

# Corporate Social Responsibility Report

1 January 2011 - 31 December 2011



*Coca-Cola İcecek*

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## About the Report

CCI corporate social responsibility and sustainability performance has been reported since 2008. This reporting implementation is prepared to meet the information requirements of 18 different stakeholder groups presented in our stakeholder map. These requirements are determined by the CCI Sustainability Study Group, while considering featured demands and needs of stakeholder groups, such as covering expectations of certain groups in more detail. In this regard, the target audience of our report includes our employees, distributors and sellers, consumers, unions, non-governmental organizations, media and opinion leaders.

The positive or negative performance results obtained in all areas, determined in the context of CCI's sustainability management, are announced transparently in this report.

The range of this report includes implementations and performance results obtained from January 1<sup>st</sup>, 2011 - December 31<sup>st</sup>, 2011. Thus we have achieved our "annual reporting" target, determined in the last reporting period (January 1<sup>st</sup>, 2009 - December 31<sup>st</sup>, 2010). In addition to this progress, we reported performance results in 4 countries, namely Turkey, Jordan, Kazakhstan and Azerbaijan, with the addition of some good practices and efforts from our Pakistan operations this year. During the calculation and constitution of performance data for the report, we utilized methodologies and standards such as the Global Reporting Initiative (GRI), the United Nations Global Compact (UNGC), International Labor Organization (ILO), Universal Declaration of Human Rights, United Nations Convention against

Corruption and Green House Gas Protocol (GHG). In addition to these implementations, performance data is analyzed by generating numbers per unit produced, and deducting this number from the production amount, so that readers are provided with better analysis and accessibility. Our report refers to GRI G3 reporting principles and covers A+ implementation level requirements. Further, the report received independent limited assurance from an international independent audit organisation (PwC) as described in the "Assurance Engagements Other Than Audits or Reviews of Historical Financial Information" (ISAE 3000). Within the context of this implementation, the total energy amount, relevant total carbon emissions, related energy consumption per product, total water consumption and relevant water consumption per liter of production at CCI Turkey plants in 2011 was assessed.

While preparing the report, we adhered to the UNGC principles and GRI G3 standards. The UNGC Communication on Progress Reporting Principles and the statement of approval of GRI implementation level, are available at the end of the report and at our corporate internet address; [www.cci.com.tr](http://www.cci.com.tr).

Collecting stakeholder feedback is a very important process that helps us to improve both our implementations and reporting processes. We closely examine every issue that comes to our attention and we use the feedback of our stakeholders to continuously improve our implementations. Accordingly, our stakeholders can send their opinions, suggestions and complaints to [kurumsal.iliskiler@cci.com.tr](mailto:kurumsal.iliskiler@cci.com.tr).

## Message from the CEO

Dear Stakeholders,

Despite difficult market conditions and political and economic instability prevailing throughout a large part of our operating geography, we are delighted to have recorded a positive growth in 2011. Due to our competitive business model and opportunities related to our operational geography, which still maintains high development potential, we realized consolidated sales volume of 761.7 million unit cases, representing volume growth of 14.5% and EBITDA expansion of 11.9%. Also, in 2011, international operations grew by 25.7% and our Turkey operation by 10.6%, lending momentum to our acceleration.

Recently, we have witnessed a period in which local and global stakeholder expectations have gradually affected the ways companies do business. At CCI, we recognized this opportunity, understood the expectations of our stakeholders, and have endeavored to implement our economic, social and environmental projects in compliance with their requirements. With this report, we present to our stakeholders our goals, performance results, and projects realized last year in line with our vision and sustainability strategy.

As part of our transparency strategy, which is one of our fundamental business principles, we share the financial, environmental and social consequences of our operations with our stakeholders. We endeavor to increase our transparency level each year with annual reports, economic impact studies, carbon disclosure reports and corporate social responsibility reports. This year, with our corporate social responsibility report, we succeeded in obtaining A+ level GRI approval. We included four countries representing 85% of our total business volume; Turkey, Azerbaijan, Jordan and Kazakhstan in the scope of our 2011 report. Additionally, some good practices and efforts of our Pakistan Operation, which was acquired in 2008, were included. CCI has instigated many improvements in environmental and social areas in a very short time across our operating region, yet we acknowledge that there are many opportunities for improvement and we are determined to work towards those opportunities.

Water management is the most critical part of CCI's sustainability strategy, and as we are one of the fastest growing business partners in the world's largest beverage system, we are ever-conscious that one of the main effects of a growing population and industrialization on human life and nature is diminishing water resources. Considering our implementations as a raft in the context of our environmental management model, operational excellence and innovation studies, we endeavor to minimize water consumption per product. As a result of studies carried out during this reporting period, we reduced water usage per

1 L of product to 1.42 L/L in Turkey, to 1.74 L/L in Azerbaijan, to 1.70 L/L in Kazakhstan, and to 2.00 L/L in Jordan. We will continue our efforts to preserve water resources during the next reporting period.

Another priority for CCI's sustainability strategy is energy management. Here we pushed forward to reduce our energy consumption and carbon footprint by reengineering our packaging and our manufacturing, distribution, and cooling operations. We continued our efforts to raise awareness of sustainability amongst employees and collaboration with international organizations. During the next reporting period, we aim to reduce our water and energy usage ratios, which exceeded or remained equal to the 2010 year ratios in some of our operations, as a consequence of the trial productions and start-up of new product lines during 2011. In addition, CCI aims to improve our environmental performance through operational excellence implementations and to ensure the deployment of good practices across our operations.

In 2011, as part of our on climate protection strategy, CCI participated in the Climate Platform - Turkey Climate Change Leaders Group which supports a low carbon economy and carries out studies on climate change. Also during the same period, after participating in the Carbon Disclosure Project (CDP) as the first company from Turkey's food and beverage sector and providing transparency in reporting, CCI emerged as one of the top five carbon disclosure leaders in Turkey. In addition to this, CCI signed the 2°C Challenge Communiqués, aiming at maximizing the efforts of governments and corporations towards sustaining progress in climate protection.

With CCI's sustainable packaging implementations, another priority of our sustainability strategy, we run an effective material and waste management model while increasing the usage of recycled materials. During this reporting period, we increased material recycling rates by 0.58% in Turkey, 2.89% in Jordan, and 0.97% in the Azerbaijan operation.

CCI quality management systems and efficiency implementations, in addition to the economic and environmental advantages, help us fulfill our promise to consumers by serving them products of the highest quality produced at the highest safety standards. During the reporting period, CCI Ankara plant's high quality performance in the implementation of the EFQM Excellence Model was awarded with the 'Grand Quality Award' at the KalDer 2011 National Quality Awards in the Operational Unit Category. Additionally, seven CCI plants obtained the ISO 22000 Food Safety Management System Certificate (FSSC) and three plants obtained the ISO 50001 Energy Management Systems Standard Certificate. It is our goal

to have all of our operations awarded with food safety and energy management systems certificates in 2012 and 2013.

As is customary each year, we donated a percentage of our pre-tax profits to charitable foundations for assistance with various social projects. With the cooperation of NGOs in our operating region, we launched a number of social projects focused on stimulating environmental awareness, preserving nature, and assuring sustainable development in our communities. From the very first day of the 2011 earthquake in Van, Turkey, we mobilized as a company, prepared an emergency action plan, and lent all of our support to help people in that region. I would like to sincerely thank each of our employees who have absorbed our corporate citizenship culture and played a pioneering role in this project as well as other social projects.

The provision of healthy and safe workplaces for our employees, our most valuable asset, is one of our fundamental responsibilities. We determined occupational health, safety and fleet safety as priority areas for improvement during the last reporting period. With this in mind, we aim to strengthen our occupational health and safety organisations in CCI workplaces, notably our plants; and to accomplish our annual business goals in this field during the next reporting period. In 2012 and 2013, we aim to achieve the gradual completion and rollout of the up-and-running 'Workplace Rights Policy' implementation program across all CCI countries; and the improvement of human rights awareness at all levels of our organization.

CCI's fundamental goal is to maintain our successful business performance on our 2020 journey, and while doing this, to be one of the leading companies in the field of sustainability. I owe a huge debt of gratitude to our stakeholders for guiding and supporting us as we march toward 2020. We are looking forward to your valuable feedback regarding our fourth Corporate Social Responsibility Report in order for us to improve our performance and practices.

Sincerely,

**Damian P. Gammell**  
CEO



**"CCI has instigated many improvements in environmental and social areas across our operating region in a very short time, yet we acknowledge that there are many opportunities for improvement and we are determined to work towards those opportunities."**

## CCI 2020 Vision and Strategic Framework

### Vision

Be the outstanding Beverage Company leading the market, inspiring people, adding value through excellence

### Mission

Build a sustainable and profitable business through refreshing consumers, partnering with customers, delivering superior value to shareholders and being trusted by communities

### Values

- **Passion**

We put our hearts and mind into what we do

- **Accountability**

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

- **Integrity**

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

- **Teamwork**

We collaborate for our collective success

### The Building Blocks of our Culture

- Trust in each other
- Focus on the customer
- Embrace your work
- Inspire innovation
- Collaborate for success
- Be agile
- Be participative
- Enjoy working

### CCI Target Fields

- **People and Organizational Leadership**

Build a highly capable organization and be the employer of choice

- **Commercial Leadership**

Profitably deliver superior value to consumers and customers at the optimal cost to serve

- **Operational Excellence**

Create a culture of Operational Excellence to support continuous improvement of our business process and systems

- **Supply Chain**

To be the best in class consumer demand fulfillment organization that exceeds customer expectations highest in quality, lowest in cost, in a sustainable, socially responsible manner

- **Sustainability**

Ensure the long-term viability of our business by being proactive and innovative in protecting the environment and be recognized as one of the most responsible corporate citizens by all stakeholders

### Embed sustainability in our culture to achieve our commitments

**Environment:** Minimize our carbon footprint and water usage by reducing packaging, water and energy

**Marketplace:** Consistently provide the highest quality and food safety compliant beverages

**Workplace:** Ensure a safe place to work, respecting human rights and be fully compliant with workplace rights

**Community:** Make a difference in our local communities by encouraging employee volunteerism and by corporate involvement

**Develop all employees and business partners to become proud ambassadors of our products and company**



## Achievements in 2011

- Water consumption ratio in the Turkey operations was **1.42 L/L**.
- As a result of Operational Excellence (OE)<sup>1</sup> projects, we recycled/reused **571,897 m<sup>3</sup>** of water in Turkey, Kazakhstan, Pakistan and Jordan.
- We collected **1,500 m<sup>3</sup>** rain water in Izmir and **5,000 m<sup>3</sup>** in the Kazakhstan Plant with rain water harvesting project.

- We established a central Occupational Health and Safety (OHS) organization and conducted **situation analysis** with regard to health & safety in all offices and factories in Turkey.
- We provided **130,915** hours of training to a total of **18,826** employees in Turkey, Azerbaijan, Kazakhstan, Jordan and Pakistan.

- Energy consumption rate in the Turkey Operation was **0.255 MJ/L**.
- CCI was chosen as one of the five Carbon Disclosure Leaders in Turkey by the Carbon Disclosure Project.
- We achieved energy savings of **121,903,311 kWh** due to investments in coolers that do not use Hydro-Fluoro-Carbon (HFC) and **10,447,999 kWh** as a result of Operational Excellence (OE) performances in the Turkey, Azerbaijan, Jordan, Kazakhstan and Pakistan operations in 2011.

- We provided over **1,500** employees with "Everything You Wanted to Know about Coca-Cola" training and informed these employees about our production processes and the ingredients of our products.
- 7 factories in Turkey and our Jordan factory achieved **FSSC 22000 Food Safety Certificate**.

- We increased the material recycle ratio by **2.89%** in the Jordan operation, **0.39%** in the Azerbaijan operation and **0.58%** in the Turkey operation.
- The "10.5 g short neck 500 ml Pet Water Bottle" reduced our environmental impact by using **29.5% less material** and was one of the winners of the Worldstar Packaging Awards.

- We took action in the first 24 hours through Kızılay and supplied **drinking water** for victims of the Van earthquake in Turkey. Then we continued our support with drinking water, clothes and cash with the contribution from our employees and the Coca-Cola foundation.
- We sponsored the **Under-13 League & School Boys Cup** in accordance with our partnership with the Azerbaijan Football Federation for 5 years.

<sup>1</sup> Operational Excellence is a management model which consists of lean management, 6 sigma methodology and best practices of TCCC.

## CCI Journey of Sustainability



**1994:** TCCC (The Coca-Cola Company) water usage savings commitment

**1997:** First ISO 9001 Quality Certificate and Certificate of Compliance TCCQS (Mersin Plant)

**2002:** First Environmental Policy

**2002:** First ISO 14001 Environmental Management System Document (Ankara Plant)

**2003:** Coca-Cola Eurasia Africa Group Presidency Quality Award (Ankara Plant)

**2003:** First OHSAS 18001 Occupational Health and Safety Management System Certificate (Ankara Plant)

**2004:** First HACCP TS 13001 Food Safety Quality Management System (Izmir Plant)

**2006:** ISO 22000 Food Safety Quality Management System (Ankara Plant)

**2007:** 6 Sigma Projects

**2007:** The Fifth place in Accountability Rating in Turkey

**2008:** Establishment of Corporate Governance Committee

**2008:** The first GRI approved CSR report in Turkey

**2009:** First Place in Accountability Rating in Turkey

**2009:** Corporate Governance Rating 8.3/10

**2009:** Establishment of Sustainability Council and Work group

**2009:** Sustainability Management Approach

**2009:** Signing United Nations Global Compact

**2009:** Signing Copenhagen Communiqué with regard to combating climate change

**2009:** First PAS 220: 2008 Food Safety pre-requisite program document (Çorlu Plant)

**2010:** Defining 2020 Vision and Strategic Framework



**2010:** TCCC Eurasia & Africa Group President's Environmental Award (Izmir Plant)

**2010:** TCCC Eurasia & Africa Group Environment Award for Best Country Bottling Operations (CCI)

**2010:** KalDer National Quality Achievement Award (Ankara Plant)

**2010:** Second CSR Report: Turkey's first B-Level report in the scope of Turkey, Kazakhstan, and Jordan

**2010:** Signing the Cancun Communiqué against climate change

**2010:** Corporate Governance Rating 8.43/10

**2011:** KalDer National Quality Award (Ankara Plant)

**2011:** First FSSC 22000 Certificate (Izmir Plant)

**2011:** First ISO 50001 Energy Management System Certification (Çorlu Plant)

**2011:** The first third of the category of Most Innovative Company of the Year Stevie's Awards (CCI)

**2011:** "Worldstar 2011-2011 Award" and the "24th TSE Golden Package Award"

**2011:** "Occupational Health and safety Management Award" (CCI Jordan)

**2011:** Corporate Governance Rating 8.5/10

**2011:** 3. CSR Report: Turkey, Kazakhstan, Jordan, and Azerbaijan are included in the scope of the report

**2011:** "Climate Platform" Membership

**2011:** CCI, Climate Platform - Charter Member of the Climate Change Leaders Group

**2011:** The first food company to participate in the Carbon Disclosure Project and one of the five leading companies

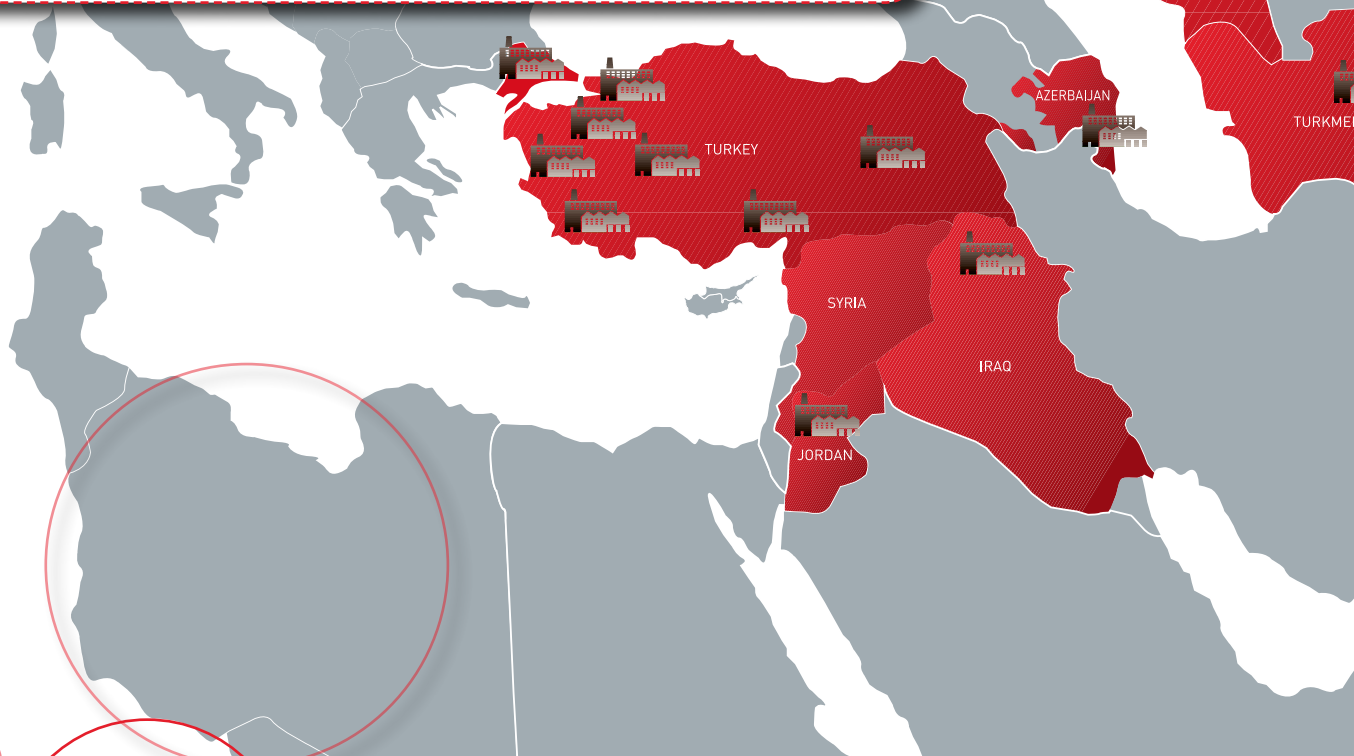
**2011:** Signing the 2° Communiqué against climate change



## CCI at a Glance

	Population in (millions) <sup>(2)</sup>	Percentage of Population Under 30 (2011) <sup>(2)</sup>	GNP per Capita (\$) (2011) <sup>(3)</sup>	Per Capita Sparkling Beverage Consumption (L) (2011) <sup>(4)</sup>	Sparkling Beverage Market Share of CCI (2011) <sup>(5)</sup>
Turkey	74.7 <sup>(1)</sup>	52%	10,576	45	70%
Pakistan	177.8	65%	1,164	12	28%
Kazakhstan	16.4	51%	10,951	32	37%
Azerbaijan	9.4	50%	7,510	29	57%
Turkmenistan	5.1	59%	4,362	38	-
Kyrgyzstan	5.4	61%	970	16	-
Tacikistan	7.0	68%	862	7	-
Jordan	6.4	67%	4,542	50	-
Syria	20.9	65%	3,050	17	-
Iraq	32.8	70%	3,306	23	-

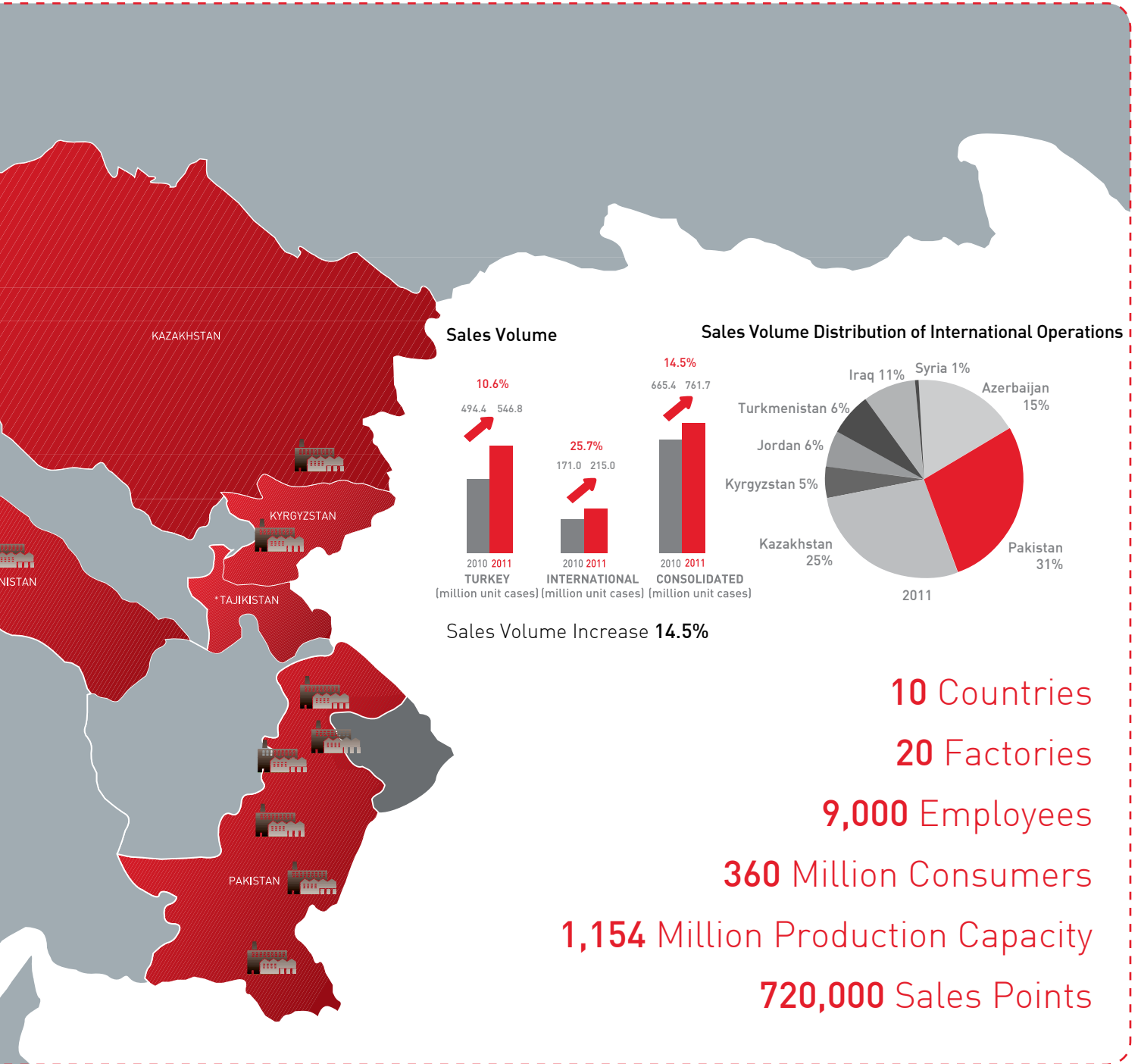
Source: <sup>(1)</sup> TÜİK, <sup>(2)</sup> BM, <sup>(3)</sup> IMF, <sup>(4)</sup> CCI Estimate, <sup>(5)</sup> NIELSEN



CCI Plant



CCI's Operating Geography



\* CCI exports to the Tajikistan market.

### Distribution of Products Operations

TURKEY	KAZAKHSTAN	JORDAN	AZERBAIJAN
Coca-Cola	Coca-Cola	Coca-Cola	Coca-Cola
Coca-Cola Zero	Coca-Cola Zero	Coca-Cola Light	Coca-Cola Light
Coca-Cola Light	Coca-Cola Light	Fanta	Fanta
Fanta	Fanta	Sprite	Sprite
Sprite	Sprite	Cappy	BonAqua
SenSun	Piko	Arwa	Fuse Tea
Schweppes	Fuse Tea		Burn
Cappy	Schweppes		Cappy
Damla	BonAqua		
Powerade	Cappy		
Fuse Tea			
Burn			
Gladiator			
Doğadan			

Detailed information about our brands, operations and the countries we operate is available at:

<http://www.cci.com.tr/tr/bizi-taniyin/kapsadigimiz-cografya>

CCI is the 6<sup>th</sup> largest bottler in the Coca Cola System worldwide in terms of sales volume. CCI's core business is to produce, sell and distribute sparkling and still beverages of The Coca Cola Company (TCCC). CCI employs close to 9,000 people and has operations in ten countries. CCI's shares are traded on the Istanbul Stock Exchange under the "CCOLA.IS" ticker.

You can visit: <http://cci.com.tr/tr/yatirimci-iliskileri/bir-bakista-cci> to obtain detailed information about our affiliates and partnership structure.

### Turkey Market Shares (2011)

	2011	Ranking
Sparkling Beverages	70%	1
Water	9%	2
Fruit Juices & Nectars	25%	1

### Sparkling Beverages Market Sales

	2011	Ranking
Kazakhstan	37%	1
Azerbaijan	57%	1
Pakistan	28%	2
Turkmenistan	-	1*
Kyrgyzstan	-	1*

Source: Nielsen, \* CCI Estimate

## Corporate Social Responsibility Approach

Our most important responsibility is to fulfill the expectations of our stakeholders and to continuously improve our social, environmental, and economical performance while ensuring the sustainability and operational success of our company. The Corporate Social Responsibility (CSR) approach is our main guiding principle in this matter. We evaluate all of our operations and their impacts on the 10 countries, in which we operate, while considering social, economic, ethical and environmental impacts.

CCI accepts 10 principles of the UN Global Compact, which outlines business principles for companies in social, economic and environmental areas. In this context, we evaluate performance results and expectations of stakeholders, define our priorities and determine improvement targets in conformity with our CSR approach that aims at continuous improvement.

As in all operational processes throughout our company, corporate social responsibility is managed together with our main working strategy. Thereby, it is aimed to effectively deploy the CSR concept from upper level management implementations to all field operations. Our corporate sustainability organization performs a very important function in implementation of our sustainability model formed in line with our CSR approach. Information about our corporate sustainability organization is available at [www.cci.com.tr](http://www.cci.com.tr).

The CCI Board of Directors, Corporate Governance Committee is responsible for the approval of our sustainability strategy and performance monitoring. This responsibility is undertaken by the CCI Sustainability Committee, headed by the CEO, and comprised of senior management. The fundamental role of the Sustainability Committee is to identify long-term sustainability targets and set sustainability criteria.

The CCI Sustainability Working Group operates with the participation of all CCI Function Heads and plays a critical role in making sure that sustainability management is connected to field operations and the upper level management structure. The strategic orientation and objectives that emerge from upper level management processes are conveyed to functional management by the Work Group in order to be transformed into field applications. The work group provides feedback to upper level management and develops performance communication practices such as a CSR report for internal and external stakeholders. The fundamental role of the CCI Sustainability Work Group is to identify sustainability priorities and key stakeholder groups.

**At the Sustainability Work Group Meeting in this reporting period, participants from inside and outside the company gave presentations, evaluated where CCI stands today in terms of sustainability, and discussed work completed throughout the industry. During the meeting, a self-assessment was performed with regard to CCI sustainability strategy and implementations. The most important sustainability goal our internal stakeholders were concerned about was that “the CCI sustainability management model is a leader in both the sector and the business world.”**

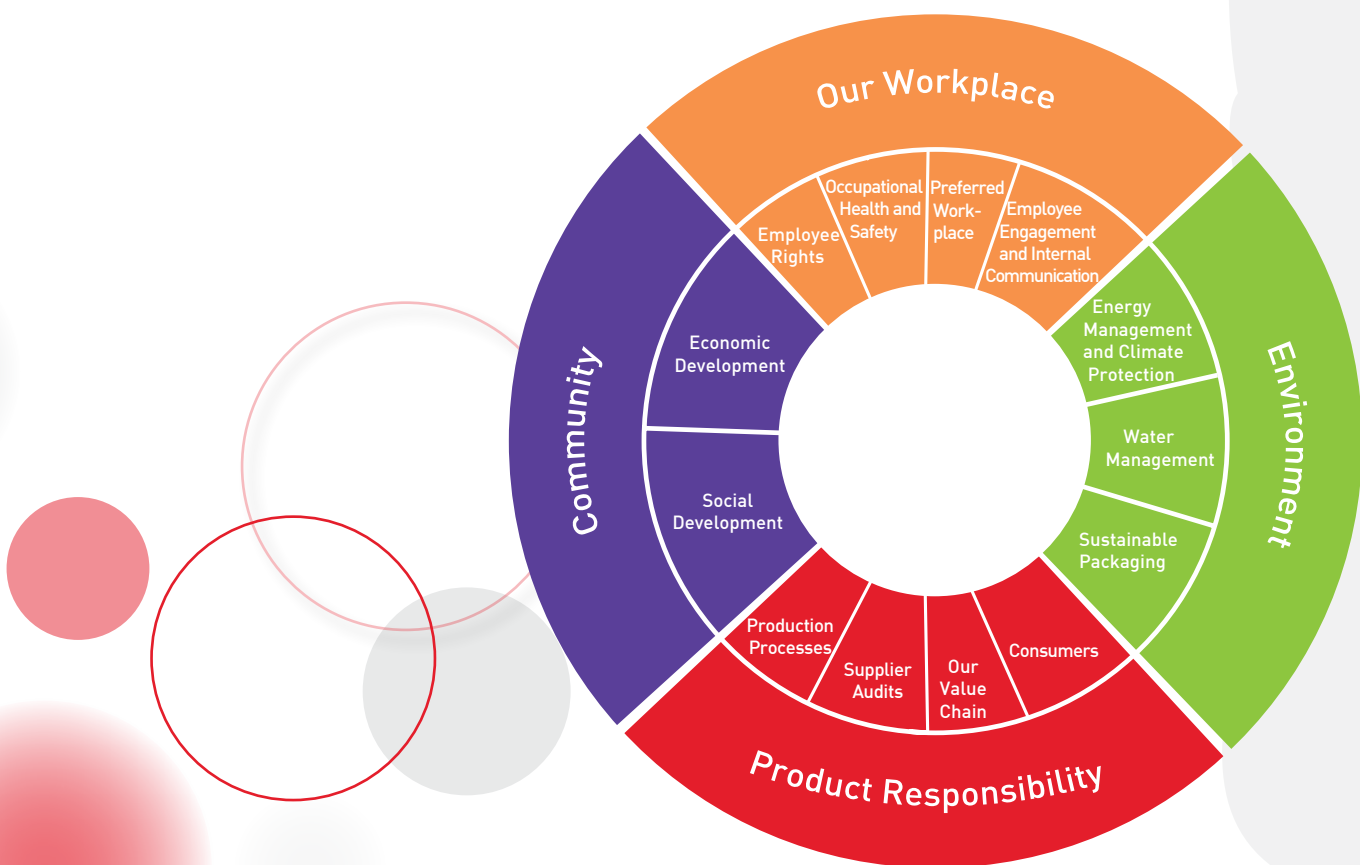
**At the workshop to state improvement needs and their effects on CCI, short, medium and long-term targets related to CCI sustainability priorities were designated and relevant action plans were developed. The main topics identified for improvement were occupational health and safety, road and driving safety, community investments, risk management and internal audit, preserving water resources, and sustainable procurement and reducing carbon emissions due to fleet transportation and business travel. We plan to initiate improvement studies pertaining to these topics during the 2012/2013 period and to submit them for our stakeholders’ perusal through published reports.**

**As CCI identifies sustainability priorities and long-term objectives as part of the global Coca-Cola System, CCI also takes into account the sustainability priorities identified by TCCC.**

The necessary coordination is ensured by meetings that are attended by senior CCI and TCCC executives. In 2010, CCI formulated its 2020 Vision and the fundamental principles of this framework in parallel. For all CCI's operations and implementations, we determined five main topics of our vision and aimed at "being a leading and model company" for the business world, stakeholders and the Coca-Cola System as

"People and Organizational Leadership," "Commercial Leadership," "Supply Chain," "Operational Excellence" and "Sustainability." CCI determined our sustainability approach so as to "ensure the long-term viability of our business by being proactive and innovative in environmental protection and to be recognized as one of the most responsible corporate citizens by all stakeholders." We remain in line with TCCC's "Life Plus" framework and have established our priority sustainability performance areas.

The fundamental objective of the "Life Plus" strategic framework is to provide all of the sustainability programs in the system with an integrated structure and visibility. This framework consists of TCCC's sustainability priorities, defined under the pillars of Marketplace, Workplace, Environment and Community. In this report, we shared all components of the CCI Life Plus Sustainability Framework under the titles of energy management, water management, sustainable packaging, workplace, product responsibility and community.







### ENERGY MANAGEMENT AND CLIMATE PROTECTION

We aim to reduce the amount of energy we consume, to minimize our carbon footprint, to be a leading company in climate protection while working with community, universities and local governments.



### WATER MANAGEMENT

A key business strategy is based on establishing a sustainable water management model and minimizing our water footprint, while also reducing the amount of water we consume per product in all operation fields.



### SUSTAINABLE PACKAGING

We aim to minimize the environmental impact of packaging and increase recycled materials use.



### WORKPLACE

We aim to provide a fair and safe working environment for employees while implementing projects and programs that support personal and professional development.



### PRODUCT RESPONSIBILITY

We aim to form our purchase, production and marketing practices with a sustainable corporate governance perception, creating surplus value for our entire value chain.



### COMMUNITY

We aim to support sustainable development in communities where we operate and contribute to the welfare of the society.

## Stakeholder Engagement

Stakeholder engagement constitutes one of the main objectives of our sustainability concept. While targeting the development of long-term relationships with strong foundations through positive and solution-oriented dialogues, we work to build up a democratic base with which our stakeholders can participate in the management of business implementations and influence the business operations of the company.

We conduct our stakeholder engagement efforts within the framework of international principles and system applications. Therefore, we prefer to use the stakeholder engagement principles and tools recommended by the AA1000SES Standard in our practices. CCI's areas of high priority sustainability performance, forming the basis of stakeholder engagement efforts, include reciprocal dialogues, joint initiatives, and stakeholder panels. The following chapters of this report will explore the formulation of practices to meet stakeholder expectations in the broadest possible fashion and produce comprehensive solutions using a holistic perspective on their problems.

The CCI Sustainability Working Group is responsible for identifying key stakeholders and devising engagement plans. Related planning and implementation processes are constantly updated. Detailed information related to our corporate stakeholder map, participation, and dialogue platforms with our stakeholders can be accessed via the annual report on our corporate website.

CCI enriches our stakeholder engagement implementations via both voluntarily undertaken memberships and industrial association and union memberships. CCI is a part of voluntary undertakings such as the Turkish Climate Platform - Turkish Climate Change Leaders Group, the United Nations Global Compact and the 2 Degree Communiqué. Additionally, CCI actively participates in a number of associations and unions such as ÇEVKO, TÜSİAD, YASED, TABA, KALDER, DEİK, SUDER, MEYED, TEİD, TÜYİD, TOBB, MEDER, TGDF and Marka Koruma Grubu (Brand Protection Group).



## Corporate Governance

CCI sustainability management, formulated with the corporate social responsibility approach, is supported by the CCI corporate management culture. This culture is based on the principles of fairness, transparency, accountability and responsibility. It aims to foster open communication with all stakeholders who are within its area of impact throughout its operational geography.

Detailed information regarding shareholder relations, information disclosure policy, duties and responsibilities of the Board of Directors and its committees and the issues of Risk Management and Internal Audit, is available in the Corporate Governance Compliance Report published at our corporate website ([www.cci.com.tr](http://www.cci.com.tr)).

In 2011, as in every year, CCI demonstrated its commitment to the principles of corporate governance with the evaluation of a third party institution. Our Corporate Governance Rating rose from 8.43 to 8.5 out of 10. We also intend to maintain our steady upward trend, which is evidence of the importance CCI places on corporate governance principles and the success of our implementations based on the improvements it makes in this area in the coming years.

During the reporting period, according to the results of the 3<sup>rd</sup> "Turkish Investor Relations Awards" conducted by Acclaro and Thomson Reuters Extel Survey, which aims to rate excellence in governance relations, the CFO of Coca-Cola İçecek was awarded "Turkey's best CFO." Additionally, CCI was nominated for 6 awards, including third place in the "Best Annual Report" category.

CCI's "Business Code of Ethics" (Code of Ethics) is extremely important for the continuity of sustainability management implementations and the proper implementation of corporate governance principles across our operational geography. In the Code of Ethics, our values, responsibilities and actions to be taken in the event of possible conflicts of interests and responsibilities of our employees are meticulously defined.

CCI organizes regular meetings together with all sales offices, factories and central offices to inform employees about the Code of Ethics. These meetings are carried out by representatives from the Internal Audit and Legal Departments, supported by the Human Resources Department. CCI plans to organize Code of Ethics informational meetings, including local cases, to all international operations during 2012 and in the following years. In addition to these applications, CCI aims to publish a revised Code of Ethics, to establish a complaint reporting system about related subjects and to form a report line within the context of the "Code of Ethics Information Program" in 2012.

In order to prevent corruption and apply ethics, all CCI employees are informed about the Code of Ethics, must sign and attest that they have read and agreed to the related rules.

The CCI "Code of Ethics" is available at <http://cci.com.tr/tr/yatirimci-iliskileri/kurumsal-yonetim/is-etigi-kodu/>.

The Internal Audit Department, which is also considered to be the insurance of corporate governance, unless otherwise specified by the Audit Committee, covers all company activities and provides assurance to Senior Management about the appropriateness and effectiveness of internal audit systems formed to achieve the targets. The Internal Audit Department provides advice regarding issues concerning risk management, control and ethics to the relevant management levels, when necessary. In this context, the Internal Audit Department is also responsible for risk assessment, Code of Ethics Awareness Training, violation investigations and the special demands of management.

**CCI won the "Internal Auditing Quality Assurance" award by TIDE, within the context of the "Internal Auditing Awareness Awards."**

**These awards were designed to help internal audit implementations meet international standards and attain excellence levels in Turkey.**



The CCI Internal Audit Department overviews internal control systems in all process audits. While evaluating the risks that may result in bribery or corruption and may affect the company's reputation, and all other operational and financial risks during these processes, this department determines the controls intended to eliminate these risks, and audits the effectiveness and appropriateness of these controls. For this reason, processes for international operations are reviewed each year and domestic operations are completely reviewed every 3 years. All international and domestic operations were audited according to the audit plan in 2011.

The Internal Audit Department, and compliance of the system with the company standards, is audited once every five years by an independent organization.

In all projects supporting our company's 2020 vision, the Internal Audit Department plans to provide advice and assurance in the fields of risk management, control and corporate management to the relevant management levels. CCI also has future plans to launch an effective, reliable and sustainable regional Internal Audit Process.

## Business Continuity

We use the "Incident Management and Crisis Resolution (IMCR) Program" which is a part of TCCC's Global Asset Protection Strategy, to administer our entire system from a single point and to create a corporate long-term memory where our processes are stored. Thus, we assure our business continuity against exceptional circumstances such as data loss or other issues that may occur. Set as a target in last year's report, we installed the program in 7 countries. Validation of the program was achieved in all 7 countries in 2011. Together with the implementation of the program in Turkmenistan, the number of countries covered by the program will be increased to 8 in 2012.

Supply Chain and Financial ERP System (SAP), Commercial Practices System (BASIS), Mobile Systems, Reporting and Decision Supporting Systems, as well as IMCR, are used in the Istanbul Data Center, managed by IBM. The Disaster Recovery Center was established outside the city so that it would be able to take action in case of emergency and to ensure business continuity. It was restructured in line with international standards during the reporting period. Consequently, this center, which records data from international operations, is now capable of providing, within 24 hours, data service to a maximum of the previous 72 hours of data. In addition, the Financial ERP system used in our Pakistan operations was established in the related region and is backed up by a Disaster Recovery Center in another city.



## Our Environmental Approach

Effectively managing the environmental impact of our activities, and accordingly signing exemplary environmentally friendly implementations for our sector and the Coca-Cola System, are the most important principles that guide us on our journey of sustainability. CCI's three primary focus areas with regard to the management of its environmental impacts are, "Water Management," "Sustainable Packaging" and "Energy Efficiency and Climate Protection." We aim to minimize water consumption in our operations, control our carbon footprint with effective energy consumption and to preserve natural resources with our sustainable packaging processes and high waste management performances.

In all of our operations;

- We carefully monitor our environmental impact and target a performance that exceeds legal requirements.
- We conduct operations by respecting the environment and considering the value of the resources that future generations will need.
- We believe that minimizing our impact on the environment is a requirement to conduct business in the best way possible.
- We place the issue of water usage, which is fundamental to our business, at the heart of our

environmental policy and aim to be an exemplary company in this regard.

- We prioritize energy efficiency in every area of our operations, from supply to production and from distribution to sale, measure our carbon footprint and take the necessary measures to reduce it.
- We implement processes to reduce the consumption of resources by increasing reuse and recycling.
- We aim to dispose of the waste generated from our operations preventing pollution.
- We develop environmental awareness in our workplace and we aim to create the same awareness in all stakeholders through joint projects and initiatives.

We comply with legal environmental requirements, environmental and energy management systems and TCCC standards and we accept best industrial practices where possible. We pay attention to fulfilling the expectations of stakeholders while accepting high standards to protect the environment as a responsible world citizen.

As part of our 2020 vision, our performance goals regarding water, energy and solid waste recycling rate, which form the basis of our environmental approach, are illustrated below:

### 2012 and 2020 Environmental Goals

	Turkey		Jordan		Azerbaijan		Kazakhstan	
	2012	2020	2012	2020	2012	2020	2012	2020
<b>Solid Waste Recycling Ratio (%)</b>	95	98	89	95	94	98	90	96
<b>Water Consumption Ratio (L/L)</b>	1.40	1.20	1.85	1.50	1.78	1.40	1.65	1.25
<b>Energy Consumption Ratio (MJ/L)</b>	0.24	0.23	0.39	0.35	0.34	0.30	0.32	0.24

"CCI's climate change strategy is to fulfill our responsibilities working with international companies and society, in addition to our efforts to reduce our operational greenhouse gas emissions. At CCI, we focus on meeting our growth targets without increasing our carbon footprint. While continuing innovative projects and clean technology investments initiated to reach our goal of reducing energy consumption as part of our energy management system, we try to expand our system establishment studies and our efficient practices to other country operations."

**Ali Hüröglu - CCI Supplier  
Chain Services Director**

## Energy Management and Climate Protection





Energy management and climate protection are the priorities of CCI's sustainability strategy. We continue working towards increasing energy efficiency and reducing emission rates in order to minimize our environmental impact. With the awareness of our responsibility to reduce CO<sub>2</sub> emissions generated as a result of the consumption of non-renewable energy sources, we do not consider energy efficiency and climate protection performances as separate concepts and we aim for continuous improvement in this field.

### 2011 Targets

- To establish the CCI Environmental Management Unit of Turkey.
- To achieve energy consumption per liter of product produced in 2011 of 0.216 MJ/L in our Turkey operation, 0.47 MJ/L in the Jordan operation, 0.34 MJ/L in the Kazakhstan operation and 0.23 MJ/L in the Azerbaijan operation.
- To reduce CO<sub>2</sub> emissions per liter of product produced to 6.2% in our Turkey operation, 8% in the Jordan operation, 7.3% in the Kazakhstan operation and 8.6% in the Azerbaijan operation.
- To reduce energy consumption and CO<sub>2</sub> emissions with Green IT applications.
- To participate in the Carbon Disclosure Project Turkey in 2011 and disclose our carbon emissions and climate protection policies.

### What we Achieved

- We established the CCI Environmental Management Unit of Turkey at the beginning of 2011.
- We achieved energy consumption per liter of product produced in 2011 of 0.255 MJ/L in our Turkey operations, 0.455 MJ/L in the Jordan operation, 0.333 MJ/L in the Kazakhstan operation and 0.222 MJ/L in the Azerbaijan operation.<sup>3</sup>
- CO<sub>2</sub> emissions g per liter of product decreased by 22.66% in the Jordan operation, 13.08% in the Kazakhstan operation, 7.66% in the Azerbaijan operation and increased by 3.97% in our Turkey operation.<sup>4,5,6</sup>

- We achieved 121,102 kWh energy consumption and 58,120.4 kg CO<sub>2</sub> emissions reduction with green IT projects including server consolidation, server virtualization, distribution optimization, imprint and display.
- CCI participated in the Carbon Disclosure Project (CDP) in 2011 as the first company in the Turkish food and beverage industry and became one of the five Carbon Disclosure Leaders.
- The Çorlu, Izmir, and Elazığ plants, respectively, became the first CCI plants in Turkey to obtain the ISO 50001 Energy Management Certificate. CCI Çorlu plant was the first plant in the Istanbul region to obtain the ISO 50001 Energy Management Certificate, and the second in Turkey.

### Analysis of 2011 Performance Results

The reflections of Operational Excellence (OE) projects on 2011 performance indicators, relating to energy consumptions at production lines and equipment performed in Turkey and Kazakhstan in 2011, were reviewed. Accordingly, improvement projects reduced the energy consumption rate per liter of product by 4% in Turkey, and by 7% in Kazakhstan. The reasons for the increase in energy consumptions per liter of product that were realized in 2011 despite the improvements were analyzed:

- Establishment of new production lines: There are efficiency reductions during trial operations and start-up periods of new products. Establishment of tunnel pasteurization and hot fill lines in Bursa; trial production and hotfill lines in Kazakhstan and PET bottle lines in Ankara and Elazığ are regarded as some examples.
- Increase in aseptic fruit juice productions.
- Increase in energy consumption due to crystal sugar usage.

### 2012 Targets

- We aim to start to monitor CO<sub>2</sub> emissions caused by business travel in 2013.
- We aim to achieve energy consumption per liter of product produced in 2012 as 0.24 MJ/L in our Turkey operation, 0.39 MJ/L in the Jordan operation, 0.32 MJ/L in the Kazakhstan operation and 0.34 MJ/L in the Azerbaijan operation.
- We aim to launch the project "reducing the pressure in PET bottle blowing operations" first in Izmir and aim to spread the practice throughout all CCI operations in Turkey and in other countries.
- We aim to reduce our energy consumption by implementing the "Lightweight" (packaging weight reduction) Project in other country operations during 2012-2013.
- In 2012, we aim to assure that 100% of the CCI Turkey operation possesses the energy management system certificate when the Ankara, Mersin, Sapanca, Bursa, and Köyceğiz plants obtain the ISO 50001 Energy Management System Certificate.

<sup>3</sup> Energy Consumption Rate refers to the energy consumed during the core bottling operation and excludes consumption from preform injection and CO<sub>2</sub> production.

<sup>4</sup> CO<sub>2</sub> emissions rate refers to all production processes.

<sup>5</sup> CO<sub>2</sub> emissions rates were calculated by using indirect energy CO<sub>2</sub> emissions conversion factors defined annually by the International Energy Agency. The results obtained influence the determination factors which are revised annually. For example, the conversion factor used for Azerbaijan increased 6.47% compared to last year's factor.

<sup>6</sup> 2010 - 2011 CO<sub>2</sub> conversion factors are available in the Performance Indicators Section, p 72.

### Climate Protection and Emission Management

According to scientific and economic evidence, risks caused by climate change causes major socioeconomic, and environmental effects, while threatening earth's future global welfare. It's only possible to minimize these costs with a transition to a low carbon economy.

CCI is aware of the risks created by climate change on the sustainability of energy, agricultural products and water resources. Detailed evaluations relevant to this topic are available in our report released within the context of the 2011 Carbon Disclosure Project. (www.cdproject.net)

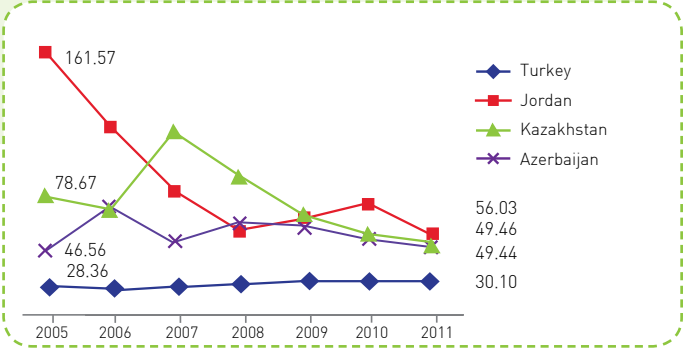
The climate protection approach is one of the priorities of our sustainability strategy. We have determined that this approach both minimizes climate change risks and leads to low carbon economy transition in our operational geography.

We always aim to be proactive and innovative in the face of hazards created by climate change. The focuses of our strategy are;

- To increase the energy efficiency in our plants and offices.
- To reduce logistics based emissions with effective fleet and fuel management.
- To reduce indirect emissions by focusing on our climate friendly refrigeration applications.
- To increase awareness on climate protection by collaborating with stakeholders.

As a proof of CCI's sensibility on sustainability, accountability and transparency, we share our energy consumption rates, measured by using verifiable techniques, within the context of our energy management system and CO<sub>2</sub> emissions rates measured using conversion factors released by the International Energy Agency, with our stakeholders. At CCI, while informing our stakeholders directly about these assets; we aim to be a model company participating in voluntary undertakings launched in climate protection.

### CO<sub>2</sub> Emissions (g/L)



### CCI was named among the five Carbon Disclosure Leaders of Turkey

In 2011, CCI became the first company from the food and beverage sector in Turkey to be included in the Carbon Disclosure Project (CDP). CCI was named among the five carbon disclosure leaders in Turkey alongside the largest banks, communication and energy companies, obtaining a total disclosure score over 70. This score was awarded as a result of an evaluation in the first CDP Turkey-100 Report, published after a survey by Ernst & Young among the Istanbul Stock Exchange 100 companies in November 2011.



**CCI Turkey signed the 2°C Communiqué**

CCI strongly supports efforts to develop an effective, robust, and egalitarian global activity plan with regard to climate change. CCI signed the 2°C Challenge Communiqué after the Copenhagen and Cancun Declarations signed in 2009 and 2010 respectively. Developed by the private sector in 2011, the 2°C Challenge Communiqué is the fifth such declaration on climate change, and highlights the progressive and decisive stance of the international business world on this issue.



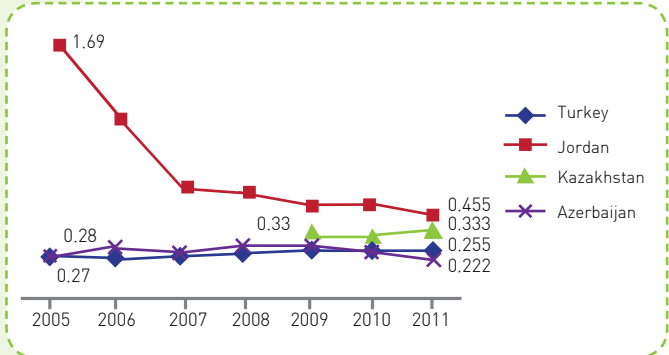
Reducing material consumption and waste output, and recycling and recycled material usage, are the main elements of CCI's climate change combat strategy. We conduct research and development studies to improve our CO<sub>2</sub> emissions process performances, and strive to reduce our environmental footprint with hi-tech applications. We aim to maintain CO<sub>2</sub> emissions at the same level while raising our volumes, and we have obtained exceptional results for the entire Coca-Cola System with implementations in this field in Turkey.

### Energy Management

CCI carries out different projects while systematically evaluating and implementing energy effectiveness opportunities in our operations. Our energy management policy is based on achieving the greatest amount of production with the least amount of energy. We aim to reduce the amount of energy we consume in production, distribution and cooling processes, which constitute the bulk of our energy consumption, by pursuing improvement measures, and at the same time enhancing quality.

Energy consumption and related processes are managed together with the CCI Environment Management System, as part of the CCI energy management system, Operational Excellence (OE) model, and key performance indicators of corporate business plans. Related performance results are monitored and evaluated regularly by senior management. Energy coordinators were assigned to administer the energy management system effectively in all Turkey plants. The Izmir, Çorlu, and Elazığ plants passed the audits and obtained the ISO 50001 Energy Management Systems certificate. In 2012, we aim to obtain this certificate for all of our Turkish plants.

### Energy Consumption Ratio\* (MJ/L)

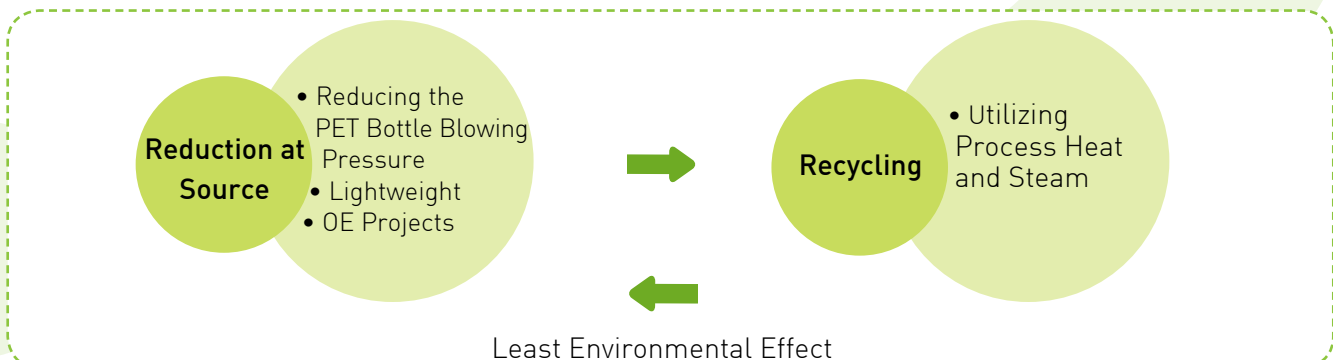


\* Kazakhstan belongs to the years of 2009-2011 data.

### As part of Operational Excellence (OE) practices in all country operations, we continue to obtain positive results in terms of energy efficiency:

- In the Kazakhstan operation, with a project geared towards usage of steam generated in electricity generation area in low season, we succeeded in reducing energy consumption from 0.89 MJ/L to 0.86 MJ/L in the hot filling processes and from 0.22 MJ/L to 0.21 MJ/L in other processes.
- In Azerbaijan, we secured a reduction in diesel fuel consumption and improved the preform (PET bottle) production process, both of which produce CO<sub>2</sub> emissions, in order to obtain results in 2012.
- In Pakistan, within the context of Operational Excellence projects, we achieved a total savings of 1,042,848 kWh of energy with projects such as blowing pressure optimization, raising the filling heat of cooling weight in Sidel lines and elimination of hot regenerated air from injection machines.
- We reduced our fuel consumption by 20% with the Jordan Electrical Forklift Project.

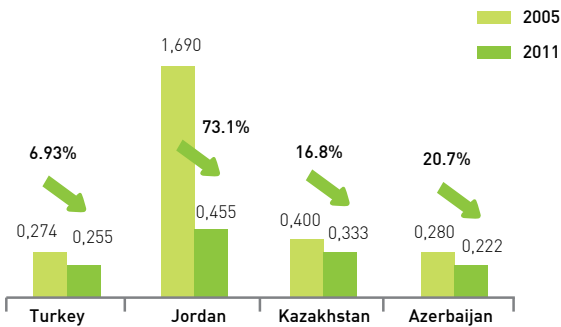
### CCI Energy Management Approach



**We Consume Less Energy as a Result of Our Energy Efficiency Implementations**

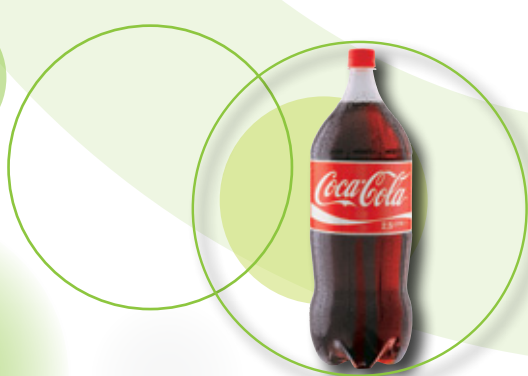
In 2011, we saved a total of 10.5 million kWh of energy as a result of energy efficiency projects in all of our operations in Turkey, Kazakhstan, Jordan, Azerbaijan and Pakistan.

**Energy Consumption Improvements between 2005-2011 (MJ/L)**



**We Enhanced Our PET Bottle Blowing Processes and Now We Consume Less Energy**

We continued improvements with regard to "PET bottle blowing process" in 2011, which was first launched in the Izmir plant in 2009. The overall pressure was lowered from 35 bars to 17 bars in this extent. As a result of the improvements made between 2008 and 2011, the Izmir plant achieved energy savings of 5,514,857 kWh and prevented the release of 2,416 tons of CO<sub>2</sub> gases, based on 2007 values. The Izmir plant managed to blow 200 ml PET bottles with a pressure of 10 bars in November 2011. In 2010, this project was recognized as the 'Best



Project Implemented' in the Coca-Cola System and started to be applied in all plants. With this project, we automatized the compressor selection and reduced the blowing pressure by optimizing heating and cooling temperatures, activating the air recovery system and writing software for minimum functions of air conveyors. In this way, CCI formed a system that consumes less electricity without lowering our product quality. CCI achieved a total energy savings of 8,245,473 kWh and emissions reduction of 3,818 tons of CO<sub>2</sub> as part of this project launched in the Çorlu, Ankara, Bursa, Mersin and Sapanca plants as well as Izmir between 2008 and 2011. The project also started to be implemented in the Elazığ and Köyceğiz plants. The savings by years are illustrated below:

	Savings (kWh)	CO <sub>2</sub> Emissions Savings (ton)
2008	4,348,728	1,906
2009	566,425	271
2010	2,805,451	1,389
2011	524,869	252
<b>Total</b>	<b>8,245,473</b>	<b>3,818</b>

The above values were calculated according to the previous years' parameters. We started to implement the PET bottle blowing pressure optimization process in our other country operations. During 2011, as a result of the implementation of this project in Turkey, Jordan, Kazakhstan and Pakistan operations, we achieved a total savings of 1,974,270 kWh energy and a reduction of 960 tons of CO<sub>2</sub> emissions as total.

**2011 Pet Bottle Blowing Pressure Optimization Project Savings in Operations**

Countries	Savings (kWh)	CO <sub>2</sub> (ton)
Kazakhstan	670,000	322
Jordan	235,872	137
Pakistan	543,529	249
Turkey	524,869	252
<b>Total</b>	<b>1,974,270</b>	<b>960</b>

As a result of the improvements employed during 2006-2011 in the Turkey operation, we improved energy consumption by 42.6% per 1 PET bottle blowing, reducing it from 0.037 kWh to 0.021 kWh.



**In 2011, as a result of OE projects implemented in CCI Turkey plants we achieved approximately 6,951,147 kWh savings in energy consumption and 3,336 tons of reduction in CO<sub>2</sub> gas emission.**

### Energy Efficiency Projects in 2011

CCI launched and implemented OE, and a number of innovative projects which competed in the CCI Inventor Competition in 2011. CCI achieved total energy savings of 6,951,147 kWh as a result of improvement processes such as using more efficient reflectors and refractors for bottle blowing machines, establishing an automation system to turn off oven lights during pauses, and using CO<sub>2</sub> pyrolysis for cooling in the Ankara plant; improving electricity consumption in aseptic and bottle blowing processes in the Çorlu plant; lowering the temperatures of the packaging oven and glass line washing process, and insulated cap implementation on packaging machines in the Izmir plant; providing washing machine insulation, changing blower, conveyor and vacuum pumps, savings of CO<sub>2</sub> gassing evaporator, automation of line-3 conveyor fan, and deactivation of blowers in the Mersin plant; renovation of pipe insulation, economizer, and revision of cooling systems in the Bursa plant; lowering PET bottle blowing pressure, adjusting packaging temperatures, transition to the 2 cooling system, and optimization of material warehouse layout to reduce material transfer services in the Sapanca plant; and lowering the PET bottle blowing pressure in the Elazığ plant.

In 2011, within the context of OE, CCI energy efficiency studies were continued swiftly in all other country operations. We provided an energy savings of 1,042,848 kWh in our Pakistan operation by the elimination of hot regenerated air in injection processes, optimizing the air blower pressure, air curtain, and operating coding machines (4 lines) efficiently. In our Kazakhstan plant 1,707,542 kWh of energy was saved by optimizing PET bottle blowing pressure, lowering the operation temperature of the blowing machine tunnel during the cold seasons, efficient operation of optimized dryers on the aluminum can lines, efficient usage of steam in electricity production area during the cold seasons, and automatic shut-down of compressed air in can dryer. 529,872 kWh was saved in our Jordan plant



We prefer low carbon technologies to reduce our carbon footprint to support our climate change strategy. In this scope, our Kazakhstan Plant opened its first co-generation unit in 2005. Co-generation plants generate power, using natural gas, recovering the generated heat energy in heating and cooling instead of wasting as done in conventional power plants. In 2011 we achieved 13% savings in natural gas consumption for CO<sub>2</sub> production due to the import of flue gas from power plant which is equal to 321 tons.

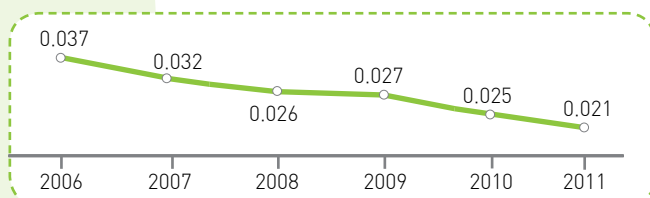
by the optimization of PET bottle blowing pressure, reusing the air used in the blowing process, increasing the efficiency of energy consumption of the compressor by using a speed changer 216,590 kWh was saved in Azerbaijan plant by the cooling energy savings by increasing the filling temperature and improvements in lighting systems at plant territory.



In 2011, with all OE projects mentioned above, we had an energy consumption improvement of around 10,5 million kWh in Turkey, Pakistan, Kazakhstan, Jordan and Azerbaijan operations. This number corresponds to a decrease of approximately 5000 tons of CO<sub>2</sub> emissions.

In 2012, we aim to further reduce energy consumption to a minimum of 3 million kWh in Kazakhstan, Pakistan, Jordan and Azerbaijan operations with projects such as, efficient operations of the wastewater treatment plant blowers, lowering the operation temperatures of blowing machines at hot filling lines, optimization of PET bottle blowing pressures, isolation of cooling lines, optimization of pumps, efficient usage of speed changers and compressor units, efficient usage of pressure convertors and cooling tower fans, optimization of operation periods of well pumps, increasing the number of environmental friendly coolers, reducing the energy consumption at preform production and air conveyors, and daylight utilizations in factory buildings and lighting improvements.

### Consumed kWh per 1 PET bottle blowing\*



\* Numbers refer to Turkey operation.

It was possible to blow 27.31 bottles with 1 kWh energy in 2006. A 42.6% improvement raised this number to 47.58 bottles in 2011.



### CCI Invention / Innovation Competition

"The CCI Innovation Competition" is aimed to spread a culture of innovation and sustainability among employees and to ensure that they are more efficient using less resources. The competition has instigated 517 projects since 2008, and 119 of these projects were received during 2011.

- The Ankara Plant, with their innovation project "Establishment of Number 5 Production Line," solely used the available systems in hand without buying any new equipment or machinery. The project won first prize in the 2011 "Invention/Innovation Competition."
- The Mersin Plant, with their innovation project "Runner (Automated Pallet Carrier)," aimed to transfer tetra packages to the warehouse automatically while reducing forklift traffic. The implementation led to lighter forklift traffic, a two thirds reduction in LPG usage (from 15,900 kg/year to 5,300 kg/year), greatly reduced occupational accident risk, and a fall in CO<sub>2</sub> emissions of 59,000 kg/year. The project won the second prize in the 2011 "Invention/Innovation Competition."
- The Ankara plant's innovation project "Preform Bag Box Minimization" brought about material savings by reducing the weight of bags used in preform boxes from 440 grams to 240 grams. With this implementation, solid waste savings came in at 30,391 kg/year. This project won the third prize in the 2011 "Invention/Innovation Competition."
- The Mersin Plant won the first prize with "Line-4 Palletizer Capacity Increase" project in the replication category of 2011 "Invention/Innovation Competition."
- The Çorlu plant implemented their innovation project "48 g-46 g Conversion in 2.5 L SW Bottles," and used 46 g preform instead of 48 g in the production of 2.5 L SW bottles in blowing machines.
- The Sapanca Plant's replication project, "Lowering PET Bottle Blowing Pressures," aimed to reduce bottle blowing costs. The implementation of the project, saved 200,000 kWh energy which amounts to approximately 10 months worth of electricity consumption at Mahmudiye Köyü.





**Our main goal, in line with the energy consumption and CO<sub>2</sub> emissions reduction strategies, is to minimize the number of daily movement of our vehicles.**

### 2010 - 2011 Fleet Emissions

Fleet Emissions*	Turkey		Jordan		Kazakhstan		Azerbaijan	
	2010	2011	2010	2011	2010	2011	2010	2011
CO <sub>2</sub> (g/l)	11.71	15.3	58.48	21.09	3.2	7.05	10.24	13.37
NO <sub>x</sub> (g/l)	190.57	249.17	598.58	342.69	52.1	114.81	115.79	143.19
PM (g/l)	7.36	9.63	24.18	13.24	2.01	4.44	4.79	6.01
HC (g/l)	7.83	10.21	61.91	14.02	2.13	4.7	9.15	12.21

\* Calculating emissions from the fleet in 2011 distributed the product (L) is based on the amount of fuel consumed per diesel equivalent.

### Managing the Impact of Transportation and Logistics

Every morning, we transport thousands of CCI employees to production and management centers from their homes, transfer goods bought from suppliers to our plants, and products to points of our customers and distributors, and we travel as part of the nature of our business in the geography in which we operate. As an international company operating in a dynamic sector, managing transportation and logistics operations in the most accurate way affects both the effectiveness and profitability of our business and environmental performance. In this respect, with our implementations, we reduce resource consumption and our carbon footprint by consuming less fuel.

Our main objective in line with the energy consumption and CO<sub>2</sub> emissions reduction strategies is to minimize the number of daily movement of our vehicles. Therefore we optimize our routes with computer technologies used in both personnel transportation and logistics operations, and we aim to ensure the maximum amount of product deliveries with minimum truck movements. Besides these implementations, as a part of our environmental management approach, we renew our vehicles for better fuel mileage and lower emissions, as well as striving for effective driving habits throughout CCI.

In 2011, we reduced CO<sub>2</sub> gas emissions by 6,457 tons as a result of opting to use vehicles with Euro 5 motors for the distribution of our products.



We reduced our fuel consumption rate to 5.67 L/KL in our Turkey operation, 6.81 L/KL in the Jordan operation, 5.21 L/KL in the Azerbaijan operation and 2.61 L/KL in the Kazakhstan operation by implementing above practices in 2011.\*

\* Fuel consumption rate = total fuel use (diesel equivalent liters) / total volume of distributed product (kiloliters)

In 2012, in Kazakhstan and Azerbaijan, we aim to complete the studies to start the 'Distribution Optimization' implementation, successfully applied in the Jordan operation during the last reporting period and targeted to minimize energy consumption and emissions resulting from transportation vehicles, while providing full performance in distribution channels.

Cooling Practices

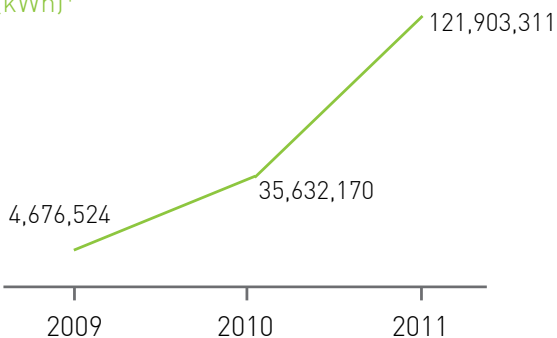
We have coolers or vending machines with cooler units at thousands of our sales points. Coolers are very important for us in order to implement correct sales procedures at the correct sales points, and they are also the most significant components of our carbon footprint. Since 74.2% of the energy consumption that takes place throughout the CCI Turkey operation is due to coolers, all implementations in this field substantially affect our environmental performance. In line with our environmental management approach, we act responsibly in selecting eco-friendly coolers with advanced technology that reduce our environmental impact.

During the reporting period, we began replacing the coolers that we use in our Turkey operation with coolers that are equipped with energy management devices (EMD), custom designed for the Coca-Cola System, and use R600, a known eco-friendly refrigerant. In 2010, the ratio of coolers that do not contain HFCs (Hydro-Fluoro-Carbon) to all coolers was raised to 11%, and we succeeded in boosting this ratio to 24% in 2011. Additionally, we increased the percentage of EMD equipped coolers from 13% to 35%. Thus we became one of the operations that achieved the fastest improvement in eco-friendly cooling practices performance among all TCCC bottlers. Annual energy consumption related to cooling was reduced by 109,296,576 kWh at the end of the reporting period. This reduction is equivalent to the total energy requirements of eight plants at the size of CCI's Izmir plant. Furthermore, the refrigerant gases used by CCI are known to pose no threat to the ozone layer.

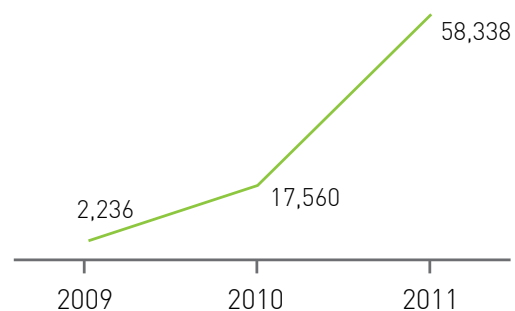


Purchasing the coolers in a responsible way and preferring devices that have the least environmental effects while utilizing technology are solid examples of our environment management approach. In 2011, as a result of our investments in climate friendly coolers at our Turkey, Azerbaijan, Jordan and Kazakhstan operations, we achieved 121,903,311 kWh improvement in energy consumption and 58,338 tons of improvement in CO<sub>2</sub> emissions.

Cooler Energy Savings (kWh)\*



Cooler Emission Reductions (ton CO<sub>2</sub>)\*



\* Figures cover the performances of Pakistan and 4 countries in the reporting scope.



**During the reporting period, we consolidated our existing servers and centralized operations by replacing 24 rack servers with 10 blade type servers.**

### Green IT

Green IT is the name we have given to all of our environmental impact reduction practices in informatics. We aim to optimize resources by using computers, servers and other associated subsystems effectively and efficiently, and ensuring that electric-electronic wastes are recycled with no impact on the environment. Within the scope of our Green IT practices, we opt to purchase electronic devices and systems that are more efficient in terms of energy, while also choosing electronic media implementations and teleconference meetings to minimize business travel, optimizing product transportation and recycling electronic equipment that have reached the end of their economic life cycle, all in order to minimize our environmental footprint.

### We Consume less Energy at Work

As a result of the Print and Display Project we launched in June 2011, we made our printing equipment more centralized, manageable, and traceable. With the help of optimization processes, we reduced the number of printers from 420 to 290. With this project, we achieved a total of 14,000 kWh energy savings during the reporting period. In addition, we succeeded in reducing paper consumption by 24%, by adjusting printer default settings to double-sided printing and not allowing users to obtain printouts without identifying themselves.



CCI recycles the electrical and electronic wastes (computers, monitors, printers, electrical cables, electronic equipment etc.) sending them to companies which received licence from the Ministry of Environment and Forestry.

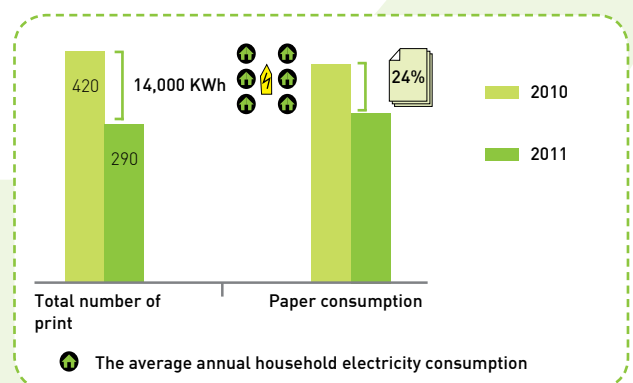
### Server Consolidation and Server Virtualization

With the implementation in the reporting period, we consolidated our existing servers and centralized operations by replacing 24 rack servers with 10 blade-type servers. In this way, we reduced energy consumption and at the same time we ensured ease of administration and increased data security. We completed the consolidation project in June 2011 and activated it in July 2011.

With this project, we achieved total energy savings of 39,902 kWh by the end of the year. We aim to achieve total energy savings of 119,706 kWh with this project, which secured energy reduction of 56% by the end of 2012.

Another implementation during the reporting period was the server virtualization application. Within the context of the project, a virtual infrastructure consisting of 40 virtual servers was established by using 4 physical servers. Under normal circumstances, this infrastructure needs 40 physical servers, but now it is distributed via 4 servers by virtualization. This project provides an approximate energy savings of 90%. As a result of the project launched in September 2011, we achieved energy savings of 67,200 kWh within 4 months.

As a consequence of all the Green IT projects mentioned above, we achieved a reduction in annual energy consumption of 121,102 kWh, and CO<sub>2</sub> emissions of 58,120.4 kg in 2011.



"A key business strategy is based on reducing the amount of water we consume and minimizing our other environmental impacts while succeeding in sustainable production processes and water reclamation. With this respect, we aim to be 'the best' in water consumption and we always support operations related to preserving and developing water resources."

**Burak Bařarır - CCI Turkey Region President**

## Water Management



As a vital source of life for human beings and a fundamental ingredient of our products, water is a limited resource. Global warming, rapid population growth and consumption, and other dangers to dwindling water supplies intensify the pressure on this limited resource. CCI's operational geography is one of the regions in which this pressure is felt at its greatest.

Therefore, water management is the most important aspect of the sustainability framework for CCI. With the goal of "producing more beverages by consuming less water," we aim to maximize the efficient use of water in our production facilities, to preserve water quality in water basins, and to be an example in this area by performing waste water management to the highest possible level.

As part of the Coca-Cola System, CCI supports the ultimate goal of "replenishing every drop of water used by the help of global water management studies" focusing on the following points:

1. Reducing water consumption / Reuse.
2. Reclamation / Safe discharge.
3. Replenish.
4. Supporting studies devoted to preserving and improving water basins.
5. Supporting studies raising the awareness of society, together with public institutions and non-governmental organizations.



Yield 88% with water recovered from the reverse osmosis system.

### What we Achieved

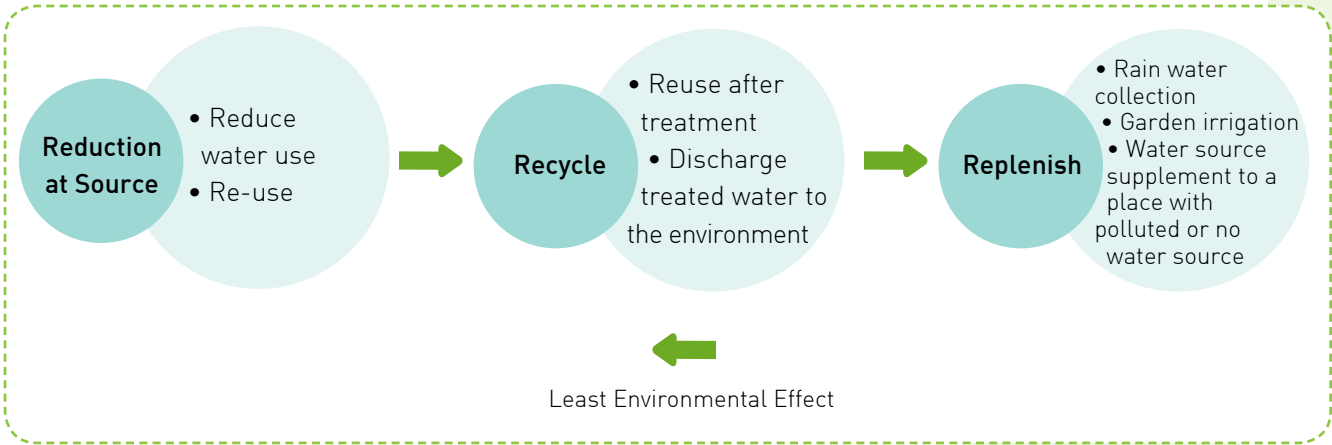
- In 2011, we reclaimed 273,784 m<sup>3</sup> of water as a result of numerous projects that were a part of OE during the reporting period in our Ankara, Çorlu, Mersin, and Adana plants.
- We achieved a 70% savings in clean water by operating high-pressured jets used for bottle cleaning in the Jordan plant. We reclaimed a total of 56,338 m<sup>3</sup> of water by recycling the water used for direct washing of carbon tanks and rinsing water in the Ankara plant.
- We achieved a savings of 35,000 m<sup>3</sup> of water by recycling water through the reverse osmosis project in the Izmir plant.
- We reclaimed an annual total of 1,500 m<sup>3</sup> of water in the Izmir plant and 5,000 m<sup>3</sup> of water in the Kazakhstan plant with the Rain Water Harvesting Project.
- We achieved a water consumption rate of 1.42 L/L in our Turkey operation, 2.00 L/L in the Jordan operation, 1.74 L/L in the Azerbaijan operation, and 1.70 L/L in the Kazakhstan operation.

### 2012 Targets

- We aim to reduce the water consumption rate to 1.40 L/L as a result of OE water minimization projects performed in all the plants in Turkey.
- We aim to reduce water consumption rates in international operations to 1.85% in the Jordan operation, 1.78% in the Azerbaijan operation, and 1.65% L/L in the Kazakhstan operation during the next reporting period.
- We aim to achieve a savings of 70,000 tons of water by reclaiming cleaning water in the Izmir plant.
- We aim to save 9,000 m<sup>3</sup> of water by using peroxide water discharged from tetra lines for cleaning in the Mersin plant.
- We aim for a total reduction of 25,000 m<sup>3</sup> water consumption in our Kazakhstan, Jordan, and Azerbaijan plants with the application of a dry belt slider, the use of sampling water analyzed in garden irrigation, with optimization projects of water used in reverse osmosis in Azerbaijan and of rinsing water in our Jordan plant.



Water Management at CCI

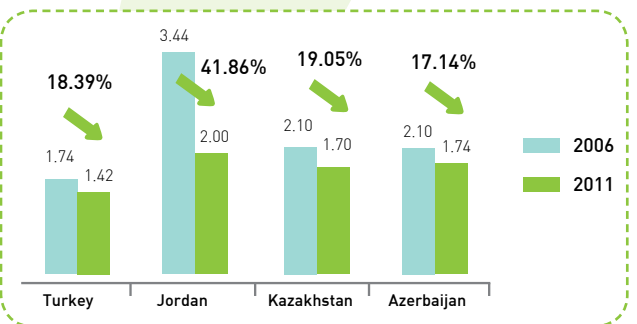


Reducing Water Consumption

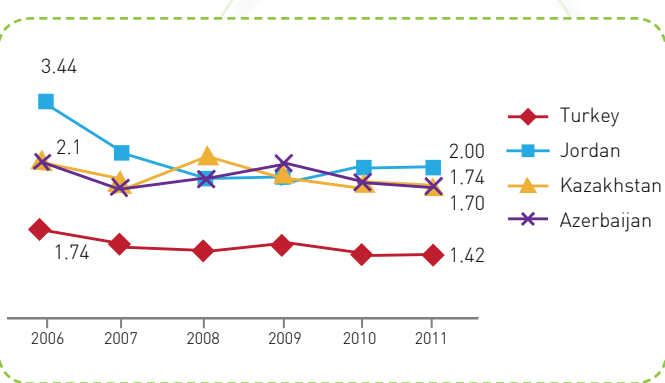
We believe that our ultimate responsibility is to maintain the efficiency of water consumption and management processes in our operations. Therefore, we constantly endeavor to find different ways of reducing the amount of the water we use. Despite the increase in production quantities and the product portfolio range, CCI's aim to reduce the amount of water used per 1 liter of product is actively followed in all country operations every year. We are conducting OE studies with the aim of reducing water consumption rates in all country's operations within the context of this report.

Water consumption distributions and improvements in the water consumption ratios (L/L) according to our operational sources covered by the report since 2006 are as follows:

2006-2011 Water Consumption Reduction (%)



Water Consumption Ratio (L/L)



During 2011, we continued to improve water consumption processes in our operations. In the Kazakhstan plant, with the help of dry oiling conveyors, we achieved 2,000 m<sup>3</sup> water savings. Meanwhile, also in the Kazakhstan plant, we have achieved a savings of 3,500 m<sup>3</sup> in rinsing water since May, 2011.



CCI Kazakhstan Plant





Despite the increase in production quantities and product portfolio range, CCI's aim to reduce the amount of water used per 1 liter of product is actively followed in all country operations every year.

We continue to reduce our water consumption in the Çorlu plant by using air cleaning technology for bottles since 2006. At the same time, we also achieved an annual water savings of 12,000 m<sup>3</sup> with the dry conveyor lubrication implementation, and 80,000 m<sup>3</sup> by filling operation without rinsing in the Çorlu plant. In our Izmir plant, we achieved an annual water savings of 35,000 m<sup>3</sup> with the "Active Carbon & Reverse Osmosis Exit Mixture" implementation.



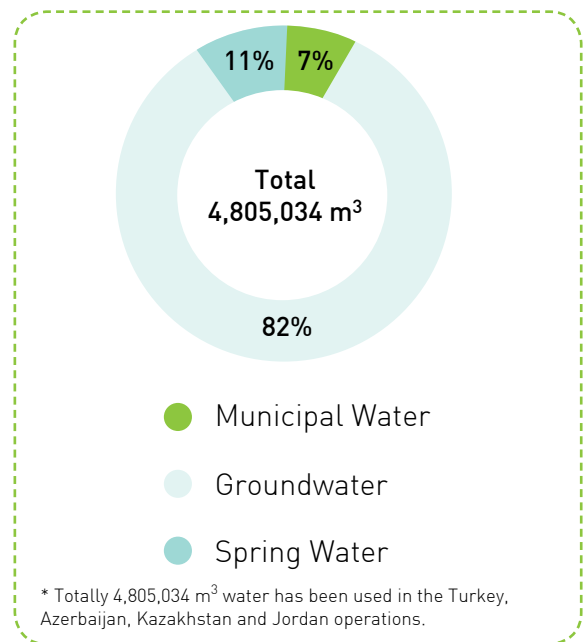
Izmir Plant

### Wastewater Management and Reclamation

While we manage our operations using the concept of the "zero wastewater generation" and "reclamation," we reduce our environmental impact by discharging wastewater after purification in our plants and/or in local purification plants. We also closely monitor the quality of wastewater released from the production. At CCI, we comply with legal and TCCC wastewater limits determined for bottler operations, control our wastewater parameters with periodic analyses and furthermore, we evaluate our wastewater treatment performances.

In the above figure, % of total water use at the operations within the scope of this report is presented.

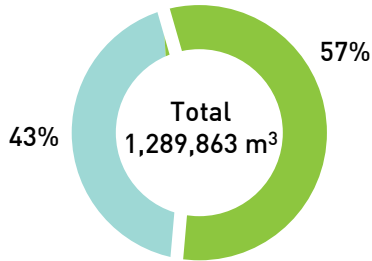
### Total Water use by Sources (%)\*



**CCI's Turkey Operation is one of the best operations, with the lowest water consumption rates, and aims to achieve a rate of 1.40 L/L by the end of 2012. Reducing this rate to 1.40 (L/L) would equate to 122,000 tons of annual water savings.**

There was no leakage resulting from our operations during the reporting period.

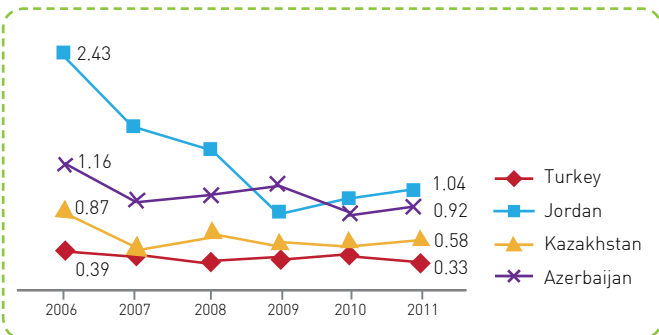
Wastewater Treatment Channels\*



- Wastewater treated and discharged in CCI wastewater treatment system (m³)
- Wastewater treated and discharged in local wastewater treatment system (m³)

\* Based on 2010 data. During the reporting period totally 1,289,863 m³ water was treated and discharged in TR, AZ, Kaz and Jordan operations.

Wastewater Discharge between 2006 and 2011 (L/L)



Çorlu Plant



CCI Mersin Plant sand and activated carbon filter system

While striving to use the wastewater generated as a result of production processes in different fields via different implementations and projects, we also constantly try to improve both water usage efficiency and wastewater reclamation rates. In this respect, our production plants implement a number of water reclamation projects. In the Ankara plant, by reclaiming the wastewater generated as a result of washing carbon tanks and rinsing, we achieved a total of 56,338 m³ wastewater reclamation. In the Çorlu plant, we reclaimed 25,000 m³ of wastewater with the help of forward/backwashing of sand and active carbon filters in 2011. This amount equates to 3.3% of total water used during the process. Similarly, we achieved 20% reclamation by reusing returnable bottle and sanitation wastewater by reverse osmosis wastewater and by the rain water harvesting project in the Izmir plant, and an 11.82% reclamation by backwash water of softening tanks, reclamation of waste water used before line 3 jet coding, and cancellation of showers before and after line 1 filling projects in the Mersin plant. We are planning to apply reclamation projects in the Bursa, Sapanca, Köyceğiz and Elazığ plants in 2012.

In 2011, we developed and implemented various projects to lower the water consumptions in our country operations as part of OE. We recovered a total of 427,086 m³ of water by recovering sand and active carbon straight/reverse washing water and other optimization projects realized at our Pakistan operation. A total of 12,835 m³ of water was recovered by projects such as sand and active carbon straight/reverse washing and optimization of hot filling washing water at our Kazakhstan plant.

With Rain Water Harvesting Projects, we collected 1,500 m³ rain water in the Izmir plant and 5,000 m³ rain water in the Kazakhstan plant. We aim to collect 500 m³ rain water with implementations in the Çorlu plant during 2012.



**We act in concert with stakeholders and in line with their expectations throughout our geography in order to carry out projects that preserve and improve water resources, in terms of both quality and quantity.**

### Preserving Water Resources

Today, the situation of water resources is one of the biggest environmental problems in the world. As an international company, we accept that our steps regarding this issue are very important for the environment, and we care about being a model company for others in our geography with our positive actions. We act in concert with stakeholders and in line with their expectations throughout our geography in order to carry out projects that preserve and improve water resources, in terms of both quality and quantity. The evaluation of the impacts of our own operations on water resources and taking necessary actions in this field are the fundamental components of our practices.

We are aware of our impacts on water basins, which also affect natural life and bio-diversity around water resources. Therefore, with the "Water Source Vulnerability Assessment Studies," we perform risk analyses pertaining to water basins and determine risks of water basins and the contamination level. In consideration of these results, and as one of the main principles of the KORE system, which TCCC implements throughout the world, we initiated the "Source Water Protection Plan" to take precautions on the plant basis. In order to implement these plans, teams from different departments of the company come together to prepare and implement long term action plans.

The Coca-Cola System's clear commitment to our stakeholders on water management is to supply and reclaim all of the water that we use in our products and during production without harming the environment. Thus, we continuously expand our regions of evaluation in line with this principle.



**In September 2010, approximately 1,500 m<sup>3</sup> water was collected with the rain water harvesting system installed on 2,000 m<sup>2</sup> of roof space at the Izmir Plant. The collected water has been used for garden irrigation.**

During the reporting period, while performing planned studies on water resources in our Bursa, Elazığ, Sapanca, Köyceğiz, and Jordan plants, we aim to complete studies pertaining at the Karachi, Faisalabad, Multan, and Gujranwala plants in 2012.

We support environmental projects in order to increase awareness with respect to water basin preservation, especially among young people. Detailed information about the work of the Coca-Cola Life Plus Foundation in this field can be found in the 'Community' section of this report.

“One of the strategic goals of our business model is using less resource and generating less waste while producing more. Within this framework, CCI plants lead by example with model implementations among the thousands of Coca-Cola plants through the world.”

**Ali Hüröǧlu - CCI Supply Chain Services Director**

## Sustainable Packaging



Packaging plays an important role in various processes from production to distribution and from recycling to waste disposal, and directly affects the sustainability of all these processes. Product quality and safety are the most significant aspects of our business. However, reducing the environmental impacts of our packages plays a critical role in our sustainable packaging strategy. Our approach regarding sustainable packaging consists of three components:

- Continuously reducing the material amount and energy used in package manufacturing and using recycled materials as much as food safety principles and technology allow.
- Reducing material use and increasing reuse and recycle rates.
- Working together with stakeholders in order to establish an environment friendly and economically sustainable infrastructure for reclamation, reusing, and recycling of product packaging.

### 2011 Targets

- To increase the material recycling rate by 0.5% in Turkey, 0.7% in Jordan, 4.7% in Kazakhstan, and 1% in Azerbaijan operations.
- To increase the rate of packaging waste recycling to 38% in our Turkey operations.

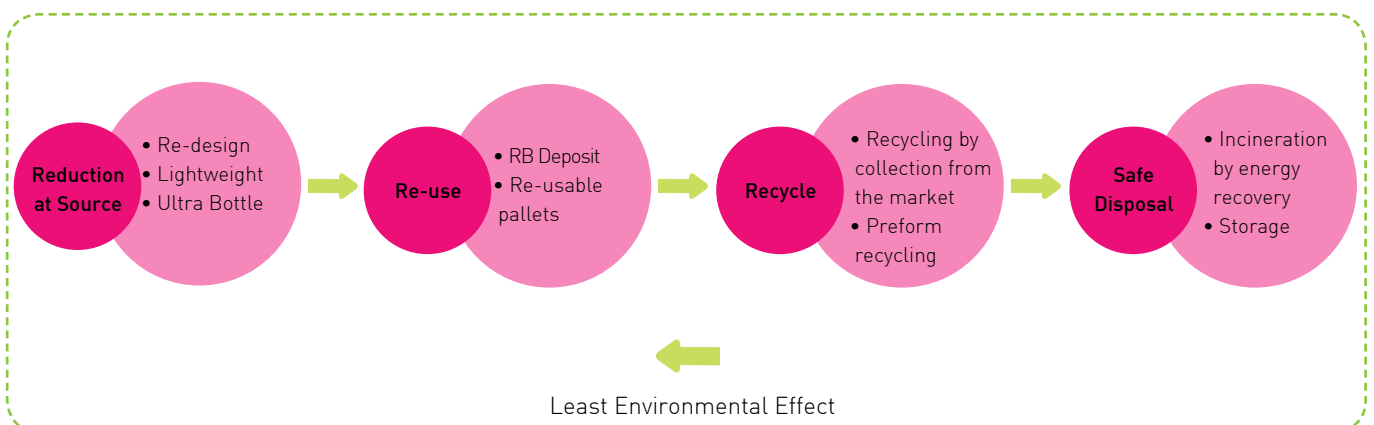
### What we Achieved

- We managed to increase the packaging recycling rate by 0.58% in the Turkey operation, 2.89% in the Jordan operation and 0.39% in the Azerbaijan operation, and we reduced 0.72% in the Kazakhstan operation. We achieved a 94.45% recycling rate in Turkey, 88.9% in Jordan, 85.34% in Kazakhstan and 92.47% in the Azerbaijan operations.
- We increased the recycling rate of packaging waste to 38% in our Turkey operations.

### 2012 Targets

- We aim to increase the packaging waste recycling rate:  
95% in the Turkey operation,  
89% in the Jordan operation,  
90% in the Kazakhstan operation and  
94% in the Azerbaijan operation.
- We aim to increase the recycling rate of packaging waste to 40% in the Turkey operation.
- We aim to spread "Lightweight" implementations throughout our all country operations.
- We aim to use  
24.5 g material instead of 29.9 g in 1.5 L PET bottles,  
10.5 g material instead of 14.9 g in 500 ml PET bottles,  
10.5 g material instead of 12.5 g in 330 ml PET bottles.
- We aim to reuse 87 tons of waste in our Bursa plant as part of the pallet reuse project in 2012.

### Waste Management in CCI





### Reducing Material Usage in Product Packaging

#### Damla PET 500 ml Bottle

We renewed the Damla Spring Water package in 2011. The new packaging brings together a slew of advantages in terms of material and energy savings with a 29.5% lighter structure, short neck production and high storage resistance. Our packaging helps us stock our products to the highest level possible, and high quality and reduced weight have not changed this feature.

As a result of the design change, the weight of the 500 ml package was lowered from 14.9 g to 10.5 gr, the lightest weight used in the Coca-Cola System in Turkey and around the world. After the design change, we expect to achieve an annual raw material (resin) savings of 1,658 tons. While keeping in mind that 1,200 kWh energy is used per ton of raw material production, we will achieve an annual savings of 1,989,600 kWh energy. This will result in the prevention of 960 tons of CO<sub>2</sub> emissions, which equals a savings of approximately 9,500 trees.

#### CCI Turkey Won Two Awards

At the 24<sup>th</sup> Golden Package Awards judging the best packaging in Turkey, CCI was recognized for its packaging projects: "Conical Top 2.5 L PET Preform Bottle" and its "10.5 g Short-Necked 500 ml PET Water Bottle."

The '500 ml PET Water Bottle' representing Turkey ranked among the winners in the Worldstar Packaging Awards.



During the reporting period, in line with our strategy of reducing the amount of raw material used in packaging, we continued our studies pertaining to using "Lightweight" glass and PET bottles in the

previous periods. We achieved a savings of 1,413 tons of resin by implementing this project in the Turkey, Jordan, and Kazakhstan operations.

#### 2.5 L PET Bottle

In 2.5 L PET Bottle production, circular pre-form was changed to conical pre-form. As a result of this change, we both saved raw material and enhanced the resistance of the package to stress breakages due to external factors.

With the former improvements, we lowered the weight of the 2.5 L PET bottle from 60 g to 54.1 g. Thanks to the latest development, we have now reduced this weight to 52.8 g. Therefore, we expect an annual raw material (resin) savings of 333 tons. Considering that 1,200 kWh energy is used in raw material production, we will save a total of 399,600 kWh energy. In 2011, the energy saved as a result of the injection and blowing processes was approximately 235,200 kWh and because of this savings approximately 113 tons of CO<sub>2</sub> emissions was prevented.

In 2011, we continued to implement lightweight projects in all CCI plants in Turkey. With this project, preform savings achieved in 2011 were around 1,205 tons. In our Çorlu and Ankara plants, the producers of preform for the entire operations, we saved 196 tons with the preform reduced to 52.8 g, 644 tons with 10.5 g, 81 tons with 46 g, and 23 tons with 24.5 g, as well as 261 tons of resin by recycling implementations.

In addition to the above savings, as part of the project that will continue in our Turkey operation in 2012, it is expected that we will save a total of 2,977 tons of material by reducing the PET 2.5 L bottle from 52.8 g to 51.5 g.

#### Glass Bottle Implementations

In 2011, we continued the 'Ultra Bottle' project which was initiated in 2010 with the purpose of reducing the consumption of glass materials, and achieved a total savings of 1,359 tons of glass in our Turkey operations. We then implemented the project in Jordan and Pakistan and saved a total of 3,281 tons of glass and prevented approximately 5,250 tons of CO<sub>2</sub> gas emissions.

In 2012, we will continue improvements by implementing the above projects in all of our operations.





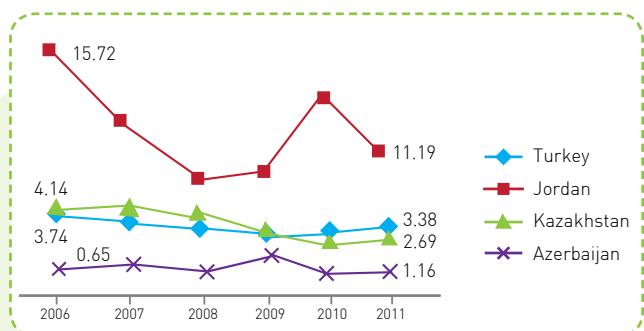
During the reporting period, the packaging waste recycling rate was increased to 38% in the Turkey operation.

### Glass Savings from the Ultra Bottle Project in 2011\* (ton)

Product	Turkey (ton)	Jordan (ton)	Pakistan (ton)
Coca-Cola RB 200 ml	948.3	-	-
Coca-Cola RB 250 ml	32.4	65.5	1,799.2
Fanta RB 200 ml	303.4	-	-
Fanta RB 250 ml	74.9	-	57.3
<b>Total</b>	<b>1,359</b>	<b>65.5</b>	<b>1,856.5</b>

\* These values are from countries that incorporate recycled bottle implementations.

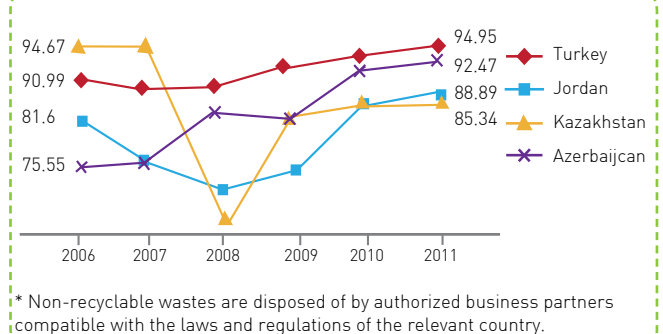
### Waste Ratio Operations (g/L)



### PET Bottle Raw Material Resin (ton)

	2011 Actual Resin Savings (ton)	2012 Target Resin Savings (ton)
<b>PET BOTTLE</b>		
48 g → 46 g	81	338
14.9 g → 10.5 g	644	1,658
29.9 g → 24.5 g	23	271
54.1 g → 52.8 g	196	333
52.8 g → 51.5 g	-	87
Recycling	261	290
<b>Total</b>	<b>1,205</b>	<b>2,977</b>

### Recycled Material Ratio (%)



\* Non-recyclable wastes are disposed of by authorized business partners compatible with the laws and regulations of the relevant country.

### Recycling of Product Packages

Packaging waste management is a key component to our performance in general waste. Therefore, we help authorized business partners to collect packaging waste that belongs to our products consumed in markets with sustainable recycling mechanisms. For this purpose, Çevko Foundation -we are among its founding members and we collaborate at our Turkey operation- ensures reuse of packaging waste by collecting and recycling. During the reporting period, the packaging waste recycling rate was 38% at our Turkey operations.

Operations to minimize the environmental effects of our packaging processes are not limited to just increasing material recycling ratios. For example,

bottles with a refundable deposit are one of the main implementations to reduce our material consumption and consequently, the amount of waste. In 2011, we achieved a reduction of 5,600 tons of resin waste as a result of the refundable deposit glass bottle filling. Lightweight material designs provide material savings during production, and also help to reduce the emissions of harmful gases during product transportation. We succeeded in lowering the amount of fuel consumed during operations, and accordingly the amount of CO<sub>2</sub> emissions per product, to a minimum of 0.08% kg CO<sub>2</sub>/L, as a result of improvements made in package production lines.

In 2011, we reduced CO<sub>2</sub> gas emissions by 6,457 tons by opting to use vehicles with Euro 5 motors for the distribution of our products.

"We aim to be the best employer and as a good company, we aim to inspire and encourage our employees to achieve excellent results. Our success is dependent on our employees. We believe that the talent, knowledge, experience and passion of our employees makes us who we are."

**Rengin Onay - Director of Human Resources**

## Our Workplace



More than 9,000 employees, hired in 10 countries, are CCI's most valuable resource. For sustainable success, CCI acts in full awareness of the importance of incorporating the best talents, keeping them in the fold, and improving them. Within this framework, our priority is to provide a happy, safe, and motivating workplace in which employees are able to improve. Our main goals in this area are:

- To provide our employees with a non-discriminatory workplace, meeting the standards of national and international workplace rights, and to protect their union rights.
- To become a model company that runs the best implementations in occupational health and safety in all our workplaces, and in all areas that our employees frequent.
- To provide a fair and happy workplace to our employees so that they can improve themselves and become the most qualified workforce.

The constant change in business life reveals the need for the continuous improvement of operational competences. CCI aims to establish a common corporate culture in all processes and implementations to harmonize this environment of change and improvement. CCI's fundamental goal in our corporate implementations, while respecting human rights and consistently supporting the self-improvement of our employees, is to "build a highly capable organization and be the employer of choice." CCI's main assets in the development of this aim are our employees and their support.

CCI's human resources practices aim for constant improvement and superior performance in all relative processes that begin with the demand for labor determination. To achieve this goal and to bring the most talented individuals to CCI, we made a number of adjustments to our recruitment system, such as setting our potential employees position tests, and including them in case analysis studies and evaluation centers in 2011.



## 2011 Targets

- To make situation analysis in occupational health and safety, boost the standards, and further develop OHS organization.
- To sign a new collective labor agreement at our Mahmudiye plant in 2011.
- To improve overtime practices.
- To implement Incident Management and Crisis Resolution Validation in a total of 7 countries by the end of 2011.
- To launch CokePort, our most important internal communication tool, with its revised and improved content operations beginning in 2011.

## What we Achieved

- In 2011, with the formation of the Occupational Health and Safety Organization, a situation analysis was performed in all plants and offices at CCI Turkey.
- In 2011, a Collective Labour Agreement was signed in the Mahmudiye plant at the end of the reporting period.
- During the reporting period, Sales Department processes, as part of the principle of "balancing work-life," were simplified. In this context, we secured more effective and efficient use of work hours to minimize wasted time, removing the main sources of work disruption and implementing better work hours.
- Incident Management and Crisis Resolution were implemented in our Turkey, Kazakhstan, Pakistan, Iraq, Krgyzstan, Azerbaijan, and Jordan operations by the end of 2011.
- In 2011, the Corporate Portal CokePort, for simultaneous use in Turkey, Azerbaijan, Pakistan, Kazakhstan, and Jordan, was completely changed and took on a new appearance and content. CokePort reached 5,577 users in all CCI countries of operation.

## 2012 Targets

- By the end of 2012, we aim to perform "Incident Management and Crisis Resolution Validation" in a total of 8 countries while establishing the system in Turkmenistan.
- We aim to strengthen the organizations related to occupational health and safety (OHS), making annual work plans in the field of OHS, and improve the qualifications of OHS Specialists.
- We aim to conduct the "Employee Satisfaction and Loyalty Survey" performed every 2 years.
- We aim to ensure management performance, talent management, and development plans through an integrated system.
- We aim to complete the "Workplace Rights Policy" gradually throughout all CCI country operations between 2012 and 2013.
- We aim to bring all employees into the scope of the 360 degree performance evaluation implementation in 2012.

## Employee Rights

Human rights policies and implementations are another major part of the high performance shown in human resources processes. CCI assesses the principles of the Universal Declaration of Human Rights as well as the United Nations Global Compact signed as a basis for its human resources policy. Respect for human rights is critically important in order to support our company’s commitment to working in a sensitive way.

As a confirmation of this commitment, TCCC adopted the Declaration of Human Rights (HRS) and Workplace Rights Policy (WRP) in 2007. (7) At CCI, we have applied a human resources management model consistent with “Workplace Rights Policy” since 2007, in order to fully accomodate human and workplace rights, one of the key priorities of Vision 2020, our corporate values, and sustainable strategy, and to make our workplace more ethical, trusted, respectful of human rights and harmonized.

### Workplace Rights Policy

Respect for human rights, an important part of CCI’s commitment, is guaranteed under the Workplace Rights Commitment, which focuses on developing workplaces that are transparent and inclusive regarding human rights. We have divided our policy into 8 main areas:

- Freedom of Association & Collective Bargaining
- Forced Labor
- Child Labor
- Discrimination
- Work Hours and Wages
- Safe and Healthy Working Place
- Workplace Security
- Community and Stakeholders Engagement

In 2011 we initiated the “Workplace Rights Policy Program” to implement efforts to harmonize the entire CCI system. We aim to complete the related procedures and set up the related systems in our Turkey operation and all other CCI country operations by the end of 2013. In this context, all country operations are audited every 3 years by an independent auditing company in terms of compliance with “Supplier Guiding Principles” and “Workplace Rights Policy.” Within the program, the Azerbaijan plant was audited in 2011, and Pakistan, Jordan, and Kazakhstan operations and the Bursa plant will be audited in 2012.

The importance placed on human rights in CCI is not limited solely to workplace applications. Processes related to implementations of TCCC Supplier Guiding Principles are protected actively in the value chain.

In addition to these stages, all employees are subject to progressive disciplinary procedure. Change of duty, dismissal, and informing of employees are all done in accordance with employment law, relevant legislation, and progressive disciplinary procedure.

### Employee Breakdown by Gender

		Male	Female	Total[1]
Turkey	2011	2,420	368	2,788
Jordan	2011	353	15	368
Kazakhstan	2011	502	97	599
Azerbaijan	2011	236	33	269

(1) Part time and temporary employees are excluded from the total number.

### Employee Breakdown by Contract Type (%)

		Permenant	Temporary*	Total
Turkey	2010	99.5	0.5	2,659
	2011	99.7	0.3	2,820
Jordan	2010	99.4	0.6	380
	2011	100	0	368
Kazakhstan	2010	100	0	694
	2011	100	0	599
Azerbaijan	2010	64.7	35.3	404
	2011	100	0	269

\* Data collected by the end of December 2011



**In 2011, we initiated the "Workplace Rights Policy Program" to implement the efforts to harmonize the entire CCI system. We aim to complete the related procedures and set up the systems in all CCI operations by the end of 2013.**

### Employee Breakdown by Status (%)

		White Collar	Blue Collar	Total Number
Turkey	2010	68	32	2,659
	2011	69.4	30.6	2,820
Jordan	2010	52	48	380
	2011	53	47	368
Kazakhstan	2010	54	46	694
	2011	61	39	599
Azerbaijan	2010	27	73	404
	2011	43	57	269

### Equal Opportunities for Everyone

CCI exercises no discrimination among employees because of issues such as religion, language, race, color, sex, and physical disability in all human resources projects including recruitment, performance management, promotion, compensation, talent management, career and personal development performed within the framework of our "Workplace Rights Policy."

Since the number of female employees is lower than the number of male employees throughout CCI, we are attempting to gradually increase the recruitment of women. We aim to double the number of female employment by 2020. In addition, together with TCCC, we aim to launch female entrepreneurship training and a grant program in order to raise female employment and entrepreneurship in 2012.

Our business philosophy, and our Human Resources Policy, is based on the principle of equality. Our understanding of equality in the workplace brings with it fair and transparent process practices. CCI employees are subject to a salary and promotion system according to their qualifications and performance.

In 2011, food services, garage and fleet, safety, health, service, cleaning and activities performed during the year were evaluated in the employee satisfaction survey. Each category received above-average satisfaction scores.

CCI initiated a new salary scale, effective as of 2011. Within the structure of this scale, employees' performance scores, potential information, and current positions on the salary scale were taken into account while determining annual salary rises. In order to adjust salaries in parallel with market practices, corrective increases were applied, and salaries were revised according to regional salary scales, TÜİK and the results of sectoral salary surveys. Although there are CCI employees receiving the legal minimum wage, the general salary policy is above the legal minimum wage. As for the Human Resources Policy at CCI, gender is definitely not a criterion for determining employee salaries.

In order to support our employees in protecting their incomes at a certain level during retirement, we contribute to the individual annuity contributions of our employees. Nevertheless, in addition to this implementation, CCI provides certain fringe benefits such as private health insurance, life insurance, annual leave, compassionate leave, severance pay, company product applications and training support. Furthermore, according to the employee's position and function there are also fringe benefits such as meal cards, company car and fuel compensation, mobile phone and company lines.

At CCI, employee expectations and needs are measured on a regular basis and improvements are planned and implemented each year to increase employee satisfaction. According to the Employee Satisfaction Survey performed in 2009/2010, priority areas were identified and some projects were realised in order to improve employee loyalty. In this context, a number of studies pertaining to improving working hours were carried out, aiming to maintain a "work-life balance" in 2011.



CCI encouraged employees not to exceed regular working hours in order to reduce overtime, and attempted to create a corporate culture in this regard. While employees were being encouraged to punctually use annual leave, goals related to making employees use the rest of their days off were determined in 2011. Compared to the previous reporting period, there was an 11% improvement in this area. Implementation of the 360 degrees performance evaluation was continued in 2011, and evaluation of all white collar staff was completed. Additionally, some improvements were made such as headquarter office extension and adjustment of salary disparities in 2011.

**Union Rights in CCI**

In our workplace, we constantly try to improve industrial relations. Our employees’ union rights are respected. Relations with authorized unions are conducted within the boundaires of signed collective labor agreements. Included in our 2011 report, no sectoral disputes, strikes and/or lockouts occurred in any of our operations.

**2011 Union Membership Rate & The Number of Union Member Workers**

	Number	%
Turkey	328	30
Jordan	0	0
Kazakhstan	0	0
Azerbaijan	0	0

In coordination, the Industrial Relations Review Board plays an important role in pursuing union relations. The basic structure of the board is made up of the employer, union representatives, and employee representatives. Meeting at least once a year, the board evaluates working conditions and ensures the mutual exchange of information.



**Occupational Health and Safety**

In accordance with our sustainability strategy, occupational health and safety systems were established in all of our plants in order to protect the health of our employees and provide them with a safe workplace. Throughout our operations, changing and improving occupational health and safety priorities are followed within the guidelines of the Coca-Cola Occupational Health and Safety System (TCCOSH). In addition, implementations as part of OHSAS 18001 Management System and occupational health and safety requirements are periodically reviewed and evaluated by the Health and Safety Committee. Together with these implementations occupational health and safety issues are handled within the context of collective bargaining agreements signed with unions.

There is a total of 13 active occupational health and safety committees advising on related processes and helping to monitor occupational health and safety programs. 137 employees work in these committees, including 63 employee representatives.

During the reporting period, a total of 7,376 hours of training was conducted on occupational health and safety in Turkey operations.

CCI aimed to achieve a new breakthrough in the area of occupational health and safety (OHS) and started to implement its improvement plan in 2011. The basic principle behind this plan is the necessity of effective management regarding occupational health and safety in production, quality, finance, sales, distribution, and logistics processes. CCI aims to be a leader in the occupational health and safety area in its fast moving consumer goods sector, and add value to employees, the sector, and society with all of these implementations. In this context, a centralized occupational health and safety organization was established and in the second half of the year, at all locations, occupational health and safety implementations have begun to be managed cooperatively and regularly.





## CCI aimed to achieve a new breakthrough in the area of occupational health and safety (OHS) and started to implement its improvement plan in 2011.

In coordination, managers at all levels put together a proactive occupational safety management plan that will be implemented in phases. First, we aim to improve the actual physical process and its structure. Second, our goal is to reinforce this structure with OHS awareness raising studies. And finally, we aim to establish a culture of occupational safety that reaches the entire CCI system. The priorities in these generated processes are as follows:

- Determination of CCI corporate occupational health and safety standards compatible with international standards,
- Implementation and control of occupational safety management beginning from the design stage to all project and process stages,
- Establishment of an effective subcontractor management and auditing system,
- Activation of reporting and information flow,
- Integration of occupational health and safety with change management and
- Assessment of risks at all levels of work while fully integrating behavioral occupational safety.

As a result of these studies, within 2-3 years, we aim to form a culture in which health and safety stand out, not only at the workplace but also at home, outside, and even at extra-curricular activities. Further, we hope to encourage employees to adopt occupational health and safety as a lifestyle. OHS audits were performed in every CCI plant and office in Turkey in 2011.



### CCI Jordan Operation, Occupational Health and Safety Excellence Award

CCI Jordan operation won the 'Occupational Health and Safety Excellence Award' granted by the Ministry of Labor's Social Security Institution. More than one hundred companies from nine different sectors competed, and the award program evaluation process was carried out by the Ministry of Labor, Occupational Health and Safety Association, Social Security Institution and the Science and Technology University. CCI Jordan operation became the first beverage company in Jordan to win this award since the competition began in 2007.

During the audits, while management offices, storage, delivery areas and processes, building equipment and installations, facility management, technical maintenance operations and related records and documentation were examined, critical processes and examples of occupational health and safety management and operational control implementations were determined. Additionally, all of our plants are audited annually by TSE OHSAS 18001 and biennially by TCCC KORE EOSH. As a result, CCI occupational health and safety processes are audited by both an independent accredited company and TCCC. In 2011, all such audits were successfully completed.

### Employee Health and Working Environment

Within CCI, the health of employees is extremely important. We try to provide employees with a safe and healthy working environment, while taking a proactive approach to potential health risks. With this understanding, health studies are executed in line with annual plans.

During the hiring process, our prospective employees undergo a physical examination, Hepatitis-B screening, and preventive vaccinations. Hepatitis-B carriers are subject to yearly checks. Furthermore, every year, in order to guard against high rates of contagious flu infection, flu vaccines are routinely available.

In addition to eye examinations that are given yearly to inform and protect personnel who spend extended periods in traffic or work with display screen equipment, our warehouse, cleaning, technical service, and kitchen personnel are provided with a hand hygiene analysis and lung x-rays once every

6 months. Furthermore, in order to track potential hearing problems due to high noise levels, we perform hearing tests every year for our forklift drivers. Providing weekly laboratory visits, we perform diagnostic checks on personnel with chronic illnesses and suggest suitable treatment choices. People with suspected illnesses are also tested. In addition, each year, we conduct several trainings regarding ergonomics, hygiene, and personal protection equipment, which we believe make a major contributor to the health of employees and their work safety.

During the reporting period, as part of improving physical working conditions, the CCI Istanbul Headquarters building was extended, creating 2,083 m<sup>2</sup> of new office space. The existing building was reorganized, meals and cleaning service standards were improved, a recycling system was established in the office, activity areas were established, and fire detection, emergency lighting, and announcement systems were improved.

Table tennis facilities and basketball courts were set up, also corporate discounts were arranged in gyms. Furthermore, various Social Activity Club events were launched. In 2012, many activities are planned to direct employees towards an active life in the scope of the club's roadmap.





**At CCI, in order to reach our strategic objectives regarding human resources, we support the development of our employees and manage our processes within a system which ensures that people are set with the right task at the right time.**

## Preferred Workplace

In line with our principle of "building a highly capable organization and being the employer of choice," we pay special attention to the personal and occupational developments of our employees, and implement initiatives accordingly. In this manner, while uncovering the potential of our existing human resources, we create an attractive business environment for new employees.

### Performance and Talent Management

At CCI, we support the development of our current employees with the aim of realizing our human resources strategies. We manage these system processes with the goal of ensuring that our employees are given the right task at the right time. All CCI employee horizontal and vertical career movements are assessed in the talent and career management system. We designed an improvement plan in order to increase potential as well as the existing performances of our employees, and we make sure that routine evaluations of all employees are performed by the Human Resources Department and managers in observance of this plan.

Employees whose performances are evaluated annually as part of the CCI Performance Management System, can benefit from the opportunity to evaluate the results of the previous term's targets in interviews with their managers. Following this process, areas in which employees are open to improvement are determined, and programs are drawn up to accomplish these improvements. In the event of possible changes in performance evaluations, interim evaluations are given and if necessary, revisions are made. Also, regarding talent management processes, each year, while reviewing performances and potentials of employees in critical positions, succession plans for these positions are updated.

The development of high potential employees is followed closely by senior management. To this end, the Talent Committee meets 4 times a year.

### CCI Talent Management

At Coca-Cola İçecek, in accordance with our 2020 vision, we initiated a project to improve our talent management process. We determined 3 main goals of this project:

- Forming a "Leadership Competence Model"
- Determining the distinguishing features of employees with high potential and redefining this process
- Establishing career maps

As part of this project, in order to initially understand the current situation, feedback was gathered from senior management, all general managers, and managers from all countries, through regional workshops. We organized workshops with employees in Jordan, Kazakhstan and Pakistan. We expect to share the results of these workshops with all countries in order to have them evaluated in future human resources processes.

During the reporting period, it was decided to simultaneously evaluate business and development targets. This decision was made in order to perform development and training plans more effectively within the CCI performance management system. According to this new system, employees will be responsible for 2 self-determined development goals. Moreover, the 360 degrees evaluation system was launched with the expectation of obtaining more accurate feedback while employees are setting their targets and planning their development. In the meantime, we intend to administer development planning, talent management, training planning, and performance management processes through an integrated system in 2012.

At CCI, we aim to provide a workplace for a diverse range of people in terms of gender, language, race, experience, culture, etc. in 2020. Towards this goal, we are implementing the “temporary secondment” initiative, in order to support the development of our employees and to facilitate their acquisition of good practices and experience working in a different country. Currently, there are three foreign employees in Turkey. Besides temporary secondment, specialized expats are assigned to management positions for a period of 3-5 years and people from different cultures are able to work together, thus enhancing local information and skills.

### Education and Professional Development

Assisting our employees’ personal and professional development is one of the fundamental building blocks of our corporate growth. While implementing our principle of continuous improvement in all of our value chain, we carry out various trainings at various intervals for our human resources, our most important asset. We establish and appreciate the skills of every single employee, and perform initiatives to encourage their professional development and improve their talents. In the various points of our operational geography, our managers define our employee training needs in meetings held every 3 to 6 months. We use management instruments such as the 360 degree evaluation to provide feedback to our employees. Our fundamental trainings are composed of internal and external training programs combined with e-learning opportunities. In addition to formal trainings, we invite employees to gain additional experience with job rotation programs and training, and we create learning opportunities through project experience.

#### SALES ACADEMY

We conducted a total of four ‘Sales Academy’ programs for employees of Coca-Cola İçecek in April, May, October, and December 2011, and 85 employees participated. The training program was implemented especially for new recruits at Sales Development Leader and Account Executive levels, and was occasionally joined by employees from marketing departments. The program lasted 5 entire days and was presented by expert trainers in their subjects. This program included training in different branches, principally commercial mathematics, competition law, RED (right execution daily), sales techniques and finance.

### Total Hours of Training in 2011

	The number of Employees Trained	Training Hours Per Employee	Total Training Hours
Turkey	1,889	18.35	34,668
Jordan	292	16.05	4,685
Kazakhstan	3,050	2.61	7,961
Azerbaijan	650	4.31	2,799
<b>Total</b>	<b>5,881</b>	<b>41.32</b>	<b>50,113</b>

### Special Training From CCI

In order to continue making an investment in line with our human resources development, the CCI Training and Development Department in Turkey designs programs with unique content according to the needs of employees, and carries out these training throughout the year.

“Manager on Board Program” - The program began in 2010, and was designed to support the management competencies of newly promoted managers, expand their professional perspectives, and enhance their knowledge and skills pertaining to business and employee management. The program includes in-class training, case studies, simulation and e-training and is supported by follow-up activities and workshops. 30 people participated in the program in 2011.

“Management Workshop” - This is a program developed for employees who have been appointed to chief, manager, and engineer positions during the last one year. The program was designed to support the management competences of people managing their own teams or suppliers, enhance their business and people management knowledge and skills, and includes case and follow-up studies, simulation programs, and sharing meetings. 120 people participated in this program in 2011.



CCI Turkey Corporate Communication Publications





## Employee Engagement and Internal Communication

The continuity and wealth of the CCI system is only possible with the feedback of our employees throughout all work processes. That's why two-way communication applications are very important at CCI. There are various implementations to collect the ideas of employees and inform them about developments.

We actively evaluate the innovative ideas of our employees regarding work processes and in order to improve our work processes. We support our employees to establish innovative, creative, and environmentally friendly work models. With this idea in mind, in 2009 we launched the "Invention/Innovation Competition" in the supply chain Turkey. The goal of our project was to spread a culture of innovation and sustainability among our employees, and to assist them with generating more efficient projects with fewer resources.

The results of the 2010 "Invention/Innovation Competition" were announced at a ceremony held on February 28<sup>th</sup>, 2011. 187 projects were developed by our employees in 2010 and 32 of them went through to the finals. The winners of the competition were presented with awards by CCI senior management. In 2011, we achieved energy and water savings of 568,050 kWh and 10,000 tons respectively, with 119 projects. In 2012, we aim to deploy these implementations to cover all of the functions in the supply chain.

### 2011 Innovation Competition Winners

During 2011, 28 projects competed within the "Innovation Competition." In the replication category, our Mersin plant won first prize with the "Performance Enhancement of Line-4 Packaging Machine" project. In the innovation category, the Ankara plant won first prize with the "Production Line Number 5" project, and the Mersin plant won the second prize with the "Automated Pallet Carrier" project. The Ankara Plant also came in third with the "Preform Box Bag Minimization" project.

Implementations in the reporting period related to the "Community Champions Competition," initiated to promote employee volunteerism and support projects aimed at making a contribution to society through the personal efforts of our employees, are mentioned in detail in the "Community" chapter.

Operational information flow and related processes are vital components of our internal communication system. Efficient sharing of information and improvements in processes offer our employees a workplace in which they can be more effective. The corporate portal "CokePort," serving users simultaneously in Turkey, Azerbaijan, Pakistan, Kazakhstan, and Jordan, took on completely new features and content in 2011. With the new design, CokePort became a common working platform because it is safe, user friendly, and compatible with work implementations. Total portal user numbers reached 5,577 in 2011.

With the new implementation, we created a virtual workplace for our employees while easing their work life and providing a common space for their interactions with one another. Here, they can share both corporate and personal needs and exchange opinions. We provided more efficient working conditions for employees in our Turkey operations with eFlows, mobile approval and reporting optimization.

We use various means of internal communication for the sharing of information and news about competitions and results, and projects initiated with the aim of both effectively providing company information for employees and spreading the culture of sustainability. In-house publications such as the quarterly "The World of Coca-Cola İçecek", monthly "CCI News Line", "CCI Newsletter" and "2020" magazine issued specifically for our Turkey location every 2 months, are important components in strengthening our communication with employees.



**CCI was named among the top three companies in the 2011 STEVIE® International Business Awards Europe "Most Innovative Company" category with the Innovation Competition. 3,000 companies and organizations from 40 countries participated in the competition.**

**The rankings were determined after two rounds of elimination by a jury of 200, known worldwide for their professionalism. The STEVIE® International Business Awards, one of the most prestigious awards in the business world, reward the achievements and positive contributions of corporations and individuals from all around the world.**



"We aim to create a high value to our customers and consumers, with minimum consumption of resources, through excellent design and modest processes. We focus on boosting our total performance as a result of efficiency, innovation, and continuous improvement in order to reach excellence at every stage of our business."

**Hüseyin Akın - CCI International Operations  
President**

## Product Responsibility





At CCI, we ensure sustainable procurement, production, distribution and marketing operations, and make efforts to meet the expectations of our stakeholders in our field of business. We buy from suppliers with the best performances in social, environmental, and economic areas, produce the highest quality products in harmony with food safety principles, and with correct planning and effective distribution strategies, we take care to responsibly introduce our products to the market.

We strive to offer a broad product portfolio to meet the needs of every lifestyle, age, and purchasing power, while managing processes from raw material procurement to final product with sustainable strategies. We form dialogue platforms to facilitate our suppliers, distributors, customers, and consumers, which are the important links in our value chain, to participate in decision mechanisms. We share our sustainability approach with our stakeholders by means of various communication channels, and direct our strategies according to their feedback.

We break down product responsibility into subcategories such as material supply, production processes, our value chain, and consumers. For more detailed information about our product responsibility and commitments, please visit our website at [http://www.cocacolaturkiye.com.tr/cocacola\\_taahhutleri.aspx](http://www.cocacolaturkiye.com.tr/cocacola_taahhutleri.aspx)

### 2011 Targets

- To implement the CCI Supplier Academy (CSA) model in 2011 and facilitate CSA certification for all suppliers long-term.
- To develop our distributor system and increase distributors' competencies.
- To implement the 5<sup>th</sup> and 6<sup>th</sup> Waves of Operational Excellence projects in Turkey, and the 2<sup>nd</sup> Wave in Azerbaijan, Kazakhstan and Jordan.
- To initiate the "Everything You Wanted to Know about Coca-Cola" training program to train all CCI Turkey employees with regard to the content of our products, and conduct more than 50 training courses reaching around 1,000 employees in 2011.
- To organize the Coke'n Design Competition and help young people gain marketing experience in creating design.

### What we Achieved

- We improved our supplier auditing model by including CCI Supplier Academy requirements into the Supplier Guiding Principles.
- While continuing to train our distributors, we made improvements in distributor processes by OE and Distributer Diagnostics Studies.
- CCI Turkey operations completed all Operational Excellence projects. Meanwhile Azerbaijan and Kazakhstan operations completed the 2<sup>nd</sup>, and Jordan completed the 1<sup>st</sup> wave of OE projects.
- 7 of our plants obtained the FSSC Food Safety Managing System Certificate in 2011.
- With the "Everything You Wanted to Know about Coca-Cola" training we reached out to over 1,500 employees and informed them about the ingredients of our products and our production processes.
- We organized the Coke'n Design Competition between February and July, 2011.

### 2012 Targets

- We aim to audit all of our 37 direct suppliers within the context of Supplier Guiding principles; we aim to increase the success rate from 75% to 90% after these audits.
- We aim to establish the sales point information line.
- We aim to launch the "Everything You Wanted to Know about Coca-Cola" program in all country operations during the 2012-2013 period by organizing training for all CCI country representatives in 2012.
- We aim to enhance our service quality to distributors by changing the functions of our traditional channel distribution and preseller who work under the sales function.
- We aim for the Kazakhstan, Çorlu and Azerbaijan operations to obtain the FSSC 22000 Food Safety System Certificate by the end of 2012.

## Production Processes

Maintaining the safety and quality of our products is one of the main responsibilities of CCI. While managing supply, production, bottling, distribution, and other processes, we apply the universal values and system of TCCC and we take the most suitable actions, while also taking into account the regional characteristics of our operational geography. In this respect, in 2010, we started to use the "Coca-Cola Operating Requirements System" (KORE), a management system designed by the Coca-Cola Company, in our processes.

In parallel with KORE, CCI acts and audits production processes according to the requirements of Management Systems with ISO 22000 to secure food safety, ISO 9001 to respect quality requirements, ISO 14001 to minimize environmental impact, and ISO 18001 to ensure occupational health and safety in production facilities. We integrated the Operational Excellence (OE) model, launched in 2007, with quality management systems, followed up, and began to apply it in all of our operations.

CCI aims to meet the demands of our customers and consumers with minimal loss and maximum efficiency by implementing this model, which we started initially in production processes, and then applied across the board, from procurement to marketing and from distribution to supporting functions. The various quality, environment, occupational health and safety, food safety and energy management system certificates that our operating countries, as part of this report, possess are as follows:

### Management Systems in Our Plants

Country	Plant	ISO 9001 (Quality)	ISO 14001 (Environment)	ISO 18001 (Safety)	ISO 22000 (Food Safety)	FSSC 22000 (Food Safety)	ISO 50001 (Energy Management)
Kazakhstan	Brunday	√	√	√	-	-	-
Azerbaijan	Bakü	√	√	√	√	-	-
Jordan	Amman	√	√	√	√	√	-
Turkey	Ankara	√	√	√	√	√	-
	Bursa	√	√	√	√	√	-
	Corlu	√	√	√	√	(PAS 220)	√
	Izmir	√	√	√	√	√	√
	Mersin	√	√	√	√	√	-
	Sapanca	√	√	√	√	√	-
	Köyceğiz	√	√	√	√	√	-
	Elazığ	√	√	√	√	√	√

In 2011, the "Distributor Diagnostics" workshop was held for all functions in Turkey. The Distributor Diagnostic workshop which provides a forum for attendees from our distributor and CCI functions to come together and listen to distributors and determine areas for improvement, is managed through the Operational Excellence (OE) model. During the reporting period, teams examined their function processes in detail for 2 weeks and found 1,363 opportunities for improvement. Among these opportunities, 159 projects were chosen with high potential for economic benefit and environmental impact reduction. Subsequently, the priority projects were taken in hand and improved by our teams in the 5<sup>th</sup> wave of OE studies that began in March 2011. 51 of the 59 projects reviewed were successfully completed, and 174 employees worked on the projects.

### Distribution of OE Projects in Operations

		Number of Trainees	Number of Projects
Kazakhstan	1 <sup>st</sup> Wave	13	19
	2 <sup>nd</sup> Wave	9	16
	3 <sup>rd</sup> Wave	3	11
Azerbaijan	1 <sup>st</sup> Wave	5	12
	2 <sup>nd</sup> Wave	9	17
Jordan	1 <sup>st</sup> Wave	4	13
Pakistan	1 <sup>st</sup> Wave	30	37
Turkey	5 <sup>th</sup> Wave	174	59
<b>Total</b>		<b>247</b>	<b>184</b>



## Maintaining the safety and quality of our products is one of the main responsibilities of CCI.

During the reporting period, our Jordan operations qualified for the FSSC 22000 (Food Safety Management System Certificate), which is the only universal food standard acknowledged in Jordan. We were the first company to achieve certification in Jordan. During the reporting period, 7 of our Turkey plants also achieved this certificate.

### Plant Visits

Plant visits, which occur throughout the year, provide the core basis for the dialogue platforms we established with our stakeholders. We organize these visits for different stakeholder groups in accordance with demands of schools, institutions, various organizations, and other stakeholders. During the plant visit, stakeholders are informed about the company, products, and production processes by one trainer and one plant executive. Within this scope, we provided 3,542 hours of training to 939 participants.

In order to visit our plants, you can either call our toll-free number at 0800 261 19 20, or contact the Coca-Cola information center by e-mail: cococoladanismamerkezi@eur.ko.com. Additionally, you can visit <http://coca-colafabrikasi.com/> to take a virtual plant tour, and observe all Coca-Cola production processes, from the arrival of raw material at the plant to the store shelves.

No fines were charged on the Company for breach of any rules or regulations related to the supply and usage of products and services belonging to CCI during the reporting period.

### Raw Material and Supply Chain

At CCI, we perform our purchases in a wide supply chain and include the performances of our suppliers in social, environmental, and widespread economic areas as part of our performance. We establish long-term relationships with suppliers chosen according to their harmony with the CCI Supplier Guiding Principles, TCCC Standards, standards and legal requirements in our operational geography.



### Plant Audits

In order to meet the product quality our stakeholders expect from us, and all the expectations in our operational geography, we perform internal audits, and with the help of independent audit companies we avail of the opportunity to observe our processes. In addition to the audits performed by CCI coordinators and the internal audit teams, we follow our processes and determine the functions to be improved with the help of related country ministries and other executive public organizations in quality, product quality, environment, occupational health, safety and energy management areas, and independent certification and audit companies which provide private auditing services.

We expect that our suppliers meet the standards in these three areas and help them to improve with audits and the training we provide. We believe in the importance of working with local suppliers in every region of our operational geography. Thus, we make direct and indirect contributions to social and economic improvements of the societies in which we carry out operations. In this respect, we bought 99% of all of our purchases in the reporting period from local suppliers in Turkey, 80% in Jordan, 50% in Kazakhstan, and 34% in Azerbaijan.

## Supplier Audits

As one of the main links in the supplier chain, our suppliers have wide economic, environmental and social effects. We try to help our suppliers control these effects. Our supplier audits can be separated into three groups; internal audits, TCCC audits, and third party audits. We audit their conformity with Coca-Cola values and support their improvements in this area.

Audits performed by CCI's own control mechanisms combine together under Ethical Audit, Technical Audit, and Supervision topics. The Ethical Audit, which can be described as a social compliance audit, screens out the compatibility of working conditions at the workplace with CCI Suppliers Guiding Principles (SGP) and local labor law. The Technical Audit, which can be defined as a quality system audit, keeps track of all processes performed, from raw material procurement to end product output of our suppliers, and the quality systems that they use to manage these processes. Supervision, which can be referred to as product audit, performs on-site product inspections, including safety and performance tests. We organize suitable improvement plans, conduct trainings, and support our suppliers to ensure that performances under these 3 audit topics are continuously controlled. During the reporting period, 31 of 32 direct material suppliers were audited in the Turkey operations, and we achieved a 75% success rate. CCI Turkey achieved one of the best performances in the supplier audit field within the TCCC system. Our aim is to reach 90% for the next reporting period. Likewise, we audited 19 of our indirect material suppliers.

Similarly, 2 suppliers in Jordan, 3 in Kazakhstan and 5 in Azerbaijan, completed the Supplier Guiding Principles audit during this reporting period.

Throughout our operational geography, our suppliers are inspected for possible human rights violations, with audits performed as part of SGP. During the reporting period, there was no violation or enforcement regarding this issue.

During the selection of raw material suppliers and business partner processes, we apply criteria specified by TCCC standards. Therefore the ratio of purchases compatible with responsible product standards to general purchases is 100%.

### Training Conducted by Suppliers

We believe that dialogue platforms established with stakeholders and training programs should not be one-sided. In this regard, 2 different trainings for our employees who make procurement decisions were organized by suppliers during the reporting period. 20 participants attended training about textile and press production processes. For the next reporting period, we aim to expand the number and the context of trainings performed by our suppliers, and to improve the feedback mechanism.

**Our standards, titled Supplier Guiding Principles, represent our principles and expectations pertaining to issues such as the values of our company, employee and human rights, occupational health and safety, environmental effects, and ethical codes. These expectations also form part of our agreements with our suppliers. Detailed information about our principles is available at <http://www.coca-colaturkiye.com.tr/docs/brosurler/tti/tedarikciler.html>.**



**During the reporting period, 15,679 man-hours of training were provided for 4,183 participants in order to help our distributors, as one of our main business partners.**

## Our Value Chain

We try to manage our operations in the most responsible way, and to meet the expectations of our stakeholders in our value chain, as in our supply and production processes.

### Distributors

328 CCI distributors in Turkey and 780 throughout CCI's operational geography, account for approximately three quarters of sales volume. As one of our main business partners, we help distributors improve by providing training on topics every year such as product portfolio, stock management, business development, customer satisfaction, teamwork, personnel management and sales techniques. During the reporting period, we provided 15,679 man-hours of training to 4,183 participants. Through an annual distributor satisfaction survey, we obtain feedback and evaluate their experiences. Our customer satisfaction ratio was recorded at 76% in 2011, while it was 77.5% in the previous reporting period. The 1.5% decrease resulted from the integration of a new system named Voyage.

Basic methods used to continuously improve the business of CCI's distributors, are the audits performed by distributor consultants, distributor performance assessment forms evaluated monthly, 'spot checks' performed by sales process improvement managers, and the audits performed by the independent audit organizations. During the reporting period, all of our distributors in Turkey were audited by CCI's distributor consultants, 20 of them were audited by sales process improvement managers, and 2 of them by an independent auditing organization.



### Green Purchasing Implementations

During the reporting period, we organized 'Recycling Meetings' with 15 suppliers in accordance with our environmental awareness and our goal to spread this awareness in our value chain, and determined areas for collaboration. For example, we initiated studies to increase the content of recycled materials in plastic cases. Within the implementation we aimed, beginning from the next reporting period, to record all information about recycled materials used by suppliers in all raw and packaging materials. As a result of the studies performed with our frill supplier, we ensured that the more environment friendly material, PE, would be used in vinyl poster production, instead of PVC. In addition, we decided to produce all business cards from recycled paper.



We are planning to establish a sales point information center at the service of our customers and distributors in 2012. With this center, CCI's distributors and customers can complain about service problems they encounter with one telephone number, and also convey their suggestions and demands to the relevant departments. As a result of this implementation, we aim to better measure the performances of our processes, and to enhance customer satisfaction with faster solutions.

### Coca-Cola İçecek Road Show

Customer and Distributor Training is a development tool that has been applied since the day CCI was established. The Coca-Cola İçecek Road Show hit the road again, departing from Istanbul on July 12, 2010, with improved content that reached 12,583 customers in 61 cities and 798 towns by the end of 2011. This project's objective is to support customers to have more profitable and sustainable work processes, and we aim to continue our trainings and sales point support in the upcoming years.

During the reporting period, apart from the Coca-Cola İçecek Road Show project, we provided 9,752 manxhours of training to 2,435 customers. We aimed for our customers to transfer better work processes through training performed under such topics as effective store management, teamwork, service excellence, and social styles. During the next reporting period we aim to increase the number of customers attending these trainings.

### Customer Satisfaction Survey

CCI conducts a yearly "Customer Satisfaction Survey" regarding our services to assess the level of satisfaction measured by an independent company of business partners, to whom CCI serves in-house and off-premise consumption channels. According to the results of the survey, conducted with 1,798 customers, CCI has once again succeeded in maintaining its clear leadership position among rival companies in terms of customer satisfaction, when we compare ourselves with the entire fast-moving consumer goods sector.

## Consumers

The sustainability of our business depends on understanding our consumers and satisfying their expectations. We aim to always serve our products to consumers in the most healthy and hygienic conditions, with preferred packaging alternatives, and sales points at appropriate prices.

### Accessibility of Our Products

CCI reaches nearly 360 million consumers via approximately 720,000 points of sale in 10 countries. In keeping with consumers' desires, we make our products available at sales points easily accessible to consumers at any time, and we restructure both sales processes and product portfolios to match the changing market conditions and consumer expectations.

We present a broad product portfolio created according to the expectations of consumers from all life styles, age groups and activities, with different display alternatives selected according to time and place. With RED (Right Execution Daily), the sales and marketing tool described as "correct execution every sales point everyday," we monitor a large field of applications from the arrangement of coolers and stands to the positioning of posters at sales points, and share the most successful implementations with our employees and customers in different regions through internal communication channels.

### Pakistan Customer Appreciation Week

We ran a 'Customer Appreciation Week' in Karachi, Pakistan and we visited more than 2,500 of our customers. CCI was represented by top management throughout the week and, as well as conveying our appreciation, we aimed to strengthen the team spirit between CCI and our customers.



## Informing Consumers

As a company performing annual production and sale of 17 billion glasses of beverages, with dozens of brands in 10 countries, it is crucial for us to present clear, understandable, and scientific information about our products to nearly 360 million consumers throughout our operational geography. While respecting global standards, we inform our consumers in compliance with the labeling regulations set by the countries in which we operate, and we inform our stakeholders with the help of the labels on our products.

We indicate energy values and nutrients on the labels of all of products to help consumers make informed choices. We place a "contains caffeine" warning on all products that contain caffeine, and we inform about the use of sweeteners and phenylalanine in diet products. Although it is mandatory to declare nutrition and energy values as part of labeling only for the products that require nutrition and health labeling, we present all this information to consumers. Other information such as name of the producer, expiration date, toll-free number of the CCI information center, and our on-line plant tour and recycling logo, are presented on the label, as well as the mandatory warnings according to labeling regulations.

In addition, we inform stakeholders about details of our products on our corporate website, and with brochures and the booklets distributed at congresses, seminars and industrial meetings. (<http://www.cci.com.tr/UserFiles/pdf/mesrubatlar-hakkinda-merak-ettikleriniz.pdf>) In addition to labeling implementations, we inform stakeholders

on frequently asked questions related to calories, vitamin index, caffeine, aspartame, food additives and obesity with a booklet called 'Straight Facts About Our Beverages' and we continue our product information processes with other publications, seminars and activities. With all of these implementations, we aim to impart to our stakeholders that, with appropriate consumption and physical exercise, all our products can be healthy components of an active lifestyle.

There are no court rulings against us related to any failure to comply with regulations on health and safety impacts of products and services in their life-cycle stages.

There are no court rulings against us related to any failure to comply with regulations on product and service information and labeling.

Detailed information about our product portfolio is available at our corporate internet address [www.cci.com.tr](http://www.cci.com.tr)

## Responsible Advertising and Marketing

CCI, together with The Coca-Cola Company, implements responsible advertising and promotion practices, in compliance with marketing laws and regulations, throughout its operational geography. To this end, we take advantage of various communication channels, not just one-way. That is to say, our communication is not just based on product presentations, but also on channels by which our stakeholders directly participate, with suggestions, requests, and complaints, in advertising and presentation management.

## Coca-Cola İçecek Product Calorie Profile



At CCI, we believe that parents should make decisions about the eating habits of their children. We therefore do not engage in advertising or marketing activities targeting children under 12 years old.

In parallel with to our commitment to the responsible marketing practices set by TCCC's Global School Beverage Guidelines, we do not actively conduct sales operations for sparkling beverages in elementary schools beginning from the 2010 - 2011 academic year, and we inform our business partners of this policy. In this regard, we also comply with the legal standards on the sales of food and beverages in school cafeterias issued by the Ministry of Health after CCI's voluntary practice. No lawsuits have been filed against CCI for failure to comply with laws related to marketing communications, advertising, promotions or sponsorships during the reporting period.

No lawsuits have been filed against CCI for failure to comply with laws related to unfair competition, monopolist practices, and similar implementations during the reporting period.

### Coke'N Design

At CCI, every day we add new designs to millions of different kinds of display stands throughout the world. At the first Coke'N Design competition in 2011, with competing stand designs by young people, we aimed to provide experience to youth, one of our most important groups of stakeholders, in creating designs, and thereby benefit from their vision. CCI provided internship opportunities to winning students in the Indoor, Outdoor, Environment Friendly Designs, and Vision 2020 categories from the Middle East Technical University, the Istanbul Technical University, the Mimar Sinan Fine Arts University and the Izmir University of Economics. The contest aimed to channel potential creative designers into the market, and launched in February 2011, concluding with the announcement of the winners in July 2011.



### Everything You Wanted to Know About Coca-Cola

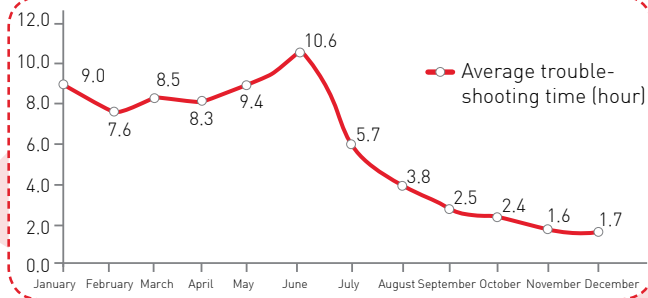
With the "Everything You Wanted to Know About Coca-Cola" program, initiated in 2011 and expected to be completed by the end of 2012, we aim to share our Company's Policy regarding the fundamental issues of health, product safety and quality with our employees, and to help them develop the basic relevant communication skills. We reached out to more than 1,500 employees with 63 trainings conducted in various cities. We integrated this training into our orientation program aimed to benefit new members of the CCI family and, as well as being equipped with product safety, health and quality issues, they will also play an important role in informing employees, customers and consumers. In 2012, we aim to spread our corporate culture by providing "Train the Trainer" programs for representatives from other countries, to be passed on to new employees in their countries.

We listen to suggestions, requests, complaints and questions of all our stakeholders, primarily consumers in Turkey, through the Coca-Cola Information Center, open 24/7, and we act as quickly as possible to resolve stakeholder problems. The Information Center can be reached at 0800 261 19 20. With growth in the problem-solving performance of this implementation each year, we answered 87,143 calls during the reporting period. Of these calls, 60,147 complaints/ requests were recorded. With the improvements since June 2011, the field team's troubleshooting time fell to 80%.

No major penalties were charged against CCI for failure to comply with laws or regulations regarding the supply or use of products and services during the reporting period.



## Help Desk Troubleshooting Periods - 2011



## Efficient Management of Consumer Complaints

Effective management of consumer feedback is not just a mechanism which increases the satisfaction level of our shareholders; it is also an important constituent of continuous improvement. Consumers who contact us via post, e-mail or our call centers receive detailed explanations with an assessment of their feedback in the quickest manner possible and, when necessary, we ask CCI employees to visit the complainants and provide information on the situation.

## Active Healthy Lifestyle

Within the context of the global principles of the Coca-Cola Company, we aim to help our stakeholders stay healthy by adopting active healthy lifestyles with our wide consumer product portfolio, healthy nutrition training, and physical activity programs implemented by the Life Plus Foundation.



## "Let's Play Project"

During the 2011-2012 academic year, the 'Let's Play' project was conducted in Turkey as a joint effort by the Coca-Cola Life Plus Foundation, the Active Life Association and the Turkish Ministry of Education. This project aims to help elementary school students improve their creativity, become physically more active, and communicate with each other while providing areas for physical activities at schools. The pilot implementation established playgrounds in 20 schools in Istanbul, Ankara, and Izmir, and we aim to reach 125 schools in 26 cities by the end of 2012.



## Active Life Stations

"The Active Life Stations" project, started with the collaboration of The Coca-Cola Life Plus Foundation, the Active Life Association, Istanbul Metropolitan Municipality and Sports Inc., aims to create public awareness about the importance of physical activity. The project includes measuring body mass index and physical activity levels of voluntary participants, physical activity suggestions by specialists, and physical activity sessions conducted by trainers in parks and high schools in Istanbul.



## Food Conference in Kazakhstan

In December 2011, we organized a Food Conference in Almaty within the scope of "Active Healthy Life," which is one of the main components of our "Life Plus" approach. We consulted with more than 150 participants, including professionals from the science world, media members and business partners, about balanced and sensitive nutrition, sufficient water consumption, and food safety. On-line conferences, training, and press releases took place within the scope of the event.





'We care about the needs of communities and support solutions that are responsive to these needs. Being helpful to the local communities in which we operate, by encouraging employee volunteerism and providing corporate involvement, is a part of our corporate culture.'

**Atilla D. Yerlikaya - CCI Corporate Affairs  
Director**



# Community





CCI conducts business with a population of more than 360 million in 10 countries, and acts as a company that is respectful to community and compatible with global standards in purchasing, production, and distribution processes. With all the measurements and audits performed, we measure the sustainability level of our relations with the community and make our implementations more respectful to the environment and to the community.

- We directly contribute to economic growth by implementing our local supply and local employment policies, and we also generate a broad indirect economic impact throughout our whole operational geography.
- We establish dialogue platforms with the communities we are a part of, according to our transparency and stakeholder dialogue principles.
- We assist in the welfare of the societies we are part of, while developing programs, which contribute to society at local and national levels.
- We support our interior stakeholders in community contribution programs by encouraging employee volunteerism.

Within the scope of these principles, we analyzed the featured social responsibility projects conducted during the reporting period, and the summary of economic and social effects we created in the most general sense, under the headings of economic development and social development.

### 2011 Targets

- To further build on cooperation with local administrations.
- To transfer 3% of pre-tax profit to foundations.
- To increase the participation to the Employee Donations Contribution Fund and to budget \$ 100,000 for this project.
- To design and implement sustainable projects for rehabilitation and socio-economic development in the areas affected by the flooding in Pakistan.
- To ensure broader participation in the Community Champion Awards Program.

### What we Achieved

- We transferred 3% of pre-tax profit, TL 1,600,000 to the Coca-Cola Life Plus Foundation and Anadolu Education and Social Aid Foundation.
- We budgeted \$ 100,000 to the Employee Donations Contribution Fund. We launched the '1 TL Us, 2 TL CCI' campaign, aimed at increasing employee donations to natural disaster relief implementations following the earthquake in the Van region. With a similar campaign, we aim to expand employee donations as part of an aid campaign to combat starvation in Africa.
- Our 'Resettling the Indus' initiative instigated the building of schools, homes and a sewage system, with a donation of \$ 28,000.

### 2012 Targets

- We aim to sign a strategic partnership protocol with Turkish Kızılay according to our solution studies on natural disasters.
- We aim to increase participation rates in the 2012 Community Champions Award Program and support awarded employees in improving their projects.
- We aim to continue the 'Azerbaijan Grassroots Project,' initiated to support an active healthy lifestyle and popularize sport among young people, until 2015.

**CCI's economic policy aims to create a positive effect while spreading a responsible and sustainable business model to our whole value chain, and accepts that the sustainable economic performance of the communities we are a part of is vitally important to our sustainability. With respect to this, we analyze the impacts of both our business and our corporate responsibility implementations, and aim to meet the expectations of our stakeholders.**

## Economic Development

### CCI Economic Impact Research

In 2010, CCI aimed to measure the positive impacts of the Coca-Cola System on Turkey's economy, in the context of the global economic crisis, with a workshop conducted by a working group consisting of faculty members from Boğaziçi and Middle East Technical Universities and CCI executives in 2010. As part of the workshop, manufacturing and all other services provided to CCI, TCCC, and the Coca-Cola System were evaluated as a whole and the direct, indirect, and induced effects of the system on Turkey's economy was calculated. According to this, the multiplier effect of CCI on employment was calculated as 10. When we think that the number of employees that CCI directly hired was 2,820 in 2011, then it is possible to say that our indirect effect on employment was 28,200 people.

### We Donate a Portion of our Pre-Tax Profit to Charity

CCI donates a portion of its pre-tax profit in Turkey to charitable organizations, which creates social benefits every year, as specified in its Articles of Association. Accordingly, we donated 3% of our pre-tax profit, amounting to TL 1,600,000, to the Anadolu Education and Social Aid Foundations.

## Social Development

We care about the needs of local communities everywhere we operate and our goal is to be a model in finding common solutions for common problems. During this process we initiate implementations to promote the active participation of our employees and stakeholders. Some of the projects we performed in 2011 are as follows:

### Disaster Relief

Just after the earthquake measuring 7.2 on the Richter scale in Van on October 23, 2011 we discussed details and mobilized as fast as possible. Within the first 24 hours, three trailer trucks with a total capacity of 75,000 tons of water had departed from Sapanca, and we delivered 2,500 boxes of Damla water to the authorities. Just after that, we delivered 32 parcels of clothes and blankets, collected by our employees in Dudullu, to the Chamber of Mechanical Engineers.

In the second phase of our action plan, we launched the '1 TL Us, 2 TL CCI' cash aid campaign among CCI employees. According to this, CCI promised to donate 2 TL against each 1 TL donation by employees. As a result of the campaign, our donations amounted to a total of TL 53,916. The Coca-Cola Foundation donated \$ 1 million to Kızılay and with this donation we aimed for the reconstruction of elementary school buildings in Erciş and the resolution of the emergent housing needs of earthquake victims. Accordingly \$ 850,000 of the donation was dedicated to school reconstruction, and the remainder designated for disaster relief.

### Aid Campaign for Africa by CCI Employees

One of the legs of our '1 TL Us, 2 TL CCI' campaign performed within the context of employee funds, was the aid campaign for starving people in Ethiopia, Somalia, Kenya, and Djibouti in Africa. The Coca-Cola System promised to donate \$ 1.6 million to the region, which is home to millions of people facing starvation in the most severe drought of the last 60 years, as well as military conflict. By way of an internal campaign conducted at CCI, we encourage our employees to make donations, and also promised to donate 2 TL against every 1 TL donated by employees. At the end of the campaign, we reached a combined total value of TL 37,434 in donations.

### CCI Community Champions Awards

CCI initiated the Community Champions Awards Program over the entire operating group in 2010, in order to reward employees who undertake and support initiatives that contribute to society and the environment, and who encourage other employees and shareholders to this end. Many employees from Kazakhstan, Turkey, Kyrgyzstan, Pakistan and Jordan participate in the competition with projects and activities aimed at social issues, using their own resources. Then these projects were evaluated and the most successful 8 projects of the year 2011 were chosen to compete in the final.





## Our goal for the Contribution to Society Awards in 2012 is to increase the participation rate and support the winners in developing their projects.

CCI Turkey employee Aslihan Başarık won the first place in the contest with her 'Life Plus Library' project where the 3 most successful projects won awards. Aslihan helped to establish 3 Life Plus Libraries, 2 in Mardin and 1 in Diyarbakır, with the resources she combined together with her colleagues. Besides this, she organized a toy distribution day on New Year's Eve for children in Van afflicted by the earthquake.



Second place went to Azerbaijan employee Nicat Khaliyev, who initiated his 'Hold-My-Hand' project to offer vocational training to young people aged 18 and over in orphanages, in order to help them find jobs in various companies and organizations.

Third place went to Muhammad Azfar Ansari from the Pakistan operations with his 'Motivation' project, which contributed to reconstruction processes after the flood disaster and led to the reconstruction of a mosque and the Imam family residence in a small village in Pakistan. In addition to this, he established a security gate for his home street in a neighborhood of Lahore, helping to provide security for the neighborhood. Our aim for the Contribution to Society Awards in 2012 is to increase the participation rate and support the winners in developing their projects.

### Employees Who Contributed to Society

As runner up in the 2010 CCI Community Champions Awards, with a project he launched after the 2009 flash flood disaster in İkitelli designed to help children of low-income families who could not attend school, by organizing university students to give weekend lectures, Hüseyin Servi shared with us about the activities of 2011, his future plans and his opinions about the program.

"I donated the money prize to the City, Culture, and Art Foundation. With this donation, tables and other fixtures and fittings were procured, helping the progression of the project. Our foundation primarily encourages poor children to take advantage of municipality culture and art events. We plan to organize university students to give lectures to elementary and high school students on weekends after the universities open, and to provide educational support to children around the region. My personal opinion is that even the name of the program recalls for people the importance of working for the community. I believe that the greater importance placed on the implementation of this program next year will lead people to more positive thoughts and work."

**Hüseyin Servi**  
Senior Accounting Staff - CCI Turkey Sales and Distribution Inc.



### Life Plus Foundation and Life Plus Youth Program

The Life Plus Youth Program, carried out in collaboration with Coca-Cola Life Plus Foundation, the United Nations Development Program, and the Origin of Living Foundation (YADA), provided support to 6 projects in 6 cities in the 6<sup>th</sup> year. Projects were carried out by young people between the ages of 18 and 30, determined and implemented under fundamental topics such as the promotion of renewable energy sources, protection of water resources, waste management and sustainable use of forest resources. Opening the exhibition and presenting their projects at the Coca-Cola Istanbul offices, young people contribute to solving problems with the first and only program that supports their own projects in Turkey.

### For a Cleaner Hazar - Elazığ / Hazar

The project aims to reduce the damages of camping tourism on the ecological areas on the shore of the Hazar Lake by ensuring an ecologically sound camping tourism in the region.

### Breath to Country, Wealth to Farmers - Kırklareli / Demirköy

The project aims to increase forest villagers' capacity to collect, transport, preserve and market natural mushrooms, thus creating an alternative source of livelihood and ensuring that the forest is protected in a sustainable way.



### Sweetgums Revival - Muğla / Köyceğiz

The project aims to ensure the ecological integrity of the Köyceğiz Sweetgum Forest by creating forest corridors between dispersed forest segments and to strengthen local community's will to protect the forest by introducing more eco-friendly alternatives of livelihood like eco-tourism.

### Environment Friendly Earthworms - Izmir / Menemen

The project aims to introduce the technique of vermin compost to the farmers in the district of Menemen with demonstrative practices in pilot lands, thereby decreasing the chemical pollution in the Gediz River.

### Bird Songs in Halep Pine Forests - Adana / Yumurtalık

The project aims to protect the Halep Pine Forest by introducing biological measures such as increasing reproductive success of songbirds that are natural consumers of the Halep pine trees to combat verminous pine processionary caterpillars.

### Let the Tortum Cascade; Let Nature be Restored - Erzurum / Tortum, Uzundere

The project aims to promote the region's ecological sustainability by initiating ecological tourism activities, by mobilizing local administrations, public and non-governmental organizations and raising public awareness of the issue on a local and international level.

## Supported Social Projects

### Cooperation with Universities

Through our innovation processes we believe in the importance and benefits of academic cooperation, and we provide corporate support for youth to directly participate in CCI's activities. In this context, between October 2010 and June 2011 in cooperation with the Bilkent University, our CCI Ankara Plant implemented the 'mixed pallet design support system.' Reducing the time spent on design and creation of the system, called CCI-MIX, aims to eliminate product damage.





**Through our innovation processes we believe in the importance and benefits of academic cooperation, and we provide corporate support for youth to directly participate in CCI's activities.**

We plan to implement the system, piloted in ASC depots, in all direct distribution depots, plant warehouses, and dealer depots in the future.

Through our innovation processes we believe in the importance and benefits of academic cooperation, and we provide corporate support for youth to directly participate in CCI's activities.

### Azerbaijan Grassroots Project

In accordance with the partnership we signed with the Football Federation of Azerbaijan, we undertook the sponsorship of the under-13 league and School Boys Cup for 5 years. With the aim of supporting active healthy lifestyles, and creating sporting opportunities to explore the abilities of children, we initiated the project in 4 large cities, and we expect half of the schools throughout the country will participate at the first stage, and then 75% by 2015.



### Strong Generations

Within the context of the Summer Youth Volunteer Program, CCI Jordan employees carried out the "Strong Generations" project. Organized in collaboration with the Jordan River Foundation and the Children's Center, our employees participated in renovations as volunteers to Mansoor Kreishan High School, and spent much time and energy creating an ideal educational atmosphere.



### Jordan and Azerbaijan Beach Cleaning

Jordan CCI staff carried out beach cleaning operations with the participation of members of the board of directors in Ölüdeniz. 90 volunteers took part in the event, performed by the initiative of our employees. As in the implementation conducted in Azerbaijan, our employees and up to 200 volunteers cleaned 35 hectares of land on the Shikhlar coast. We aimed to promote employee voluntariness and public awareness on environmental issues.





### Izmir Plant Environment Day Meeting

Within the context of establishing effective communication channels with our stakeholders, and transparency principles, we organized a meeting with the local media of the Aegean Region in 2011, similar to the one conducted with non-governmental organizations, opinion leaders and bureaucrats of the Health, Agriculture, and Environment Ministries at the Izmir plant in 2010. While sharing CCI's sustainably strategy and Environmental performance with participants, we also informed them about our water and energy savings projects.

### Elazığ Plant Supports Environment and Education

Elazığ Plant employees planted 400 trees as part of World Environment Day activities. Elazığ Province Environment and Forestry Directorate and the Directorate of National Education jointly organized the 'Applied Environmental Education Project,' and our employees took active roles in its implementation. Within the context of the project, students in 40 pilot elementary schools were trained in environmental pollution prevention, environmental protection, development of positive consumption habits and improvement of environmental awareness, collection of reusable solid waste separately at the source, and recycling.



### Resettling of the Indus - Pakistan

An initiative was set up in response to the 2010 floods in Pakistan, by a group of architects and designers, with a vision of empowering communities through a self-sustaining process without disturbing the indigenous cultures and lifestyles. A generous donation supported the rebuilding of a few shops in the area of Muzaffargarh, lower Punjab in 2012. In addition, Pakistan CCI has collaborated with Resettling the Indus in efforts to build settlements on a large scale consideration comprising of houses, a school and more. A grant of \$ 28,000 has been provided to RT Indus which will be utilized to build 25 houses and a sewerage treatment system in the first phase.



### Empowerment of Women with the Kashf Foundation - Pakistan

The Kashf Foundation has been working in Pakistan for poverty alleviation with the vision of providing financial services to poor households, especially women, since 1996. The Kashf Foundation has developed a unique lending model which targets women from low income communities along with providing them ongoing support through financial education and other training opportunities. Through the grant acquired from the CCI Pakistan, the Kashf Foundation has helped more than 35 female entrepreneurs expand their businesses and increase their incomes. Coupled with the financial literacy trainings that the Kashf Foundation's Business Development Officers have undertaken with these clients, the clients have been able to improve their businesses, be better equipped to make financial decisions through more effective working capital management, and be in a better position to increase savings. This will allow their businesses to become sustainable and scalable, leading to economic empowerment and socio-political mainstreaming. CCI Pakistan aims to empower 100 more women by expanding to all the plants regions across Pakistan.



## "Living Rivers, Living Aegean Project" aims to protect the water resources in Büyük Menderes River.

### Living Rivers, Living Aegean Project

Büyük Menderes is one of the 25 river basins of Turkey. 74% of its water resources are used for agricultural practices and the remaining 26% for industrial, domestic and tourism purposes. Water contamination resulting from agricultural, industrial and domestic wastes is threatening the 2.5 million residents of the basin and the ecological value of the area. Living Rivers Living Aegean project was initiated to sustain the water resources of Büyük Menderes in terms of quality and quantity to meet the needs of residents and the ecosystem, as well as to help in the effort to decrease the negative effects placed on water reserves. The project is brought to life through the active collaborations of the Coca-Cola Life Plus Foundation, WWF-Turkey, the YADA Foundation the Aegean Association, EKODOSD Association and all the parties that use and manage water resources in the basin. The project focuses on the adoption of the Integrated Basin Management approach by stakeholders and aims to make this approach as the main principle of water policies. Objectives of the projects can be summarized as: production of an Atlas of the B. Menderes basin which will display basins geographical, social and socio-economic structure; the foundation of Living Menderes Initiative that will be established to ensure the sustainability of the Integrated Basin Management approach which will represent all stakeholders in decision making processes; and conducting Small Grants Program that will encourage non-governmental organizations to develop projects generating solutions to the problems of the basin.



### 'Every Drop Matters' in Azerbaijan Project

During the reporting period, the project we implemented in the village of Seyidi in Azerbaijan, aims for people to have access to clean drinking water and to make them aware of efficient water usage. During the first stage of the project, we realized that 90% of 650 houses only had access to low-quality underground water, and that the water need was a major obstacle to the development of the village, which has significant tourism potential due to its historical and natural fabric. Later, safe and the clean water requirement of the villagers were ensured by drilling artesian wells at strategic points, building a water tower and 4 fountains.



## Performance Indicators

### ECONOMIC AND CORPORATE

GOVERNANCE PERFORMANCE INDICATORS	2008	2009	2010	2011
Sales Volume (million unit cases)	533.4	586.5	665.4	761.7
Net Sales (million TL)	2,258.10	2,407.50	2,753.20	3,408.60
EBIT (million TL)	259.6	236.5	271.8	328.3
EBIT Margin	11.5	9.8	9.9	9.6
EBITDA (million TL)	375.3	368.7	435	486.9
EBITDA Margin	16.6	15.3	15.8	14.3
Net Income (million TL)	81.4	169.6	197.7	140.3
Net Income Margin (%)	3.6	7	7.2	4.1
Earnings per Share (TL)	0.0032	0.0067	0.0078	0.0055
Total Equity (million TL)	1,108.20	1,269.90	1,435.00	1,670.10
Total Assets (million TL)	2,447.30	2,863.60	3,014.00	3,787.60
Net Debt (million TL)	774.6	704.1	646.8	1,108.00
Corporate Governance Rating	-	8.3	8.43	8.5
Foreign Currency Senior Unsecured Rating and IDR	BB, Stable Outlook	BBB (-), Stable Outlook	BBB (-), Positive Outlook	BBB (-), Stable Outlook
Local Currency Senior Unsecured Rating and IDR	BBB, Negative Outlook	BBB, Stable Outlook	BBB, Stable Outlook	BBB, Stable Outlook

SOCIAL INDICATORS	2008	2009	2010	2011
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#### Lost Time Incident Rate (LTIR)

Turkey	2.42	0.9	1.01	1.42
Jordan	39	24	11	4.8
Kazakhstan	2	0	0.3	0
Azerbaijan	2	0	0	0

#### Lost Time Incident Severity Rate (LTISR)

Turkey	15.49	6.61	9.62	17.64
Jordan	25.68	31.82	18.37	74.24
Kazakhstan	58.58	-	0	0
Azerbaijan	4.97	-	2.13	0

#### Fatalities - Total\*

Turkey	0	1	1	3
Jordan	0	0	0	0
Kazakhstan	0	0	0	1
Azerbaijan	0	0	0	0

#### Total Hours Worked

Turkey	3,228,118	8,181,012	10,324,726	9,405,144
Jordan	1,479,616	1,238,040	971,008	915,899
Kazakhstan	951,810	596,192	1,363,127	1,231,340
Azerbaijan	562,880	543,360	843,520	929,920

#### 2011 Occupational Safety and Health Data

	Total Hours Worked	LTI Rate	Lost Days	Occupational Incidents Involving Death (Sub-employers)		Lost Time Incident Severity Rate	LTI Rate	Total Incident Rate	Total Absence Rate
				Occupational Incidents Involving Death (CCI)	Occupational Incidents Involving Death (CCI)				
Turkey	9,405,144	67	823	3	0	1.42	17.64	7.64	117.23
Kazakhstan	1,231,340	0	0	1	0	0	0	0	1,900
Azerbaijan	929,920	0	0	0	0	0	0	0	683
Jordan	915,899	22	340	0	0	4.8	74.24	1.83	340

\* Contractor accidents are included.

Calculations:

<b>LTI Rate</b>	Work incident or occupational illness with 1 or more day loss including incidents involving death
<b>Lost Time Incident Rate (LTIR)</b>	(Number of lost time incidents / occupational illnesses) x 200,000 / (Total Worked Hours During Reporting Period)
<b>LTI Severity Rate</b>	(Number of days lost due to occupational incidents) x 200,000 / (Total Worked Hours During Reporting Period)
<b>Total Incident Rate</b>	(Number of medical interventions made due to occupational incidents) x 200,000 / (Total Worked Hours During Reporting Period)
<b>Lost Workday</b>	The day that the employee is on (sick) leave due to illness, occupational illness, sickness or other reasons
<b>Absence Rate</b>	(Number of days of absence) x 200,000 / (Total Worked Hours During Reporting Period)
<b>Medical Intervention Incident</b>	Work incidents or occupational illnesses which require medical intervention beyond first aid

Lost Days	2008	2009	2010	2011
Turkey	250	264	391	823
Jordan	190	197	67	340
Kazakhstan	136	0	0	0
Azerbaijan	14	0	9	0

Total Incident Rate (TIR)	2008	2009	2010	2011
Turkey	2.98	1.14	2	7.64
Jordan	6.76	1.94	0	1.83
Kazakhstan	0.96	0	0	0
Azerbaijan	0.71	0	1.19	0

Absent Days	2008	2009	2010	2011
Turkey	404.54	64.81	125.79	117.23
Jordan	0	0	350.56	340
Kazakhstan	64.82	0	0	1.900
Azerbaijan	4.97	0	201.54	683

Total Training Hours	2008	2009	2010	2011
Turkey		76,851	39,237	97,896
Jordan		15,665	9,468	4,685
Kazakhstan		2,674	8,816	7,959
Azerbaijan		581	722	2,799

Number of Union Member Employees	2008	2009	2010	2011
Turkey	508	482	525	328
Jordan			NA	NA
Kazakhstan			0	0
Azerbaijan			0	0

Ratio of the Union Member Employees to All Employees (%)	2008	2009	2010	2011
Turkey	47.61	41.33	40.57	30
Jordan			NA	NA
Kazakhstan			0	0
Azerbaijan			0	0

Number of Training in 2011	Number of Trained Employees	Training Hours per Employee	Total Training Hours
Turkey	1,889	18,353	34,668
Jordan	292	16,045	4,685
Kazakhstan	3,050	2,610	7,959
Azerbaijan	650	4,306	2,799
<b>Total</b>			<b>50,111</b>

## Employee Indicators

### Turnover Rates by Gender and Total Number of Employees

		2009	2010	2011
Turkey	Male	10% (2,309)	11% (2,319)	11.6% (2,420)
	Female	12% (324)	15% (340)	14.4% (368)
Jordan	Male	34% (464)	33% (364)	32% (353)
	Female	16% (31)	25% (16)	6.7% (15)
Kazakhstan	Male	21% (681)	21% (585)	17% (502)
	Female	19% (122)	16% (109)	10% (97)
Azerbaijan	Male	16% (365)	6% (366)	8% (236)
	Female	23% (30)	3% (38)	12% (33)

### Employee Turnover Rates by Age (%)

		20-30	31-40	41-50	51-60	61 and Above	Total Number
Turkey	2010	56	35	8	1	0	296
	2011	57.8	36.7	4.9	0.6	0	327
Jordan	2010	65	27	8	0	0	125
	2011	62.6	27	10.4	0	0	115
Kazakhstan	2010	61	30	6	3	0	149
	2011	54	33	7	4	1	94
Azerbaijan	2010	54	29	17	0	0	24
	2011	65	31	4	0	0	23

### Employee Turnover Rates by Region

		2009	2010	2011
Turkey		10% (278)	11.4% (285)	11.7% (301)
Jordan		33% (165)	32.7% (125)	30% (115)
Kazakhstan		22.7% (183)	21.4% (149)	14.7% (94)
Azerbaijan		16.7% (66)	5.9% (24)	7.1% (19)

### Employee Breakdown by Education Status (%)

		2010	2011
Turkey	University and Above	45.5	48.7
	Other	54.5	51.3
Jordan	University and Above	22.6	25
	Other	77.4	75
Kazakhstan	University and Above	48.6	75.8
	Other	51.4	24.2
Azerbaijan	University and Above	50.4	51.3
	Other	49.6	48.7

### Employee Profile Indicators

	Turkey		Jordan		Kazakhstan		Azerbaijan	
	2010	2011	2010	2011	2010	2011	2010	2011
<b>Employee Breakdown by Status (%)</b>								
Blue Collar	32	69.4	48.2	47	45.7	59	59.3	57
White Collar	68	30.6	51.8	53	54.3	61	40.7	43
<b>Employee Breakdown by Gender (%)</b>								
Female	12.8	13.1	4.2	4	16	16.1	11.8	12
Male	87.2	86.9	95.8	96	84	83.9	88.2	88
<b>Employee Breakdown by Contract Type (%)</b>								
Permanent	99.5	99.7	99.4	99	100	100	67.5	100
Temporary	0.5	0.3	0.6	1	0	0	32.5	0



**Employee Breakdown by Age (%)**

		20-30	31-40	41-50	51-60	61 and Above	Total Number
Turkey	2010	39.6	43.4	15.7	1.2	0.1	2,659
	2011	39.7	42.9	16.3	1.1	0.1	2,820
Jordan	2010	35	45	18	2	0	380
	2011	37	41	20	2	0	368
Kazakhstan	2010	44	36	14	6	0	694
	2011	44	33	14	8	0	599
Azerbaijan	2010	46	31	17	6	0	404
	2011	42	31	18	9	0	269

**Employee Breakdown by Seniority (%)**

		0-5	6-10	11-15	16-20	21-25	25+	Total Number
Turkey	2010	58.9	14.8	18.1	6.6	1.5	0.1	2,659
	2011	59	17.1	16.5	6.2	1.1	0.1	2,820
Jordan	2010	54	18	23	5	0	0	380
	2011	56	14	22	8	0	0	368
Kazakhstan	2010	73	17	9	1	0	0	694
	2011	68	21	8	3	0	0	599
Azerbaijan	2010	71	11	17	1	0	0	404
	2011	68	13	18	1	0	0	269

**2011 Local Employment Rate in International Operations by Level (%)**

	Turkey	Jordan	Kazakhstan	Azerbaijan
Executives	90	33	29	60
White-collar including executives	100	99	99	96
Blue Collar	100	100	100	100

**Overtime Hours in Full Time Equivalent per Total Headcount (%)**

	2010	2011
Turkey	2.6	1.38
Jordan	4.6	1.53
Kazakhstan	4.1	3
Azerbaijan	3.1	4.6

**The Ratio of Female Executive Personnel to Male Executive Personnel (%)**

	2010	2011
Turkey	27	30
Jordan	0	2
Kazakhstan	20	21
Azerbaijan	18	13

**2011 Distribution of Executive Employees by Age Group (%)**

	30 Under	30 - 50	50 Above	Total
Turkey	*	*	11	100
Jordan	N/A	N/A	N/A	100
Kazakhstan	0	84	16	100
Azerbaijan	10	82	8	100

\* Independent members of the Executive Board were not included in these statistics.

## 2011 Environmental Performance Indicators

2011 Material Used (tons)	Azerbaijan	Jordan	Kazakhstan	Turkey
Concentrate	1,485	204	2,892	35,389
Sugar	13,848	6,414	27,493	184,855
CO <sub>2</sub>	3,129	782	2,483	23,473
Metal Cap	-	61	-	683
Plastic Cap	599	100	1,035	4,291
Bottle, PET	5,803	1,200	10,816	49,088
Glass	-	284	-	19,814
Tetrapak	-	-	792,484	4,196
Paper	500	190	830	7,714
Wooden Pallet	100	1,334	181	5,047
Aluminum Box	-	820	375	8,363
Shrink and Transport Package of Products	419	200	760	6,250

### 2011 Amount of Waste by Disposal Method

	Total Waste (tons)	Total Recycled and Recovered Waste (tons)	Total Hazardous Waste (tons)	Waste Ratio (g/l)	Waste Storage** (tons)	Composting (tons)	Incineration** (ton)
Turkey	9,162	8,700	3.4	91	389	0	47
Jordan	771	685	11.2	1	86	0	0
Kazakhstan	627	335	2.6	0	31	0	0
Azerbaijan	205	189	1.2	1	0	0	0

Water Consumption (m <sup>3</sup> )	2007	2008	2009	2010	2011
Ankara	584,978	565,119	469,378	508,865	505,700
Çorlu	895,729	739,249	657,401	675,480	752,059
Mahmudiye	78,943	301,460	288,171	285,313	325,179
Mersin	608,172	545,796	496,171	560,964	528,157
Izmir	509,275	521,647	484,356	481,424	520,208
Bursa	568,837	704,806	795,202	729,862	777,493
Köyceğiz	-	-	16,654	61,477	131,451
Elazığ	-	-	208,558	255,064	310,290
<b>Turkey</b>	<b>3,245,934</b>	<b>3,378,077</b>	<b>3,415,891</b>	<b>3,558,449</b>	<b>3,850,537***</b>
<b>Jordan</b>	<b>257,077</b>	<b>231,106</b>	<b>155,040</b>	<b>140,904</b>	<b>137,847</b>
<b>Kazakhstan</b>	<b>211,975</b>	<b>384,835</b>	<b>344,497</b>	<b>422,064</b>	<b>510,591</b>
<b>Azerbaijan</b>	<b>346,623</b>	<b>344,830</b>	<b>302,263</b>	<b>305,164</b>	<b>306,059</b>
<b>Total</b>	<b>4,061,609</b>	<b>4,338,848</b>	<b>4,217,691</b>	<b>4,426,581</b>	<b>4,805,034</b>

Water Use Ratio (L/L)	2007	2008	2009	2010	2011
Turkey	1.55	1.46	1.50	1.42	1.42***
Jordan	2.38	1.89	1.82	1.97	2.00
Kazakhstan	1.71	2.34	1.86	1.75	1.70
Azerbaijan	1.66	1.97	2.03	1.73	1.74

Energy Use Ratio (MJ/L)	2007	2008	2009	2010	2011
Turkey	0.258	0.233	0.234	0.223	0.255***
Jordan	0.620	0.570	0.517	0.505	0.455
Kazakhstan	1.030	0.520	0.330	0.309	0.333
Azerbaijan	0.280	0.280	0.270	0.228	0.222

CO <sub>2</sub> Emission Ratio (g/L)	2007	2008	2009	2010	2011
Turkey	25.55	27.53	28.97	28.95	30.10***
Jordan	80.29	57.24	64.06	72.44	56.03
Kazakhstan	116.29	89.85	68.15	56.90	49.46
Azerbaijan	51.81	62.13	60.51	53.54	49.44

\*\* Storage: Includes domestic and hazardous waste. Incineration: hazardous waste burnt in certified plants.

\*\*\* These numbers have received limited assurance from an independent assurance firm ("PwC").

	2007	2008	2009	2010	2011
<b>Amount of Direct Energy Consumed by Primary Energy Sources (Million MJ)</b>					
Heavy Fuel Oil	25.31	36.41	8.63	6.40	8.29
Light Fuel Oil	156.28	142.02	58.48	69.84	14.79
Propane	80.98	69.22	71.4	73.21	79.61
Natural Gas	246.47	286.79	210.62	186.31	232.73
Vapor	-	-	-	-	49.48
<b>Total</b>	<b>509.04</b>	<b>534.44</b>	<b>349.13</b>	<b>335.76</b>	<b>384.90</b>
<b>Turkey</b>					
Heavy Fuel Oil	17.23	0.28	0	0	0
Light Fuel Oil	5.55	20.75	4.24	5.36	5.57
Propane	76.37	58.60	53.87	57.55	62.91
Natural Gas	161.80	167.48	153.38	141.05	232.73
<b>Total</b>	<b>260.95</b>	<b>247.11</b>	<b>211.49</b>	<b>203.96</b>	<b>301.21</b> ***
<b>Jordan</b>					
Heavy Fuel Oil	0	0	0	0	0
Light Fuel Oil	34.87	30.42	16.87	23.56	7.81
Propane	0	0.01	10.24	7.56	4.74
Natural Gas	0	0	0	0	0
<b>Total</b>	<b>34.87</b>	<b>30.43</b>	<b>27.11</b>	<b>31.12</b>	<b>12.55</b>
<b>Kazakhstan</b>					
Heavy Fuel Oil	0	25.32	0	0	0
Light Fuel Oil	73.82	48.84	1.84	1.71	0
Propane	4.61	7.72	5.64	6.48	10.07
Natural Gas	84.67	119.31	57.24	45.26	0
Vapor	-	-	-	-	49.48
<b>Total</b>	<b>163.1</b>	<b>201.19</b>	<b>64.72</b>	<b>53.45</b>	<b>59.55</b>
<b>Azerbaijan</b>					
Heavy Fuel Oil	8.08	10.81	8.63	6.40	8.29
Light Fuel Oil	42.04	42.01	35.53	39.21	1.41
Propane	0	2.89	1.65	1.62	1.89
Natural Gas	0	0	0	0	0
<b>Total</b>	<b>50.12</b>	<b>55.71</b>	<b>45.81</b>	<b>47.23</b>	<b>11.59</b>
<b>Indirect Energy Consumption (Purchased Power) (Million MJ)</b>					
	2007	2008	2009	2010	2011
Turkey	442.89	552.22	512.18	471.22	477.71
Jordan	324.51	413.81	403.28	353.97	390.93
Kazakhstan	31.75	28.30	22.40	18.79	18.77
Azerbaijan	34.77	57.39	38.70	46.44	40.61
	51.86	52.72	47.80	52.02	27.40
<b>Direct Emissions (Tons equivalent CO<sub>2</sub>)</b>					
	2007	2008	2009	2010	2011
Turkey	14,363	13,418	11,242	10,918	16,764
Jordan	2,455	2,142	1,796	2,108	832
Kazakhstan	9,745	11,781	3,355	2,790	6,478
Azerbaijan	3,553	3,924	3,234	3,327	3,020
<b>Total</b>	<b>30,116</b>	<b>31,265</b>	<b>19,627</b>	<b>19,143</b>	<b>27,094</b>
<b>Indirect Emissions (Tons equivalent CO<sub>2</sub>)</b>					
	2007	2008	2009	2010	2011
Turkey	39,017	50,372	53,570	61,557	64,923
Jordan	6,201	4,824	3,656	3,074	3,027
Kazakhstan	10,980	8,290	5,149	8,114	8,384
Azerbaijan	7,273	6,934	5,791	6,136	5,671
<b>Total</b>	<b>63,471</b>	<b>70,420</b>	<b>68,166</b>	<b>78,881</b>	<b>82,005</b>

\*\*\* These numbers have received limited assurance from an independent assurance firm ["PwC"].

**3<sup>rd</sup> Party Fleet Emissions (Fuel Used)**

(Tons equivalent CO <sub>2</sub> )	2007	2008	2009	2010	2011
Turkey	33,109	41,522	34,528	38,205	32,319
Jordan	N/A	N/A	382	1,959	1,875
Kazakhstan	1,938	1,954	1,241	1,486	1,095
Azerbaijan	799	445	1,074	1,092	1,400
<b>Total</b>	<b>35,846</b>	<b>43,921</b>	<b>37,225</b>	<b>42,742</b>	<b>36,689</b>

**Cooler Emissions (electricity used)**

(Tons equivalent CO <sub>2</sub> )	2009	2010	2011
Turkey	263,997	288,559	304,379
Jordan	21,446	22,572	22,820
Kazakhstan	29,928	29,611	35,069
Azerbaijan	7,163	9,121	8,950
<b>Total</b>	<b>322,534</b>	<b>349,863</b>	<b>371,218</b>

**Electricity Cooler Emissions**

(electricity used) (kWh)	2009	2010	2011
Turkey	552,052,501	582,619,602	634,217,549
Jordan	36,500,000	38,325,000	39,306,850
Kazakhstan	62,478,875	67,470,250	73,051,992
Azerbaijan	16,425,000	21,900,000	20,184,500
<b>Total</b>	<b>667,456,376</b>	<b>710,314,852</b>	<b>766,760,891</b>

**CO<sub>2</sub> Conversion Factors**

(kg CO <sub>2</sub> emissions produced by 1 kWh electricity consumption)	2010	2011	Change %
Azerbaijan	0.416464	0.4434248	6.47384309
Kazakhstan	0.438879	0.4800584	9.38275982
Turkey	0.495279	0.4799290	-3.0992632
Jordan	0.588976	0.580548	-1.4309247

**Ozone-depleting Substance Emissions by Weight**

		ODS - CFC Emissions - kg	ODS - HCFC Emissions - kg	ODS - Halon Emissions - kg
Azerbaijan	2010	325	266	N/A
	2011	256	266	N/A
Jordan	2010	N/A	182	N/A
	2011	N/A	144	N/A
Kazakhstan	2010	181	0	0
	2011	136	0	0
Turkey	2010	41	190	0
	2011	0	0	0

**Environmental Investments in CCI Factories Implemented within the Last 3 Years (\$)**

	Water	Energy	Water Minimization Project (TCCC & UNDP)	Packaging
Izmir	315,000	55,000		30,000
Mersin	82,000	437,000		
Çorlu	35,000	90,000		1,017,000
Ankara	120,000	105,000	350,000	
Elazığ	-	-	-	-
Bursa	115,000	275,000		2,020,000****
Sapanca	-	-	107,400	-
Köyceğiz	-	17,000	-	-
SOD Project (Bursa, Sapanca, Köyceğiz)				3,200,000
New type block blowing and filling machine (no-wash) - Köyceğiz	3,293,500			
<b>Total</b>	<b>4,067,900</b>	<b>979,000</b>	<b>350,000</b>	<b>6,267,000</b>

\*\*\*\* Only PET and tetra200.

## Glossary

**AA Audit Standard (AA1000AA):** The only standard in the world that inspects the sustainability disclosures of corporations with respect to their priorities, integrities and principles. (<http://www.accountability21.net/publications>)

**AA1000 Standards:** A series that was developed in 1999, by AccountAbility, a global, not-for-profit self-managed partnership, which provides a framework to help organizations build their accountability and social responsibility through quality social and ethical accounting, auditing and reporting. (<http://www.accountability21.net>)

**AA1000SES (AA1000 Stakeholder Engagement Standard):** Stakeholder engagement standard, developed by AccountAbility, the AA1000SES Provides a principles-based, open source framework, for designing, implementing, evaluating and assuring the quality of stakeholder engagement.

**Accountability Rating:** Established by the CSR Consulting Network and AccountAbility, this is a measurement tool to calculate how responsibly companies maintain their activities, and their economic, social, and environmental impacts.

**Anadolu Vakfı (Anatolian Foundation):** An organization that invests in areas related to community health and education. The foundation was established 25 years ago in Turkey and has completed more than 40 projects to date which include hospitals, health centers, schools, student dormitories and sports complexes.

**ASC:** Ankara Sales Center.

**BASIS (Beverage Advanced Standard Information System):** The Beverage Advanced Standard Information System is a sales accounting software used by a great number of Coca-Cola bottlers throughout the World.

**Bottler:** A business like Coca-Cola İçecek that buys concentrates, beverage bases, or syrups made available by The Coca-Cola Company, which manufactures, packages, merchandises and distributes the final branded beverages to customers and vending partners, who then sell those products to consumers.

**Brand Protection Group:** An organization, formed by a large number of national and international companies that operate in Turkey, to fight against forgery.

**Business Unit:** Units responsible of the management of Coca-Cola operations in more than one country i.e. Eurasia and Africa Business Unit.

**Cancun Communiqué on Climate Change:** Combating climate change, the communiqué was signed in December 2010. Based on the continuity of progress achieved by the Copenhagen Communiqué in a global context, it aims to maximize the efforts of participating governments and companies.

**Carbon Disclosure Project (CDP):** The Carbon Disclosure Project is initiated to collect and share information which supports the combat against climate change of companies, investors and governments in 2000. The project is the first and only institution reporting globally how companies manage risks pertaining to climate change.

**CCI Campus:** CCI's training and development structure.



**CCI Corporate:** Coca-Cola İçecek's division responsible for the whole corporate performance including international and Turkey operations.

**CCI Turkey:** Coca-Cola İçecek's division responsible for operations in Turkey.

**CCI:** Coca-Cola İçecek A.Ş.

**CFC:** Chlorofluorocarbon. One of the green house gases which has global warming effect.

**Climate Platform - Turkey Climate Change Leaders Group:** Founded by collaboration of TÜSİAD and REC Turkey, and with the participation of leading companies from different sectors, the organization works on combating climate change while supporting a low carbon economy.

**CO<sub>2</sub>:** Carbon dioxide. One of the green house gases which has global warming effect.

**Coca-Cola Almaty Bottlers (CCAB):** CCI's affiliate in Kazakhstan.

**CokePort:** Coca-Cola İçecek's intranet portal.

**Concentrate:** A product manufactured by The Coca-Cola Company or other beverage company, sold to bottlers to prepare finished beverages through the addition of sweeteners and/or water.

**Copenhagen Communiqué on Climate Change:** Prepared by the business world under the leadership of the United Nations and signed in December 2009, the Copenhagen Communiqué determines grounds for compromise, and the steps to be taken in combating climate change by the world's leading economic and political players.

**Corporate Social Responsibility:** Corporations and institutions voluntarily making the social, environmental and economic concerns of the society part of their activities and their relations with their stakeholders, thereby acting towards all of their stakeholders and the entire society in an ethical and responsible manner, and by making and implementing decisions accordingly.

**Customer:** An individual store, retail outlet, restaurant, or a chain of stores or businesses that sells or serves our products directly to consumers.

**ÇEVKO:** Environmental Protection and Packaging Waste Recovery and Recycling Trust.

**DEİK:** Foreign Economic Relations Board.

**EBITDA (Earnings Before Interest Tax Depreciation and Amortization):** The income obtained by adding depreciation expenses to the company's net business income while providing a more objective evaluation by-passing tax and investment expenses when measuring the profitability of the company.

**EFQM Excellence Model:** Management system, founded by European Foundation of Quality Management (EFQM), to achieve sustainable excellence.

**ERP:** Corporate Resource Planning.

**Fitch Ratings:** One of the world's three leading credit rating foundations.

**FSSC 22000:** Food Safety Systems Certification Scheme.

**G3 Guidelines:** The latest reporting guidelines published by GRI in 2006. (<http://www.globalreporting.org>)

**GDP:** Gross Domestic Product.

**Global RED Best Case Award:** The award determining the best sales practices granted to bottlers worldwide by TCCC.

**Global Reporting Initiative (GRI):** It is the world's most widely used reporting frame that was founded in 1997 and that became a partner of UNEP (United Nations Environment Programme) in 1999. Multinational companies, SMEs, public corporations, municipalities, NGOs and Universities around the world report their social, environmental and economic performances in accordance with GRI guidelines. The contents of the GRI reporting guidelines which is an open source is prepared on an online platform in which universities, companies, NGOs and anyone interested can participate. (<http://www.globalreporting.org>)

**HACCP TS 13001:** Hazard Analysis & Critical Control Points TS 13001

**Halon:** Chemical compound used to fight fire.

**HC:** Hydrocarbon.

**HCFC:** Hydrochlorofluorocarbon.

**HFC:** Hydrofluorocarbon.

**HFCS (High Fructose Corn Syrup):** Corn syrup with high levels of fructose. Processed from corn as a substitute sweetener to crystal sugar.

**IMCR (Incident Management and Crisis Resolution):** A sustainable program applied in the whole Coca-Cola System, designed to prevent the incidents and crisis.

**International Labour Organisation; ILO:** Headquartered in Geneva, ILO is a global organization founded to develop labor laws, relevant implementations and standards in member countries.

**ISO:** International Standardization Organisation.

**ISO 9001:** Quality Management System Standard released by ISO.

**ISO 14001:** Environment Management Standard released by ISO.

**KalDer:** Turkish Quality Association.

**Lean 6 Sigma:** Lean production integrated with 6 Sigma.

**LPG:** Liquefied petroleum gas.

**MEDER:** Beverage Industry Association.

**MEYED:** Fruit Juice Industry Association.

**NOx:** Nitrogen oxide.

**OHSAS 18001:** Occupational Health & Safety Management System Standard.

**On-Premise:** Outlets where consumers buy soft drinks for immediate consumption at or near the point-of-sale.

**PAS 220 (Publicly Available Specification 220):** An open public specification standard prepared for detailing the precise implementation of the requirements of the ISO 22000 standard, pertaining to pre-requisite programs.

**PET (polyethylene terephthalate):** The material from which CCI's plastic bottles are manufactured.

**PM:** Particulate matter.

**Preform:** Intermediate product used in the production of PET bottles.

**Preseller (sales representative):** Employee at the sales department who take the orders.

**Ready to drink beverage:** Beverage in a prepared form, ready for consumption. Alcohol free sparkling beverages, juices, nectar and sweetened waters, ice teas, sports and energy drinks, bottled waters, HOD waters and ayran are included in this group.

**Shrink:** Raw material used in product packaging.

**SKU:** Stock keeping unit, product or product group that has different brand code/codes but counted as one sales unit.

**Sparkling Beverage:** Non-alcoholic beverage containing flavorings and sweeteners. Excludes, among other beverages, waters and flavored waters, juices and juice drinks, sports drinks, and teas and coffees.

**Stakeholder engagement:** Mechanisms that enable stakeholder expectations and suggestions to be represented in the management structure of the company.

**Stakeholder:** Persons or groups who directly or indirectly affect or are affected by the activities of corporations and institutions.

**Still Beverage:** Non-alcoholic non-sparkling beverage including, but not limited to, waters and flavored waters, juices and juice drinks, sports drinks, and teas and coffees.

**SUDER:** Packed Water Manufacturers Association.

**Sustainability:** The ability to render development sustainable by meeting the needs of the present without compromising the ability of future generations to respond to their own needs. (United Nations Commission on Environment and Development - 1987)

**Sustainable Development:** Sustainable development is the actualization of economic growth and welfare increasing efforts while protecting the environment and the quality of life of all human beings living on earth. (United Nations Commission on Environment and Development - 1987)

**TABA:** Turkish - American Business Association.

**TCCEOSH:** The Coca-Cola Environmental and Occupational Safety and Health System.

**TCCF:** The Coca-Cola Company Foundation.

**TCCMS:** The Coca-Cola Company Management System.

**TCCQS:** The Coca-Cola Quality System.

**TEİD:** Turkish Ethics and Reputation Society.

**TGDF:** Federation of Food and Drink Industry Associations of Turkey.

**The 2°C Challenge Communiqué:** While expressing the advantages of sustainable progress and green economy perception, the Communiqué aims to share with the business world the necessity of promptly limiting global warming to 2°C, and underlines the importance of international collaboration and effective market mechanisms.

**The Coca-Cola Company (TCCC):** Founded in 1886, The Coca-Cola Company is the world's leading manufacturer, marketer and distributor of non-alcoholic beverage concentrates and syrups that are used to produce more than 230 beverage brands. The Coca-Cola Company's corporate headquarters are in Atlanta with local operations in nearly 200 countries around the world.

**The Coca-Cola System (TCCS):** TCCC and more than 300 bottling partners around the world formed a special name for the system.

**The Coca-Cola Turkey System:** The system including TCCC Turkey and CCI Turkey operations.

**The Coca-Cola Bottling Company of Jordan (CCBCJ):** CCI's affiliate in Jordan.

**The Stevie Awards:** World's Leading Business Awards announced annually in various categories.

**TOBB:** The Union of Chambers and Commodity Exchanges of Turkey.

**TSE:** Turkish Standards Institution.

**TS EN 50001:** Energy Management System Standard released by TSE.

**Turkmenistan Coca-Cola Bottlers (TCCB):** CCI's affiliate in Turkmenistan.

**TÜSİAD:** Turkish Industry and Business Association.

**TÜYİD:** Investor Relations Association.

**UN Convention Against Corruption:** The first international convention against corruption, UNCAC is a communiqué that obliges member countries to apply certain measures pertaining to the related laws, institutions, and implementations.

**UNGC - United Nations Global Compact:** The United Nations Global Compact - which aims to support socio-economic development of the private sector by adopting the 10 universal principles in the contract.

**Unit Case:** Unit of measurement that is the equivalent to 5,678 liters, in other in other words, 24 servings or 192 American standard ounces.

**Unit Case Volume:** Number of unit cases that the company sells to its customers. It is considered an excellent indicator of the underlying strength of soft drink sales in a particular market.

(1 Unit Case = 5,6789 liters)

**Volume:** The number of physical cases of products directly or indirectly sold to our customers.

**Voyage:** A solution package consisting of office and mobile applications, with which our distributors track their sales and distribution operations. At the same time, the mobile application side is used by CCI direct distribution sales teams for collecting orders and other field sales activities.

**YASED:** International Investors Association.

**2020 Vision:** The structure for the Coca-Cola System's sustainability targets and approach.



## CCI Water, Energy Use and Carbon dioxide Emissions Reporting Guidance

This Water, Energy Use and Carbon dioxide Emissions Reporting Guidance ("WECRG") document supports the preparation and reporting of energy consumption, carbon dioxide emissions and water consumption data by the CCI Turkey (the "Company"). It is the responsibility of Company management to ensure that appropriate procedures are in place to prepare its energy consumption, carbon dioxide emissions reporting and water consumption in line with, in all material respects, the WECRG.

All data up to and including FY11 (financial year ending 31 December 2011) only comprises the relevant operations in Turkey, excluding all international operations. The data for the year, therefore, do not represent the entire CCI Operations.

### General Reporting Principles

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

- Information Preparation - to highlight to users of the information the primary principles of relevance and reliability of information; and
- Information Reporting - the primary principles are comparability / consistency with other data including prior year and understandability / transparency providing clarity to users.

### Key Definitions

For the purpose of this report, the company defines:

#### Energy and Carbon dioxide Emissions

- 'Energy' to mean electricity, natural gas, diesel / gasoline, fuel oil and LPG. For the purpose of this report, energy does not include alternative forms of fuel, such as bio-waste, bio-mass, bio-diesel, 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' means the energy used during the reporting year (1 January to 31 December), being the energy purchased during the period. Energy consumption data includes energy used in the operation of on-site industrial facility and manufacturing processes, including electrical systems, heating, lighting, on-site transportation, air circulation, air conditioning (HVAC system). Manufacturing processes refer to the energy consumed in the core bottling operation.
- 'Carbon dioxide emissions' means the carbon dioxide gas emitted as a result of the energy consumption during the reporting year (1 January to 31 December). Carbon dioxide emissions refer to all production processes such as bottling and preform injection processes. Among the Turkey operations, only the Ankara, Çorlu and Sapanca operations include preform injection processes in addition to the bottling operations. The plants includes production buildings, water treatment units, wastewater treatment units, warehouses, laboratories, administration buildings and technical service operations.

Where the plant has on-site generated energy, the related energy consumption is defined as the energy of the generation fuel (e.g. for on-site diesel fired electricity generator, the energy consumption will be the diesel used rather than the electricity output of the generator).

**Energy Use Ratio (Mega Joule of energy consumed per liter of product produced):** Sum of all individual energy sources (MJ) / Production volume (liters).

## Water

- 'Water' refers to the total water used by the facility, from all sources, including well, spring water and collected rain water. Collected rain water is not included in the water consumption.
- 'Water consumption' refers to the water used during the reporting year (1 January to 31 December). Water consumption data includes the water used for production, water-treatment, boiler makeup, cooling (contact and non-contact), cleaning and sanitation, backwashing filters, irrigation, washing trucks and other trucks, kitchen or canteen, toilets, sinks and fire control.

**Water Use Ratio (Liters of water per liter of product produced):** Total Water Use (Liters) / Production Volume (Liters)

## Scope of Reporting

For FY11 and comparative periods presented, energy consumption, carbon dioxide emission and water consumption data relate to the energy consumed in Turkey by the Company's:

- Industrial sites in Turkey, comprised of bottling facilities together with the secondary operations such as pre-form manufacturing, bottle blowing and lift truck operation;
- Technical service operations,
- Administrative buildings located at the industrial sites and
- Own transportation of materials and products within the industrial plant sites. (eg forklift operations)

The following energy consumption fields are omitted from the scope of reporting:

- Energy used outside of the factory gate. For example, the transport from suppliers, to customers, in between Company locations, or business travel (even if they involve vehicles belonging to the site), and employee commuting;
- Energy used by third parties in the manufacture / production of purchased raw materials, products and other supplies;
- Energy used in the use / consumption and disposal of manufactured products;
- Energy in respect of outsourced and contracted operations / manufacturing (i.e. activities contractually performed by third parties);
- Energy used in the cooling of products (off-site)
- Energy used in the headquarter office and
- Carbon dioxide equivalent emissions arising from other greenhouse gases on the basis that these are not material.

Energy consumption, carbon dioxide emissions and water consumption from the acquisitions and the disposals are included and terminated respectively from the date of contractual completion of the transfer of asset ownership / leasehold. This is consistent with the CCI Operations' financial reporting.

## Data Preparation

### Energy consumption

Energy consumption data are reported for electricity, and primary fuel sources, which are comprised of natural gas, diesel, LPG, and fuel oil. Electricity and natural gas, data are obtained from supplier meters and reconciled with internal meters (when available) and/or service provider invoices. Diesel, LPG, and fuel oil consumption data are obtained from the supplier invoices.

The CCI Operations has used the following published conversion factors:

- For electricity, the unit of supply is invoiced in kWh. Then for calculation of energy use ratio kWh is converted to MJ with the conversion factor 3,6.
- For natural gas, the unit of supply is invoiced in m<sup>3</sup>. Then for the calculation of energy use ratio, cubic meters is converted to MJ with the conversion factor 37,3.
- For fuels other than natural gas (diesel, LPG and fuel oil), energy conversion factors (from liters or kilograms to Mega Joule) are obtained from the calculation tool provided by TCCC (The Coca-Cola Company) Default Factors.

### Carbon dioxide emissions

Carbon dioxide emissions are calculated by the Company using published conversion factors. Conversion factors enable the determination of the amount of carbon dioxide released into the atmosphere per unit of energy consumption. Different types of energy sources have different conversion factors reflecting their carbon dioxide intensity. In future periods, conversion factors may be updated to reflect the changes / improvements in published data. Following conversion factors are used:

- For fuels (such as natural gas, diesel and LPG), conversion factors are obtained from the calculation tool provided by TCCC (The Coca-Cola Company) Default Factors and Calculation Tool which is based on GHG Protocol Standards.

#### TCCC Default Factors:

1 MJ natural gas: 0,05049 kg CO<sub>2</sub>  
1 MJ LPG: 0,0594 kg CO<sub>2</sub>  
1 MJ diesel, light fuel oil: 0,0704 kg CO<sub>2</sub>

- For electricity, conversion factors are obtained from The International Energy Agency (IEA, 2009) and shared by TCCC to be used in all Coca-Cola System.

IEA (2009) conversion factor for Turkey:

1 kWh electricity: 0,4799290 kg CO<sub>2</sub>

### Water Consumption

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

### Restatements

The measuring and reporting of carbon dioxide emissions data inevitably involves a degree of estimation to some extent. In exceptional circumstances, restatements of prior year's reported emissions may be required. Restatements are considered where the data differs by the rate of more than 5% at Company level.

# United Nations Global Compact Communication on Progress Index

## Human Rights

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- Principle 1:** Businesses should support and respect the protection of internationally proclaimed human rights and; p. 40-42
- Principle 2:** Make sure that they are not complicit in human rights abuses p. 40-42

## Labour Standards

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- Principle 3:** Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining; p. 42
- Principle 4:** The elimination of all forms of forced and compulsory labour; p. 39-47
- Principle 5:** The effective abolition of child labour; and p. 39-47
- Principle 6:** The elimination of discrimination in respect of employment and occupation. p. 40-42

## Environment

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- Principle 7:** Businesses should support a precautionary approach to environmental challenges; p. 17-37
- Principle 8:** Undertake initiatives to promote greater environmental responsibility; and p. 5, 17-37, 62-65
- Principle 9:** Encourage the development and diffusion of environmentally friendly technologies. p. 17-37

## Anti-Corruption

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- Principle 10:** Businesses should work against corruption in all its forms, including extortion and bribery.

CCİ Code of Ethics: <http://www.cci.com.tr/userfiles/en/COCA-COLA-CODE-OF-ETHICS.pdf>

## GRI Indicators Table

GRI INDICATORS	REFERENCE	PAGE	NOTES	RESPONSE
<b>Profile Indicators</b>				
1.1	Message from the CEO	2-3		Full
1.2	Message from the CEO	2-3		
	Corporate Governance	15-16		
	Achievements in 2011	5		
	Corporate Social Responsibility Approach	11-13		Full
	Climate Protection and Emission Management	20		
2.1	Contact	Inside Back Cover		Full
2.2	CCI at a Glance	10		Full
2.3	CCI at a Glance	8-9		Full
	2011 Annual Report	44-49		
2.4	Contact	Inside Back Cover		Full
2.5	CCI at a Glance	8-9		Full
2.6	2011 Annual Report	48-49		Full
2.7	CCI at a Glance	8-9		Full
2.8	CCI at a Glance	8-10		
	Performance Indicators	66		Full
	2011 Annual Report	52-53		
2.9	GRI Indicators Table		Detailed information about significant changes in reporting period can be obtained from Announcements section located at <a href="http://cci.com.tr/en/investor-relations/announcements/">http://cci.com.tr/en/investor-relations/announcements/</a>	Full
2.10	CCI Journey of Sustainability	7		
	Corporate Governance	15-16		
	Reducing Material Usage in Product Packaging	36		Full
	Occupational Health and Safety	43		
	Employee Engagement and Internal Communication	47		
3.1	About the Report	1		Full
3.2	About the Report	1		Full
3.3	About the Report	1		Full
3.4	Contact	Inside Back Cover		Full
3.5	About the Report	1		
	Corporate Social Responsibility Approach	11-12		Full
3.6	About the Report	1		Full
3.7	About the Report	1		Full
3.8	About the Report	1		Full
3.9	About the Report	1		Full
3.10	About the Report	1		Full



3.11	About the Report	1		Full
3.12	GRI Indicators Table	83-90		Full
	UNGC Table	82		Full
3.13	Assurance Statement	91		Full
4.1	Corporate Social Responsibility Approach	11		Full
	2011 Annual Report	44-45, 71		Full
4.2	2011 Annual Report	44-45		Full
4.3	2011 Annual Report	68		Full
4.4	Stakeholders Engagement	14		
	Equal Opportunities for Everyone	41		Full
	Employee Engagement and Internal Communication	47		
	2011 Annual Report	64-65		
4.5	2011 Annual Report	71		Full
4.6	Code of Ethics	12		Full
	2011 Annual Report	71		
4.7	2011 Annual Report	44-45, 68		Full
4.8	Corporate Social Responsibility Approach	11-13		Full
4.9	Message from the CEO	2		
	Corporate Social Responsibility Approach	11-13		Full
	Climate Protection and Emission Management	20		
4.10	2011 Annual Report	70		Full
4.11	Corporate Governance	16-17		Full
	2011 Annual Report	69		
4.12	CCI Journey of Sustainability	6-7	Signed in 2009, CCI- in all country operations- provide compliance to United Nations Global Compact	Full
	Stakeholder Engagement	14		
4.13	Stakeholder Engagement	14		Full
4.14	Stakeholder Engagement	14		Full
	2011 Annual Report	64-65		
4.15	Corporate Social Responsibility Approach	11		Full
	Stakeholder Engagement	14		
4.16	Stakeholder Engagement	14	We employ multiple types of stakeholder engagement practices, frequency of which varies by type. Engagement practices like survey, researches and other implications, which are realized as a part of a certain system or process, are employed at least annually. Public disclosure engagements are realized in quarterly or in annual basis, however we also employ adhoc communication tools in case of a significant situation. Other engagement practices are realized on adhoc basis when a certain need is occurred.	
	2011 Annual Report	64-65		Full

4.17	Product Responsibility 2011 Annual Report	56-57 64-65	Full
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**Management Approach**

DMA SC		Our Environmental Approach p. 17; Water Management p.29; Preserving Water Resources p.33; Equal Opportunities for Everyone p. 41; Product Processes p.50; Raw Material and Supply Chain p.51; Supplier Audits p.52	Full
DMA EC		Message from the CEO p. 2; CCI at a Glance p.9-10; Climate Protection and Emission Management p.20; Equal Opportunities for Everyone p. 41; Raw Material and Supply Chain p. 51; Performance Indicators p. 66; Performance Indicators p. 70-71; Economic Development p. 60; Social Development p. 60, 61, 62, 63, 64, 65; 2011 Annual Report p. 80-84, 110, 112-114;	Full
DMA EN		Recycling of Product Packages p. 37; 2011 Environmental Performance Indicators p.70; Energy Management p. 22; Energy Efficiency Projects in 2011 p. 23-24; Cooling Practices p. 26; 2011 Environmental Performance Indicators p.71; Reducing Water Consumption p. 30-31; Wastewater Management and Reclamation p. 31-32; Preserving Water Resources p. 33; Climate Protection and Emission Management p. 20, 21, 22, 23, 24, 25, 26, 27; Energy Management p. 21-22; Water Management p. 30; Sustainable Packaging p.36-37; Managing the Impact of Transportation and Logistics p. 25; 2011 Environmental Performance Indicators p. 72; GRI Indicators Table EN28	Full
DMA LA		Employee Rights p. 40-41; Union Rights in CCI p. 42; Employee Indicators p. 68; GRI Indicators Table LA4-LA5; Occupational Health and Safety p. 42-43; Employee Health and Working Environment p. 44; Active Healthy Lifestyle p. 57; Social Indicators p. 66-67; GRI Indicators Table LA9; Performance and Talent Management p. 45; Education and Professional Development p.46; GRI Indicators Table LA12; Equal Opportunities for Everyone p. 41; Employee Indicators p. 70	Full

DMA HR	Corporate Governance p.15; Employee Rights p.40; Supplier Audits p. 52; Training Conducted by Suppliers p.52; GRI Indicators Table HR4-HR5-HR6- HR7-HR8-HR9	Full
DMA SO	Corporate Governance p.15; Employee Rights p.40; Supplier Audits p. 52; Training Conducted by Suppliers p.52; Product Responsibility p.54; GRI Indicators Table S01- S07- S08	Full
DMA PR	Sustainable Packaging p. 35-37; Product Responsibility p. 50, 51, 52, 53, 54, 55, 56, 57; Informing Consumers p.55; Customer Satisfaction Survey p.54; Efficient Management of Consumer Complaints p. 57; Responsible Advertising and Marketing p. 56; GRI Indicators Table PR8	Full
DMA AW	Not Applicable	Not

### Performance Indicators

FP1	GRI Indicators Table	Product ingredients and packaging procurements in Turkey, Azerbaijan, Jordan and Kazakhstan are substantiated from TCCC authorized suppliers.	Full
FP2	GRI Indicators Table	Procurement criteria set by TCCC are international standards complied by all bottlers in Coca-Cola System.	Full
EC1	Performance Indicators 2011 Annual Report	66 80-84	Full
EC2	Message from the CEO Climate Protection and Emission Management	2 20	Full
EC3	Equal Opportunities for Everyone 2011 Annual Report	41 112-114	Full
EC4	2011 Annual Report	110	Full
EC5	Equal Opportunities for Everyone	41	Full
EC6	Raw Material and Supply Chain	51	Full
EC7	Equal Opportunities for Everyone Performance Indicators	41 70-71	Full
EC8	Social Development	60-65	Full
EC9	Economic Development	60	Full
EN1	2011 Environmental Performance Indicators	70	Full
EN2	Recycling of Product Packages	37	Full
EN3	2011 Environmental Performance Indicators	71	Full
EN4	2011 Environmental Performance Indicators	71	Full

EN5	Energy Management	22		Full
	Energy Efficiency			
	Projects in 2011	23-24		
	Cooling Practices	26		
EN6	Energy Management	22		Full
	Cooling Practices	26		
EN7	Energy Management	71		Full
	Energy Efficiency			
	Projects in 2011	23-24		
EN8	Reducing Water Consumption	30-31		Full
EN9	Preserving Water Resources	33	CCI operations do not have any facility in RAMSAR areas.	Full
EN10	Wastewater Management and Reclamation	31-32	Volume of Water Reused is not available. Related data will be reported as of 2013	Partial
EN11	GRI Indicators Table		CCI has no production plants in the protected areas.	Full
EN12	GRI Indicators Table		Although CCI has no production plants in the protected areas information about natural resources use and biodiversity protection can be found on related parts.	Full
	Preserving Water Resources	33		
	Community	65		
EN13	GRI Indicators Table		CCI has no production plants in the protected areas.	Full
EN14	Message from the CEO	2		Full
	Preserving Water Resources	33		
EN15			Not applicable	Not
EN16	2011 Environmental Performance Indicators	71-72		Full
EN17	2011 Environmental Performance Indicators	72		Full
EN18	Climate Protection and Emission Management	20-27		Full
EN19	2011 Environmental Performance Indicators	72		Full
EN20	Climate Protection and Emission Management	20		Full
	Fleet Emissions	25		
EN21	Wastewater Management and Reclamation	31-32		Full
EN22	2011 Environmental Performance Indicators	70		Full
EN23	Wastewater Management and Reclamation	31		Full
EN24			Not applicable	Not
EN25	GRI Indicators Table		Since waste water is discharged only after the treatment process and reached to the quality level required by legal regulations, biodiversity value of receiving environment is not harmed.	Full

EN26	Energy Management	21-22		
	Energy Efficiency			
	Projects in 2011	23-24		Full
	Cooling Practices	26		
	Water Management	30		
	Sustainable Packaging	36-37		
EN27	Recycling of Product Packages	37		Full
EN28	GRI Indicators Table		Within the reporting period, no significant fines were charged for non-compliance regarding environmental issues.	Full
EN29	Managing the Impact of Transportation and Logistics	25		
	Recycling of Product Packages	37		Full
	2011 Environmental Performance Indicators	72		
EN30	2011 Environmental Performance Indicators	72		Full
LA1	Employee Rights	40-41	All employees covered in the employee breakdown graphics are fulltime employees	Full
LA2	Employee Indicators	68		Full
LA3	Equal Opportunities for Everyone	41		Full
LA4	Union Rights in CCI	42		Full
LA5	GRI Indicators Table		We follow the legal time periods and procedures for dismissal notification.	Full
FP3	Union Rights in CCI	42		Full
LA6	Occupational Health and Safety	42		Full
LA7	Social Indicators	66-67		Full
LA8	Occupational Health and Safety	42-43		
	Employee Health and Working Environment	44		Full
	Active Healthy Lifestyle	57		
LA9	GRI Indicators Table		Consensus is reached regarding health check-ups, sick leaves, work-related accidents and birth / maternity leaves, sick pays, first-aid, protective equipment, work wear and occupational health and safety via collective labor agreements concluded with the union.	Full
LA10	Education and Professional Development	46	We keep average hours of training data for all employees. We plan to breakdown the data by employee category as of 2014.	Partial
LA11	Performance and Talent Management	45		
	CCI Talent Management	45		Full
	Education and Professional Development	46		
LA12	Performance and Talent Management	45	All white-collar employees receive performance reviews	Full



LA13	Employee Indicators	70		Full
LA14	Equal Opportunities for Everyone	41		Full
HR1	Supplier Audits Training Conducted by Suppliers	52		Full
HR2	Supplier Audits Training Conducted by Suppliers	52		Full
HR3	Corporate Governance Employee Rights	15		Full
HR4	GRI Indicators Table		There were no incidents of discrimination within the reporting period.	Full
HR5	GRI Indicators Table		No occasion took place during the reporting period that posed a significant threat to the freedom of association and collective bargaining.	Full
HR6	Employee Rights	40	In line with our commitment to UNGC, our operations do not have risk for incidents of child labor	Full
HR7	GRI Indicators Table		No occasion took place during the reporting period that posed a significant threat to the freedom of forced or compulsory labor.	Full
HR8	GRI Indicators Table		At CCI, Private Security Services are outsourced. All security personnel have been trained on CCI's policy, procedures and legally required topics including human rights.	Full
HR9	GRI Indicators Table		No such occasion took place during the reporting period	Full
SO1	GRI Indicators Table		We conduct environmental and financial impact analysis with regard to the area that we will operate before we start operation. We restore all natural qualifications and consider related stakeholder expectations.	Full
FP4	Active Healthy Lifestyle Azerbaijan Grassroots Project	57 63		Full
SO2	Corporate Governance Employee Rights Supplier Audits Training Conducted by Suppliers	15 40 52 52		Full
SO3	Corporate Governance Employee Rights Supplier Audits Training Conducted by Suppliers	15 40 52 52		Full
SO4	Corporate Governance Employee Rights Supplier Audits Training Conducted by Suppliers	15 40 52 52		Full
SO5	Code of Ethics	22		Full
SO6	Code of Ethics	22		Full

S07	GRI Indicators Table		Within the reporting period, no violation of conduct was determined against CCI with regards to uncompetitive behavior, monopolistic or similar practices. No penal sanctions were applied in this regard.	Full
S08	GRI Indicators Table		No significant fines charged during reporting period for non-compliance with laws and regulations.	Full
PR1	Product Responsibility Sustainable Packaging	50, 51, 52, 53, 54, 55, 56, 57 35-37		Full
PR2	Informing Consumers	55		Full
FP5	Production Process	50		Full
FP6	GRI Indicators Table		Coca-Cola Light (1.35%), Coca-Cola Zero (1.3%), SenSun (1.23%), SenSun Portakal (0.05%), Damla (17.21%), Damla Minera (0.56%), Damla Minera Sade ( 0.30%)	Full
FP7	GRI Indicators Table		Products in related category are Cappy Karışık Meyve Nektarı, CappyTuruncgiller, Powerade IceBlast, Powerade Sun Rush and Powerade Citrus Charge.	Partial
PR3	Informing Consumers	55		Full
FP8	Informing Consumers	55		Full
PR4	Informing Consumers	55		Full
PR5	Customer Satisfaction Survey	54		Full
	Efficient Management of Consumer Complaints	57		
PR6	Responsible Advertising and Marketing	56		Full
	Efficient Management of Consumer Complaints	57		
PR7	Responsible Advertising and Marketing	56		Full
PR8	GRI Indicators Table		Within the reporting period, no complaints were received to CCI regarding the violation of customers' personal privacy or the loss of customer data.	Full
PR9	Product Responsibility	56		Full
FP9			Not applicable	Not
FP10			Not applicable	Not
FP11			Not applicable	Not
FP12			Not applicable	Not
FP13			Not applicable	Not



## Independent Limited Assurance Report to the Directors of Coca-Cola İçecek A.Ş.

We have been engaged by the directors of Coca-Cola İçecek A.Ş. ("CCI") to perform an independent limited assurance engagement in respect of CCI's Corporate Social Responsibility Report 2011 (the "CSR Report"), for the year ended 31 December 2011.

### What we did and our conclusions

We planned and performed our work, summarised below, to obtain the evidence we considered necessary to reach our limited assurance conclusions on the Selected Information. The scope of our work was restricted to the Selected Information for the year ended 31 December 2011 and does not extend to information in respect of earlier periods or to any other information in the CSR Report.

### What we are assuring ("Selected Information")

The Selected Information marked with the ("\*\*") as set out in the CSR Report on pages 70 and 71, that consists of:

- The data consisting of direct greenhouse gas emissions, total megajoules of energy used, energy use ratio (megajoules of energy used per liter of product), total liters of water used and water use ratio (liters of water used per liter of product) for the year ended 31 December 2011 and comprising the relevant on-site operations in Turkey (together "the Selected Information") which has been prepared based on the Reporting Guidance document set out in the CSR Report.

### How the information is assessed ("Reporting Guidance")

CCI's Reporting Guidance document (within the CSR Report) sets out how the Selected Information is measured, recorded and reported.

### Professional standards applied<sup>i</sup> and Level of assurance<sup>ii</sup>

Assurance Engagements other than Audits or Reviews of Historical Financial Information<sup>†</sup> ("ISAE 3000") and IFAC Code of Ethics.

Limited assurance.

### Understanding reporting and measurement methodologies<sup>iii</sup>

There is not yet an established practice for evaluating and measuring the Selected Information. Non-financial performance information is subject to more inherent limitations than financial information, given the characteristics of the subject matter and the methods used for determining such information. The absence of a significant body of established practice on which to draw allows for the selection of different but acceptable measurement techniques which can result in materially different measurements and can impact comparability. The precision of different measurement techniques may also vary.

Furthermore, the nature and methods used to determine such information, as well as the measurement criteria and the precision thereof, may change over time. It is therefore important to read and understand the Reporting Guidance (within the CSR Report) that CCI has used to evaluate and measure the Selected Information.

### Work done

We performed the following activities:

- Made enquiries of relevant CCI management;
- Evaluated the design and implementation of key processes and controls over the Selected Information. This did not extend to testing that the controls operated as intended for the period under review;
- Assessed the source data used to prepare the Selected Information for 2011, including re-performing a sample of calculations;
- Carried out analytical procedures over the Selected Information;
- Limited substantive testing on a selective basis of the Selected Information, and
- Assessing the disclosure and presentation of the Selected Information.

### CCI's responsibilities

The directors of CCI are responsible for:

- Designing, implementing and maintaining internal controls over information relevant to the preparation of Selected Information that is free from material misstatement, whether due to fraud or error;
- Establishing objective assessment and Reporting Guidance for preparing the Selected Information;
- Measuring CCI's performance based on the Reporting Guidance document; and
- The content of the CSR Report.

### Our responsibilities

We are responsible for:

- Planning and performing the engagement to obtain limited assurance about whether the Selected Information is free from material misstatement, whether due to fraud or error;
- Forming an independent conclusion, based on the procedures we have performed and the evidence we have obtained; and
- Reporting our conclusions to the directors of CCI.

### Our conclusions

As a result of our procedures nothing has come to our attention that indicates the Selected Information for the year ended 31 December 2011 is not prepared in all material respects in accordance with the Reporting Guidance.

*This report, including our conclusion, has been prepared solely for the directors of CCI as a body in accordance with the agreement between us, to assist the directors in reporting CCI's sustainability performance and activities. We permit this report to be disclosed in the CSR Report for the year ended 31 December 2011, to enable the directors to show they have addressed their governance responsibilities by obtaining an independent assurance report in connection with the Selected Information. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the directors as a body and CCI for our work or this report except where terms are expressly agreed between us in writing.*

Başaran Nas Bağımsız Denetim ve Serbest Muhasebeci Mali Müşavirlik A.Ş.  
a member of  
PricewaterhouseCoopers

Ediz Günsel, SMMM  
Partner

Istanbul, 24 September 2012

<sup>i</sup> We comply with International Standard on Assurance Engagements 3000 – 'Assurance Engagements other than Audits and Reviews of Historical Financial Information' issued by the IAASB, and the applicable independence and competency requirements as articulated by the International Federation of Accountants (IFAC) Code of Ethics for Professional Accountants. To comply with those standards, our work was carried out by an independent and multi-disciplinary team of sustainability and assurance specialists.

<sup>ii</sup> Assurance, defined by the International Auditing and Assurance Standards Board (IAASB), gives the user confidence about the subject matter assessed against the reporting guidance. Reasonable assurance gives more confidence than limited assurance, as a limited assurance engagement is substantially less in scope in relation to both the assessment of risks of material misstatement and the procedures performed in response to the assessed risks.

<sup>iii</sup> In particular, the conversion of different energy measures to megawatt-hour (mwh) and energy used to carbon emissions is based upon, inter alia, information and factors generated internally and/or derived by independent third parties as explained in the Reporting Guidance. Our assurance work has not included examination of the derivation of those factors and other third party information.



## Statement GRI Application Level Check

GRI hereby states that **Coca-Cola İçecek A.Ş.** has presented its report "Coca-Cola İçecek A.Ş. 2011 Corporate Social Responsibility Report" to GRI's Report Services which have concluded that the report fulfills the requirement of Application Level A+.

GRI Application Levels communicate the extent to which the content of the G3 Guidelines has been used in the submitted sustainability reporting. The Check confirms that the required set and number of disclosures for that Application Level have been addressed in the reporting and that the GRI Content Index demonstrates a valid representation of the required disclosures, as described in the GRI G3 Guidelines.

Application Levels do not provide an opinion on the sustainability performance of the reporter nor the quality of the information in the report.

Amsterdam, 2 October 2012

A handwritten signature in blue ink, appearing to read "Nelmara Arbex", is written over a faint, large watermark of the GRI globe logo in the background.

Nelmara Arbex  
Deputy Chief Executive  
Global Reporting Initiative



The "+" has been added to this Application Level because Coca-Cola İçecek A.Ş. has submitted (part of) this report for external assurance. GRI accepts the reporter's own criteria for choosing the relevant assurance provider.

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