



**SUSTAINABILITY
REPORT
2018**



Section – 1: SUSTAINABILITY APPROACH

ABOUT THE REPORT

CCI's 11th sustainability report shares our practices and performance results obtained during the period between January 1 and December 31, 2018 for six of the ten operating countries: Turkey, Jordan, Azerbaijan, Kazakhstan, Pakistan and Kyrgyzstan. Please note that 'CCI Operating Geography', 'Summary of Financials' and 'Key Financial and Operating Indicators' include all operating countries.

The coverage of the report reached 89% of CCI's total production volume and 86% of CCI's employees as of December 31, 2018.

Standards Used

The three principles of the AA1000 Assurance Standard, namely materiality, inclusiveness and responsiveness, guide the content development process of this report. In addition, we measure and report our social, environmental and ethical performance using leading principles, standards and methodologies such as those adopted by the Global Reporting Initiative (GRI) Standards, CDP Programs, the International Labor Organization (ILO), the United Nations Convention Against Corruption (UNCAC) and the Greenhouse Gas (GHG) Protocol developed by the World Resources Institute (WRI).

The contents of this report have been prepared in accordance with the "core" option of the GRI Standards. The report also serves as our Communication on Progress (COP) to the United Nations Global Compact (UNGC) as well as our progress report on how we incorporate the United Nations Women Empowerment Principles (WEPs).

Verification

Same as in the last seven years, selected data in this report were independently audited for the eighth year. For 2018, the GHG emissions of CCI Turkey Operations' manufacturing, sales and distribution operations were audited by a third-party organization, and verified to meet the requirements of ISO 14064-1, according to the International Organization for Standardization's ISO 14064-3 2006 Standard. CCI Turkey Operations successfully passed the audits.

As defined in the Independent Limited Assurance Report in the Performance Indicators section of this report, the selected information received limited assurance for our operations in Turkey from Ernst & Young. As described in the CCI Reporting Guidance, included in the "Performance Indicators" section of this report, the selected information consists of total energy data, energy use per product, total water withdrawal and consumption data, water usage per product and waste data. Within the context of this audit, data from CCI's Turkey plants for 2018 were assessed and received Limited Assurance according to ISAE 3000 Revised (International Standard Assurance Engagements) other than Audits or Reviews of Historical Financial Information.



Structure

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

Feedback

Receiving feedback from our stakeholders is vital to help us improve both our practices and reporting processes. We evaluate every feedback and use them to continuously improve our practices.

We invite our stakeholders to share their opinions, suggestions or complaints by sending an e-mail to corporate.affairs@cci.com.tr, or by calling the Corporate Affairs Department at +90 216 528 40 00, or through the ‘Contact Us’ tab on our website cci.com.tr



MESSAGE FROM THE CEO

Dear Stakeholders,

It gives me great pleasure to report that 2018 has been another successful year for CCI with continued focus on quality growth, successful portfolio strategy and increased market share in almost all our markets. As a multinational beverage company with operations in 10 countries and 26 plants, and employing approximately 8,500 employees, as CCI, we are delighted to present our 11th Sustainability Report covering our 2018 performance.

Having been ranked as the second-largest bottler in 2018 in terms of the consumer base, we are serving a population of 400 million people in a geography of emerging markets with high growth potential and many opportunities for our business.

Being the sixth-largest bottler in the Coca-Cola System and one of the fastest growing bottlers with our operations in Turkey, the Middle East, Central Asia and Pakistan. Our sales volume went up by 6.3%, reaching 1.3 billion-unit cases, while our net sales revenue increased by 27% to ₺10.6 billion and our EBITDA by 36% to ₺1.9 billion.

By way of our growth, we are increasing both our direct and indirect economic impact each year. According to a recent economic review, each Turkish Lira generated by the Coca-Cola System in Turkey produces 9.7 Turkish Liras for the local economy, besides the indirect impact of income on 160,000 local farmers.

We aim to become the best FMCG company across our markets and we are committed to delivering sustainable and quality growth. All along our value chain, our pledge is to create value and transfer this value by being a good corporate citizen for our communities, being a great place to work for employees, being the preferred partner for our customers and offering choice to consumers.

To bring about the world in our vision, we are conscious that we need to internalize our sustainability approach and embed it into our principles for all our processes hence maximizing the value that we create. To this end, within the context of our sustainability report, we declare our goals, commitments and our practices in realizing this vision.

In order to amplify our positive impact, we place great emphasis on strategic partnerships such as UNGC, ILO, TUSIAD, ÇEVKO, Association. Moreover, embracing and empowering cultural and gender diversity as well as strengthening the youngsters are other key pillars for our community development initiatives. Unleashing women's entrepreneurial potential is an excellent way for communities to embrace gender diversity and prosperity. Our efforts focus on providing women in our geographies with more access to training courses, community programs, financial services and facilitate more connections with peers and mentors, for their development of business and generic skills. Consequently, become a greater part of the global community and the labor force. As an indication of our pledge for this cause, we signed the Women's Empowerment Principles (WEP) initiative in 2015.

We believe that a more sustainable future is only possible through involvement of the youth. With this vision, we continued our youth programs and reached more than 440,000 youngsters in 2018.

In order to realize our goal towards minimizing our environmental footprint, via our effective water management practices, we saved 434,527 m³ of water within our operating geography. Besides, our water replenishment rate reached to 159%, which is equivalent of 11,032 million liters of water.

Sustainable packaging programs such as the lightweight and short neck applications as well as the use of bio-resin in our PlantBottle projects and returnable bottle practices are of utmost importance to CCI for reducing environmental footprint. We are pledged to increase our post-consumer recycling rate, which is 56% in Turkey, for upcoming years via our strategic partnerships. We saved a total of 1,111 tons of resin and more than 98,000 tons of glass with the help of these practices in 6 countries of operation, hence decreased our GHG emission intensity. Through the improvements in our logistics operations, cooler emission reduction activities, use of smart technologies and our returnable glass bottle practice, we avoided 223,176 tons of CO₂ which is equivalent to the amount absorbed by 18.6 million trees.

On behalf of all my colleagues at CCI, I would like to thank you for your feedback, contribution and support in making CCI's journey towards sustainability more successful.

Burak Başarır

Coca-Cola İçecek, CEO



CCI AT A GLANCE

CCI is a multinational beverage company which operates in Turkey, Pakistan, Kazakhstan, Azerbaijan, Kyrgyzstan, Turkmenistan, Jordan, Iraq, Syria and Tajikistan. As one of the key bottlers of The Coca-Cola System (TCCS), CCI produces, distributes and sells sparkling and still beverages of The Coca-Cola Company.

CCI employs close to 8,500 people and has a total of 26 plants in 10 countries, offering a wide range of beverages to a consumer base of 400 million people. In addition to sparkling beverages, the product portfolio includes juices, waters, sports and energy drinks, teas and iced teas.

CCI's shares are traded on the Istanbul Stock Exchange (BIST) under the symbol "COLA.IS", and Eurobond is traded in the Irish Stock Exchange, under the symbol "COLAT".

Our Vision

Be the best FMCG company across our markets.



Our Values

Passion

We put our hearts and mind into what we do.

Accountability

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

Teamwork

We collaborate for our collective success

Integrity

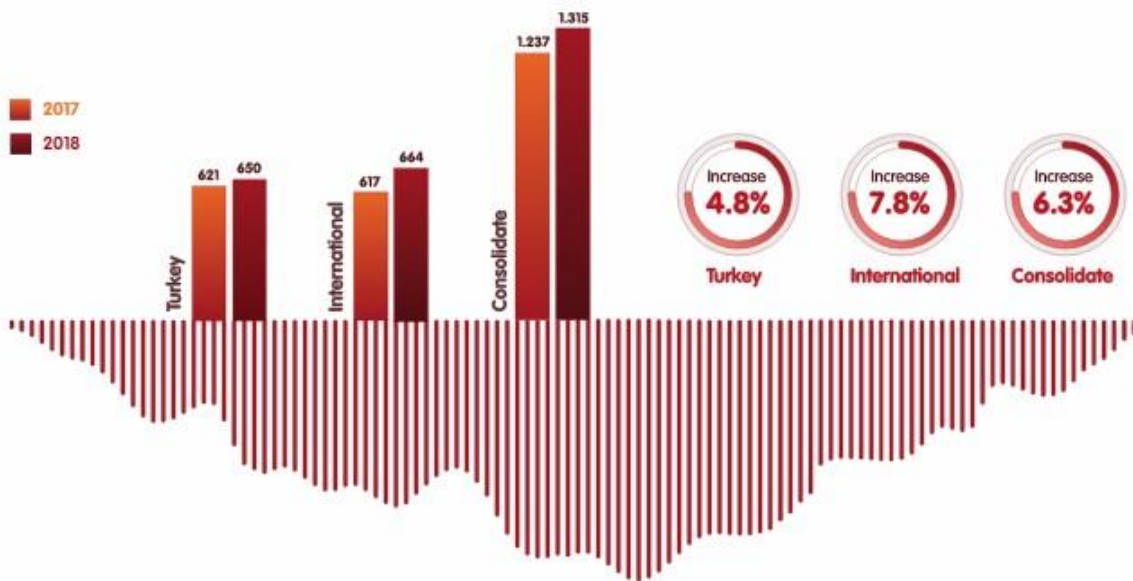
We are open, honest, ethical and we trust and respect each other



Key Financial and Operational Indicators

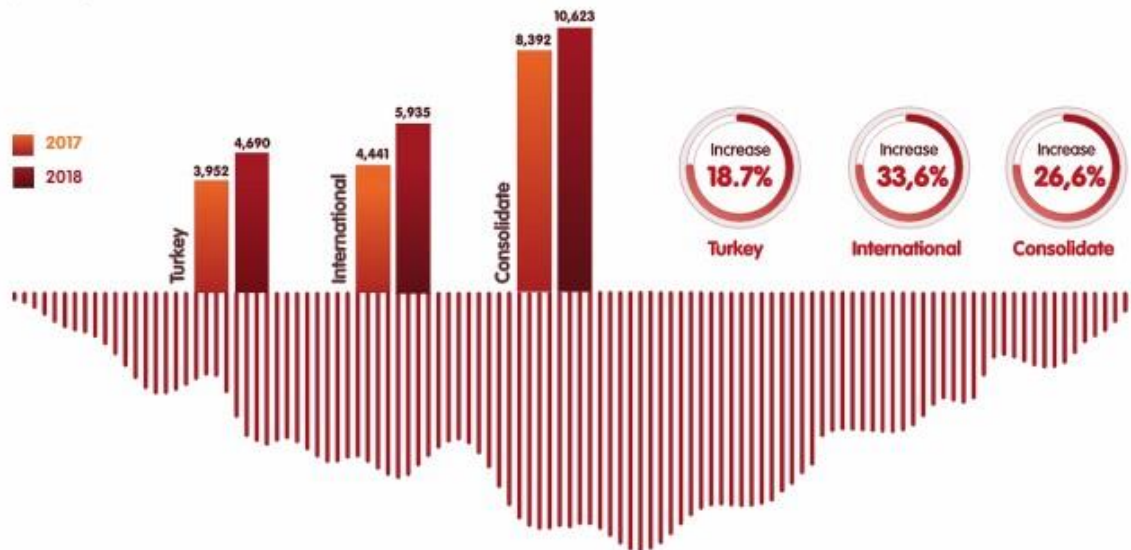
Sales Volume

(million unit case)



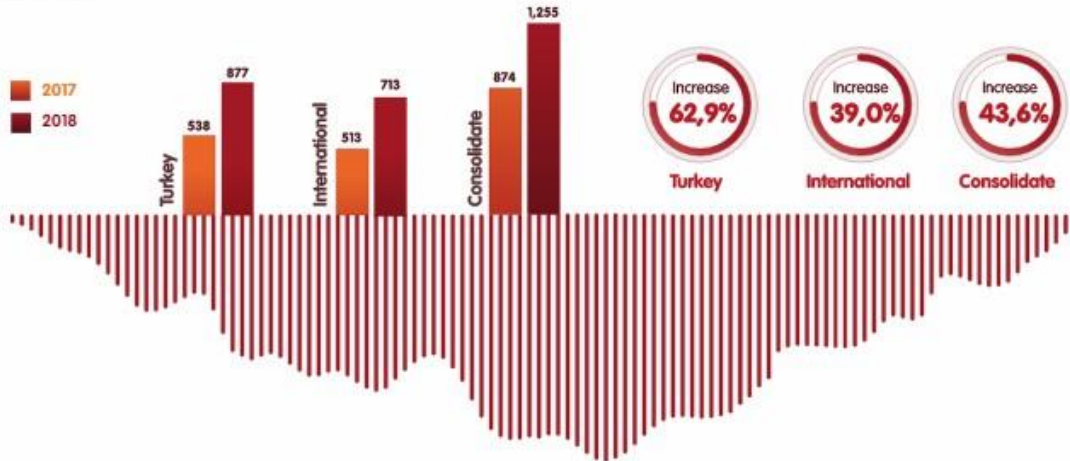
Net Sales Revenue

(million TL)



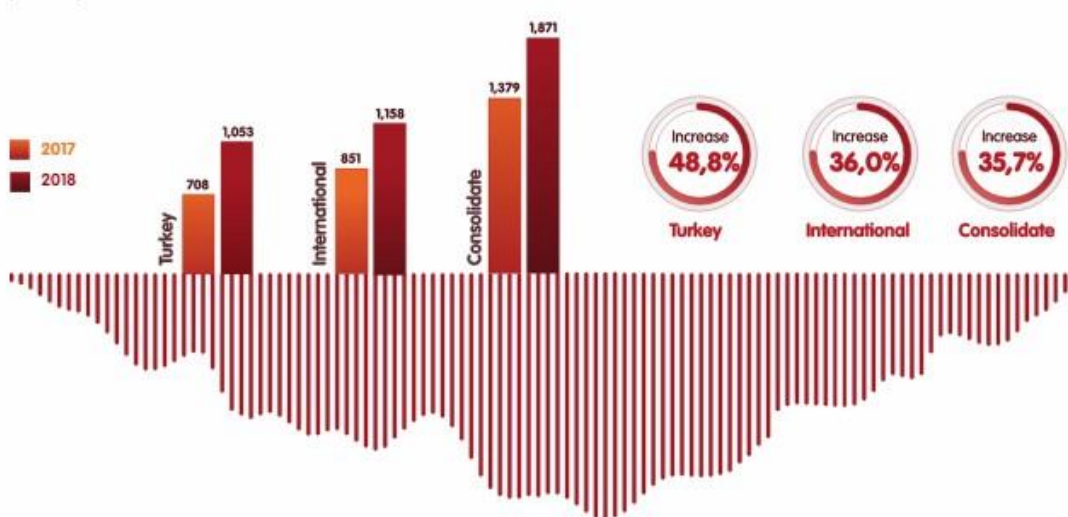
EBIT

(million TL)



EBITDA

(million TL)



Financial Highlights

	Consolidated (million TL)	2017	2018
Sales Volume (million UC)		1,237	1,315
Net Sales Revenue		8,392	10,623
EBIT		874	1,255
EBIT Margin		10.4%	11.8%
EBITDA		1,379	1,871
EBITDA Margin		16.4%	17.6%
Net Income		238	327
Net Income Margin		2.8%	3.1%
Total Equity		5,440	6,451
Total Assets		13,394	14,020
Net Debt		2,093	2,628



Brands



CCI Operating Geography

Operating in **10 Countries** with **26 plants**, around **8,500** employees and **920,000** sales points serving **400** million consumers with more than **25** brands.

Turkey

81.9	Population (2018) (millions) ⁽¹⁾
28.3	GDP per capita (thousands \$) (2018) ⁽²⁾
58	Per-capita consumption of NARTD (L) ⁽³⁾
65%	CCI's market share in sparkling beverages
1	CCI's ranking in sparkling beverages ⁽⁴⁾

Pakistan

201.0	Population (2018) (millions) ⁽¹⁾
5.7	GDP per capita (thousands \$) (2018) ⁽²⁾
27	Per-capita consumption of NARTD (L) ⁽³⁾
42%	CCI's market share in sparkling beverages
2	CCI's ranking in sparkling beverages ⁽⁴⁾

Iraq

39.8	Population (2018) (millions) ⁽¹⁾
16.9	GDP per capita (thousands \$) (2018) ⁽²⁾
51	Per-capita consumption of NARTD (L) ⁽³⁾
43%	CCI's market share in sparkling beverages
2	CCI's ranking in sparkling beverages ⁽⁴⁾

Jordan

9.9	Population (2018) (millions) ⁽¹⁾
9.4	GDP per capita (thousands \$) (2018) ⁽²⁾
45	Per-capita consumption of NARTD (L) ⁽³⁾
24%	CCI's market share in sparkling beverages
2	CCI's ranking in sparkling beverages ⁽⁴⁾

Syria

18.3	Population (2018) (millions) ⁽¹⁾
-	GDP per capita (thousands \$) (2018) ⁽²⁾
-	Per-capita consumption of NARTD (L) ⁽³⁾
-	CCI's market share in sparkling beverages
-	CCI's ranking in sparkling beverages ⁽⁴⁾

Kazakhstan

18.5	Population (2018) (millions) ⁽¹⁾
27.5	GDP per capita (thousands \$) (2018) ⁽²⁾
79	Per-capita consumption of NARTD (L) ⁽³⁾
51%	CCI's market share in sparkling beverages
1	CCI's ranking in sparkling beverages ⁽⁴⁾

Azerbaijan

9.9	Population (2018) (millions) ⁽¹⁾
18.0	GDP per capita (thousands \$) (2018) ⁽²⁾
37	Per-capita consumption of NARTD (L) ⁽³⁾
74%	CCI's market share in sparkling beverages
1	CCI's ranking in sparkling beverages ⁽⁴⁾

Turkmenistan

5.8	Population (2018) (millions) ⁽¹⁾
19.5	GDP per capita (thousands \$) (2018) ⁽²⁾
28	Per-capita consumption of NARTD (L) ⁽³⁾
-	CCI's market share in sparkling beverages
-	CCI's ranking in sparkling beverages ⁽⁴⁾

Kyrgyzstan

6.4	Population (2018) (millions) ⁽¹⁾
3.8	GDP per capita (thousands \$) (2018) ⁽²⁾
37	Per-capita consumption of NARTD (L) ⁽³⁾
69%	CCI's market share in sparkling beverages
1	CCI's ranking in sparkling beverages ⁽⁴⁾

Tajikistan

9.1	Population (2018) (millions) ⁽¹⁾
3.4	GDP per capita (thousands \$) (2018) ⁽²⁾
16	Per-capita consumption of NARTD (L) ⁽³⁾
-	CCI's market share in sparkling beverages
-	CCI's ranking in sparkling beverages ⁽⁴⁾

Source: (1,2) IMF World Economic Outlook (3) CCI and TCCC estimates (4) Nielsen, Canadean



OUR SUSTAINABILITY PERFORMANCE

Sustainability Highlights

We pledge to create value across our value chain and the highlights of our 2018 Sustainability Performance is as follows:

CONSUMER WELL-BEING

- Zero unconformities were found in the food safety and quality audits.
- Following the third-party external audits on compliance with the Food Safety System Certification **FSSC 22000** Standard, all plants obtained the certificate.

CUSTOMER VALUE

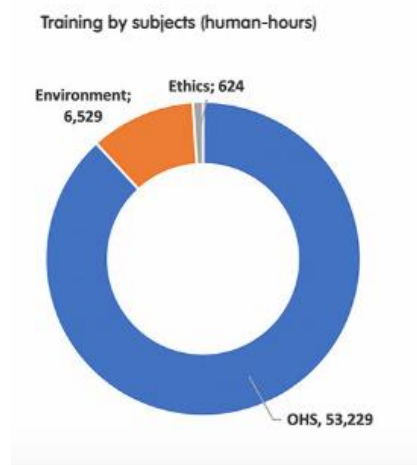
- CCI Turkey's 2018 distributor satisfaction survey score was up by five points from 2017, reaching 91%
- With its traditional channel applications, CCINext Red Box module won the "Most Successful Retail Channel" award given by TCCC at the Global Customer & Commercial Leadership (GCCL) Awards.
- Third CCI Innovation Day was held with the concept of "Women and Innovation".

HUMAN RIGHTS

- CCI published its first Human Rights Policy, a continuation of the existing CCI Workplace Rights Policy.
- The number of accidents reduced by 20% compared to 2017.
- CCI improved its H&S performance in terms of the Safety Maturity Index (SMI) score by + 5%.

HUMAN CAPITAL

- We provided **87** training sessions with **1,009** participants to our **customers** and **distributors** in **Turkey** to support their sales capability development.



COMMUNITY DEVELOPMENT

- **16** volunteer activities have been realized in **23** different cities under the program targeting disadvantaged women, children and families, people with disabilities, refugee children and the elderly, with the participation of **838 CCI volunteers** in **Turkey** and **Pakistan**.
- **My Sister Project** is a part of the **5By20** initiative launched by The Coca-Cola Company with the goal to economically **empower 5 million women entrepreneurs around the world by 2020**. As of end of **2018**, the project has reached over **10,000 women**, including refugees and women from a variety of backgrounds, including housewives, engineers, entrepreneurs and university students **in Turkey**.
- The **3.2.1 Move!** Program supported **152 Physical Education teachers** from **131 public schools** and engaged more than **150,000 young people in sports** and group activities in **15 cities** of Turkey.
- Within the scope of the **Successful Woman Successful Future**, **312 women** are trained to participate in Azerbaijan's tourism industry.

ENVIRONMENTAL FOOTPRINT

Natural Resources

- We successfully implemented 152 new projects to improve efficient use of the natural resources. Our efforts resulted in an approximate annual saving of **USD 3.88 million** with 152 projects.

Energy & GHG Emissions

- We achieved **212,411** tons of CO₂ emissions reductions in Turkey across our value chain as a result of our logistics improvements, cooler emission reductions, smarter use of technology, returnable glass bottles practices and pallet re-use practices.
- **We avoided 115,355** tons of CO₂ emissions through our returnable glass bottle practices in Turkey, which is equal to the amount of CO₂ that **9.6 million trees** annually extract from the atmosphere.
- With our Energy Management Device (EMD) equipped Cold Drink Equipments, we saved approximately **511.5 million kWh** electricity in 6 countries of operation. We achieved **86,550** tons of CO₂ emissions reduction which is equal to the amount of CO₂ that **7.2 million trees** annually extract from the atmosphere.

Water

- We saved **434,527 m³** of water in the 6 countries of operation.
- Through our water replenishment programs, we replenished **11,032 million liters** of water in the six countries of operation.
- The water replenishment rate for Turkey reached **159%**, approximately equivalent to **4,885 million liters** of water.

Sustainable Packaging

- We saved a total of **1,111** tons of resin in 6 countries of operation with our sustainable packaging program.
- **24%** of our total resin consists of **PlantBottle**, our renewable plastic substitute that is 30% plant-based.
- The total waste recycling throughout all our plants was **98.70%** in Turkey, **90.90%** in Jordan, **88.03%** in Kazakhstan, **93.38%** in Azerbaijan, **95.48%** in Pakistan and **98.58%** in Kyrgyzstan.
- We reached a **56%** post-consumer recycling rate for plastics, glass, metal and aluminum-packaging waste in Turkey.



Awards Received Over The Past 10 Years

2010

- CCI İzmir Plant won the “Best Performing Plant for the Environment Award” at TCCC EAG President’s Environment Awards.
- CCI Turkey Operations won the “Best Country Bottling Operation Grand Prize” by the TCCC EAG President’s Environment Awards.

2012

- CCI Ankara Plant was awarded the EFQM’s (European Foundation for Quality Management) “Taking Responsibility for a Sustainable Future Prize”.
- At TCCC EAG President’s Sustainability Awards, CCI Turkey Operations won the “Best Country Bottling Operation Grand Prize”. CCI Ankara Plant was recognized as the “Best Performing Plant for Quality” and CCI İzmir Plant was recognized as the “Best Performing Plant for the Environment”.

2013

- CCI received an “Ethics Award” from the Ethical Values Center Association.
- CCI won three prizes in the TCCC EAG President’s Sustainability Awards: The Grand Prize for “Best Country Bottling Operation”, “Best Performing Plant for Quality”, and the “Best Performing Plant for the Environment”.

2014

- CCI was the first and only company from Turkey and TCCS to be included in the UNGC 100 Index.
- CCI İzmir Plant was awarded in the “Water Management” category by Green Business Platform.
- CCI received the second highest score in the transparency category of “CDP Turkey Climate Leadership Awards”.
- CCI was awarded the Grand Prize in the “ÇEVKO Green Dot Industry Awards”, which recognizes companies with environmentally sustainable practices.
- CCI Ankara Plant was awarded the “Best Performing Plant for Quality” and CCI İzmir Plant the “Best Performing Plant for the Environment” at TCCC EAG President’s Sustainability Awards.
- CCI Bursa and Mahmudiye Plants received “National Quality Excellence Awards”.

2015

- The “3.2.1. Move! Program” was awarded a “Bronze Stevie Award” in the 12th Annual International Business Awards.
- CCI Turkey Operations received three awards including the Grand Prize of “Best Country Bottling Operation” of TCCC EAG President’s Sustainability Awards. CCI Turkey Operations also received the “Excellence Award” in the individual well-being category and İzmir Plant received the “Best Performing Plant for the Environment” award.



- CCI Bursa Plant received the “EFQM Excellence Award in the Developing Organizational Capability” category.
- CCI Mahmutiye Plant was awarded the “National Quality Excellence Grand Prize”.

2016

- CCI was listed among CDP Turkey Climate Change Leaders and received once again the “Climate Leadership Award”.
- CCI was rewarded by “Pakistan Red Crescent” on the occasion of Presidential visit with a plate of appreciation for CCI’s cooperative approach during the times of crisis and natural disasters.

2017

- CCI Turkey Operations received “Recycling Award” from the Turkish Ministry of Environment and Urbanization for its efforts to recycle product packages to reach waste management targets for the FMCG sector in Turkey.
- CCI received the grand prize in “Water Efficiency” category at the 4th Sustainable Business Awards in Turkey organized by the Sustainability Academy.
- CCI Kyrgyzstan received “Kyrgyzstan’s Best Tax Payer Award” for its contribution to the economic growth of the Kyrgyz Republic and conscientious execution of tax legislation.
- CCI Turkey Operations received an “International Safety Award” from British Safety Council.
- CCI Mersin Plant received the second prize in the Midsize Enterprises category with its “Tetra Lines Automatic Pallet Truck System Project” at the Efficiency Projects Competition organized by the Turkish Ministry of Science, Industry and Technology.

2018

CCI Plants Recognized for Energy and Water Efficiency by TCCC

Based on 2017 performance, Köyceğiz and Sapanca Plants were recognized for energy efficiency, while Elaziğ Plant was recognized for water efficiency initiatives by TCCC Turkey, Caucasus & Central Asia Business Unit.

Outstanding performance on energy efficiency and its alignment with Coca-Cola's global commitments on reducing the environmental footprint are highly appreciated in the system.

Silver Award for CCI’s 10th Sustainability Report by the League of American Communications Professionals (LACP)

CCI’s 10th Sustainability Report won the Silver Award at “LACP Inspire Awards Competition”, organized by LACP. The Inspire Awards is considered as one of the most distinguished corporate publishing competitions. Our report scored 97 over 100 with its first impression, content, art design, and innovation along with its clarity in conveying the message.



CCI's Dudullu HQ receives LEED Gold Certificate.



Within the scope of CCI's efforts on energy management, CCI's Headquarters (HQ) were deemed worthy to receive LEED Gold Certificate. In addition to the energy saving measures taken at the HQ, GHG emissions that amount to 1,400 tons CO₂-e released within two years were offset by the Gold Standard.

CCINext Won the GCCL Award

CCINext Red Box is an internally created tool for our Customer Development Program that we use as a means to provide value to our customers. With its traditional channel applications, CCINext Red Box module won the "Most Successful Retail Channel" award given by TCCC at the Global Customer & Commercial Leadership (GCCL) Awards.



CCI Turkey Operations' "Yerim Salıyı" Project Received Three Awards

CCI Turkey operations' "Yerim Salıyı" project received 3 awards from the Direct Marketing Communicators Association.

A total of 326 projects in 27 categories were submitted. CCI's project competed in 3 categories and marked a great success by winning the second prize in the Direct Mailing category and the first prize in Sales Point Interior Promotional Activities and Locally Focused Sales Point Interior Promotional Activities categories.



CCI Kazakhstan Awarded the Prestigious "PARYZ" State

CCI Kazakhstan became the recipient of Kazakhstan's prestigious "PARYZ" award, the country's highest state-bestowed honor. It is the only award handed out personally by Kazakhstan President to commercial enterprises. CCI Kazakhstan received this award in recognition of its overall contributions to the country's sustainable development.



Kyrgyz Republic Ministry of Economy Awarded CCI Kyrgyzstan

In September, the Kyrgyz Republic Ministry of Economy awarded CCI Kyrgyzstan a certificate of honor for its efforts in contributing to the country's national economy.

OUR SUSTAINABILITY JOURNEY

Sustainability Milestones

2002

- 1st Environmental Policy

2009

- 1st Rank in Turkey's Accountability Rating
- Signatory to the United Nations Global Compact (UNGC)
- 1st Sustainability Report published

2010

- Announcement of "2020 Vision and Strategic Framework"

2011

- 1st independent external assurance for ISAE 3000
- Charter member of the Climate Change Leaders Group
- Turkey's 1st food and beverage company in CDP Global Disclosure Leaders
- Signatory to the "2⁰C Communiqué"

2012

- Top 2 in Turkey's CDP Carbon Performance Leaders
- İzmir and Mersin Plants completed the "Top 10 Energy-Saving Challenge Program" of TCCC and the WWF (World Wildlife Fund)
- Among in Turkey and Representation of Turkey in the Rio+20 innovation competition with best sustainable development practices

2013

- CCI Turkey Operations became the first multi-plant country operation in TCCS: all plants in all operating countries completed the "Top 10 Energy-Saving Challenge Program" and
- 1st and only company from Turkey and within TCCS in the UNGC 100 Index
- New "Code of Ethics", "Workplace Rights Policy" and "Ethics Service"
- 1st ISO 14064-3 Certificate in Turkey for its GHG inventory
- Among Carbon Disclosure and Performance Leaders in CDP Turkey 100 Climate Change Report
- CCI Turkey Operations received "Gender Equality Certification" from KAGIDER

2014

- 1st and only company from Turkey and within TCCS in the UNGC 100 Index
- 2nd highest score in the disclosure category of CDP Turkey Climate Leadership Awards
- 1st and only company from Turkey in the CDP Global Water Program
- CCI Corporate Governance Rating increased from 8.8 to 9.25



2015

- Only company from Turkey in the UNGC 100 Index (as of May 2016)
- “2025 Vision and Strategic Framework” announced
- Joined the “BIST 50 Sustainability Index”
- Joined the “Euronext Vigeo Emerging 70 Index”
- Signatory to the “UN Women’s Empowerment Principles”
- CCI Corporate Governance Rating increased from 9.25 to 9.40

2016

- Joined the “BIST 100 Sustainability Index”
- Joined “MSCI Global Sustainability Index”
- Joined “FTSE4Good Emerging Index”
- Among “Turkey’s CDP Climate Change Leaders”

2017

- Joined the “ECPI Emerging Markets ESG Equity index”
- Joined the “Vigeo Eiris Best Emerging Markets Performers Ranking”
- Joined the “30% Club’s Turkey Chapter”, initiated by Sabancı University’s Corporate Governance Forum and the Capital Markets Board of Turkey as part of the Independent Women Directors Project

2018

- CCI Corporate Governance Rating confirmed as 9.45
- CCI Turkey Operations’ waste data externally assured
- “Workplace Rights Policy” updated as “Human Rights Policy”



Sustainability Reporting

Our objective is to make CCI the leader of sustainability, accountability and transparency. Thus, communicating our sustainability performance to our stakeholders is an integral part of our corporate citizenship. CCI's Sustainability Report is the most significant tool for this communication. As our sustainability reporting evolved, we have realized various benefits, such as our inclusion in global sustainability indices, positive relationships with stakeholder groups who appreciate transparency on environmental and social matters as well as an enhancement corporate reputation.

	Report Standard	Scope
2007-08	1 st GRI Checked Report in Turkey	Turkey
2008-09	1 st GRI B Level Report in Turkey, UNGC CoP	+Kazakhstan, Jordan
2010	GRI B Level Report, UNGC CoP	+Azerbaijan
2011	2 nd A+ GRI Level Report in Turkey	-
2012	G3.1 Guidelines GRI A+ Level Report, UNGC CoP	+ Best Practices of Pakistan
2013	GRI G4 Guidelines, UNGC CoP	-
2014	GRI G4 Guidelines, UNGC CoP	+ Pakistan
2015	GRI G4 Guidelines, UNGC CoP and WEP reporting	-
2016	New GRI Standards, UNGC CoP and WEP reporting	+ Kyrgyzstan
2017	New GRI Standards, UNGC CoP and WEP reporting	-
2018	New GRI Standards, UNGC CoP and WEP reporting	-

	Independent Assurance	Verification
2007-08	-	-
2008-09	-	-
2010	-	-
2011	Water and Energy Data of Turkey	-
2012	Water, Energy and Waste Data (Azerbaijan, Kazakhstan, Jordan and Turkey) and GHG emissions in Turkey	-
2013	Water, Energy and Waste Data (Azerbaijan, Kazakhstan, Jordan and Turkey) and GHG emissions in Turkey	-
2014	Water, Energy Data of Turkey and Pakistan	External Review
2015	Water and Energy Data of Turkey and Pakistan	GHG Inventory of Turkey
2016	Water and Energy Data of Turkey	GHG Inventory of Turkey
2017	Water and Energy Data of Turkey	GHG Inventory of Turkey for Scope 1 & 2
2018	Water and Energy Data of Turkey	GHG Inventory of Turkey for Scope 1 & 2



External Recognition

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

CCI Sustainability Reports in Reporting Matters by WBCSD



World Business Council for Sustainable Development (WBCSD) included CCI's Sustainability Report in the "Reporting Matters" program since 2017. As part of the program, member companies' sustainability reports are analyzed against a set of 18 comprehensive indicators in three main categories: principles, content and experience. CCI Sustainability Report is regarded as best practice in the Balanced Content category, emphasizing our success in transparent communication of achievements as well as improvement areas.

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



Since its launch by the United Nations Global Compact (UNGC) in 2013, CCI continues to be the 1st and only company in Turkey that was included in the UNGC 100 Index. Companies listed in the index are selected from among the eligible UNGC members around the world. The eligible members are required to demonstrate their executive commitment to 10 UNGC principles, and continuously improve and disclose their sustainability performance and maintain consistent base-line profitability.

CCI Listed in the BIST Sustainability Index



Based on the evaluation of our sustainability practice and performance in 2017-2018, CCI was included in Borsa Istanbul (BIST) Sustainability Index for the period between November 2018 and October 2019. In 2015, CCI had become one of the first 29 companies to be included in the BIST Sustainability Index.

CCI Listed in the MSCI ESG Leaders Index



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



CCI Listed in the FTSE4Good Emerging Index



In 2016, CCI joined FTSE4Good Emerging Index owing to its high performance in the environmental, social and corporate governance matters and sustained its position in the 2018 list as well. The FTSE4Good Emerging Index was launched in 2016 by FTSE Russell, a global leader in indices and data, globally used by investors.

CCI in CDP Turkey Climate Change and Water Programs



CCI participates in CDP Climate Change and Water Programs. CCI was honored with the Climate Leadership Award by CDP Turkey in performance and transparency categories three times.

CCI Joined the ECPI Emerging Markets ESG Equity Index



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

CCI Included in Vigeo Eiris Best Emerging Markets Performers Ranking



In June 2018, CCI was once again included in Vigeo Eiris Best Emerging Markets Performers Ranking, selected as one of the 100 most advanced companies within the Equities Emerging Markets Universe that consists of 813 companies from 31 countries. Companies included in this index achieve the highest scores, as determined by a review based on 38 criteria, divided into 6 key areas of corporate environmental, social and governance matters, assessed by Vigeo Eiris.



OUR OPERATING ENVIRONMENT

Operating Context and Implications for Value

Sustainable Packaging

Across CCI geography, there is an increasing awareness with regards to packaging, hence related regulations. Coupled with consumers' awareness on packaging waste pollution and our own aspiration to reduce our environmental impact, we strive to increase our recycling rates and transition to a circular economy as a priority focus area.

Economic and Political Environment

CCI's geography is affected by political instabilities and macroeconomic challenges, as well as security issues. Economic growth in the Middle East markets have slowed down due to recent political instabilities and security concerns, which created a challenging operating environment causing increased price sensitivity amongst consumers. Major currency devaluations in Pakistan since 2018 puts a lot of pressure on private consumption. In Turkey, political fluctuations and Turkish Lira's continuing devaluation against the dollar caused macroeconomic instability. Meanwhile, in Central Asia we were pleased to witness a rather favorable economic environment in 2018, where many governments went on implementing development strategies to increase global connectivity, diversify their economies and improve citizen welfare.

Digital Transformation

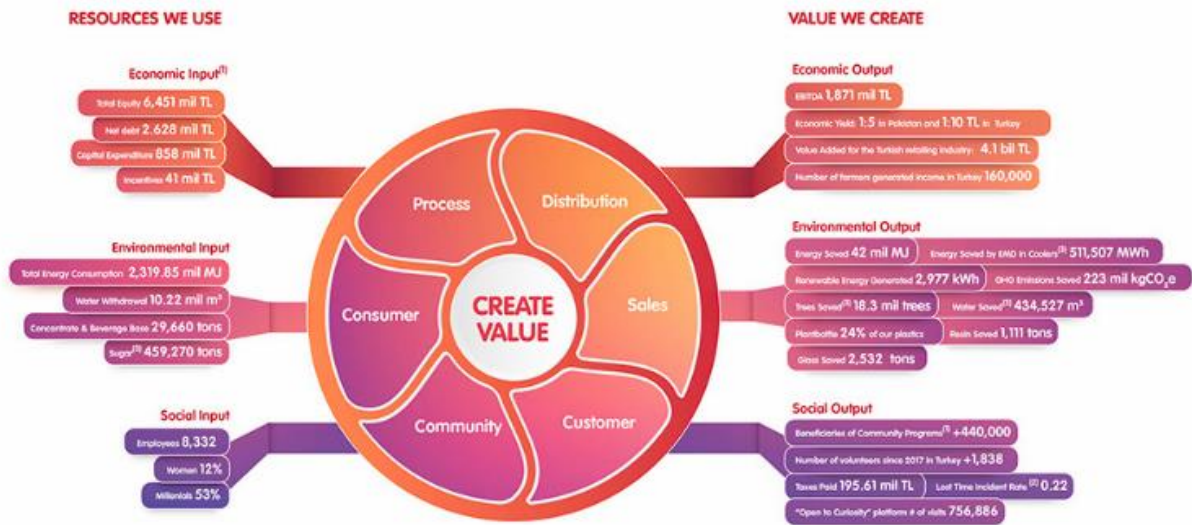
Digital transformation is continuously gaining speed and is significant to survive in today's commercial environment. As part of our digital strategy, we focus on running our business more efficiently and we constantly seek new ways to strengthen and expand our business by developing new operating models,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

To see how CCI creates value for its stakeholders, please watch our video.

<http://esgturkey.com/cciSR18/our-operating-environment.html#value-chain>



Value Chain



- (1) Includes all CCI Countries (10 countries)
- (2) Lost Time Incident per 1,000,000 hours of working
- (3) Includes CCI Countries in the reporting scope unless otherwise is stated (6 countries)
- (4) Average number of employees calculated



OUR GOVERNANCE

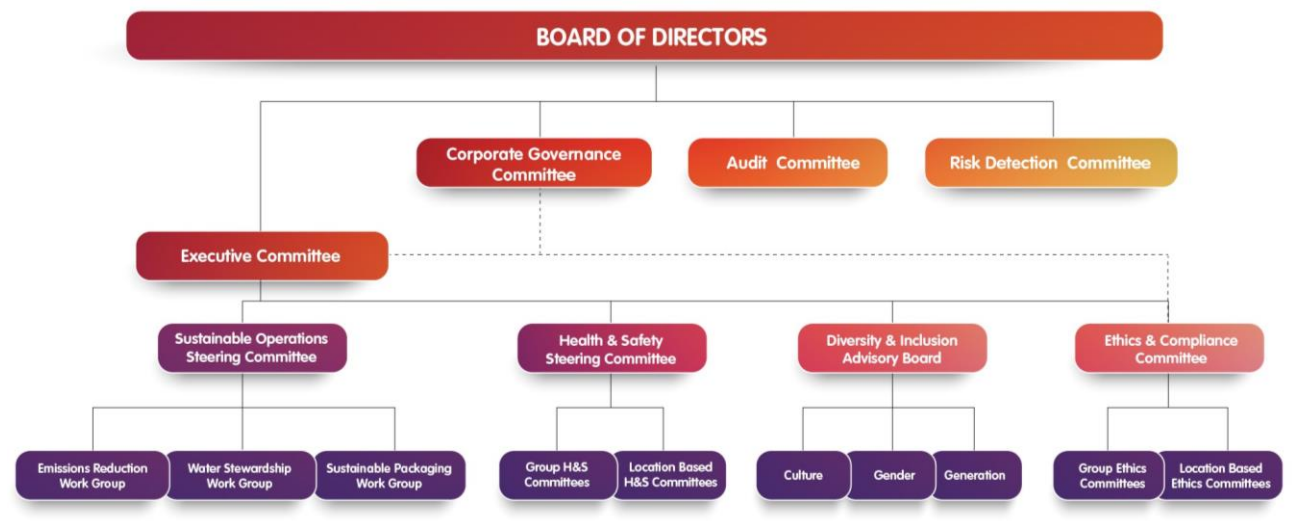
CCI's strong corporate governance structure plays a vital role in achieving our strategic goals. CCI conducts all its operations within the framework of established regulations in operating countries and the Corporate Governance Principles as outlined by Turkey's Capital Markets Board. To transparently inform stakeholders, we publish the annual Corporate Governance Principles Compliance Report that includes information on Corporate Governance Principles.

Corporate governance is managed and represented by the Board of Directors, under which Audit, Corporate Governance and Risk Detection Committees operate. Until the establishment of the Nomination Committee and the Remuneration Committee, the Corporate Governance Committee exercises the functions of these committees.

For more details on the Board Committees, you may visit <https://www.cci.com.tr/en/investor-relations/corporate-governance/management-and-bod/board-committees>

Sustainability Organization

The CCI Board of Directors is actively engaged with the Company's sustainability strategy and its commitment to integrate sustainability into the business strategy. The CCI Board of Directors' Corporate Governance Committee has the ultimate responsibility in determining and implementing the sustainability strategy. This responsibility is undertaken by the CCI Executive Committee, which is steered by the CEO, as well as the Sustainable Operations Steering Committee (SOSC). The CCI Executive Committee is comprised of representative from senior management, and the SOSC is composed of CCI's Finance, Corporate Affairs, Legal, Human Resources and Supply Chain Directors. Since 2015, CCI Corporate Affairs Director has also been serving as the Deputy Chairman of UNGC Turkey Network.



The Corporate Affairs Department is responsible for the disclosure, reporting and communication of sustainability targets and performance results. Needless to mention; our employees are the key for the integration of sustainability strategy into our overall business processes.



OUR SUSTAINABILITY APPROACH

Stakeholder Engagement

Building an effective and strong stakeholder dialogue is at the foundation of keeping our business sustainable and engaging them into our sustainability strategy.

Since 2013, we have been prioritizing our stakeholders and the means of communication through a comprehensive stakeholder mapping study pursuant to AccountAbility's AA1000 SES Standard and the EFQM Business Excellence Model.

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

Engagement with Stakeholders

Stakeholders	Dialog Platform	Frequency of engagement	Key Topics
Employees	Employee Engagement and Satisfaction Survey, Workplace, CokePort, Digital Info Boards, Townhall Meetings, press reports, CCIdea Platform and Innovation Day, CCI training programs, leadership development trainings, sales incentive programs, Reputation Surveys, volunteer programs.	Regular	Business results, environmental performance, community projects, awards and recognitions, compensation and benefits topics.
Distributors/Sellers	Distributor meetings, Process improvement studies, regular visits, training programs, plant visits, distributor satisfaction questionnaire, Distributor portal, CCI Call Center	Periodic	Business performance, commercial plans, satisfaction scores.
Shareholders	General Assemblies, website, Public Disclosure Platform (PDP)	Regular	Financial and operational performance and reporting.
Customers	Trainings, support programs, regular visits, plant visits, Coca-Cola Customer Road Show, Customer Satisfaction Survey, CCI Call Center, Focus group studies, business planning meetings	Periodic	Business performance, commercial plans, products, marketing plans.
Suppliers	Training programs, improvement audits, plant visits, supplier days,	Regular	Quality of materials and services, future plans, strategic initiatives,



	supplier performance scores, supplier surveys, cooperation portal, industrial development and pilot activities.		business performance, sustainability, workplace rights, innovation in cooling equipment.
Investors	Annual report, investor conferences, analyst meetings, investor presentations, Sustainability Report, website, social media accounts, webcast, Investor Relations department, e-mail distributions, special case announcements, Public Disclosure Platform, direct feedback forms through CCI's corporate website, CDP Climate Change Report, CDP Water Report, Sustainability Index Assessment.	Every year	CCI's financial, operational and sustainability performance; future investment plans.
Public Institutions and Organizations	Reputation Surveys, Conferences, Industry Meetings	Regular	CCI's operational, environmental, quality and community-related performance; compliance with regulations.
NGOs	Project partnerships, corporate and individual employee memberships, participation in conferences and presentations, Reputation Surveys, Stakeholder Day	Regular	CCI's operational, environmental, quality and community-related performance; transparency and reporting.
Union	Union representation, collective labor agreements, representative meetings, plant visits	Regular	Human and workplace rights.
Media	Periodical information, regular updated statements, support programs, regular visits, website, plant visits, Reputation Surveys	Regular	Products, marketing and promotion campaigns, product ingredients, sustainability performance, community development projects.
Consumers	Coca-Cola Call Center, Coca-Cola Open to Curiosity Platform, Coca-Cola Social Interaction Center, website, informative publications, plant visits, product labels	Regular	Product quality, consumer satisfaction, low-and no-calorie product alternatives, nutritional labeling, product ingredients.



Sector Groups	Corporate memberships, joint projects, participation in meetings and conferences.	Regular	Industry-wide issues, regulations, legal compliance, speaking engagements at conferences, benchmark visits to plants.
Society	Coca-Cola Open to Curiosity Platform, Donations, website, plant visits, support programs, voluntary practices, Coca-Cola Call Center, information through mass communication, product labels, advertisement and marketing activities, environmental training sessions, social engagement projects, field studies, meetings, survey and eliciting opinions, Reputation Surveys, Annual report, Sustainability Report	Regular	Product quality, product ingredients, marketing and promotion campaigns, sports tournaments.

Stakeholder Day Series

CCI and TCCC envisioned the Stakeholder Day series as a local engagement platform to further improve relations with key local stakeholders, and to raise awareness for economic and social influence, sustainability efforts, and manufacturing capabilities in CCI’s operating regions. Stakeholder Day series started in 2017, when CCI and TCCC representatives had the opportunity to come together with the local stakeholders and share information on the operations in the region, CSR efforts and the sustainability vision.

Two Stakeholder Days were organized in 2018, in Elazığ and Çorlu. Four Stakeholder Days are planned for 2019.

TCCC Reputation Research

Within TCCS, we value feedback and opinions; we plan and implement our actions with the insight we gain from our internal and external stakeholders, including our consumers. For this purpose; we conduct periodic corporate reputation research with our stakeholders.

In 2018, via a third party institution, we conducted monthly reputation research, in compliance with EFQM and AA1000 standards, on a sample to represent Turkish urban population. The research aimed at tracking consumers’ perceptions and attitude towards Coca-Cola Turkey on issues such as transparency, accountability, financial durability, corporate social responsibility, product and service quality, working conditions, campaigns / commercials, communication, innovation, environmental issues and company performance.



Strategic Partnerships



TUSIAD – UNGC



CCI is a member of Turkish Industry and Business Association (TUSIAD) and CCI Corporate Affairs Director is a Board Member of UNGC Turkey. In line with our commitment to the Sustainable Development Goals, CCI is an active participant of the Climate Change and Women Empowerment workgroups.

ÇEVKO (Green Dot)



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

Habitat Association



Per CCI sustainability strategy, women empowerment is a priority focus. To this end, Coca-Cola Turkey cooperated with Habitat Association for “My Sister” Project. The project aims to empower women, by equipping them with the necessary information and knowledge to take active role in the regional economic development, to improve their economic and social position and participate in economy. More information can be found at <https://habitatassociation.org/projects/my-sister/>

United Nations Development Programme (UNDP)



As a responsible corporate citizen, Coca-Cola Turkey invests in community projects to tackle waste pollution and recycling. This year, in cooperation with UNDP, a Recycling Program in the Mediterranean District of Turkey kickstarted with the goal of enhancing the waste management capacity for recycling.

International Labor Organization (ILO)



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

Our Memberships

- **ÇEVKO** (Packaging Recovery Organization – Green Dot)
- **TÜSİAD** (Turkish Industry and Business Association)
- **YASED** (International Investors Association)
- **MEDER** (Beverage Industry Association)
- **KALDER** (Turkish Quality Association)
- **DEİK** (Foreign Economic Relations Board)
- **SUDER** (Bottled Water Manufacturers Association)
- **MEYED** (Turkish Fruit Juice Industry Association)
- **TEİD** (Turkish Ethics and Reputation Society)
- **TÜYİD** (Turkish Investor Relations Society)
- **TOBB** (Union of Chambers and Commodity Exchanges of Turkey)
- **TGDF** (Federation of Food and Drink Industry Associations of Turkey)
- **UNGC Network Turkey** (United Nations Global Compact Network Turkey)
- **Brand Protection Group**
- **30% Club Turkey Chapter**

Initiatives to which we are Signatories

- CDP Climate Change Program
- CDP Water Program
- Equality at Work Platform
- United Nations Global Compact (UNGC)
- Turkish Climate Change Platform
- United Nations Women’s Empowerment Principles

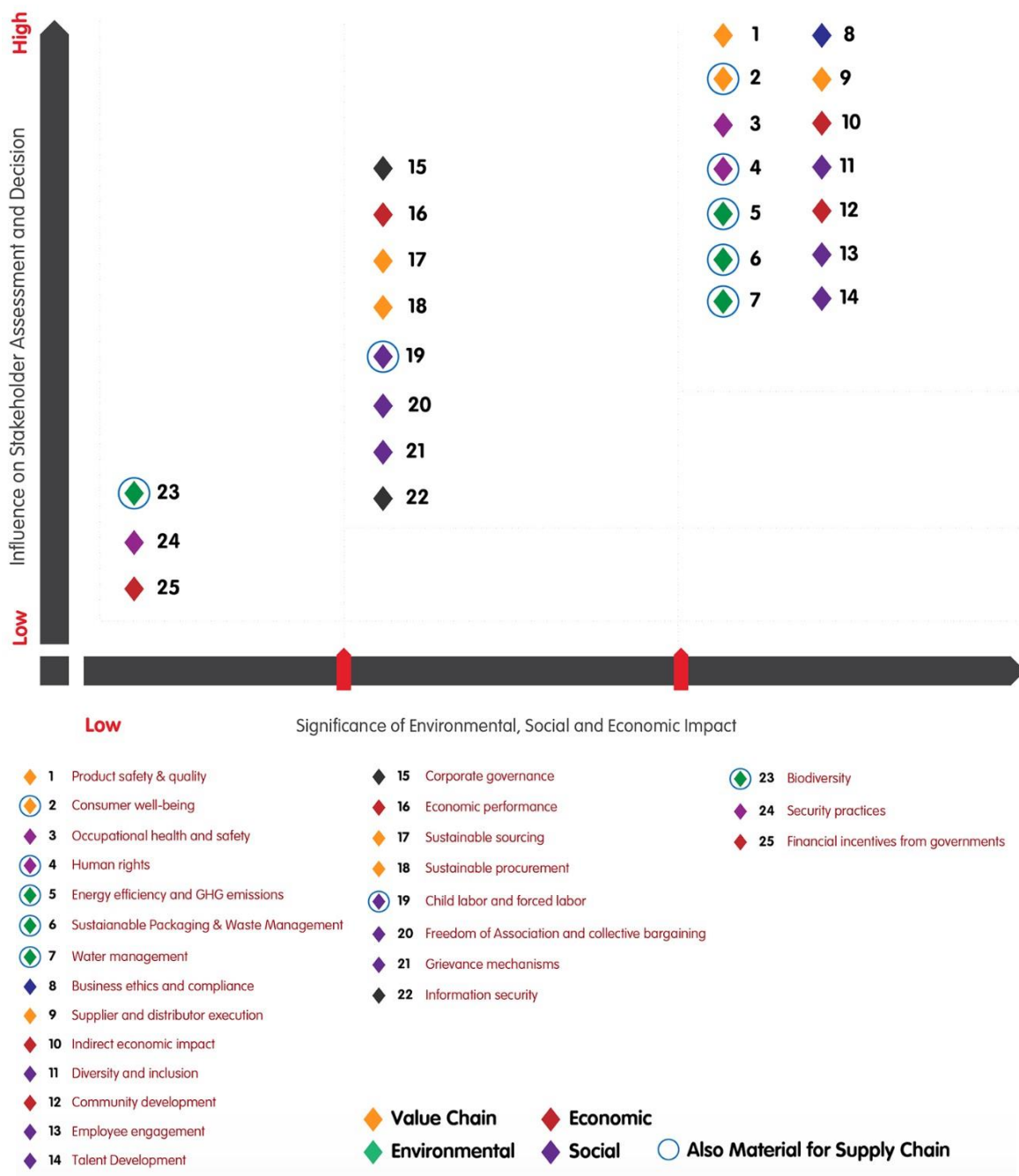


Our Materiality Analysis

The analysis of material topics plays a crucial role in laying out a roadmap for sustainable business outcomes in all three main pillars of corporate governance: *economic, environmental and social*. While we determine material issues, we consider the broader social, economic and environmental impact on both our business and along our value chain. We also consider relevant risks, opportunities and stakeholder expectations with regards to specific issues. The materiality analysis is a continuous process for us and is significant to review our progress and assess the results every year.

In 2018, our Sustainability Organization inspected our materiality universe in the light of our risk and opportunity management practices, stakeholder expectations and feedback, as well as CCI's and TCCC's priorities. The topics on the top right are the focal issues for this report.

Materiality Analysis Chart



OUR SUSTAINABILITY FOCUS

We envision being the best FMCG company across our markets, and sustainably grow our business by focusing on our product portfolio and package innovations, thus assuring that we act responsibly as a corporate citizen. Consequently, we believe in sustainable growth we strive to create sustainable value for our diverse group of stakeholders along the value chain. We developed our sustainability vision and framework to materialize this commitment. As we move closer towards our targets, we put our sustainability principles into practice in all our processes.

“**Create Value**” is at the heart of our vision surrounded by our ‘Customers & Consumers’, ‘People’ and ‘Community’. We deliver the value we generate to our stakeholders under 6 major titles: Consumer Well-Being, Customer Value, Human Rights, Human Capital, Community Development and Environmental Footprint.

Our Sustainability Focus and SDGs



For more detailed information on our contributions to SDG's you may visit

<https://www.anadolugrubu.com.tr/document/pdf/Anadoludan-Yarınlar.pdf>

The Way Forward

Aligned with TCCC, we identified the areas where we can create value based on our performance. To broaden the scope of the positive impact accompanied by our company goals, we linked them with the UN Sustainable Development Goals.

While one of our sustainability agenda items is the Science Based Target initiative (<https://sciencebasedtargets.org/>), another is to disseminate our sustainability performance with an Integrated Report that will align our strategy, financial and extra-financial goals.



RISK MANAGEMENT AND ETHICS

Priority Areas	2018 Goals	Performance in 2018	Status	2019 Goals
Risk Management	Continue to update and further develop the ERM website.	ERM website has been updated. Transfer of ERM website to new portal is ongoing.	Achieved	<ul style="list-style-type: none"> To revise and update the approach for establishing the consolidated risk dashboard at the Group Level Utilizing Videoconferencing as a tool for some internal audits to save time and be more environment-friendly

Risk Management at CCI



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

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

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

Internal Audits are performed to track the risk mitigation plans and the results are reported to the Audit Committee.



Global Risks Landscape 2018

Top 5 Global Risks in Terms of Likelihood

2016	Large-scale involuntary migration	Extreme weather events	Failure of climate change mitigation and adaptation	Interstate conflict with regional consequences	Major natural catastrophes
2017	Extreme weather events	Large-scale involuntary migration	Major natural disasters	Large scale terrorist attacks	Massive incident of data fraud/theft
2018	Extreme weather events	Natural disasters	Cyber attacks	Data fraud and theft	Failure of climate change mitigation and adaptation

Top 5 Global Risks in Terms of Impact

2016	Failure of climate change mitigation and adaptation	Weapons of mass destruction	Water crises	Large-scale involuntary migration	Severe energy price shock
2017	Weapons of mass destruction	Extreme weather events	Water crises	Major natural disasters	Failure of climate change mitigation and adaptation
2018	Weapons of mass destruction	Extreme weather events	Natural disasters	Failure of climate change mitigation and adaptation	Water crises

■ Economic
 ■ Environment
 ■ Geopolitical
 ■ Societal
 ■ Technological

Source: World Economic Forum 2008–2018, Global Risks Reports

CCI country management uses the pillars in the company’s strategic business plan to evaluate business risks. CCI’s principal risks and key mitigations are given below:

Risk Pillar	Principal Risk	Key Mitigations
Environmental	Community & Stakeholder Relations	<ul style="list-style-type: none"> Implement locally relevant projects with local and international project partners. Drive stakeholder perception through transparency and reporting practices.
	Water Scarcity	<ul style="list-style-type: none"> Water reduction activities at plants. Continue local replenishment and access to water program. Sustainable sourcing.
	Wastewater	<ul style="list-style-type: none"> Wastewater treatment systems. Periodic analysis. ISO 14001 EMS and KORE Audits.
	Energy	<ul style="list-style-type: none"> OE Projects, Behavioral Energy Program. Improve energy efficiency (achieve energy use ratio targets)
	Climate Change	<ul style="list-style-type: none"> Energy efficiency and GHG emission reduction programs at plants, logistics and cooling operations. Post-consumer packaging recovery programs to reduce packaging materials and GHG emissions. Policy making and engagement with NGOs and legal authorities. Investigate alternative clean energy sources.
	Water	<ul style="list-style-type: none"> Conduct SVA studies. Follow-up of Source Water Protection Plan. Implementation of water efficiency projects. Improvement of WUR (water use ratio).
Supply Chain	Food Safety	<ul style="list-style-type: none"> Implementation KORE audits and International Standards.
	Packaging	<ul style="list-style-type: none"> Implementation of sustainable packaging and waste solutions. Maintaining packaging innovation, Lightweight, PlantPet, recycling activities. Coordination with local authorities for waste collection and recycling.



	Supplier Management	<ul style="list-style-type: none"> Follow-up of SGP audit findings.
	Quality	<ul style="list-style-type: none"> KORE audits and International Standards.
Legal & Compliance	Compliance Risks	<ul style="list-style-type: none"> Establish an early warning mechanism for critical draft and recent regulations. Lobby as an industry against unfavorable regulatory and tax initiatives of the government.
	Ethics-Bribery & Corruption	<ul style="list-style-type: none"> Train employees on the Code of Ethics. Encourage effective use of Ethic Hotline. Implement ethics program.
Work Life	Human & Workplace Rights	<ul style="list-style-type: none"> SGP Audits. Follow-up SGP audit results. Ethics Hotline.
	Health & Safety	<ul style="list-style-type: none"> Hand in Hand Safety Program. KORE Compliance Implementations. Distributor safety process implementations. Contractor safety process implementations. Driving Safety Program.
	Sustainable Talent Capability	<ul style="list-style-type: none"> Continue with talent development forum. Effective cooperation with respected universities to build employer branding.
Cybersecurity	Cyber-attacks that may cause data leakage or service interruptions	<ul style="list-style-type: none"> Security program, cyber resilience, cyber risk insurance.

In 2018, risk assessments were conducted three times; in January, June and in August following the devaluation of Turkish Lira. CCI's top risks for 2018 were **instability in international politics and security, economic volatility, and corporate acceptance**. Followed by these were **capability building, regulatory taxes and changing consumer preferences**. CCI's principal environmental risks were assessed as **post-consumer packaging, water scarcity and climate change**.

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

Outlook for 2019:

- Understanding technology's impact on strategy, business models and cybersecurity
- Anticipating and planning for geopolitical and regulatory changes
- Overseeing the culture and talent in an era of innovation and transformation
- Engaging with the stakeholders on long-term governance, environmental and social issues



Information Security and Privacy

Priority Areas	2018 Goals	Performance in 2018	Status	2019 Goals
Information Security	<ul style="list-style-type: none"> To increase security monitoring capabilities. To add more topics to the awareness program. 	Information Security monitoring systems and additional initiatives (such as 2FA) were implemented over all CCI countries to increase security maturity. Employees were informed about modern information security threats and topics through Security awareness trainings.	Achieved	<ul style="list-style-type: none"> Implement «secure-by-design» «privacy-by-design» approach in product development and lifecycle management for sustainable security culture. Extend cybersecurity focus to OT/IoT to increase visibility with OT intrusion detection systems and effectively protect production systems in our plants. Implement early and accurate threat detection systems by leveraging advanced deception technologies to ensure post-breach defense, contain cyber attacks, mitigate the damages thus increase cyber resilience. Challenge CCI's security maturity and resilience to sophisticated attacks by emulating attackers who use advanced tactics, techniques and procedures.

According to the Global Risk Report by the World Economic Forum; cyber risk is one of the major and rising risks around the globe. To address this challenge and mitigate risks, CCI owns a robust information security and privacy program with the following key elements to secure its information assets:

Information Security Governance:

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

Security Awareness:

CCI has been running a mandatory cybersecurity awareness program for all employees since 2014, thereby promoting cybersecurity awareness across the company. The awareness program reports are submitted to top management to inform them of any risk.

This awareness program includes online training, awareness posters on display at CCI work places, as well as email notifications on diverse topics such as phishing, travel security, URL security, email security, physical security.

Regulatory Compliance:

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

- Turkish Personal Data Protection Law no. 6698 (KVKK)
- Communiqués published by Capital Markets Board of Turkey



- Authorized Economic Operator program of Turkish Ministry of Customs and Trade
- The Law of the Republic of Kazakhstan on Personal Data and Their Protection

Privacy and Data Protection:

CCI takes precautionary measures to secure the personal information of its employees and customers. Our IT environment, security measures, policies and cyber security awareness program support compliance with the privacy and data protection requirements.

Cyber Risk Insurance:

CCI possesses cyber risk insurance to mitigate cyber-related security breach or events. Cyber risk insurance covers the cost of restoring the loss in terms of business income or reputation owing to the damage of computers and computer networks.

Business continuity

CCI implements TCCC's Incident Management and Crisis Resolution (IMCR) program, which is designed to create and maintain an efficient, integrated structure for preventing and managing incidents. Implementation of the IMCR program is a key management activity and is everyone's responsibility at CCI.

To ensure that we prevent or reduce the impact of incidents on our business, we have incident management teams in each country of operation. Each team joins our annual training sessions, and collectively work on simulations of complex incidents.

As part of the IMCR program, each country conducts the IMCR Validation program every three years, which aims to create readiness for crisis situations, build awareness, identify gaps and develop action plans for improvements.

In 2019, we plan to conduct the IMCR Validation Program in Azerbaijan, Kazakhstan, Kyrgyzstan and in Pakistan.



Ethics

Priority Areas	2018 Goals	Performance in 2018	Status	2019 Goals
Business Ethics	To continue to give our training on Code of Ethics and anti-bribery policy to all management teams and all newcomers in all CCI countries.	Training has been given to all newcomers as part of the orientation program.	Ongoing	To continue to give our training on Code of Ethics and anti-bribery policy to all employees in all CCI countries and to use other communication channels like digital boards, internal social media platform to raise awareness. To co-operate with EBRD to run an ethics and compliance training program which will be initiated in CCI's distributors with the aim of reducing the third party risks.
	To continue to review and update Code of Ethics and anti-bribery policy in line with TCCC practices.	It will be completed in 2019.	Ongoing	To continue to review and update Code of Ethics and anti-bribery policy in line with TCCC practices. To prepare policies about third party relationships, gift and entertainment, conflict of interest.

Integrity and honesty are fundamental virtues for CCI. It is our whole-hearted obligation to protect our most valuable asset; the Coca-Cola brand and Coca-Cola İçecek.

The CCI Code of Ethics guides our employees to live by our values and “**do the right thing**”. The scope applies to all CCI operating geographies. Our CCI Code of Ethics and Code of Ethics Handbook are publicly available for everyone on CCI corporate website:

www.cci.com.tr/en/investor-relations/corporategovernance/code-of-ethics
[.https://www.cci.com.tr/Portals/3/Documents/PDF/CCI_code_of_ethics_main.pdf](https://www.cci.com.tr/Portals/3/Documents/PDF/CCI_code_of_ethics_main.pdf)

CCI’s Corporate Governance Committee ensures full implementation and enforcement of the Code of Ethics. Implementation of the Code is under the responsibility of the CCI Ethics and Compliance Officer and the Local Ethics and Compliance Officers. CCI Ethics and Compliance Committee, consists of the CFO, the Human Resources Director, the General Counsel, the Corporate Affairs Director and the Chief Audit Executive.

The Corporate Governance Committee also developed necessary mechanisms for stakeholders to report any illegal or unethical practice within the company to the Corporate Governance Committee or the Audit Committee.

There are several channels available for our employees to express their concerns on ethical issues. They can direct their concerns to their managers or Local Ethics and Compliance Officers, or use the CCI Ethics Service, which is run by a completely independent third party that is available 24/7 to all employees. There are translators providing translation services online in Arabic, English, Georgian, Russian and Turkish.

CCI Ethics Service communication channels are:

1. E-mail: employee’s name and e-mail address are kept confidential
2. CCI Ethics and Compliance websites www.cciethikhat.com (in Turkish) and www.cciethicsline.com (in English, Russian and Arabic): employees can login to the page anonymously and enter their message.
3. A dedicated phone number.

CCI Ethics and Compliance Officer keep records of all incidents across CCI and monitors the review processes and ensures they are completed. CCI Internal Audit Department handles investigations



concerning Code of Ethics violations and the CCI Ethics and Compliance Committee makes decisions based on the findings of the investigations. Certain categories of decision-making authority may be delegated to Local Ethics and Compliance Committees in accordance with the Guidelines for Handling Code of Ethics Matters.

We impose disciplinary measures that fit the nature and circumstances of each Code violation. Letters of reprimand are issued for less significant, first-time offenses. Violations of a more serious nature may result in suspension without pay, loss of progress payments and bonuses or termination of employment.

All newly recruited employees must sign an acknowledgement form confirming that they have read the Code of Ethics and agree to abide by its provisions. All employees are required to periodically make this acknowledgement. The Code of Ethics Handbook and Guidelines for Handling Code of Ethics Matters are shared with our employees. Representatives and consultants assigned by CCI and third parties doing work on behalf of CCI may also obtain a copy of the Code and learn therein about their obligations. Since 2013, our employees are trained on the revised Code of Ethics, the Code of Ethics Handbook and procedural provisions. In addition, digital in-office screens and internal social media are used in order to increase awareness and to refresh the information about ethics rules. This year for the first time with the participation of all countries, CCI celebrated Global Ethics Day.

In this scope, 624 human-hours of training and approximately 50 informative posts were provided for the countries in the reporting period.

SUSTAINABILITY REPORT 2018

SECTION-2: Sustainability in Review

OUR MATERIAL SUSTAINABILITY TOPICS OF 2018

Through the aforementioned materiality analysis for 2018, we determined the material sustainability topics of 2018 which are focal issues as they have relatively higher impact on the value generation during the course of our operations.

Six major areas that are material for our stakeholders in line with our vision and strategy are: Consumer Well-Being, Customer Value, Human Rights, Human Capital, Community Development and Environmental Footprint.

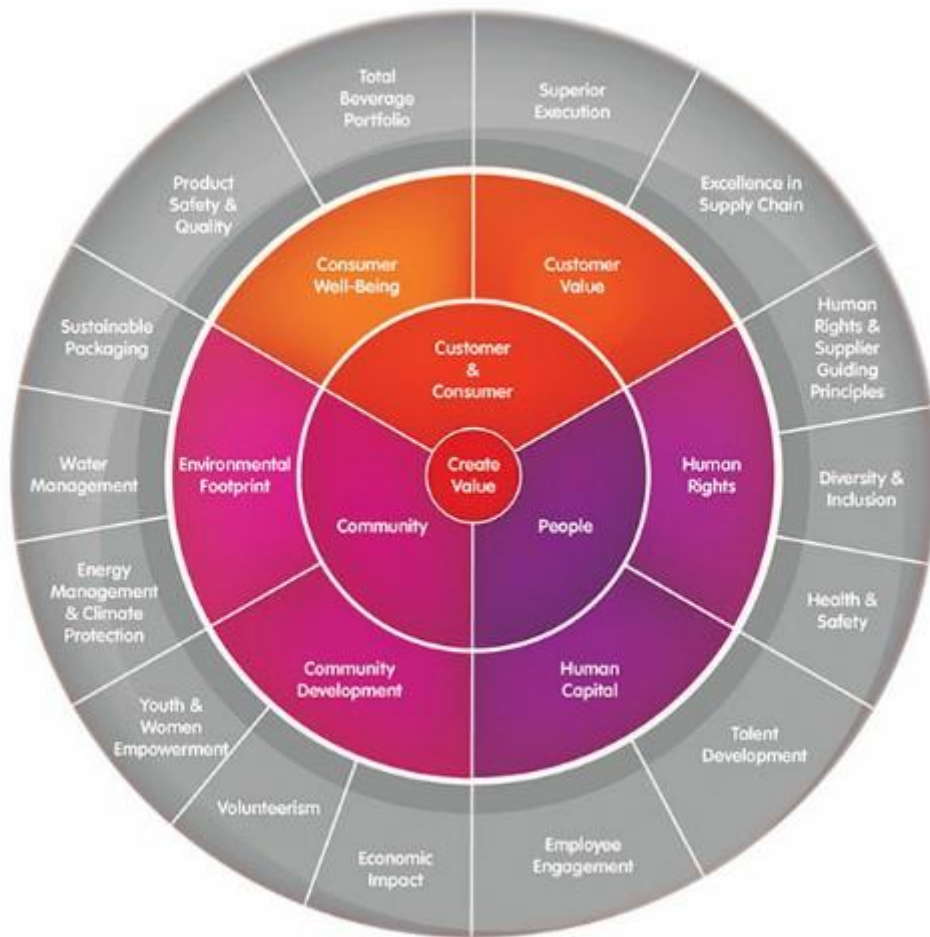
For **Consumer Well-Being**; offering a wide beverage portfolio to our consumers at high product quality and safety standards has crucial importance in our business model. For **Customer Value**; we are determined to go for higher customer satisfaction with our customer-centric approach. We strive for Operational Excellence across our geographies with our innovation culture, and put best effort to spread this along our supply chain. On the other hand; following a Superior Execution approach, we focus on ensuring the best customer experience by contributing to the sustainable development of our distributors and by interacting actively with our customers.

We are committed to creating value and positive impact for our **People** in our operating geographies. To create a great place to work, we pioneer in **Human Rights** policies and practices. Furthermore, invest in the development of our **Human Capital**, hence we bring about a positive change and share with people. By prioritizing **Health & Safety**, we aim to foster a safe, and equal opportunity workplace, where all our employees feel appreciated and involved regardless of their gender, nationality, age, language and religion. These **Diversity & Inclusion** policies not only boost the synergy within CCI, but also enlighten the society for positive transformational change. To spread about these policies throughout the value chain; **Human Rights Policy and Supplier Guiding Principles** are our main tools. The source of the power that creates and delivers sustainable value is our employees, and their skill sets and expertise. Therefore, we manage this precious Human Capital through Employee Engagement and Talent Development programs.

We proudly serve a great **Community** consisting of a population of more than 400 million people across 10 countries and we are pledged to be a good corporate citizen. While growing our business, we also work to ensure that we create value for each and every member of these communities. Our community investment focuses on three areas, which are youth, women empowerment and water.

On the other hand; minimizing our **Environmental Footprint** by using fewer natural resources, operating efficiently and generating less waste are our priorities. This is essential not only for a sustainable business, but also for the sustainable welfare of the communities that we operate in. Consequently, we intensively focus on 'water and energy management', 'climate change' and 'sustainable packaging' practices.

The following section of this report focuses on our actions, performance, goals and commitments for the 2018 material topics.



CREATING VALUE FOR OUR CUSTOMERS & CONSUMERS

CONSUMER WELL-BEING



While we offer our consumers a wide range of products fit for every lifestyle and occasion, product safety and quality remain our priority. We aim at meeting the ever-evolving preferences of our consumers to provide more choices in our beverage portfolio with a “total beverage” mindset. We provide affordable, ready, innovative products for all occasions.

Product Safety and Quality

Goals and Commitments

Priority Areas	2018 Goals	Performance in 2018	Status	2019 Goals
Product safety and quality	To continue to have zero major findings in food safety and quality audits.	Zero nonconformity in food safety and quality audits.	Achieved	To continue to have zero major findings in food safety and quality audits.

At CCI, we conduct bottling operations in 26 plants in 10 countries. The sustainability of our business lies first and foremost in the excellence of these operations. KORE (The Coca-Cola Operating Requirements), the set of operating requirements in The Coca-Cola System (TCCS), forms our main reference point in managing food safety and quality, environment, and health and safety performance in our plants. Annual KORE audits and assessments are carried out in each plant by TCCC’s internal auditors to ensure our compliance with the requirements as well as attainment of relevant certifications and engagement with approved excellence programs. Please refer to “Management Systems Standards and Principles” in Performance Indicators section of the report for an explanation of compliance with regards to internal policies, external standards and principles.

External Audits

External audits conducted in our plants verify our compliance with the necessary standards. Our up-to-date list of standards’ compliance and verification by the end of reporting period is as follows:

[Quality, Environment, Health & Safety and Food Quality](#)

All our plants in 10 operating countries have ISO 9001, ISO 14001, OHSAS 18001 and FSSC 22000 certification.

[Energy and GHG](#)

All our plants, sales operations facilities and offices in Turkey are certified with ISO 50001 Energy Management and ISO 14064 Greenhouse Gases Standards. Our HQ Building in Turkey has the LEED Gold Certificate. Our Burundai Plant in Kazakhstan, Bishkek in Kyrgyzstan and Lahore in Pakistan also have the ISO 50001 certification.

[Food Packaging](#)

All our plants that produce preforms hold PAS 223 Packaging certificates.



KORE Audits

Compliance with product safety and quality requirements by both by our suppliers and our own plants are regularly monitored through unanticipated audits by TCCC.

Thus and so, during the reporting period, **5 CCI plants** were audited. All plants passed the audit without unconformities. Furthermore, third-party external audits on compliance with the **FSSC 22000** Standard were carried out, resulting in either re-certification or follow-up. By the end of the reporting period, all plants obtained **FSSC 22000** certificates.

The sustainability of our business lies first and foremost in the excellence of our operations.



Total Beverage Portfolio

Goals and Commitments

Priority Areas	2018 Goals	Performance in 2018	Status	2019 Goals
Consumer Well-being	To continue with the Open to Curiosity platform as a means of communicating with our consumers.	In 2018; 643,472 users made 756,886 visits and 862,038 page were viewed in total during the visit sessions.	Achieved	To continue with the Open to Curiosity platform as a means of communicating with our consumers.

We grow by offering more than 25 “consumer-centric” brands to our consumers. In order to meet the ever-changing preferences of our consumers and to build a stronger business, we offer a spectrum of choice across our beverage portfolio that includes low or zero calories beverage options. Our team dedicated on our portfolio growth and mix, focus on providing the best blend to present the highest satisfaction to our consumers.

We strengthen our strategy through lean production and transformation into the digital enterprise. The key driver of this new strategy will be the **agile operations**, which analyzes the processes, tools and training that is being used, and in return leads us to quickly respond to customer needs and market changes.

Open to Curiosity (merakettim)

As part of our efforts for a more transparent relationship with our consumers, the online Open to Curiosity Platform in Turkey provides a direct forum for our consumers to address their concerns regarding our products. Besides, we cater our consumers with clear, understandable and scientific information about our products.

Furthermore, stakeholders who are interested in seeing our production processes can easily attend our plant tours – in person or virtually – to learn about the production stages of Coca-Cola products. Our stakeholders can visit <https://merakettim.coca-colaturkiye.com/> and <https://www.coca-colafabrikasi.com/> for more information.

Responsible Marketing

At the core of our efforts to transparently inform our consumers lies comprehensive and clear nutritional information, allowing them to make choices that fit best to their lifestyles. Most minimum, our labels provide basic nutritional information about the beverage, such as the amount of energy (kilocalories, calories, kilojoules), protein, carbohydrates, fats, total sugars and sodium.

Responsible advertising and marketing are other important means of how we engage with our consumers.

In line with TCCC’s Global School Beverage Guidelines, we do not sell our sparkling beverages in elementary schools. Specifically, to honor the rights of parents and caregivers to make the appropriate choice for their children, we do not engage in advertising or marketing activities targeting those under the age of 12.

Our stakeholders can reach further information regarding our responsible marketing policy at

<https://www.coca-colacompany.com/content/dam/journey/us/en/private/fileassets/pdf/our-company/responsible-marketing-policy.pdf>



CUSTOMER VALUE



In line with our vision, we aim to build a company that creates value and delivers sustainable long-term growth as a preferred partner for our customers. To deliver these value, we put in practice the best-in-class commercial strategies and solutions to create the perfect shopper experience every time they visit our sales points. Our key motivation is “winning with the customer” whilst delivering joint initiatives and superior execution.

Across our operating geography, we have almost 400 million consumers and we work with approximately 920,000 sales points, including supermarkets, restaurants, convenience stores, hotels, and other retail outlets. We deliver products from 26 plants ensuring the highest quality products to our customers. We keep on investing in coolers to ensure our consumers access cold products.

Superior Execution

To provide the best experience for our business partners; customers and distributors and win with the customer, we are investing in developing our people and technologies we use.

Customer Satisfaction

Goals and Commitments

Priority Areas	2018 Goals	Performance in 2018	Status	2019 Goals
Customer Satisfaction	We aim to conduct the study for Kyrgyzstan, Pakistan, Kazakhstan, Turkey and Jordan.	We conducted customer satisfaction studies in Turkey and Kyrgyzstan. Total of 2,739 customers have been interviewed.	Partially	To conduct the studies in Kazakhstan, Pakistan and Iraq

It is crucial to understand the key drivers of satisfaction of our customers to “Win with the customer”. Understanding the dynamics and taking necessary steps for a stronger and sustainable relationship, we are conducting Customer Satisfaction Studies in all of our operating geography. These studies enable us to focus on the gap between our customers' expectations and our current service levels. We have been conducting customer satisfaction surveys in Turkey since 2005 and in other operations since 2012. The customer satisfaction scores increased significantly compared to the last year. This was the result of our actions to increase in the timely product order delivery as well as relationship health tracking: a measure of customer relationship management.

Customer Satisfaction Survey (Turkey)	2013	2014	2015	2016	2017	2018
Customer Satisfaction Score	61	68	64	60	54	63



[CCI Customer Interaction Center](#)

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

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

In 2018, we received 340,000 service requests for different issues regarding customers (both existing and new), distributors, fleet and finance, with a 24% increase compared to the last year. Moreover, our Customer Interaction Center performed 125,000 outbound calls to check the satisfaction with service levels.

[Customer Training](#)

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

[Joint Business Plan Meetings](#)

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

[Customer Focus Groups](#)

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



Distributor Satisfaction

Goals and Commitments

Priority Areas	2018 Goals	Performance in 2018	Status	2019 Goals
Distributor Trainings	To continue providing trainings to our distributors.	We provided 73 training sessions with 759 participants to our distributors in Turkey.	Achieved	To continue providing trainings to our distributors.

Every year, we conduct Distributor Satisfaction Surveys via a third-party service provider to evaluate the satisfaction level of our distributors. As an measure of our company reputation, surveys inform us of our strengths and weaknesses about our partnerships with our distributors and our ability to manage the distributor network. CCI Turkey's 2018 survey score was up by 5 points from its 2017 score, reaching 91%.

Distributor Satisfaction Survey (Turkey)	2013	2014	2015	2016	2017	2018
Distributor Satisfaction Score	84.0	84.9	84.5	84.3	86.0	91

Distributor Supervisor and Pre-Seller Training

In order to accompany the sustainable development of our distributors in Turkey, we support their sales capability developments. To this end, we provided **the supervisors and presellers of our distributors in Turkey** around 70 training sessions on various sales and professional development topics with approximately 750 participants.

Distributor Pre-Seller Online Training

In addition to the above-mentioned trainings, an online training system was launched for our sales representatives. This is intended to enable the new-comers to understand the business processes better, to get to know TCCS and CCI better and a better understanding of their responsibilities. The online training includes modules such as "Basics of Coca-Cola system", "A day of a preseller", "Merchandising and RED", "Trade Math" and "Dealing with Complaints".

A total of 178 distributors from Turkey, Azerbaijan, Kyrgyzstan, and Pakistan participated in Distributor Pre-Seller Online Training in 2018. 504 pre-sellers were assigned training.

Distributor In-Class Training

In-class trainings are provided to our distributors so as to equip them with in-depth knowledge through high interaction. Across all CCI countries; 404 training sessions were held and 7,210 attendees were trained in 2018.



Right Execution Daily (RED) Practices



The Right Execution Daily (RED) system helps us offer products to our customers and consumers in the optimal way. We switched to a one level higher monitoring in our RED project in Turkey by introducing image recognition technology in 2016. This new technology enables us to cover all of our traditional sales points. It allows our sales teams to follow their own customers' merchandising standards and practices through photography. Following Turkey's successful implementation in 2016, we started to use this technology in Iraq in 2017 and in Kazakhstan, Azerbaijan, and Kyrgyzstan during 2018. The image recognition technology will be further rolled out to the on-premise channel in Turkey as well as Jordan and Tajikistan operations in 2019.

Route to Market (RTM)

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

CCI constantly checks and improves customer satisfaction levels by supervising each distributor and investing in their operational capabilities. All these efforts enable an effective, efficient and sustainable RTM model. Among our RTM sustainability actions are optimizing the number of vehicle movements per day, the daily mileage and the time spent in the field.

In line with our vision to be the best FMCG company, we track all potential customers every 2 to 3 years via our Every Outlet Survey (EOS).

"One Number Score" is our monthly commercial KPI that helps us track our 'Customer Successful Visit' performance.



Commercial Excellence

CCI NEXT and RED BOX MODULE

Within the scope of the Customer Engagement Program, CCI Turkey has an online sales channel, namely CCINext, that enables customers to receive online orders 24/7, and to follow discounts and promotions special for their channel, to track orders and gain/redeem points as well as access training videos.

CCINext, launched in 2017, introduced another sales channel in our system with its online ordering module which was live on the 3rd quarter of 2018. At a pilot trial at 5 distributors in İzmir City Center, 6 thousand customers were reached. In the last quarter of the year, İzmir and Ankara Sales Centers put CCINext in use for their customers

CCINext Red Box is our Customer Development Program which allows us to add value to our customers. With its traditional channel applications, CCINext Red Box module won the “Most Successful Retail Channel” award given by TCCC at the Global Customer & Commercial Leadership (GCCL) Awards.

2018 Retail Channel Winner



Coca-Cola Store Now Open

Launched in 2017 in a bid to respond to evolving consumer habits and to offer better service to customers, the Coca-Cola Store began selling products through our business partners on Turkey’s leading e-commerce websites such as hepsiburada.com, trendyol.com, amazon.com.tr, çiçeksepeti.com, n11. com, and gittigidiyor.com in 2018, in addition to its own website at the address www.cocacoladukkani.com.

Products are offered through our business partners with the marketing support of our company at times of the highest online shopping traffic such as the Black Friday and the Longest Night. Thanks to the powerful reach of digital media to consumers, Coca-Cola Store is an effective tool that we utilize during new product launches. In this context, sales to our business partners increased eight folds in 2018 over the previous year.



Excellence in Supply Chain

Owing to our far-reaching regional presence, we have to manage a large value chain resulting in significant social, environmental and economic impacts. Thus, we see it as our responsibility to diligently follow our sustainable methodology, and remain unlimited in our sustainability policies and practices in our own operations, and implement them within all stages of our value chain.

A Case of Success In Turkey In OE Projects

Throughout our organization, we strive to incorporate a culture of Operational Excellence (OE) with the long-term intention of meticulously improving our business processes and systems. The OE Model is based on Lean Six Sigma methodologies and applied to all company functions. While the model focuses on maximizing quality and efficiency and minimizing failure, it also aims to decrease the environmental impacts that arise from our bottling operations.

OE-Wave 11 completed.

OE-Wave 12 studies are progressing with 11 green belt candidates.

TURKEY							
Since Implementation (as of end of OE -Wave11)			In 2018				
(2008 to 2018 Cumulative)							
828	624	\$62,5	70	14	\$1.5	0	14
OE projects	certifications	millions saving	OE projects	certifications	millions saving	blackbelts	greenbelts

Note: OE-Wave 12 in progress not included.

CCI COUNTRIES (Excluding Turkey) *							
Implementation (2008 to 2018 Cumulative)			In 2018				
690	157	\$ 8.62	82	0	\$2.38	0	26
OE projects	certifications	millions saving	OE projects	certifications	millions saving	blackbelts	greenbelts

* CCI countries excluding Turkey in the reporting scope are: Jordan, Kazakhstan, Azerbaijan, Pakistan, Kyrgyzstan.

CCI COUNTRIES (Including Turkey) **							
Implementation (2008 to 2018 Cumulative)			In 2018				
1,518	781	\$ 71.12	152	14	\$3.88	0	40
OE projects	certifications	millions saving	OE projects	certifications	millions saving	blackbelts	greenbelts

** CCI countries in the reporting scope are: Turkey, Jordan, Kazakhstan, Azerbaijan, Pakistan, Kyrgyzstan



CCI Turkey Operations Innovation Day

EFQM Model's fundamental goal, "harnessing creativity and innovation" along with our vision to become the best FMCG company were our inspirations to the establish CCI Turkey Operations Innovation Day. It provides an opportunity to all employees for sharing their ideas and fostering the innovation culture within CCI. This dynamic event offers us an opportunity to recognize and reward innovation and stimulate new ideas that can lead to a positive impact on our communities and business operations. The Innovation Day brings together CCIdea, OE projects and the Innovation Competition within a single framework.

Third CCI Innovation Day was held in September 2018 with the concept of "**Women and Innovation**". **7 finalist projects in OE category and 11 finalist projects in Innovation Category were presented. The first three projects in each category were selected by televoting and rewarded.**

14 employees were nominated for green-belt certificates.

We received **3,105 ideas** from our employees within the scope of **CCIdea between 2014 and 2018 (404 ideas in 2018)**

Anadolu Group's Bi' Fikir Festivali (An Idea Festival) is open for participation by Group companies and it rewards companies that are successful in innovation. Among our 2018 innovation projects; three were selected as semi-finalists in 'Explorer' and 'Inventor' categories. One project, named **SPARC** was presented as best practice in "**Digital Transformation Category**" on the final day.



CREATING VALUE FOR PEOPLE

HUMAN RIGHTS



Respect for human rights is one of CCI's core values.

We value our relationships with our employees and we achieve success through the contributions that each and every individual makes. We are committed to having open and participatory workplace in which universal human rights are respected. We value every employee and encourage all to do their best.

In December 2018, CCI published its first Human Rights Policy, a continuation of the existing CCI Workplace Rights Policy. This new policy is based on international standards of human rights as set forth in the United Nations Universal Declaration of Human Rights, the International Labor Organization Declaration of Basic Work Principles and Rights, and the United Nations Global Compact. Supported by these sound foundations, we integrate human rights and workplace rights into all of our practices, corporate values, and sustainability strategy. The CCI Human Rights Policy is one of the fundamentals of our Vision and it is communicated continuously and consistently throughout our entire procurement chain

The CCI Human Rights Policy addresses the following issues:

- Community and stakeholder engagement
- Diversity and inclusion
- Zero tolerance to arbitrary discrimination
- Freedom of association and collective bargaining
- Safe and healthy workplaces
- Workplace security
- Prohibition of forced labor and human trafficking
- Prohibition of child labor
- Fair work hours, wages, and benefits
- Protection of land and water resource use

In order to determine the degree that our operations comply with the CCI's Human Rights Policy and TCCC's Supplier Guiding Principles (SGP), audits were conducted by an independent auditing firm in 2018. Five CCI plants in Jordan, Kazakhstan, Kyrgyzstan, and Turkey passed these audits successfully.

Supplier Guiding Principles

Our local procurement policy supports the sustainable development of local economies and we support our suppliers to improve their sustainability performance with effective supplier development practices.

As part of our supplier agreements since 2002, the Supplier Guiding Principles (SGP) determine the social, environmental, ethical and economic minimal, which TCCC expect from their suppliers. The latest human rights advancements from Ruggie, OECD and UNGC standards, as well as guidance provided by the Danish Institute for Human Rights study of TCCC policies and practices are reflected to SGP standards. At a minimum, our suppliers are required to meet these standards with respect to their operations.

You can access the SGP from the TCCC corporate website:

<https://www.coca-colacompany.com/our-company/supplier-guiding-principles>

Goals and Commitments

Priority Areas	2018 Goals	Performance in 2018	Status	2019 Goals
Sustainability of our Suppliers	To attain a success rate of 85% for the SGP audits in all countries of operation.	The success rate was realized as 73%.	Underachieved	To attain a success rate of 75% for the SGP audits in all countries of operation.

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

Third-party audits include confidential interviews both with employees and on-site contract workers. A supplier who fails to meet any aspect of the SGP requirements is expected to implement corrective actions. If a supplier fails to adhere to our principles, sanctions that include termination of the contract are applicable.

During the reporting period, with enlarged scope of SGP by trademarked Tertiary Packaging suppliers like crates, pallets, printed shrink and the like, 73% of our suppliers passed the audits and assured compliance with SGP without any major issues. Since this was below our target set as 85%, we put effort to work closely with these suppliers so that we could resolve their issues and bring them back to SGP compliance. We have revised our target for 2019 as 75%, with the inclusion of the aforementioned enlarged scope. As a result of the SGP audit, a remediation action plan that covers specific matters such as working hours (especially night shifts), rest day violation, overtime and health and safety, were sent to the relevant suppliers and supplementary audits were organized. In the last three years, TCCC audited all of CCI's ingredient and packaging suppliers.



SGP Audit Targets for Years

2014	2015	2016	2017	2018	2019	2020
					Target	Target
88%	91%	92%	93%	73%	75%	85%

Local Procurement

Local procurement is a significant means for us to contribute to local economies. The proportion of our spending on raw materials from local suppliers (within the same country) is provided in the table below.

Local Procurement (%)	2014	2015	2016	2017	2018
Turkey*	98	95	95	99	99
Jordan	65	55	95	95	94
Azerbaijan**	54	47	47	49	35
Pakistan	98	95	97	97	90

* Concentrate is not included.

** There are no approved suppliers in these local markets for some product and service categories. (There are no local suppliers available for some of the product categories with high spend. Suppliers are selected and approved by TCCC.)



Diversity and Inclusion

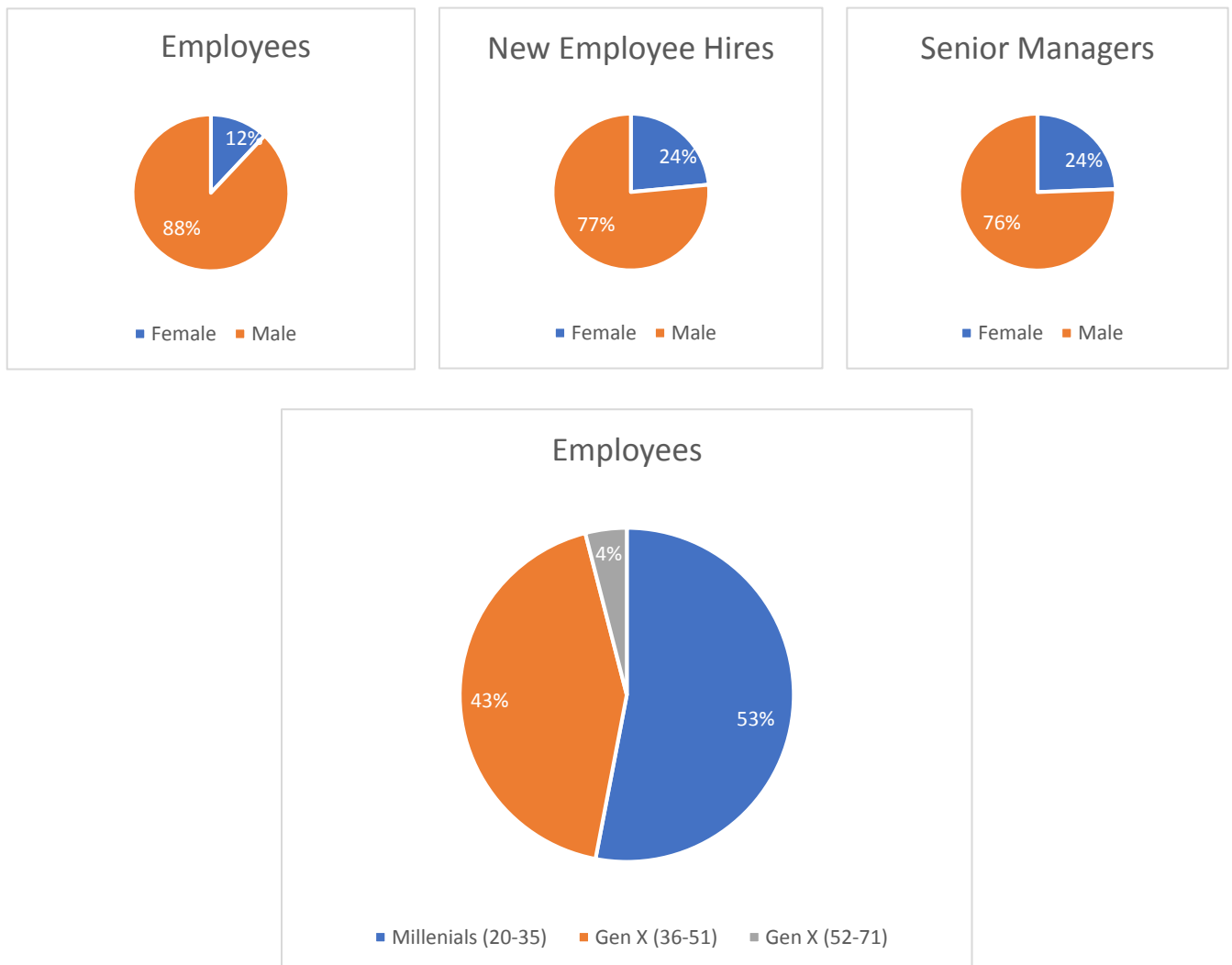
We embrace differences and consider them significant for the synergy created in our workplace and for our sustainable growth. As a result, we aim at an inclusive culture where all employees feel confident in speaking their mind, sharing their opinions.

Since 2015, Diversity and Inclusion Steering Committee, comprised of representatives from various branches of our organization, is led by our Human Resources Department . Meeting every 6 months, the Committee’s main objective is to advise senior leaders on how to achieve the diversity and inclusion goals and to pioneer in creating an inclusive culture throughout our organization.

CCI Women’s Clubs are platforms for women employees to interact and organize various activities focusing on networking, capability development, leadership skills and empowerment in the workplace and in the community. The Women’s Club is an example of CCI’s commitment to women to facilitate new job opportunities, increase capacities, create network and inspire the next generation women leaders. As of 2018, with the establishment of Women’s Clubs in Kazakhstan, Kyrgyzstan and Tajikistan, all CCI countries are now part of the CCI Women Network.

CCI’s equal-opportunity employment pledge is now being published in all extramural recruitment ads and principles such as posting gender-neutral vacancy announcements were also adopted.

Our Performance in 2018



To enable CCI women to further unleash their leadership potential, a “**Women in Leadership**” program has also been developed. It is planned to be launched in 2019.

“**Leaders in the Field**” is a series of meetings aimed at increasing intergenerational dialogue. This program continued in 2018 with the participation of CCI’s CEO, CFO, and General Counsel in sessions that were attended by more than 500 employees, and were held in all operating countries.

One of the most important diversity and inclusiveness initiatives undertaken at CCI in 2018 was the **U30 Strategy Camp**. The idea behind this program is to invite young CCI employees at the age of thirty or below to take part in a three-day camp during which they worked with CCI’s CEO in formulating CCI’s future strategies. This was the first initiative of this kind at CCI and more than 500 applications were received. The participants’ involvement in shaping the future strategy goes beyond the camp and they collectively work to produce the execution plans for the ideas generated during the camp.

Goals and Commitments

Priority Areas	2018 Goals	Performance in 2018	Status	2019 Goals
Diversity and Inclusion(D&I)	To define our D&I constitution.	Our D&I constitution defined	Achieved	Launch the Program
	Launch Women in Leadership Program for CCI.	Launch was postponed to 2019 to expand the participation to ourour CEO.	Delayed	
	Design pilot project to build external talent pipeline to increase women hiring in Supply Chain (plant) & Commercial (field) functions.	Design and content completed.	Achieved	Continue efforts to broaden the external talent pipeline to increase women hiring in Supply Chain and Commercial functions.
	To review diversity friendly policies and implement in selected countries as a pilot.	D&I recruitment principles launched	Achieved	<ul style="list-style-type: none"> • D&I awareness campaign • Education series on “Inclusion” • D&I task force
	To start cultural D&I programs	Cultural D&I programs are planned and ready to launch	Achieved	Establish Diversity Cafe concept



Health and Safety

Main Objective

It is our primary responsibility to provide our employees a safe and healthy working environment. By doing so, we can improve our employees' work-life balance, and positively impact their motivation, hence our productivity and business performance.

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

Location based cross-functional H&S committees meet on a monthly basis and report to the Country Health and Safety (H&S) committees on a quarterly basis. Group H&S Manager coordinate H&S matters in collaboration with the Country Committees throughout all CCI countries and report to the Health & Safety Steering Committee, which meets every 6 months. The CEO is highest rank executive with the ultimate responsibility and the HR Director is at the top in the chain of command for H&S.

Health and safety issues are managed through the Coca-Cola Operating Requirements (KORE). All our operating plants had been certified with OHSAS 18001 Management System certification by 2017. Furthermore, OHS issues are handled within the context of collective bargaining agreements signed with labor unions. In 2019, CCI plants that need to be audited will be certified with ISO 45001 (the replacement of OHSAS 18001).

To expand and strengthen our occupational health and safety culture, we provide targeted and periodic OHS trainings to our employees and our contractors that conduct work on behalf of CCI.

Our Performance in 2018

In 2018, we simplified and standardized our occupational health and safety practices. In such a year when we strengthened our stand as a workplace safety leader and made it a focal point of attention, we improved our performance in dealing with such issues measured against each benchmark.

Goals and Commitments

Priority Areas	2018 Goals	Performance in 2018	Status	2019 Goals
OHS policy, procedures and systems	To have no major findings from KORE and local legal audits.	In 2018, we have successfully passed from 4 unannounced KORE audits that took place in Gujranwala, Karachi, Dushanbe and Çorlu.	Achieved	Continue to have no fail status from all types of external audits.
Safe Driving	To apply the online system in Jordan.	Alert driving has been applied in Jordan. The vehicle crash rates were improved by 37%.	Achieved	Continue to have alert driving and other driving trainings to continue to improve the vehicle crash rates at least by 30%.



	To apply the telematics system for the countries with high Vehicle Crash Rates.	Azerbaijan and Kyrgyzstan have implemented the telematics.	Ongoing	To have telematics system in Jordan operations.
OHS performance	Reduce the last year's overall LTIR score by 20%.	LTIR score was reduced by 21.5%	Achieved	To reduce the LTIR score by 20%.
OHS Along the Supply Chain	To improve supervision system for contractors.	The permit to work system has been revised. Contractor risks have been identified and added in CCI risk management.	Ongoing	To reduce the contractor incidents by 30% in 2019.
	To spread reporting to all remaining countries in the scope, which are Jordan, Kazakhstan, Azerbaijan, Kyrgyzstan.	All countries now have their country level detailed reporting.	Achieved	N/A

In 2018:

- There was no lost time due to accidents in 15 of our 26 plants.
- The total number of accidents decreased by 20% compared with 2017.
- There was a 30% increase in workplace safety training time provided to employees compared with 2017.
- In 2018, we provided about 53,200 human-hours of OHS training to our employees throughout our operations. The main topics of the training sessions were first aid, confined space, working at height, emergency response, CCI's Golden Rules, defensive driving and forklift safety.
- Through our internal digital social media application "Workplace" by Facebook, we established a group dedicated to H&S.

Hand in Hand Safety Program Progress

In 2016, we had established the Hand in Hand Occupational Safety System in order to standardize occupational health and safety practices at CCI. Below are some examples of the progress that were made in 2018 to support our targets:

- The number of accidents reduced by 20%
- CCI improved its H&S performance in terms of the Safety Maturity Index (SMI) score by + 5%.

In 2019, the focus will be on the safety culture and awareness, thus CCI will work on the action plan to implement a Behavioral Safety Program. The program will target to change or transform the hazardous behavior into safe acts. CCI will also invest on H&S digitalization and H&S applications such as CCI Trivia will be in use as an educational tool.

TCCC Health & Safety Culture Program

The program focuses on the people and unsafe behavior that are frequently observed in the routine and non-routine operations. In a typical production environment, majority of the incidents happen as a result of risky employees behavior. The culture transformation program first identifies the most common unsafe practices. The second step is to build a corrective and preventive action plan to transform the unsafe practices into safe behavior. The program uses both conventional methods



like reward and recognition procedures, disciplinary actions, trainings and some other new tools like safety olympics (H&S awareness competition), dramas with safety themes.

To expand and strengthen our occupational health and safety culture, we provide targeted and periodic OHS trainings to our employees and contractors conducting work on behalf of CCI.

In 2018, we provided 53,229 person-hours of OHS training to our employees throughout our operations. The main topics of the training sessions included first aid, confined space, working at height, emergency response, CCI's Golden Rules, defensive driving and forklift safety.

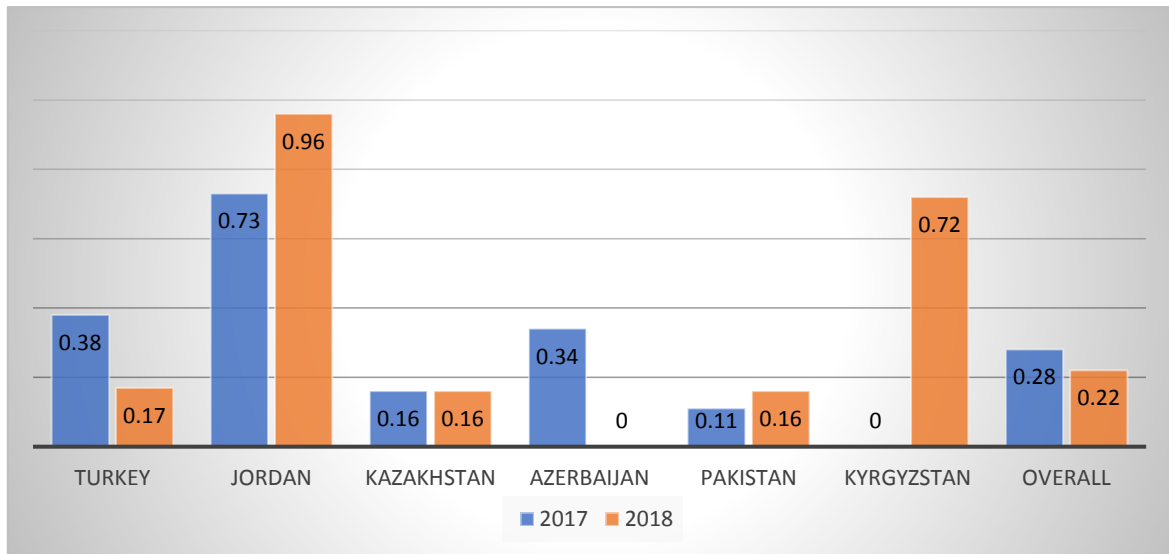
OHS Training (Human-hour)

	Turkey	Jordan	Kazakhstan	Azerbaijan	Pakistan	Kyrgyzstan	OVERALL
2015	12,062	679	2,235	3,198	22,726	4,581	45,481
2016	16,159	992	4,525	4,392	18,557	6,603	51,228
2017	21,284	1,096	2,996	2,902	10,271	6,843	45,392
2018	25,407	1,698	1,772	3,202	15,610	5,540	53,229

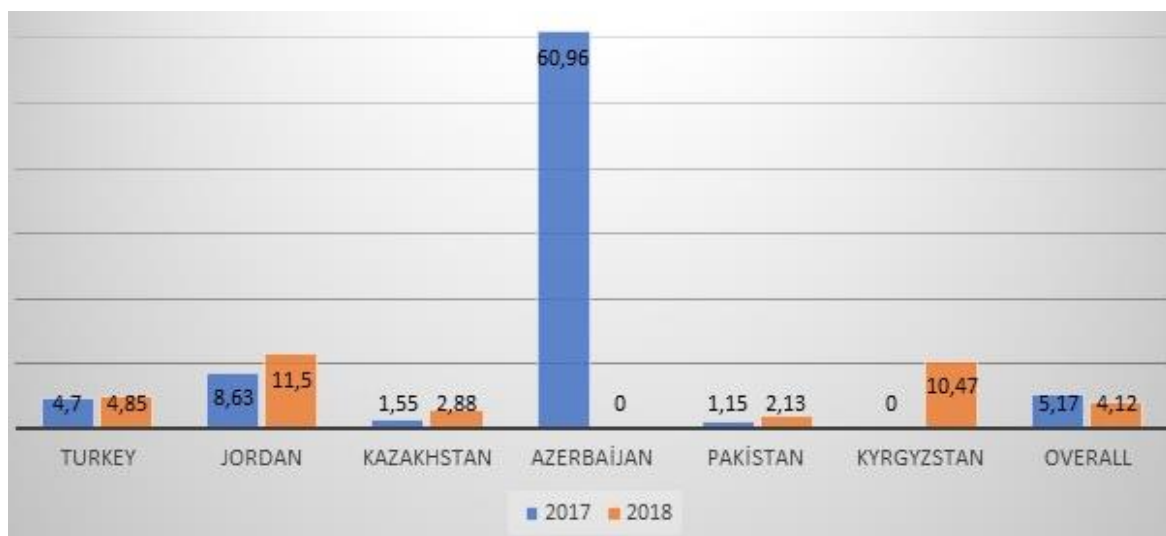


Our Performance in 2018

Trend in LTIR



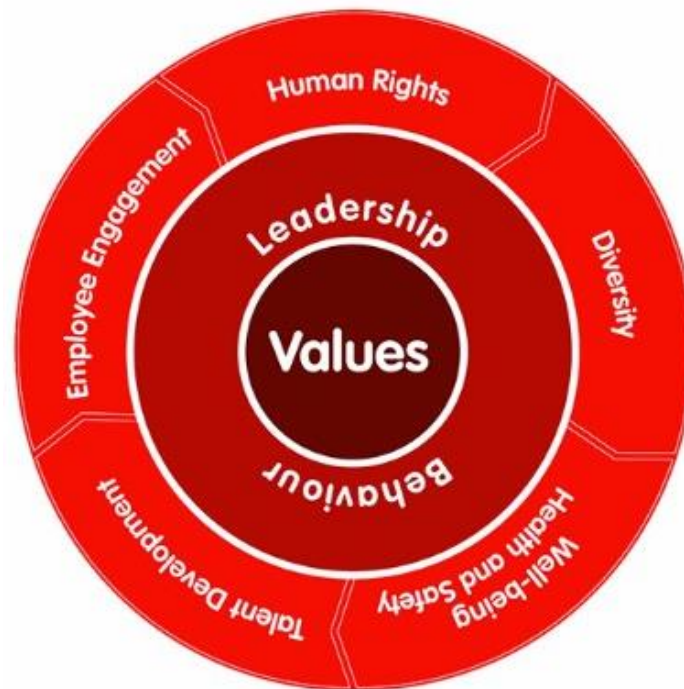
Trend in LTISR



For more details on our 2018 OHS Performance, please refer to Section 3: Performance Indicators.



HUMAN CAPITAL



We see ourselves as *one, diverse, engaged and inclusive team* and consider it our Human Capital. With this in mind, we believe it is our responsibility to provide our employees with a workplace that is productive, happy and safe.

We established systems and programs that offer support to our employees, so that they are able to improve their skills, knowledge, competence, and raise their life and work standards.

Detailed data on our employee demographics are provided in the Performance Indicators section of the report.

CCI values

- Passion
- Accountability
- Teamwork
- Integrity

CCI leadership behaviors

- Influence & Impact
- Motivate & Inspire
- Partner with customer
- Appreciate others
- Continuously raise the bar
- Think about tomorrow



Talent Management

CCI Talent management strategy ensures that it has “objectively identified and diversified talents” to contribute when achieving business results. In order to support the employees and the managers involved and to ensure that the process is standardized throughout CCI, we make use of CCI Talent Management Principles, which are communicated to all employees, via the company’s intranet.

Our talent management approach, accompanied by our Performance Management System, ensures that we remain well-equipped and maintain equality and transparency. The CCI Performance Management Process facilitates smart goals that are aligned with CCI’s vision and secures that our organization delivers successful results by improving the skills and performance of the teams and the individuals. At CCI, performance assessment processes are implemented for all employees regardless of the position or seniority.

“*My Career Platform*” provides end-to-end information and is a one-stop solution to a career at CCI. This platform helps CCI employees identify their career goals, establish a plan for pursuing them and take personal responsibility for achieving those goals.

“*CCI Career Navigation Framework*”, a structured tool created to support employees and managers in career planning and development, is a resource for thinking through “Critical Experiences” and “Opportunities” that an employee should pursue in lieu of their career aspirations. This framework covers all senior management roles, as well as all country -and region- based critical roles and serves as an essential career compass for employees by indicating what roles lead to what positions and for what position an employee’s former role qualifies.

We strengthen employee experience by integrating human resources processes into our SuccessFactors technology platform and by supporting it with mobile and interactive applications.

In 2019, we will be

- piloting a new Performance System model based on continuous objective settings and feedback.
- revisiting our Talent Development Forum process by focusing on different talent dimensions and an integrated and an objective Future Leader and succession planning for a healthy and sustainable CCI.



Our Performance in 2018

Goals and Commitments

Priority Areas	2018 Goals	Performance in 2018	Status	2019 Goals
Talent Management	To raise the Talent Readiness Index (TRI) from 46% to 55%.	Talent Readiness Index (TRI) has risen from 46% to 53%. *In order to have a more realistic picture of the succession pipeline, the methodology for TRI calculation has changed in 2018.	Partially achieved	To raise the Talent Readiness Index (TRI) from 53% to 60% at least. 2019 Talent Development Forum (TDF) planned.
	To actualize E-TM Project; managing the TDF process with an automated online system. To create Individual Development Plans (IDP) for critical position holders and successors.	E-TM project is actualized. IDP's are prepared for critical position holders and successors.	Achieved	To have a more integrated Talent Management process with Performance Management, Leadership Development and International Assignments. To renew the process which enables to focus on different talent dimensions, and a single Future Leader understanding. Focus on tailor made IDP's for critical position holders and successors enabling them to realize their career aspirations in line with TDF plans.
Performance Management	To have a standardized process throughout CCI with the same system process steps, same evaluation form for everyone irrespective from the title/level/country.	A new stage for Performance Management Cycle (Mid-Year Review) is introduced to the system for all countries. One single evaluation form is used for all employees in all levels and title. 2018 Execution is finalized in December 2018.	Achieved	To manage the process more integrated with other HR systems including Learning and Development, Compensation and Benefits, etc. To start the pilot studies for transforming our performance management system into a more innovative, up to date process.

At CCI we define “talent” as high performing, committed to CCI values, willingness to undertake a variety of functional roles and/or responsibilities in different countries, having good command of English and tech-savvy. Accordingly our talent pool consists of three components identified as “Core Talent”, “Extending Talent”, and “Future Leader”.

In 2018, we continued to conduct and review our Talent Development Forum (TDF) to identify our talent pools, create bench strength and fill positions with the right people accordingly. Talent Readiness Index (TRI), which was introduced in 2017, is a customized index to show the usage of internal talent pool ratio, and to trace and track the overall succession readiness (indexing bench strength) across CCI. In 2018, we changed the calculation methodology of TRI in order to have a more realistic picture of the succession pipeline. This year, we counted 1 successor in 1 pipeline



only; rather than counting him/her in multiple pipelines; which yielded a TRI of 32% at for critical positions and for all successors across CCI, the index was 46% for the critical positions. For next year; we target 45% and 60% respectively.

In 2018, we encouraged all our critical position holders and successors to create their Individual Development Plans (IDP) through our *E-Talent Management Platform*, within our '*Talent Management Process*'. Another e-talent source in CCI is the *Talent Profile*, where our employees create their own personal career pages including their educational background, CCI and external work experiences, critical assignments/projects, language skills, key achievements, career aspirations and mobility preferences.

Talent acquisition

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

In addition, various social media channels were used more effectively to extend our reach to young external talents.

Campus recruitment and holding career fairs at key universities continued in 2018 as well.

Action @ field

In 2018, we organized the third **Action @ Field** project for university students in Turkey. With this project, we established a candidate pool of new college graduates and further strengthened our employer brand. The project participants, consisting of senior students, went through a special selection process, followed by a 3-day company orientation program. They were then asked to develop team projects and present them to our Senior Management competing for awards. At end of the project, 4 participants joined the CCI family as trainees, 2 as Sales Representatives, 1 as Assistant Product Manager and 1 as E-Commerce Specialist.



Learning and Leadership Development

Our goal is to build critical capabilities and strengthen leadership skills to enable business continuity and future growth. We carry out our learning and development activities under the main headings of Commercial Development, Leadership Development and Functional Development.

We believe that the biggest responsibility for identifying future leaders and determining areas for improvement lies with the managers, who supervise the employees. Once consensus is reached among all the managers, final-stage results are calibrated in a process that involves the participation of the CEO. The CCI talent pool is then determined along with country- and function-based backup plans.

Our Performance in 2018

Goals and Commitments

Priority Areas	2018 Goals	Performance in 2018	Status	2019 Goals
Leadership Development	To implement leadership development programs for ExCom, general manager, country leadership teams and extended leadership teams.	Accelerate was successfully rolled out and all ExCom and GM members in two cohorts went through it. Six months post the program, accelerate homecoming was also organized during which all participants shared how beneficial and impactful the program was for their personal leadership growth.	Achieved	Launch Accelerate 2.0 for all country LT team and ELT for Group, Kazakhstan, Pakistan & Turkey
	To design programs for GM pipeline and future leader development.	Covered in Accelerate	Achieved	
	To design CCI coaching program.	Program designed	Achieved	Implement CCI Coaching Program
	To design leadership development program for mid-level manager and create CCI internal trainers pool.	Covered in Accelerate	Achieved	

In 2018 we launched “Accelerate – the leadership program for the executives”, CCI’s own, in-house signature leadership development program. The program was launched for all ExCom and GMs.

“Accelerate 2.0 – the leadership program for the next level” is scheduled for implementation in 2019 for leadership teams in all CCI countries and extended leadership teams of Group office, Kazakhstan, Pakistan and Turkey.

Another outcome from Accelerate is “Building Coaching Culture at CCI”. CCI Coaching Framework was established with ExCom and GM’s input, external trends and benchmarks. This program is also scheduled for launch in 2019.

CCI leadership levels were re-branded as IMPACT in 2018. Workshops were conducted in all CCI countries to define IMPACT behavior indicators. These indicators will be used in all HR processes starting with theselection to assessment and performance.



With this vision, 2019 outlook suggests the continuation of U30 Strategy Camp, launch of Accelerate 2.0 for country LTs, Women in Leadership program for women successors and future leaders, lay foundations to build a coaching culture across CCI that enables organizational and leadership capability building.

Employee Engagement

We are advancing decisively towards our goal of making CCI “A Great Place To Work”. Since people are one of the key pillars of our vision, employee engagement is a fundamental focus area to effectively manage our human capital and create value.

Therefore, we conduct focus groups and biennial employee loyalty surveys in order to solicit employees’ ideas about and suggestions for their CCI experience. Through these surveys we are able to determine our weaknesses and opportunities for improvement and to take measures as needed to support our company’s sustainable development.

Goals and Commitments

Priority Areas	2018 Goals	Performance in 2018	Status	2019 Goals
Employee Engagement	To execute the Pakistan Dipstick Survey.	Pakistan Dipstick Survey was executed with an engagement level of 83%.	2019 CCI Employee Engagement Survey is being planned.	To execute 2019 CCI Employee Engagement Survey within all CCI countries.
	-	-	-	To acquire and pilot a pulse check survey tool for the immediate needs in addition to the engagement surveys done in two years time.

Through our “Leadership in Field” program, we support open and transparent communication that is crucial for employee loyalty by creating opportunities for our employees to observe and ask questions to CCI leaders.

The “Value Play Shop” program, introduced for Pakistan team in 2017, focused on our company culture and values. As of the end of 2018, 2,528 of our employees in Pakistan completed this program. CCI Iraq was the 2nd country to follow by October 2018. The interactions among employees increased the level of motivation, and the aim is to keep the involvement of employees alive.

With the actions taken during this period, we’re planning to launch 2019 Engagement Survey.



CREATING VALUE FOR COMMUNITY

COMMUNITY DEVELOPMENT



As a company operating in 10 countries with 920,000 sales points and serving 400,000 million consumers, CCI has a significant footprint across its communities. CCI creates a positive impact both directly and indirectly through investing a certain ratio of its annual pre-tax profit in local economies and communities.

CCI's main goal is to be recognized as one of the most responsible corporate citizens by all stakeholders. To reach this objective, CCI helps build stronger communities, focusing primarily on women empowerment, youth development and water related initiatives. In so doing, CCI collaborates with local and international NGOs and encourages its employees to take active roles through volunteering.

Economic Impact

Our products are produced, sourced (where possible), distributed and sold locally. A bottle of Coca-Cola creates added value for multiple sectors during its journey from the production line to the consumer. Many industries, including agriculture, energy, production, transportation, distribution, retail, cooling, advertising, media and packaging have roles in the production of a single bottle of Coke. Our business stimulates job creation throughout the value chain. We contribute to the economic welfare of each community by employing local people, paying tax to governments, paying suppliers for goods, services and capital equipment, and supporting community investment programs.

Our operations enable 4.1 billion TL of added value in retail business and generate income for 160,000 farmers.

In addition, an independent economic impact study conducted in 2017 for CCI Pakistan and CCI Turkey Operations focused on calculating the output multiplier factor: How many units of output is generated for the country's economy as a result of CCI's injecting 1 unit of input.

The Economic Impact of Coca-Cola in Pakistan

- An injection of Rs. 1 by CCI Pakistan yields almost Rs. 5 in the economy.
- For every Rs. 1 tax paid by CCI Pakistan, almost Rs. 2 are generated for the government.

The Economic Impact of Coca-Cola in Turkey

- Every 1 TL generated by the Coca-Cola System (TCCS) in Turkey yields 9.7 TL in the national economy.
- 4.1 billion TL of added value in the retail business, and income generation for 160,000 farmers.
- TCCS enables direct and indirect employment impact for 30,000 people.



Community Investment

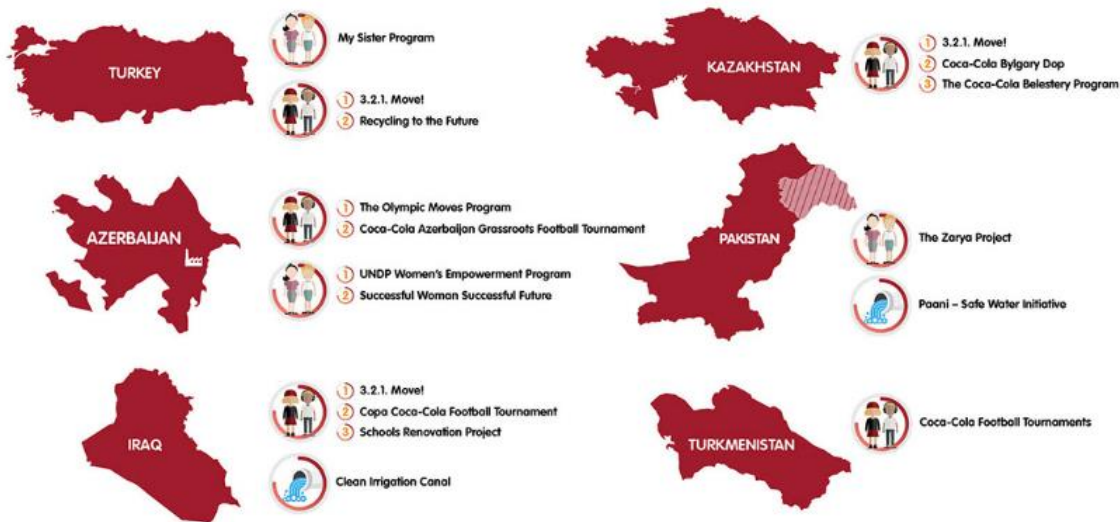
While expanding our business, we strive to assure value is created for each and every member of these communities. Our goal is to be recognized as a good corporate citizen by all stakeholders.

Consistent with our value creation model; our community investment focuses on three areas: volunteerism, youth & women empowerment and water.

Goals and Commitments

Priority Areas	2018 Goals	Performance in 2018	Status	2019 Goals
Women Empowerment	To train at least 2,000 women and provide 10 applicants with grants in Belestery Program will cover 3 regions in Kazakhstan.	We trained 2,000 women and allocated grant to 10 projects.	Achieved	To train 500 women on business development, effective communication and presentation skills within UN WEP in Azerbaijan.
Youth Empowerment	To reach 140,000 students in 18 cities in 150 schools for them to develop an active lifestyle	Within Grassroots Football Tournament Program; we reached 160,000 children in 6,100 schools in Kazakhstan and 180,000 children in 1,700 schools in Azerbaijan.	Achieved	Within Olympic Moves program; to reach out additional 75,000 youngsters in Azerbaijan to develop more active communities.
	To include 60 youngsters, aged between 18 and 29, in the social entrepreneurship program and train the best 10 participants in Kazakhstan.	We received 80 applications from all over Kazakhstan and the best 10 participants were deemed worthy to participate trainings.	Achieved	To include 100 youngsters, aged between 18 and 29, in the social entrepreneurship program and train the best 10 participants.
Water	To provide clean drinking water to additional 50,000 people and bring the total number of people reached to 900,000.	Clean drinking water provided to additional 50,000 people and the total number of people benefited has reached to 900,000.	Achieved	To establish additional 4 filtration plants and provide clean drinking water to additional 50,000 people and bring the total number of people reached to 950,000.





Volunteerism

Encouraging and supporting employee volunteerism is one of the building blocks of CCI’s organizational culture.

In 2013, to encourage employee volunteering, CCI launched the CCI Volunteers initiative and established employee volunteering clubs along with its operations. These clubs guided employees to organize and jointly engage in social projects. Every year, CCI employees coordinate and actively participate in voluntary programs that serve their communities in a wide range of issues from environmental cleanups and planting trees to visiting orphans or children at hospitals, distributing food to needy families and renovating school facilities, to name but a few.

In 2017, CCI took a very important step and established the CCI Volunteering Program to systematically encourage and support volunteering activities for all its employees. Launched first in Turkey, the program is gradually expanding to other CCI countries. As part of the program, CCI collaborates with NGOs including The Anadolu Foundation as well as the Ministry of Education, universities and local governments.

CCI employees can apply to join the Volunteering Program through the company’s intranet platform, indicating their preferred fields for activity.

10  **Cities**

+700  **Volunteers**

+140,000  **Beneficiaries**

8  **Projects**

12  **Activities**

45,000 TL  **Donation**

+2,100  **Voluntary Hours**



Since 2017 in CCI Turkey,

- over 235,000 beneficiaries attended to 24 activities organized in different cities of Turkey.
- 1,700 volunteers participated to the programs and over 5,100 hours were spent in volunteering activities.

In 2018, CCI Volunteering Program expanded to Pakistan with four projects in 13 different cities. 138 volunteers and 203 beneficiaries participated in the program in the first year in Pakistan.

2018 Volunteerism by numbers in CCI Pakistan

13  Cities

138  Volunteers

203  Beneficiaries

4  Projects

Thousands of trees are planted in Azerbaijan and Kyrgyzstan

With in the community development programs conducted by CCI, more than 53,500 trees were planted in Baku until the end of 2018. In 2018, it was planned to plant 4,000 trees, but the target is almost doubled and more than 7,500 saplings are planted.

Over the last two years, CCI **Kyrgyzstan** facilitated to the plantation of more than two hundred trees. During the project, about a hundred **CCI employees and their children** took part in tree planting activities in April. The Central Asia Corporate Social Responsibility Committee cited CCI for its proactive efforts on behalf of “greening” the urban landscape and creating environmental value.



The Anadolu Foundation

In **1979**, the founders of the **Anadolu Group** established the Anadolu Foundation with the aim of **creating longlasting solutions for social needs**. The foundation's mission is to make a difference by improving people's quality of life through supporting development in education, health and social issues.

Through the Foundation's Young Social Entrepreneurs project, which received funding from the Istanbul Development Agency's Financial Support for Children and Youth program, young entrepreneurs have the possibility to improve their capacities and develop joint projects with universities, local governments and NGOs. The My Dear Teacher project, conducted by the Foundation on a national scale, offers opportunities for youth and teachers to develop sustainable solutions for their communities.

For more information and to see the Annual Report of the Anadolu Foundation:

<http://www.anadoluvakfi.org.tr/en>



Youth Empowerment

Almost 60% of the population where CCI operates is below 29 years of age. Investing in our geographical regions' young and growing population is critical to the sustainable development of our communities.

We reached almost **350,000 young people** with our projects in **2018**.

3.2.1. Move!

Coca-Cola İçecek's **award-winning legacy program** 3.2.1 Move! has revived enthusiasm for the development of thousands of young people since its inception in 2013 in **Turkey**.

3.2.1 Move! Initially set out to transform public schools into habitats that **effectively foster students' physical and personal development through local projects** developed and executed by Physical Education (PE) teachers. Until 2018, the project supported 152 PE teachers from 131 public schools in 15 provinces in Turkey, especially by establishing and renovating sports facilities and providing sports equipment for students. The projects reached more than 125,000 young people through sports and group activities.

Within the **new framework of the 3.2.1 – Move!** Project; **youngsters receive substantial help in implementing socially meaningful projects through entrepreneurial activities**. With this project; youth initiatives, specifically focusing to solve specific social and environmental problems, receive mentorship and financial support.

The program expanded to **Kazakhstan** and **Iraq**, in 2014 and 2015 respectively.

[3.2.1. Move! in Kazakhstan](#)

In 2018, 142 applications were received from all over Kazakhstan and the best 10 applications were selected for finalists' training on business planning, online sales, marketing and PR strategies, financial literacy and presentation skills. Top 2 projects were granted.

Coca-Cola Football Tournaments

With its strategic partners in each hosting country for the project; Coca-Cola reached hundreds of thousands of students from various schools in the context of a **football tournament**. Until now, the project was conducted in cooperation with **Kazakhstan, Turkmenistan, Azerbaijan, Iraq** Football Federations, Ministries of Youth and Support. Ministry of Education in each of these countries is a strategic partner of the project.

["Coca-Cola Bylgary Dop" in Kazakhstan](#)

"Coca-Cola Bylgary Dop" is the most mass and popular youth football tournament in **Kazakhstan**. The project has been carried out since 2006 and students between the ages of 14 and 15 took part in the tournament. **160,000 children** from 6,100 schools from across the country participated in the tournament in 2018.

[Coca-Cola Azerbaijan Grassroots Football Tournament](#)

Jointly organized by Coca-Cola, the Football Federation of **Azerbaijan**, the Ministry of Education of Azerbaijan; **180,000 children** from 1,700 schools from all over the country participated in the tournament in 2018.

[Copa Coca-Cola Football Tournament \(Iraq\)](#)

The 5th season of Copa Coca-Cola grassroots football tournament took place in **Iraq**. The tournament brought together more than 300 schools from seven provinces and more than **2,400 students**.

The Olympic Moves Program

The Program was launched in December 2015 in **Azerbaijan** with the collaboration of Coca-Cola, the National Olympic Committee of Azerbaijan, the Ministry of Education and the Ministry of Youth and Sport, commissioned to **increase sports participation among youth and foster healthier, happier and more active communities**. Until now, **100,000** youngsters participated in the program in 4 cities and in 4 branches of sports: athletics, biking, swimming and basketball. Within the scope of the project, we are planning to reach out to additional **75,000** youngsters in **2019**.

Schools Renovation Project - Iraq

CCI **Iraq** collaborated with the Ministry of Education to renovate and upgrade the conditions of schools (W.C., water problems, gardens, classrooms and school chairs). So far 5 schools in Hilla with more than 5,000 students were renovated. Renovations in 6 more schools in Karbala and Baghdad are planned for 2019.

Recycling to the Future

To reward young people who are creative and sensitive to their environment and support them to find solutions for global problems that affect their future, we implemented the “CCI Youth Fund: Recycling to the Future Project” at Isparta Süleyman Demirel University.

We have interviewed 51 project teams (150 students) during the project application period open to Süleyman Demirel University students on “Waste Reduction”, “Recycling” and “Reuse of Waste” subjects. We had received 33 applications. 31 projects qualified for Jury Review and 7 projects qualified for project support as the result of the jury evaluation consisting of 5 people. In November 2018, we organized a Training Camp for the seven winning project teams; and they were trained for two days under the mentorship of CCI managers on how to implement their projects.



Women Empowerment

To foster women's entrepreneurial potential is an excellent way for communities to prosper. Yet, women still constitute a fraction of the global labor force. Our efforts focus on offering women access to business skills training courses, financial services and connections with peers and mentors. As a sign of our commitment to this cause, we have been a signatory to the Women's Empowerment Principles (WEP) since March 2015.

My Sister Program

My Sister Project, which has made a considerable difference in the lives of participants, is a part of the **global 5By20** initiative launched by **The Coca-Cola Company** with the goal to **economically empower 5 million women entrepreneurs by 2020**. This project, in **Turkey**, where women labor force participation is in a decline, offers women the platforms where they can improve their business skills and gain competence via training and consultancy programs. TCCC cooperates with Habitat Association and the Union of Chambers and Commodity Exchanges of Turkey. As of end of **2018, 5by20** has reached to **3.2 million women** and **My Sister** Project has trained **over 10,000** women from a variety of backgrounds; including housewives, engineers, entrepreneurs and university students as well as 500 refugees in Turkey.

The Coca-Cola Belestery Program

Launched in 2013, The Coca-Cola Belestery Program in **Kazakhstan** partners with the Coalition for Green Economy and Development of G-global, and the Social Dynamics Public Fund and aims to **develop entrepreneurship among women** in Kazakhstan. The program provides business skills training and technical support to women in Almaty and Astana on how to start and effectively run a business specifically using green technologies.

Women living in different regions of Kazakhstan were trained on management and they presented their business ideas on cultivation of agricultural and bakery products and furniture manufacturing. In **2018, 2,000 women** were trained within the program, **10** of which **were granted**.

UNDP Women's Empowerment Program

CCI Azerbaijan has partnered with the United Nations Development Program (UNDP) **Azerbaijan** since 2014 to sponsor the **economic and social empowerment of young women**. The project aims to create opportunities for women and youth to participate in economic and social life.

The program offers trainings like business development, effective communication and presentation skills as well as awareness raising activities to help reduce gender stereotyping. The program also provides support to disabled women who are ambitious to start their own businesses. As part of the program, Women's Resource Centers have been established in Neftchala and Salyan. With the training of **600 additional** women in **2018**, a total of 1,300 women have been trained since 2017.



Successful Woman Successful Future

Successful woman successful future program aims at women empowerment in **Azerbaijan** and increasing their **active participation in a professional career**. This program was mainly implemented in the touristic regions of Azerbaijan with the aim to enhance women's involvement in country's tourism industry. The program is conducted jointly with Coca-Cola and ASAN Volunteers Organization. Total of number of women trained in **2018** was **312**.

The Zarya Project

CCI **Pakistan** initiated the project Zarya with the objective of empowering women in the workplace and society. As the first phase of Zarya, the Zeenat Gari project was launched to provide **microfinance opportunities to disadvantaged women** in Pakistan.

CCI Pakistan initiated the third phase of the project in 2017, called Tabeer Stores. Tabeer Stores provide microfinance to disadvantaged women to set up and run small grocery stores. A total of 13 stores have been set up as part of the project.



Water Stewardship

Access to clean drinking water is a major problem in today's world. We attach particular importance to water related issues, since water problems directly affect the welfare of the communities where we operate and the sustainability of our business.

Clean Irrigation Canal

As an effort of CCI **Iraq** to contribute to improving the reality of social and economic life in the country, this project was conducted under the supervision and assistance of Ministry of Water Resources. **A canal with a dimension of 9 kilometers long** that can irrigate about 3,000 acres, which is equivalent to 7.5 million square meters in Hilla plant, is constructed.

Paani – Safe Water Initiative

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

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

Holding on to our objective to provide safe drinking water, CCI Pakistan launched the Paani – Safe Water Initiative in 2015 and **until now, provided** clean water to more than **900,000 people** across Pakistan. The project was launched and implemented in collaboration with WWF Pakistan. A total of 25 plants were set up over the course of three years. Additional 4 plants were launched in 2019 and provided clean water to 50,000 more people as a result. Extensive community outreach and mobilization activities were conducted in the target areas informing communities about the importance of safe drinking water and its appropriate usage.



OUR ENVIRONMENTAL FOOTPRINT

In today's world, climate change has a direct impact on environmental sustainability and the continuity of our business. When combined with the global concerns such as the increasing population, our environmental impact plays an even more vital role in our success in a responsible manner.

Our primary goal is to continuously seek ways to produce more by using less resources.

Our environmental approach includes an in-depth focus on three key areas: **Energy Efficiency & Climate Protection, Water Stewardship, and Sustainable Packaging & Waste.**

Our Environment Policy is available at https://cci.com.tr/portals/3/CCI_Environment_Policy.pdf

We consistently comply with local legal requirements, international standards and TCCC KORE requirements. All our plants in Turkey, Jordan, Kazakhstan, Azerbaijan, Pakistan, Kyrgyzstan, Iraq, Turkmenistan and Tajikistan hold the ISO 14001 standard certificates. In Turkey specifically, all plants, sales operations and offices are certified according to ISO 50001 Energy Management System and ISO 14064-1 GHG Standards.

CCI's sustainability governance structure is organized to support and manage comprehensive key environmental concerns. The CCI Group Supply Chain Director has the ultimate responsibility for environmental management and is diligently monitoring our adherence to our sustainability goals. For further details, you may refer to "Corporate Governance" in the Sustainability Approach section of this report.

To improve our performance and create environmental awareness, we provided **6,529 human-hours of environmental training** to our employees in **Turkey, Jordan, Azerbaijan, Kazakhstan, Pakistan and Kyrgyzstan** in 2018.

COUNTRY	YEAR	Key Performance Indicators			
		Energy Use Ratio (MJ/L)	GHG Emissions Ratio (g CO ₂ e/L)	Water Ratio(L/L) Use	Total Waste Recycling Rate (%)
Turkey	2018	0.26*	28.82**	1.55*	98,70
	2020 Target	0.28	28.54	1.35	98.00
Jordan	2018	0,27	32,73	1.52	90.90
	2020 Target	0.23	50.00	1.41	94.00
Kazakhstan	2018	0.68***	57,42	1.54	88.03
	2020 Target	0.644***	45.00	1.55	92.00
Azerbaijan	2018	0.35	59,93	1.64	93.38
	2020 Target	0.35	55.00	1.70	98.00
Pakistan	2018	0.36	32,95	2.05	95.48
	2020 Target	0.37	Tbd	1.78	98.60
Kyrgyzstan	2018	0.46	27,32	1.64	98.58
	2020 Target	0.45	27	1.57	98.50

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

** Figure has been verified by BV.

*** Kazakhstan figure is Total EUR value.



Goals and Commitments

Priority Areas	Country	2018 Goals	Performance in 2018	Status	2019 Goals
Energy Efficiency		To achieve the following energy use ratios:			
	Turkey	0.299 MJ/L – total energy	0.296 MJ/L – total energy	Achieved	0.30 MJ/L – total energy
		0.262 MJ/L – core operations	0.261 MJ/L – core operations	Achieved	0.265 MJ/L – core operations
	Jordan	0.24 MJ/L – total and core energy	0.27 MJ/L total and core energy	Underachieved	0.265 MJ/L – total energy 0.265 MJ/L – core operations
	Kazakhstan	0.58 MJ/L – total energy	0.68 MJ/L – total energy	Underachieved	0.66 MJ/L – total energy
		0.36 MJ/L – core operations	0.45MJ/L – core operations?	Underachieved	0.43 MJ/L – core operations
	Azerbaijan	0.67 MJ/L – total energy	0.68 MJ/L – total energy	Partially achieved	0.68MJ/L – total energy
		0.37 MJ/L – core operations	0.35 MJ/L – core operations	Achieved	0.35 MJ/L – core operations
	Pakistan	0.39 MJ/L – total energy	0.38 MJ/L – total energy	Achieved	0.33 MJ/L – total energy
		0.38 MJ/L – core operations	0.36 MJ/L – core operations	Achieved	0.32 MJ/L – core operations
Kyrgyzstan	0.66 MJ/L – total energy	0.68MJ/L – total energy	Underachieved	0.66 MJ/L – total energy	
	0.47 MJ/L – core operations	0.46 MJ/L – core operations	Achieved	0.46 MJ/L – core operations	
Climate Protection		Our target is to achieve a carbon emissions ratio			
	Turkey	In parallel with EUR	Our aim was to decrease our core EUR to 0.262 MJ/L, it is resulted as 0.261 MJ/L.	Achieved	In parallel with EUR



Water Management and Stewardship	Jordan	In parallel with EUR	Our aim was to decrease our core EUR to 0.24 MJ/L, it is resulted as 0.27 MJ/L.	Underachieved	In parallel with EUR
	Kazakhstan	In parallel with EUR	Our aim was to decrease our core EUR to 0.36 MJ/L, it is resulted as 0.45 MJ/L.	Underachieved	In parallel with EUR
	Azerbaijan	In parallel with EUR	Our aim was to decrease our core EUR to 0.37 MJ/L, it is resulted as 0.35 MJ/L.	Achieved	In parallel with EUR
	Pakistan	In parallel with EUR	Our aim was to decrease our core EUR to 0.38 MJ/L, it is resulted as 0.35 MJ/L.	Achieved	In parallel with EUR
	Kyrgyzstan	In parallel with EUR	Our aim was to decrease our core EUR to 0.47 MJ/L, it is resulted as 0.46 MJ/L.	Achieved	In parallel with EUR
		To ensure that 95 % of newly purchased cold drink equipment is HFC-free by the end of 2018.	98 % of newly purchased cold drink equipment is HFC-free.	Achieved	To maintain 98% of newly purchased cold drink equipment as HFC-Free.
		To increase our EMD-equipped cold drink equipment to 90.5 % of the total in Turkey.	We increased our EMD-equipped cold drink equipment to 90 % of the total in Turkey.	Partially achieved	To maintain 90% of our cold drink equipment with EMD.
		To achieve a Water Use Ratio of: Turkey: 1.48 L/L Jordan: 1.43 L/L Kazakhstan: 1.57 L/L Azerbaijan: 1.72 L/L Pakistan: 1.86 L/L Kyrgyzstan: 1.64 L/L	We achieved: Turkey: 1.55 L/L Jordan: 1.52 L/L Kazakhstan: 1.54 L/L Azerbaijan: 1.64 L/L Pakistan: 2.05 L/L Kyrgyzstan: 1.64 L/L	Underachieved Underachieved Achieved Achieved Underachieved Achieved	Turkey: 1.52 L/L Jordan: 1.51 L/L Kazakhstan: 1.54 L/L Azerbaijan: 1.63 L/L Pakistan: 1.80 L/L Kyrgyzstan: 1.63 L/L
		To conduct SVA study in our Hazar, Ashgabat plants.	SVA study is conducted in our Hazar plant.	Partially Achieved	To conduct SVA studies in our Hilla, Karbala, Astana plants.



Packaging and Waste		To achieve a total waste ratio of: Turkey: 4.31 g/L Jordan: 1.35 g/L Kazakhstan: 1.56 g/L Azerbaijan: 1.00 g/L Pakistan: 11.48 g/L Kyrgyzstan: 2.90 g/L	We achieved: Turkey: 4.41g/L Jordan: 1.37 g/L Kazakhstan: 1.63 g/L Azerbaijan: 0.98 g/L Pakistan: 8.92 g/L Kyrgyzstan: 3.10 g/L	Achieved Underachieved Underachieved Achieved Achieved Underachieved	Turkey: 4.25 g/L Jordan: 1.36 g/L Kazakhstan: 1.63 g/L Azerbaijan: 0.97 g/L Pakistan: 10.01 g/L Kyrgyzstan: 3.00 g/L
		To continue assessing opportunities to reduce resin and glass used in the packaging we use.	1,111 tons of resin and 2,532 tons of glass are saved with our lightweight practices.	Achieved	To continue implementing lightweight opportunities to reduce resin and glass used in the packaging we use.
		To use 4% of recycled plastic content	We used 4% of recycled plastic content.	Achieved	Use 6% of recycled plastic content
Environmental Compliance		100% compliance with legal environmental limits and TCCC's standards.	We were fully complied with environmental legislation and TCCC standards.	Achieved	100% compliance with legal environmental limits and TCCC's standards.

Note: Fines of USD 200,000 are deemed significant by CCI.



Sustainable Sourcing

Sustainable agriculture is critical for us to meet the expectations of our consumers, customers and other stakeholders and to enable the continued growth of our business. Sourcing of CCI's raw materials accounts for a large portion of our economic, social and environmental footprint.

Sustainable sourcing is purchasing ingredients from farm locations and suppliers that meet TCCC-approved standards, most preferably adhering to TCCC's Sustainable Agriculture Guiding Principles (SAGP), which among other things, also set standards to be met by farm suppliers for human and workplace rights, environmental protection and responsible farming management. TCCC's approach to sustainable agriculture is founded on principles that protect the environment, uphold workplace rights and help build more sustainable communities. Coca-Cola is addressing the challenges of agriculture availability, quality and safety in the mean time addressing the improvement of the and the well-being of farming communities. TCCC set its target on sustainably sourcing key agricultural ingredients by 2020 and developed Sustainable Agriculture Guiding Principles.

Compliance with SAGP is verified according to international third-party standards such as Bonsucro, Rainforest Alliance, Sustainable Agriculture Initiative Platform (SAI) and Fairtrade International or equivalent. In line with TCCC's strategy, CCI set a goal to investigate sustainable sourcing opportunities for sugar and sweeteners, engage with stakeholders and conduct a feasibility study for sustainable sugar sourcing in Turkey in 2016. We established a study group formed by TCCC and CCI PAC, Technical and Procurement responsible for understanding how to comply with SAGP. Related information regarding the validation process, compliance standards and expectations were discussed. In May 2017, a workshop was organized on the SAGP compliance program for suppliers. CCI's sweetener suppliers were invited to the meeting.

Sustainable Agriculture Guiding Principles

Workplace and Human Rights

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

Environment

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

Farm Management Systems

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



Energy Management and Climate Protection

Climate change is one of the biggest threats to the world's ecosystems and humanity. With its responsible business practices, CCI joins the global business community in implementing the necessary changes to combat these risks.

Energy efficiency and climate protection are among the three priorities in reducing our environmental footprint. We recognize that climate change may have medium term direct and indirect implications for our business, supply chain and communities. These potential effects raise the need for immediate action.

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

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

These efforts require both national and international coordination as we aim to work in collaboration by adhering to the global efforts for climate change initiative.

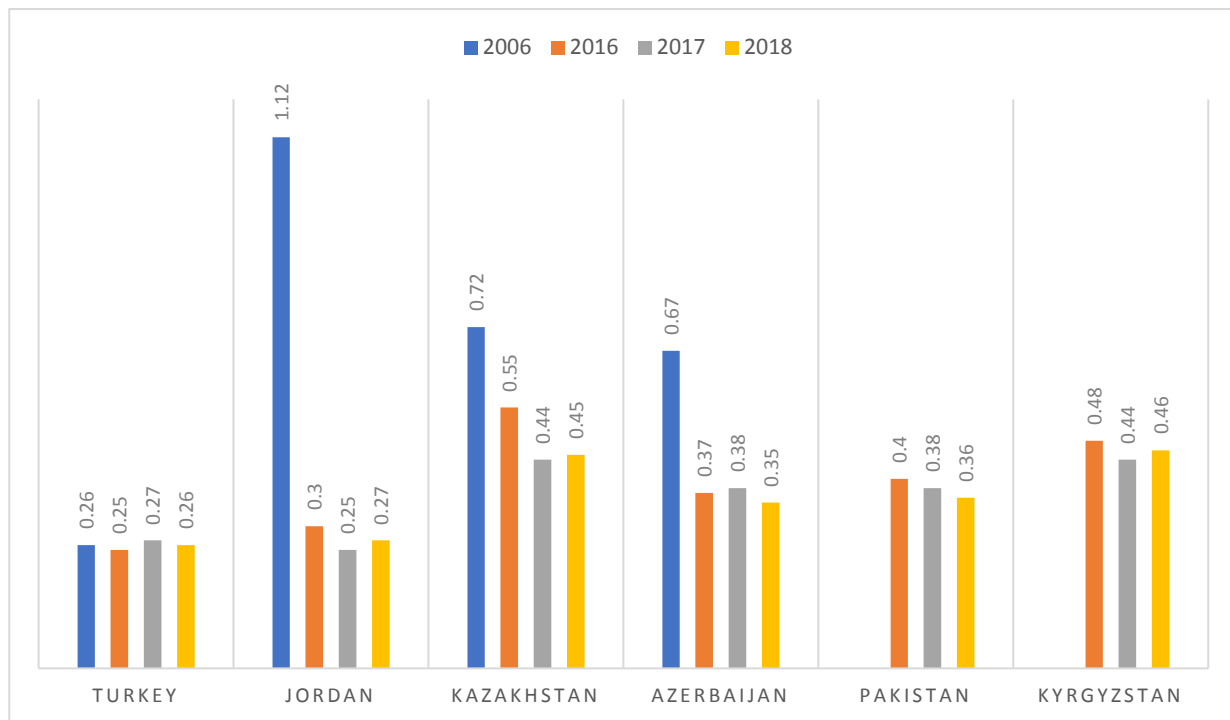
In 2018, we saved 8.82 Million MJ of energy and reduced 1,006 tons of CO₂ by means of our efficiency projects and the OE Program conducted in CCI Turkey Operations.

- We supply energy needs of lighting and our post mix line in our İzmir Plant from 100% clean energy resources.
- 90% of the total cold drink equipment in Turkey is equipped with Energy Management Device (EMD) which provides energy saving.
- With our EMD program, we saved 511.5 million kWh electricity in six countries of operation. We achieved 86,550 tons of CO₂ savings that is equivalent to the amount that 7.2 million trees annually extract from the atmosphere.
- We saved approximately 42.1 Million MJ energy and reduced 3,850 tons of CO₂ by efficiency projects in our plants in six countries of operation.



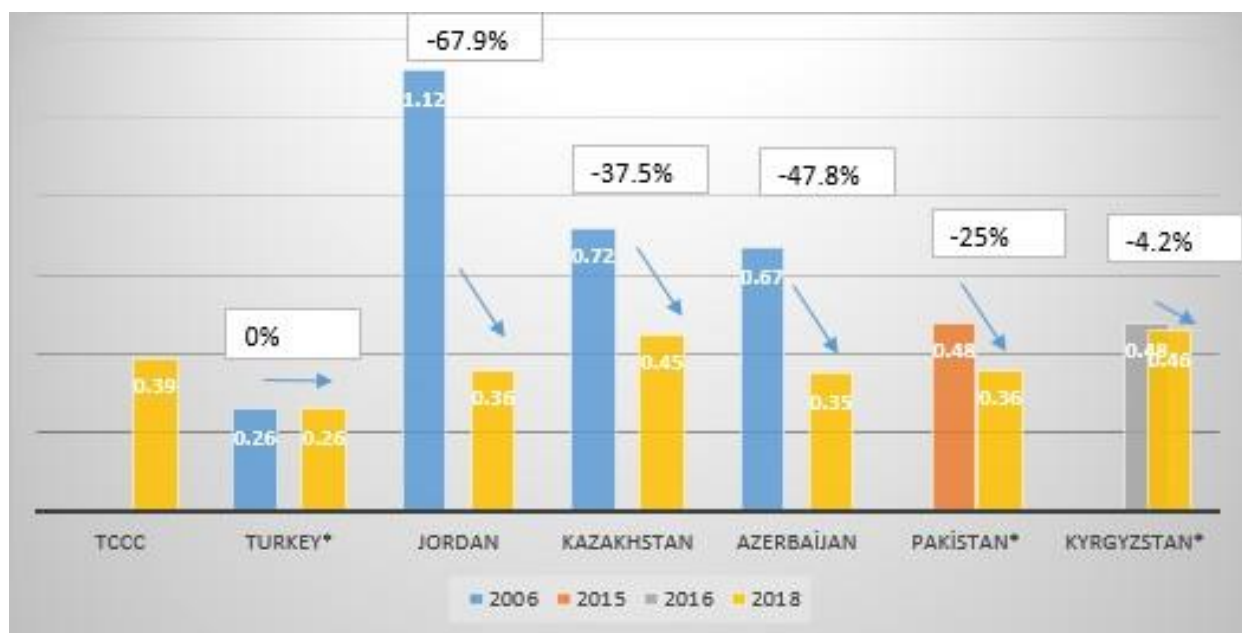
Energy Management Figures

Core Energy Use Ratio (MJ/L)



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

Improvements in Core EURs between 2006 and 2018 (MJ/L)



* Pakistan and Kyrgyzstan data were included in the sustainability report in 2015 and 2016 respectively.



Our Carbon Footprint

To decrease the GHG emissions released during our processes, we employ several practices.

Transport and Distribution

We transport millions of products from our suppliers to our plants and from our plants to our customers and distributors. Our business success is dependent on a widespread, but efficient logistics network that reduces emissions. The optimization of distribution is crucial to our business performance, since transportation accounts for around 17.6% of the total GHG emissions of our value chain in Turkey.

The significance of the issue is twofold; as the number of vehicles in transit and the mileage covered also need to be optimized. We choose vehicles that consume less fuel and emit less carbon. Our “Route Optimization Project” is in line with this specific objective. To date, 65 distributors and 5 direct distribution points in Turkey used the “Road Net” platform that had been developed for our Turkey operations in 2013. In 2016, we continued to use our Road Net program, which reduced mileage travelled by 1.35 million kilometers, leading approximately to 1,400 tons of less GHG emissions and a fuel savings of \$650,000 every year.

Cooling Practices

Refrigeration greatly improves our consumers’ enjoyment of our products. Yet again, with regards to protecting the environment, we need to find the balance between our efforts to please our customers and our responsibility to decrease our environmental footprint.

As of 2018 year-end, we had approximately 400,000 cold drink equipment in Turkey and they accounted for about 40% of the total number of coolers. To reduce our impact on climate change, we apply different practices.

For new cold drink equipment purchases, we switched to HFC-free equipment that contains refrigerant gases with low global warming potential. We upgraded existing equipment to the energy efficient technology, and we continue to work with suppliers to innovate and develop climate-friendly cooling technologies. Within this reporting period alone, we collected and disposed of 48,887 old cooling equipment.

With our climate-friendly actions in 6 countries of operations, we avoided 1,189,373 tons of CO₂ emissions since 2009 which is equivalent to the amount that 99.1 million trees absorb from the atmosphere.

[HFC-free Cold Drink Equipments](#)

The use of HFCs as refrigerants in cold drink equipment has an impact on climate change. Together with its bottling partners, TCCC set the goal to have 100% of its new cold drink equipment HFC-free. Where a commercial HFC-free solution is not currently available, we collaborate with our suppliers to develop alternative HFC-free solutions. This effort is vital: HFC-free coolers when compared to their HFC counterparts have at least 1,000 times less effect on global warming.

Refrigerants in cold drink equipment may slowly leak into the atmosphere during use or may leak completely if the equipment is not properly disposed of at the end of its life cycle. CCI always ensures that coolers are properly degassed. By the end of 2018, 70% of all cold drink equipment and 98% of newly purchased cold drink equipment in Turkey were HFC-free. Owing to our use of **HFC-free cooling equipment**, we managed to reduce our total fugitive CO₂ emissions by **24,112 tons** between 2009 and 2018.



Cold Drink Equipment with Energy Management Device (EMD)

Effective since 2009, **Energy Management Device (EMD)** is another tool by which we are able to tune our cold drink equipment's environmental footprint. By using EMD equipped coolers, we are able to reduce energy consumption by 42%. For this reason, new cold drink equipment (larger than 250-liter capacity) with EMD were purchased as part of the initiative. By 2018 year-end we had 90% EMD ratio in our Turkey operations (please see the Performance Indicators section of the report for detailed data on EMD ratios for 6 countries within the reporting scope). In 2018, this program allowed us to save approximately 490 million kWh of electricity in Turkey, which means a reduction of **82,759 tons** of CO₂.

Between 2009 and 2018 our EMD program in Turkey yielded a total energy savings of about 2,930 Million kWh (equal to the annual energy consumption of 504,358 Turkish households) and a total CO₂ emission reduction of 1,165,261 tons (equal to the amount of CO₂ extracted from the atmosphere annually by 97.1 million trees).

With EMD program across CCI countries in the reporting scope, we achieved **86,550 tons of CO₂ emission reduction**, equivalent to the amount of CO₂ that can be extracted from the atmosphere annually by **7,2 million trees**.

We aim to prevent the emission of 1.75 million tons of CO₂ with the EMD program between 2010-2020 across CCI.

Cold Drink Equipments with LED Lights

At CCI Turkey operations, we have been purchasing coolers with LED lights since 2012. With the purchasing of all new coolers equipped with LED lights, overall ratio of our coolers with LED lights went up from 11% in 2012 to 56% in 2018. With this strategy, we will keep increasing our ratio and minimizing our energy consumption.

The Behavioral Energy Efficiency Program

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

Emissions by Regions

Our absolute CO₂ emissions in six countries of operation decreased from 779,028 tons to 714,017 tons in 2018. In addition to monitoring the total emission for each country of operation, we also monitor our GHG emissions ratio, which represents grams of CO₂e per liter of product produced. A table providing the detailed overview of our GHG emissions for the six countries of operation is provided in the "Performance Indicators" section.

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

TCCS launched a global initiative called "Reduce the CO₂ emissions embedded in the drink in your hand by 25% by 2020" in 2013 and aimed at reducing GHG emissions across its entire value chain. In CCI, we align our climate change mitigation goal with this overall target in order to achieve comprehensive carbon footprint

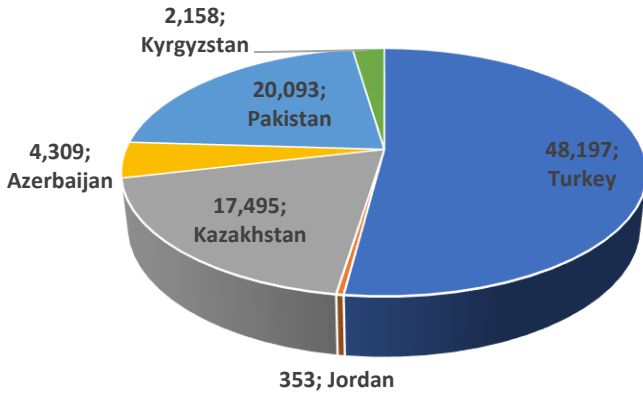


reductions across our value chain.

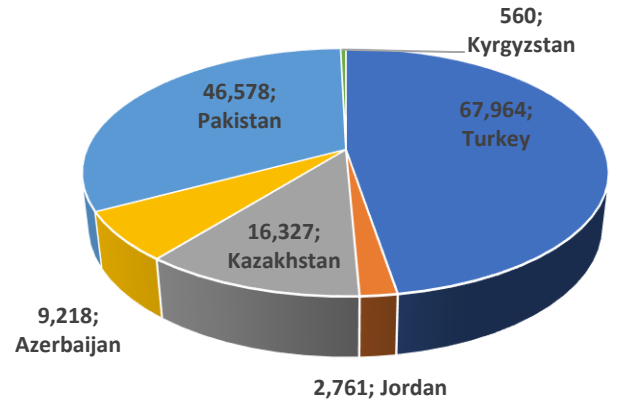
In 2018, it is estimated that we reduced the CO₂ embedded in the Coca-Cola “drink in your hand” by 21%, which is below 2010 levels (Baseline: 2010).

2018 Emissions by Scope and Region

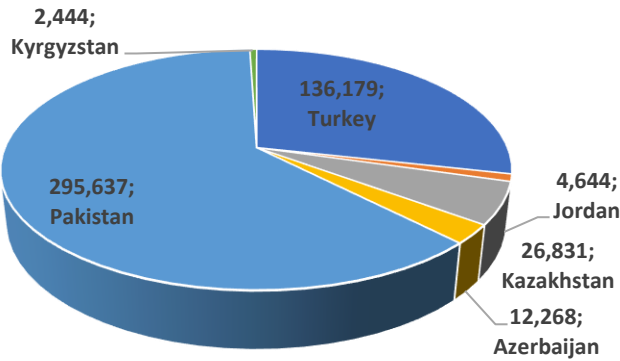
Scope 1; Total 92,605 tCO₂-e



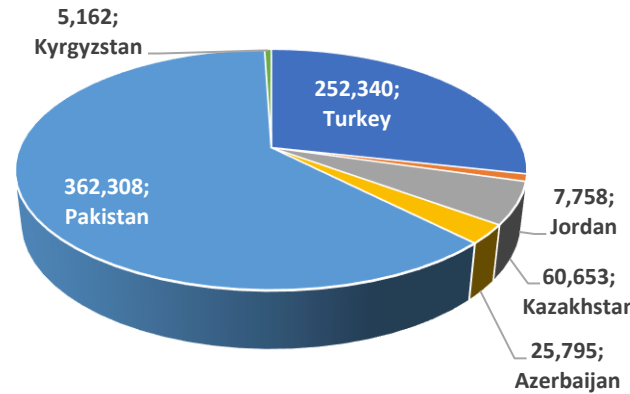
Scope 2; Total 143,408 tCO₂-e



Scope 3*; Total 478,003 tCO₂-e

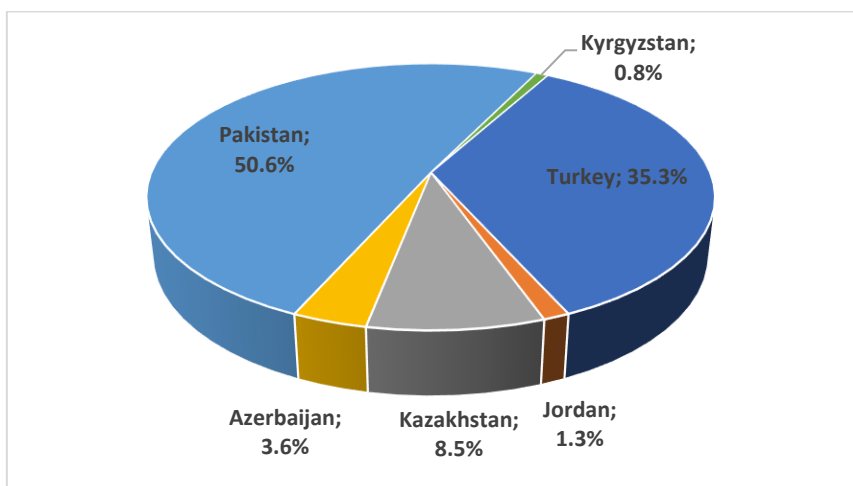


Scope (1+2+3); Total 714,016 tCO₂-e



*For Scope 3; only emissions from coolers are included.

2018 Total Emissions Percentage (Scope 1+2+3) by Region



Our GHG Emissions in Turkey Operations (tons of CO_e)

	2014	2015	2016	2017	2018
Stationary combustion emissions	14,283	16,218	14,896	17,045	17,965
Scope 1					
Fleet emissions	16,012	9,378	8,241	7,687	6,496
Fugitive emissions	17,123	26,566	20,634	26,869	23,737
TOTAL	47,418	52,162	43,770	51,602	48,197
Scope 2					
Emissions (electricity)	61,359	60,370	64,291	63,346	67,964
TOTAL	61,359	60,370	64,291	63,346	67,964
Scope 3					
Cold Drink Equipment Emissions	321,162	299,264	369,679	126,734	136,179
Employee commuting	1,157	1,621	1,130	177	159
Business travel	4,733	5,241	4,321	1,347	1,660
Downstream transportation	33,385	38,533	39,240	48,128	46,293
TOTAL	360,437	344,659	414,37	176,386	184,291
OVERALL TOTAL	469,214	457,191	522,431	291,334	300,452

This year in CCI Turkey Operations; our total Scope 1 emissions decreased from 51,602 tons of CO₂ to 48,197 tons compared to 2017. Even though the stationary combustion emissions increased, the fleet and fugitive emissions significantly decreased in Scope 1 emissions. Yet, Scope 2 emissions increased due to increase in electricity use. In Scope 3 emissions, thanks to our climate change mitigation activities, downstream transportation emissions declined. Emissions from cold drink equipment and employee commuting increased with respect to last year.

Consequently, our absolute emissions in Turkey increased from 291,334 tons to 300,452 tons. However, our absolute emissions in six countries of operation decreased from 779,028 to 762,129 tons of CO₂ in 2018. On the other hand, our production volume increased by 6% and our EBITDA increased by 36%. This is solid proof that we produce more by using less.

Hence, Scope 2 and 3 electricity emission factors were updated for 2018, but our emission calculation methodology does not change with respect to last year. Tables providing updated emission factors and the detailed overview of our GHG emissions for the six countries of operation is provided in the “Performance Indicators” section.

In addition to reducing the absolute emissions, we optimized to increase savings. In 2018, we achieved a GHG emission reduction of 212,411 tons of CO₂ in Turkey as a result of emission reducing actions taken in production, cooling and distribution, which is equal to the amount of CO₂ that **approximately 18 million trees** annually extract from the atmosphere



Emission savings in Turkey (t CO ₂ -e)	Scope	2014	2015	2016	2017	2018
Product distribution fleet improvement	Scope 1	366	2,075	0	0	65
Fugitive emission reductions of coolers	Scope 1	299	145	2,651	7,782	8,346
Energy efficiency and low-carbon projects in plants	Scope 1+2	2,030	1,402	80,289	661	1,006
Route optimization	Scope 3	1,050	1,050	1,050	1,400	1,400
Cooler EMD improvement	Scope 3	175,000	172,315	217,915	77,156	82,759
Video Call Communication Tool	Scope 2	-	-	-	840	2,986
Returnable Glass Bottles	Scope 3	-	-	-	-	115,355
Reuse & Share of Wooden Pallets	Scope 3	-	-	-	-	494
TOTAL	Scope 1+2+3	178,745	176,987	301,905	87,839	212,411



Water Management

Water is one of the most critical natural resources. It is as well the main ingredient of our products and a sine qua non element of our production. Water scarcity became a global issue that needs to be managed consciously, otherwise will harm communities, businesses and the life as a whole.

There is a direct link between sustainable use of water and the sustainability of our business. Therefore, minimizing our negative impacts on water and sustaining water efficient operations is of utmost priority and we fully support TCCC's ultimate goal "replenish every drop of water we use." Our strategies in water management are summarized below:

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

Our water use and management related figures for 6 countries of operation are as follows:

Our Total Water Withdrawal

Our overall water withdrawal is **10,217,674 m³** of water.

Volume of Water Recycled and Reused (m³)

We recycle and reuse **329,508 m³** of the water in our production processes.

Our Water Use Ratio

We consistently decrease the amount of water used for producing one liter of product: **1.55 L/L**

Water Replenishment Rate (%) We replenish the amount of water equivalent to our product volume. Global 155%, **Turkey 159%**, TCCS 2020 Objective **100%**.

Plant Water Use and Minimization

According to a study conducted by Turkey's State Hydraulic Works, industry accounts for 4.5% of the total amount of annual usable water in Turkey (Source: [State Hydraulic Works](#)) and CCI Turkey Operations' total water withdrawal accounts for only 0.08% of Turkey's industrial water usage.

Our total water withdrawal amounted to **10,217,674 m³** in six countries of operation in the reporting period. Detailed data on the total water withdrawal is provided in Performance Indicators section of the report.

Another important indicator we monitor is the amount of water used for producing one liter of product:

Water usage ratio (WUR). In 2018, CCI Turkey’s water usage ratio is realized as 1.55 L/L, which was formerly 1.56 L/L.

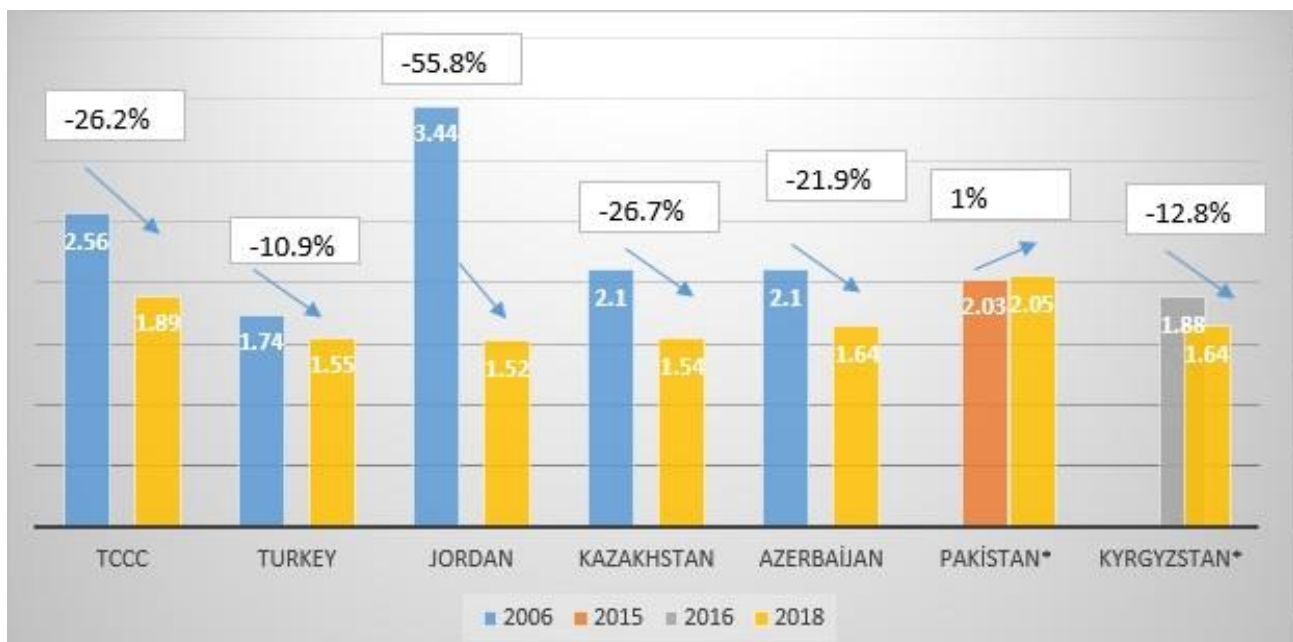
Our 2020 goal for CCI Turkey Operations is to achieve a water usage ratio of 1.48 liter of water per liter of product. Since water reduction activities started in CCI Operations in 2006, there has been a 26.2% improvement in Coca-Cola’s water efficiency on a global basis until 2018.

We continuously analyze, evaluate and spread best practices among CCI plants to reduce WUR.

During the period between 2006 and 2018; we improved our water efficiency by 10.9% in CCI Turkey Operations, 55.8% in Jordan, 26.7% in Kazakhstan, 21.9% in Azerbaijan and during 2016-2018 period 12.8% reduction was achieved in Kyrgyzstan on account of the efficiency projects put in practice in our plants. During 2015-2018; 1% increase was observed in water efficiency in Pakistan.

Improvements between 2006 and 2018 for operations within the reporting scope are presented below.

Improvements in WURs between 2006 and 2018 (L/L)



* Pakistan and Kyrgyzstan data were included in the sustainability report in 2015 and 2016 respectively

In all CCI plants, we develop, invest and implement water saving programs every year in line with OE Culture. Some of the top water saving programs in 2018 include yield increase in boilers and production lines in Kazakhstan; reject water reutilization; improvement in water recovery and cooling systems, and reduction in backwash timing in Pakistan; installation of recycling system in Kyrgyzstan; re-use of rinser and backwash water as well as ion exchanger wash water for regeneration in Turkey; re-use of discharged water and optimization of water consumption during CIP in Azerbaijan.

In support of our commitment to water sustainability, the “Top 10 Water Saving Program” is designed to reduce water usage in production facilities and to support continuous improvement of water use ratio in manufacturing plants . All CCI plants completed the program.



Source Water Vulnerability Assessment

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

SVAs allow us to assess vulnerabilities to community sources of water and help us determine potential impacts of our water usage and wastewater discharge. This assessment is conducted every five years in all CCI plants. As of December 31, 2016, all CCI plants had completed their SVA studies in all countries of operation. The second cycle of SVA studies began in 2016 and will keep on until the cycle will be completed for all CCI operations by 2020. In 2019, our goal is to conduct SVA studies in our Hilla, Karbala, Astana plants.

During any SVA study, an analysis of water basins and sub-basins around our plants is conducted, and it includes the topographical, geological, hydro-geological and hydrological assessment of the study areas as well as identification of any risks to the sustainability of water resources within these areas. SVA studies include processes such as field surveys, interviews with plant authorities or site representatives, interviews with local and national authorities as well as desktop studies. These assessments file an inventory of the social, environmental and political risks to the water sources supplying our facilities and surrounding communities. We evaluate the results of these studies with a SWPP and act on a plant-by-plant basis.

Replenish Every Drop of Water We Used

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

Water Map Our plants have created water map in order to follow water consumption on a daily basis.

Water Saving Projects CCI Turkey Operations plants minimize their water consumption by projects in Operational Excellence Culture.

223,546 m³ of water saving in Turkey Operations in 2018

434,527 m³ of saving in the six countries of operation in 2018

Over 1 Million m³ of saving in the six countries of operation over the last three years

[Replenish Programs](#)

TCCC began water replenishment programs in 2005, and since then have been working with communities, governments and respected third-parties to commission and support projects that address local water needs from safe water access to watershed protection and water for productive use. These programs have been developed considerate of the following objectives:

- to improve safe access to water and sanitation;
- to protect watersheds;
- to provide water for productive use;
- to educate and raise awareness about water issues, including engagement on water policy.



TCCC's Replenishment Goal

TCCS aimed for “water neutrality” is defined as:

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

TCCS globally replenished an estimated 100% of the equivalent amount of water used in their finished beverages in 2015. The water replenishment rate for Turkey has reached 159%, almost equivalent to 4,885 million liters of water in the same year. In TCCC's global replenishment rate increased to 155%. We will continue replenishment programs in 2019 in local regions through community water projects in line with the results of source water vulnerability assessments (SVA) conducted for each of plants.

Turkey is considered a “nearly water scarce” country, with an average allowance of only 1,520 m³ of water per person, and more than 70% of the country's fresh water is being used in agriculture. In this sense, The Life Plus Environment Program was initiated with the aim to foster a new approach to land and water management in line with adaptation to climate change and decreasing water resources.

Two projects have been conducted under the Life Plus Environment Program: Agriculture of the Future and Harran Night Irrigation. The Program has so far saved 6.7 billion liters of water on 50 million m² of agricultural land. Some 200,000 saplings were also planted as windbreakers in the Konya basin, and the program reached 2,500 people, including farmers, NGO representatives, academicians and the local community.

Agriculture of the Future Project

Agriculture of the Future Project has two objectives. The first is to improve the water-holding capacity of soil, ensuring efficient use of land and water. The second is to increase the capacity to use “ecosystem services” in agriculture through direct seeding and windbreaks. The Project was realized in partnership with The Coca-Cola Life Plus Foundation, the Ministry of Food, Agriculture and Livestock, and the Nature Conservation Centre.

The Agriculture of the Future Project aims to promote the “ecosystem services” approach in agricultural practices to conserve agricultural ecosystems and biodiversity without reducing the prosperity of the communities. The project's ecosystem services and biodiversity monitoring activities are summarized below.

Harran Night Irrigation Project

Harran Plain is one of the agricultural production centers in Turkey. During summer months, irrigation is done at high temperatures, which increases evaporation. In order to reduce the amount of water lost by evaporation, it is important to do irrigation in the early hours of the day, in the evening or at night, rather than during the daytime. Reducing water loss will also minimize environmental problems caused by over-irrigation, such as salination, fungal diseases and pollution. With the implementation of this project, 4.5 billion liters of water were saved in Harran. In addition, farmers achieved a 15% yield increase. Furthermore, an irrigation management scheme is developed in Geographical Information Systems (GIS) environment for an irrigation union, which is first of its kind. GIS-based water management and night irrigation is now promoted by the Regulation on Water Usage Control in Irrigation Systems and Reduction of Water Losses.



Wastewater Management

At CCI, we have high standards around wastewater discharge. “Zero wastewater generation and reclamation” defines our wastewater management approach. Not only do we comply with local laws regulating wastewater treatment and discharge in all the countries in which we operate, but we also act in accordance with TCCC standards that determine the wastewater pollutant limits for our operations. In many cases, the allowed discharge limits set by TCCC are much lower than the limits established by the local authorities. TCCC requirements for Treated Wastewater Quality are given in the Performance Indicators section. All CCI operations are regularly audited in detail in this scope, in addition to ISO 14001 Environment Management System Audits by third parties. We monitor our wastewater parameters by periodic analyses and reduce our environmental impact by treating wastewater prior to discharge. We also develop projects to reduce wastewater generated as a result of our activities. In 2018, we discharged a total of about **4.05 million m³** of wastewater in six countries of operation. Of this amount, we discharged **1,978,446 m³ to municipal sewage system**, **1,253,708 m³ to organized industrial zone treatment facilities**, and **814,827 m³ was discharged to surface water after treatment**.

To monitor and manage the quality of the wastewater we discharge, we also measure the amount of wastewater discharged per liter of product for their compliance with the program.

Detailed information can be found in the Performance Indicators section.

Sustainable Packaging

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

Our Sustainable Packaging Strategy

Using less resource for packaging is one of the key elements of our strategy and design lies beneath that goal. We continuously work to develop lighter packaging by using less material and conduct lightweight projects on both glass and resin side. Additionally, we focus our efforts on reusing our glass bottles, collecting back the packaging we put on the market and increasing the recycled content in our packaging.

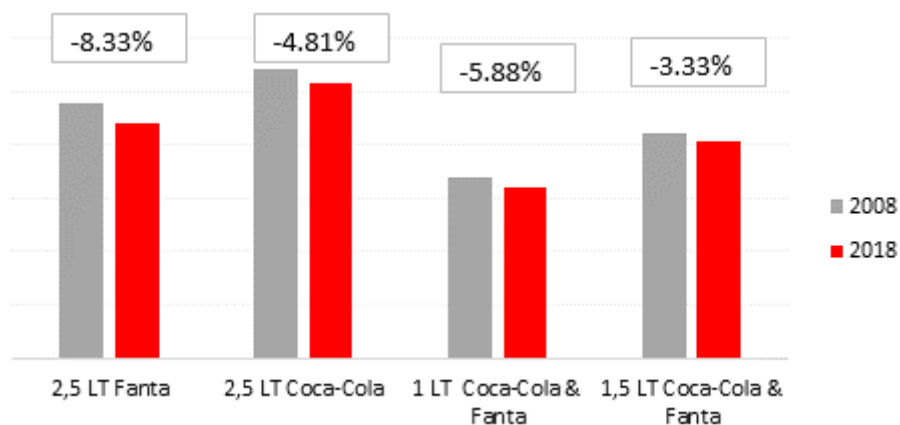
Our Sustainable Packaging Strategy

- **REDUCE** PET and Glass Lightweight
- **REUSE** Returnable Glass Bottles
- **RENEW** PlantBottle
- **RECYCLE** Post-Consumer Material Collection

Lightweight

As defined in our strategy, we put several practices into action to reduce the amount of natural resources used in packaging while paying close attention to not compromising the safety of our products. Our efforts began in 2008 when we reduced the length of the bottleneck for the lightweight PET bottle. In 2015, we conducted a benchmark study covering all CCI countries of operations to map the amount of resin used for all sizes of bottles and to share best practices of lightweight applications among the plants.

Reduction by Lightweight Implementations in Turkey



With our lightweight practices; we not only save materials, but also reduce GHG emissions released during production. We are implementing lightweight programs since 2010 in CCI Turkey Operations, Kazakhstan, Azerbaijan and Kyrgyzstan operations.

With the help of lightweight and shortneck practices; 1,111 tons of resin and 2,532 tons of glass is saved in six countries of operation in 2018.

[PlantBottle](#)

Developed by TCCC, PlantBottle packaging replaces the traditional fossil-based ingredients used to make PET plastic with renewable substitutes made from plants. PlantBottle packaging uses materials that are up to 30% plant-based.

After obtaining legal permits in 2014, we started production with PlantBottle. In six countries of CCI operations, PlantBottle resin makes up 24% of our total resin used in production in 2018. Detailed information about PlantBottle can be found at:

<https://www.coca-colacompany.com/stories/great-things-come-in-innovative-packaging-an-introduction-to-plantbottle-packaging>

[r-PET \(Recycled PET\)](#)

A great emphasis is placed on circular economy at CCI. We focus on the entire packaging life cycle through a renewed perspective. We spend continuous effort to increase the amount of recycled material in our packaging.

CCI determines its sustainable packaging goals taking into account the packaging materials and the recycling related regulations in the countries of operation. Besides the mandatory regulations on the use of recycled PET up to 4% in beverage packaging, we have been long working on the use of recycled materials while ensuring not to compromise on product safety and consumer health.

In the upcoming years, we plan to continue our extensive efforts to further increase the r-PET content, going beyond the mandatory requirements.

[Returnable Glass Bottle Use in Turkey](#)

With returnable bottle practices, glass bottles can be used up to eight times. With this practice, not only less energy is used for the bottle production, but also lesser of the resources are consumed. In 2018, **115,355 tons** of CO₂e was avoided via returnable glass bottle practices. It equals to the amount absorbed by 9.6 million trees.

[Recycling](#)

Recycling is the process of collecting materials that would otherwise be thrown away and converting them into new products.

[Post-Consumer Packaging Waste Recycling](#)

We believe, every packaging has a life beyond its initial value. For this reason, CCI places a high priority to recycling. Our efforts include encouraging our customers and consumers to use returnable bottles and increase our recycling rates in cooperation with our authorized business partner.

To sustain a holistic approach, CCI established a cross-functional Sustainable Packaging Task Force with the aim of shaping CCI's long-term recycling strategy and laying out the roadmap to reach a circular economy.



The Recycling Task Force conducted an analysis of the waste infrastructure, legal background, and stakeholder expectations regarding “recycling of packaging material” in our countries of operation. In Kazakhstan, one of CCI’s priority countries to establish a recycling scheme, we commenced stakeholder engagement efforts to create a common vision for recycling in the country.

In Turkey, the current system is based on the concept of extended producer’s liability. In 2018, the recycling rate of CCI in Turkey for plastics, glass, metal and aluminum-packaging waste was 56% . We achieved this rate with the help of our authorized business partner, Çevko (Green Dot) Foundation.

Post-consumer packaging recycling rate by years in Turkey

2010	2011	2012	2013	2014	2015	2016	2017	2018	2020 Target
37%	38%	40%	42%	44%	48%	52%	54%	56%	60%

Partnering helps us improve recycling rates and achieve our collection goals.

We will continue to team up with TCCC, local communities, NGOs, industry peers and consumers to help make recycling easier and more accessible for everyone by improving local recycling systems and driving policy change that supports a truly circular economy.

[Zero Waste to Landfill](#)

We work to minimize our environmental footprint by minimizing the amount of waste that is disposed of safely and in compliance with legislation. Our main strategy is based on preventing, reducing, reusing, recycling and recovering the waste. To do so, we employ the ISO 14001 environmental management system and carry out related operations in accordance with CCI’s environmental policy, legislations and TCCC’s KORE-EOSH requirements.

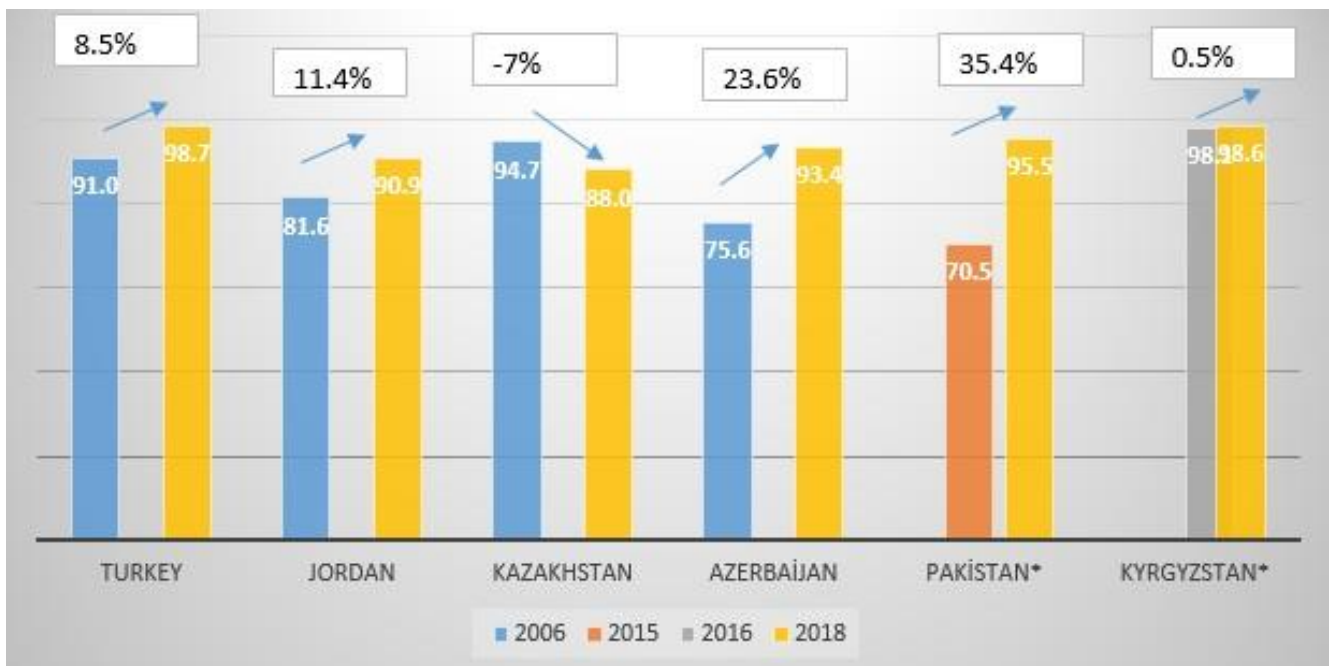
At our production sites, we segregate our waste as reusable, recyclable, hazardous, landfill and non-recyclable wastes.

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

In line with our approach to produce more while consuming less, achieving zero waste production is our ultimate goal. We investigate alternative methods and strive to reuse, recycle and recover 100% of total waste generated from our operations. Since 2006, we managed to improve our performance in all countries of operation. Hazar, Elaziğ, Ankara and Çorlu plants in CCI Turkey currently operate as “Zero Waste” facilities and the roll-out for the remaining facilities is in progress. Detailed information can be found in the Performance Indicators section.



Improvements in Total Waste Recycling Rate between 2006 and 2018



* Pakistan and Kyrgyzstan data were included in the sustainability report in 2015 and 2016 respectively

SUSTAINABILITY REPORT 2018

SECTION-3: Performance Indicators

1. CCI REPORTING GUIDANCE

This document provides guidance on the indicators included in the 2018 CCI sustainability report, some of which have been externally assured for the current or a prior period.

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

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

- GRI Standards of the Global Reporting Initiative (GRI) and are listed at the GRI Content Index title of this section,
- United Nations Global Compact (UNGC) Communication on Progress (COP) of the UNGC and are listed at the UNGC Standards Content Index title of this section.
- United Nations Women Empowerment Programme (UNWEP) and are listed at the UNWEP Standards Content Index title of this section.

The data within the scope of this guidance document is for the financial year ending on December 31, 2018 and concerns the relevant operations in Turkey, Jordan, Azerbaijan, Kazakhstan, Pakistan and Kyrgyzstan. Referral to "The Company" covers these six countries, unless otherwise stated.

Legal entities covered fully by this report include:

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

For a full list of entities included in CCI's financial statements, please see page 102 of the CCI 2018 Annual Report, available on:

<https://www.cci.com.tr/Portals/3/CCI%202018%20ENG%20final.pdf>

General Reporting Principles

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

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



Key Definitions

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

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

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

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

ENERGY: Electricity, natural gas, diesel, gasoline, fuel oil, liquefied petroleum gas (LPG) and steam. For the purpose of this report, energy does not include alternative forms of fuel, such as bio-waste, biomass, 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: The energy consumed during the reporting year (January 1 to December 31). Energy consumption data covers energy used in the operation of on-site industrial facilities and manufacturing processes, including electrical systems, heating, lighting, on-site transportation, air circulation and air conditioning (HVAC system). Manufacturing processes refer to the energy consumed in the core bottling (filling) operation. Total energy consumption also includes preform injection for those plants that use this energy-intensive process as well as energy used for CO₂ production processes in our plants in Kazakhstan and Azerbaijan.

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

- Energy consumption during preform injection, an energy-intensive process, is excluded from the EUR since only a few sites employ this process. Of those CCI operations that fall within the scope of this RG, only the Turkish bottling facilities in Ankara and Çorlu, the international operations in Kazakhstan and Azerbaijan, and the bottling facility in Lahore, Pakistan employed an operational preform injection process during the reporting period.
- Energy consumption for CO₂ production processes in our plants in Kazakhstan and Azerbaijan is also excluded from the EUR calculation.
- Beginning in 2013, the electricity producing process, which is present in Kazakhstan, is included in EUR calculations.

GHG EMISSIONS (TON): Emissions during the reporting year (January 1 to December 31). The GHGs reported are those currently required by the United Nations Framework Convention on Climate Change and the Kyoto Protocol. These GHGs are currently: carbon dioxide (CO₂), methane (CH₄), nitrous oxide (N₂O), hydrofluorocarbons (HFCs), perfluorocarbons (PFCs), Sulphur hexafluoride (SF₆) and nitrogen trifluoride (NF₃). Other GHGs, including those regulated by the Montreal Protocol, are excluded from GHG emissions and analyzed separately. “GHG emissions” refers to emissions from all production processes, such as bottling and preform injection, arising from The Company’s plants in Jordan, Azerbaijan, Kazakhstan and Pakistan. In Turkey, CCI has been reporting its GHG emissions more extensively since 2012 in accordance with the ISO 14064-1 Standard for quantifying and reporting GHG emissions at the organization level. Consequently, GHG emissions reported for Turkey also include CCI’s GHG emissions from its non-plant buildings, e.g. offices, fleet transport and fugitive emissions. Where a plant generates energy on-site, the related energy consumption is defined as the energy of the fuel used for generation (e.g. for on-site, diesel-fired electricity generators, the energy consumption would be the diesel used rather than the electricity output of



the generator).

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

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

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

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

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

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

RECOVERED WASTE (TON): Non-recyclable waste materials and the extraction therefrom of heat, electricity or energy through a variety of processes, including combustion, gasification, pyrolyzation and anaerobic digestion. For example, if waste is incinerated in an incineration plant to generate energy, then the waste is “recovered.” If there is no use of energy during the process, then the waste is incinerated. There are several ways to recover energy from waste. Anaerobic digestion is a process of decomposition that occurs naturally whereby organic matter is reduced to a simpler chemical component in the absence of oxygen. “Recovery” also refers to incineration or directly controlled burning of municipal solid waste in order to reduce waste and create energy. Secondary recovered fuel is energy recovered from waste that cannot be reused or recycled through mechanical and biological treatment activities. Since most of the waste is recovered for energy in licensed facilities before storage, hazardous waste in Turkey is categorized as “recovery.”

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



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

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

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

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

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

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

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

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

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

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

Scope of Reporting

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

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

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

DATA PREPARATION

Energy Consumption

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

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



GHG Emissions

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

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

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

Extrapolation Method Used for Energy Use Calculation and Total Energy Consumption

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

TCCC Default Factors for CO₂ Emissions

Natural gas (MJ): 0.05039 kg CO₂

LPG (MJ): 0.0568 kg CO₂

Diesel (MJ, light fuel oil): 0.0706 kg CO₂

Heavy Fuel Oil (MJ): 0.0737 kg CO₂ (Azerbaijan operations only)

Electricity (kWh): For electricity, conversion factors for GHG emissions are obtained from the International Energy Agency (IEA) and shared by TCCC with the entire Coca-Cola system.

In this year's report, we used IEA factors of the year 2016 (as there is a two-year time gap for IEA publish the factors for a certain year). Combined factors are used for all operations in the sustainability report. This information is available in the internal document entitled "SDW Fuel Conversion Factors", which is updated every year by TCCC.

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

kg CO ₂ /kWh electricity	2012 IEA Factors (Used for the 2014 Report)	2013 IEA Factors (Used for the 2015 Report)	2014 IEA Factors (Used for the 2016 Report)	2015 IEA Factors (Used for the 2017 Report)	2016 IEA Factors (Used for the 2018 Report)
Turkey	0.4591454	0.42868	0.497	0.441	0.465
Jordan	0.6356158	0.6393961	0.656	0.588	0.497
Kazakhstan	0.4608749	0.4324272	0.515	0.416	0.505
Azerbaijan	0.4936623	0.4687942	0.477	0.487	0.479
Pakistan	0.417622	0.4161746	0.425	0.410	0.397
Kyrgyzstan			0.050	0.092	0.074

Water Consumption

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

Restatements

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



2. MANAGEMENT SYSTEMS STANDARDS AND PRINCIPLES

	Issue	Internal Policies	Related External Standards and Principles
Production	Environmental management	CCI Health, Safety & Environment (HSE) Policy TCCC HSE Policy KORE - EOSH* Requirements	ISO 14001
	Water management	KORE – EOSH Requirements	ISO 14001
	Energy management & carbon emissions	KORE - EOSH Requirements	ISO 14001, ISO 50001, ISO 14064-1, GHG Protocol
	Sustainable packaging & waste management	KORE - EOSH Requirements	ISO 14001, PAS223
	Quality management (Production process)	KORE - OE	ISO 9001, EFQM Business Excellence Model, Lean Six Sigma
	Product quality & safety	KORE	ISO 9001, ISO 22000, FSSC 22000, GFSI**
	Occupational health & safety	KORE - EOSH Requirements	OHSAS 18001
Other	Sustainable supply chain	Supplier Guiding Principles	UNGC, GRI
	Marketing responsibly	TCCC Responsible Marketing Policy, TCCC Global School Beverage Guideline	
	Human and workplace rights	Workplace Rights Policy	UN Guiding Principles on Business and Human Rights
	Anti-corruption	CCI Ethics Code, Workplace Rights Policy	UNGC
	Community involvement	TCCC's Policy	UNGC
	Overall	Code of Business Conduct, KORE	UNGC, GRI

* EOSH: Environmental and Occupational Safety and Health

** GFSI: Global Food Safety Initiative



3. INDEPENDENT ASSURANCE

2018 Assurance Scope

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

- The total energy consumption, energy usage ratio (EUR), total water withdrawal and water usage ratio (WUR) of The Company's Turkey operations, in year 2018, were audited according to the ISAE 3000 Standard (Revised).¹
- GHG emissions of Turkey operations were verified in line with the ISO 14064-3 Standard.



INDEPENDENT ASSURANCE STATEMENT

2018 Assurance Scope

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

- The total energy consumption, energy usage ratio (EUR), total water withdrawal and water usage ratio (WUR) of The Company’s Turkey operations, in year 2018, were audited according to the ISAE 3000 Standard (Revised).1
- GHG emissions of Turkey operations were verified in line with the ISO 14064-3 Standard.

Statement can be found at CCI 2018 Sustainability Report.

<http://www.esgturkey.com/ciSR18/ghg-emissions-verification-statement.html>

4. GREENHOUSE GAS VERIFICATION

VERIFICATION SCOPE FOR TURKEY

GHG Emissions

GHG Emissions Included

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

Water

Water Consumption

Water Consumption	Turkey	Jordan	Azerbaijan	Kazakhstan	Pakistan	Kyrgyzstan
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Industrial sites comprising bottle facilities	✓	✓	✓	✓	✓	✓
Technical service operations at the site	✓	✓	✓	✓	✓	✓
Administrative buildings located at industrial sites	✓	✓	✓	✓	✓	✓

Waste

Waste Generation

Waste Generation	Turkey	Jordan	Azerbaijan	Kazakhstan	Pakistan	Kyrgyzstan
Industrial sites comprising bottle facilities	✓	✓	✓	✓	✓	✓
Technical service operations at the site	✓	✓	✓	✓	✓	✓
Administrative buildings located at industrial sites	✓	✓	✓	✓	✓	✓



GHG EMISSIONS VERIFICATION STATEMENT

Verification can be found at CCI 2018 Sustainability Report.

<http://www.esgturkey.com/cciSR18/ghg-emissions-verification-statement.html>



5. PERFORMANCE INDICATORS

This section contains additional data on CCI's sustainability performance.

SUSTAINABILITY ACROSS VALUE CHAIN

Materials

Ingredients

Materials Used in Products (tons)		Concentrate & beverage base	Sugar	CO ₂
Turkey	2014	42.169	217.892	23.508
	2015	44.095	227.812	27.072
	2016	37.613	255.703	24.727
	2017	32.308	220.520	26.399
	2018	17.442	163.783	19.024
Jordan	2014	213	8.032	1.151
	2015	229	8.744	1.094
	2016	215	9.463	987
	2017	257	8.988	905
	2018	260	8.376	1.065
Kazakhstan	2014	4.672	66.914	4.815
	2015	458	49.885	5.518
	2016	2.481	42.739	4.268
	2017	3.845	46.920	5.390
	2018	4.871	64.507	5.469
Azerbaijan	2014	1.878	18.954	2.954
	2015	152	17.085	2.565
	2016	636	11.054	1.312
	2017	832	14.149	1.633
	2018	1.016	17.804	2.129
Pakistan	2015	6.350	158.838	16.069
	2016	5.413	180.611	19.934
	2017	5.489	187.339	21.925
	2018	5.577	195.594	25.430
Kyrgyzstan	2016	274	8.641	941
	2017	294	8.960	890
	2018	494	9.207	997

All Countries	2014	48.932	311.792	32.428
	2015	51.284	462.364	52.318
	2016	46.632	508.211	52.169
	2017	43.025	486.876	57.142
	2018	29.660	459.271	54.114



Packaging Materials

Packaging Materials Used (tons)		Steel Crown	PE Closure	PET preform and resin	Glass	Aseptic Carton Packaging	Carton	Aluminum Cans & Cans end	Plastic Shrink & Stretch
Turkey	2014	987	3,419	43,168	27,941	4,958	7,692	11,304	5,853
	2015	1,259	3,986	46,274	39,414	5,131	9,742	12,533	6,689
	2016	1,385	3,966	4,758	45,844	4,825	8,924	12,008	7,082
	2017	1,552	3,970	44,585	54,433	4,668	19,276	13,926	6,976
	2018	1,674	4,174	50,215	60,536	4,624	13,008	14,086	8,317
Jordan	2014	49	121	1,247	4,942	0	317	1,293	274
	2015	45	129	1,234	1,272	0	220	1,719	289
	2016	28	151	1,362	200	0	417	1,874	379
	2017	29	126	1,984	242	0	309	1,733	370
	2018	6	96	1,404	311	0	234	1,696	569
Kazakhstan	2014	32	1,411	17,418	3,974	663	1,685	361	1,889
	2015	44	1,367	17,464	3,674	581	1,696	325	205
	2016	49	1,175	14,098	4,537	650	1,245	194	1,536
	2017	50	1,475	18,234	4,638	571	1,518	160	2,169
	2018	51	1,789	21,392	4,496	645	1,736	198	2,535
Azerbaijan	2014	0	896	7,171	0	0	570	0	855
	2015	0	528	6,776	0	0	384	0	737
	2016	0	375	4,276	0	0	275	0	465
	2017	0	474	5,518	0	0	295	0	577
	2018	0	607	14,662	0	52	544	0	755
Pakistan	2015	21	237	43,783	21,762	n/a	4,263	571	4,161
	2016	2,182	2,951	56,817	3,304	n/a	6,042	907	5,178
	2017	2,066	2,525	59,082	10,431	n/a	446	1,052	5,473
	2018	1,923	3,290	59,618	14,242	72	54	1,077	5,848
Kyrgyzstan	2016	0	250	2,932	0	0	192	0	266
	2017	0	254	3,068	0	0	244	0	269
	2018	0	245	3,143	0	0	230	0	293



Packaging Material Savings

Resin Saving

2019 Resin Saving (tons)	
Turkey	51.00
Jordan	11.50
Kazakhstan	0
Azerbaijan	549.00
Pakistan	276.36
Kyrgyzstan	223.00
TOTAL	1,110.86

Glass Saving

2019 Glass Saving (tons)	
Turkey	2,148.00
Jordan	0
Kazakhstan	9,30
Azerbaijan	0
Pakistan	384.26
Kyrgyzstan	0
TOTAL	2,532.26



HUMAN RESOURCES

Employee Profile

Number of Employees

Number of Employees	2014	2015	2016	2017	2018
Turkey - Group Office	166	143	132	125	136
Turkey - Operations	2,342	2,219	2,241	2,200	2,151
Jordan	397	404	398	377	349
Kazakhstan	845	950	717	651	627
Azerbaijan	390	352	296	295	307
Pakistan	4,175	3,564	3,356	2,955	2,901
Kyrgyzstan	384	355	307	308	299

Number of employees by gender

Number of employees by gender	2014		2015		2016		2017		2018	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Turkey – Group Office	98	68	80	63	69	63	66	59	65	71
Turkey – Operations	1,993	351	1,908	311	1,923	318	1,879	321	1,835	316
Jordan	377	20	382	22	376	22	355	22	331	18
Kazakhstan	728	117	814	136	600	117	536	115	509	118
Azerbaijan	342	48	308	44	254	42	253	42	264	43
Pakistan	3,874	162	3,365	199	3,137	219	2,772	183	2,713	188
Kyrgyzstan					249	58	248	60	248	51
TOTAL	7,412	766	6,857	775	6,608	839	6,109	802	5,965	805



Percentage of employees by gender

Percentage of employees by gender (%)	2014		2015		2016		2017		2018	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Turkey – Group Office	59.0	41.0	55.9	44.1	52.3	47.7	52.8	47.2	47.8	52.2
Turkey – Operations	85.0	15.0	85.9	14.1	85.8	14.2	85.4	14.6	85.3	14.7
Jordan	95.0	5.0	94.5	5.4	94.5	5.5	94.2	5.8	94.8	5.2
Kazakhstan	86.2	13.8	85.7	14.3	83.7	16.3	82.3	17.7	81.2	18.8
Azerbaijan	87.7	12.3	87.5	12.5	85.8	14.2	85.8	14.2	86.0	14.0
Pakistan	96.0	4.0	94.4	5.6	93.5	6.5	93.8	6.2	93.5	6.5
Kyrgyzstan					81.1	18.9	80.5	19.5	82.9	17.1
TOTAL	90.6	9.4	89.9	10.1	88.7	11.3	88.4	11.6	88.1	11.9

Number of employees per employee category

Number of employees per employee category		2014	2015	2016	2017	2018
Senior Management	Turkey - Group Office	9	10	11	10	10
	Turkey Operations	7	8	8	7	5
	Jordan	6	6	5	5	3
	Kazakhstan	25	8	8	6	8
	Azerbaijan	6	6	3	5	5
	Pakistan		10	10	9	9
	Kyrgyzstan			6	5	5
Other Employees	Turkey - Group Office	157	133	121	115	126
	Turkey Operations	2,335	2,211	2,233	2,193	2,146
	Jordan	391	398	393	372	346
	Kazakhstan	820	942	709	645	619
	Azerbaijan	384	346	293	290	302
	Pakistan		3,554	3,346	2,946	2,892
	Kyrgyzstan			301	303	294



Employees by Gender, Employment Type

Employees by Gender, Employment Type (%)		Male					Female				
		2014	2015	2016	2017	2018	2014	2015	2016	2017	2018
Blue Collar	Turkey – Group Office	0	0	0	0	0	0	0	0	0	0
	Turkey – Operations	98.5	98.5	98.5	98.0	97.6	1.5	1.5	1.5	2.0	2.4
	Jordan	99.5	100.0	100.0	100.0	100	0.5	0	0	0	0
	Kazakhstan	98.8	99.2	99.1	99.0	100	1.2	0.8	0.9	1.0	0
	Azerbaijan	97.4	97.1	97.0	97.0	96.6	2.6	2.9	3.0	3.0	3.4
	Pakistan*	99.1	99.1	98.3	98.0	97.9	0.9	0.9	1.7	2.0	2.1
	Kyrgyzstan			94.7	93.0	98.9			5.3	7.0	1.1
White Collar	Turkey – Group Office	58.4	55.9	52.3	52.8	47.8	41.6	44.1	47.7	47.2	52.2
	Turkey – Operations	77.1	78.3	78.2	77.5	77.8	22.9	21.7	21.8	22.5	22.2
	Jordan	90.4	89.4	89.3	89.2	91.7	9.6	10.6	10.7	10.8	8.3
	Kazakhstan	77.7	76.7	70.7	67.6	65.6	22.3	23.3	29.3	32.4	34.4
	Azerbaijan	78.2	81.1	80.2	79.9	81.7	21.8	18.9	19.8	20.1	18.3
	Pakistan*	93.2	90.8	90.4	90.8	90.5	6.8	9.2	9.6	9.2	9.5
	Kyrgyzstan			64.2	64.7	75.7			35.8	35.3	24.3

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

Outsourced Employees

Number of Outsourced Employees	Outsource-Core jobs (*)					Outsource-Auxiliary jobs (**)				
	2014	2015	2016	2017	2018	2014	2015	2016	2017	2018
Turkey – Group Office	0	0	0	0	0	0	0	0	0	0
Turkey – Operations	896	857	929	890	648	0	227	261	350	266
Jordan	0	0	0	0	0	55	48	50	50	42
Kazakhstan	0	0	0	0	0	106	108	122	122	126
Azerbaijan	153	0	0	0	0	42	44	37	38	34
Pakistan	806	409	271	294	295	865	885	579	528	619
Kyrgyzstan			0	0	2			49	64	65

* Outsource-Core Jobs: Employees who are on the payroll of a third-party company and whose jobs are directly related to our own business (e.g., jobs in merchandising, sales, warehouse operations, production etc.)

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

Employees by Gender, Employment Type and Contract

Employees by Gender, Employment Type and Contract (Number)		Male					Female					Total				
		2014	2015	2016	2017	2018	2014	2015	2016	2017	2018	2014	2015	2016	2017	2018
Blue Collar	Turkey – Group Office	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Turkey – Operations	851	830	829	829	799	13	13	13	17	20	864	843	842	846	819
	Jordan	199	197	192	173	131	1	0	0	0	0	200	197	192	173	131
	Kazakhstan	335	376	325	302	284	4	3	3	3	0	339	379	328	305	284
	Azerbaijan	188	136	96	98	86	5	4	3	3	3	193	140	99	101	89
	Pakistan	2,002	1,535	1,289	1,219	1,162	18	14	22	25	25	2,020	1,549	1,311	1,244	1,187
	Kyrgyzstan			161	160	92			9	12	1			170	172	93
White Collar	Turkey – Group Office	97	80	69	66	65	69	63	63	59	71	166	143	132	125	136
	Turkey – Operations	1,140	1,078	1,094	1,050	1,036	338	298	305	304	296	1,478	1,376	1,399	1,354	1,332
	Jordan	178	185	184	182	200	19	22	22	22	18	197	207	206	204	218
	Kazakhstan	393	438	275	234	225	113	133	114	112	118	506	571	389	346	343
	Azerbaijan	154	172	158	155	178	43	40	39	39	40	197	212	197	194	218
	Pakistan	2,008	1,830	1,848	1,553	1,551	147	185	197	158	163	2,155	2,015	2,045	1,711	1,714
	Kyrgyzstan			88	88	156			49	48	50			137	136	206
Permanent	Turkey – Group Office	97	80	69	66	65	69	63	63	59	70	166	143	132	125	135
	Turkey – Operations	1,990	1,908	1,921	1,879	1,828	347	309	316	314	314	2,337	2,217	2,237	2,193	2,142
	Jordan	349	377	376	355	268	19	22	22	22	18	368	399	398	377	286
	Kazakhstan	726	814	600	536	509	117	136	117	115	118	843	950	717	651	627
	Azerbaijan	342	307	253	253	264	48	44	42	42	43	390	351	295	295	307
	Pakistan	3,874	3,287	3,015	2,686	2,624	162	198	206	174	175	4,036	3,485	3,221	2,860	2,799
	Kyrgyzstan			249	248	248			58	60	51			307	308	299
Temporary	Turkey – Group Office	0	0	0	0	0	0	0	0	0	1	0	0	0	0	1
	Turkey – Operations	1	0	2	0	7	4	2	2	7	2	5	2	4	7	9
	Jordan	28	5	0	0	63	1	0	0	0	0	29	5	0	0	63
	Kazakhstan	2	0	0	0	0	0	0	0	0	0	2	0	0	0	0
	Azerbaijan	0	1	1	0	0	0	0	0	0	0	0	1	1	0	0
	Pakistan*	136	78	122	86	89	3	1	13	9	13	139	79	135	95	102
	Kyrgyzstan			0	0	0			0	0	0			0	0	0

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

Percentage of Employees by Age

Percentage of Employees by Age (%)		Under 30					Between 30-50					Above 50				
		2014	2015	2016	2017	2018	2014	2015	2016	2017	2018	2014	2015	2016	2017	2018
Senior Management	Turkey – Group Office	0	0	0	0	0	77.8	60.0	54.5	60.0	70.0	22.2	40	45.5	40.0	30.0
	Turkey – Operations	0	0	0	0	0	100.0	100.0	100.0	100.0	100.0	0	0	0	0	0
	Jordan	0	0	0	0	0	100.0	100.0	100.0	100.0	100.0	0	0	0	0	0
	Kazakhstan	0	0	0	0	0	76	75.0	87.5	83.3	87.5	24.0	25	12.5	16.7	12.5
	Azerbaijan	0	0	0	0	0	100.0	100.0	100.0	80.0	80.0	0	0	0	20.0	20.0
	Pakistan		0	0	0	0		90.0	90.0	100.0	100.0		10	10	0	0
	Kyrgyzstan			16.7	20	0			83.3	80.0	100.0			0	0	0
Other Employees	Turkey – Group Office	9.6	11.9	13.2	16.5	7.9	87.3	81.8	80.2	74.8	77.0	3.2	6.3	6.6	8.7	15.1
	Turkey – Operations	23.5	23.3	23.9	25.9	24.5	74.6	75.1	75.0	72.5	73.8	1.8	1.6	1.1	1.6	1.7
	Jordan	30.9	38.2	42.5	41.1	28.3	62.4	56.0	53.2	54.6	65.9	6.7	5.8	4.3	4.3	5.8
	Kazakhstan	40.4	36.3	30.3	29.5	26.5	52.1	56.5	61.5	60.6	61.2	7.5	7.2	8.2	9.9	12.3
	Azerbaijan	40.3	36.1	34.8	32.1	25.5	48.7	53.2	55.6	57.2	63.2	11	10.7	9.6	10.7	11.3
	Pakistan		33.3	27.0	31.3	23.5		62.7	69.3	65.7	72.4		4	3.7	3.0	4.1
	Kyrgyzstan			62.1	59.7	50.0			30.2	33.3	43.5			7.6	6.9	6.5



Number and Percentage of Employees by Gender

Number and Percentage of Employees by Gender		Male						Female					
		2014	2015	2016	2017	2018 (Number)	2018 (Rate)	2014	2015	2016	2017	2018 (Number)	2018 (Rate)
Senior Management	Turkey – Group Office	7	8	9	8	7	70.0%	2	2	2	2	3	30.0%
	Turkey – Operations	5	7	7	5	3	60.0%	2	1	1	2	2	40.0%
	Jordan	5	6	3	3	3	100.0%	1	0	2	2	0	0%
	Kazakhstan	18	4	4	4	5	62.5%	7	4	4	2	3	37.5%
	Azerbaijan	3	3	1	3	3	60.0%	3	3	2	2	2	40.0%
	Pakistan		7	10	9	9	100.0%		3	0	0	0	0%
	Kyrgyzstan			5	4	4	80.0%			1	1	1	20.0%
Other Employees	Turkey – Group Office	91	72	60	58	58	45.6%	66	61	61	57	68	54.4%
	Turkey – Operations	1,986	1,901	1,916	1,874	1,832	85.4%	349	310	317	319	314	14.6%
	Jordan	372	376	373	352	328	94.8%	19	22	20	20	18	5.2%
	Kazakhstan	710	810	596	532	504	81.4%	110	132	113	113	115	18.6%
	Azerbaijan	339	305	253	250	261	86.4%	45	41	40	40	41	13.6%
	Pakistan		3,358	3,127	2,763	2,704	93.5%		196	219	183	188	6.5%
	Kyrgyzstan			244	244	244	83.0%			57	59	50	17.0%



Employee Breakdown by Seniority

Employee Breakdown by Seniority (%) (by years of service)		2014	2015	2016	2017	2018
0 – 5 Years	Turkey – Group Office	54.0	54.0	47.0	36.0	29.4
	Turkey – Operations	43.3	40.0	42.6	37.2	34.3
	Jordan	53.2	55.0	57.0	56.2	48.7
	Kazakhstan	60.0	63.0	56.0	50.8	48.0
	Azerbaijan	55.1	56.0	47.0	47.5	41.0
	Pakistan		54.0	42.0	40.6	30.9
	Kyrgyzstan			67.0	60.4	57.2
6 – 10 Years	Turkey – Group Office	32.0	31.0	25.0	25.6	28.7
	Turkey – Operations	32.4	31.0	29.1	29.7	28.1
	Jordan	15.9	16.0	15.0	13.3	14.9
	Kazakhstan	26.6	23.0	25.0	22.4	17.1
	Azerbaijan	32.3	28.0	35.0	23.1	26.1
	Pakistan		33.0	40.0	40.1	43.1
	Kyrgyzstan			21.0	25.0	27.4
11 – 15 Years	Turkey – Group Office	4.0	3.0	8.0	15.2	19.1
	Turkey – Operations	6.9	11.0	11.3	16.0	20.8
	Jordan	14.6	11.0	9.0	9.8	12.3
	Kazakhstan	7.9	8.0	12.0	18.9	24.9
	Azerbaijan	3.3	5.0	7.0	19.3	22.8
	Pakistan		5.0	8.0	11.6	16.6
	Kyrgyzstan			5.0	7.1	7.0
16 – 20 Years	Turkey – Group Office	5.0	6.0	7.0	8.8	5.1
	Turkey – Operations	13.9	13.0	11.8	10.2	7.7
	Jordan	10.6	12.0	14.0	13.3	14.6
	Kazakhstan	4.7	5.0	5.0	3.5	5.6
	Azerbaijan	10.5	10.0	10.0	4.1	2.9
	Pakistan		8.0	8.0	6.8	7.4
	Kyrgyzstan			7.0	4.2	3.0
20+ Years	Turkey – Group Office	6.0	6.0	14.0	14.4	17.6
	Turkey – Operations	3.5	5.0	5.2	6.8	9.1
	Jordan	5.8	5.0	5.0	7.4	9.5
	Kazakhstan	0.7	1.0	2.0	4.3	4.5
	Azerbaijan	0	1.0	1.0	6.1	7.2
	Pakistan		0	2.0	1.9	2.0
	Kyrgyzstan			1.0	3.2	5.4



Collective Bargaining Agreements

Employees covered by collective bargaining agreements	2014		2015		2016		2017		2018	
	Number	Rate (%)	Number	Rate (%)	Number	Rate (%)	Number	Rate (%)	Number	Rate (%)
Turkey - Group Office	0	0	0	0	0	0	0	0	0	0
Turkey - Operations	41	4.30	52	6.20	761	90.38	770	91.02	768	93.80
Jordan	0	0	0	0	0	0	0	0	0	0
Kazakhstan	0	0	0	0	0	0	0	0	0	0
Azerbaijan	0	0	0	0	0	0	0	0	0	0
Pakistan	1,881	100	1,470	100	1,229	100	1,182	100	1,187	100
Kyrgyzstan					0	0	0	0	0	0

Benefits Provided to Full-time Employees

Benefits Provided to Full-time Employees	Turkey	Jordan	Kazakhstan	Azerbaijan	Pakistan	Kyrgyzstan
Private health insurance	Yes	Yes	Yes	Yes	Yes	Yes
Private life insurance	Yes	Yes	No	No	Yes	No
Individual pension funds	Yes	No	No	No	No	No
Company products	Yes	Yes	Yes	Yes	Yes	Yes
Seniority service awards	Yes	Yes	Yes	Yes	Yes	Yes



Training

Training per Employee

Average Hours of Training Per Employee (Hour)	2014	2015	2016	2017	2018
Turkey – Group Office	37.7	9.7	12.4	2.4	9.4
Turkey – Operations	8.3	4.3	4.0	5.4	6.6
Jordan	35.1	64.8	13.3	1.4	9.2
Kazakhstan	29.3	27.0	23.12	29.7	25.4
Azerbaijan	14.1	37.5	30.6	35.9	43.6
Pakistan		65.6	27.8	7.7	7.9
Kyrgyzstan			27.8	23.4	24.2

Training by Countries

Training by Countries	Years	Total number of hours of training (Employee*Hour)	Total Number of Employee	Average hours of training per year per employee (Hour)
Turkey - Group Office	2014	6,255	166	37.7
	2015	1,384	143	9.7
	2016	1,633	132	12.4
	2017	306	125	2.4
	2018	1,280	136	9.4
Turkey - Operations	2014	19,540	2,342	8.3
	2015	9,596	2,219	4.3
	2016	8,976	2,241	4.0
	2017	11,960	2,200	5.4
	2018	14,138	2,151	6.6
Jordan	2014	13,916	397	35.1
	2015	26,160	404	64.8
	2016	5,297	398	13.3
	2017	544	377	1.4
	2018	3,201	349	9.2
Kazakhstan	2014	24,757	845	29.3
	2015	25,642	950	27.0
	2016	16,606	717	23.2
	2017	19,306	651	29.7
	2018	15,905	627	25.4
Azerbaijan	2014	5,481	390	14.1
	2015	13,198	352	37.5



	2016	9,051	296	30.6
	2017	10,592	295	35.9
	2018	13,399	307	43.6
Pakistan	2015	233,862	3,564	65.6
	2016	93,256	3,356	27.8
	2017	22,750	2,955	7.7
	2018	23,003	2,901	7.9
Kyrgyzstan	2016	8,546	307	27.8
	2017	7,222	308	23.4
	2018	7,246	299	24.2
TOTAL	2014	69,949	4,140	16.9
	2015	309,842	7,632	40.6
	2016	143,365	7,447	19.3
	2017	72,680	6,911	10.5
	2018	78,172	6,770	11.5



New Employee Hires

New Employee Hires

Total Number and Rate of New Employee Hires		Male		Female	
		Number	Rate (%)	Number	Rate (%)
2014	Turkey – Group Office	1	1.0	1	1.5
	Turkey – Operations	135	6.8	44	12.5
	Jordan	49	13.0	6	30.0
	Kazakhstan	206	28.3	29	24.8
	Azerbaijan	43	12.6	8	16.7
	Kyrgyzstan				
2015	Turkey – Group Office	4	5.0	3	4.8
	Turkey – Operations	172	9.0	32	10.3
	Jordan	156	40.8	6	27.3
	Kazakhstan	241	29.6	41	30.1
	Azerbaijan	41	13.3	6	13.6
	Pakistan	79	2.3	49	24.6
	Kyrgyzstan				
2016	Turkey – Group Office	3	4.3	5	7.9
	Turkey – Operations	144	7.5	38	12.0
	Jordan	148	39.4	6	27.3
	Kazakhstan	120	20.0	15	12.8
	Azerbaijan	15	5.9	3	7.1
	Pakistan	137	4.5	37	18.0
	Kyrgyzstan	30	12.0	4	6.9
2017	Turkey – Group Office	6	9.1	5	8.5
	Turkey – Operations	96	5.1	36	11.5
	Jordan	82	23.1	2	9.1
	Kazakhstan	74	13.8	13	11.3
	Azerbaijan	26	10.3	5	11.9
	Pakistan	80	3.0	16	9.2
	Kyrgyzstan	38	15.3	10	16.7
2018	Turkey – Group Office	13	20.0	14	19.7
	Turkey – Operations	122	6.6	48	15.2
	Jordan	59	17.8	1	5.6
	Kazakhstan	70	13.8	27	22.9
	Azerbaijan	17	6.4	7	16.3
	Pakistan	90	3.3	18	9.6
	Kyrgyzstan	33	13.3	9	17.6



Employee Turnover

Employee Turnover

Total Number and Rates of Employee Turnover		Male		Female		Total Turnover (%)
		Number	Rate (%)	Number	Rate (%)	
2014	Turkey – Group Office	11	11.3	10	14.5	12.7
	Turkey – Operations	342	17.2	64	18.2	17.3
	Jordan	49	13.0	6	30.0	13.9
	Kazakhstan	109	15.0	18	15.4	15.0
	Azerbaijan	30	8.8	4	8.3	8.7
	Kyrgyzstan					
2015	Turkey – Group Office	13	16.3	4	6.3	11.9
	Turkey – Operations	270	14.2	73	23.5	15.5
	Jordan	53	13.9	3	13.6	13.9
	Kazakhstan	145	17.8	24	17.6	17.8
	Azerbaijan	26	8.4	6	13.6	9.1
	Pakistan	163	4.8	42	21.1	5.8
	Kyrgyzstan					
2016	Turkey – Group Office	15	21.6	5	7.9	15.2
	Turkey – Operations	157	8.2	45	14.2	9.0
	Jordan	66	17.5	4	18.2	17.6
	Kazakhstan	334	55.6	34	29.1	51.3
	Azerbaijan	59	23.3	4	9.5	21.4
	Pakistan	417	13.8	37	18.0	14.1
	Kyrgyzstan	68	27.3	11	19.0	25.7
2017	Turkey – Group Office	16	24.2	7	11.9	18.4
	Turkey – Operations	133	7.1	36	11.5	7.7
	Jordan	48	13.5	3	13.6	13.5
	Kazakhstan	147	27.4	16	13.9	25.0
	Azerbaijan	26	10.3	5	11.9	10.5
	Pakistan	438	16.3	52	29.9	17.1
	Kyrgyzstan	41	16.5	8	13.3	15.9
2018	Turkey – Group Office	13	20.0	8	11.3	15.4
	Turkey – Operations	133	7.2	39	12.3	8.0
	Jordan	83	25.1	5	27.8	25.2
	Kazakhstan	105	20.6	18	15.3	19.6
	Azerbaijan	6	2.3	5	11.6	3.6
	Pakistan	147	5.4	24	12.8	5.9
	Kyrgyzstan	33	13.3	10	19.6	14.4



Local Employment

Local Employment

Local Employment in International Operations		Local Senior Management Employment Rate (%)	Local White Collar Employment Rate (%)	Local Blue Collar Employment Rate (%)
2014	Turkey – Group Office	100.0	97	0
	Turkey – Operations	90.0	99.8	100.0
	Jordan	67.0	100.0	100.0
	Azerbaijan	16.7	96.0	100.0
	Kazakhstan	50.0	99.2	100.0
	Kyrgyzstan			
2015	Turkey – Group Office	100.0	89.5	0
	Turkey – Operations	87.5	99.9	100.0
	Jordan	33.3	100.0	100.0
	Azerbaijan	16.7	97.2	100.0
	Kazakhstan	62.5	99.5	100.0
	Pakistan	90.0	100.0	100.0
	Kyrgyzstan			
2016	Turkey – Group Office	100.0	89.4	0
	Turkey – Operations	100.0	99.9	100.0
	Jordan	80.0	99.5	100.0
	Azerbaijan	50	99.0	100.0
	Kazakhstan	50.0	98.5	100.0
	Pakistan	70.0	99.8	100.0
	Kyrgyzstan	50.0	97.1	100.0
2017	Turkey – Group Office	100.0	100.0	0
	Turkey – Operations	100.0	99.3	100.0
	Jordan	80.0	97.5	100.0
	Azerbaijan	40	98.5	100.0
	Kazakhstan	33.3	96.8	100.0
	Pakistan	66.7	99.7	100.0
	Kyrgyzstan	60.0	97.8	100.0
2018	Turkey – Group Office	100.0	100.0	0
	Turkey – Operations	100.0	99.7	100.0
	Jordan	66.7	100.0	100.0
	Azerbaijan	40.0	98.2	100.0
	Kazakhstan	37.5	97.1	100.0
	Pakistan	66.7	99.5	100.0
	Kyrgyzstan	60.0	98.8	100.0

Note: "Local" means from the country in question.



OCCUPATIONAL HEALTH & SAFETY (OHS)

OHS Performance Indicators - I

OHS Performance Indicators		Lost Time Incidents (workdays lost)			Lost Time Incidents (Number)			Number of Fatalities		
		Employee	Contractor	Total	Employee	Contractor	Total	Employee	Contractor	Total
2014	Turkey	648	94	742	30	7	37	0	0	
	Jordan	146	0	146	9	0	9	0	0	
	Kazakhstan	0	0	0	0	0	0	0	0	
	Azerbaijan	0	0	0	0	0	0	0	0	
	OVERALL	794	94	888	39	7	46	0	0	
2015	Turkey	146	292	438	15	15	30	0	0	
	Jordan	118	0	118	8	0	8	0	0	
	Kazakhstan	0	0	0	0	0	0	0	0	
	Azerbaijan	0	0	0	0	0	0	0	0	
	Pakistan*	174	0	174	7	10	17	0	0	
	OVERALL	438	292	730	30	25	55	0	0	
2016	Turkey	141	109	250	19	11	30	0	0	
	Jordan	296	0	296	18	0	18	0	0	
	Kazakhstan	32	16	48	2	1	3	0	0	
	Azerbaijan	0	0	0	0	0	0	0	0	
	Pakistan	220	4	224	4	1	5	1	0	
	Kyrgyzstan	0	0	0	0	0	0	0	0	
	OVERALL	689	129	818	43	13	56	1	0	
2017	Turkey	217	6	223	15	3	18	0	0	
	Jordan	47	0	47	4	0	4	0	0	
	Kazakhstan	10	0	10	1	0	1	0	0	
	Azerbaijan	180	0	180	1	0	1	0	0	
	Pakistan	8	33	41	1	3	4	0	0	
	Kyrgyzstan	0	0	0	0	0	0	0	0	
	OVERALL	462	39	501	22	6	28	0	0	
2018	Turkey	173	51	224	3	5	8	0	0	
	Jordan	60	0	60	5	0	5	0	0	
	Kazakhstan	18	0	18	1	0	1	0	0	
	Azerbaijan	0	0	0	0	0	0	0	0	
	Pakistan	38	44	82	4	2	6	0	0	
	Kyrgyzstan	29	0	29	2	0	2	0	0	
	OVERALL	318	95	413	15	7	22	0	0	

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



OHS Performance Indicators - II

OHS Performance Indicators		LTIR	LTISR	Total Vehicle Accident	Vehicle Accident Rate
2014	Turkey	0.67	8.83	164.00	14.22
	Jordan	1.54	24.91	50.00	22.02
	Kazakhstan	0	0	27.00	9.89
	Azerbaijan	0	0	8.00	4.28
	OVERALL	0.62	3.15	249.00	13.68
2015	Turkey	0.68	9.50	101.00	10.44
	Jordan	1.42	20.93	74.00	32.60
	Kazakhstan	0	0	2.00	0.73
	Azerbaijan	0	0	3.00	1.74
	Pakistan	0.37	3.77	13.00	2.51
	OVERALL	0.49	6.63	193.00	8.97
2016	Turkey	0.68	5.69	100.00	10.88
	Jordan	3.42	56.28	65.00	28.63
	Kazakhstan	0.43	6.91	0	0
	Azerbaijan	0	0	0	0
	Pakistan	0.13	5.98	13.00	2.16
	Kyrgyzstan	0	0	0	0
	OVERALL	0.57	8.35	178.00	8.59
2017	Turkey	0.38	4.70	95	10.70
	Jordan	0.73	8.63	39	17.18
	Kazakhstan	0.16	1.55	5	3.31
	Azerbaijan	0.34	60.96	0	0
	Pakistan	0.11	1.15	5	0.83
	Kyrgyzstan	0	0	8	9.20
	OVERALL	0.28	5.17	152	7.22
2018	Turkey	0.17	4.85	92	9.88
	Jordan	0.96	11.5	23	10.8
	Kazakhstan	0.16	2.88	0	0
	Azerbaijan	0	0	0	0
	Pakistan	0.16	2.13	11	1.83
	Kyrgyzstan	0.72	10.47	4	4.2
	OVERALL	0.22	4.12	130	6.18



Worker Health

Promotion of Worker Health	
Non Occupational Benefits	Yes/ No
Vaccinations	
Hep-B / Hep-B	Yes
Flu Vaccination	Yes
Free doctor consultations	Yes
Health Campaigns	
Free eye Check-ups	Yes
Free BMI Measurements	Yes
Free Blood check-ups	Yes
Promoting Healthy Lifestyle/ Contribution in providing sports	
Weight loss program	Yes
Gym facility	Yes
Discounts on Gym facilities	Yes
Football	Yes
Other Sports Activities	Yes
Presence of Sports room/ area	Yes
Specific to Women Health	
Breast cancer awareness	Yes



ENVIRONMENT

Environmental Training

Environment Training

Total Hours of Environment Training (human-hours)	2014	2015	2016	2017	2018
Turkey	3,342	2,590	2,818	5,043	2,819
Jordan	34	56	95	66	80
Kazakhstan	98	344	295	446	885
Azerbaijan	224	224	188	834	1,058
Pakistan		1,971	1,072	1,901	1,474
Kyrgyzstan			434	284	213
TOTAL	3,698	5,185	4,902	8,574	6,529



Energy Management and Climate Protection

Energy Use in Core Operations

Energy Use in Core Operations (Million MJ) *		Fuel - Plant				Purchased Energy		TOTAL
		Heavy fuel oil	Diesel	LPG	Natural gas	Electricity	Steam	
Turkey	2014	0	1.75	55.69	269.10	385.69	0	712.53
	2015	0	4.07	51.95	281.96	404.47	0	742.49
	2016	0	2.88	35.63	263.24	400.74	0	702.45
	2017	0	3.91	25.68	306.77	422.59	0	758.95
	2018	0	2.74	14.15	330.17	425.87	0	772.86
Jordan	2014	5.28	3.41	4.00	0	22.60	0	35.29
	2015	4.22	1.01	2.81	0	23.41	0	31.44
	2016	3.97	0.61	3.00	0	23.93	0	31.51
	2017	2.47	0.39	2.35	0	21.06	0	26.27
	2018	2.65	0.50	2.15	0	20.00	0	25.30
Kazakhstan	2014	0	0.41	16.49	93.06	61.08	63.59	234.53
	2015	0	0.38	14.15	82.36	71.62	60.74	229.15
	2016	0	82.30	13.39	60.69	92.38	49.97	298.75
	2017	0	55.21	13.37	57.13	101.15	53.65	280.36
	2018	0	60.50	15.65	74.08	111.00	63.41	324.64
Azerbaijan	2014	0	0.71	7.34	29.30	60.49	0	97.84
	2015	0	0.39	7.25	21.70	48.27	0	77.61
	2016	0	0	8.75	15.70	30.52	0	54.97
	2017	0	0	5.69	24.19	37.27	0	67.15
	2018	0	0.71	7.11	24.26	47.19	0	79.27
Pakistan	2014	0	180.20	21.50	11.00	85.50	0	298.20
	2015	0	345.83	50.08	46.39	229.22	0	671.52
	2016	0	188.70	26.80	132.60	296.30	0	644.40
	2017	0	192.13	44.63	125.93	313.57	0	676.23
	2018	0	167.03	50.45	111.39	339.67	0	668.54
Kyrgyzstan	2016	0	0.93	0.92	16.12	22.75	0	40.72
	2017	0	0.4	1.39	16.7	21.2	0	39.49
	2018	0	0.85	1.67	17.30	25.85	0	45.67
TOTAL	2014	5.28	186.48	105.03	402.46	615.36	63.59	1,377.19
	2015	4.22	351.68	126.24	432.41	776.99	60.74	1,751.28
	2016	3.97	275.42	88.49	488.35	866.62	49.97	1,772.82
	2017	2.47	252.04	93.11	530.72	916.84	53.65	1,848.81
	2018	2.65	232.33	91.18	557.20	969.58	63.41	1,916.35

Note: These figures exclude energy use for preform injection and CO₂ production processes in plants in Turkey, Kazakhstan, Azerbaijan, Kyrgyzstan operations and Pakistan (Lahore Plant). Energy use for the electricity generation process in our Kazakhstan plant is included in data. Kazakhstan Core EUR has increased in 2016 since a new plant (Astana) has started operation in 2016.

* The figures for 2012 and 2013 in Turkey, Jordan, Kazakhstan and Azerbaijan operations, the figures for 2014 and 2015 in Turkey and Pakistan and the figures for 2016 in Turkey have received limited assurance and figures for 2017, 2018 have received reasonable assurance from the independent auditing firm EY.

Total Energy Use



Total Energy Use (Million MJ) *		Fuel - Plant				Purchased Energy		TOTAL
		Heavy fuel oil	Diesel	LPG	Natural gas	Electricity	Steam	
Turkey	2014	0	1.75	55.69	269.1	385.69	0	712
	2015	0	4.07	51.95	281.96	404.47	0	742
	2016	0	2.88	35.63	263.24	400.74	0	702
	2017	0	3.91	25.68	321.21	504.73	0	855
	2018	0	2.79	14.15	344.12	516.48	0	877
Jordan	2014	5.28	3.41	4.00	0	22.60	0	35.
	2015	4.22	1.01	2.81	0	23.41	0	31.
	2016	3.97	0.61	3.00	0	23.93	0	31.
	2017	2.47	0.39	2.35	0	21.06	0	26.
	2018	2.65	0.50	2.15	0	20.00	0	25.
Kazakhstan	2014	0	0.41	16.49	188.45	110.62	63.59	379
	2015	0	0.38	14.15	172.11	111.72	60.74	359
	2016	0	96.83	13.39	134.45	119.23	49.97	413
	2017	0	75.6	13.37	129.37	142.94	53.65	414
	2018	0	87.06	15.65	161.15	156.36	63.41	483
Azerbaijan	2014	0	54.7	7.34	29.3	88.9	0	180
	2015	0	0.39	7.25	75.58	71.61	0	154
	2016	0	0	8.75	32.65	82.74	0	124
	2017	0	0	5.69	60.19	54.27	0	120
	2018	0	0.71	7.11	76.28	69.28	0	153
Pakistan	2014	0	434.9	45.8	57.8	233.6	0	772
	2015	0	366.5	50.1	46.4	268.4	0	731
	2016	0	195.6	46.5	132.6	338.6	0	713
	2017	0	198.88	44.63	125.93	354.13	0	723
	2018	0	173.45	50.45	111.39	375.39	0	710
Kyrgyzstan	2016	0	1.15	1.01	38.60	23.80	0	64.
	2017	0	0.40	1.39	17.94	21.28	0	41.
	2018	0	0.85	1.67	39.64	27.16	0	69.
TOTAL	2014	5.28	495.38	129.33	559.67	922.52	63.59	2,175
	2015	4.22	372.41	126.24	591.61	968.05	60.74	2,123
	2016	3.97	297.31	108.27	615.46	1,080.58	49.97	2,155
	2017	2.47	279.18	93.11	654.64	1,098.41	53.65	2,188
	2018	2.65	265.36	91.18	732.58	1,164.67	63.41	2,319

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

* The figures for 2012 and 2013 in Turkey, Jordan, Kazakhstan and Azerbaijan operations and the figures of 2014, 2015 and 2016 in Turkey have received limited assurance and figures for 2017, 2018 have received reasonable assurance from the independent auditing firm EY.



CCI uses two main KPIs to measure energy intensity:

1. **Core Energy Use Ratio (MJ/L)**, which relate only to the core process (includes filling, excludes preform injection and CO₂ production), so that the energy efficiency of the core process can be compared between plants. (For more information please see the Reporting Guidance section of the report.)
2. **Total Energy Use Ratio (MJ/L)**, which is the total absolute energy consumption (in MJ) from the plant divided by total production (in liters).

Total Energy Use Ratio

Total Energy Use Ratio (MJ/L)	2014	2015	2016	2017	2018
Turkey	0.30*	0.30*	0.29*	0.30*	0.30*
Jordan	0.41	0.33	0.30	0.25	0.27
Kazakhstan	0.64	0.65	0.76	0.65	0.68
Azerbaijan	0.72	0.74	0.70	0.68	0.68
Pakistan	0.59*	0.52*	0.43	0.41	0.38
Kyrgyzstan			0.76	0.69	0.69

* These figures have received limited assurance from the independent auditing firm Ernst & Young.

Core Energy Use Ratio

Energy Use Ratio (MJ/L)	2014	2015	2016	2017	2018
Turkey	0.26	0.27*	0.25*	0.27*	0.26*
Jordan	0.41	0.33	0.30	0.25	0.27
Kazakhstan	0.40	0.41	0.55	0.44	0.45
Azerbaijan	0.39	0.37	0.37	0.38	0.35
Pakistan	0.52	0.48*	0.40	0.38	0.36
Kyrgyzstan			0.48	0.44	0.46

* These figures have received limited assurance from the independent auditing firm Ernst & Young .



GHG Emissions

GHG Emissions (tons of CO ₂ -e)	2014	2015	2016	2017	2018
Turkey					
Scope 1*	47,418	52,162	44,247	51,602	48,197
Scope 2*	61,359	60,397	69,697	63,346	67,964
Scope 3**	321,162	299,264	414,372	176,386	184,291
Total	429,939	411,823	528,316	291,334	300,452
Jordan					
Scope 1	866	535	331	218	353
Scope 2	3,990	4,673	4,464	3,738	2,761
Scope 3***	27,202	28,062	22,550	17,943	4,644
Total	32,058	33,270	27,345	21,898	7,758
Kazakhstan					
Scope 1	18,734	13,942	18,009	14,053	17,495
Scope 2	10,133	13,420	14,271	22,717	16,327
Scope 3***	42,998	36,902	41,694	43,800	26,831
Total	71,865	64,264	73,974	80,570	60,653
Azerbaijan					
Scope 1	9,215	6,797	6,231	3,038	4,309
Scope 2	8,817	6,789	5,985	6,694	9,218
Scope 3***	14,092	14,438	12,578	12,068	12,268
Total	32,124	28,024	24,794	21,800	25,796
Pakistan					
Scope 1	35,554	31,199	21,009	22,682	20,093
Scope 2	27,095	30,653	39,270	48,562	46,578
Scope 3***		237,843	251,636	284,649	295,637
Total	62,649	299,695	311,915	355,893	362,309
Kyrgyzstan					
Scope 1			2,090	2,024	2,158
Scope 2			3,271	2,866	560
Scope 3***			2,249	2,643	2,444
Total			7,610	7,533	5,162
TOTAL					
Scope 1	111,787	104,635	91,917	93,617	92,606
Scope 2	111,394	115,932	136,958	147,923	143,409
Scope 3***	405,454	616,509	745,079	537,489	526,115
OVERALL TOTAL	628,635	837,076	973,954	779,028	762,129

* Scope 1 and Scope 2 emissions from Turkey for 2013 – 2018 are verified by a third-party verifier according to the requirements of ISO 14064-1.

**Scope 3 emissions for Turkey operations include energy consumption of coolers by distributors and customers, employee commuting, business travels by air, downstream transport.

*** Scope 3 emissions include emissions resulting from energy consumption of coolers by distributors.

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



Emissions Savings in Turkey

Emissions Savings in Turkey (tons of CO ₂ -e)	Scope	AMOUNT			
		2015	2016	2017	2018
Product distribution fleet improvement	Scope 1	2,075	0	0	65
Fugitive emissions reductions in coolers	Scope 1	145	2,651	7,782	8,346
Energy efficiency and low carbon projects in plants	Scope 1+2	1,402	80,289	661	1,006
Route optimization	Scope 3	1,050	1,050	1,400	1,400
EMD equipped Coolers	Scope 3	172,315	201,317	77,156*	82,759
Savings via Video Conference Calls	Scope 3			840	2,986
Returnable Glass Bottles	Scope 3				115,336
Reuse of Wooden Pallets	Scope 3				493.41
TOTAL		176,987	285,307	87,839	212,411

* Since 2017, 'Cooler EMD Improvement' saving is started to be calculated by Scope 3 Electricity Emission Factor, which was 0.168 kgCO₂e/kWh; instead of Scope 2 Electricity Emission factor, which is 0.441 kgCO₂e/kWh.

Energy and Emission Savings by Countries

Energy Saved and GHG Emissions Reduced due to Efficiency Projects in Plants	2015			2016			2017			2018	
	Energy (Million MJ)	GHG Emissions (tCO ₂ -e)	Monetary Saving (USD)	Energy (Million MJ)	GHG Emissions (tCO ₂ -e)	Monetary Saving (USD)	Energy (Million MJ)	GHG Emissions (tCO ₂ -e)	Monetary Saving (USD)	Energy (Million MJ)	GHG Emissions (tCO ₂ -e)
Turkey	11.7	1.402	247.886	1,591.89	4,417.11	269.938	4.57	660.94	196,168	8.815	1,006
Jordan	2.5	200	40.869	2.87	372.85	95.100	0.13	20.19	325,806	0.564	42
Kazakhstan	0	0	0	0	0	0	19.60	2,265.30	7780130	7.78	536.53
Azerbaijan	0.2	28	2.655	0.39	53.82	4.403	0.18	23.70	2,576	0.046	6.16
Pakistan	12.8	1.168	387.455	16.34	1.699	19.163	3.01	281.37	372,603	24.88	2,259
Kyrgyzstan				9.09	431.07	83,831.06	3.38	86.47	30,586	-	-
TOTAL	27.2	2.798	678.865	1,620.58	6,973.85	472,435.06	30.87	3,337.96	1,127,253	42.086	3,849



EMD Ratio

EMD Ratio (%)	2014	2015	2016	2017	2018
Turkey	84	87	88	90	90.0
Jordan	5	5	5	60	24.7
Kazakhstan	29	39	41	70	85.0
Azerbaijan	50	50	50	87	79.6
Pakistan	-	-	-	0.15	1.4
Kyrgyzstan			72.5	76	65.0

EMD Savings in Turkey

Energy and Emission Reductions due to EMD Program in Turkey.	Energy Saving (million kWh)	GHG Emissions Avoided (ton CO ₂)	Annual CO ₂ Extraction (tree)**
2014	381	175.000	14.6 million
2015	402	172.315	14.4 million
2016	438	217.915	16.8 million
2017*	459	77.156	6.4 million
2018	490	82.759	6.9 million

* For more proper GHG inventory calculation for coolers, Scope 3 electricity emission factor is started to be used since 2017, as our coolers are run at our downstream supply chain. In the year of methodology change, the electricity emission factor for Turkey in Scope 2 was 0.441 kgCO₂e/kWh, whereas Scope 3 was 0.168 kgCO₂e/kWh.

**Assumption was made for a tree to extract 12 kg CO₂ gas annually.

EMD Savings

Energy and Emission Reductions due to EMD Program in the 6 Countries of Operation.	Energy Saving (million kWh)	GHG Emissions Avoided (ton CO ₂)	Annual CO ₂ Extraction (tree)**
2014	402	185,000	15.4 million
2015	428	184,000	15.3 million
2016	475	231,000	19.2 million
2017*	468	78,711	6.6 million
2018	511	86,550	7.2 million

* For more proper GHG inventory calculation for coolers, Scope 3 electricity emission factor started to be used since 2017, as our coolers are run at our downstream supply chain. In 2017, the year of methodology change, the electricity emission factors for countries are as follows in kgCO₂e / kWh; for Turkey Scope 2 was 0.441, whereas Scope 3 was 0.168; for Jordan Scope 2 was 0.588, whereas Scope 3 was 0.209; Kazakhstan Scope 2 was 0.416, whereas Scope 3 was 0.196; Pakistan Scope 2 was 0.410, whereas Scope 3 was 0.192; Kyrgyzstan Scope 2 was 0.092, whereas Scope 3 was 0.054.

**Assumption was made for a tree to extract 12 kg CO₂ gas annually.



GHG Emissions Ratio

GHG Emissions Ratio (g/L)	2010	2014	2015	2016	2017*	2018**
Turkey	28.95	27.92	27.68	29.09	40.43	28.71
Jordan	72.44	55.89	49.31	48.00	38.78	32.35
Kazakhstan	56.90	49.85	49.44	59.86	58.62	57.42
Azerbaijan	53.54	71.82	64.58	60.24	55.67	59.69
Pakistan			41.82	36.37	40.47	32.95
Kyrgyzstan				33.52	54.2	27.32

* Calculated based on emissions from plants, fleet and fugitive emissions

** Based on emissions from plants only, including preform injection and CO₂ production processes

Water Management

Water Use Ratio

Water Use Ratio (L/L)	2014	2015	2016	2017	2018
Turkey	1.41*	1.44*	1.47*	1.56*	1.55*
Jordan	2.04	1.89	1.71	1.44	1.52
Kazakhstan	1.55	1.47	1.67	1.59	1.54
Azerbaijan	1.82	1.85	1.82	1.73	1.64
Pakistan	2.40*	2.03*	2.00	1.93	2.05
Kyrgyzstan			1.88	1.65	1.64

* WUR figures for Turkey are assured by Ernst & Young.

Water Withdrawal

Total Water Withdrawal by Region (m ³)	2014	2015	2016	2017	2018
Turkey	3,832,252*	4,000,719*	4,130,826*	4,439,083*	4,599,993*
Jordan	177,081	180,232	177,137	153,807	146,145
Kazakhstan	896,218	816,221	911,071	1,005,964	1,099,998
Azerbaijan	457,873	388,103	251,715	304,544	371,174
Pakistan	3,138,972*	2,829,952*	3,161,737	3,418,428	3,836,782
Kyrgyzstan			160,373	148,610	163,582
TOTAL	8,502,396	8,215,227	8,792,859	9,470,436	10,217,674

* Total water withdrawal figures for Turkey are assured by Ernst & Young.



Recycled and Reused Water (Volume)

Volume of Water Recycled and Reused (m ³)	2014	2015	2016	2017	2018
Turkey	40,337	80,000	341,973	345,551	129,178
Jordan	0	0	0	0	29,229
Kazakhstan	0	0	0	0	26,701
Azerbaijan	5,942	5,191	5,236	5,771	11,991
Pakistan		68,216	129,005	183,499	131,829
Kyrgyzstan			720	2,660	580
TOTAL	46,279	153,407	476,934	537,481	329,508



Recycled and Reused Water (Percentage)

Percentage of Water Recycled and Reused (%)	2014	2015	2016	2017	2018
Turkey	1.1	2.0	7.4	7.8	2.8
Jordan	0	0	0	0	20.0
Kazakhstan	0	0	0	0	2.4
Azerbaijan	1.3	1.3	2.08	1.9	3.2
Pakistan		2.4	4	5.4	3.4
Kyrgyzstan			0.5	1.8	0.4
AVERAGE	0.5	1.9	5.4	5.8	3.3

Wastewater Management

TCCC Wastewater Quality Parameters

Water Quality Parameters	Maximum Allowable Limit Values
5-Day Biological Oxygen Demand	< 50 mg/l
pH Level	6.5-8**
Total Suspended Solids	< 50 mg/l
Total Dissolved Solids	< 2,000 mg/l
Total Nitrogen	< 5 mg/l
Total Phosphorus	< 2 mg/l

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

* These are 6 of the 20 water quality parameters established for TCCC.

** Depends on receiving stream water conditions.

Water Discharge

Water Discharge (L/L)	2014	2015	2016	2017	2018
Turkey	0.41	0.39	0.47	0.35	0.50
Jordan	1.04	0.89	0.71	0.44	0.47
Kazakhstan	0.42	0.36	1.69	0.55	0.55
Azerbaijan	0.94	0.97	0.96	0.84	0.78
Pakistan	1.35	1.01	0.82	0.87	1.00
Kyrgyzstan			0.95	0.71	0.70



Water Discharge (Destination)

Water Discharge by Destination (m ³)	Destination	2015	2016	2017	2018
Turkey	Surface water	421,941	530,676	677,174	590,849
	Organized Industrial Zone	181,205	505,514	196,624	769,882
	Municipal sewage system	489,190	191,590	121,795	120,791
Jordan	Surface water	0	0	0	0
	Municipal sewage system	84,771	73,125	46,685	44,818
Kazakhstan	Surface water	0	0	0	0
	Municipal sewage system	198,552	303,110	348,530	400,743
Azerbaijan	Surface water	0	0	0	0
	Municipal sewage system	204,397	132,284	118,654	177,691
Pakistan	Surface water	156,553	147,484	157,141	223,978
	Organized Industrial Zone	519,763	168,036	629,581	483,826
	Municipal sewage system	735,906	1,066,204	748,482	1,164,540
Kyrgyzstan	Surface water		0	0	0
	Organized Industrial Zone		0	0	0
	Municipal sewage system		80,893	64,284	69,863
TOTAL	Surface water	578,494	678,160	834,315	814,827
	Organized Industrial Zone	700,968	673,550	826,205	1,253,708
	Municipal sewage system	1,712,816	1,847,206	1,448,430	1,978,446



Sustainable Packaging and Waste

Waste Ratio

Total Waste Ratio (g/L)	2006	2013	2014	2015	2016	2017	2018
Turkey	3.74	4.99*	4.77*	5.09	4.99	4.77	4.31
Jordan	15.72	6.44*	3.29	2.46	3.07	1.35	1.37
Kazakhstan	4.14	1.59*	1.82*	1.96	2.08	1.60	1.63
Azerbaijan	0.65	1.28*	2.06	1.23	0.96	1.17	0.97
Pakistan				9.66	8.90	10.77	8.92
Kyrgyzstan					3.81	2.93	3.10

Waste Recycling Rate

Total Waste Recycling Rate (%)	2006	2013	2014	2015	2016	2017	2018
Turkey	90.99	96.12	96.66	95.57	94.79	96.00	98.7
Jordan	81.60	94.70	90.45	94.10	90.30	91.90	90.90
Kazakhstan	94.67	90.30	91.70	93.00	91.20	90.00	88.03
Azerbaijan	75.55	99.60	94.00	95.60	96.30	97.80	93.38
Pakistan				70.54	93.00	94.44	95.48
Kyrgyzstan					98.10	97.70	98.58



Waste Weight and Disposal Method

Total Weight of Waste by Type and Disposal Method (Tons)		Turkey	Jordan	Kazakhstan	Azerbaijan	Pakistan	Kyrgyzstan	
2014	Hazardous	Reuse	2.4	0	0	0	4.0	
		Recycle	69.4	0	1.5	0	2.6	
		Landfill	5.9	0	0	0	28.0	
		Incineration	8.2	0	0.4	0	122.8	
		Recovery	415.8	0	0	0	0	
		TOTAL	501.7	0	1.9	0	157.4	
	Non-Hazardous	Reuse	0	0	204.9	0	6.221	
		Recycle	12,032.5	260.3	757.8	486.0	10.630	
		Landfill	407.6	0	89.2	31.0	422.0	
		Recovery	0	0	0	0	0	
		TOTAL	12,440.1	260.3	1,051.9	517.0	17,273.0	
OVERALL TOTAL		12,941.8	260.3	1,053.8	517.0	17,430.4		
2015	Hazardous	Reuse	0	0	0	0	0	
		Recycle	18.7	0	17.1	0	0	
		Landfill	4.3	0	0	13.5	24.1	
		Incineration	18.6	0	0.4	0	324.0	
		Recovery	2.0	0	0	0	0	
		TOTAL	43.6	0	17.5	13.5	348.1	
	Non-Hazardous	Reuse	0	0	173.5	0	3,303.7	
		Recycle	7,661.7	225.3	823.6	241.1	9,511.9	
		Landfill	283.0	0	71.6	17.4	320.7	
		Recovery	144.8	0	0	0	0	
		TOTAL	8,089.5	225.3	1,068.7	258.5	13,136.3	
OVERALL TOTAL		8,133.1	225.3	1,086.2	272.0	13,484.4		
2016	Hazardous	Reuse	78.3	0	0	0	0	
		Recycle	243.7	0	9.4	19.6	0	
		Landfill	7.7	0	0	0	0.35	
		Incineration	33.5	0	0.52	0	148.52	
		Recovery	0.4	0	0	0	0	2.8
		TOTAL	363.6	0	9.9	19.6	148.87	2.8
	Non-Hazardous	Reuse	2,025.2	0	123.1	0	1.95	317.6
		Recycle	10,722.1	289.0	903.2	129.5	133	0



2017		Landfill	696.8	0	100.5	4.6	326.2	3.5
		Recovery	115.0	0	0	0	0	0
		TOTAL	13,559.1	289.0	1,126.8	134.1	341.49	321.1
	OVERALL TOTAL		13,922.7	289.0	1,136.7	153.7	490.36	323.9
	Hazardous	Reuse	0.8	0	0	0	0	0
		Recycle	28.1	0	6.9	0	0	0
		Landfill	13.7	1.9	0	18.0	0	0
		Incineration	273.3	0	0.45	0	280.4	0
		Recovery	116.8	0	0	0	0	2.3
		TOTAL	431.9	1.9	7.3	18.0	280.4	2.3
Non-Hazardous	Reuse	1361.8	0	160.5	7.0	668.6	258.78	
	Recycle	10,859.65	157.70	742.40	166.80	17,327.20	0	
	Landfill	677.73	12.00	105.50	0	779.20	3.76	
	Recovery	107.00	0	0	10.00	0	0	
	TOTAL	13,006.20	169.70	1,008.40	183.80	18,775.00	262.54	
OVERALL TOTAL		13,438.10	171.60	1,015.70	201.80	19,055.37	264.84	
2018	Hazardous	Reuse	0	0	0	0	0	0
		Recycle	285.91	0	11.09	0	0	0
		Landfill	50.18	0	0	14.50	0	0
		Incineration	116.97	0	0.35	0	171.00	0.66
		Recovery	0.52	0	0	0	0	14.40
		Other*	0.36	0	0	0	0	0
		TOTAL	453.94	0	11.44	14.50	171.00	15.1
	Non-Hazardous	Reuse	0	0	215.00	19.00	0	290.67
		Recycle	12,256	119.82	803.71	185.50	15,917.00	0
		Landfill	272.03	12.00	139.69	0	582.00	3.73
		Incineration**	11.34	0	0	0	0	0
		Recovery	9.10	0	0	0	0	0
		Other***	24.32	0	0	0	0	0
TOTAL	12,579.18	131.82	1,158.40	204.50	16,499.00	294.40		
OVERALL TOTAL		13,033.1	131.82	1,169.84	219.00	16,670.00	309.5	

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

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

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



6. CONTENT INDICES

GRI CONTENT INDEX

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

GRI CONTENT INDEX

GRI 101: Foundation 2016

GRI 102: General Disclosures 2016

Organizational Profile	102-1 Name of the organization	CCI at a Glance
	102-2 Activities, brands, products, and services	CCI at a Glance
	102-3 Location of headquarters	Contact
	102-4 Location of operations	CCI at a Glance
	102-5 Ownership and legal form	CCI Annual Report 2018
	102-6 Markets served	CCI at a Glance
	102-7 Scale of the organization	CCI at a Glance
	102-8 Information on employees and other workers	Human Resources
	102-9 Supply chain	Our Material Sustainability Topics of 2018
	102-10 Significant changes to the organization and its supply chain	Corporate Website, http://cci.com.tr/en/investor-relations
	102-11 Precautionary Principle or approach	Our Governance; Risk Management and Ethics
	102-12 External initiatives	External Recognition
	102-13 Membership of associations	Strategic Partnerships; Our Memberships
Strategy	102-14 Statement from senior decision-maker	Message from the CEO
Ethics and integrity	102-16 Values, principles, standards, and norms of behavior	Our Governance; Risk Management and Ethics
Governance	102-18 Mechanisms for advice and concerns about ethics	Our Governance; Risk Management and Ethics
Stakeholder Engagement	102-40 List of stakeholder groups	Stakeholder Engagement; Stakeholder Day Series
	102-41 Collective bargaining agreements	Human Rights
	102-42 Identifying and selecting stakeholders	Stakeholder Engagement; Stakeholder Day Series
	102-43 Approach to stakeholder engagement	Stakeholder Engagement; Stakeholder Day Series
	102-44 Key topics and concerns raised	Stakeholder Day Series
	Reporting Practice	102-45 Entities included in the consolidated financial statements
102-46 Defining report content and topic Boundaries		About the Report; Our Materiality Analysis; Our Sustainability Focus and SDGs
102-47 List of material topics		Our Materiality Analysis
102-48 Restatements of information		About the Report
102-49 Changes in reporting		Our Material Sustainability Topics of 2018, Materiality Analysis
102-50 Reporting period		About the Report
102-51 Date of most recent report		2018
102-52 Reporting cycle	Annual	



102-53 Contact point for questions regarding the report	About the Report
102-54 Claims of reporting in accordance with the GRI Standards	This report has been prepared in accordance with the GRI Standards: Core option.
102-55 GRI content index	GRI Content Index
102-56 External assurance	About the Report; Independent Assurance Statement

GRI CONTENT INDEX

GRI 200: Economic Series

Material Topics		Disclosure
Economic Performance		
GRI 103: Management Approach 2016	103-1 Explanation of the Material Topic and its Boundaries	Materiality Analysis: Our Material Sustainability Topics of 2018
	103-2 The Management Approach and its Components	Our Material Sustainability Topics of 2018
	103-3 Evaluation of the Management Approach	Our Material Sustainability Topics of 2018
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	CCI at a Glance
	201-2 Financial implications and other risks and opportunities due to climate change	Energy Management and Climate Protection
	201-4 Financial assistance received from government	CCI Annual Report 2018
	Indirect Economic Impact	
GRI 103: Management Approach 2016	103-1 Explanation of the Material Topic and its Boundaries	Materiality Analysis; Our Material Sustainability Topics of 2018 Economic Impact
	103-2 The Management Approach and its Components	Our Material Sustainability Topics of 2018
	103-3 Evaluation of the Management Approach	Our Material Sustainability Topics of 2018
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	Water Stewardship Water Management Volunteerism
	203-2 Significant indirect economic impacts	Economic Impact
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	Commercial Excellence, Human Rights
Business Ethics		
GRI 103: Management Approach 2016	103-1 Explanation of the Material Topic and its Boundaries	Materiality Analysis: Our Material Sustainability Topics of 2018 Our Governance; Ethics
	103-2 The Management Approach and its Components	Our Material Sustainability Topics of 2018
	103-3 Evaluation of the Management Approach	Our Material Sustainability Topics of 2018
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	All CCI operations are assessed for risks related to corruption.
	205-2 Communication and training about anti-corruption policies and procedures	Ethics
GRI 206: Anti-competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	During the reporting period, there were no legal actions against us for anti-competitive behavior, anti-trust or monopoly practices.

GRI CONTENT INDEX

GRI 300: Environmental Series

Material Topics		Disclosure
Packaging and Waste		
GRI 103: Management Approach 2016	103-1 Explanation of the Material Topic and its Boundaries	Materiality Analysis
		Our Material Sustainability Topics of 2018 Sustainable Packaging



Sustainable Sourcing

	103-2 The Management Approach and its Components	Our Material Sustainability Topics of 2018
	103-3 Evaluation of the Management Approach	Our Material Sustainability Topics of 2018
	301-2 Materials used by weight or volume	Sustainable Packaging, Performance Indicators
GRI 301: Materials 2016	301-3 Reclaimed products and their packaging materials	Sustainability Across Value Chain
GRI 306: Effluents and Waste 2016	306-2 Waste by type and disposal method	Environment

Energy Efficiency and Carbon Reduction

	103-1 Explanation of the Material Topic and its Boundaries	Materiality Analysis
		Our Material Sustainability Topics of 2018
		Energy Management and Climate Protection
GRI 103: Management Approach 2016	103-2 The Management Approach and its Components	Our Material Sustainability Topics of 2018
	103-3 Evaluation of the Management Approach	Our Material Sustainability Topics of 2018
	302-1 Energy consumption within the organization	Environment
GRI 302: Energy 2016	302-2 Energy consumption outside of the organization	Environment
	302-3 Energy intensity	Environment
	302-4 Reduction of energy consumption	Environment
	302-5 Reductions in energy requirements of products and services	Environment
	305-1 Direct (Scope 1) GHG emissions	Environment; Our Carbon Footprint
GRI 305: Emissions 2016	305-2 Energy indirect (Scope 2) GHG emissions	Environment; Our Carbon Footprint
	305-3 Other indirect (Scope 3) GHG emissions	Environment; Our Carbon Footprint
	305-4 GHG emissions intensity	Environment
	305-5 Reduction of GHG emissions	Environment; Our Carbon Footprint; Energy Management and Climate Protection

Water Use

	103-1 Explanation of the Material Topic and its Boundaries	Materiality Analysis
		Our Material Sustainability Topics of 2018
		Water Management
GRI 103: Management Approach 2016	103-2 The Management Approach and its Components	Our Material Sustainability Topics of 2018
	103-3 Evaluation of the Management Approach	Our Material Sustainability Topics of 2018
	303-1 Interactions with water as a shared resource	Environment
GRI 303: Water and Effluents 2018	303-2 Management of water discharge related impacts	Water Management
	303-3 Water withdrawal	Environment

Wastewater

	103-1 Explanation of the Material Topic and its Boundaries	Materiality Analysis
		Our Material Sustainability Topics of 2018
		Waste Water Management
GRI 103: Management Approach 2016	103-2 The Management Approach and its Components	Sustainable Sourcing
		Our Material Sustainability Topics of 2018
		Our Material Sustainability Topics of 2018
GRI 306: Effluents and Waste 2016	306-1 Water discharge by quality and destination	Performance Indicators



Compliance

GRI 103: Management Approach 2016	103-1 Explanation of the Material Topic and its Boundaries	Materiality Analysis Our Material Sustainability Topics of 2018 Risk Management and Ethics
	103-2 The Management Approach and its Components	Our Material Sustainability Topics of 2018
	103-3 Evaluation of the Management Approach	Our Material Sustainability Topics of 2018
GRI 307: Environmental Compliance 2016	307-1 Non-compliance with environmental laws and regulations	During the reporting period, no significant fines (over 200,000 USD) were paid for non-compliance with environmental laws and regulations.

Supplier and Distributor Assessment

GRI 103: Management Approach 2016	103-1 Explanation of the Material Topic and its Boundaries	Materiality Analysis Our Material Sustainability Topics of 2018 Excellence in Supply Chain Superior Execution
	103-2 The Management Approach and its Components	Our Material Sustainability Topics of 2018
	103-3 Evaluation of the Management Approach	Our Material Sustainability Topics of 2018
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	Sustainable Sourcing

GRI CONTENT INDEX

GRI 400: Social Series

Material Topics	Disclosure	
Diversity and Inclusion (incl. women empowerment)	GRI 103: Management Approach 2016	Materiality Analysis Our Material Sustainability Topics of 2018 Diversity and Inclusion Women's Empowerment
	GRI 401: Employment 2016	Human Resources
	GRI 404: Training and Education 2016	Human Capital
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Human Resources Diversity and Inclusion
	405-2 Ratio of basic salary and remuneration of women to men	As CCI "equal pay for equal work" is adopted as per Pay Policy principles in order to reward our employees in accordance with their valuable contributions to our company regardless of gender bias.
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	During the reporting period, there have been no incidents of discrimination at CCI operations.

Labour / Management Relations

GRI 103: Management Approach 2016	103-1 Explanation of the Material Topic and its Boundaries	Materiality Analysis Our Material Sustainability Topics of 2018 Health and Safety; Human Rights; Sustainable Sourcing
	103-2 The Management Approach and its Components	Our Material Sustainability Topics of 2018



	103-3 Evaluation of the Management Approach	Our Material Sustainability Topics of 2018
GRI 402: Labor/Management Relations 2016	402-1 Minimum notice periods regarding operational changes	CCI Annual Report 2018
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Health and Safety; Human Resources
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	Human Rights
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	Human Rights
GRI 412: Human Rights Assessment 2016	412-1 Operations that have been subject to human rights reviews or impact assessments	Human Rights; Sustainable Sourcing
Occupational Health and Safety		
		Materiality Analysis
GRI 103: Management Approach 2016	103-1 Explanation of the Material Topic and its Boundaries	Our Material Sustainability Topics of 2018
		Health and Safety
	103-2 The Management Approach and its Components	Our Material Sustainability Topics of 2018
	103-3 Evaluation of the Management Approach	Our Material Sustainability Topics of 2018
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Health and Safety
	403-2 Hazard identification, risk assessment, and incident investigation	Occupational Health and Safety
	403-3 Workers with high incidence or high risk of diseases related to their occupation	Occupational Health and Safety
	403-4 Health and safety topics covered in formal agreements with trade unions	Health and Safety
	403-5 Worker training on occupational health and safety	Health and Safety
	403-6 Promotion of worker health	Health and Safety
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Health and Safety
	403-8 Workers covered by an occupational health and safety management system	Health and Safety
	403-9 Work-related injuries	Occupational Health and Safety
	403-10 Work-related ill health	Occupational Health and Safety
Security Practices		
		Materiality Analysis
GRI 103: Management Approach 2016	103-1 Explanation of the Material Topic and its Boundaries	Our Material Sustainability Topics of 2018
		Health and Safety
	103-2 The Management Approach and its Components	Our Material Sustainability Topics of 2018
	103-3 Evaluation of the Management Approach	Our Material Sustainability Topics of 2018
GRI 410: Security Practices 2016	410-1 Security personnel trained in human rights policies or procedures	All security personnel working in CCI operations are trained in human rights policies and procedures.
Community Engagement		
		Materiality Analysis
GRI 103: Management Approach 2016	103-1 Explanation of the Material Topic and its Boundaries	Our Material Sustainability Topics of 2018
		Community Development
	103-2 The Management Approach and its Components	Our Material Sustainability Topics of 2018
	103-3 Evaluation of the Management Approach	Our Material Sustainability Topics of 2018
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	Community Development
Consumer Health Well-Being		
GRI 103: Management Approach 2016		Materiality Analysis



		Our Material Sustainability Topics of 2018
	103-1 Explanation of the Material Topic and its Boundaries	Product Safety and Quality
		Consumer Well-Being
	103-2 The Management Approach and its Components	Our Material Sustainability Topics of 2018
	103-3 Evaluation of the Management Approach	Our Material Sustainability Topics of 2018
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	Consumer Well-being
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	During the reporting period, there have been no incidents of non-compliance concerning the health and safety impacts of products and services.
GRI 417: Marketing and Labeling 2016	417-3 Incidents of non-compliance concerning marketing communications	During the reporting period, there have been no incidents of non-compliance concerning marketing communications.
	Product Quality and Labeling	
		Materiality Analysis
GRI 103: Management Approach 2016	103-1 Explanation of the Material Topic and its Boundaries	Our Material Sustainability Topics of 2018
		Product Safety and Quality
		Consumer Well-Being
	103-2 The Management Approach and its Components	Our Material Sustainability Topics of 2018
	103-3 Evaluation of the Management Approach	Our Material Sustainability Topics of 2018
GRI 417: Marketing and Labeling 2016	417-1 Requirements for product and service information and labeling	Consumer Well-Being
	417-2 Incidents of non-compliance concerning product and service information and labeling	During the reporting period, there have been no incidents of non-compliance concerning product and service information and labeling

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Human Rights	Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights; and	Human Rights; Community Development
	Principle 2: make sure that they are not complicit in human rights abuses.	Human Rights; Community Development
Labour	Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;	Human Rights
	Principle 4: the elimination of all forms of forced and compulsory labour;	Human Rights
	Principle 5: the effective abolition of child labour; and	Human Rights
	Principle 6: the elimination of discrimination in respect of employment and occupation	Human Rights; Diversity and Inclusion
Environment	Principle 7: Businesses should support a precautionary approach and environmental challenges;	Energy Efficiency and Climate Protection
	Principle 8: undertake initiatives to promote greater environmental responsibility; and	Our Environmental Footprint
	Principle 9: encourage the development and diffusion of environmentally friendly technologies.	Our Environmental Footprint
Anti-Corruption	Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery	Risk Management and Ethics

UNWEP CONTENT INDEX



UN Women's Empowerment Principles

Principle 1: Establish high-level corporate leadership for gender equality	Our Material Sustainability Topics of 2018 Women Empowerment
Principle 2: Treat all women and men fairly at work – respect and support human rights and nondiscrimination	Our Material Sustainability Topics of 2018 Women Empowerment Diversity and Inclusion
Principle 3: Ensure health, safety and well-being of all workers, regardless of gender	Our Material Sustainability Topics of 2018 Occupational Health & Safety
Principle 4: Promote women's education, training and professional development	Women Empowerment
Principle 5: Implement enterprise development, supply chain and marketing practices that empower women	Women Empowerment Diversity and Inclusion
Principle 6: Promote equality through community initiatives and advocacy	Women Empowerment
Principle 7: Measure and publicly report on progress to achieve gender equality	Women Empowerment Community Development



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