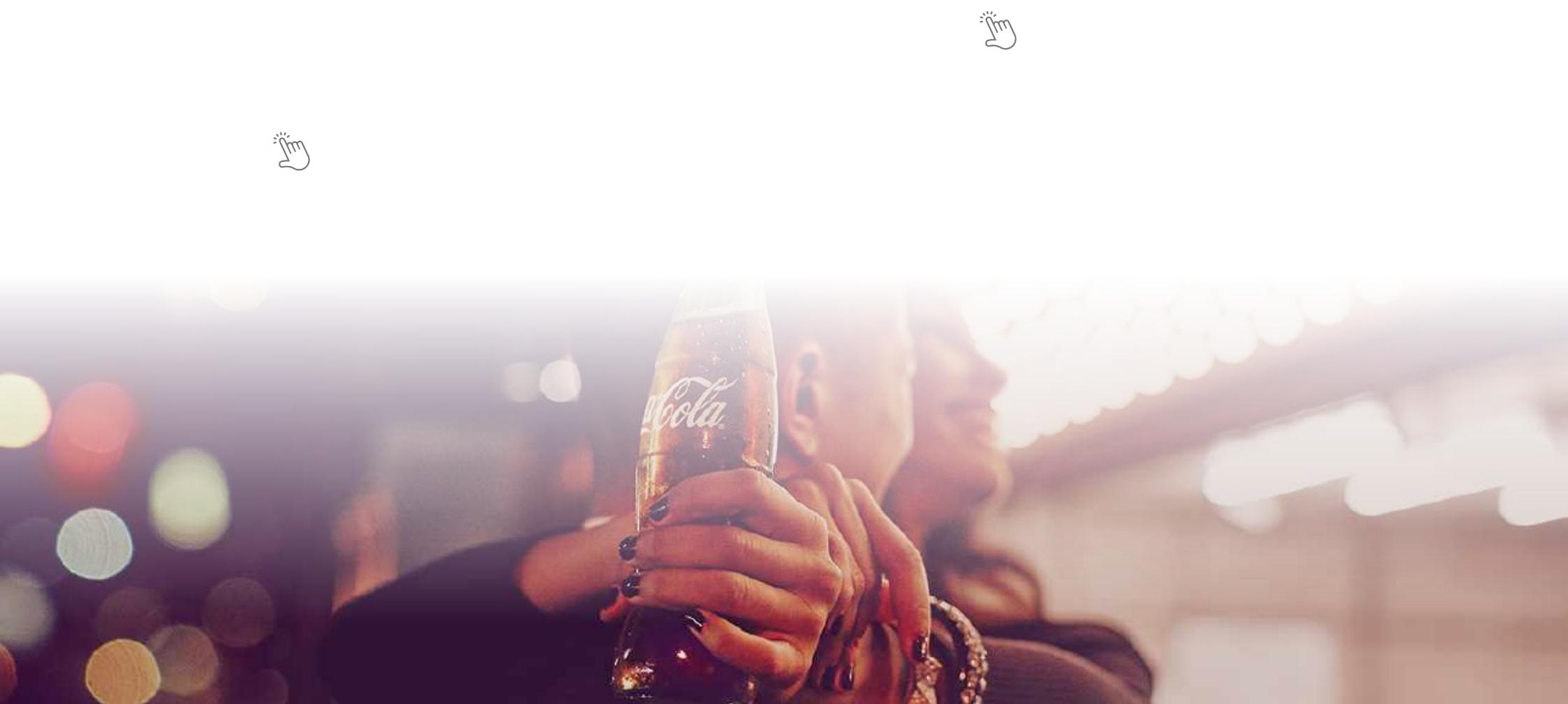
All process and domestic wastewater at CCI locations are processed (local treatment facility, neutralization, central treatment facility, etc.) as required in order to discharge them to the receiving environment in compliance with discharging standards without harming the environment. The operation and analysis methods and the principles of local treatment facility are described in the relevant procedures/guidelines. The required intervention in case of nonconformities in the quality of the treated water from the wastewater facility is made by the Treatment Facility Operator under the supervision of the Quality Assurance Chief. The central treatment facilities are periodically visited, and discharge water analysis results are taken. In case of nonconformity, a Corrective/Preventive action is taken.

Environmental Risk Assessment and Generating Control Plans

The environmental aspects which constitute a potential risk to the environmental pollution and ecological balance at CCI locations are determined. The environmental risk is scored on this list and the control measures for important environmental risks are determined. An action plan (Environmental Program) is prepared for medium and high risks, and it is updated in case of environmental accident, process amendment, new line installation, or legislation amendment is reviewed once every year.

Noise Control

To determine the effects of the noise on environment and employees at CCI locations, necessary assessments are conducted regularly. If the noise level exceeds the standards in the assessment, then necessary improvements are performed. The purpose is to reduce noise at its source.



Ecosystem Services Approach in the Project

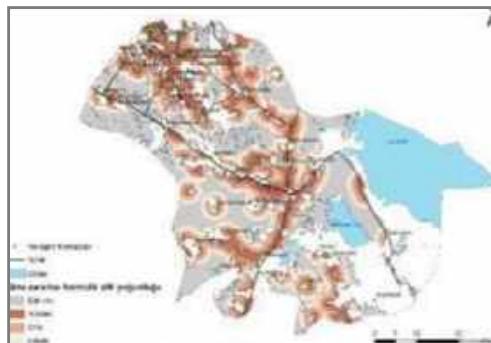
Natural ecosystems provide various benefits, which are called ecosystem services, for human welfare directly or indirectly. Agriculture is a dominant human activity and agricultural land covers nearly 40% of the terrestrial surface. The ecosystem services used by agricultural production can be provisioning (freshwater, genetic biodiversity etc.), supporting (soil structure and fertility), or regulating services (climate regulation, pollination, biological control etc.).

In the Agriculture of the Future Project, the aim is to integrate the ecosystem approach (a strategy for sustainable management of land, water and living resources) into agricultural activities. The ecosystem approach provides tools to minimize the conflicts between nature conservation and economic activities, and thus enhances sustainability of the socio-ecological systems. The project is the first of its kind in terms of having such a comprehensive approach to handling socio-economic activities and environmental values together.

The project includes conservation agriculture activities such as implementing direct seeding and wind breakers. These activities are important tools for protecting soil and water resources which are important components of ecosystems. In order to increase the integration level of the ecosystem approach into the project, the following activities are being carried out:

- Mapping of agricultural ecosystems
- Determining the benefits of ecosystem services to agricultural practices
- Developing, in collaboration with Yale University School of Forestry and Environmental Studies, a methodology for mapping these services
- Mapping ecosystem services through advanced scientific approaches and incorporating local knowledge through a participatory approach
- Analyzing the vulnerability of agricultural ecosystems
- Modeling climate parameters related to agriculture
- Determining to what extent ecosystems are vulnerable to climatic changes and human activities.
- Developing recommendations for protection of the vulnerable ecosystem services

Below are ecosystem services maps produced for the Cihanbeyli District of Konya.



Biodiversity Monitoring Activities in the Project

The conservation agriculture activities in the project protect soil and water, both significant resources for biodiversity elements in the region. In order to monitor the interaction of the project activities with the biodiversity of the area, we developed a continuous monitoring program which includes:

- Determination of the species groups to be affected from agricultural activities
- Determination of rare/endangered/endemic/sensitive species in Konya
- Determination of the monitoring and inventory methodology
- Continuous monitoring of selected species groups, especially those that are rare/ endangered/endemic/sensitive.

As a part of the biodiversity monitoring activities in the project, 43 bird species, 18 plant species, 15 butterfly species, and 10 small mammal species has been observed in the direct seeding areas, wind break zones and control areas. The project also develops environment-friendly solutions to the problems of agricultural production, such as rodent management. As a part of biological pest control scheme, owl and kestrel boxes are placed in farming areas as an alternative to chemical pesticides used to exterminate the rodents in the fields.



Discharge Parameter	Unit	Turkey Ankara		Turkey Mersin		Turkey-Bursa		Turkey-Çorlu		Turkey-Elazığ	
		Legal limit	2019	Legal limit	2019	Legal limit	2019	Legal limit	2019	Legal limit	2019
			Result		Result		Result		Result		Result
COD	mg/dm ³	160	33,87	<180	46	1000	952	160	26	4000	388
BOD	mg/L	<50	11	<50	22	-	-	-	-	-	-
pH	-	6-9	8,05	6< - <9	7,69	6-9	7,11	6-9	7,86	6.5-10.0	9,63
TDS	mg/L	<2000	1356			-	-	-	-	-	-
TSS	mg/dm ³	<50	29	<70	17	250	43	-	-	<50	40
Phosphorus	mg/L	<2	0,272	-		5,7	3,64	-	-	-	-
Nitrogen	mg/L	-		-		43	5,58	-	-	-	-
Sulphate	mg/L	<250	199,48	-		-	-	-	-	-	-
Iron	mg/L	-		-		<10	0,17	-	-	-	-
Chloride	mg/L	0.1	<0,05	-		-	-	-	-	-	-
Oil products	mg/L	-		20	<10	-	-	-	-	-	-
Nitrates	mg/L	-		-		-	-	-	-	-	-

Discharge Parameter	Unit	Turkey - Isparta		Turkey-İzmir		Turkey - Köyceğiz		Turkey - Sapanca		Turkey - Hazar	
		Legal limit	2019 Result	Legal limit	2019 Result	Legal limit	2019 Result	Legal limit	2019 Result	Legal limit	2019 Result
COD	mg/dm ³	2000	316	2500	806	400	11	-	133	<180	<30
BOD	mg/L	-		-		-		-		<50	<5
pH	-	6-9		6,5-10	7,8	6-9	7,1	6-9	7,28	-	7,68
TDS	mg/L	-		-		-		-		6< - <9	86
TSS	mg/dm ³	500	133	500	79	-	<10	-		<70	<10
Phosphorus	mg/L	100		-		200	0,57	-	1,4	-	<0,2
Nitrogen	mg/L	-		-		-		-		-	<1
Sulphate	mg/L	-		-		-		-		-	5,04
Iron	mg/L	-		-		-		-		-	<0,05
Chloride	mg/L	-		-		-		-		-	<0,05
Oil products	mg/L	100	38	250	<10	20	<10	-		<20	<10
Nitrates	mg/L	-		-		-		-		-	<1

Discharge Parameter	Unit	Pakistan Gujranwala		Pakistan Karachi		Pakistan Lahore		Pakistan Multan		Pakistan Rahim Yar Khan	
		Legal limit	2019 Result	Legal limit	2019 Result	Legal limit	2019 Result	Legal limit	2019 Result	Legal limit	2019 Result
COD	mg/dm ³	150	<5	400	13	150	21,75	150	13	150	39
BOD	mg/L	80	<3	80	5,5	80	6,75	80	4	80	10
pH	-	6 to 9	8,09	6 to 9	7,68	6 to 9	8,045	6 to 9	7,66	6 to 9	8,06
TDS	mg/L	3500	1264	3500	3236	3500	1320,5	3500	543	3500	1935
TSS	mg/dm ³	200	<5	200	22	200	10,375	200	24	200	7
Phosphorus	mg/L	-	0,38	Nil	1,34	-	1	-	0,95	-	0,16
Nitrogen	mg/L	-	0,3	Nil	2,89	-	1,6925	-	0,1	-	<0,1
Sulphate	mg/L	600	19,75	SC***	520	600	101,455	600	42,8	600	306,22
Iron	mg/L	8	<1	8	<.005	8	0,34	8	0,88	8	<1
Chloride	mg/L	1000	NA	SC***	911	1000	76,9625	1000	60,74	1000	344,92
Oil products	mg/L	10	<5	1	<1.00	10	5	10	<5.0	10	<5.0
Nitrates	mg/L	-	NA	Nil		-	NA	-	-	NA	NA

SC*** Discharge concentration at or below sea concentration

Discharge Parameter	Unit	Turkmenistan Ashgabat		Tajikistan Dushanbe		Azerbaijan Baku	
		Legal limit	2019 Result	Legal limit	2019 Result	Legal limit	2019 Result
COD	mg/dm ³	<180	4,49	<600	537,2	<500	304
BOD	mg/L	<50	2,82	<300	346,97	<375	25
pH	-	6< - <9	7,7	6-9	6,8	6,5-8,5	7,24
TDS	mg/L		1637	-			904
TSS	mg/dm ³	<70	23,88	<70	539,17	<375	26,53
Phosphorus	mg/L	-	1,40	-			0,79
Nitrogen	mg/L	-	2,71	<5	4,7		1,76
Sulphate	mg/L	-	611,2	-			59,4
Iron	mg/L	-	0,25	-			0,006
Chloride	mg/L	-	1198,4	-			-
Oil products	mg/L	<20	0,01	<20			0,50
Nitrates	mg/L	-	12,33	<5	6,17		1,76

Discharge Parameter	Unit	Kyrgyzstan Bishkek		Kazakhstan Burundai		Kazakhstan Astana	
		Legal limit	2019 Result	Legal limit	2019 Result	Legal limit	2019 Result
COD	mg/dm ³	<450	35,15	903,2	718,93	500	79,9
BOD	mg/L	<300	4,95	500	246,5	425	25
pH	-	6.5-8.5	7,71	6-9	-	-	-
TDS	mg/L	<1000	<1000	-	-	1000	633
TSS	mg/dm ³	-	-	500	57,1	500	64
Phosphorus	mg/L	<5	0,36	-	-	-	-
Nitrogen	mg/L	-	-	30	0,569	30	1,5
Sulphate	mg/L	<500	51,9	156,4	151,8	500	102
Iron	mg/L	<5	<0,1	3	0,136	5	0,52
Chloride	mg/L	<350	29,95	350	68,7	350	173
Oil products	mg/L	<3	<3	-	-	14	0,15
Nitrates	mg/L	-	-	-	-	-	-

Discharge Parameter	Unit	Jordan Madaba		South Iraq Hilla		South Iraq Karbala		North Iraq Erbil	
		Legal limit	2019 Result	Legal limit	2019 Result	Legal limit	2019 Result	Legal limit	2019 Result
COD	mg/dm ³	<1500	54,7	<100	843,5	<100	58	<100	10
BOD	mg/L	-	-	<40	400	<50	12	<40	5
pH	-	5.5-9.5	7,98	6-9.5	6.8	6-9	7.45	6-9	7.95
TDS	mg/L	<2000	1245	2000	815	<2000	967	2000	259
TSS	mg/dm ³	<700	16,8	60	103	<50	<10	60	<10
Phosphorus	mg/L	<30	6,9	3	1	<2	3	<2	0,6
Nitrogen	mg/L	<100	1,65	10	12,5	<5	4,34	5	1,5
Sulphate	mg/L	<10	<0,1	400	244	<400	306,47	400	25
Iron	mg/L	<30	0,32	2	0,726	<0,1	<0,05	2	<0,05
Chloride	mg/L	-	-	600	-	No limit	-	600	50
Oil products	mg/L	<100	<8	5	<10	<10	<10	5	<10
Nitrates	mg/L	-	-	50	-	No limit	-	50	1,79

Plant Name	On-site	Industrial Zone	Municipality
Turkey-Ankara	✓		
Turkey-Bursa		✓	
Turkey-Çorlu	✓		
Turkey-Elazığ		✓	
Turkey - Isparta	✓		
Turkey-İzmir		✓	
Turkey-Mersin	✓		
Turkey - Köyceğiz	✓		
Turkey - Sapanca			✓
Turkey - Hazar	✓		
Pakistan-Gujranwala	✓		
Pakistan-Karachi	✓		
Pakistan-Lahore	✓		
Pakistan-Multan	✓		
Pakistan-Rahim Yar Khan	✓		
Kazakhstan-Burundai	✓		✓
Kazakhstan-Astana	✓		✓
South Iraq-Hilla	✓		
South Iraq-Karbala	✓		
Azerbaijan-Baku	✓		✓
Turkmenistan-Ashgabat	✓		
Kyrgyzstan-Bishkek			✓
Tajikistan-Dushanbe	✓		
North Iraq-Erbil	✓		
Jordan-Madaba	✓		



Emissions to Air

CCI manages all of its environmental impacts including emission to air. Our targets for atmospheric emissions are to improve our efficiency values and to remain 100% legally compliant. 2019 stack gas emission analysis results of CCI pants are given in the following tables.



Country	Number/Name of the Source	Parameter (kg/hour) 2019								
		CO ₂ %	O ₂ %	CO mg/Nm ³	NOx mg/Nm ³	NO ₂ mg/Nm ³	NO mg/Nm ³	SO ₂ mg/Nm ³	Smoke (RM-scale)	PM mg/Nm ³
Turkey Çorlu	Boiler #1 Fuel Source Natural Gas			0,019		1,8713	1,1594	<0,0440		
	Boiler #2 Fuel Source Natural Gas			<0,0196		2,0382	1,2686	<0,0438		
	Boiler #3 Fuel Source Natural Gas			0,013		0,077	0,0477	<0,0027		
	Piovan #1 Chimney			<0,0006		0,0464	0,029	<0,0013		
	Piovan #2 Chimney			<0,0006		0,0564	0,0354	<0,0013		
	Piovan #3 Chimney			<0,0006		0,0615	0,0383	<0,0013		
	Piovan #4 Chimney			0,0017		0,0556	0,0344	<0,0013		
	Piovan #5Chimney			<0,0006		0,0539	0,0333	<0,0013		
	Piovan #6 Chimney			<0,0009		0,0436	0,0275	<0,0021		
	Piovan #7 Chimney			<0,0005		0,0244	0,0153	<0,0012		
	Piovan #8 Chimney			<0,0005		0,0236	0,0148	0,0012		
Turkey Bursa	Husky Machine chimney			<0,0009		<0,0015	<0,0009	<0,0021		
	Source #1 (Pet Line Filling Chimney)									0,0024
	Source #2 (Line-5 Tunnel Pasteur Chimney)									0,0107
	Source #3 (HOD old washing mach. chimney)									0,0575
	Source #4 (HOD new washing mach. chimney)									0,0073
	Source #5 (Line-4 Coding chimney)									0,0014
	Source #6 (Tetra-200 Line chimney)									0,0009
	Source #7 (Boiler-Bosch)			0,0556		0	0,1354	0		0,0311
	Source #8 (Boiler-Selnikel)			0,0399		0,0218	0,1566	0		0,0181

Plant	Number/Name of the Source	Parameter (kg/hour) 2019								
		CO ₂ %	O ₂ %	CO mg/Nm ³	NOx mg/Nm ³	NO ₂ mg/Nm ³	NO mg/Nm ³	SO ₂ mg/Nm ³	Smoke (RM-scale)	PM mg/Nm ³
Turkey Mersin	Boiler #1 Fuel Source Natural Gas			0,5404		0,6578	0,4255	0		0,0101
	Boiler #2 Fuel Source Natural Gas			0,5169		0,5878	0,3799	0		0,0105
	Boiler #3 Fuel Source Natural Gas			0,3818		0,8924	0,8924	0		0,0116
Turkey Ankara	Boiler #1 Fuel Source Natural Gas		5,83	0		82,85	50,85	1,13		3,73
	Boiler #2 Fuel Source Natural Gas		5,81	0		83,55	51,35	3,39		3,9
	Husky Machine #1 Chimney		14,82	0		77,84	46,86	5,57		4,91
	Husky Machine #2 Chimney		7,29	0		104,29	64,5	2,49		4,24
	Welding Room Chimney		20,95	0		0	0	5,71		2,39
	Blower #1 Chimney		0							2,25
	Blower #2 Chimney		0							2,22
	Blower #3 Chimney		0							2,13
	Blower #4 Chimney		0							2,06
	Blower #5 Chimney									1,97
Turkey İzmir	Boiler #1 Fuel Source Natural Gas			0,3		0,3902	0,2411	0		0,0411
	Boiler #2 Fuel Source Natural Gas			0,2		0,103	0,4866	0		0,0472
Turkey Elazığ	Boiler #1 Fuel Source Natural Gas				0,0445		0,0411			0,0021
	Boiler #2 Fuel Source Natural Gas				0,5135		0,4781			0,0268
Turkey Isparta	Boiler #1 Fuel Source Natural Gas			0,974		0,01012	0,31853			0,01031
	Boiler #2 Fuel Source Natural Gas			0,08748		0,02487	0,42368			0,02084

Plant	Number/ Name of the Source	Parameter (kg/hour) 2019								
		CO ₂ %	O ₂ %	CO mg/Nm ³	NOx mg/Nm ³	NO ₂ mg/Nm ³	NO mg/Nm ³	SO ₂ mg/Nm ³	Smoke (RM-scale)	PM mg/Nm ³
Pakistan Rahim Yar Khan	Source #1 (Gen.)	3,1	16,8	133,8	554,1	36,9	517,2	102,9	1	143,8
	Source #2 (Gen.)	2,7	17,3	133,8	427,4	34,8	392,6	77,2	1	137,5
	Source #3 (Gen.)	1,9	18,4	101,2	297,9	20,5	277,4	54,3	1	151,7
	Source #4 (Gen.)	3	16,9	177,5	433,5	32,8	400,7	77,2	1	157,4
	Source #6 (Gen.)	2,8	17,2	100	497,1	34,8	462,3	91,5	1	161,7
	Source #1 (Boiler)	6,1	10	43,8	49,1	6,2	42,9	42,9	1	68,4
	Source #2 (Boiler)	1,2	18,1	131,2	49,4	16,4	33,5	0	1	NA
Pakistan Karachi	Generator 2250 KVA			475	476	83	393	ND	1	56
	Generator 563 KVA			561	516	97	419	ND	1	79
	DDFL boiler 1122			16	200	76	124	ND	1	11
Pakistan Faisalabad	Source #1 (Boiler)		12,11	23	81	20	61	38		33
	Source #2 (Generator)		15,89	131	444	52	392	310		59
Pakistan Multan	Source #1 Boiler	6,72	12,3	109	98	31	69	0	0	24,1
	Source #2 GenSet 1	4,29	16	192	465	38	427	15	1	43
	Source #3 GenSet 2	3,16	16,9	247	382	47	335	0	1	38,7
	Source #4 GenSet 3	3,86	16,1	241	539	76	463	0	1	59,42
	Source #5 GenSet 4	2,2	17,2	185	545	67	478	0	1	61,83
	Source #6 GenSet 5	3,72	16,7	165	532	105	427	0	1	56,41

Plant	Number/Name of the Source	Parameter (kg/hour) 2019								
		CO ₂ %	O ₂ %	CO mg/Nm ³	NOx mg/Nm ³	NO ₂ mg/Nm ³	NO mg/Nm ³	SO ₂ mg/Nm ³	Smoke (RM-scale)	PM mg/Nm ³
Pakistan Lahore	Boiler #1 Fuel Source Natural gas	7,99	3,66	78,33	21	57,33	233			23
	Boiler#2 Fuel source Diesel	8,43	11	81,33	24	57,33	144,66			28
	Generator # 1	18,43	143,33	327,66	12,33	315,33	46,66			61
	Generator # 2	18,57	182,6	246,66	6	240,66	37			79
	Generator # 4	18,04	146,33	504,33	15,33	489	40			69
	Generator # 5	15,39	183	429	31,66	397,66	55			41
	Generator # 6	18,13	188,6	407	8	399	36			51
	Generator # 7	18,16	139	400	11,33	388,66	22,33			83
	Generator # 8	17,08	209,66	486,66	34	451,66	44			39
	Generator # 9	17,23	228	494	27	467	36			75
	Generator # 10	18,33	141,33	469,66	16	453,66	28			89
Pakistan Gujranwala	Source #1 (Boiler)	14,5	3,1	125,6	126,6	1,9	124,7	0	0	24,5
	Source #2 (Boiler)	14,9	2,7	118,9	113,7	1,2	112,5	0	0	17,4
	Source #3 (Generator)	7,46	12,7	251,81	456,67	423,41	33,26	121,19	1	159
	Source #4 (Generator)	8,2	11,3	235,5	327,7	7,2	320,5	95,5	1	112,5
	Source #5 (Generator)	7,5	12,1	310,2	292,6	11,1	281,5	87,4	1	142,3
	Source #6 (Generator)	6,8	13,6	280,8	252,9	2,5	250,4	144,7	1	95,3
	Source #7 (Generator)	7,1	12,7	420,5	340,8	15,6	325,2	112,3	1	119,1
	Source #8 (Generator)	8,2	11,2	255,6	245,5	2,6	248,1	89,6	1	93,5
	Source #9 (Generator)	7,8	11,8	320,5	224,7	6,2	218,5	88,4	1	102,4

Governance

Board Practice

For detailed information on board structure and practices please refer to **CCI 2019 Annual Report** pages 96-105.



Bribery and Corruption

Countering Bribery System

Ethics Line is managed by a completely independent third-party company where our employees may ask questions and share their concerns about corporate business principles, code of ethics, discrimination, superiors - subordinates, mobbing, conflict of interest and etc. Employees can access Ethic line by a dedicated e-mail address, an assigned telephone number or by the web site www.ccieticsline.com where the message may be sent anonymously via a free text area. This hotline gives service in Turkish, English, Russia, Arabic and Georgia. CCI has system and policy in place to ensure that the numeration of the independent company is appropriate, and the service received is legitimate.

All calls and e-mails received by ethics line are shared with Ethics and Compliance Manager and the Ethics and Compliance Manager records all the notifications on an Ethics Program where the notification is sent timely to the Ethics Committee.

Recording system for all ethics notifications is launched in 2016 where CCI keeps all the details on non-compliance and breaches of Code of Ethics (including the anti-bribery policy) and the issues consulted to Ethics and Compliance Managers. The system provides details of its performance and progresses in relation to bribery and other violations of Ethics Code and gives quantitative data on its whistle-blowing system in relation to bribery and all type of violations. Violations to Code of Ethics are audited by CCI Internal Audit department and reported to Audit Committee on regular basis.



Code of Ethics training is provided to most of the CCI employees through classroom trainings or as a part of orientation program and also of contract.

Companies' policies on business conduct, anti-bribery/anti-corruption and copies of any notice, correspondence or memoranda to or from any governmental authority in connection with any possible violation of any statute, rule, regulation or other legal requirement by the Company or a description of any such possible violation where no such notice or correspondence exists are evaluated during due diligence process before establishing any joint ventures.

Code of Ethics is communicated to supplier and contractors as an appendix of contract. A newly based supplier evaluation process is alive on system and it is available both for pre and post evaluation. Suppliers are evaluated by engineering service, procurement, legal and finance and required to pass each evaluation successfully to give service to CCI. "Business Management Code of Ethics" and "Basic Principles for Suppliers" are also added to CCI contracts for Bribery, Child Labor, Abuse etc.

In 2019, we recorded 24 cases related to bribery, all in Pakistan. 15 cases have been finalized, 9 of which involve enforcement of action.

Political donations are prohibited by the company, consequently, no donations have been made in 2019 at CCI operations. Also, facilitation payments are strictly prohibited at CCI.

Human Rights

Human Rights Policy



SGP Audits for CCI Plants conducted by TCCC

If any CCI operation is deemed noncompliant with Supplier Guiding Principles, a corrective action plan is implemented immediately. Upon completion of the action plan, an independent auditing company audits it to evaluate of the corrective actions taken. In addition to our Human Rights Policy implementation efforts, independent audits for SGP compliance audits take place in all CCI countries periodically since 2014.

After passing audit, CCI operation is given a score that is linked to a color rating. A color rating determines follow-up requirements as below:

- Green (0 points)- No action required. Facility will be assessed in 1-3 years.
- Yellow (1-7 points)- Correct minor findings to achieve Green status. Company will receive a new summary report with a zero score and Green rating after completing a desk review, after audit team receives letter within the time frame specified in assessment summary report along with any required evidence that corrective action has occurred. After desk review, company will be re-assessed in 1-3 years.
- Orange (8-27)- Company fills out Facility Action Plan form and sends to audit team. Audit team will notify if the plan meets SGP requirements; if not, they will provide any necessary guidance. Company corrects findings as outlined on the approved Facility Action Plan. Follow-up assessment to occur within 6 months of the initial assessment. In certain instances, a Desk Review Assessment is acceptable in lieu of an in-person visit. Process continues until the facility becomes Green.
- Red (28+ points)- Company fills out Facility Action Plan form and sends to the audit team. Audit team will notify if the plan meets SGP requirements; if not, they will provide any necessary guidance. Company corrects findings as outlined on the approved Facility Action Plan. Follow-up assessment to occur within 6 months of the initial assessment. Process continues until the facility becomes Green or is deauthorized.

Human Rights Reporting

Violations and non-compliance related to Human Rights Policy (HRP) are governed by Code of Ethics Handbook. Ethics and Compliance Manager manages all HRP reports and notifications regarding possible violations of human rights in co-operation with the CCI Group Employee Relations department. The procedures below are implemented generally in order to lend additional integrity to the processes: Group HR Operations, Employee Relations and Human Rights department was established under CCI Group HR Department to lead the HRP implementations. Role of Ethic and HR Departments in the Human Rights Policy management process:

- Investigating HRP related complaints and submitting report to Ethics and Compliance Manager;
- Relations Specialist, depending on the location.
- Maintains privacy and also enables others (managers) to do so.
- Submits a written summary/report of the problems and corrective action, if any, to the Employee Relations.

The investigation should be completed in a timely fashion. A copy of the report should not be shared with any of the people related with the event in the report or accused. The report should only be shared on a "should be known" basis. It makes sure that management is aware of the Company policy against retaliation.

During this process, managers should do the following:

- Take all complaints into account
- Maintain integrity of the process
- If Ethics Committee decides that corrective and preventive action is required, perform this action immediately
- Consult Human Resources Manager if there are questions

Corrective Action and Disciplinary Action

All employees are held responsible for breaches of policy. Appropriate corrective actions are taken if a reported breach is proven, to ensure compliance to with Code of Ethics and CCI's Human Rights Policy (HRP), as well as Code of Ethics. In some cases, disciplinary actions are taken for individuals who are found in breach of HRP, which are determined

incompliance with the disciplinary procedures.

All disciplinary actions are documented. Country Ethics Managers maintain records of all disciplinary actions and implementation of any corrective measures. Employee having questions have the liberty to ask their manager, HR or CCI Legal Department.



Stakeholder Issues

Employee Issues



CONTENT INDICES



GRI Content Index

For the Materiality Disclosures Service, GRI Services reviewed that the GRI content index is clearly presented and the references for Disclosures 102-40 to 102-49 align with appropriate sections in the body of the report.

GRI 101: FOUNDATION 2016 GRI 102: GENERAL DISCLOSURES 2016

Location of Disclosure

Organizational Profile		
102-1	Name of the organization	Page 194
102-2	Activities, brands, products, and services	Page 10
102-3	Location of headquarters	Page 194
102-4	Location of operations	Pages 12-13
102-5	Ownership and legal form	CCI Annual Report 2019 Page 129
102-6	Markets served	Pages 8, 12-13
102-7	Scale of the organization	Pages 12-13
102-8	Information on employees and other workers	Pages 137-143
102-9	Supply chain	Page 69
102-10	Significant changes to the organization and its supply chain	Page 69
102-11	Precautionary principle or approach	Pages 40, 98
102-12	External initiatives	Pages 28, 30
102-13	Membership of associations	Page 28
Strategy		
102-14	Statement from senior decision-maker	Page 6-7
102-15	Key impacts, risks, and opportunities	Page 40, 54
Ethics and Integrity		
102-16	Values, principles, standards, and norms of behavior	Page 43
102-17	Mechanisms for advice and concerns about ethics	Page 43
Governance		
102-18	Governance structure	Page 35
Stakeholder Engagement		
102-40	List of stakeholder groups	Page 46
102-41	Collective bargaining agreements	Pages 66, 68, 72
102-42	Identifying and selecting stakeholders	Page 45
102-43	Approach to stakeholder engagement	Page 47
102-44	Key topics and concerns raised	Page 49
Reporting Practice		
102-45	Entities included in the consolidated financial statements	Page 4
102-46	Defining report content and topic boundaries	Page 4
102-47	List of material topics	Pages 49, 54
102-48	Restatements of information	Page 4
102-49	Changes in reporting	Page 4
102-50	Reporting period	2019
102-51	Date of most recent report	2018
102-52	Reporting cycle	Annual
102-53	Contact point for questions regarding the report	Pages 4, 194
102-54	Claims of reporting in accordance with the GRI Standards	Page 4
102-55	GRI content index	Page 186
102-56	External assurance	Page 131

GRI 200-300-400 TOPIC SPECIFIC STANDARDS 2016
Location of Disclosure

GRI 200 ECONOMIC STANDARDS SERIES		
Economic Performance		
GRI 103 Management Approach 2016	103-1 Explanation of the material topic and its boundary	Pages 49, 51
103-2 The management approach and its components	Page 54	
103-3 Evaluation of the management approach	CCI Annual Report 2019 Page 106-111	
GRI 201 Economic Performance 2016	201-1 Direct economic value generated and distributed	Pages 20-21
201-2 Financial implications and risks & opportunities due to climate change	Pages 38-40	
201-4 Financial assistance received from government	CCI Annual Report 2019 Page 163	
Indirect Economic Impacts		
GRI 103 Management Approach 2016	103-1 Explanation of the material topic and its boundary	Pages 49, 51
103-2 The management approach and its components	Page 54	
103-3 Evaluation of the management approach	Pages 86-87	
GRI 203 Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	Pages 88-89
203-2 Significant indirect economic impacts	Pages 95-96	
Procurement Practices		
GRI 103 Management Approach 2016	103-1 Explanation of the material topic and its boundary	Pages 49, 51
103-2 The management approach and its components	Page 54	
103-3 Evaluation of the management approach	Pages 86-87	
GRI 204 Procurement Practices 2016	204-1 Proportion of spending on local suppliers	Page 87
Anti-Corruption		
GRI 103 Management Approach 2016	103-1 Explanation of the material topic and its boundary	Pages 49, 51
103-2 The management approach and its components	Page 54	
103-3 Evaluation of the management approach	Pages 42-44	
GRI 205 Anti-Corruption 2016	205-2 Communication & training about anti-corruption policies and procedures	Pages 42-44
Anti-competitive Behavior		
GRI 103 Management Approach 2016	103-1 Explanation of the material topic and its boundary	Pages 49, 51
103-2 The management approach and its components	Page 54	
103-3 Evaluation of the management approach	Page 44	
GRI 206 Anti-competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Page 44

GRI 300 ENVIRONMENTAL STANDARDS SERIES
Location of Disclosure

Materials		
GRI 103 Management Approach 2016	103-1 Explanation of the material topic and its boundary	Pages 49, 51
	103-2 The management approach and its components	Page 54, 111
	103-3 Evaluation of the management approach	Pages 98-100, 111
GRI 301 Materials 2016	301-2 Recycled input materials used	Page 113
	301-3 Reclaimed products and their packaging materials	Page 114
Energy		
GRI 103 Management Approach 2016	103-1 Explanation of the material topic and its boundary	Pages 49, 51
	103-2 The management approach and its components	Page 54, 101
	103-3 Evaluation of the management approach	Pages 98-100
GRI 302 Energy 2016	302-1 Energy consumption within the organization	Page 103
	302-2 Energy consumption outside of the organization	Pages 105-106
	302-3 Energy intensity	Page 101
	302-4 Reduction of energy consumption	Page 103, 106
	302-5 Reductions in energy requirements of products and services	Page 103, 106
Water and Effluents		
GRI 103 Management Approach 2016	103-1 Explanation of the material topic and its boundary	Pages 49, 51
	103-2 The management approach and its components	Page 54, 116
	103-3 Evaluation of the management approach	Pages 98-100
GRI 303 Water and Effluents 2018	303-1 Interactions with water as a shared resource	Pages 118-119
	303-2 Management of water discharge related impacts	Page 120
	303-3 Water withdrawal	Page 163

GRI 300 ENVIRONMENTAL STANDARDS SERIES		Location of Disclosure
	Emissions	
GRI 103 Management Approach 2016	103-1 Explanation of the material topic and its boundary	Pages 49, 51
	103-2 The management approach and its components	Page 54
	103-3 Evaluation of the management approach	Pages 98-100
GRI 305 Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Pages 108-110
	305-2 Energy indirect (Scope 2) GHG emissions	Pages 108-110
	305-3 Other indirect (Scope 3) GHG emissions	Pages 108-110
	305-4 GHG emissions intensity	Page 101
	305-5 Reduction of GHG emissions	Page 106
	Effluents and Waste	
GRI 103 Management Approach 2016	103-1 Explanation of the material topic and its boundary	Pages 49, 51
	103-2 The management approach and its components	Page 54, 115
	103-3 Evaluation of the management approach	Pages 98-100
GRI 306 Effluents and Waste 2016	306-1 Water discharge by quality and destination	Page 166
	306-2 Waste by type and disposal method	Pages 161-162
	Environmental Compliance	
GRI 103 Management Approach 2016	103-1 Explanation of the material topic and its boundary	Pages 49, 51
	103-2 The management approach and its components	Page 54
	103-3 Evaluation of the management approach	Pages 98-100
GRI 307 Environmental Compliance 2016	307-1 Non-compliance with environmental laws and regulations	Page 98
	Supplier Environmental Assessment	
GRI 103 Management Approach 2016	103-1 Explanation of the material topic and its boundary	Pages 49, 51
	103-2 The management approach and its components	Page 54
	103-3 Evaluation of the management approach	Page 69
GRI 308 Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	Page 69

GRI 400 SOCIAL STANDARDS SERIES**Location of Disclosure**

	Employment	
GRI 103 Management Approach 2016	103-1 Explanation of the material topic and its boundary	Pages 49, 51
	103-2 The management approach and its components	Page 54
	103-3 Evaluation of the management approach	Page 84
GRI 401 Employment 2016	401-1 New employee hires and employee turnover	Page 85
	401-2 Benefits provided to full-time employees that are not provided to part-time employees	Page 147
	Labor/Management Relations	
GRI 103 Management Approach 2016	103-1 Explanation of the material topic and its boundary	Pages 49, 51
	103-2 The management approach and its components	Page 54
	103-3 Evaluation of the management approach	Pages 78-79
GRI 402 Labor/Management Relations 2016	402-1 Minimum notice periods regarding operational changes	CCI Annual Report 2019 Page 107
	Occupational Health and Safety	
GRI 103 Management Approach 2016	103-1 Explanation of the material topic and its boundary	Pages 49, 51
	103-2 The management approach and its components	Page 54
	103-3 Evaluation of the management approach	Pages 71-72
GRI 403 Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Page 73
	403-2 Hazard identification, risk assessment, and incident investigation	Page 71-74
	403-3 Workers with high incidence or high risk of diseases related to their occupation	Page 71-74
	403-4 Health and safety topics covered in formal agreements with trade unions	Page 71-74
	403-5 Worker training on occupational health and safety	Page 73
	403-6 Promotion of worker health	Page 71-74
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Page 71-74
	403-8 Workers covered by an occupational health and safety management system	Page 71-74
	403-9 Work-related injuries	Page 74
	403-10 Work-related ill health	Page 74
	Training and Education	
GRI 103 Management Approach 2016	103-1 Explanation of the material topic and its boundary	Pages 49, 51
	103-2 The management approach and its components	Page 54
	103-3 Evaluation of the management approach	Pages 81-82
GRI 404 Training and Education 2016	404-1 Average hours of training per year per employee	Page 83
	404-2 Programs for upgrading employee skills and transition assistance programs	Pages 81-82
	404-3 Percentage of employees receiving regular performance and career development reviews	Page 149

GRI 400 SOCIAL STANDARDS SERIES		Location of Disclosure
	Diversity and Equal Opportunity	
GRI 103 Management Approach 2016	103-1 Explanation of the material topic and its boundary 103-2 The management approach and its components 103-3 Evaluation of the management approach	Pages 49, 51 Page 54 Pages 75-77
GRI 405 Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees 405-2 Ratio of basic salary and remuneration of women to men	Page 76 Page 75
	Non-Discrimination	
GRI 103 Management Approach 2016	103-1 Explanation of the material topic and its boundary 103-2 The management approach and its components 103-3 Evaluation of the management approach	Pages 49, 51 Page 54 Pages 66-70
GRI 406 Non-Discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	Pages 66-70
	Freedom of Association and Collective Bargaining	
GRI 103 Management Approach 2016	103-1 Explanation of the material topic and its boundary 103-2 The management approach and its components 103-3 Evaluation of the management approach	Pages 49, 51 Page 54 Pages 66-70
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	None
	Child Labor	
GRI 103 Management Approach 2016	103-1 Explanation of the material topic and their boundaries 103-2 The management approach and its components 103-3 Evaluation of the management approach	Pages 49, 51 Page 54 Pages 66-70
GRI 408 Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	None
	Forced or Compulsory Labor	
GRI 103 Management Approach 2016	103-1 Explanation of the material topic and its boundary 103-2 The management approach and its components 103-3 Evaluation of the management approach	Pages 49, 51 Page 54 Pages 66-70
GRI 409 Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	None
	Security Practices	
GRI 103 Management Approach 2016	103-1 Explanation of the material topic and its boundary 103-2 The management approach and its components 103-3 Evaluation of the management approach	Pages 49, 51 Page 54 Pages 66-70
GRI 410 Security Practices 2016	410-1 Security personnel trained in human rights policies or procedures	Pages 68

GRI 400 SOCIAL STANDARDS SERIES
Location of Disclosure

	Human Rights Assessment	
GRI 103 Management Approach 2016	103-1 Explanation of the material topic and its boundary	Pages 49, 51
	103-2 The management approach and its components	Page 54
	103-3 Evaluation of the management approach	Pages 66-70
GRI 412 Human Rights Assessment 2016	412-2 Operations that have been subject to human rights reviews or impact assessments	Pages 66-70
	Local Communities	
GRI 103 Management Approach 2016	103-1 Explanation of the material topic and its boundary	Pages 49, 51
	103-2 The management approach and its components	Page 54
	103-3 Evaluation of the management approach	Pages 88-89
GRI 413 Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	Pages 87-89
	Customer Health and Safety	
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GRI 416 Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	Pages 55-56
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	Pages 55-56
	Marketing and Labeling	
GRI 103 Management Approach 2016	103-1 Explanation of the material topic and its boundary	Pages 49, 51
	103-2 The management approach and its components	Page 54
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GRI 417 Marketing and Labeling 2016	417-3 Incidents of non-compliance concerning marketing communications	Page 58

UNGC Content Index

UN Global Compact Principles		Location of Disclosure
Human Rights	Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights; and	Human Rights Community Development
	Principle 2: make sure that they are not complicit in human rights abuses.	Human Rights Community Development
Labor	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
	Principle 4: the elimination of all forms of forced and compulsory labor;	Human Rights
	Principle 5: the effective abolition of child labor; and	Human Rights
	Principle 6: the elimination of discrimination in respect of employment and occupation	Human Rights (Diversity and Inclusion)
Environment	Principle 7: Businesses should support a precautionary approach and environmental challenges;	Environmental Footprint (Energy Efficiency and Climate Protection)
	Principle 8: undertake initiatives to promote greater environmental responsibility; and	Environmental Footprint
	Principle 9: 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.	Risk Management and Ethics

UN WEP Content Index

UN Women's Empowerment Principles		Location of Disclosure
Principle 1: Establish high-level corporate leadership for gender equality.		Community Development (Women Empowerment)
Principle 2: Treat all women and men fairly at work – respect and support human rights and nondiscrimination.		Community Development (Women Empowerment) Human Rights (Diversity and Inclusion)
Principle 3: Ensure health, safety and well-being of all workers, regardless of gender.		Human Rights (Health & Safety)
Principle 4: Promote women's education, training and professional development.		Community Development (Women Empowerment)
Principle 5: Implement enterprise development, supply chain and marketing practices that empower women.		Community Development (Women Empowerment) Human Rights (Diversity and Inclusion)
Principle 6: Promote equality through community initiatives and advocacy.		Community Development (Women Empowerment)
Principle 7: Measure and publicly report on progress to achieve gender equality.		Community Development (Women Empowerment)

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GRI 102-1; 102-3; 102-53



