

#ResilienceInAction

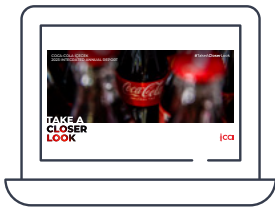
COCA-COLA İÇECEK 2024
INTEGRATED ANNUAL REPORT



#ResilienceInAction

Table of Contents

CCI AT A GLANCE	OUR INTEGRATED GOVERNANCE APPROACH	FUTURE OUTLOOK	OUR VALUE CREATION APPROACH	CORPORATE GOVERNANCE	ANNEXES
4 ABOUT OUR REPORT	33 OUR INTEGRATED GOVERNANCE MODEL	51 OUR OPERATING ENVIRONMENT	62 OUR VALUE CHAIN	146 BOARD OF DIRECTORS	192 STATEMENT OF RESPONSIBILITY FOR THE ANNUAL REPORT
6 A MESSAGE FROM OUR CHAIRMAN	38 OUR RISK MANAGEMENT	54 RISKS AND OPPORTUNITIES	63 OUR VALUE CREATION MODEL	151 DECLARATIONS OF INDEPENDENCE	193 INDEPENDENT AUDITOR'S REPORT
7 A MESSAGE FROM OUR CEO	40 OUR ETHICS MANAGEMENT	54 Global and Sectoral Risks and Important Opportunities for CCI	64 PEOPLE FIRST	155 SENIOR MANAGEMENT	194 OPERATIONAL PERFORMANCE
8 CCI AT A GLANCE	42 STAKEHOLDER ENGAGEMENT	55 Important Risks for CCI	65 Human Rights Along the Value Chain	159 TABLE ON PARTNERSHIP AND SHAREHOLDING	195 FINANCIAL PERFORMANCE
8 Our Vision, Our Value Creation Approach, and Our Corporate Values	48 MATERIALITY ANALYSIS	59 OUR STRATEGIC PRIORITIES FOR 2024-2026	67 Occupational Health and Safety	160 ADDITIONAL INFORMATION ABOUT OUR OPERATIONS	199 INDEPENDENT AUDITOR'S REPORT
9 Our Brands	49 MATERIAL SUSTAINABILITY TOPICS	60 OUR EXPECTATIONS FOR 2025	72 Diversity and Inclusion	164 INVESTOR RELATIONS	201 CONSOLIDATED FINANCIAL STATEMENTS
10 Our Operating Geography			80 HUMAN CAPITAL	166 CAPITAL MARKETS BOARD (CMB) SUSTAINABILITY PRINCIPLES COMPLIANCE FRAMEWORK	258 PROFIT DISTRIBUTION TABLE
11 New Members of Our Operations			81 Talent Management Strategy	170 CORPORATE GOVERNANCE COMPLIANCE REPORT	260 CCI REPORTING GUIDELINES
12 2024 Highlights			84 Talent Acquisition	176 CORPORATE GOVERNANCE INFORMATION FORM	260 Key Definitions
13 Financial and Operational Performance Indicators			87 Learning and Leadership Development	185 RISK MANAGEMENT AND INTERNAL CONTROL MECHANISM	262 Scope of Reporting
14 Our Sustainability Commitments for 2030			93 Communication with Employees and Employee Engagement		263 Data Preparation
24 Sustainability Performance Indicators			94 Total Rewards		265 MANAGEMENT SYSTEMS STANDARDS AND PRINCIPLES
25 Our Awards			96 CONSUMER VALUE		266 INDEPENDENT ASSURANCE
28 Our Environmental, Social and Governance (ESG) Journey			97 Consumer Satisfaction		268 INDEPENDENT ASSURANCE AUDIT GUIDE
30 Reporting Progress Through the Years			105 Responsible Consumption		283 SUSTAINABILITY PERFORMANCE INDICATORS
31 Recognition in Sustainability Indices			107 WINNING WITH CUSTOMERS		283 Human Rights
			112 RESPONSIBLE PROCUREMENT		286 Human Capital
			113 Supply Chain Management		305 Environmental Footprint
			116 Operational Excellence in Supply Chain		319 Anadolu Etap
			119 RESPONSIBLE PRODUCTION		320 MEMBERSHIPS
			121 Food Safety and Product Quality		323 ADDITIONAL EXPLANATIONS FOR BORSANIK ISTANBUL (BIST)
			123 Sustainable Packaging and Waste Management		328 CONTENT INDEX
			125 Water Management		328 Global Reporting Initiative (GRI) Content Index
			127 Wastewater Management		335 United Nations Global Compact (UNGC) Content Index
			128 Water Replenishment		335 United Nations Women's Empowerment Principles (WEPs) Content Index
			129 Energy Management and Tackling Climate Crisis		336 CONTRIBUTING TO SUSTAINABLE DEVELOPMENT GOALS
			135 RESPONSIBLE CORPORATE CITIZENSHIP		338 CONTACTS
			136 Socio-Economic Impact		
			137 Corporate Social Responsibility at CCI		
			141 CCI Volunteers		
			144 Donations		



Please [click here](#) to view our previous Sustainability and Integrated Annual Reports.

Please [click here](#) to view the current Carbon Disclosure Project (CDP) report.

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



*Will be published in August 2025

CCI AT A GLANCE

#ResilienceInAction

12 Countries

10 thousand+ Employees

33 Bottling Plants

3 Fruit Processing Plants

600 million+ People

~ 1.4 million Sales Points

25+ Brands

About Our Report

As Coca-Cola İçecek (CCI), we have been addressing the current results of our operations and our future plans and targets in the sustainability and annual reports we have published so far, within the context of our approach to sustainability. In this reporting period, we are presenting our stakeholders a holistic assessment of our financial and non-financial performance, as well as our strategy for the future.








In this report, we are sharing the details of our investments, targets, practices, and performance results, for the period from the 1st of January to 31st of December 2024, in 11* of the 12 countries (Türkiye, Jordan, Kyrgyzstan, Tajikistan, Azerbaijan, Turkmenistan, Kazakhstan, Pakistan, Iraq, Uzbekistan, Bangladesh, and Syria)** where we operate in, along with the environmental performance indicators of Anadolu Etap.

Our report covers 100% of CCI's total production volume and its operations.

*CCI currently has no ongoing operations in Syria and has not sold any beverages in Syria since 2017.

**The country rankings shared throughout the report are based on acquisition dates.

REPORT LEGENDS

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

 [Independent Assurance](#)

Reporting Standards

This report has been produced in compliance with the Global Reporting Initiative (GRI) Standards and the International Integrated Reporting Framework published by the International Integrated Reporting Council - IIRC. As recommended in the Integrated Reporting Framework, links have been established between material issues, business strategy, and the 2024 performance. Our 2024 Integrated Annual Report complies with the Turkish Sustainability Reporting Standards 1 and 2 (TSRS 1 and 2) published by the Public Oversight Authority in 2024. Starting as of August 2025, you may access the final version of our  [TSRS report](#) that has been externally audited.

The report also reflects our Communication on Progress (COP) regarding the United Nations (UN) Global Compact, and our progress statements regarding the United Nations Women's Empowerment Principles (UN WEPs) and the Capital Markets Board's (CMB) Sustainability Principles Compliance Outline. Our report's content development process has been guided by the AA1000 Assurance Standard's principles regarding materiality, inclusivity and responsiveness, and our financial disclosures have been guided by the International Financial Reporting Standards (IFRS). We measure and report our social, environmental and ethical performance using internationally recognized leadership principles and frameworks and the Greenhouse Gas Protocol developed by Carbon Disclosure Project (CDP), the International Labour Organisation (ILO), the United Nations Convention Against Corruption (UNCAC) and the World Resources Institute (WRI).


Assurance


As with our sustainability reports published since 2009, the selected data in this report was also audited independently. Scope 1, 2 and 3 greenhouse gas (GHG) emissions of CCI operations were audited and verified by a third-party organization in accordance with International Organization for Standardization (ISO) 14064-1:2018. The independent financial audit was performed in accordance with the Independent Auditing Standards issued by the CMB and the Standards on Independent Auditing (BDS) which are part of the Turkish Auditing Standards issued by the Public Oversight, Accounting and Auditing Standards Authority (POA).

GRI 2-2, 2-3, 2-4

In accordance with Articles 514 and 516 of the Turkish Commercial Code No. 6102 (TCC), and the Communique of CMB No. II-14.1, titled "Communique on Principles Regarding Financial Reporting in Capital Markets" (the Communique), the CCI Group Management is responsible for preparing the integrated annual report within the first three months following the balance sheet date and for submitting it to the General Assembly, and for issuing the report in a form that accurately, thoroughly, directly, truthfully and honestly reflects the course of activities of the group for that year and its consolidated financial position as a whole. The ethical responsibilities within the scope of the Code of Ethics and relevant legislation have been fulfilled by the independent auditing company we work with, and compliance with these rules has been ensured. Pursuant to the provisions of the Turkish Commercial Code and the Communique, an assessment was made during the Independent Audit on whether or not the consolidated financial information included in the integrated annual report and the analyses made by the Board of Directors are consistent with the audited consolidated financial statements of the Group and the information obtained during the independent audit and whether or not they reflect the truth, and an opinion was submitted relating to this assessment. The integrated annual report has been prepared so as to include this opinion as well.

In this report, the consolidated financial position is assessed in accordance with the consolidated financial statements. The report also points out clearly the development of the Group and the risks that the Group is likely to face. Whilst preparing the report, the Board of Directors also bears in mind the provisions of the secondary legislation enacted by the Ministry of Commerce and the relevant institutions. The evaluation of the Board of Directors relating to these issues is also included in the integrated annual report.

As described in the Independent Limited Assurance Report found in the Sustainability Performance Indicators section of this report, independent limited assurance has been obtained for selected information (total energy data, energy use by product, total water withdrawal data, water use by product, amount of hazardous waste, amount of non-hazardous waste, and amount of recycled waste) for our operations in Türkiye, Jordan, Kyrgyzstan, Tajikistan, Azerbaijan, Turkmenistan, Kazakhstan, Pakistan, Iraq, Uzbekistan, and Bangladesh. To access the Independent Limited Assurance page, please  [click here](#).

You may access the greenhouse gas emission verification report obtained with a level of reasonable assurance from  [here](#) starting as of August 2025.

Structure of the Report

In our report prepared for all our stakeholders, we analyze the value we create as CCI within the framework of six capital elements (financial capital, manufactured capital, intellectual capital, human capital, social capital, and natural capital). The first part of our report, which consists of six chapters, is the **CCI at a Glance** section that includes basic information about our report and CCI, highlights of the period, and the steps we have taken in line with our 2030 Sustainability Commitments.

In the second part titled **Our Integrated Governance Approach**, we present our strategic priorities shaped by our interactions with stakeholders and comprehensive risk assessments.

In the third part titled **Future Outlook**, we address the risks and opportunities envisaged and our expectations for the future.

The fourth part titled **Our Value Creation Approach**, summarizes the programs and activities we undertake throughout our value chain with the aim of creating value with a focus on our employees, customers, consumers, and community.

In the part titled **Corporate Governance**, we provide details on the members of the Board of Directors and senior management, as well as additional information on our operations and corporate governance.

And lastly, in the part titled **Annexes**, we discuss our activities, detailed operational and financial performance, technical and quantitative data, and the United Nations Sustainable Development Goals to which we contribute.

#ResilienceInAction

In our 2023 Integrated Annual Report, we shared the details of the steps we have taken within the scope of our 2030 Sustainability Commitments, and the practices implemented throughout the year, with the motto "Take a Closer Look". In our 2024 report, this time we chose the motto "Resilience In Action", emphasizing that we continued to create value in a year that was challenging for the world. You can find the examples of our internal practices throughout this report by following the hashtag #ResilienceInAction and the examples of our stakeholder collaborations by following the hashtag #ResilientTogether.

What's New in Our Report

In our 2024 Integrated Annual Report; unlike previous years, we received independent external assurance for our social performance indicators and our sustainability commitments. List of indicators in this scope can be found in the section titled **Independent Assurance**. In addition, we will also receive independent external audit services on the content and data we share in our report within the scope of TSRS. For detailed information in this context, please [click here](#).

To improve the readability of our report and facilitate navigation between chapters, we added the [go back to the last-visited page](#) feature on the top right corner of the pages.

Feedback

Feedback we obtain from our stakeholders is vital for the continuous development of our practices, our performance, and our reporting processes. We carefully evaluate each feedback in line with our goal of sustainable development.

To share your feedback with us:

E-mail: corporate.affairs@cci.com.tr

Phone No: +90 216 528 40 00 (Corporate Affairs Department)

Website: cci.com.tr/en/

Social Media: You may [contact us](#) through our official accounts.





A Message from Our Chairman

Dear stakeholders,

The past year has been marked with significant challenges both in our country and around the world. Economic uncertainties, global transformations, and rapidly evolving business landscapes have demanded greater flexibility and innovation from us all. Political, economic, and social developments worldwide have reshaped our lives. While global inflation showed signs of easing, key geographical events, including the ongoing Russia-Ukraine conflict, the humanitarian crisis in the Middle East, expanding conflict zones, developments in Syria, and shifting political and economic dynamics influenced by the US elections have continued to shape the global landscape.

As always, in 2024, we remained focused on opportunities rather than challenges, staying true to what we do best, delivering value for our employees, customers, consumers, and the communities we serve. This year, Anadolu Group proudly celebrates its 75th anniversary, operating in 8 sectors across 20 countries, more than 80 companies with nearly 100 production facilities, and a diverse workforce of 100,000 employees representing over 40 ethnic backgrounds. Coca-Cola İçecek (CCI), one of our companies that consistently delivers strong performance even in the most challenging markets and conditions, exemplifies the theme of this integrated annual report: 'Resilience in Action'. Our ability to adapt to changing circumstances, embrace innovation, and pursue continuous improvement has reinforced our resilience, making us stronger and more determined.

Despite challenging and volatile market conditions, CCI remained committed to strategic investments in 2024, leveraging the growth potential of its operating geographies and its robust financial discipline. In the early months of the year, we expanded into the Bangladesh market, confident that

by combining Bangladesh's potential with CCI's expertise, we will drive significant growth and deliver lasting value for all our stakeholders.

Aligned with our 'Invest Ahead of Demand' vision, we expanded our regional footprint by inaugurating our fourth plant in Samarkand, Uzbekistan and our third plant in Shymkent, Kazakhstan. These strategic investments have further reinforced our presence along the historic Silk Road. Additionally, we laid the foundations for our upcoming plant investments in Ismayilli, Azerbaijan and Baghdad, Iraq, both set to commence operations in 2025.

In addition to growth-oriented investments, we also focused on reducing our environmental footprint and creating a positive impact in the communities we serve. Our \$250 million sustainability-linked loan agreements with the International Finance Corporation (IFC) have been instrumental in supporting these efforts. With this financing, we plan to implement new projects in Türkiye, Uzbekistan, Iraq, and Tajikistan aimed at reducing energy and water consumption, enhancing circular economy practices, and expanding talent development initiatives to increase female employment.

As a corporate citizen, we remained committed to fulfilling our obligations to government institutions across our geographical footprint. CCI Pakistan was honored with the Tax Excellence Award by the Prime Minister's Office and the Ministry of Finance of Pakistan. The Almaty City Tax Committee recognized CCI Kazakhstan as the Best Taxpayer on its 10th anniversary. Additionally, our strong governance and financial capabilities have garnered investor confidence earning CCI the title of Most Honored Company in the Emerging Europe, Middle East, and Africa Corporate Investor survey results.

Our strong governance framework built on transparency, ethics, accountability principles form the foundation of our sustainable value creation. In 2024, we further demonstrated our commitment to sustainability by establishing the Sustainability Committee at the Board level. This year also marked the 5th anniversary of CCI's Human Rights Policy, which is rooted in the core principles of The Coca-Cola System, the Universal Declaration of Human Rights, the International Labour Organization's Principles, and the United Nations Guiding Principles on Business and Human Rights.

In line with our sustainability commitments, we took significant steps in 2024 to enhance our environmental impact and operational efficiency. We advanced water replenishment projects in water-stressed regions of Türkiye, Kazakhstan, Kyrgyzstan, and Tajikistan. In pursuit of our goal to achieve 100% renewable energy and carbon-neutral production, we successfully transitioned our Elaziğ and Isparta plants in Türkiye to 100% renewable energy, while continuing our investments in solar energy projects in Pakistan and Iraq. Additionally, we launched our first electric truck operation in Türkiye.

As part of our social commitments, we remained dedicated to achieving workplace equality across all aspects of our business. Initiated in celebration of the 100th anniversary of the Turkish Republic, we launched the Proud Hundreds Program, providing scholarships, internships, training, mentorship, and employment opportunities to 400 female students and women to enhance female employment and contribute to women's talent pool. Additionally, we successfully renewed our Equal Pay Certification for the second time. Moreover, our ongoing efforts to enhance employee satisfaction were recognized by the Netherlands-based Top Employers Institute, awarding CCI with the Top Employer certification.

I extend my sincere gratitude to our dedicated employees for their unwavering commitment to our sustainable roadmap, our valued business partners for their steadfast support, and our customers and consumers for their trust and loyalty in our products.

With warm regards and best wishes,

Tuncay Özilhan
Chairman



“In 2024, by focusing on the actions within our control, leveraging our sustainable business model, strong financial structure, and dedicated teams, we once again proved our resilience.”

A Message from Our CEO

Dear Stakeholders,

We are delighted to share with you our fifth integrated annual report, prepared under the theme 'Resilience in Action.' This report has been designed to transparently present our 2024 financial and non-financial performance, strategic priorities, and future commitments in a single, comprehensive source.

2024 was a year filled with challenges. We navigated a difficult operating environment marked by macroeconomic volatility, inflationary pressures, and geopolitical sensitivities. However, by focusing on the actions within our control, leveraging our sustainable business model, strong financial structure, and dedicated teams, we once again proved our resilience. Therefore, we chose 'Resilience in Action' as the theme for this year's integrated annual report, reflecting our commitment to long-term value creation from both financial and sustainability perspectives.

Despite pressures on sales volumes in some of our markets, our focus on effective revenue management strategies, a diversified product portfolio and our execution capabilities, enabled us to manage challenges successfully. With early signs of market recovery, the measures we implemented facilitated a partial rebound in volume performance towards the end of the year. The net sales revenue decreased by 5.6%, while the 7.3% year-on-year growth in consolidated sales volume in the last quarter paved the way towards gradual recovery in volume performance for the rest of the year. In 2024, we invested TRY 12.5 billion to maintain our long-term growth strategy.

At the beginning of the year, we made a rapid entry into the Bangladesh market by acquiring Coca-Cola Bangladesh Beverages Limited (CCBB) from The Coca-Cola Company. With over 300 employees, one bottling plant, and three main warehouses, CCBB serves approximately 300,000 sales points and collaborates with nearly 200 distributors. We firmly believe that Bangladesh's demographic advantage, driven by its young population, will contribute significantly to our growth ambitions.

This year, another major milestone was the opening of our new production plants in Uzbekistan and Kazakhstan. We have started production at our plant in Samarkand, one of the most strategic points of the Silk Road. With this fourth plant in the country, and the addition of 300 new employees to our existing workforce, we continue

to be the country's leading investors. We also proudly inaugurated our third state-of-the-art plant in Kazakhstan, located in Shymkent. This new plant will increase our annual production capacity by 30% while providing employment to 150 people, contributing significantly to region's socio-economic development.

Guided by our principle of investing ahead of demand and belief in the long-term potential of our markets, we plan to open two new plants in 2025 – one in Baghdad, Iraq and another in Ismayilli, Azerbaijan.

Beyond our economic and social value-adding investments, we remain committed to building a sustainable future for our entire eco-system. While delivering high-quality products to our consumers, we also support the development of our employees, contribute to environmental and social responsibility initiatives, and uphold our 2030 Sustainability Commitments as a top priority. In this regard, we have undertaken significant projects in water and waste management, energy efficiency, human rights, diversity and inclusion. To further streamline and oversee these efforts, we established a Sustainability Committee, reporting to our Board of Directors.

We signed a total of \$250 million loan agreement with the International Finance Corporation (IFC) to enhance energy and water efficiency and develop circular economy practices in Türkiye, Uzbekistan, Tajikistan and Iraq.

We achieved our 2024 target for rPET (recycled PET) usage in our packaging and launched pilot collection projects in Türkiye to support the circular economy. Additionally, we eliminated carton separators by utilizing nano stretch technology and achieved a reduction of approximately 900 tons through our packaging lightweighting initiatives.

In Türkiye, through our water replenishment projects in Bursa and Çorlu, now in their second year, we replenished 1,582 million liters of water in 2024. The number of project beneficiaries, including farming families, reached 1,064. Additionally, we launched new water replenishment projects in Bishkek, Kyrgyzstan; Dushanbe, Tajikistan; and Astana, Kazakhstan. We also opened wastewater treatment units in Çorlu and Mersin.

In line with our commitment to run our manufacturing sites on 100% renewable electricity and make them carbon-neutral, we continue to invest in sustainability. In 2025, we will focus on expanding our installed capacity by implementing solar energy investments at our Tashkent, Urgench, and Samarkand factories in Uzbekistan. Additionally, through the eco-friendly practices implemented at our headquarters, we received the 'Green Office Diploma' from WWF-Türkiye, while our Elazığ plant was awarded the highest-level 'LEED Platinum' certification.

This year, we introduced Türkiye's first electric truck to our fleet, achieving a 25% reduction in carbon emissions per kilometer compared to diesel trucks. In 2025, we aim to further expand our electric fleet. Additionally, in 2024, we reduced our emissions per cooling unit by 19% compared to the previous year.

At the core of our operations, we prioritize our employees and stakeholders, upholding human rights as a fundamental principle in our relationships. Guided by the Universal Declaration of Human Rights, we celebrated the fifth anniversary of our Human Rights Policy in 2024, which we have diligently implemented. Through our Supplier Guiding Principles (SGP) audit, we evaluate how effectively our suppliers integrate human rights and workplace responsibility programs into their business processes. In this regard, the number of our suppliers participating in the EcoVadis assessment increased by 104%. Additionally, in 2024, for the first time in Türkiye, we conducted an SGP audit at the distributor level. This year, we also introduced a scorecard system to measure our distributors' sustainability investments.

As we continue our efforts, we have strengthened our commitment to gender equality and diversity, we renewed our 'Equal Pay Certification' and received the 'Top Employer' certification from the Top Employers Institute, thanks to our employee-centric initiatives and innovative Human Resources practices.

In addition to these recognitions, we are proud to have achieved our women hire and women manager ratio targets for 2024. We aim to support women empowerment and create a gender-balanced workforce by increasing our women employment ratios. With this purpose, we have supported 400 young girls and women with our Proud Hundreds Program, which we launched in honor of the 100th anniversary of the Turkish Republic.

While presenting our fifth integrated annual report, which highlights key developments and opportunities in our journey toward sustainable growth, I extend my gratitude to all our stakeholders and partners whose actions contribute us to build 'Resilience in Action'.

Sincerely,

Karim Yahi
CEO

Our Vision, Values and Value Creation Approach

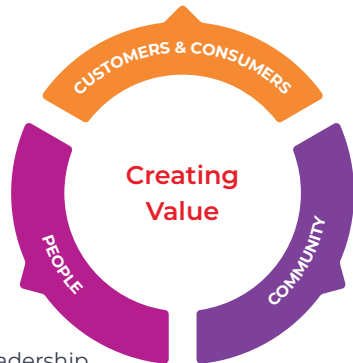
Our Vision

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

Our Value Creation Approach

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

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



Being the best workplace

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

To be a socially responsible corporate citizen

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

Our Corporate Values

Passion

We put our hearts and minds into what we do.



Team Work

We collaborate for our collective success.



Accountability

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



Integrity

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



Our Brands



Sparkling Soft Drinks



Fruit Juice & Ice Drinks



Water & Sparkling Water & Soft Drinks



Energy Drinks & Coffee



About our Report A Message from Our Chairman A Message from Our CEO **CCI at a Glance**

Our Vision, Our Value Creation Approach, and Our Corporate Values Our Brands **Our Operating Geography** New Members of Our Operations Highlights of 2024 Financial and Operational Performance Indicators Our Sustainability Commitments Sustainability Performance Indicators Our Awards Our ESG Journey Reporting Progress Through the Years Recognition in Sustainability Indices

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Our Operating Geography

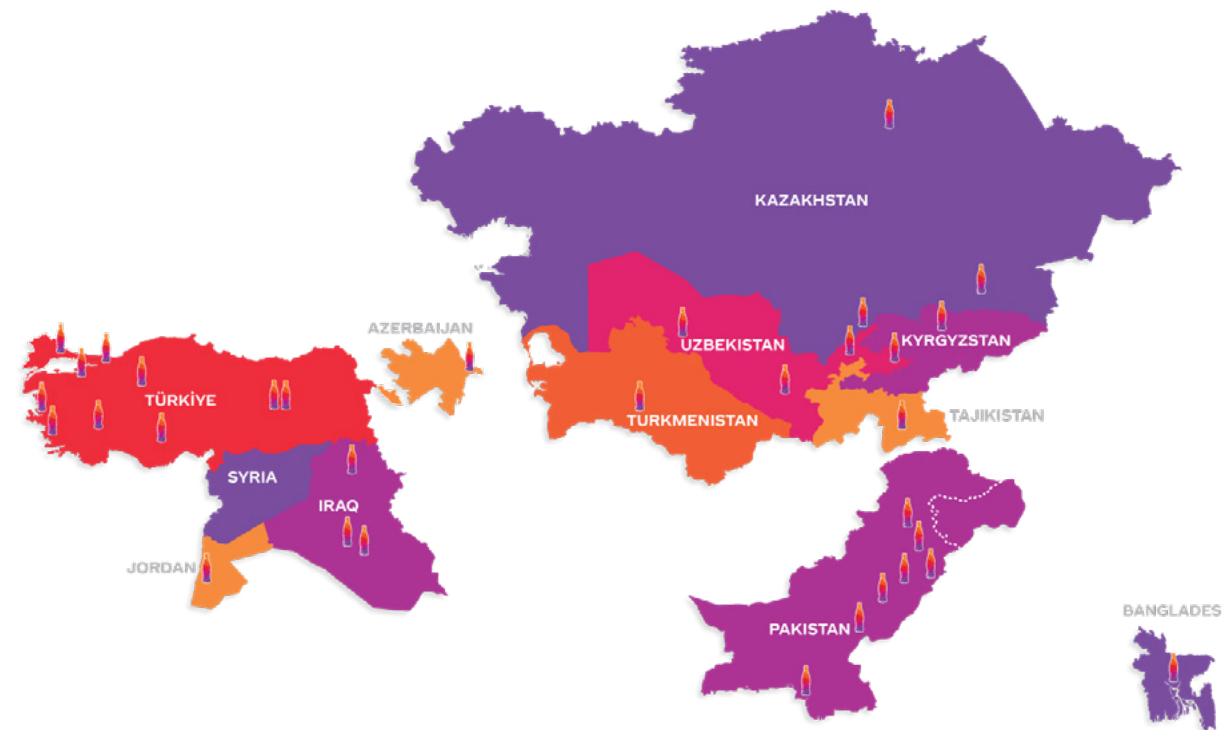
At 2024

12 Countries **10 thousand+** Employees **33** Bottling Plants **3** Fruit Processing Plants **600 million +** People **~1.4 million** Sales Points **25+** Brands

Countries of Operation 2024

Countries	Population (million) ¹	Real GDP per capita (US\$) ²	Real GDP Per Capita Based On Purchasing Power Parity (thousand US\$) ²	Per capita consumption of non-alcoholic ready-to-drink soft beverages (L) ³	CCI's Market Share Ratio in Sparkling Soft Drinks ⁴	CCI's Ranking in Sparkling Soft Drinks ⁵
Türkiye	87,47	11.289	35,7	129,8	53,7	1
Jordan	11,55	4.172	9,9	93,5	7,4	-
Kyrgyzstan	7,19	1.616	5,8	105	47,4	1
Tajikistan	10,59	1.133	4,5	49,3	n/a	-
Azerbaijan	10,34	5.242	20,3	107,8	74,8	1
Turkmenistan	7,49	7.494	13,6	48,8	n/a	-
Kazakhstan	20,59	10.133	24,9	171,2	50,4	1
Pakistan	251,27	1.313	5,4	24	43,3	1
Iraq	46,04	4.744	9,1	139	34,8	2
Uzbekistan	36,36	2.169	8,8	92,9	43,9	1
Bangladesh (CCI)	99,35	2.655	7,1	11,5	26,9	1
Syria	24,67	1.128	3,2	11,1	-	-

Sources:
 (1) & (2) S&P Global (Formerly IHS Markit), Market Intelligence; CCI BD: population based on internal estimate; Important Note: Real GDP per Capita and Real GDP Per Capita PPP for CCI BD is assumed to be the same as total country. Macro estimates for CCI BD geography are not available.
 (3) GlobalData (Industry Estimates), 2024 Forecast; S&P Global (Population); NARTD includes Sparkling, Juices, Packaged Water, RTD Tea & Energy Drinks; CCI BD: based on GlobalData industry estimates & internal estimates;
 (4) & (5) TR/KZ: Nielsen Retail Panel, YTD Dec'24; PK: Foresight Household Panel (only covers Household consumption, not OOH consumption), YTD Dec'24; IQ: RetailZoom Retail Panel (Urban), YTD Dec'24; UZ/AZ/KG/JO based on GlobalData Industry Estimates & CCI Internal Volume, FY'24; CCI BD: GlobalData industry estimates, internal estimates, and CCI internal volume, FY'24.



New Members of Our Operations

CCI Bangladesh

📍 Bhaluka

Capacity (UC)	Lines	Total area
45M	5	61,839 m²

179
Employees

9
Brands

CCI Uzbekistan

📍 Samarkand

Capacity (UC)	Lines	Total area
54M	3	184,848 m²

186
Employees

5
Brands
(Coca-Cola, Coca-Cola Zero Sugar, Fanta, Sprite, Fusetea)

CCI Kazakhstan

📍 Shymkent

Capacity (UC)	Lines	Total area
52M	2	160,075 m²

124
Employees

3
Brands
(Coca-Cola, Fusetea, Piko Pulpy)



Highlights of 2024

To watch a video on the highlights of 2024, please [click here](#).

Financial*

 Investment Amount
12.5 billion TL
with a **41%** increase

 Tax
5.1 billion TL

 Net Sales Revenue
approximately
138 billion TL


 EBIT
18.9 billion TL

 Net Profit
14.8 billion TL

Operational

 Sales Volume
1.5 billion unit cases

 Entry to the
Bangladesh market


 Opening of the
4th plant in Samarkand,
Uzbekistan and the
3rd plant in Shymkent,
Kazakhstan

 **\$ 250** million
Sustainability-Linked Loan
Agreement with International
Finance Corporation (IFC)

 Total Cash Donation
~**121.8** million TL


Environmental

 An increase from **4% to 6%**
in recycled PET usage ratio,
compared to 2023

 Proportion of water we
have replenished in basins
with high water stress
50.67%


 Amount of CO₂ avoided
by projects carried out
along the value chain
533,883 tons

 Emission reduction
per cooler
19%


 Production with
100% renewable electricity
in Elazığ and Isparta

Social

 **104%** increase in the
number of suppliers reporting
to EcoVadis, compared to 2023

 **The first human rights**
distributor audit in the
beverage industry in Türkiye

 **Top employer certification**
for the second time

 **27.27%** increase in female
employee hiring rate and
3.91% increase in female
manager rate

 **54.26%** increase in the
total number of beneficiaries with
259,443
new beneficiaries

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

About our Report A Message from Our Chairman A Message from Our CEO **CCI at a Glance**

Our Vision, Our Value Creation Approach, and Our Corporate Values Our Brands Our Operating Geography New Members of Our Operations Highlights of 2024 **Financial and Operational Performance Indicators** Our Sustainability Commitments Sustainability Performance Indicators Our Awards Our ESG Journey Reporting Progress Through the Years Recognition in Sustainability Indices

Financial and Operational Performance Indicators*

Consolidated (million TL)

Year	Sales Volume (million UC)	Net Sales Revenue	EBIT**	EBIT Margin	EBITDA***	EBITDA Margin	Net Profit	Net Profit Margin	Total Shareholders' Equity	Total Assets	Net Debt	Net Debt / EBITDA
2023	1,535	145,884	20,899	14.3%	26,171	17.9%	29,713	20.4%	56,722	159,045	21,526	0.82
2024	1,501	137,683	18,885	13.7%	25,347	18.4%	14,813	10.8%	53,704	148,327	25,795	1.02

Sales Volume (million UC)

	2023	2024	Change
Türkiye	567	568	0.1%
International	968	934	-3.6%
Consolidated	1,535	1,501	-2.2%

Net Sales Revenue (million TL)

	2023	2024	Change
Türkiye	67,450	62,391	-7.5%
International	78,537	75,498	-3.9%
Consolidated	145,884	137,683	-5.6%

EBIT (million TL)

	2023	2024	Change
Türkiye	4,597	4,711	2.5%
International	14,916	12,482	-16.3%
Consolidated	20,899	18,885	-9.6%

EBITDA*** (million TL)

	2023	2024	Change
Türkiye	7,281	7,555	3.8%
International	17,870	15,741	-11.9%
Consolidated	26,171	25,347	-3.2%

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

**EBIT: Earnings Before Interest and Taxes

***EBITDA: Earnings Before Interest, Taxes, Depreciation and Amortization

Sustainability Commitments for 2030



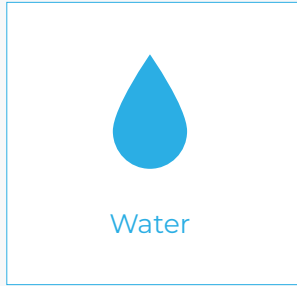
Packaging

Commitment 1

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

Commitment 2

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



Water

Commitment 3

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

Commitment 4

Aim for **water neutrality** and help **secure water availability** in water-stressed locations through community projects



Climate

Commitment 5

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

Commitment 6

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



Human Rights

Commitment 7

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



Diversity and Inclusion

Commitment 8

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



Community

Commitment 9

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

Sustainability Performance Indicators¹



¹ Except for the Collection Rate, all indicators are under the CCI All.

² The Collection Rate target includes Turkey, Kazakhstan, and Pakistan. The collection rates are calculated based on the national collection rates of the respective countries. The calculations are made based on ministry reports published by the countries and/or research reports published by independent organizations.

³ The calculations are based on the 2030 water replenishment target.

⁴ The base year is 2015, and the Scope 1, 2, and 3 emissions in GHG emissions have been calculated, and the total value has been shared.

⁵ As of 2022, the progress is cumulative.

2030 Commitments

PACKAGING Design

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

PROGRESS STATUS

We achieved our target by increasing CCI's rPET usage ratio from **4%** in 2023 to **6%** in 2024.

RELATED LINKS

- [Sustainable Packaging and Waste Management](#)
- [Independent Limited Assurance](#)
- [Environmental Policy](#)

SDGs



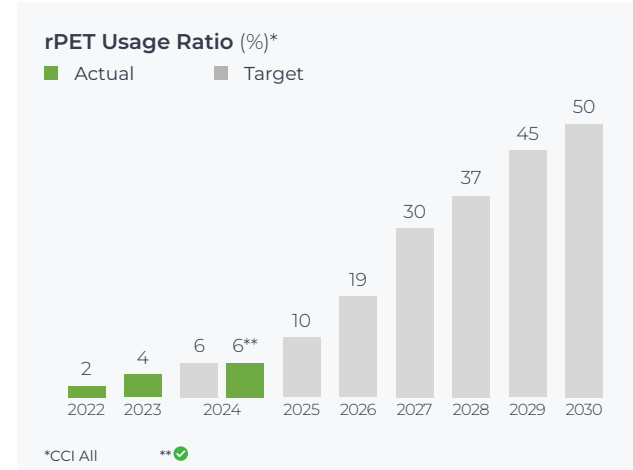
What We Implemented in 2024

In 2024, our target was to increase the CCI-wide rPET usage ratio compared to 2023. In this context, we successfully reached a 6% rPET usage ratio across CCI.

- > We launched the use of rPET in Azerbaijan, Kyrgyzstan, Tajikistan, and Kazakhstan.
- > Adopting the Collect for Recycling strategy, we launched a pilot project in Türkiye.
- > We used rPET not only in our primary packaging but also in our secondary and tertiary packaging materials.

Road Blocks

- > In Türkiye, only chemically recycled rPET is currently permitted. The legal process to authorize the use of mechanical rPET in the beverage sector is still underway.
- > The use of rPET is prohibited in Jordan, Turkmenistan and Iraq and its use in the beverage sector is pending regulatory approval.
- > Collection and recycling infrastructure in the geographical area covered by CCI is yet to be sufficiently developed.
- > Clean PET collection mechanisms need to be established in all countries, especially Pakistan, for higher rPET targets in the geographical area covered by CCI.
- > rPET sourced from collective recycling in our geography may contain mixed plastic types, some of which could pose health risks. As CCI, we conduct preliminary studies and analyses in order to prevent any negative situation and we use rPETs that are suitable for food contact.



#ResilientTogether

CCI Türkiye-Etapak Partnership

In 2024, we started using recycled PET (rPET) labels as 0.33lt, 0.50lt, 1 liter, and 1.5-liter Damla water labels.

We started this project, which contributes to our circularity by minimizing resource consumption, with Etapak that is one of our business partners.

In the transformation we have initiated, the number of our business partners continues to increase and we are transforming ourselves together with our stakeholders included in our value chain.

"Global companies also develop their suppliers, and CCI is a role model in terms of such development."

Müge Arısan, Regional Sales Manager, Etapak Baskı Ambalaj San. Tic. A.Ş.

2030 Commitments

PACKAGING Collection

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

PROGRESS STATUS

Collection Rates in 2024 - Türkiye: **46%**
Kazakhstan: **29%** Pakistan: **81%**

These figures are national collection figures. Türkiye: Frost & Sullivan market research (2024) Pakistan: WWF 2023 Research Report Kazakhstan: Ergo Analytics market research (2023-2024)

RELATED LINKS

- Waste Collection Projects
- Post-Consumer Packaging Waste Recycling
- Environmental Policy

SDGs



What We Implemented in 2024

Türkiye

- In 2024, it became compulsory for beverage producers to update their labels with Deposit Management System (DYS) logos and barcodes, and to register on DYS portal (DBYS). While the required label changes have been implemented, actual collection operations under the DYS system have not yet commenced.
- In line with the recommendations for a DYS operator involving the private sector, Türkiye Environment Agency (TÜÇA) has selected an enterprise in which the Union of Chambers and Commodity Exchanges of Türkiye (TOBB) is the majority shareholder, as operator. TÜÇA aims to launch a pilot DYS collection practice in Sakarya in 2025 and complete the infrastructure in 81 provinces by the end of the year.

- As CCI, we are in close contact with TÜÇA to convey the sensitivities of the sector.

Kazakhstan

- We are actively participating in the Working Group established with the initiative of the Kazakh Senate and the Ministry of Ecology, in order to establish a framework for the Extended Producer Responsibility (EPR) system in Kazakhstan.
- As a result of our communications within the sector, our view favoring a sector-led EPR system was widely accepted. This common stance has had a positive impact on the relevant Ministry's approach to an EPR system to be run by the sector.

Pakistan

- In 2024, The Coca-Cola Company (TCCC) funded a collection initiative in Gilgit-Baltistan (GB) and supported a collection initiative in partnership with Novatex, a resin and preform supplier. Thanks to this collaboration, the government of Khyber Pakhtunkhwa, where our plant is located, has expressed its willingness to implement the GB project also in their region in 2025.

Collection Ratio (%)	2022 (A)	2023 (A)	2024 (A)	2025 (T)	2026 (T)	2027 (T)	2030 (T)
Türkiye*	66	62	46	50	60	70	100
Kazakhstan**	59	29	29	35	38	51	100
Pakistan***	75	80	81	77	79	82	100

T: Target A: Actual

*We had determined collection targets for Türkiye for 2024, 2025 and 2026 with the expectation that the Deposit Management System (DYS) would become operational in 2021. TÜÇA announced that it plans to launch the first DYS pilot application in 2025 and expand the DYS infrastructure to the entire country in 2026. In this context, we revised the TR collection targets, taking into account the DYS collection targets verbally indicated by TÜÇA. Targets may change in the coming years depending on developments on the field (e.g. number of collection points, deposit fees, etc.).

**The state EPR system in Kazakhstan became operational in 2021, but collection rates dropped significantly when subsidies from the EPR operator to collectors and recyclers were stopped. Subsidies were restarted in August 2024, and the government gave assurance that collection rates would increase next year. Since there are no national collection/recycling targets, their rates cannot be predicted with certainty at the national level.

***Collected in 2024 through a program 75% of which was funded by informal sector and 6% by TCCEC, and was carried out together with Novatex. We determined our collection targets and the projects and investments we will plan, taking into account that the national collection rate will increase only slightly after 2025. However, the materialization of these planned projects and investments will be directly linked to the economic development of Pakistan.

Road Blocks

- In some countries with collection targets, government-reported data on material types is outdated or incomplete. We recognize the limitations of collection reporting and are working to improve reporting processes in all markets by communicating this need to governments. We use collection data provided by TCCC, independent research, and reports as a solution.
- Role of collection channels (Physical Return Points, HoReCa) is unclear as there is no detailed feasibility plan for DYS in Türkiye. Furthermore, the deposit fee, which could affect producers, is also yet to be clarified.



#ResilientTogether

Collection for Recycling

We launched a pilot project in Türkiye by adopting the Collection for Recycling strategy to contribute to the circular economy. This project aims to ensure the reuse of collected materials in cooperation with Meltem Kimya. The 3,000 tons of PET collected as part of the project will be processed to be integrated into our use of rPET in 2025, representing an important step in achieving our sustainability targets. In addition to supporting our commitment to recycling, this project also promotes innovation and sustainability in our operations.

"At CCI, circularity is at the heart of our waste collection strategy. With this initiative, we have not only moved one step closer to our collection targets, which are among our packaging commitments, but also supported our strategy to increase the sourcing of raw materials."

Taylan Çoban,
CCI Packaging / Collection Champion

2030 Commitments

WATER Water Efficiency

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

PROGRESS STATUS

In 2024, our water efficiency target was **1.50 L/L** across CCI as a whole and we achieved this target by reaching a water efficiency rate of **1.64 L/L**.

RELATED LINKS

- Water Management
- Wastewater Management
- Independent Limited Assurance
- Environmental Policy

SDGs



What We Implemented in 2024

Sustainable water use is vital to both our production processes and the long-term resilience of our business.

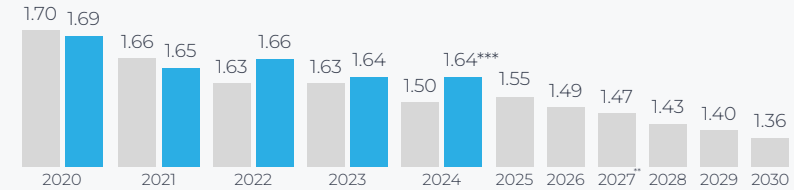
- In line with our goal to improve water efficiency by 20% from the 2020 base year we have a target in the framework text of our sustainability linked loan, which we received from the International Finance Corporation (IFC) in 2024, to improve our water use rate by 17% by 2029.
- We develop and implement projects to use less water in our production facilities. Where water reduction is limited or not possible, we focus on reusing water while ensuring it meets necessary quality standards. In the cases where it is not possible to reuse water according to quality requirements, we further purify it and use it in processes auxiliary to production.

Road Blocks

- Due to restrictive import policies in certain countries, procurement of critical project equipment has been delayed, caused delays in the implementation of projects.
- Lack of sufficient technical and equipment capacity of local suppliers has led to delays in the implementation of projects.

Water Usage Ratio (L/L)*

Actual Target



* CCI All

** 2027 Sustainability Linked Bond (SLB) checkpoint: Water usage ratio 1.47



#ResilienceInAction

Wastewater Recycling Project: Çorlu and Mersin Plants

The "Renewed Water" project was launched at Çorlu and Mersin plants in order to fulfill our 2030 sustainability commitment; The project's main objective is to reduce spring water use by recycling process-generated wastewater through advanced treatment technologies. By conducting wastewater characteristics analysis, the areas where the water can be used and the quality requirements of these areas were determined.

The project faced some challenges due to the small number of previous practices in the field of wastewater treatment and water recycling. These challenges are due to factors such as the selection of appropriate treatment methods and high investment and operating costs. Furthermore, since the project had to be designed in a way that could allow integration into the existing wastewater treatment plant, site-specific solutions were developed to overcome space constraints and integration issues.

Despite the challenges encountered in the project, suitable solutions have been identified to achieve the targeted increase in water efficiency, and reclaimed water recovery will be ensured.

“Seeing and using that clear and spring water-quality recycled water obtained from wastewater has been a point of pride and the most enjoyable part of this process.”

Harun Harmanşah, Environmental Engineer, CCI

2030 Commitments

WATER Replenishment

Aim for **water neutrality** and help **secure water availability** in water-stressed locations through community projects

PROGRESS STATUS

Water replenishment projects were launched in 2024 in **Dushanbe, Astana** and **Bishkek**.

Validation of water replenishment quantities is expected to be completed by TCCC with accredited third-party organizations in March-April 2025.

RELATED LINKS

- [Water Management](#)
- [Water Replenishment Projects](#)
- [Wastewater Management](#)
- [Amount and Percentage of Water Withdrawn from Water-Stressed Areas](#)
- [Environmental Policy](#)

SDGs



What We Implemented in 2024 Water Replenishment Targets and Actual Values (million liters)*

- In 2024;
- Conscious irrigation, regenerative agriculture and rainwater harvesting activities were carried out.
 - Rainwater harvesting systems, wells, and groundwater recharge wetlands were constructed in Pakistan.
 - Irrigation and seed management were improved and seedling production activities were carried out in Jordan.
 - Watershed management was strengthened and sustainable agricultural practices were made widespread in Kyrgyzstan, Tajikistan and Kazakhstan.

Countries	2023**	2024**	2025	2026	2027	2030
Türkiye***	1,555	2,121	2,078	2,037	2,105	2,356
Jordan	0	12	82	96	124	178
Kyrgyzstan	0	22	308	305	328	376
Tajikistan	0	62	131	138	143	152
Azerbaijan	0	0	388	413	445	557
Turkmenistan	0	0	40	43	47	109
Kazakhstan	0	309	540	612	646	737
Pakistan***	273	709	1,282	1,378	1,437	1,524
Iraq	0	0	406	415	438	505

*Water replenishment projects started in 2022, but the first data were validated in 2023.
 **2023 data have been validated by 3rd parties. 2024 data are in the process of being validated.
 ***Pakistan Karachi (150 million L) and Türkiye Sapanca (539 million L) projects were 100% funded by TCCF.

Road Blocks

- In the countries where projects are developed, there are no NGOs that match the targets and have sufficient capacity.
- Due to uncertainties in legal regulations, there may be disruptions in processes of projects.



#ResilientTogether

Partnership with DOKTAR

The Water Replenishment Project, launched in Bursa and Çorlu under the cooperation of CCI and Coca-Cola Foundation DOKTAR, aims to promote efficient use of water and sustainable agricultural practices. The project contributes to CCI's targets of achieving water neutrality by 2030, while using innovative technologies to conserve water resources and increase agricultural productivity. Within the scope of the projects, water savings are achieved for farmers with sensor-supported irrigation systems and crop health is monitored. In addition, the rain harvesting technique reduces dependence on groundwater resources for agricultural irrigation and supports sustainable water management.

The project also provides trainings for farmers to adopt conscious agricultural practices. 266 farmers were trained on the use of technology, climate resilience, digital literacy, and regenerative agriculture to increase their productivity and enable them to gain resilience against climate change. As of 2024, a certain amount of water had been recycled through projects in Bursa and Çorlu, and it is planned to recycle 1004 million liters of water in Bursa and 1029 million liters in Çorlu by 2030.

"We have designed our collaboration with CCI that has been going on since 2023 in a way to create lasting impact by 2030."

Tanzer Bilgen, Founder, DOKTAR

2030 Commitments

CLIMATE Renewable Energy

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

PROGRESS STATUS

In 2024, we carried out our manufacturing activities with **100%** renewable electricity in our **Elaziğ** and **Isparta** plants.

In 2024, we continued investing in renewable energy in **Pakistan, Iraq,** and **Uzbekistan**. These investments are expected to transition to the production stage in 2025.

RELATED LINKS

- [Energy Management and Tackling Climate Crisis](#)
- [Independent Limited Assurance](#)
- [Environmental Policy](#)

SDGs

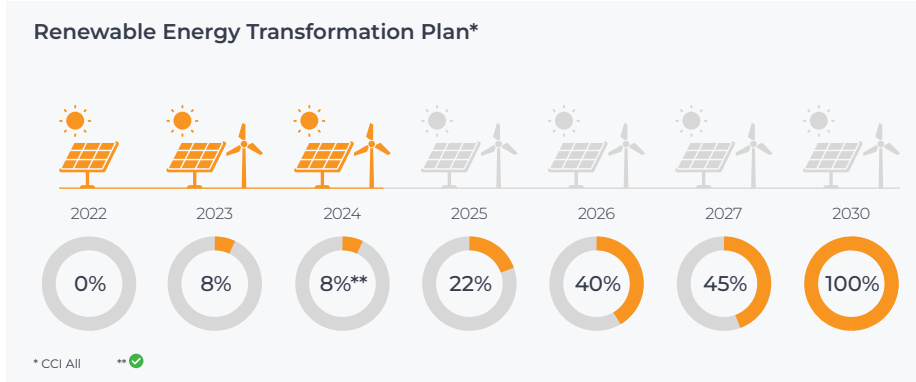


What We Implemented in 2024

- > By 2030, we aim to power all our production facilities with 100% renewable electricity.
- > Our strategy is to primarily invest in or lease renewable energy, and where this is not possible, to purchase renewable energy, and to achieve carbon neutralization at the last stage.
- > As a result of our 2024 investments, 8% of our current energy needs are now met through renewable sources. In 2024, even though our energy needs have increased with the addition of Bangladesh to the CCI family and the opening of our two new factories in other countries, we have kept the amount of electricity we use from renewable sources constant.
- > According to our studies, in 2030 we expect to meet 40% of our needs from renewable energy investments and 50% thereof from green energy procurement, and to achieve 10% neutralization in countries where neither of these options is available.

Road Blocks

- > Investment delays are caused by underdeveloped legal frameworks in certain countries regarding renewable energy deployment.
- > In some countries with mature regulations and existing investments, new licenses cannot be issued due to national energy generation capacity limits.



#ResilienceInAction

New Electricity Line in Iraq

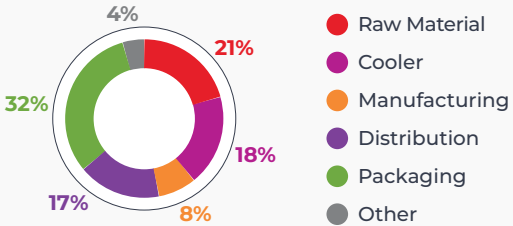
The new electricity line implemented in the Hilla region of Iraq provides significant advantages in the energy management of the production facility. By shutting down all diesel generators, the noise level within the facility has been reduced, while diesel consumption has been minimized, resulting in significant savings in fuel costs. In addition, by not running generators, emissions are completely avoided, thereby creating a cleaner and healthier working environment. Thanks to the continuous energy flow, production processes are not interrupted and operating costs are optimized, saving us approximately USD 5 million annually. As part of the project, all official approvals have been obtained for a dedicated connection point at the new station in Hashemyiah with a capacity of 25 MW, of which 16 MW has been allocated to meet the entire power needs of the facility. Thanks to the 15-km long line between the station and the production facility, operational efficiency was increased by ensuring uninterrupted and reliable energy transmission. This project is an important step in terms of environmental sustainability and energy management and contributes greatly to the long-term strategy of the plant.

2030 Commitments

CLIMATE Emission

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

CCI EMISSION MAP



RELATED LINKS

- Our Emission Approach
- Independent Limited Assurance
- Environmental Policy

SDGs



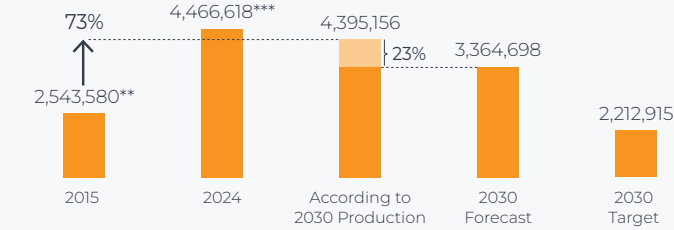
What We Implemented in 2024

- > We calculated our emissions from our operations in 2015 as 2,543,580 tons by taking the 2015 Paris Climate Agreement as a reference. In 2024, emissions reached 4,466,618 tons. Based on our doubled growth rate, emissions are projected to rise by 73%, reaching 4,395,156 tons by 2030. However, we calculated that this amount could be reduced by 13% and thereby reduced to 3,364,698 tons with emission mitigation projects regarding packaging, raw materials, production, distribution, and coolers.
- > Due to increased production following our entry into the Bangladesh market in 2024 and the launch of our 2 new plants in other markets where we operate, our total emissions were expected to increase by 31% compared to the previous year and reach 4,986,137 tons; however, 525,060 tons of emissions were prevented through efforts made throughout the year for lightening of packaging materials, increasing energy efficiency in cold beverage equipment, and the use of refillable packaging materials, and the amount of the increase was kept limited to 18%, thereby resulting in 4,466,618 tons of total emissions.

Road Blocks

- > We are behind schedule on this commitment. The limited availability of low-emission electricity generation-supply strategies in the countries where we operate and delays in compliance with the strategy constitute an obstacle to reducing Scope 2 and Scope 3 emissions from grid electricity.
- > Legal regulations and implementation deficiencies in the use of recycled packaging, which is an important step in reducing emissions from packaging, one of our main emission sources, and in the collection of post-consumption packaging waste, have a negative impact on our emission reduction processes.

Greenhouse Gas Emission* (tCO₂e)



* CCI All
 ** Base year calculations exclude CCI Bangladesh's operations.
 *** CCI Bangladesh's operations are included. ✓



#ResilientTogether

Partnership with Klimasan

CCI's coolers account for approximately 25% of the Company's total greenhouse gas (GHG) emissions. This makes them an important area of focus for emission reduction purposes. Over the years, CCI has continuously improved the performance of its coolers. These efforts have been ongoing for more than a decade. As a result of these initiatives, CCI's coolers now consume around 60% less electricity every day compared to 2015.

Implementation examples:

- > Variable-Speed Compressors
- > HFC-Free Equipment
- > LED Lighting
- > Energy Management Devices (EMD)
- > Doorless Cooler
- > Temperature Adjustment

"CCI is a pioneer in terms of lowering cooling limits. It has both encouraged us to improve ourselves and provided more energy efficiency to all our business partners within the same energy limits."

Can Ekim Zengi, Domestic Sales Manager, Klimasan Klima San. ve Tic. A.Ş.

2030 Commitments

HUMAN RIGHTS

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

PROGRESS STATUS

Our 2024 supplier SGP audit compliance rate was **84.5%** and our distributor SGP training rate was **50.5%**.

The Supplier SGP Audit Compliance Rate has been validated by TCCC with accredited 3rd-party organizations.

RELATED LINKS

- [Supply Chain Management](#)
- [Sustainability in Distributors](#)
- [Human Rights Policy](#)

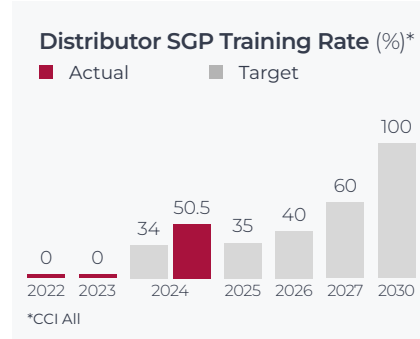
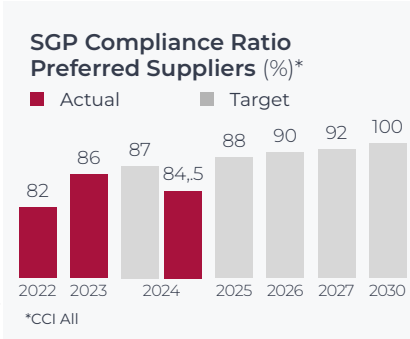
SDGs



What

We Implemented in 2024

- > Distributor employees continued to receive training on CCI Human Rights Policy.
- > The first pilot Distributor-Supplier Guiding Principles (SGP) Compliance Audit was conducted by an independent audit company at CCI Türkiye's Kayseri Distributor.



- > The first pilot Supplier Guiding Principles (SGP) Compliance Audit was conducted at CCI Azerbaijan Ismayilli Plant Construction site.
- > Distributor meetings included a section on our expectations regarding the CCI Human Rights Policy, with senior executives taking ownership of the issue.

Road Blocks

- > The diversity of distributor business lines in Türkiye has created operational complexity making the determination of audit criteria a multidimensional process.
- > The lack of a common audit standard in CCI countries for human rights, environmental, and occupational health and safety issues has added complexity to defining the audit scope, for corporate sustainability and international compliance.
- > Different legal requirements in CCI countries necessitated a more detailed approach to establishing an audit mechanism and calibrating compliance processes.



#ResilientTogether

Partnership with Kayseri Erdağ Distributor

Since 2012, Supplier Guiding Principles (SGP) Compliance Audits have been periodically conducted across all CCI countries by an independent audit company. We have now taken steps to expand this process beyond our own workplaces and suppliers to include distributors and construction projects, which play a crucial role in our value chain. As part of this effort, we conducted the first Supplier Guiding Principles (SGP) Compliance Audit with CCI Türkiye Kayseri Distributor Erdağ Meşrubat ve Gıda San. Tic. A.Ş. within the Coca-Cola Bottling System. Additionally, we piloted an SGP audit at our plant under construction in Azerbaijan, gaining valuable insights into the implementation of Human Rights and social compliance standards, as well as best practices in the field.

"As a distributor with 33.5 years of experience, this audit meant undergoing inspections by the Municipality, the SSI inspector, and the Ministry of Environment, Urbanization, and Climate Change, all on the same day. This provided us with a valuable opportunity to evaluate ourselves and identify areas for improvement. While aligning our business with the evolving expectations of new generations through a more sustainable approach, we have also reinforced our position as a pioneering and exemplary organization in our region."

Eray Sırıklı, Distributor Owner, Erdağ Meşrubat ve Gıda San. Tic. A.Ş.

2030 Commitments

DIVERSITY AND INCLUSION

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

PROGRESS STATUS

In 2024, the hiring ratio of women employees was **28%** the ratio of women managers was **29.2%** and the ratio of women Executive Committee members was **18%**. 🟢

RELATED LINKS

- [Diversity and Inclusion](#)
- [Corporate Social Responsibility at CCI](#)
- [Independent Limited Assurance](#)
- [Human Rights Policy](#)

SDGs

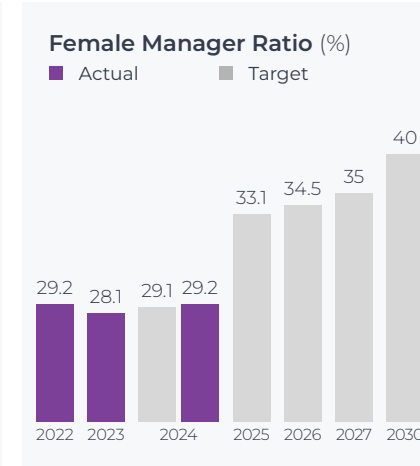
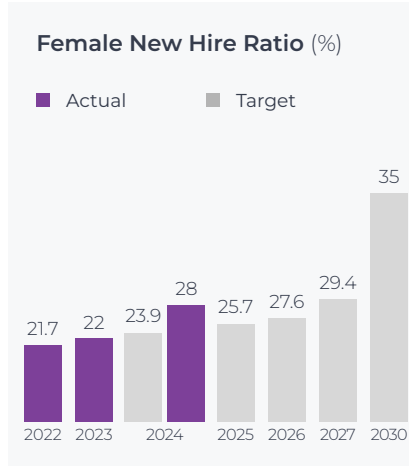


What We Implemented in 2024

- › Effective Management Program (Diversity and Inclusion Module) was held.
- › Inclusive Leadership Guide and Inclusive Interview Guide were published.
- › Women in Leadership, 'From Bias to Inclusion', and Cyber Violence trainings were held at CCI Türkiye.
- › Moms' Handbook was published across CCI.
- › International Women's Day, World Day for Cultural Diversity for Dialogue and Development, and CCI Women's Network 10th Anniversary Celebrations were held.

Road Blocks

- › Women's representation in technical and operational fields remains low due to sectoral dynamics and limited vocational training opportunities. Additionally, socio-economic and cultural factors restrict women's access to education, creating a significant challenge for equal opportunities in the labor market.
- › The perception of inclusion and diversity varies based on the cultural norms and social dynamics of the countries where we operate.
- › The rapid shift in global workforce dynamics and rising competition make attracting and retaining qualified employees increasingly complex.



Betül Balım

#ResilienceInAction

Proud Hundreds Program

We completed the first year of CCI Türkiye's social responsibility program, Proud Hundreds, launched in honor of the 100th anniversary of our Republic, to increase women employment and enhance the women talent pool.

Betül Balım joined the Mentorship Program in the first year as a mentee. With guidance from her CCI Volunteer mentor, she applied to the Next Talent internship program and started working part-time in CCI Türkiye's Marketing Department. After completing the 9-month internship, she will have the opportunity to transition into a full-time role. Additionally, Betül successfully completed data analyst training in Digital Technologies as part of the Proud Hundreds Program.

Welcome to our family, Betül!

"The Proud Hundreds Mentorship Program has been a source of motivation for me and increased my sense of responsibility. Thanks to my mentor, I learned about the CCI Next Talent internship program and I am truly happy to have joined it. I am learning a lot at CCI."

*Betül Balım,
(Part-time) Marketing Specialist, CCI*

To watch Betül Balım's video about her experience with the Proud Hundreds Mentorship Program, please [click](#).

2030 Commitments

COMMUNITY

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

PROGRESS STATUS

In 2024, through our programs and projects focused on women, water, and waste, we increased the number of new beneficiaries to **259,443**. 🟢

RELATED LINKS

- Corporate Social Responsibility at CCI
- Independent Limited Assurance

SDGs



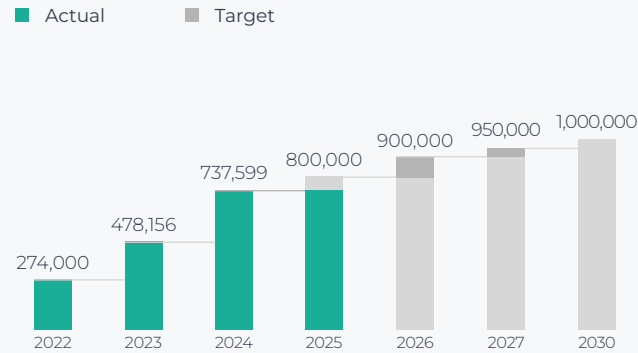
What We Implemented in 2024

- > Within the scope of our Corporate Social Responsibility strategy, we focus on women's employment, water replenishment, and waste management.
- > In 2024, we increased women's employment by recruiting 121 women in sales, marketing, and as forklift operators through our Proud Hundreds Program.
- > Our water replenishment projects are ongoing at 13 CCI locations; aiming to ensure water neutrality and safety.
- > 1,402 CCI Volunteers participated in mentoring, environmental cleaning, and donation campaigns within the framework of our new volunteering policy.
- > As part of our disaster and fire relief efforts, we provide beverage aid and support donation campaigns through the financial and voluntary contributions of our employees.

Road Blocks

- > Given the unique socio-economic challenges in each country where CCI operates, our projects are carefully tailored to address the specific needs of each region.
- > Disasters, inflation and other economic fluctuations in our operating geography impact the budgets and feasibility of our projects. These uncertainties require flexibility in resource allocation and project planning.
- > In projects aimed at increasing women's employment rates, cultural and social barriers are encountered in certain regions.

Number of New Beneficiaries*



*CCI All



#ResilientTogether

Coca-Cola İçecek - CAREC Partnership

In 2024, the Coca-Cola Foundation and CCI, in partnership with CAREC, launched water replenishment projects in Central Asia. These projects in Astana, Dushanbe and Bishkek aim to provide innovative solutions to the problem of water scarcity while maintaining agricultural productivity.

The projects aim to promote modern irrigation methods, smart water management technologies, and increase water efficiency. A key focus is to boost productivity and support agricultural sustainability in the region, especially by reducing women farmers' reliance on irrigation water.

Significant progress in water efficiency and water replenishment has been achieved through the project.

This collaboration has contributed to both economic and environmental sustainability, benefiting a total of 8,058 new individuals. The goal is to secure long-term benefits by implementing innovative water management strategies in the region.

"The partnership between Coca-Cola and CAREC highlights the power of collaboration in addressing water scarcity and promoting sustainable water management in Central Asia. Through this collaboration, we are not only renewing essential water resources but also creating economic opportunities for women and boosting agricultural productivity."

Azamat Kauazov, CACIP Coordinator, CAREC (Regional Environmental Centre for Central Asia)

Our Awards

Extel Awards

Coca-Cola İçecek (CCI) received the "Most Honored Company" title in Emerging Europe, Middle East, Africa Institutional Investors survey. CCI CEO Karim Yahi won the second "Best CEO" award while Melda Öztoprak received the "Best Investor Relations Professional" award. CCI also won the "Best Investor Relations Team", "Best Analyst Day", "Best Investor Relations Program" and "Best ESG Program" awards.



Equal Salary Foundation

CCI has successfully completed the second year of its "Equal Pay Certification" process. In 2024, audit processes were carried out in Turkey, Iraq, Pakistan, Jordan, Kazakhstan, Kyrgyzstan, and Tajikistan. These audit results have ensured the continuity of the certification.



Top Employer Certificate

CCI has been awarded the Top Employer Certificate for its competitive employment conditions and innovative human resources practices, in line with its people and culture-focused strategy in Türkiye, Kazakhstan and Pakistan.



Tax Excellence Award

CCI Pakistan has been awarded the Tax Excellence Award presented by the Prime Minister's Office and the Ministry of Finance of Pakistan.



Best Taxpayer Award

The Tax Committee of the Almaty City has recognized CCI Kazakhstan with "Best Taxpayer" award on its 10th anniversary.



Fast Company List

CCI Türkiye was featured in the Corporate Culture 100 list prepared by Fast Company, which recognizes the best companies in terms of corporate culture.



Carbon Disclosure Project (CDP)

Carbon Disclosure Project (CDP) announced its 2023 results, with CCI being included in the "A-List" after receiving an "A" score in the Water Security Program and an "A-" score in the Climate Change Program.



MSCI ESG Ratings

Since 2019, CCI has maintained its MSCI ESG Ratings index score, which measures companies' management of financially relevant environmental, social and governance (ESG) risks and opportunities.



Mercury Excellence Awards

CCI's 2022 Integrated Annual Report which was published in 4 languages (Turkish, English, Russian and Arabic) won the Silver Award in the "Integrated AR & CSR/Sustainability Report" category at the Mercury Excellence Awards organized by MerComm.



Quality Leader Award

The National Center for Expertise and Certification, which examines the quality of consumer products and production equipment, recognized CCI Kazakhstan with an award for maintaining high standards in all areas.



TEXA Awards

CCI was featured in the top three positions of the TEXA Awards for demonstrating operational excellence. CCI Azerbaijan's Baku plant was granted the **Special Recognition Award** while CCI Pakistan's KPGF was hailed as the **First Runner Up** and CCI Türkiye's Isparta plant bagged the **Second Runner Up** spot.



2024 Investor Relations Summit

CCI ranked among the most successful companies in the 2024 Investor Relations Summit, organized for the 13th time by TÜYİD Investor Relations Association, as a result of a selection that was based on completely independent criteria, and in the assessment made among companies with a market value of more than 4 billion dollars according to the data of the Central Registry Agency (CRA), CCI received the top price in the category of **"Company with the Highest Ratio of Corporate Investors in the Publicly Traded Segment"**.



EUROBAK Award

The 2024 EUROBAK Sustainability Award Ceremony was held in Almaty, Kazakhstan to recognize sustainability initiatives of the private sector. At the ceremony, CCI Kazakhstan received an award for its environmental initiatives that it has implemented within the scope of its project titled "3.2.1. Start!".

The Association of Corporate Volunteers

At the 16th Winners of Hearts award organized by the Private Sector Volunteers Association, CCI Volunteers received the **"Special Jury Award"** in the **"Most Successful Volunteering Program"** category.

We Care Awards

At the We Care Awards ceremony organized by the Coca-Cola System, CCI Pakistan received an award in the **Water category**, while CCI Türkiye received an award in the **Special Recognition category**. CCI also received an award in the **Women/Youth/DE&I category** with its projects implemented in the countries where it operates.



Execution Cup

CCI was recognized at the EME OU Awards for demonstrating strong market growth and sound execution capabilities across its two key geographies. While CCI Uzbekistan received the **first prize** among all bottlers in the EME region, CCI Iraq received the **third prize**.



Corporate Social Responsibility Association of Türkiye (TKSD)

CCI Volunteers received the **silver award** in the **"Employee Engagement"** category at the "Organizations Adding Value to the Sustainable Development Goals" award ceremony organized by the Corporate Social Responsibility Association of Türkiye (TKSD).

Istanbul Marketing Awards

Developed with carbon-friendly coding in line with CCI's 2030 Sustainability Commitments and offering a unique user experience with personalization options, cci.com.tr received an award at the Istanbul Marketing Awards in the **"renewed website"** category. To watch a video about the renewals made, please [click here](#).



Green Dot Industry Awards

At the Green Dot Industry Awards organized by ÇEVKO, we won the "Incentive Award" for our project titled "Nano Stretch" that has significantly reduced the cardboard separators and traditional stretch film used in the palletizing process of our products.

WWF-Türkiye Green Office Diploma

As part of the Green Office Green Transformation Program, CCI Headquarters has been implementing eco-friendly practices for over a year, including reducing single-use paper and plastic waste, promoting energy-saving initiatives, and increasing sustainability awareness. As a result, it has been awarded the WWF-Türkiye Green Office Diploma.



Best MFC Supplier Award

CCI Kazakhstan's e-commerce team was awarded the Best MFC (Micro Fulfillment Center) Supplier Award at the E-Commerce Conference organized by Glovo.

Grand Promo Award

As part of the promotional activities launched during the 2024 European Championship, CCI collaborated with Kazakhstan's largest trade and retail chain store "Magnum" for the "Win a Ticket to EURO 2024" promotional activity and received the "Grand Promo Award" at the Annual Magnum Marketing Forum.



Youthall

CCI Türkiye won the Silver Award in the "Most Liked Company in Campus Events" category at the Youth Awards.

Business World Awards

CCI Türkiye was selected the FMCG Company of the Year at the Business World Awards organized by Boğaziçi University.

Crystal Deer Awards

CCI Türkiye was selected the "Best FMCG Company" at the Crystal Deer Awards organized by Hacettepe University.

Universum

As a result of the research conducted by the globally-respected organization Universum, CCI Türkiye was included in the "Türkiye's Most Attractive Employers Survey" (2024).

Top 100 Talent Program

In the Fast-Moving Consumer Goods - Most Liked Talent Programs of the Year category, CCI Türkiye's Next Talent Young Talent Program won 1st place, and the Summer Fest Talent Program secured 2nd place in the Top 100 Talent Program awards.

Owl Awards

CCI Türkiye won the Bronze Award in the Innovative Owl category at the 12th Owl Awards organized by the Turkish Researchers Association with its research project titled "Unified Commerce Journey."

Best Partner in Environmental Education

In a ceremony hosted by the Ministry of Ecology and Natural Resources of Azerbaijan, CCI Azerbaijan was honored with the "Best Partner" title in the field of environmental training.

Green Leader Award

CCI Kyrgyzstan received the prestigious "Green Leader" award for its eco-projects implemented for businesses. The winner of the contest organized by the American Chamber of Commerce was selected by an independent committee. The award was presented by Rustam Sarybaev, Director of the Training Center of the Union of Banks of the Kyrgyz Republic, to Yusef Bensinyor, Chief Financial Officer of CCI Kyrgyzstan.



Brand of the Year Award

As part of the Seventh Annual Business Forum, an award ceremony was held under the name MAKON Sotuvchilar Davri (Makon Time of Sellers) to recognize the most successful companies of Uzbekistan. The Brand of the Year Award was presented to CCI Uzbekistan by the Uzbekistan Marketing Association, for its outstanding achievements in the field of branding.

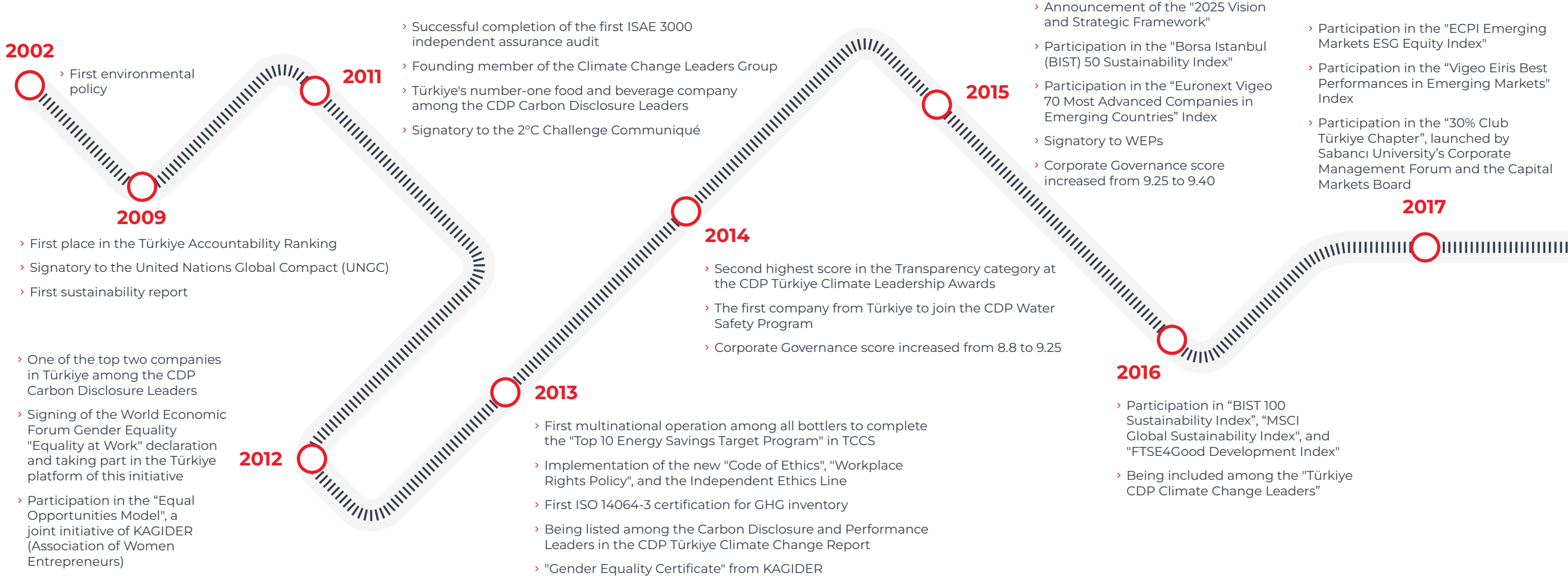
Stevie Awards

CCI Türkiye received the gold award in the "Innovation in Human Resources Management, Planning and Implementation" category with its Next Talent Young Talent Program and the silver award in the "Innovative Achievements in Human Resources" category.

Brand Champion Award

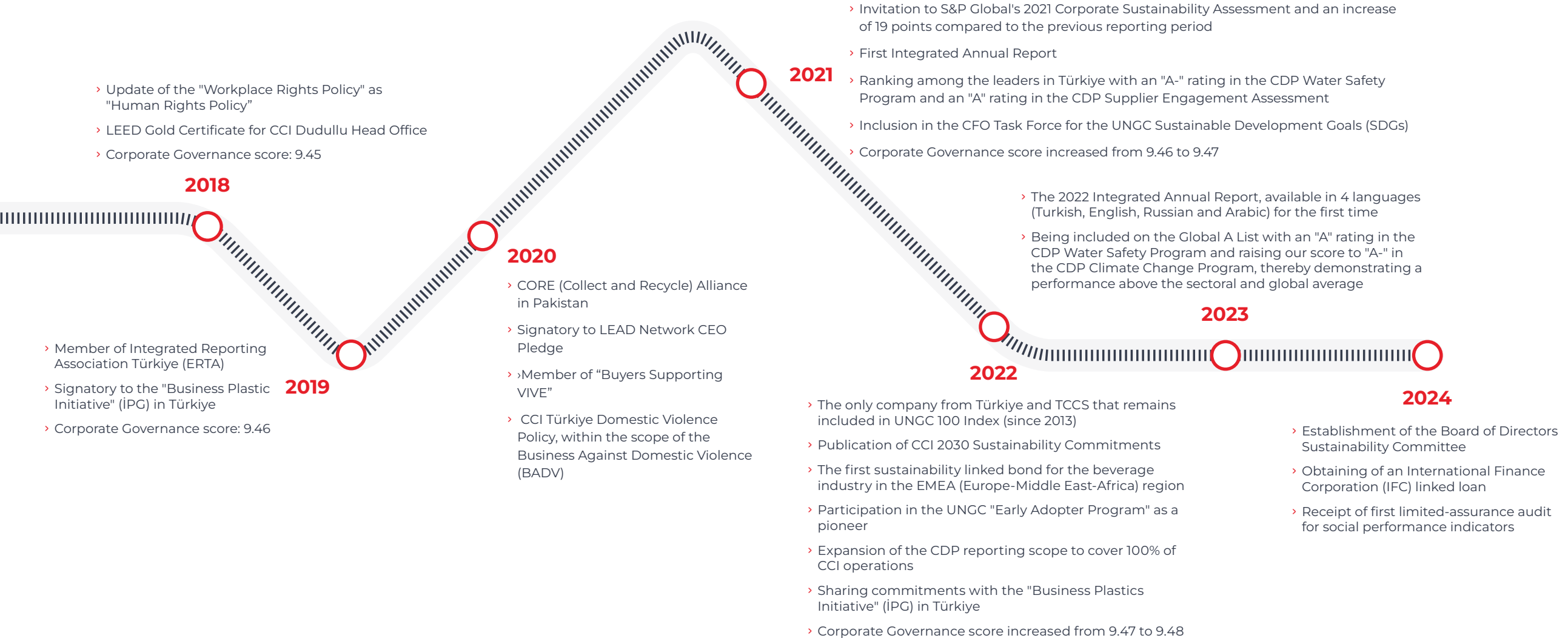
At the 2024 SDG Brand Champion Awards held at the Bangladesh Brand Forum, CCI Bangladesh received the Brand Champion Award for its responsible consumption and production approach within the scope of its initiative titled "World Without Waste".

Our Environmental, Social and Governance (ESG) Journey



About our Report A Message from Our Chairman A Message from Our CEO **CCI at a Glance**

Our Vision, Our Value Creation Approach, and Our Corporate Values	Our Brands	Our Operating Geography	New Members of Our Operations	Highlights of 2024	Financial and Operational Performance Indicators	Our Sustainability Commitments	Sustainability Performance Indicators	Our Awards	Our ESG Journey	Reporting Progress Through the Years	Recognition in Sustainability Indices
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Reporting Progress Through the Years

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

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

Recognition in Sustainability Indices

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

United Nations Global Compact (UNGC)



Having become a signatory to the UNGC in 2009, CCI has been the only company in Türkiye to remain included in the UNGC 100 Index since 2013. It is also one of the first implementers of UNGC's "Early Adopter COP" reporting, which was launched in 2022.

Borsa Istanbul (BIST) Sustainability Index



As one of the first 29 companies to be included in the BIST 50 Sustainability Index in 2015, CCI ranks 14th among 132 beverage companies. And CCI's BIST Sustainable Index score was A- in 2024.

Morgan Stanley Capital International (MSCI) Global Sustainability Index



In 2016, CCI was included in the MSCI Global Sustainability Index and maintained its BB score following the ESG performance assessment for the 2023-2024 period.

FTSE4Good Development Index



CCI, which was included in the FTSE4Good Development Index in 2016 due to its high performance on ESG issues, continued to maintain its place in the 2024 list as well.

Emerging Markets ESG Equity Index (ECPI)



As of December 2017, CCI was included in the Emerging Markets ESG Equity Index (ECPI). ECPI is a leading rating and index company specialized in research relating to ESG performance.

Vigeo Eiris



In July 2020, CCI was selected as one of the 100 most advanced companies included in the Equities Emerging Markets universe, which includes 813 companies from 31 countries, and was once again included in the Vigeo Eiris Best Emerging Markets Performance ranking.

Carbon Disclosure Program (CDP) Climate Change and Water Programs



Voluntarily participating in the CDP Climate Change Program since 2011 and the Water Program since 2014, CCI has been awarded the Water Safety Award twice by CDP Türkiye in the performance and transparency categories. CCI's 2023 Water Safety Program score was announced as "A" and its Climate Change Program score was announced as "A-". CCI's 2024 Water Security Program score was announced as 'A', and its Climate Change Program score was announced as 'A-', maintaining its position on the Global A List.

S&P Sustainability Assessment



In 2021, CCI was invited to participate in the S&P Global Corporate Sustainability Assessment (CSA) for the first time and was one of the 10 companies. In 2024, CCI's S&P score was determined as 57.

OUR INTEGRATED GOVERNANCE APPROACH

#ResilienceInAction

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

97%
participation in 5 Board of Directors Meetings

7.7%
increase in notifications made to our Ethics Line

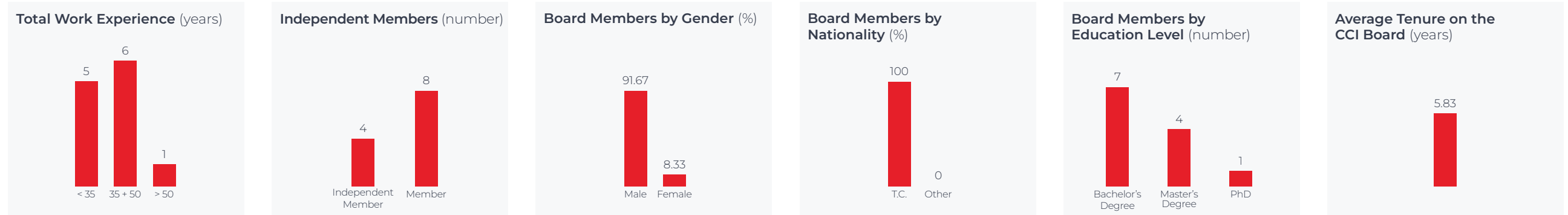
Training to
200+ distributors

Our Integrated Governance Model

Corporate Governance

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

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



Committees of the Board of Directors

Board of Directors

Tuncay Özilhan
Chairman of the Board

İlhan Murat Özgel
Vice-Chairman of the Board

Kamilhan Süleyman Yazıcı
Board Member

Talip Altuğ Aksoy
Board Member

Burak Başarır
Board Member

Mehmet Hurşit Zorlu
Board Member

Agah Uğur
Board Member

Rasih Engin Akçakoca
Board Member

Lale Develioğlu
Independent Board Member

Prof. Dr. Barış Tan
Independent Board Member

Emin Ethem Kutucular
Independent Board Member

İlhami Koç
Independent Board Member

Number of Executive Board Members: **0**

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

> Audit Committee

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

Number of Meetings in 2024 **4** Percentage of Participation in Committees **%100** Number of Reports Presented to the Board of Directors **4**

- > **Emin Ethem Kutucular** (Chairman) Independent Board Member
- > **Prof. Barış Tan (Ph.D.)** (Member) Independent Board Member

> Corporate Governance Committee

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

Number of Meetings in 2024 **4** Percentage of Participation in Committees **%96** Number of Reports Presented to the Board of Directors **4**

- > **İlhami Koç** (Chairman) Independent Board Member
- > **Talip Altuğ Aksoy** (Member) Board Member
- > **Burak Başarır** (Member) Board Member
- > **Mehmet Hurşit Zorlu** (Member) Board Member
- > **Recep Yılmaz Argüden** (Member)
- > **Esel Yıldız Çekin*** (Member)
- > **Burak Berki*** (Member)

> Early Detection of Risk Committee

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

Number of Meetings in 2024 **2** Percentage of Participation in Committees **%100** Number of Reports Presented to the Board of Directors **6**

- > **Lale Develioğlu** (Chairman) Independent Board Member
- > **Burak Başarır** (Member) Board Member
- > **Mehmet Hurşit Zorlu** (Member) Board Member
- > **Agah Uğur** (Member) Board Member
- > **Emin Ethem Kutucular** (Member) Independent Board Member

> Sustainability Committee

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

Number of Meetings in 2024 **2** Percentage of Participation in Committees **%100** Number of Reports Presented to the Board of Directors **0**

- > **Prof. Barış Tan (Ph.D.)** (Chairman) Independent Board Member
- > **Burak Başarır** (Member) Board Member
- > **Lale Develioğlu** (Member) Independent Board Member
- > **Recep Yılmaz Argüden*** (Consultant)

* Not a Board Member.

In 2024,

5 Board of Directors Meetings

97% Participation rate

10 Number of members attending all meetings

0 Number of members who could not attend more than one meeting

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

Sustainability Governance



Board of Directors

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

Board of Directors Sustainability Committee

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

Executive Committee

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

Chairman of Executive Committee

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

Corporate Affairs and Sustainability Executive Committee Member

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

Investment, Ethics and Compliance, Information Security, and Business Continuity Committees

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

CCI-The Coca-Cola Company (TCCC) Sustainability Steering Committee

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

Group Sustainability Office

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

CCI-TCCC Environmental Sustainability Task Forces

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

Environment and Quality Department

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

Human Rights Department

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

Occupational Health and Safety (OHS) Monitoring Committee

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

Diversity and Inclusion Advisory Board

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

Sustainability Criteria as part of the Executive Management's Targets

Our 2030 Commitments are embraced by our executive management. We make sure that the performance indicator for each of our commitments is monitored as part of the CCI performance evaluation system and used by our executive management in individual performance evaluations and the remuneration system.

	 Packaging	 Water	 Climate	 Human Rights	 Diversity and Inclusion	 Community
Our Sustainability Commitments for 2030	<ul style="list-style-type: none"> > Continue to make 100% of our packaging recyclable and use at least 50% recycled material in our plastic packaging by 2030 	<ul style="list-style-type: none"> > Increase water efficiency by 20% by 2030 (Base Year: 2020) > Aim for water neutrality and help secure water availability in water-stressed locations through community projects 	<ul style="list-style-type: none"> > Run our manufacturing sites on 100% renewable electricity and make them carbon-neutral 	<ul style="list-style-type: none"> > Establish mechanisms to ensure that CCI's distributors are 100% compliant with the CCI Human Rights Policy 	<ul style="list-style-type: none"> > Ensure that 35% of new hires, 40% of managerial positions, and 50% of the Executive Committee members are women by 2030 	<ul style="list-style-type: none"> > Reach up to 3.5 million people until 2030 with our sustainable development programs with focus on women, youth empowerment and environment
2024 Performance Indicator	<ul style="list-style-type: none"> > rPET Ratio (%) 	<ul style="list-style-type: none"> > Water Efficiency Ratio (%) > Ratio of Recovery Achieved with Water Replenishment Projects (%) 	<ul style="list-style-type: none"> > Renewable Energy Capacity (%) 	<ul style="list-style-type: none"> > Compliance Percentage (%) 	<ul style="list-style-type: none"> > Female Manager Ratio (%) > Female New Hire Ratio (%) 	<ul style="list-style-type: none"> > Number of New Beneficiaries
Executive Committee Member	<ul style="list-style-type: none"> > CEO > Chief Financial Officer > Chief Supply Chain Officer > Chief Corporate Affairs and Sustainability Officer 	<ul style="list-style-type: none"> > Chief Supply Chain Officer > Chief Corporate Affairs and Sustainability Officer 	<ul style="list-style-type: none"> > CEO > Chief Financial Officer > Chief Supply Chain Officer > Chief Corporate Affairs and Sustainability Officer 	<ul style="list-style-type: none"> > Chief Human Resources Officer 	<ul style="list-style-type: none"> > All Executive Committee Members 	<ul style="list-style-type: none"> > Chief Corporate Affairs and Sustainability Officer

Contribution to Shaping of Policies and Public Policy Advocacy

At CCI, we are aware of the ever-changing, unpredictable and complex juridical/legal environment. We believe that proactive engagement and close collaboration with legislators and other key stakeholders provide businesses like ours with the opportunity to anticipate, adapt to, or influence policy outcomes. This process also helps strengthen our operational resilience in the face of economic or political turmoil.

In this context, the Group Public Affairs Department, which reports to the CCI Corporate Affairs and Sustainability Executive Committee Member, in particular, and also the Regional Directors, Country General Managers and their country Public Affairs teams play a critical role in developing and maintaining relations with key stakeholders such as local and central governmental institutions, policy makers, trade and industry associations, non-governmental organizations (NGOs) and other relevant parties, in all geographical areas where CCI operates. These relations are important not only in shaping the juridical and legal environment but also in ensuring CCI's commitment to transparency, accountability, and ethical business approach.

The CCI Group Public Affairs Department acts as a bridge between CCI's internal functions and external stakeholders, ensuring that our business strategies are aligned with regulatory developments. At the same time, it provides valuable insights into the sector to decision-makers in policy-making processes.

Through its work and engagement, CCI expresses its core values and commitment to a more sustainable, inclusive and innovative way of doing business.

In today's complex business world, leading companies like CCI recognize that strong public relations strategies and solid relationships with external stakeholders are a must to secure solutions that deliver not only advantages but also mutual benefits.

To this end, CCI:

- > proactively interacts with public and private institutions,
- > provides leadership to and actively participates in leading sector associations and coalitions,
- > contributes to regulatory and decision-making processes,
- > seeks to influence and provide guidance for regulations by sharing sources of information such as global best practices, scenario analyses and data-centric approaches.

These efforts reflect CCI's stance which favors the view that businesses bear responsibility for shaping the future of their respective sectors.

As one of the largest companies in the Fast Moving Consumer Goods (FMCG) sector in the countries where it operates, CCI attaches great importance to a transparent, constructive and value-based stakeholder engagement agenda.

The company prides itself on acting as a corporate social citizen, without ever deviating from its Code of Ethics. It has no involvement with political campaigns, political organizations, lobbyists or lobbying organizations and does not make any donations or contributions to such processes/entities. For more detailed information, please refer to the [CCI Codes of Ethics](#).

As CCI, we determine our amendment and update suggestions regarding the published legislation, together with our internal stakeholders, in line with our dynamic approach of keeping up-to-date, and convey them to public institutions. The Public Relations Department monitors regulatory developments that directly impact our scope of activities and our 2030 Sustainability Commitments. In this context, relevant official authorities are contacted, information is collected from open sources, and participation in sub-working groups of business organizations ([Annexes-Memberships](#)) is ensured. In order to make sure that our lobbying activities are in line with our company policies and priorities, working groups are formed with the participation of different functions within the company.

While the climate law, which is a step taken to align the Water Law and National Policies, which have been on the agenda for a long time in Türkiye, with the Paris Agreement, was expected to come to the Parliament in 2024, legislation such as the "Deposit Management System (DYS) Procedures and Principles" and the "Water Efficiency Regulation", which have entered into force, have continued to be monitored dynamically.

It is thought that the Paris Agreement, to which all countries in the Our Operating Geography are parties, will affect all regulations to be formulated or updated in these countries.

In terms of environmentally friendly practices, it is seen that efforts have begun on the legal infrastructure of Extended Producer Responsibility (EPR) practices in Kyrgyzstan and Uzbekistan. In this context, CCI supports the development of relevant regulations by sharing its experiences with public authorities. In Kazakhstan, on the other hand, it contributes to the process of updating of the existing EPR regulations in line with the demands of the sector.

In Azerbaijan; in addition to the EPR, the Waste Management Law is also in the draft stage and is being discussed between the public and private sectors.

In Bangladesh, the EPR legislation was made available for private sector consultation in 2024.

CCI provides support to selected sector associations and organizations. It has contributed a total of TL 2,022,946 to various associations through in-kind and cash donations or payments.

Our Risk Management

Risk Management Structure

While the Committee for Early Detection of Risk, which reports to the Board of Directors, carries out the risk management processes, the Enterprise Risk Management (ERM) Team reports directly to the CEO and the Committee for Early Detection of Risk and acts as a facilitator. Additionally, it is responsible for carrying out risk assessments. The ERM team members are the CEO and the Director of Treasury and Investor Relations, the Country General Managers, and the Regional Directors (for Middle East, Central Asia, Pakistan and Bangladesh).

ERM conducts risk assessment at the country and group level using inputs from the World Economic Forum, global surveys, and the Coca-Cola system. Risks are prioritized according to their overall probability of occurrence and their short-term probability and impact.

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

Committee for Early Detection of Risk

2024
Number of
Meetings

2

Number of Reports
Presented to the
Board of Directors

6

Percentage of
Participation in
Committees

100%

Crisis Management

CCI implements the Incident Management and Crisis Resolution (IMCR) program that TCCC has prepared to create and maintain an efficient and integrated structure for the prevention and management of incidents. Implementation of the IMCR program is a core management activity and everyone within CCI is responsible for implementing this program.

We have incident management teams in all countries we operate, in order to prevent or reduce the impact of incidents on our operations. Each team attends annual training meetings and works on complex incident simulations. Within the scope of the IMCR program, each country conducts the IMCR Verification Program every three years in order to be prepared for crisis situations, raise awareness, identify shortcomings, and develop action plans for improvements.

The IMCR Program is managed by two teams: The Incident Analysis Team (IAT), and the Incident Management Team (IMT) that consists of common representatives of TCCC/CCI.

IAT evaluates incidents and prompts IMT to take action for specific situations, including crises situations. IMT, consisting of experts from key functions, and external experts as and when needed, addressed the incidents. Incident notifications are promptly shared with stakeholders to ensure timely reporting and coordinated action.

For incidents occurring at the group level (incidents involving more than one CCI country), minutes of meeting are prepared and submitted to the CEO immediately following the meeting, with copies thereof sent to the IMCR Core Team. IMT consists of "expert" members (Corporate Affairs, Supply Chain, Finance, HR, Marketing, IS, Distribution and Sales, Security, Planning, etc.) selected by IAT. IMT may also include other key experts from inside or outside the Coca-Cola system, depending on the nature of the incident. These senior executives are provided with regular briefings and action recommendations, and their decisions are implemented by IMT.

The CCI Everbridge mass notification tool is a key component of the crisis management framework. Each country has a special team responsible for managing the tool to ensure uninterrupted communication in the case of an emergency. In order to increase flexibility, CCI has also developed a country-to-country backup support plan within its mass notification usage procedure, enabling continuity in cross-border incidents.

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

What We Implemented in 2024

Crisis management teams from Türkiye, Azerbaijan, Kazakhstan, Uzbekistan and Bangladesh successfully completed refresher training and then conducted drills to assess their crisis preparedness. Refresher training and drills are planned for teams in Jordan, Kyrgyzstan, Tajikistan, Pakistan and Iraq through 2025. Additionally, there is a plan to initiate country-specific facility-based IMCR training sessions, starting with Türkiye.



Data Security and Privacy

In this day and age where the business world is intertwined with digitalization, data security has become of critical importance. And in the recent times, in particular, where business processes are moved to digital platforms and data flow is intensified, protecting sensitive data has become a priority. Cyber incidents and related business disruptions rank first in the top 10 global risks, according to the Allianz Risk Barometer 2024 Top Global Business Risks Survey. This result proves the importance of data security and privacy and related risks.

To mitigate all these risks and address the challenges they bring along, CCI has a strong data security and privacy program. At CCI, the effective management of potential risks and the security and confidentiality checks of information systems are carried out by the Information Security Steering Committee, which consists of the Executive Committee and the Security Management Team. In addition, in order to follow new regulatory developments and maintain general compliance and data protection awareness, regular ad hoc audits are carried out by the Data Protection and Digital Privacy Committee and the results of the audits are reported to the senior management.

CCI, which has the ISO 27001 ISMS Information Security Management System certificate since 2016, successfully completes the audits carried out every year within this scope.

Regulatory Compliance

CCI takes precautionary measures to ensure the security of personal data of its employees and customers. In terms of compliance with personal data protection regulations, CCI is registered in the Data Controllers Registry (VERBİS) system and fulfills the legal regulations stipulated by the Personal Data Protection Law (KVKK) and the Personal Data Protection Board's Decisions in Türkiye.

CCI has designed and implemented numerous initiatives to ensure compliance with the regulatory requirements listed below:


- > KVKK No. 6698 and local legal regulations aimed at protecting personal data,
- > Local personal data protection regulations of the countries,
- > Communiqués published by CMB,
- > Law on Regulation of Electronic Commerce, Regulation on Commercial Communications and Commercial Electronic Messages, and the Message Management System,
- > Authorized Economic Operator Program of the Ministry of Customs and Trade,
- > Law No. 5651 on Regulation of Publications on the Internet and Fighting Against Crimes Committed by Means of Such Publications.

In order to increase employee awareness in the field of information security and privacy, a mandatory cyber security awareness program has been implemented for all employees since 2014. The program include online and offline training sessions, awareness posters in workplace display areas, corporate social network groups, and e-mail notifications on various topics such as phishing, travel security, URL security, e-mail security and physical security, and the reports issued in relation to the program are regularly presented to the senior management. Additionally, cybersecurity competitions are held, where awards are given to the most active employees.

Cybersecurity oversight within the company is the responsibility of the Digital Technologies Executive Committee Member, who reports directly to the Senior Management team and ensures efficient governance and alignment with the company's security strategy.

What We Implemented in 2024

A distributor security program was launched to further advance the cyber security maturity of the distributors we work with. Various evaluation and training activities were carried out with more than 200 distributors throughout the year.

2024 Targets	Performance in 2024	Status	2025 Targets
<ul style="list-style-type: none"> > Launching a special development program for production infrastructure security. > Continuing to develop capabilities and checks in the area of cloud security. Increasing the number of autonomous control mechanics. > Continuing to improve capabilities so that users have more self-service capabilities regarding information security. > Guiding our stakeholders to enhance their security capabilities and developing opportunities. > Continuing to test CCI's security maturity against sophisticated attacks by simulating attackers using advanced tactics, techniques, and procedures. Observing the organization's resilience in different types of attack campaigns by enriching test scenarios. > Continuing third-party security assessment and audit activities. Being in constant communication with stakeholders to increase the security of the CCI ecosystem in a holistic manner. 	<ul style="list-style-type: none"> > The development process of the information security policy and responsibility awareness continued effectively. > Innovative solutions continued to be added to the technological capabilities in our cyber security infrastructure. 		<ul style="list-style-type: none"> > Continuing efforts to improve cloud security and production infrastructure security. > Continuing to improve the diagnosis and governance of risks that may arise from the security status of our stakeholders. > Evaluating and implementing innovative solutions in our access management, regulation and auditing infrastructures. > Demonstrating strong development by specially focusing on cybersecurity automation. > Continuing to test CCI's security maturity against complicated attacks by simulating attackers using advanced tactics, techniques, and procedures. > Continuing third-party security assessment and audit activities. Being in constant communication with stakeholders to increase the security of the CCI ecosystem in a holistic manner.

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

Our Ethics Management

At CCI, the values of accountability and integrity form the basis of our ethical management approach. Our Code of Ethics serves as a guide for our employees and stakeholders, encouraging them to always “do the right thing.” We value the concerns of our employees and all our stakeholders, and we offer various communication channels through which they can easily express their views.

RELATED LINKS

- [CCI Code of Ethics](#)
- [CCI Code of Ethics Handbook](#)

How We Govern?

CCI's Corporate Governance Committee ensures the implementation and enforcement of the Code of Ethics. The CCI Ethics and Compliance Manager and Local Ethics and Compliance Officers are responsible for the management of ethics processes. Ethical violations are evaluated through the Ethics and Compliance Committees established in each country under the leadership of the Ethics and Compliance Officers.

At CCI, all reports of violations of the Code of Ethics, including bribery and corruption, made through the Ethics Line and by face-to-face reporting are recorded in the system and monitored by the Ethics and Compliance Manager. The system informs the Ethics Committee members about the progress of the notifications and provides them with quantitative data. Investigation of notifications is carried out by teams that are experts in the field, in accordance with the requirements of the relevant notification subject. As a result of each violation of the code of ethics, disciplinary measures are applied in accordance with the nature and circumstances of the violation and also in accordance with the local legislation of each country.

At CCI, all employees receive regular ethics training to learn our ethical code and principles, refresh their knowledge, and maintain their awareness. We share the contents of the CCI Code of Ethics, the CCI Code of Ethics Handbook and our policies, and our expectations from our employees in this regard, through in-class training sessions organized by Ethics Officers in all our operations, in addition to our online training sessions that are in each user's own language and conveyed interactively in 6 separate sections. At the beginning of their employment, all our employees give an undertaking to act in accordance with CCI's ethical principles and rules, which guide the decision to "do the right thing". Furthermore, all our employees are informed about our ethical principles and rules within the scope of their employment orientation.

With the awareness of responsible corporate citizenship that we, as CCI, have, we attach special importance to the adoption of our ethical principles not only within the scope of CCI but also by all our stakeholders included within the ecosystem we are a part of. For this purpose, we both carry out third-party compliance studies and sign the "Code of Core Principles and Business Management Ethics for Suppliers" document, which includes our basic ethical principles and rules, with all parties we do business with, and we seek for the requirements of compliance with these rules. To access the Responsible Procurement page, please [click here](#).

We carefully consider the ethical compliance criteria that we require for our stakeholders, also within the scope of any due diligence process we conduct in any acquisition or joint venture transaction to which we are a party, and we carry out all kinds of risk assessments by prioritizing compliance with the CCI Code of Ethics and policies. Relations with public institutions, political affiliations, and duties and positions of consultants are carefully evaluated in terms of compliance with the principles and policies adopted by CCI in terms of combating bribery and corruption. At CCI, the prohibition of bribery and corruption is applied in its broadest sense, encompassing political donations, facilitation payments and commercial bribery.

Our company has once again demonstrated its commitment to ethical principles and values by renewing its signature on the TEID Ethics Declaration, on the occasion of its 10th anniversary; the mentioned Declaration was first signed in 2012 with the participation of all members of the Turkish Ethics and Reputation Society (TEID), of which our company is also a member. To access [TEID Ethics Declaration](#), please click.

We offer many channels for our employees to comfortably express their concerns about ethical issues.

The responsibilities of all employees for ethics and compliance are clearly defined within the framework of our company values of accountability and integrity, and a systematically structured governance structure has been established across CCI to report or notify any non-compliance, thus ensuring consistency in risk management.

ETHICS IS THE WAY WE DO BUSINESS!

To report violations:
www.cciethicsline.com

Username: ethicscci
 Password: cci1886

Ethics Line
 +90212 371 0700

For more information:
cokeport/ethics

You can report anonymously.

With the Bangladesh operation joining CCI in 2024, a total of **293** notifications were received by the Ethics and Compliance Officers.

CCI Ethics Line

-  **E-mail**
-  **Website**
-  **Phone No.**

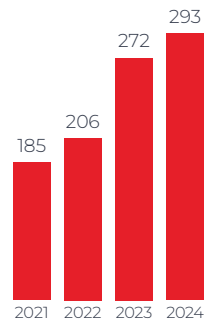
- > Available 24/7 and is operated by a completely independent third party.
- > With support in 4 languages, namely Turkish, English, Russian and Arabic, they can be reached via the address www.cciethicsline.com, the phone number [+90 212 371 07 32](tel:+902123710732), or the e-mail address cci@cciethicsline.com.
- > Online translation services are available in Arabic, English, Russian and Turkish, which are languages used by the majority of our employees. Notifications are also received in languages other than these and are translated and recorded.
- > On request of the complainant, the name and e-mail of the employee are kept confidential.

Face-to-Face Reporting

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

Our Code of Ethics is in place and our ethics hotline is operational in all 12 countries where CCI operates. The number of reports reaching our ethics line continues to demonstrate the strength of the culture of speaking up at CCI. Our employees use all reporting channels available to them to consult on ethical issues, ask questions, and express any concerns. In 2024, a total of 293 notifications were made in 12 countries, and 46 of these notifications were classified under the title of discrimination and workplace safety within the scope of the Human Rights Policy.

Number of Notifications by Year



What We Implemented in 2024

We have completed our work on policies on the topics of combating bribery and corruption included in our Code of Ethics, as well as on sanctions to prevent money laundering and to comply with international regulations. We have invested in developing our capabilities to directly manage third-party screening processes.

By completing the "Ethical Risk Management Program", which we initiated in cooperation with the European Bank for Reconstruction (EBRD) to reduce third-party risks for CCI distributors, we have taken another step towards our goal of introducing our stakeholders to governance models that are parallel with CCI principles in the management of third-party risks.

In cooperation with TEID, our company's management teams were provided with the "CCI Corporate Ethics Compliance Management" certification program, which was prepared in accordance with the requirements of our company and consisted of 18 hours and 12 modules in total. The certification program, which included topics such as Fundamentals of International Anti-Corruption Regulations, Corporate Risk Mapping, Compliance and Internal Control Mechanisms, Fundamental Elements of International Compliance Programs, Compliance Crisis Management, Conflicts of Interest and Effective Management, Competition Compliance Program Elements, Third Party Risks Management, Investigation Techniques, Grievance and Retaliation Management, Data Protection Regulations, and Human Rights Compliance Programs, was delivered by experts of the field and included an exam stage at the end of the modules in order to earn the

certificate. Equipped with current events and examples of best practices, the certification program reflects the importance attached to ethics and compliance at CCI.

In order to ensure compliance with the sanction regulations that are increasing on a global scale, CCI organized two sessions of training on international sanctions and embargoes, for company management teams and our employees in critical roles, through an international law firm specialized in this field.

In line with our targets for 2024, we have completed the work for renewal of the CCI Code of Ethics, which has entered its 10-year anniversary. In the coming year, efforts will be made to put the renewed Code of Ethics into practice and to carry out a communication campaign.

As the results of the engagement survey conducted at CCI show, CCI outperforms even companies that perform well under the heading of "ethics", and "ethics" has been identified as a strong area for CCI. Various studies have been carried out throughout the year in order to improve this performance and will continue to be carried out in the coming periods. Infographic studies have been carried out and completed in order to encourage the culture of expression, and to ensure easy understanding and further strengthen it. Infographic studies that convey how the application methods and ethical processes are progressing have been announced throughout CCI and are also announced in all operations in their own languages.

Stakeholder Engagement

Our priorities include establishing consistent and constructive communication with our stakeholders in line with our sustainability principles, developing our strategies by taking their opinions into consideration, and thus ensuring the long-term success of our activities. In this regard, we have been conducting a detailed stakeholder analysis study since 2013 within the framework of AccountAbility's AA1000 SES Standard and EFQM Business Excellence Model, in order to prioritize our stakeholders and communication channels. By regularly including each stakeholder group in our processes, we share our sustainability progress, evaluate important issues together with them, and meticulously collect their feedback.

Uzbekistan Packaging Workshop on Collection for Recycling-March 2024

In order to achieve the targets of 100% PET collection and 50% rPET content in the Eurasia and Middle East operational region by 2030, the packaging workshop on Collection for Recycling was organized on 5-6 March 2024 with the participation of CCI, recyclers, and entrepreneurs. Participants discussed PET collection challenges in Uzbekistan, such as high costs and competition from the fiber industry. Discussions focused on securing transparent PET supply, improving collection efficiency, and the financing opportunities.

CCI Commercial Summit-March 2024

At the CCI Commercial Summit 2024, TCCC Global Vice President of Commercial Sustainability, Jon Woods, highlighted the importance of commercial sustainability and underlined the expectations of regulators, customers and consumers. In addition, the outlines of the commercial sustainability agenda, covering the years 2024-2026, were established. During the session, information regarding the Türkiye Operation Distributor Sustainability Report Card, which is a Country Best Practice, was shared.

The Coca-Cola Company (TCCC) Eurasia Middle East Operations Climate Workshop-April 2024

TCCC Eurasia Middle East Operations Climate Workshop was held on 3-4 April 2024 to develop a common understanding in line with TCCC's 2030 Climate Strategy, to align our priorities, and to discover new solutions in carbon reduction and renewable energy transformation. At the workshop held in Istanbul, topics such as energy efficiency, climate reporting, carbon reduction in logistics, and supplier cooperation were discussed. Insights from sector leaders were shared during the sessions that lasted two days. The workshop aimed to strengthen cooperation in sustainability efforts by reinforcing TCCC's climate leadership.

CCI Kazakhstan and Central Asia Regional Environmental Center Cooperation-November 2024

A 4-day workshop was organized in Kazakhstan by CCI Kazakhstan, TCCC, and the Central Asia Regional Environmental Center Cooperation Program (CAREC), acting in cooperation with each other, to support agricultural development, by focusing on farmer training. During the workshop, more than 40 participants, including farmer households, new entrepreneurs, individual entrepreneurs, and women farmers, were trained. Sustainable land and water management practices and landscape restoration models were introduced during the training. This workshop aimed to disseminate proven sustainable land management techniques in target regions and surrounding areas. Additionally, 29 agricultural producers received training in business skills.


CCI Türkiye Supplier Collaboration Day-December 2024

On Supplier Collaboration Day, we brought our suppliers together and reaffirmed our purchasing vision, sustainability initiatives, and human rights approach. 100 of our suppliers attended the event. The event also featured the presentation of Supplier Awards, including on the category of sustainability, to recognize best practices, and plaques were presented to outstanding suppliers.





Platforms of Communication with Key Stakeholders









Stakeholder Groups	Dialogue Platform	Frequency of Inclusion in Processes	Main Topics	Highlights of 2024
 Employees	Employee Engagement and Satisfaction Survey, CokePort, Workplace, You Are Worth It at CCI, Employee Resource Groups, Department Summit Meetings, Blitz, digital information boards, general meetings, CCIdea Platform and Innovation Day, CCI training programs, leadership development training sessions, sales incentive programs, reputation surveys, press reports, volunteer programs		Business results, environmental performance, community projects, awards and recognitions, compensation and benefits	<p>The One Team Leadership Summit, which has been held since 2016, was held with the participation of leaders from 11 countries. One Team strategy meetings were held in CCI countries throughout the year. A survey was conducted for employee assessment.</p> <p>The Employee Engagement Survey, which was conducted in 2019 with the aim of listening to our employees and receiving their feedback with a “People-Focused” approach, was conducted for all employees in CCI countries at the beginning of 2024. Following the analysis of the results, action plans were developed for areas of improvement across the CCI, both at local Country and Group level, with an inclusive approach and with cross-functional focus groups across countries comprising staff from different roles at each level. Action plans in the areas of 'Career, Development and Performance', 'Diversity and Inclusion' and 'Empowerment Culture' have been implemented in all CCI projects at Group level. In addition, all relevant Human Resources processes have been reviewed, renewed and updated, and employee guidelines have been prepared to ensure clarity and transparency in accordance with the survey results of these categories. In 2024, the Pulse Check Survey was conducted across CCI with a 93% participation rate, and response rates increased in all 3 categories of 'Career, Development and Performance', 'Diversity and Inclusion', and 'Empowerment Culture'. Furthermore, CCI has been awarded the 2024 Best Employer Certificate for Türkiye, Pakistan and Kazakhstan following the process of assessment and verification of all Human Resources practices in geographical areas covered by CCI's operations.</p> <p>U30+, Women's Leadership Program, and Accelerate MasterClass leadership programs were conducted. Innovation Day was organized.</p> <p>■ For detailed information, please review the section titled People First.</p>
 Suppliers	Training programs, improvement audits, plant visits, supplier days, supplier performance scores, supplier surveys, collaboration portal, industrial development and pilot projects, Supplier Guidelines, Sustainable Agriculture Guidelines		Materials and services quality, future plans, strategic initiatives, business performance, sustainability, workplace rights, innovation in cooling equipment	<p>We continued our journey by increasing our sustainable sugar purchase volume in 2024. In 2024, we also increased the number of our suppliers registered with EcoVadis from 76 to 148. Furthermore, we organized Supplier Collaboration Day.</p> <p>■ For detailed information, please review the Responsible Procurement section.</p>





Stakeholder Groups	Dialogue Platform	Frequency of Inclusion in Processes	Main Topics	Highlights of 2024
 <p>Distributors/ Sales Partner</p>	<p>Distributor meetings, process improvement studies, regular visits, training programs, plant visits, distributor satisfaction survey, distributor portal, CCI Call Center</p>		<p>Business performance, commercial plans, satisfaction scores</p>	<p>In line with our 2024 plans, we launched our Distributor Portal platform, a first in the Coca-Cola system with its digital capabilities, and reached a 100% usage rate. We planned our 2025 actions by determining our development areas and strong areas regarding our distributor system, together with the outputs of our 2024 distributor meeting, distributor satisfaction and distributor customer satisfaction surveys. By the end of January 2025, we will launch our 2025 plans through regional distributor briefing meetings. In order to encourage our distributors to engage in sustainability activities, we will include sustainability bonus mechanics in our distributor bonus system as of 2025.</p> <p>■ Winning Together with Customers Winning Together with Customers.</p>
 <p>Customers</p>	<p>Coca-Cola Customer Promotion Tour, Customer Satisfaction Survey, CCI Call Center, training sessions, support programs, regular visits, plant visits, focus group studies, business planning meetings</p>		<p>Business performance, commercial plans, products, marketing plans</p>	<p>The results of the Annual Customer Satisfaction Survey are reflected in Action Plans and Strategic Business Plans. For example, training has begun for Dispatch Officers in Kyrgyzstan. Sustainability Awareness Initiatives were launched in Jordan. Following these and similar initiatives, there has been an increase in cooperation with customers.</p> <p>We won the Best Customer Experience (Best B2B CX) award with our Turkcell Global Bilgi and Telsell project in the International Customer Experience Awards (ICXA) competition.</p> <p>Under the leadership of The Coca-Cola Company (TCCC), and in cooperation with Advantage Group, customers' awareness and satisfaction with CCI's sustainability activities were measured for countries including Türkiye. Action plans are being worked out with commercial teams based on the results.</p> <p>■ For detailed information, please review the section titled Winning Together with Customers.</p>
 <p>Consumers</p>	<p>Coca-Cola Call Center, Coca-Cola Türkiye Merak Ettim (CCI'm Curious) Platform, Coca-Cola Social Interaction Center, website, informative publications, plant visits, product labels</p>		<p>Product quality, customer satisfaction, low and zero-calorie product alternatives, nutritional label, product contents</p>	<p>We added the 'Recycle Me' logo to the labels of our products.</p> <p>■ For detailed information, please review the section titled Consumer Value.</p>

 Regular  Periodic  Every Year

Stakeholder Groups	Dialogue Platform	Frequency of Inclusion in Processes	Main Topics	Highlights of 2024
 <p>Public Institutions and Organizations</p>	<p>Public engagements, stakeholder days, sectoral meetings, conferences</p>		<p>Compliance with legislation, contribution to regulatory development, and coordination with the public on charitable activities.</p>	<p>We participated in public sector-led initiatives such as National Circular Economy Training Sessions and Circular Economy Technical Conferences.</p> <p>We took part in informative and technical meetings with public institutions, sector associations and other companies in the beverage sector, as organizers or participants, to ensure compliance with environmental regulations, including especially the Deposit Management System (DMS) and legislation regulating food contact materials in Türkiye.</p> <p>We have worked extensively together with the Ministries of Environment in Kazakhstan, Uzbekistan and Kyrgyzstan to support and provide guidance to the establishment of environmental regulations such as Extended Producer Responsibility (EPR).</p> <p>In Türkiye, we participated in the periodic meetings of the “Union of Chambers and Commodity Exchanges of Türkiye (TOBB) Türkiye Plastics, Rubber and Composite Industry Council” and “TOBB Beverage Industry Council”, and the Foreign Economic Relations Board (DEİK) Business Council meetings of Kazakhstan, Turkmenistan, Pakistan, Bangladesh, and Azerbaijan.</p> <p>Through the negotiations we held during our investments in Uzbekistan, we managed to obtain incentives for sugar imports for 2024 and 2025.</p> <p>We started negotiations for an investment agreement in Tajikistan.</p> <p>As a result of the negotiations held with the Ministry of Economy of Uzbekistan in harmony with our sector stakeholders, the decision makers postponed the effective date to the end of 2024 in light of the demands, in order to ensure the technical adequacy of the monitoring and tracking system.</p> <p>By establishing effective consultation with public institutions in CCI regions, we ensured that local critical issues affecting operations were communicated to official authorities and resolved effectively.</p> <ul style="list-style-type: none"> › We have worked closely with governmental agencies to develop the ESG reporting standards and strengthened our sustainability position by completing comprehensive Socio-Economic Impact Studies (SEIS). › By sharing our views on key issues and global best practices through high-level engagements, we have reached consensus in many areas. › We have strengthened CCI's impact by actively participating in sectoral coalitions, task forces, and associations, ensuring alignment with sectoral targets and advocacy for sector requirements.

 Regular
  Periodic
  Every Year

Stakeholder Groups	Dialogue Platform	Frequency of Inclusion in Processes	Main Topics	Highlights of 2024
 Non-Governmental Organizations (NGOs)	Project/program partnerships, corporate and individual employee memberships, CCI Talks/participation as a webinar guest, attendance to conferences and presentations, reputation surveys, Stakeholder Day, World Volunteer Day event		CCI's operational, environmental, quality and community performance; transparency and reporting	We have worked with environmental NGOs to get aligned on regulatory frameworks for compliance and sustainability. <ul style="list-style-type: none"> > We have demonstrated CCI's commitment to community resilience and emergency response by partnering with NGOs to provide on-the-ground support during crises. > By participating in platforms hosted by NGOs to discuss pressing public policy issues, we have reinforced CCI's role as a trusted partner in sustainability and social development. ■ For detailed information, please review the section titled Responsible Corporate Citizenship .
 Union	Union representation, collective bargaining agreements, representation meetings, plant visits		Human rights and workplace rights	We continued the renewal negotiations for the Collective Bargaining Agreement in force between Coca-Cola İçecek Türkiye and Tek-Gıda Labor Union, in a constructive framework. Focusing on stakeholder relations based on mutual goodwill, business continuity, and the welfare of employees; a two-year collective bargaining agreement was concluded with common sense. ■ For detailed information, please review the section titled ANNEXES - Employees Covered by Collective Bargaining Agreements .
 Media	Press releases, press meetings, plant visits, sector events and conferences, periodic briefings and statements, support programs, regular visits, website, social media, sponsored collaborations, reputation surveys		Products, marketing and promotional campaigns, product contents, sustainability performance, social development projects	We shared important developments with the media through various means such as press releases, press meetings, plant openings, and magazine and book contents.
 Society and Environment	Coca-Cola Türkiye I Merak Ettim (CCI'm Curious) Platform, donations, website, plant visits, social responsibility projects or programs, CCI volunteer activities, Coca-Cola Türkiye Call Center, information-sharing through mass communication, product labels, advertising and marketing activities, environmental training meetings, social participation projects, field studies, meetings, surveys and opinion collection, reputation surveys, annual reports, integrated annual reports		Product quality, product content, marketing and promotional campaigns, sports tournaments	In cooperation with Abilitypool, a digital volunteer management platform, 277 CCI Volunteers in Türkiye participated in 5 volunteer activities. Abilitypool is now available in 10 CCI Countries. As part of World Cleanup Day, 500 CCI Volunteers from 6 CCI countries collected approximately 6 tons of waste. ■ For detailed information, please review the section titled Responsible Corporate Citizenship .

Stakeholder Groups	Dialogue Platform	Frequency of Inclusion in Processes	Main Topics	Highlights of 2024
 <p>Sector Associations and Umbrella Organizations</p>	<p>Corporate memberships, joint projects, participation in meetings and conferences</p>		<p>Issues concerning the entire sector, regulations, compliance with legislation</p>	<p>We have played a key role in leading sector coalitions to shape and align key sector priorities, including regulatory frameworks such as sustainability and taxation.</p> <ul style="list-style-type: none"> > We have encouraged the creation of feasible conditions for the sector by partnering with sectoral groups to advocate for positive policies such as packaging regulations. > In cooperation with important sector associations such as the Turkish Industry and Business Association (TÜSiAD), the Federation of Food and Drink Industry Associations of Türkiye (TGDF), the Union of Chambers and Commodity Exchanges of Türkiye (TOBB), the International Investors Association of Türkiye (YASED), the Soft Drinks Association of Türkiye (MEDER), and the Packaged Water Producers Association (SUDER), we ensured that consistent and unified messaging on issues impacting the beverage and fast-moving consumer goods sectors. <p>■ For detailed information, please review the section titled Annexes - Memberships.</p>
 <p>Shareholders</p>	<p>General Assemblies, website, Public Disclosure Platform (KAP), social media accounts, teleconference, webcast presentations, e-mail, investor conferences, roadshows, investor meetings, investor presentations, annual reports, sustainability reports</p>		<p>Macroeconomic status of the countries in which CCI operates, long-term investment thesis, financial and operational performance, organic and non-organic growth story, future investment plans, sustainability practices and development</p>	<p>We attended 11 Investor Conferences, 3 roadshows, and numerous analyst and investor meetings and teleconferences. At these events, we held 421 meetings with investors and analysts. We held 4 teleconferences to discuss the results disclosed the day after each quarterly financial disclosure. We also quickly responded to information requests from individual investors received via e-mail and/or telephone. We informed our investors about important events related to our company by making 92 material event disclosures on the Public Disclosure Platform.</p> <p>■ For detailed information, please review the section titled Corporate Governance.</p>



Materiality Analysis

Materiality analysis is critical to assessing our performance on issues with significant impact. With this understanding, we periodically review and update the materiality analysis and take into account the ideas and feedback of our stakeholders by regularly engaging with each stakeholder group.

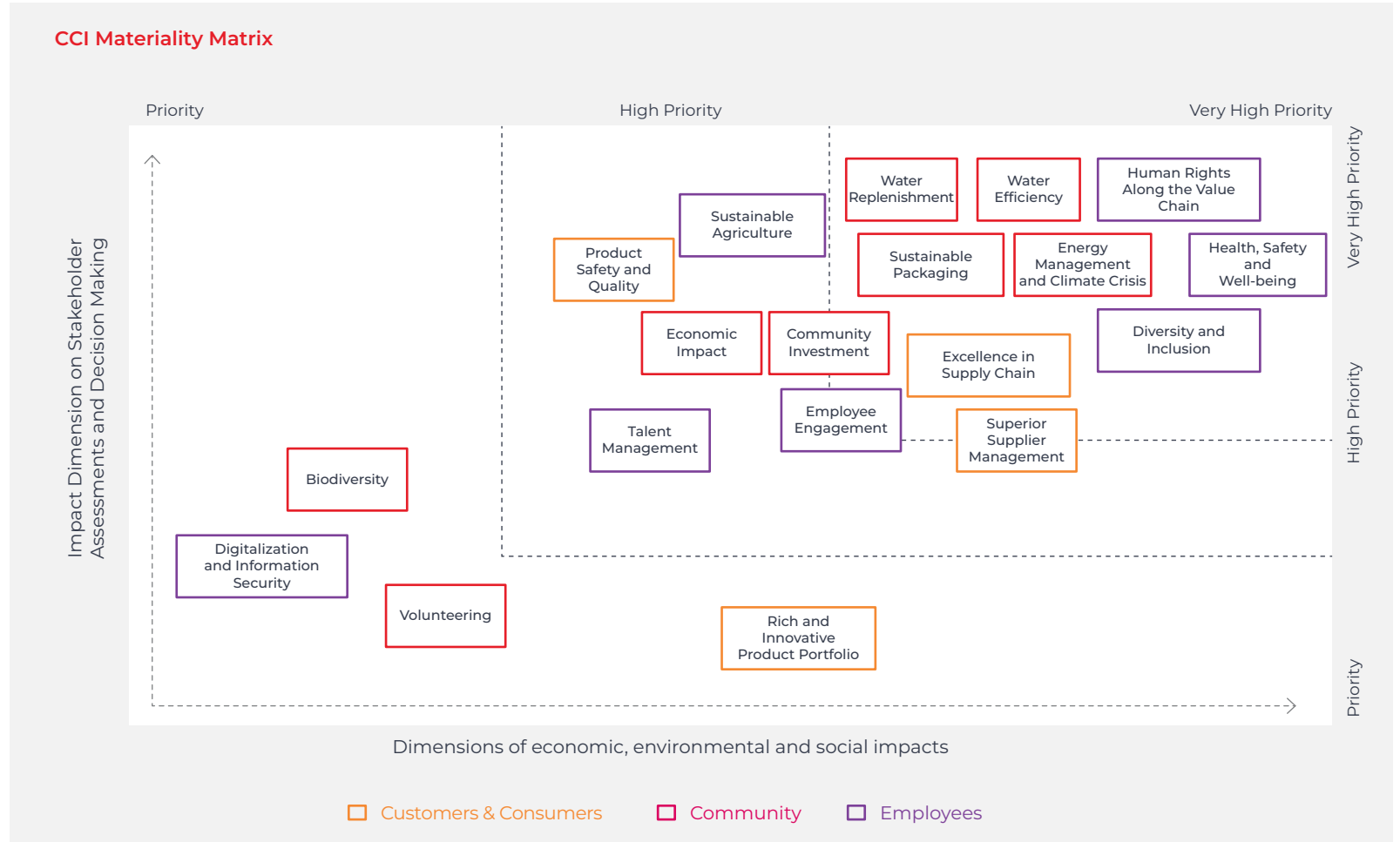
Our material topics are analyzed under 4 important headings which are as follows:

- > Global and sectoral risks and opportunities affecting CCI
- > CCI's and the TCCC's strategic priorities
- > CCI's operations and the social, economic and environmental impact on its value chain
- > Stakeholders' concerns and expectations

Our current materiality matrix, created as a result of reviews and analyses, is evaluated and approved by the Executive Committee.

In 2023, in order to obtain the opinions of our stakeholders on our material topics, we conducted a survey with a sample of our internal and external stakeholders and prioritized the material topics we identified in line with our business strategy and model. And we monitor the majority of these topics that our stakeholders have identified as "very high priority", with detailed targets and performance criteria within the scope of our 2030 Sustainability Commitments. We also fully integrate the results of the materiality assessment into the Enterprise Risk Management process to ensure that risks and opportunities are systematically identified, assessed and managed along with financial and operational risks.

Within the scope of all these efforts, we periodically implement our material sustainability topics, which we have gathered under 19 main headings, and evaluation studies regarding these material topics, in line with the feedback we receive from our internal and external stakeholders. As part of the evaluation we conducted during the reporting period, no changes were foreseen in our material topics universe. In 2025, we aim to conduct a study in line with the principle of double materiality in order to reveal the financial, environmental and social impact dimensions of our material topics in more detail and to share the results thereof in our 2025 report.



Material Sustainability Topics

Consumer Well-Being

Our consumers have the privilege of choosing from a wide range of beverages that match their preferences and meet the high product quality and safety standards which happen to be key to our business model.

Environmental Footprint

With each step, we strive to minimise our impact on the environment by using fewer natural resources, operating more efficiently and generating less waste, with a focus on 'energy management and climate change', 'water' and 'sustainable packaging'.

Community Development

We give heed to the expectations of our employees through a number of interaction platforms, striving for a workplace that fully meets their expectations and making development-oriented investments thanks to which we provide them with talent development programs.

Customer Value

We are dedicated to continuously improving customer satisfaction in all regions and thus achieving operational excellence through our customer-focused business model and superior supply management.

Human Rights

We let our pioneering policies and practices light our path as we strive to be an excellent, safe, diverse and equal opportunity workplace that positively impacts all employees across our operational value chain.

Human Capital

We give heed to the expectations of our employees through a number of interaction platforms, striving for a workplace that fully meets their expectations and making development-oriented investments thanks to which we provide them with talent development programs.



FUTURE OUTLOOK

#ResilienceInAction

Sales Volume:

**Mid-single digit
growth on a
consolidated basis**

Net Sales Revenue/Unit Case*:

**Mid-single digit
growth**

EBIT Margin*:

In parallel with 2024

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



Our Operating Environment

Economic and Political Conditions

The global outlook in 2024 remained complex, marked by ongoing geopolitical and environmental challenges. The ongoing Russia-Ukraine war continued to have significant economic and social impact, while the war in the Middle East had severe humanitarian and economic consequences. Tensions in the Red Sea continued to disrupt global supply chains. Natural disasters; including devastating floods in Pakistan, Bangladesh, Kazakhstan, and Uzbekistan, and widespread forest fires in Türkiye have further deepened these challenges.

The political environment in the geographical areas covered by CCI's operations also experienced important developments. Following the 2023 general elections in Türkiye, the 2024 local elections resulted in a change in local governments. The government introduced orthodox economic policies to support stabilization efforts, although high inflation remains a key challenge.

In Pakistan; despite political instability and economic challenges, signs of economic recovery have emerged, with the support of an International Monetary Fund (IMF) agreement aimed at stabilizing the economy. Although efforts are underway to broaden the tax base, the impact of taxes on consumer spending and overall economic activity needs to be further evaluated. While the increasing workers' remittances and IT exports, as well as efforts to increase budget revenues, contributed to a more optimistic outlook, sectors sensitive to consumer demand were negatively affected.

Central Asia has witnessed important political developments; Uzbekistan took an important step in its political process by holding parliamentary elections in October 2024. Kazakhstan has continued its political transformation by focusing on liberalization, economic diversification, and social justice. Regional cooperation has gained momentum through initiatives such as the 6th Consultative Meeting of the Presidents of Central Asian States and the 11th Summit of the Organization of Turkic States.

Mass protests took place throughout the year in Bangladesh, which entered 2024 with problems such as high inflation and rising unemployment. A student-led protest movement in July led to the formation of an interim government, significantly altering the country's political trajectory.

These developments underline the region's potential for economic recovery and enhanced regional cooperation. However, significant geopolitical and environmental risks remain that pose threats to supply chain stability and consumer purchasing power. Additionally, consumer sentiment in various markets, particularly in Türkiye and some parts of the Middle East, has been affected by regional geopolitical events, potentially affecting consumption habits. In response, CCI has taken cautious steps to mitigate risks and ensure continuity of operations amid these challenges.

Legislation in CCI Countries

Water Law and Water Efficiency Regulation

The forthcoming Water Law and Water Efficiency Regulation are expected to bring significant changes to industrial water use and planning, including stricter checks on wells in closed water basins such as Bursa. We are closely following these developments and collaborating with sectoral umbrella organizations and associations such as the Union of Chambers and Commodity Exchanges of Türkiye (TOBB), the Packaged Water Producers Association (SUDER), the Soft Drinks Association of Türkiye (MEDER), and the International Investors Association of Türkiye (YASED), and we advocate for industry-friendly solutions and align our strategies to minimize potential impact.

Tax Regulations

In Türkiye; the 35% Special Consumption Tax (SCT) applied only to cola-flavored carbonated drinks and the 10% SCT rate applied to other carbonated drinks and fruit juices create a significant burden on the beverage sector. On the other hand, VAT rates for our products are 1% for water and hundred-percent fruit juice, while they are 10% for the rest of our products. We closely monitor the tax regime and advocate for a fairer taxation framework.

Climate and Sustainability

The proposed Climate Law aims to set national emissions mitigation targets. We advocate for private sector participation, seek incentives for emissions mitigation investments, and support penalty-free pilot projects under the Emissions Trading System (ETS) to encourage sustainable innovation.

Mechanically Recycled PET (rPET) Legislation for Food Contact

Under current legislation in Türkiye, the use of mechanically recycled PET (rPET) in food contact practices is not permitted. On the other hand, the European Union (EU) legislation has updated the rules that allow this use. In this context, Türkiye is also expected to harmonize the relevant regulations with EU legislation. It is expected that efforts will continue in 2025 within the scope of the integration of EU legislation on green packaging solutions into Türkiye.

Recycling Participation Share (GEKAP)

Our company is subject to GEKAP, a legal framework implemented in 2020. GEKAP requires legal entities to prepare a Recycling Participation Declaration for primary and secondary packaging associated with imported or domestically marketed products and pay a fee accordingly. However, recent legislative changes, which envisage the Deposit Participation Fee (DEKAB) to come into effect as of the third quarter of 2023, have resulted in a significant decrease in CCI's GEKAP payments for 2024.

Deposit Participation Fee (DEKAB)

Beverage packaging subject to the Mandatory Deposit Management System (DYS) to be implemented in Türkiye is exempt from GEKAP fees. While the actual collection phase of the DYS has not yet started, all beverage manufacturers pay DEKAB fees for beverage packaging falling within the scope of the DYS. Although the responsible institution, the Turkish Environment Agency (TÜÇA), has stated that they are targeting DYS, this target does not seem to be easily achievable. On the other hand, it was stated that the collected DEKAB fees would be used to cover the initial costs. Similar to last year, DEKAB fees applied to producers remained equivalent to GEKAP fees for 2024. However, according to information shared by TÜÇA, an increase in DEKAB fees is possible if DYS's collection programs begin in 2025.

Our Operating Environment

Risks and Opportunities

Our Strategic Priorities for 2024-2026

Our Expectations for 2025

Track & Trace-T&T

Track & Trace-T&T is an initiative designed to combat counterfeiting in the trade of products that are critical in terms of health. Following its successful applications in the pharmaceutical, tobacco and alcoholic beverage sectors, this system has also been implemented for non-alcoholic beverages by the Eurasian Economic Union countries. It is noteworthy that this labelling system is not applied to non-alcoholic beverages in any developed economy around the world. As CCI, we have provided science-based feedback to relevant public authorities on the impact of T&T on beverage producers and the sector in the form of high machinery and equipment costs and very high recurring costs. This feedback is of great importance for the sustainability and efficiency of the sector. We have also emphasized that end-to-end traceability is nearly impossible due to limited value chain readiness and infrastructure deficiencies. Currently, T&T is partially implemented in Uzbekistan and Kyrgyzstan, creating numerous negative impacts on production rates, sector growth and public revenues.

Extended Producer Responsibility (EPR) Practices

EPR practices are becoming increasingly widespread in countries that have relations with European countries, generally under the influence of the EU Green Deal regulations. Efforts to establish an EPR system are underway in Uzbekistan, while Kyrgyzstan is making efforts to implement an ecological pricing system based on waste weight. Additionally, Pakistan's Gilgit-Baltistan province has introduced a system allowing private sector-led collection initiatives under its provincial EPR approach. It is thought that similar practices will be allowed in other provinces in the near future. We also meticulously follow the studies on EPR in Azerbaijan, Jordan and Bangladesh.

Special Consumption and Sales Taxes

In addition to standard taxation regimes, our beverages may be subject to special taxes, such as Special Consumption Taxes (SCT), in some countries. Indirect taxes on beverages may vary from country to country and may be referred to by other terms such as excise duty or sugar tax. Prices of non-alcoholic beverages may be affected by special consumption taxes and other indirect charges.

In Uzbekistan, excise duty has been implemented since April 2024, which has caused the sector to shrink and thus the state revenues to decrease.

In Türkiye, all carbonated and non-carbonated soft drinks are subject to excise duty, and cola drinks are subject to a different tax rate compared to other carbonated drinks. In Jordan, special consumption tax only applies to carbonated drinks. In Tajikistan, special consumption tax is levied on carbonated drinks, carbonated soft drinks, and tea. In Kyrgyzstan, excise duty per liter is imposed on sugar-sweetened beverages.

COP29

The 29th Conference of the Parties (COP29) of the United Nations Framework Convention on Climate Change was held in Baku, Azerbaijan, from 11 to 22 November 2024, with the participation of 193 countries. CCI also participated in the event, brought together country leaders, international organizations and civil society leaders to address global warming. At the conference, discussions were held regarding a comprehensive action agenda covering emissions mitigation, adaptation, financing, technology, and carbon markets.

COP29 resulted in a landmark agreement to triple annual climate finance for developing countries. It set a target of US\$300 billion per year by 2035, a significant increase from the previous annual target of US\$100 billion. While this amount was viewed as insufficient by developing countries, the least developed countries emphasized that \$1 trillion is needed annually for a just transition to clean energy and the development of the necessary infrastructure.

Highlights at COP29 included agreement reached on guidelines regarding the provisions in Article 6.2 (Paris Agreement), which covers carbon trading between countries, and initiatives in relation to expansion of renewable energy, hydrogen projects, methane emissions mitigation, and energy efficiency. New declarations and strategies were presented to increase cooperation to combat the climate crisis and support the targets of the Paris Agreement.



Digital Development

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

- > **Customer Experience:** Improving customer experience by using data and digital capabilities.
- > **Operational Efficiency:** Achieving high levels of efficiency, quality and environmental sustainability in all our end-to-end processes.
- > **Employee Experience:** Automating low value-added jobs, integrating the data generated by our strong technology infrastructure into strategic and operational decisions, and providing our employees with up-to-date skills required by the digital age.
- > **Business Continuity and Resilience:** Minimizing risks and responding quickly to changing business needs by implementing high-performance and secure systems with state-of-the-art technologies.
- > **Innovation:** Contributing to our business models with potential opportunities by experiencing new technologies.

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

With RPA (Robotic Process Automation), we generate approximately 220 thousand person*hours of work annually, and with our process mining solutions that we use in our finance and supply chain processes, we detect process deviations and/or bottlenecks and take corrective actions.

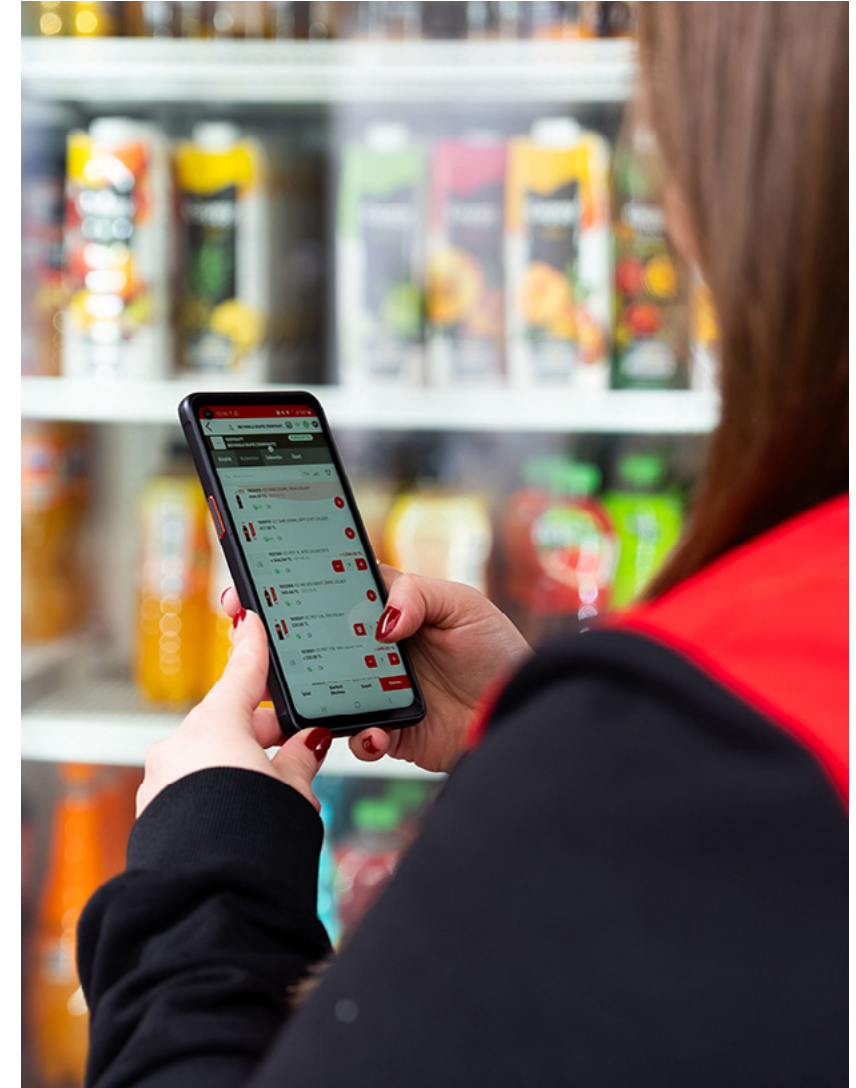
We place data and data analytics at the center of our business model with our own artificial intelligence models that support the most critical processes such as customer segmentation, demand forecasting, and order suggestion, a reliable corporate reporting infrastructure, and data-driven transformation programs that prepare our company for the future.

In order to add value to our customers, employees and the environment and to create a culture of innovation, we test, design, develop, and create products through advanced technologies, and data and artificial intelligence-based sectoral solutions, in our BÜDOTEK Teknopark office, which we positioned as an innovation and incubation center. We collaborate with start-up communities, universities and ecosystem partners to showcase solutions, to co-innovate, and to develop.

We continued our R&D and innovation studies on our artificial intelligence-supported and optimization-based end-to-end supply chain planning product "Connected Planning", in our BÜDOTEK Teknopark office in 2024. In addition to our efforts to increase demand forecast consistency; we have carried out experimental studies on 18-month demand forecasting, annual demand planning, and production optimization developments for annual planning.

In 2025, we aim to offer the following capabilities to our customers with our new project on the CCINEXT platform, in our Teknopark office:

1. **Personalized Experiences:** Increasing customer satisfaction by offering product recommendations, campaigns and communication strategies suitable for each customer.
2. **Effective Automation Strategies:** Increasing efficiency with high-performance and intelligent automation solutions that optimize business processes.
3. **Increased Sales and Customer Satisfaction:** Increased Sales and Customer Satisfaction



Risks and Opportunities

As CCI, we closely monitor global risks as we conduct our business in the geographical areas in which we operate. In addition to data from the Coca-Cola system, we also take into account the analyses of the World Economic Forum (WEF) and global survey results. We evaluate risks and opportunities on a country and regional basis, and create and update business plans annually for the subsequent three years.

Global Risks

2024 was a year in which global conflicts and social polarization have intensified and extreme climate events have become more prominent. Along with disinformation and misinformation, cybersecurity threats and economic uncertainty have also remained on the agenda. In the long term, it is anticipated that environmental risks and climate change will climb up even higher in their ranking on the global agenda.

Economic Uncertainty: Continuing high inflation and interest rates, as well as geopolitical tensions, are putting heavy pressure on economic growth in export- and manufacturing-oriented markets. It is anticipated that this economic downturn, which is already visible, will keep regional and global growth under pressure.

Climate Change, Environmental Risks and Disasters: In the 2024 WEF Global Risks Report, climate change and extreme weather conditions, critical changes in the world system, biodiversity loss and ecosystem collapse, depletion of natural resources, and pollution are seen as serious risks. With the added influence of initiatives with large impact on a global scale, steps are being taken to reduce these risks, and 2025 is expected to stand out as a year in which green transformation strategies gain momentum and global trade and economic structures are established on a more sustainable basis.

Cyber Incidents: It is estimated that the annual cost of cybercrime to the global economy will reach 10 trillion dollars by 2025. The possibility and impact of cyber threats are increasing due to the increasing use of new and developing technologies, including especially artificial intelligence applications, and the impact of geopolitical developments.

* Deloitte Consumer Products Industry Outlook 2024

Sectoral Risks

After 2023 and 2024 are marked by strong inflation and weak growth, a global recovery is expected in 2025. However, in the new era, the conditions for growth include some popular topics such as creating the right product mix, effective use of productive artificial intelligence applications, and adapting to the risks caused by changing legal regulations.

Important Opportunities for CCI

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



Important Risks for CCI

Prioritized Risk	Description	Potential Outcomes	Mitigation Actions
1 Macroeconomic Slowdown and Instability	<ul style="list-style-type: none"> > High global interest rates > Persistent inflation > Geopolitical risks > Unconventional monetary policies > Domestic instability 	<ul style="list-style-type: none"> > Negative impact of the decline in demand on our company's operating and financial results. > Increased costs > Both suppliers and distributors may face the risk of financial bottlenecks and the inability to ensure continuity of operations > Liquidity constraints and difficulties in accessing financial resources Declining risk appetite 	<ul style="list-style-type: none"> > Reduction in exposure to localized economic risks through diversified product portfolio and geographical operations > A portfolio and flexible business model that can be responsive to changes in consumer needs during times of economic recession > Dynamic hedging initiatives > Additional liquidity creation for suppliers and distributors > Disciplined cost base and strict working capital management > Strong liquidity and diversified as well as redundant assets > Stakeholder Management
2 Political Instability and Security	<ul style="list-style-type: none"> > Ongoing instability and geopolitical risks in emerging markets > The raging Russia-Ukraine war and the tension in the Middle East > Sanctions and the risk of spillover effects on neighboring countries > Global Elections > Trade wars 	<ul style="list-style-type: none"> > Security risks that may occur concerning our personnel and the company's assets > Financial crises > Difficulties in accessing infrastructure and raw materials for production New waves of migration > New legislation > Volatile and challenging geopolitical conditions with possible tensions in domestic and foreign politics negatively affecting consumer demand. 	<ul style="list-style-type: none"> > Incident Management and Crisis Resolution (IMCR) provision > Physical and electronic security > Travel Safety > Social Interaction Center > Plans for alternative raw material supply > Embracing the local culture > Continuous stakeholder dialogue and engagement to protect our business from compliance and reputational issues
3 People and Talent Management	<ul style="list-style-type: none"> > Necessary activities to ensure access to new talent, which is limited, and to increase the skills of existing human resources > Digital transformation and integration into the rapidly changing world > Failure to achieve unity of purpose > Cultural mismatch > Occupational health and safety > Emotional vulnerability and lack of social support > Job Dissatisfaction > Bias > Failure to worklife balance 	<ul style="list-style-type: none"> > Loss of confidence in employer brand > Productivity loss > Risk of potential opportunities not being realized > Loss of key human resources > Failure to attract new talented human resources to the company Employee burnout > Decreased competitiveness of the company 	<ul style="list-style-type: none"> > Agile and strategic talent acquisition and ever-growing employer brand > Supporting talents to enable teams to grow both personally and professionally > Communicating with and retaining employees by adopting a people-centered approach > Commitments to enhance diversity and inclusion > Standardization of security protocols > Launching the Life-Saving Rules in collaboration with TCCC > Sharing know-how to business partners > Adopting the principles of continuous training and keeping the communication channels open

Global and Sectoral Risks

Important Risks for CCI

Prioritized Risk	Description	Potential Outcomes	Mitigation Actions
4 Ethics, Compliance, Regulation and Taxes	<ul style="list-style-type: none"> > Being subject to many different and varying laws, regulations, and tax guidelines in the countries in which we operate > Regulations on manufacturing, sales and distribution, packaging, the use of certain ingredients in ingredi-ents, recycling, and labeling requirements > Low ranking in the Corruption Perceptions Index for the countries in which we operate > The risk of an increased tendency of governments to control data with focus on the protection of personal data in these countries 	<ul style="list-style-type: none"> > Reputational loss of our company > Increased operational and compliance costs > Financial impact of new/higher taxes or changes in tax laws > Restrictions on our operations > Violation of laws, regulations, and our code of ethics > Administrative penalties > Economic losses of fraud > Increased economic difficulties and corruption/ fraud risks in our oper-ating geography 	<ul style="list-style-type: none"> > Ongoing monitoring of economic and other sanctions > Ongoing monitoring and assessment of risks associated with suppliers and distributors > New policies on money laundering, corruption, and sanctions > Continuous communication and training with all employees > Maintaining open and continuous communication with sector stakeholders, regulators, and local and central authorities within the framework of the legal provisions > Economic impact surveys
5 Supply Chain Disruption	<ul style="list-style-type: none"> > Increasing demand and fragile supply chains > Variable transportation costs due to geopolitical risks > Geopolitical turmoil and abnormal climate events > Low commodity investments in the past 	<ul style="list-style-type: none"> > Shortage and delay in material supply > Increase in the cost of manufacturing > Disruption in manufacturing due to insufficient inventory 	<ul style="list-style-type: none"> > Advance purchase and long-term contracts > Identification of alternative suppliers > Financial hedging contracts > Establishing local supply chains as much as possible > Supporting supply chain operations > Inventory creation for key SKUs pre-season at strategic suppliers > Alternative packaging and actions to reduce the weight of currently available packaging
6 Natural Disasters and Business Continuity	<ul style="list-style-type: none"> > Unusually severe weather conditions > Natural disasters > Public health emergency 	<ul style="list-style-type: none"> > Life safety risks to our employees > Material damage to our facilities and assets > Supply chain disruptions > Loss of financial resources > Critical disruptions to infrastructure > Waves of migration > New legal regulations > Decrease in demand for our products 	<ul style="list-style-type: none"> > Developing a business continuity plan > Improving capabilities of Core and Extended Teams for Incident Management and Crisis Reso-lution (IMCR) > Proactive protection of our employees and Company assets > Having action plans and teams ready for emergency situations > Familiarizing everyone with the precautions to be taken in emergencies Implementation of social projects > Reducing long-term environmental impacts by creating a low-carbon and recycling-oriented society > Contribution to raising environmental awareness among stakeholders

Our Operating Environment **Risks and Opportunities** Our Strategic Priorities for 2024-2026 Our Expectations for 2025

Global and Sectoral Risks **Important Risks for CCI**

Prioritized Risk	Description	Potential Outcomes	Mitigation Actions
7 Sustainability Risks	<ul style="list-style-type: none"> > The long-term direct and indirect impacts of climate change on our business and supply chain > Increase in sensitivity to and concern about packaging waste and plastic pollution all over the world > The need for adequate and secure access to water resources, both for the health and well-being of the people living in the regions in which we operate and for the continuity of our operations > The impact of scarcity/price, legislation, and high taxes on agricultural commodities such as sugar and fruit 	<ul style="list-style-type: none"> > Water supply and raw material shortage > Natural disasters > Legal regulations and law enforcement > Lack of access to finance > Taxes > Reputational loss > Public health problems > Decreased commitment of employees > Decline of competition > Shortage and delay in material supply > Rising Costs > Disruption in manufacturing due to insufficient inventory 	<ul style="list-style-type: none"> > Close monitoring of the 9 different Commitments for 2030 and the targets set therein under the titles of Packaging, Water, Climate, Human Rights, Diversity & Inclusion, and Community > Investigating possibilities and conducting feasibility studies with a view to providing sustainable resources > Monitoring and raising awareness among all stakeholders in addition to our operations on efforts to increase efficiency > Building partnerships with local communities, NGOs, start-ups, and universities. > Building active relationships with diverse stakeholders > Focusing on sustainable procurement
	<ul style="list-style-type: none"> > Failures in crisis management > Defective products and services > Cyber security issues > The risk of disinformation posed by social media > Governance risks > Environmental and social impact > Legal and regulatory issues > Ethical misconduct 	<ul style="list-style-type: none"> > Reputational loss > Financial impact due to decline in sales volume and market share > Increased regulatory scrutiny > Failure to attract potential and talented employees 	<ul style="list-style-type: none"> > Political neutrality and neutral stance > Crisis management planning > Scenario analysis > Employee engagement surveys > Effective stakeholder communication > Research of central and local authorities > Monitoring and measuring media impact > Social media monitoring and CRM > Communication assessment as a company (direct or indirect/reactive or proactive) > System alignment (Main stakeholders: TCCC and Anadolu Group) > Investing in community programs > Boosting local investment

Our Operating Environment **Risks and Opportunities** Our Strategic Priorities for 2024-2026 Our Expectations for 2025

Global and Sectoral Risks **Important Risks for CCI**

Prioritized Risk	Description	Potential Outcomes	Mitigation Actions
9 Changing Consumer Preferences, Retail Environment, and New Digital Business Models	<ul style="list-style-type: none"> > Consumer preferences, purchasing, and consumption habits are changing rapidly. > Misconceptions about consumer health trends and the impact of our products on health. > Changing consumer habits and increasing online shopping and transactions > The impact of social media on the perception of customers 	<ul style="list-style-type: none"> > Possible fluctuations in demand > Shrinking customer base > Failing to keep pace with the pace of new sales channels and platforms > Change in the competitive environment > Lower product availability > Declining profits 	<ul style="list-style-type: none"> > Our vision to stand by our consumers with our diversified beverage portfolio in every market > Providing solutions that are fit-for-purpose > "0 sugar" strategy > E-RGM strategy > Digitalization > Improving compliance with TCCC
10 Data Protection and Cyber Security	<ul style="list-style-type: none"> > Cyber Attack > Data center and server failures > Risks associated with the security of information systems and data concerning unauthorized access, misuse, interruption, alteration, or destruction 	<ul style="list-style-type: none"> > Breach of corporate or personal data > Financial loss > Possible disruptions in operations > Loss of corporate reputation > Situations arising that conflict with the KVKK > New legal regulations 	<ul style="list-style-type: none"> > Risk and compliance-oriented management > Effective collaboration with all units of CCI > Real-time security monitoring > Advanced detection/preventive measures > Protecting digital data, borders, server-network infrastructure, cloud infrastructure, and products Perfecting security automation processes
11 Relationship with TCCC	<ul style="list-style-type: none"> > Our contracts with TCCC which are fundamental to our business model and the risks of termination or unfavorable renewal terms 	<ul style="list-style-type: none"> > Loss of Reputation > Reduced income > Rising Costs > Fewer opportunities for inorganic growth 	<ul style="list-style-type: none"> > Managing the relationship with TCCC through open and transparent agreements > Ensuring long-term plans and annual business plans are harmonized with TCCC > Partnering effectively for growth > High-level representation and participation in senior management meetings > Frequent communication and sharing of best practices within the TCCC framework > Participation in joint projects focusing on strategic issues and long-term business plans > Excellence in implementation and investments

Our Strategic Priorities for 2024-2026

In the 2024-2026 period, we remain set on making business decisions within the core of stakeholder-based value creation. We are guided by our strategic priorities, covering five key areas, "To be the best fast-moving consumer goods company in the communities we operate in".



Accelerating Quality Growth

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

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



Being the Top Company in Fast Moving Consumer Goods

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

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



Winning With Our People

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

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



Digitalization For Industry Leadership

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

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



Winning With Our Stakeholders

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

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

Our Expectations for 2025

In addition to the repercussions of developments in the Middle East, 2024 was a year in which the effects of high inflation continued. Despite this, the actions we took and the relative improvement in market dynamics enabled volumes to gradually recover in our main markets of Türkiye and Pakistan, especially in the last quarter of the year.

As we leave a challenging operational environment behind in 2024, we will continue to focus on areas we can control in 2025 and remain committed to our purpose of creating sustainable value. Accordingly, we will focus on achieving volume growth by prioritizing the right pricing for our products, delivering world-class field applications to our customers, and maintaining our overall commitment to operational excellence.

Following our disclosure of our volume expectations for 2025, we are providing more detailed expectations for NSR (Net Sales Revenue)/unit case and EBIT margin, both on a reported basis and excluding IAS 29 adjustments. In addition, we have also included Bangladesh in our 2025 volume expectations. It had limited impact on the volume expectations that we had previously disclosed. Therefore, we continue to maintain our previous volume expectations. These additional data provide greater clarity about the financial outlook and demonstrate our commitment to creating transparent communication with our stakeholders.



CCI 2025 Expectations (On a reported basis):

Sales Volume:

- Mid-single digit volume growth on a consolidated basis;
- > Low-to-mid single digit sales volume growth in Türkiye
 - > Mid-to-high single digit sales volume growth in international operations

Net Sales Revenue/Unit Case:

Mid-single digit growth

Earnings Before Interest and Taxes (EBIT) Margin:

In parallel with 2024

CCI 2025 Expectations (excluding inflation accounting effect):

Sales Volume:

- Mid-single digit volume growth on a consolidated basis;
- > Low-to-mid single digit sales volume growth in Türkiye
 - > Mid-to-high single digit sales volume growth in international operations

Net Sales Revenue/Unit Case:

Low 20s percentage FX-neutral growth

Earnings Before Interest and Taxes (EBIT) Margin:

A slight pressure compared to 2024

OUR VALUE CREATION APPROACH

#ResilienceInAction

We make efforts to create value together with our customers, consumers and society in the resource use, production, logistics, sales and marketing, consumption, and recycling stages that constitute our value chain.

Our Value Chain

Resource Use

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

Recycling

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

Consumption

We reach 600 million consumers through more than 20 brands. We offer our consumers a wide array of products for every lifestyle and occasion, while always prioritizing the safety and quality of our products.

Production

We consume less while we produce more. We are constantly innovating to increase our resource efficiency and improve our packaging in 33 bottling and 3 fruit processing plants in 12 countries for more sustainable production. We achieve recycling rates of up to 99% in plants and are making rapid progress towards our zero-waste target. We maintain international standards and work with approved excellence programs. Our plants are audited annually as per The Coca-Cola Operating Requirements (KORE).

Logistics

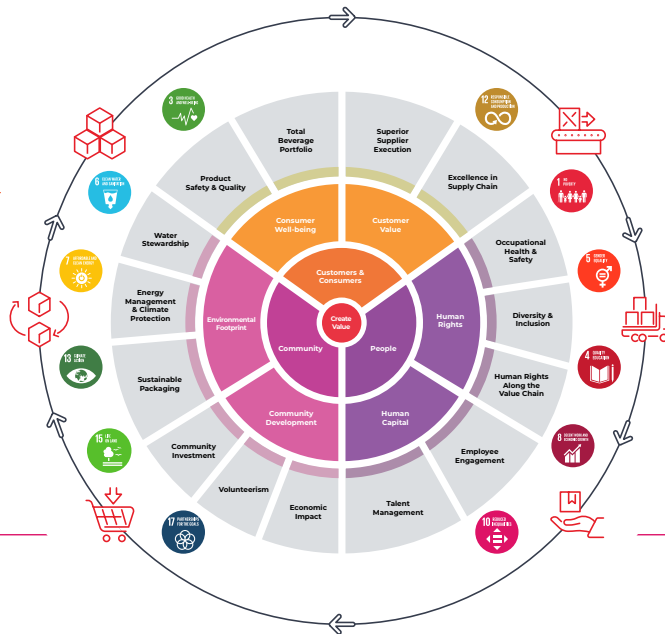
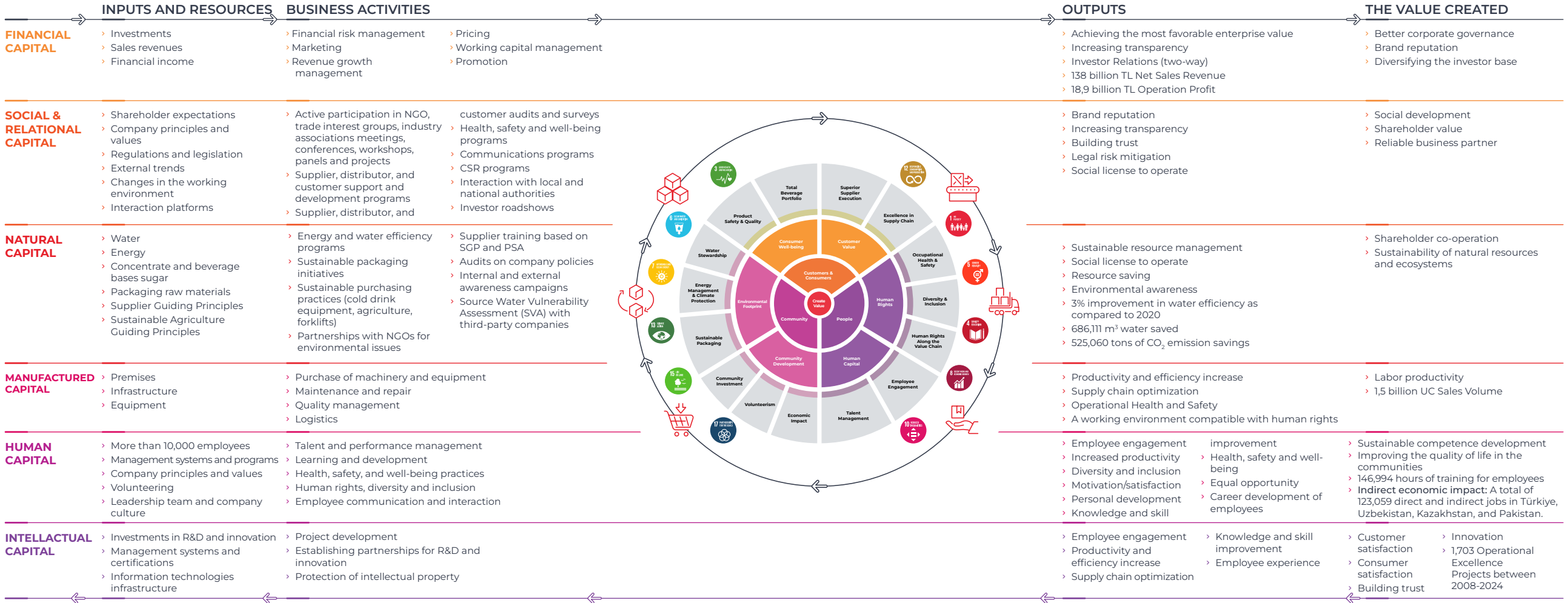
We use digital technologies to plan our warehouse operations in line with the customer and distributor demands. We are growing with our distributors. We promote CCI values throughout our value chain. We make investments in the talent development of our distributors to maximize favorable market entry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

Sales and Marketing

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



Our Value Creation Model



People First

#ResilienceInAction

As CCI, we believe that the most important element of the success and longevity of our operations is our human resources. Therefore, we attach great importance to creating a safe, fair and equitable working environment for all our employees.

27.27%
Increase in the proportion of new female employee hires

Gender-based wage difference
0

94,846
hours of OHS training



Human Rights Along the Value Chain

We see respect for human rights as our top priority in every field we work in. We aim to build trust-based relationships by establishing open, honest and inclusive communication with all our stakeholders, starting from our employees to our business partners. With this approach, we continue to create working conditions in compliance with human rights in every region where we operate and to raise awareness on this issue.

OUR COMMITMENTS

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

OUR RELATED POLICIES

- [Human Rights Policy](#)
- [Supplier Guiding Principles](#)
- [CCI Code of Ethics and Ethics Line](#)

RELATED MEMBERSHIPS: [Please click.](#)

SDGs:



How We Govern?

Based on our CCI Human Rights Policy (HRP), we are committed to complying with applicable labor law wherever we operate and aim to create a work culture where our employees can fulfill their potential and professional goals. We consider it one of our most fundamental goals to spread this understanding throughout our entire value chain. We make sure that our employees internalize the CCI Human Rights Policy through regular training programs.

If any inconsistency is detected between the principles of our Human Rights Policy, and the laws, customs and company practices in the region where they work, our employees should report this to their local managers, the Human Resources Department, the Group

Employee Relations and Human Rights Manager, the Local Ethics Officer, or the Group Ethics Officer via the CCI Ethics Line, either by disclosing their name or anonymously.

All employees are treated equally when there is a violation of the CCI Human Rights Policy. The Ethics and Compliance Department, acting in collaboration with the Employee Relations and Human Rights function included within the CCI Group Human Resources Department, deals with notifications concerning the CCI Human Rights Policy and violations. No retaliation or counter-action will be taken against employees who make a notification. All notifications are investigated, and if violations are proven, corrective actions are taken within the framework of the CCI Human Rights Policy and the Code of Ethics.

CCI Human Rights Policy (HRP)

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

CCI'M HUMAN

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

The CCI Human Rights Policy addresses the following topics:

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

Supplier Guiding Principles (SGP) Compliance Audits in CCI Operations

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

- > **Green (0 points):** No action required. The facility is re-evaluated within 1-3 years.
- > **Yellow (1-7 points):** To achieve the green status, minor findings must be corrected within the timeframe specified by the audit team. Once a company achieves the Green status, it is re-evaluated within 1-3 years.
- > **Red (28+ points):** The Facility Action Plan form is filled out by the company and submitted to the audit team. The company is expected to address the findings as outlined in the Facility Action Plan approved by the audit team. The follow-up evaluation is conducted within 6 months of the initial evaluation. The process continues until the company achieves the Green status or is de-authorized.

2024 Targets	Performance in 2024	Status	2025 Targets
> Successfully complete all SGP audits	> Audits were successfully carried out in the factories in Mersin, Türkiye; in Rahim Yar Khan, Multan, Gucranvala, Lahore, and Karachi in Pakistan; in Bishkek, Kyrgyzstan; in Burunday, Kazakhstan; and in Urgench, Uzbekistan.		> Successfully complete all SGP audits

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

What We Implemented in 2024

We Proudly Celebrated the 5th Anniversary of Our CCI Human Rights Policy

We celebrated the 5th anniversary of our CCI Human Rights Policy with a one-page communication campaign prepared in each country's local language. This milestone reaffirms our commitment to fostering a fair, safe, and respectful workplace. Through awareness trainings, dedicated projects, and transparent reporting mechanisms, we continue to demonstrate our determination to uphold human rights across all our operations. As we celebrate this anniversary, we remain focused on advancing these values even further.

CCI Human Rights Policy Refresher Training

The renewed Human Rights Policy training reinforces our ongoing commitment to human rights by raising awareness and refreshing knowledge among all white-collar employees at CCI.

Our Rights, Our Future, Right Now

As part of Human Rights Day on December 10, 2024, CCI carried out various activities in line with the United Nations theme of "Our Rights, Our Future, Right Now". Through the 'Speak Up' infographic, we guided our employees on ethics and human rights processes, while also reaffirming our commitment to human rights by sharing clear, informative content about the CCI Grievance Mechanism.

Annual Leave Planning System

As CCI, we have developed an Annual Leave Planning System to enable our employees to plan their annual leaves more easily and efficiently. The system promotes

life-work balance, improves transparency in leave processes, and supports better workload planning across teams. It also enables executives to manage resources more effectively with access to a centralized leave calendar.











Expanding the Scope of Impact of the CCI Human Rights Policy and Supply Chain Principles

As part of the regular Supplier Guiding Principles (SGP) Compliance Audits regularly conducted at CCI plants, we have begun developing an audit model that goes beyond our facilities and direct suppliers. This new approach aims to also cover our construction projects and distributors who are the key actors within our value chain. In this context, the Coca-Cola System's first SGP Compliance Audit was carried out at a construction site in CCI Azerbaijan to evaluate compliance with the CCI Human Rights Policy and local labor laws, and to inspect working conditions.

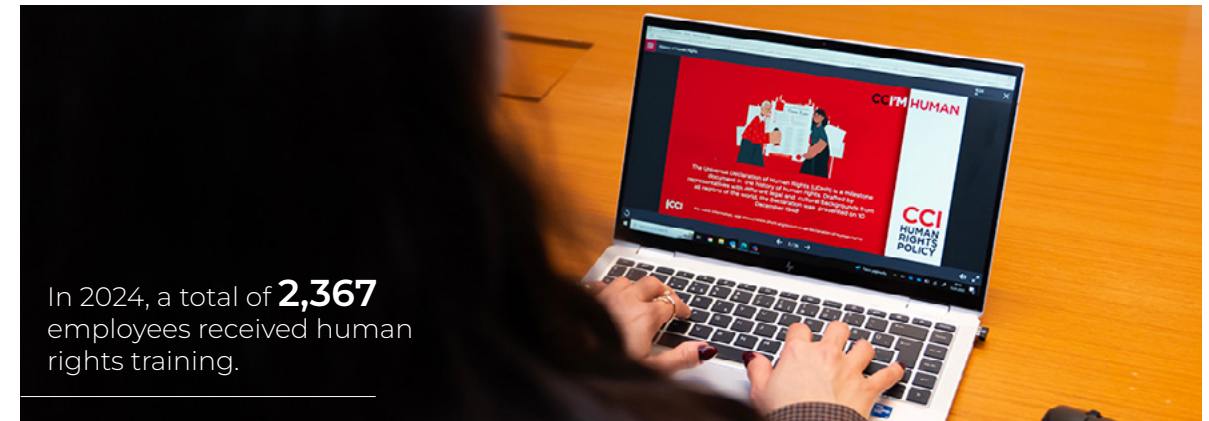
With guidance from the International Finance Corporation (IFC) of the World Bank, we have also implemented a Grievance Mechanism procedure tailored for all future construction projects.

These steps are designed to broaden our impact by extending our human rights commitment across all business partners. By promoting inclusive and sustainable practices, we aim to support our partners in building systems aligned with human rights standards. At the same time, we reaffirm our dedication to fostering a business environment that respects human rights across the entire CCI value chain.

Human Rights Training (2024)

Countries*	Number of Participants	Total Hours
 Türkiye	845	845
 Jordan	48	48
 Kyrgyzstan	408	408
 Tajikistan	18	18
 Azerbaijan	169	169
 Turkmenistan	36	36
 Kazakhstan	128	128
 Pakistan	173	173
 Iraq	106	106
 Uzbekistan	436	436
TOTAL	2,367	2,367

* Bangladesh training datas have not yet been integrated into the shared system.



In 2024, a total of **2,367** employees received human rights training.

Occupational Health and Safety

At CCI, one of our most important responsibilities is to support our employees in achieving balance between their work and private lives. In this way, we aim to increase their motivation, productivity and work performance, while at the same time providing a safe and healthy working environment.

OUR COMMITMENTS

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

OUR RELATED POLICIES

[Human Rights Policy](#)

RELATED MEMBERSHIPS: [Please click.](#)

SDGs:



How We Govern?

Location-based inter-unit OHS committees convene monthly and report to the Country Health and Safety Committees every three months. In collaboration with the Country Committees across CCI, the Group OHS Manager coordinates OHS-related matters and reports to the Group OHS Steering Committee, which meets quarterly. The Chief Human Resources Officer assumes the highest level of authority in OSS-related matters, while the CEO has the ultimate responsibility.

In order to raise occupational health and safety awareness and strengthen our OHS culture, we regularly provide OHS training to our employees and subcontractor teams. In these training sessions, critical topics such as TCCC OHS culture, first aid, safe working in confined spaces, working at heights, emergency management, evacuation and rescue, electrical safety, use of compressed gas, control of hazardous energy, Lock Out Tag Out (LOTO), safe driving, and forklift safety are covered.



TCCC Occupational Health and Safety Culture

We aim to perform a radical cultural transformation in the field of OHS with the Life-Saving Rules and Behavior-Focused Safety Culture Program. In this context, we focus on identifying the most frequently encountered dangerous practices in the first stage, then making these practices safe and creating a safe working environment by creating regulatory and preventive plans. In our program, we create awareness through reward and recognition systems, disciplinary procedures and training, as well as OHS Olympics and innovative methods we use for technology.

Hand in Hand Safety Program

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

We do not have any occupational diseases reported throughout CCI.

Key Occupational Health and Safety Objectives

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

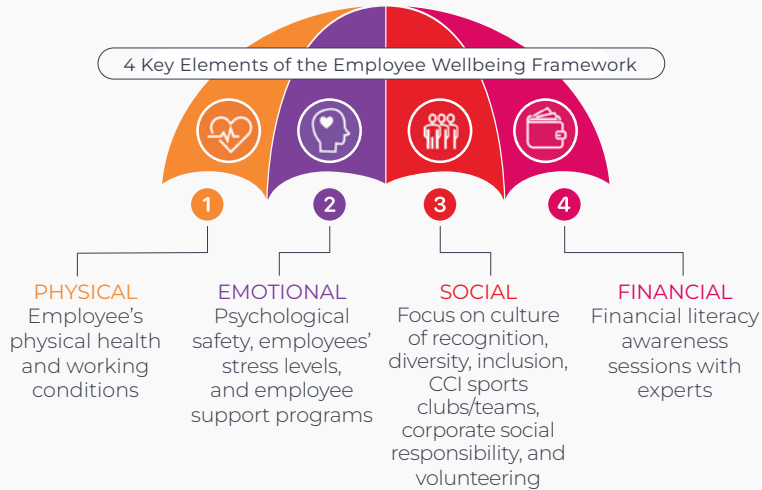


Life Saving Rules

Zero is possible

CCI CARE: CCI Wellbeing Program

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






There are three dimensions under each key element



What We Implemented in 2024

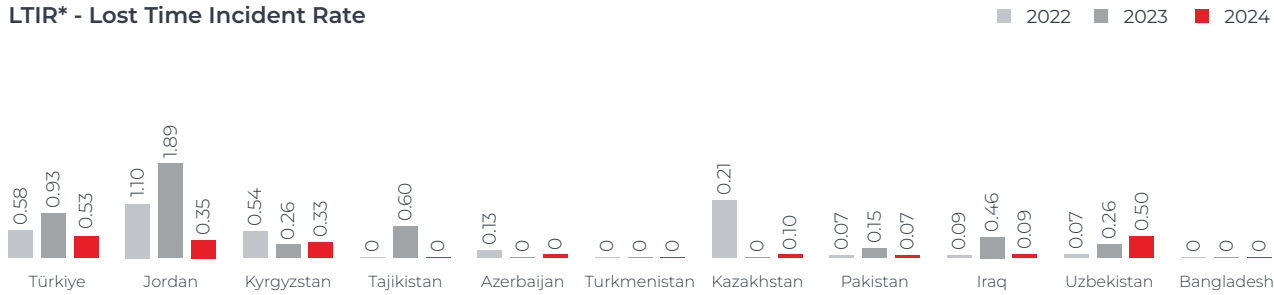
- > In 2024, our OHS performance in terms of the Safety Maturity Index (SMI) score was determined as 77.28%.
- > At CCI Türkiye, webinars and classroom training sessions were organized under the title of Occupational Health and Safety for our Distributor Business Partners.
- > A 5-day OHS Forum was held in Istanbul with the participation of all CCI countries, and CCI OHS Strategies, standardization plans and roadmaps were discussed. In addition, root-cause analysis training and machinery safety training programs were provided to all participating countries.
- > CCI Türkiye OHS teams were given SIFp (Serious Injury and Fatality-Potential) and Occupational Hazard Analysis training as well as Road and Driving Safety training. We plan to carry out these training sessions also in other CCI countries in 2025.
- > The opening meeting of the pilot application study for the contractor and visitor management digital platform was held at the CCI Türkiye Bursa Plant. We plan to launch the platform in 2025, first in Türkiye and then in other CCI countries.
- > As part of the road and driving safety RTM (Route to Market) strategies, rear view cameras have been installed in our distribution vehicles managed by CCI and our business partners in all countries.
- > In order to support the simultaneous spread of OHS culture across CCI, April 28, World Day for Health and Safety at Work was celebrated with a comprehensive program of events. In this context, various training sessions, emergency drills, awareness seminars, knowledge contests, and events with opportunities to win awards, were organized for employees.
- > Regular training sessions and drills were conducted throughout our CCI operations to be prepared for emergencies such as fire, earthquake, first aid, and chemical spills. With these efforts, we aimed to increase the competence of our employees to respond quickly and effectively to possible emergencies.
- > The Safe Zone project initiated in CCI Türkiye operations has been completed and a guide has been created. The plan is to implement this guide also in other CCI countries in the coming period.
- > The process of transition to new work clothes that provide higher visibility has been initiated in CCI Türkiye and Pakistan, and this transition is planned to be completed in the summer of 2025 for all countries.
- > In all countries, operations were stopped after accidents and "Stand down" sessions were implemented, where incident notifications were given within 7 days.
- > Application and awareness-raising activities were implemented within the scope of Occupational Health and Safety, such as machine safety in CCI Türkiye, artificial intelligence-based safety applications in Pakistan, ramp loading safety in Kazakhstan, Defensive Driving Simulator in Jordan, and Forklift Drivers Championship in Kyrgyzstan.
- > Within the scope of the CCI Wellbeing program, more than 40 events were organized in CCI Türkiye with the participation of 2,425 employees. Breast cancer awareness programs and sessions were created in all countries. As part of well-being programs, diabetes counseling was provided to employees in CCI Kyrgyzstan and Kazakhstan, and psychological counseling, sports activities and general health check-up programs in Jordan, Iraq and Tajikistan.
- > Webinars were organized that addressed physical, emotional, social and financial issues, and our employees were supported to follow the recent developments and live healthier lives.
- > A weekly Breathing Exercises workshop, requiring physical participation, was held at the Dudullu head office.
- > CCI Basketball Team was established to encourage employees to live an active and healthy life. CCI Sailing Team activities also continued.
- > The "Focus Hour" and "Development Hour" practices, which allow employees to improve themselves and focus on their work, continued to be implemented and were added to employees' calendars.
- > In order for employees to establish a life-work balance, birthday leave practice was continued and flexible working hours were continued to be applied for employees who are parents, in order to enable them to spend time with their children on the first and last days of school. Additionally, internal communication activities continued to be carried out in our offices to make sure that our employees who go on leave are not busy with work during their leave.
- > Within the scope of Employee Support Services, we work with "Avita", a platform used in Anadolu Group's group companies, and in this way, we provide services to employees and their first-degree relatives under 11 sub-headings.
- > In order for our employees not to neglect their health; in addition to the infirmary and the company physician at the Dudullu head office, we also have a blood test service and dietitian service in the office once a week.

OHS Training

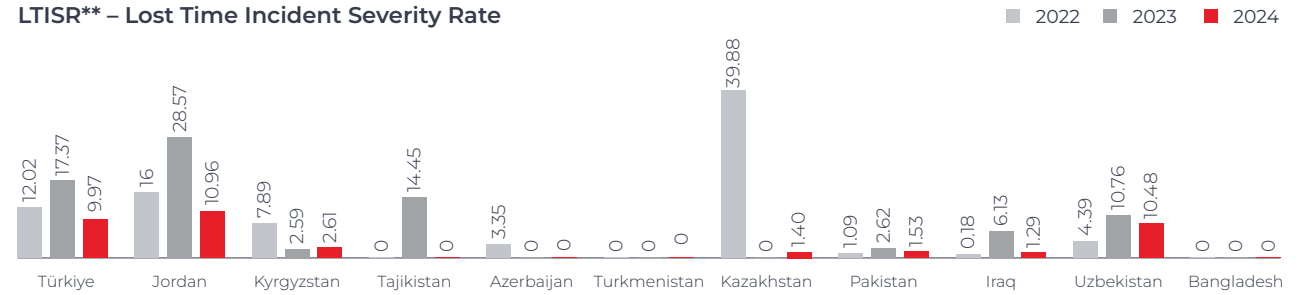
Country - Hours	2020	2021	2022	2023	2024
 Türkiye Operation	24,169	28,803	41,441	38,867	10,133
 Türkiye Group Office	980	6,419	2,983	7,148	182
 Jordan	3,792	2,747	2,856	2,507	2,633
 Kyrgyzstan	3,253	4,172	3,915	5,438	6,031
 Tajikistan	1,200	1,324	1,126	1,067	1,083
 Azerbaijan	1,388	3,392	5,029	4,094	4,019
 Turkmenistan	501	2,078	1,287	1,405	1,394
 Kazakhstan	4,233	5,842	7,723	14,457	14,819
 Pakistan	13,972	14,520	17,839	25,840	28,508
 Iraq	6,294	8,964	7,402	7,454	6,135
 Uzbekistan	-	493	13,806	4,124	17,563
 Bangladesh	-	-	-	-	2,346
CCI CCI All	59,782	78,754	105,407	112,401	94,664



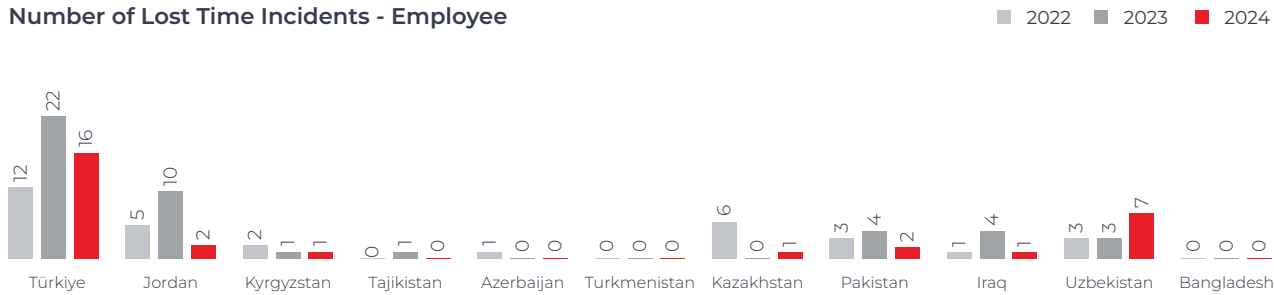
LTIR* - Lost Time Incident Rate



LTISR - Lost Time Incident Severity Rate**



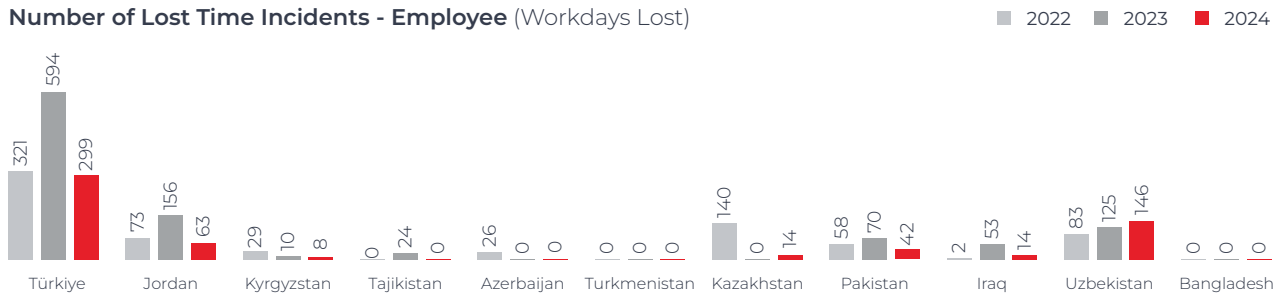
Number of Lost Time Incidents - Employee



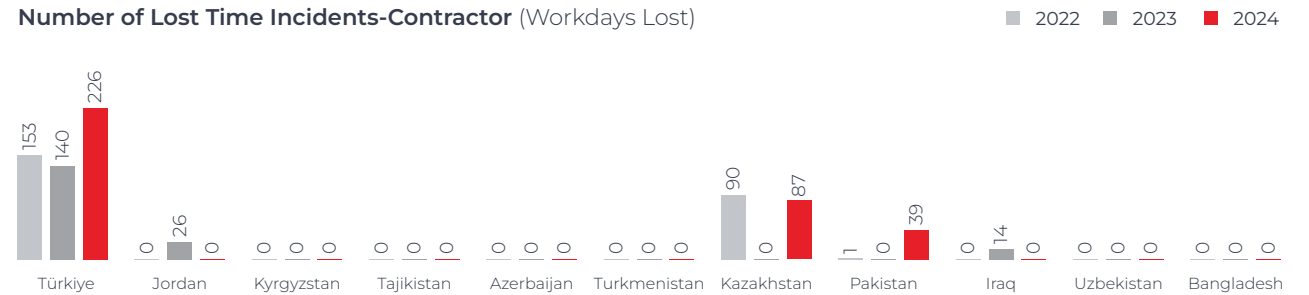
Number of Lost Time Incidents - Contractor



Number of Lost Time Incidents - Employee (Workdays Lost)



Number of Lost Time Incidents-Contractor (Workdays Lost)



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

2024 Targets	Performance in 2024	Status	2025 Targets
> To expand the HOP studies initiated in Türkiye and Pakistan so as to cover all CCI countries.	> Efforts continued to disseminate HOP studies in all CCI countries.	→	> To standardize the documentation system for all countries
> To disseminate the "Behavior-Based Safety" Program in all relevant CCI organizational units.	> A digital platform was created for activities of dissemination to the units in the organization, which are the target audience. Efforts for dissemination are ongoing.	→	> To complete the transition to version 3.0 of the Hand in Hand Safety Guide
> To extend the line/machinery-based safety risk assessments for Machinery Safety, which were initiated as an example in CCI Türkiye operations, so as to cover other CCI countries as well.	> CCI Türkiye phase was completed. Actions and results were also shared with other countries.	✓	> Launching the Contractor and Visitor Management Platform for Türkiye
> To extend the project initiated to determine safe zones in CCI Türkiye operations so as to cover other CCI countries as well.	> CCI Türkiye phase was completed. The extension of the scope to also cover other countries has been partially completed.	→	> To complete the rollout process in other countries

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



Diversity and Inclusion

We are deeply committed to creating a workplace where diversity and inclusion are valued. We take conscious steps to foster an environment where everyone is accepted as they are and valued for their unique talents, experiences, perspectives, and identities.

OUR COMMITMENTS

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

OUR RELATED POLICIES

[Human Rights Policy](#)

RELATED MEMBERSHIPS: [Please click.](#)

SDGs:

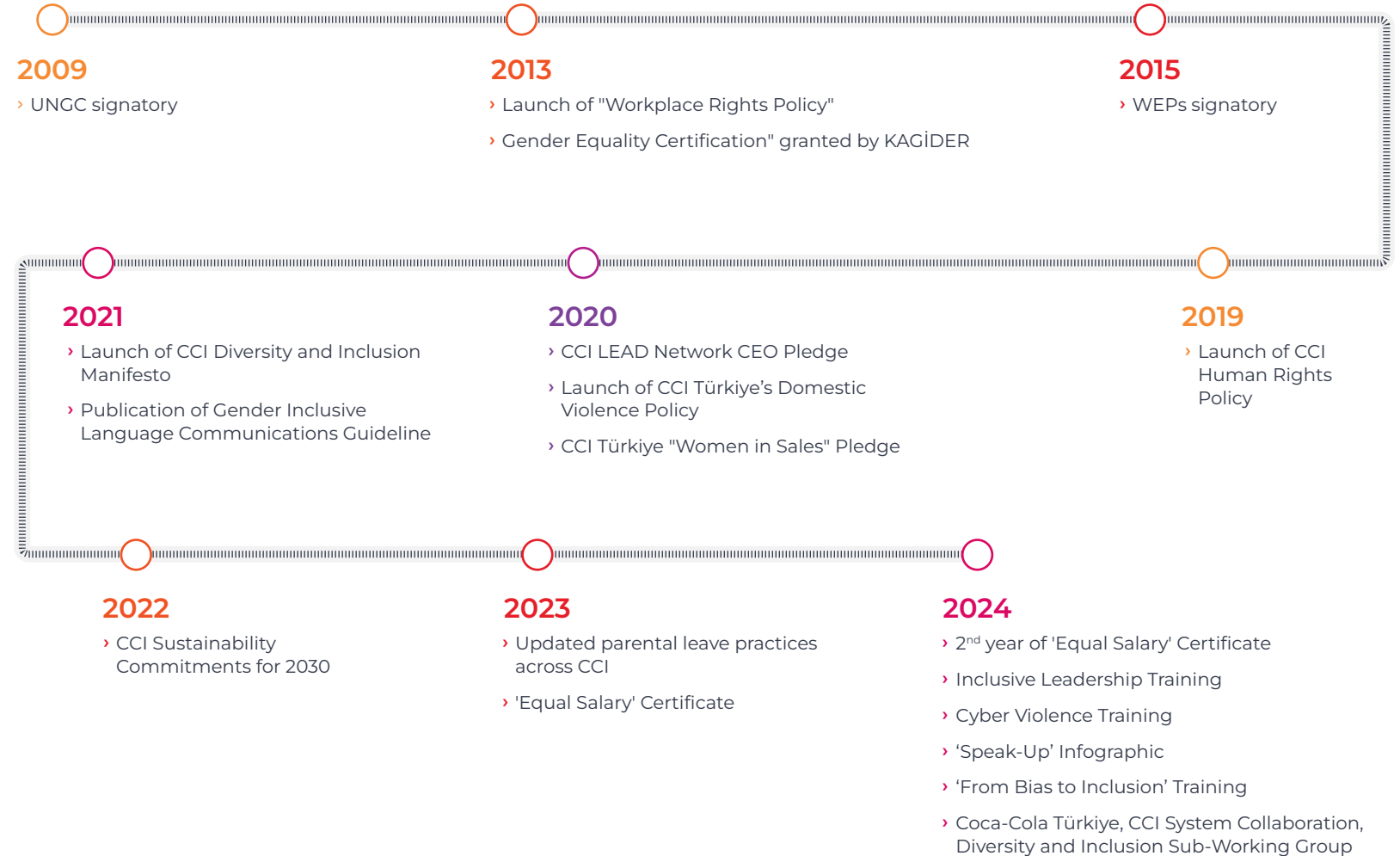


How We Govern?

We address the topic of Diversity and Inclusion, which is among the business targets of the CCI Executive Committee and country General Managers, across 3 key areas.

- Diversity among Generations:** We make sure that our employees feel valued and empowered to share their ideas, regardless of their age, background, or personal and professional influence.
- Corporate Culture (Background and Experience):** An inclusive culture at CCI is one that embraces diverse perspectives, empowering employees to express their opinions and ensuring that they work together in an atmosphere of trust and respect. With representation from 11 countries, 20 languages, and over 30 ethnicities, we believe CCI's success is strongly linked to the unique backgrounds and experiences of each of our employees.
- Gender Equality:** At CCI, we aim for equal rights in visibility, empowerment, and access to resources across all systems related to our employees. We are committed to advancing gender equality in every aspect of our operations.

Our Diversity and Inclusion Journey



CCI Diversity and Inclusion Manifesto

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



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

#AsYouAre
#CreateValueAsYouAre

United Nations Women's Empowerment Principles (WEPs)

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

Measurement and Assessment in the Field of Diversity and Inclusion

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



LEAD Network CEO Pledge

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

Women Employee Platform's 10th Year Anniversary

We celebrated the 10th year anniversary of the CCI Women Employee Platform journey, which started in CCI Azerbaijan, with the pride of successful years full of growth, empowerment and cooperation. Since our founding, our network has continually evolved with the strength and different perspectives brought by each new employee. Together, we have built a powerful platform that works towards a gender-sensitive workplace, where women are empowered, inspire each other, and create new opportunities by sharing knowledge.



What We Implemented in 2024

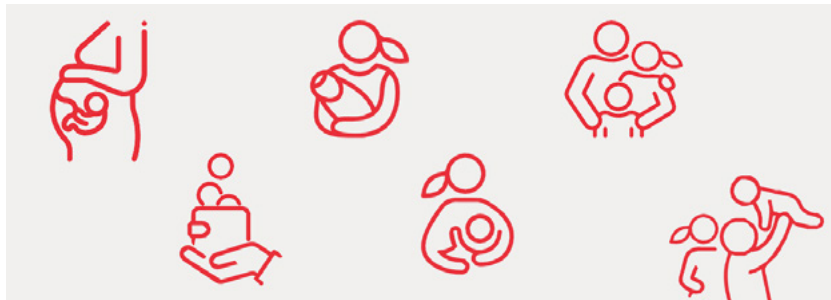
Equal Salary Certificate

We filed a voluntary application for the Equal Salary Certification in order to create an inclusive company culture and to clearly see our position in our salary practices. After an extremely comprehensive audit process, we have achieved this certification from the Equal Salary Foundation for all countries in which we operate, validating our fair compensation policies and processes. The continuity of our practices was once again confirmed with the inspections carried out in Türkiye, Iraq, Pakistan, Jordan, Kazakhstan, Kyrgyzstan and Tajikistan in 2024.

As a result of the Equal Salary Certificate received from the Equal Salary Foundation, which confirms that male and female employees receive equal pay for the same job or jobs of the same value, the gender pay gap at CCI is 0%.

Parental Leave

We standardized parental leave practices across all CCI countries as of 2023. We have allocated 120 days of maternity leave to all mothers working at CCI; a figure that is above the relevant legal average. We have also allocated additional rights, such as those under the regulation entitling female employees to receive 100% of their salary during parental leave. We have ensured that these rights also apply to adoptive parents working at CCI. In 2024, 237 employees benefited from extended parental leave rights.



Gender Inclusive Language Communications Guideline

In 2021, we published the Gender Inclusive Language Communications Guideline, which we prepared in collaboration with Kadir Has University Gender and Women's Studies Research Center, in five languages, Turkish, English, Russian, Urdu, and Azerbaijani Turkish.

Careers Have No Gender

Inspired by the Gender Inclusive Language Communications Guideline, we placed the visuals prepared within the scope of the 'Careers Have No Gender' communication campaign, which we developed together with the CCI Supply Chain Department, in the most visible spots of our factories, in order to eliminate prejudices about tasks seen as men's job.

CCI Bangladesh has taken a significant step towards inclusion in the workplace by assigning four female employees to the night shift at its plant for the first time. These four female employees represent significant progress in removing barriers to gender equality.



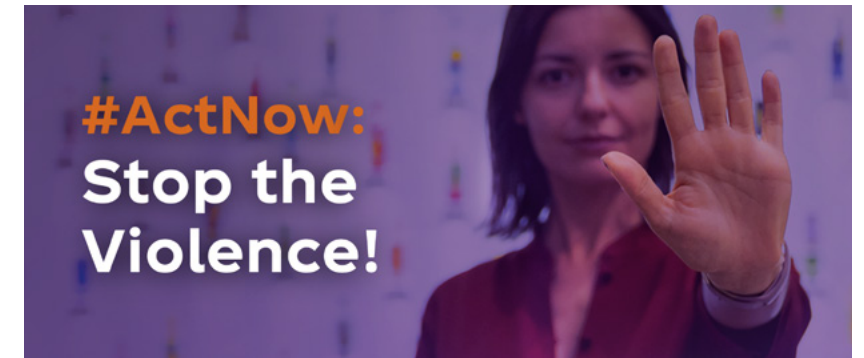
CCI Domestic Violence Policy

As a member of the Business Against Domestic Violence (BADV) Network, the CCI Domestic Violence Policy, which was created to provide support to our employees who are potential victims of domestic violence, has been adapted to 8 CCI countries, namely CCI Türkiye, Jordan, Kyrgyzstan, Azerbaijan, Kazakhstan, Pakistan, Iraq, and Tajikistan.

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

As part of the International Day for the Elimination of Violence Against Women, we supported the United Nations' #ActNow activism campaign by sharing a one-page fact sheet explaining the support mechanisms available in the CCI Domestic Violence Policy, in each CCI country in their own language, in order to raise awareness. We also helped CCI employees learn about existing protection mechanisms that are available not only for themselves but also for the entire region where they live, by organizing seminars in the countries' own languages.

To access the video where we call everyone to #ActNow in the geographical areas of our operations, please [click here](#).



March 8, International Women's Day

The day was celebrated with various events in the 12 countries where CCI operates, and Blitz events were organized in 9 countries. The meaning and importance of the day was highlighted with inspiring speeches from the leadership team and gifts for female employees. While the day was celebrated with events held in countries, the importance of gender equality and inclusive workplaces was emphasized with awareness campaigns. To access the video of the 2024 celebrations, please [click here](#).

We Are Equal In Our Work

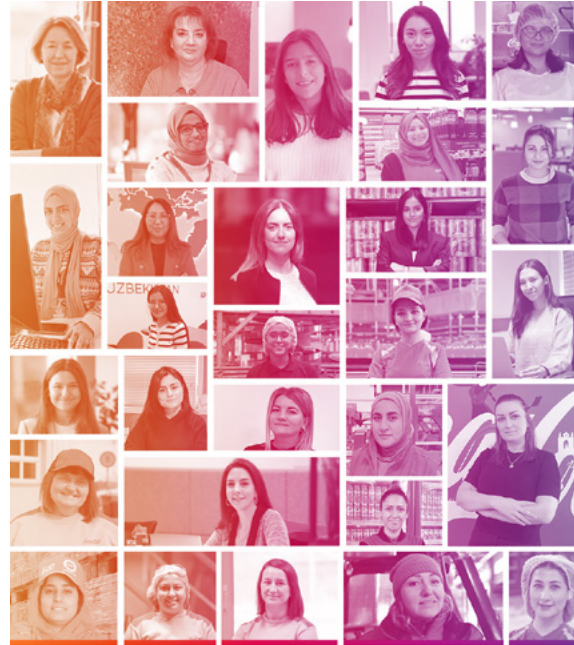
A training series was organized at CCI Türkiye Bursa Plant within the scope of the "Equal in Our Work" project, with the support of the Business Against Domestic Violence (BADV) Network and under the executive function of Yanındayız (We Stand By You) Association. 107 of our plant employees attended the first 3-hour training, which addressed the topics of human rights, harassment, and violence and covered the supply chain employees.

Zero Tolerance towards Workplace Violence and Harassment Emphasized

An important conference was held in Bishkek to address the implications of ILO Convention No. 190 on the elimination of violence and harassment in the workplace. CCI Kyrgyzstan emphasized its zero tolerance approach to violence and harassment in the work environment, which approach is safeguarded by our Code of Ethics and Human Rights Policy. In this context, it shared information about the communication channels offered to employees and the awareness activities carried out.

Cyber Violence Training

At CCI, we, as a member of the Business Against Domestic Violence (BADV) Network, carried out an intensive communication campaign to raise awareness about cyber violence, one of the fastest spreading forms of violence in 2024. In this context, we refreshed our employees' knowledge of the online training sessions and existing support mechanisms. 201 of our employees participated in our cyber violence training.



Achieving gender equality is more important than ever

We will continue to **#InvestInWomen** no matter what



World Day for Cultural Diversity for Dialogue and Development

As part of the May 21 World Day for Cultural Diversity for Dialogue and Development, we shared the details of the diversity and inclusion projects carried out in all our countries, in our periodical newspaper. Furthermore, we organized a panel discussion led by the CCI Pakistan team with the participation of more than 300 people. We also prepared visuals reflecting the characteristics of different cultures of each country and shared a study on our internal communication platform that allowed our employees to guess which CCI country these visuals belong to. These posts resulted in over 3,300 views. To access the video containing the May 21 messages of CCI employees, please [click here](#).

Moms' Handbook

The CCI Moms' Handbook, which was prepared to inform expectant mothers about the relevant country's legal processes and CCI's support mechanisms during their journey of having a child, was made available to expectant mothers working in Jordan, Azerbaijan and Kyrgyzstan after being shared in CCI Türkiye and Kazakhstan in 2022 and 2023. Adapted in different languages, this handbook aims to support expectant mothers on their journey and provide them with the information they need.

Breast Cancer Awareness

As October is recognized as Breast Cancer Awareness Month worldwide, we organized informative events hosted by the Human Resources Departments and CCI Women Employee Platforms of all CCI countries. Moreover, we aimed to raise awareness through events that included manual examinations and physician check-ups.



Training Sessions We Provide on Diversity and Inclusion

Inclusive Leadership Training

As CCI, we organized the Inclusive Leadership Training online and simultaneously in all countries so that our leaders can fulfill their commitment to creating a work environment that supports diversity and inclusion in their teams. By making it possible for 400 employees to complete the training on the same day, we made sure that our leaders have a shared learning experience, develop inclusive leadership skills, and perform their commitments more effectively.

Your Voice

CCI Pakistan has launched a monthly program called 'Your Voice' which brings women employees together with the leadership team. The program aims to create a space where female employees can share their ideas, provide feedback and receive updates on their work performance.

'Women Leaders' Program

We successfully completed the CCI 'Women Leaders' Program, in which 49 women from 11 countries participated, with a 3.5-day face-to-face training in September 2024. Designed to empower women leaders and support them in preparing for the next level in their careers, the program has expanded its scope so as to include Anadolu Efes and Coca-Cola Türkiye employees as of 2024, in addition to the Manager and Executive levels.

Program for Empowerment of Women Employees in Production

CCI Türkiye Supply Chain Department has developed a training program to support the transition of women who have been working in seasonal and temporary positions for many years to permanent positions. This program aims to achieve gender equality, particularly in production and operations roles. In line with the successful results of the

program implemented as a pilot project in the Çorlu Plant in 2024, the program was decided to be continued.

'Forklift Operator Training' Program

Within the scope of the program, 35 female forklift operator training was provided in the 7 provinces where CCI Türkiye factories are located. While 15 women who attended the training were hired as seasonal employees, 7 of them had the opportunity to become permanent staff members in 5 different CCI Türkiye factories. The same program continues to be implemented in CCI Kazakhstan, and 4 female employees have been employed in this context.



From Bias to Inclusion Training

We continue to fight against prejudice, one of the most significant obstacles to an inclusive culture. 'From Bias to Inclusion' Training, which helps us recognize the prejudices that every person has and identify our areas of development and take action in this regard, reached 94 CCI Türkiye and Group Office employees in 2024.

STEM Training

Within the scope of the project of CCI Türkiye Women Employee Platform, aiming to empower and support women working in the fields of Science, Technology, Engineering and Mathematics (STEM), a total of 25 employees were given 150 hours of training in 2 sessions.



Program for Introduction to Corporate Life

We completed the Program for Introduction to Corporate Life, which was carried out within CCI Türkiye and was aimed at the adaptation of Generation Z to the corporate culture, with a 99% satisfaction rate.



Reverse Mentorship Program

CCI Azerbaijan successfully completed the first phase of its "Reverse Mentorship" Program, aimed at fostering mutual learning between leaders and young talents. The program included 12 sessions and received high satisfaction rates. It provides young talents with the opportunity to share their perspectives with leaders, while also allowing leaders to gain insights into new-generation approaches and diverse viewpoints.



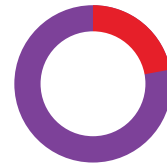
Ratio of Employees by Gender (%)

Female: **16%**
Male: **84%**



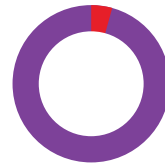
Ratio of White-Collar Employees by Gender (%)

Female: **24.4%**
Male: **75.6%**



Ratio of Blue-Collar Employees by Gender (%)

Female: **5.3%**
Male: **94.7%**



Ratio of Senior Management by Gender (%)

Female: **25.3%**
Male: **74.7%**



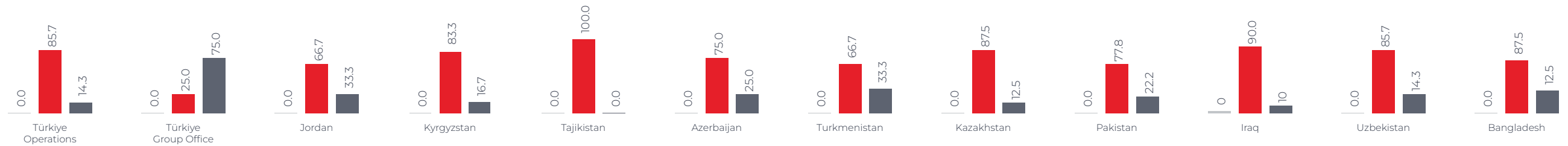
Ratio of New Hires by Gender (%)

Female: **28%**
Male: **72%**



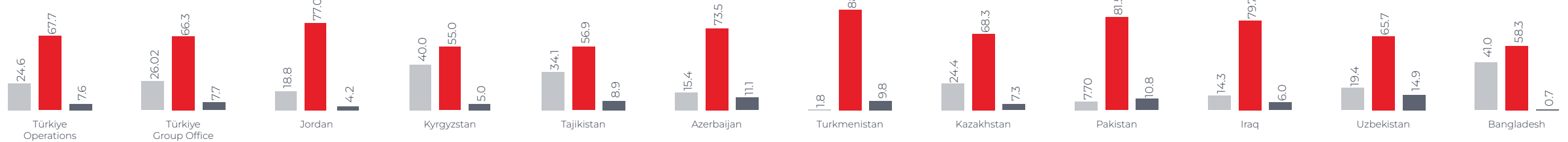
Ratio of Employees by Age (%) - Senior Management

Under 30 30-50 50+








Ratio of Employees by Age (%) - Other Employees

Under 30 30-50 50+



2024 Targets	Performance in 2024	Status	2025 Targets
<ul style="list-style-type: none"> > Completing 100% of the Gender Inclusive Language Communications Guideline training sessions 	<ul style="list-style-type: none"> > Gender Inclusive Language Communications Guideline - 100% completed. 	✓	<ul style="list-style-type: none"> > Ensuring that the guideline is published in Arabic and Bengali languages and reaches employees
<ul style="list-style-type: none"> > Organizing quarterly joint meetings with working groups and sharing best practices 	<ul style="list-style-type: none"> > Through quarterly meetings with Human Resources teams and monthly meetings with employee resource group leaders, information sharing and collaboration have been increased and best practices have been disseminated. 	✓	<ul style="list-style-type: none"> > Strengthening the regular exchange of information and experience in order to develop joint projects among CCI countries
<ul style="list-style-type: none"> > Publishing the CCI Domestic Violence Policy and carrying out awareness activities in 10 CCI countries 	<ul style="list-style-type: none"> > The CCI Domestic Violence Policy was published in 8 CCI countries and awareness campaigns were carried out across CCI. 	✓	<ul style="list-style-type: none"> > Publishing the CCI Domestic Violence Policy and carrying out awareness campaigns in all CCI countries
<ul style="list-style-type: none"> > Developing projects in order to ensure that the 'From Bias to Inclusion' training sessions reach wider audiences in all CCI countries 	<ul style="list-style-type: none"> > In 2024, a total of 94 employees in CCI Türkiye and Group Office were provided with 'From Bias to Inclusion' training sessions. 	✓	<ul style="list-style-type: none"> > Developing projects in order to ensure that the 'From Bias to Inclusion' training sessions reach wider audiences in all CCI countries
<ul style="list-style-type: none"> > Analyzing and developing projects in line with country-based needs Ensuring the dissemination of best practices so as to cover all CCI countries 	<ul style="list-style-type: none"> > All CCI countries conducted an analysis and developed projects based on their talent needs. 	✓	<ul style="list-style-type: none"> > Regularly monitoring and analyzing Human Resources processes related to Diversity and Inclusion Tables on a country and department basis Ensuring that development plans are made based on these analyses
<ul style="list-style-type: none"> > Ensuring the sustainability of the 'Forklift Operator Training' Program and its dissemination in other countries 	<ul style="list-style-type: none"> > 11 female employees were employed permanently within the scope of the 'Forklift Operator Training' Program conducted in CCI Türkiye and Kazakhstan 	✓	<ul style="list-style-type: none"> > Ensuring the sustainability of the project and its dissemination in other countries
<ul style="list-style-type: none"> > Following the development areas regarding the Equal Salary Certification > Ensuring on-site audits in all CCI countries 	<ul style="list-style-type: none"> > In 2024, audits were carried out in CCI Türkiye, Iraq, Pakistan, Jordan, Kazakhstan, Kyrgyzstan, and Tajikistan through which we confirmed the continuity of our practices. 	✓	<ul style="list-style-type: none"> > Following the development areas regarding the Equal Salary Certification > Ensuring on-site audits in Azerbaijan, Uzbekistan and Turkmenistan

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

2024 Targets	Performance in 2024	Status	2025 Targets
<ul style="list-style-type: none"> > Creating a target-tracking table for an accessible workplace and continuing to carry out awareness activities and training 	<ul style="list-style-type: none"> > We have prepared a tracking table in line with the target of creating an accessible workplace in 2024. 		<ul style="list-style-type: none"> > Enriching our work on accessible workplaces and integrating accessibility standards into our processes
<ul style="list-style-type: none"> > Carrying out the 'Women Leaders' Program with new participants 	<ul style="list-style-type: none"> > CCI executives actively participate in NGOs such as the LEAD Network Türkiye Supervisory Board, the Business against Domestic Violence Platform (BADV), the TÜSİAD Gender Equality Working Group, and the United Nations Global Compact Human Rights Working Group, as well as continuing their collaborations with civil society organizations such as Yeniden Biz. Additionally, CCI Türkiye participated in the 7th 'Our Equality, Our Strength' Summit organized by the United Nations Global Compact Network Türkiye. 		<ul style="list-style-type: none"> > Carrying out the 'Women Leaders' Program with new participants
<ul style="list-style-type: none"> > Ensuring that CCI Executives participate in all organizations and working groups where they believe they will add value 	<ul style="list-style-type: none"> > CCI executives actively participate in NGOs such as the LEAD Network Türkiye Supervisory Board, the Business against Domestic Violence Platform (BADV), the TÜSİAD Gender Equality Working Group, and the United Nations Global Compact Human Rights Working Group, as well as continuing their collaborations with civil society organizations such as Yeniden Biz. Furthermore, CCI Türkiye participated in the 7th 'Our Equality, Our Strength' Summit organized by the United Nations Global Compact Network Türkiye. 		<ul style="list-style-type: none"> > Increasing CCI's reach by enabling CCI executives to assume greater leadership in organizations and working groups that are aligned with our strategic priorities
<ul style="list-style-type: none"> > Including High-Potential Young Talents across CCI in the U30+ 'Tomorrow's Leaders' Program and closely following the career development of the participants 	<ul style="list-style-type: none"> > The U30+ Building Leaders of Tomorrow Program was held with 40 participants across CCI. A 50%-50% approach was adopted in the selection of participants, in line with the gender perspective. 		<ul style="list-style-type: none"> > Including High-Potential Young Talents across CCI in the U30+ Building Leaders of Tomorrow program and closely following the career development of the participants
<ul style="list-style-type: none"> > Implementing the STEM Training Sessions in other countries of CCI with 4 online modules 	<ul style="list-style-type: none"> > Within the scope of the STEM Training Sessions, a total of 25 female employees were given 150 hours of training in 2 sessions at CCI Türkiye. 		<ul style="list-style-type: none"> > Expanding the project scope so as to include other CCI countries

 Target achieved
  Partially completed
  In progress
  Target not achieved

Human Capital

#ResilienceInAction

We know that our employees are the foundation of the value created. Therefore, we understand and care about our employees' expectations. We support their professional and personal development with our talent development and performance management programs.

165,784

Total hours of training given to employees and distributors employees

49

Number of young talents joining us as part of the Next Talent Program

17,000

Number of users of CCI U'NI LMS online learning platform

Talent Management Strategy

We consider creating value by focusing on the talents of our employees and creating a one-team culture across CCI as one of our most important responsibilities as an employer.

OUR COMMITMENT

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

OUR RELATED POLICIES

[Human Rights Policy](#)

RELATED MEMBERSHIPS: [Please click.](#)

SDGs:



How We Govern?

At CCI, our Talent Management Strategy focuses on attracting, recruiting, developing, engaging, and retaining the best talent to create a One-Team Culture that drives our growth strategy and business results. We leverage data-driven insights to identify best-in-class talent, ensuring a robust and diverse pipeline for key roles across CCI countries and functions. Our approach involves optimally-deploying and assigning the right people to deliver high-performance results, whilst balancing the needs of the organization with the personal growth of individuals.

We aim to ensure that employees' goals are aligned with business priorities, and for this purpose we use the SMART goal setting method (Specific, Measurable, Achievable, Realistic and Time-Bound). In the People Manager Effectiveness training sessions, where we inform our executives about HR practices, we also provide training on our processes and business models to ensure that targeting is done correctly and the method is applied accurately. We use the IMPACT Leadership Model as a guide so that employees can determine their development goals in line with the business priorities and in a way that will allow them to improve themselves and perform better. We aim for performance evaluation to be fair and objective, and the infrastructure and systems used make it possible to receive feedback from executives, colleagues and stakeholders.

Aligned with the 3C Leadership Competency Model, we use consistent and innovative systems and processes to attract and develop high-potential talent who exhibit IMPACT leadership behaviors, possess capacity factors, live the CCI values, embrace the CCI culture, and are committed to the company.

Talent Management is a systematic process of identifying high performing potential employees, their development needs and related career development plans to ensure a ready, available, strong and suitable talent pool for future critical roles and is viewed as a holistic and integrated employee journey from talent attraction to talent development and performance management.

Our commitment is to ensure that all employees are actively involved in talent and performance management processes by promoting CCI's Talent Management Principles through the company's digital platform and technology systems and by ensuring consistency across different bodies.

Our focus extends to maintaining a strong and appropriate succession pipeline, supporting talent and leadership development through international assignments, and conducting accurate and objective year-end performance evaluations through a CCI-wide calibration process.

By continuously reviewing roles and responsibilities, we make sure that our talent management processes adapt to the evolving business environment and meet future organizational needs. We collect feedback from CCI employees through VOCCI (Voice of CCI) and Employee Engagement Survey, followed by well-established and well-monitored action plans, in order to continuously improve our processes. We place high priority on developing a people-centered and feedback-friendly culture, ensuring that employees' voices are heard and their opinions are included in our strategies.



Talent Development Forum

The Talent Development Forum is a governance framework designed to execute our talent review and succession strategy. It is a systematic process to identify high-performing, high-potential employees, their strengths and development needs, to chart their career paths, and to create a strong and diverse succession pool for our critical roles. We hold Talent Development Forum (TDF) at ExComm level twice a year and continuously review succession plans for critical positions throughout the year through the country level People Talk cycle. One of our key success metrics, the Talent Readiness Index (TRI), helps us monitor the depth, competence and readiness of our internal talent pool for critical roles. In 2024, we achieved alignment across CCI on TDF processes and launched the TDF Process Guide to improve transparency, compliance and open communication of our talent management strategy.

Individual Development Plans

Since 2021, we have been following the Individual Development Plans (IDPs) of employees in critical positions, successors, high-potential talents, and future leaders, aligning their career goals with their development needs. IDPs are managed through the One People Platform (OPP), which supports our data-driven talent management approach. This year, the IDP structure was updated with the 3C Leadership Competency Model, which includes capacity factors, functional skills, technical expertise, and language skills. We have also adopted the 70-20-10 learning approach, combining experience, exposure and training in our learning and development framework. The new structure is used in OPP Talent Profiles and the CCI People Analytics Dashboard.



What We Implemented in 2024

Following the 2023 VOCCI Employee Engagement Survey, we launched the Career Development Project where we aimed to strengthen our feedback culture by implementing the People Talk Cycle, which includes 5 structured People Talk sessions between executives and employees throughout the year. Our objective was to promote open and transparent communication and compliance through feedback mechanisms. This effort was further supported by the successful implementation of the 'People Manager Effectiveness' Program, which enhanced the leadership capabilities of our Human Resources Executives and reinforced the importance of feedback for individual development.

We also introduced the Career Movement Guide and aligned internal career movement processes with a data-driven approach, in order to ensure transparency and support career development. The Career Movement Guide provides comprehensive information on policies regarding applications and assessments. It enlightens employees about the entire process in a transparent manner. In collaboration with representatives from CCI countries, the application criteria and assessment steps for open positions were reviewed and revised to ensure uniformity and transparency across CCI.

All career development project initiatives were developed with a strong focus on open and transparent communication of HR processes and feedback-friendly interactions between executives and employees. In 2024, the 2024 VOCCI Pulse Survey was conducted with a 93% participation rate across the entire CCI, and there was an 8-point increase from 70% to 78% in the "Career, Development and Performance" category, a 5-point increase from 68% to 73% in the "Diversity and Inclusion" category, and a 5-point increase from 70% to 75% in the "Empowerment" category.

Talent Readiness Index (TRI) reached 62%, demonstrating our commitment to building a strong and relevant talent pipeline and meeting future corporate needs. We also regularly held monthly TDF Meetings at ExComm level. At each of these meetings, we reviewed the succession planning of a function across CCI, with the participation of the Executive Committee Members.

Our Value Chain Our Value Creation Model People First **Human Capital** Consumer Value Winning With Customers Responsible Procurement Responsible Production Responsible Corporate Citizenship

Talent Management Strategy Talent Acquisition Learning and Leadership Development Communication with Employees and Employee Engagement Total Rewards

2024 Targets	Performance in 2024	Status	2025 Targets
<ul style="list-style-type: none"> > Increasing the Talent Readiness Index (TRI) to 65% 	<ul style="list-style-type: none"> > Talent Readiness Index: 62% 	✘	<ul style="list-style-type: none"> > Increasing the Talent Readiness Index (TRI) by 65%.
<ul style="list-style-type: none"> > Increasing performance levels of TDF-based actions to 85% across CCI 	<ul style="list-style-type: none"> > Level of success of CCI TDF-based actions across CCI: 77% 	✘	<ul style="list-style-type: none"> > Increasing performance levels of TDF-based actions to 85% across CCI
<ul style="list-style-type: none"> > Implementing a Career Development Project that will help ensure that all employees at CCI gain the experience and competencies they need to be successful in their roles 	<ul style="list-style-type: none"> > We have successfully launched the "People Talk Cycle". We encouraged a culture of feedback through structured sessions that increased communication and alignment between executives and employees. The promotion process has been reexamined and aligned with a data-driven approach, ensuring transparency and fairness. In addition, the Career Movement Guide was implemented to support the development and mobility of employees. The succession framework has been structured and standardized across CCI geographies and the TDF Process Guide has been developed to facilitate talent development practices. 	✔	<ul style="list-style-type: none"> > The implementation of the Career Mapping project will focus on completing job profiles and launching a comprehensive career mapping initiative to provide a clear understanding of the possible career path at CCI. Developing a customized document to be integrated into IDPs and carrying out a pilot project for a personalized IDP program for Senior Leaders that aligns with the Career Map Project and focuses on the skills and experiences leaders need to achieve their career goals
<ul style="list-style-type: none"> > Further designing and measuring recruitment processes and talent management, as well as development and training programs around the 3C leadership model 	<ul style="list-style-type: none"> > Robotic Process Automation (RPA) was incorporated into our recruitment process. Furthermore, an Interview Center was designed and put into operation in order to increase recruitment efficiency and objectivity. The 3C Leadership Competency Model and interview guides were renewed. A 10-session Competency-Based Interview Skills training was conducted, focusing on our 3C Leadership Competency Model. 	✔	<ul style="list-style-type: none"> > Leveraging RPA (Robotic Process Automation), and exploring AI-based, digitalized recruitment tools and processes in order to automate tasks in recruitment, including streamlined data validation, tracking of HR leaves, and automated role transition reporting As a result of these efforts; achieving improvements in recruitment and talent management processes, and additionally, designing innovative development and training programs aligned with the 3C Leadership model, significantly increasing productivity, and providing timely and accurate updates
<ul style="list-style-type: none"> > Further exploring the various tools and culturally-appropriate approaches available for implementing the Next-Generation Performance System 	<ul style="list-style-type: none"> > In 2024, the Continuous Feedback Tool and Continuous Performance Module were introduced on our digital platforms to improve the feedback culture and enable our employees to receive feedback and view the process instantly. 	✔	<ul style="list-style-type: none"> > Strengthening the feedback culture with "Feedback Friendly" development programs, training sessions and a communication plan in 2025
<ul style="list-style-type: none"> > Implementing practices that support a culture of feedback and leadership development 	<ul style="list-style-type: none"> > The People Talk Cycle initiative also supported a feedback culture and leadership development through 5 structured People Talk sessions between executives and employees throughout the year. 	✔	
<ul style="list-style-type: none"> > Promoting a feedback culture by conducting regular communication and training to ensure feedback is provided consistently and effectively 	<ul style="list-style-type: none"> > We designed new practices that embrace a feedback culture, such as the People Talk Cycle and the 'People Manager Effectiveness' Program, which strengthen leadership skills and emphasize the importance of feedback for individual development. 	✔	<ul style="list-style-type: none"> > Continuing efforts to promote a feedback-friendly culture through a communication plan around 'Feedback-Friendly Culture' Programs and Training Sessions, Virtual Series, Feedback Challenge, and video series featuring CCI leaders

✔ Target achieved ✔ Partially completed → In progress ✘ Target not achieved

Talent Acquisition

We carry out various projects every year to make CCI a brand that is both reliable and is preferred by employees.

OUR COMMITMENT

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

OUR RELATED POLICIES

[Human Rights Policy](#)

RELATED MEMBERSHIPS: [Please click.](#)

SDGs:



How We Govern?

At CCI, we manage our talent acquisition processes with a robust, data-driven approach that emphasizes “attracting best-in-class talent and placing the right talent in the right role at the right time.” Our strategy integrates scientific tools and methodologies to ensure we identify and hire the best talent while maintaining fairness and transparency at every step of the recruitment journey.

We've streamlined our hiring processes across all regions to ensure consistency and efficiency. By embracing digital solutions and innovative tools, we aim to deliver a seamless experience for candidates, recruitment executives, and HR teams. This not only increases the efficiency of our recruitment efforts, but also improves the overall experience of everyone involved in the process.

In line with our commitment to continuous improvement, we measure and elevate the experience of candidates, recruitment executives, and HR teams by focusing on effective candidate selection and fair assessment methods. To achieve this, we collaborate with leading global consulting firms and integrate their insights and expertise into our recruitment strategies. This partnership ensures we are at the forefront of best practices in talent acquisition. To view images from Next Talent Gamified Assessment Day 2024, please [click here](#).

CCI is a signatory to the Women's Empowerment Principles (WEPs) and is committed to promoting diversity in all aspects of our recruitment policies. We are actively working to create a more comprehensive and inclusive approach to hiring that takes into account a variety of backgrounds, experiences and perspectives, ultimately strengthening our organization. Our commitment to the Employee Value Proposition (EVP) and Employee Brand is reflected in all regions where we operate, ensuring that our messages align with CCI's culture and values.

We also focus on expanding our reach to young talent and graduates. We connect with a wider pool of candidates by leveraging social media platforms such as LinkedIn, Facebook and Instagram. Additionally, our strong relationships with top universities and participation in recruitment fairs give us access to new talent.

Programs like CCI NEXT TALENT are vital to supporting our business growth by helping us identify young professionals, whether they are undergraduate students in their final years or recent graduates.

Our target is to continually improve our hiring processes, increasing efficiency and inclusion while ensuring we hire talent that will thrive in CCI's unique culture.



What We Implemented in 2024

In 2024, we focused on further developing CCI's talent acquisition strategies, expanding the reach of our recruitment processes, and embracing innovative digital solutions. We continued to build on the strong foundation laid in previous years and aligned our efforts with the changing needs of the business and the competitive landscape.

One of the most important initiatives we carried forward is the Recruitment Project 2.0, where we have made significant improvements to our recruitment processes. Among the practices implemented in 2024; we launched the Interview Center, a central platform that standardizes and facilitates the interview process from planning to assessment in all countries, ensuring end-to-end consistency and efficiency. In line with our commitment to improving the candidate and recruitment executive experience, we have implemented post-hire feedback surveys, including the Recruitment Executive Experience Survey and Internal Candidate Feedback Process. These initiatives help us continually gather valuable insights, make improvements, and fine-tune our processes. We also redesigned our job postings to ensure they resonate with top talent and we aligned our messages with our company's values and culture.

Our focus on employer branding in 2024 was another important milestone. We proudly received Top Employer Certification in Kazakhstan, Pakistan and Türkiye, reinforcing CCI's commitment to creating an engaging, inclusive workplace. Additionally, we successfully expanded our Next Talent Program so as to cover Iraq and Tajikistan. The program continues to help us identify and develop leaders of the future while strengthening our talent pipeline. We also made significant updates to the CCI career page and released the Employee Value Proposition (EVP) Handbook, which serves as a valuable tool for both internal and external

communications. This handbook provides clarity about what it means to work at CCI and helps us attract candidates who are compliant with our corporate culture.

Digital transformation has played a pivotal role in our talent acquisition efforts. We launched CCI'Refer, a program that allows employees to refer candidates from their networks, further expanding our talent pool. This initiative is consistent with our target of increasing employee engagement and leveraging the power of internal networks. Furthermore, we have begun integrating Robotic Process Automation (RPA) into our recruitment processes. This allowed us to automate various tasks, increasing efficiency and accuracy across the workflow. By streamlining data validation, monitoring HR leaves, and automating role transition reporting, we significantly improved the onboarding process, ensuring timely and accurate updates.

Competence development remains a priority. To support this, we conducted 10 Competency-Based Interview Training Sessions for HR teams and executives. We have increased their ability to effectively assess candidates based on the values and requirements of CCI.

Looking ahead, we are committed to exploring and implementing more AI-based tools to streamline our processes and improve the candidate experience. This year, we continued to research and test AI-based solutions to improve our recruitment efforts. We also plan to use RPA solutions throughout the entire recruitment lifecycle, from candidate sourcing to hiring, in order to drive greater efficiency and responsiveness. By continuing to focus on data-driven decision making and innovative solutions, we aim to maintain our competitive advantage in attracting the best talent and building a diverse, high-performing workforce.



CCI Next Talent Program

The 'CCI Next Talent' Program is a strategic initiative to attract and develop young potential talent, providing on-the-job training opportunities to final-year undergraduate students or recent graduates in our regions. This year, we standardized the implementation of the program by revising procedures and introducing an assessment matrix to ensure consistent assessment criteria. Through this program, we build a strong talent pipeline, support diversity and inclusion, and enhance our Employer Brand by showcasing CCI's people strategy and culture. By promoting functional experience and cultural adaptation, the program equips participants for future roles and contributes to the sustainable growth of CCI.

We achieved our 2024 targets by successfully expanding the program so as to include Iraq and Tajikistan. We aim to implement the program in Uzbekistan and Bangladesh by 2025. The program, which has already been successfully implemented in Türkiye, Kyrgyzstan, Azerbaijan, Kazakhstan, Tajikistan, Iraq, and Pakistan, has enabled us to identify and recruit high-potential young talent who are ready to contribute to the ongoing success and growth of our organization.

We aim to launch the program in Uzbekistan and Bangladesh in 2025 and conduct a Next Talent TDF to evaluate the effectiveness and progress of Next Talent programs across CCI, with an emphasis on career development and succession pipeline integration of Next Talents.

In 2024; in addition to the Next Talent Program, we provided a unique summer internship experience to more than 200 university students. Summer internship programs across CCI provide a hands-on, on-the-job learning experience, as well as specialized training sessions and a focus on professional development, while encouraging networking and collaboration through engaging events. The program gives university students the opportunity to immerse themselves in CCI's strong team spirit and gain valuable knowledge about business dynamics and the professional world.



CCI Next Talent' Program in Numbers

Year	Türkiye	Kyrgyzstan	Kazakhstan	Pakistan
2024	We received more than 7,000 applications for our young talent programs. We hired 101 interns across our various locations. 15 promising young talents have transitioned to full-time roles across a range of functions.	We received 242 applications from 52 different universities, and 11 young professionals who joined us are continuing to work full-time in the company.	The 7 top talents who joined us continue to work full-time in our company. We received 251 applications from 63 universities.	We received 6,500 applications from 100 universities; 22 young talents joined our team and 13 of them continue to work full time in the company.
2023	From among 4,357 applications, we recruited 28 young talents from 187 universities on a part-time basis in different roles.	We received 202 applications from 9 universities and 2 student organizations and hired 4 outstanding young talents.	7 promising young talents from 20 universities were selected to join our team.	We received 14,500 applications from 45 universities and 21 young talents joined our team. We contributed to our gender equality targets by making sure that 80% of our recruits were women.
2022	36 part-time talents joined us and 18 of them moved into full-time roles across a range of functions.	The top 10 talents were selected from among 800 applicants and 3 of them were hired full-time at the end of the program.	The 10 young professionals who joined us continue to work full time in the company.	In March, we hired 15 people out of 7,500 applications, and in August, we hired 28 people out of 16,000 applications.

Learning and Leadership Development

Developing the competencies and leadership skills of our employees is vital to our operational sustainability, growth, and success. Therefore, we see supporting our employees' development as one of our most fundamental responsibilities.

OUR COMMITMENT

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

OUR RELATED POLICIES

[Human Rights Policy](#)

RELATED MEMBERSHIPS: [Please click.](#)

SDGs:



How We Govern?

Based on our strategy of creating an agile and continuous learning culture by focusing on leadership competencies that support our business strategies, we support development in 3 different focus areas at CCI. The most important of these are the leadership development and culture transformation programs we have created for our employees at all leadership levels, from young leaders to experienced leaders; functional development academies that focus on the development of our functional and technical competencies within the scope of our business strategies, and the best-in-class digital learning platforms that best support these 2 main focus areas and enable people to develop their current and future competencies.

Through our entire portfolio, we help our employees get prepared for the future while developing their competencies in their current roles, and create the opportunity for them to adapt to the requirements of the new age. Moreover, we contribute to the development of our employees in every respect by providing them with a wide training portfolio, including the mandatory training they must receive within the company, through our collaborations with Anadolu Group companies and The Coca-Cola Company.

What We Implemented in 2024-Leadership Development and Cultural Transformation

Accelerate Master Class 2024

Accelerate Master Class is a leadership program designed to focus on CCI's business and people priorities, aiming to empower CCI leaders with a learning and growth mindset while also equipping them with future-oriented competencies to create impact. Designed around the main focus of "Strategy", "Leadership" and "Creating Value as CCI for Society, People, Customers, and Consumers", the program strengthens CCI's leadership talent pool by developing the strategic thinking, leadership skills and value creation competencies of our senior executives, while also encouraging cross-functional collaboration. By integrating insights from leading academic institutions into the program and providing post-program coaching support, the program supports long-term talent development, innovation, and business growth across CCI. It aims to make leaders be prepared for the future by empowering them to manage complexity, make effective decisions, and manage change. The 'Accelerate Master Class 2024' Program involved 50 CCI employees.

Women in Leadership Program

Women in Leadership is a leadership program designed to help women explore and understand the equality and advancement challenges they face in the changing world of business, particularly as they move into senior positions, and supports CCI's commitment to diversity and inclusion. The program allows participants to hear the voice of their inner critics and identify 6 critical leadership competencies that hinder their progress, how these hinder their progress in their career journeys, and the steps that can be taken to overcome these obstacles, and it provides the necessary tools to overcome these obstacles, while focusing on accelerating career development and developing personal development strategies.

Women in Leadership is more than just a training program; it is a platform where participants enrich their learning journey by sharing their experiences, ideas and talents, and which empowers female employees to contribute to the creation of an inclusive workplace culture, supports organizational success, and aims to create lasting change. Supported by post-program mentoring and team coaching, the program enables participants to continue their development journey and make valuable contributions to the long-term success of the organization. 49 CCI female employees participated in the 'Women in Leadership' Program.

Our Value Chain	Our Value Creation Model	People First	Human Capital	Consumer Value	Winning With Customers	Responsible Procurement	Responsible Production	Responsible Corporate Citizenship
Talent Management Strategy	Talent Acquisition	Learning and Leadership Development		Communication with Employees and Employee Engagement		Total Rewards		

People Manager Effectiveness

Employee experience is very important at CCI and for this reason, we aim to provide the best experience for employees from the first day of their CCI experience to the last. We have created the employee life and experience cycle to manage this experience in the best way possible, and the first-level executives, in particular, contribute greatly to implementing this life and experience cycle. Executives' mastery of the steps that affect employees, especially in human resources processes, in this life and experience cycle has a significant impact on the performance and engagement of their teams. Therefore, having the same level of knowledge in all processes and mastering our own internal processes will help executives develop their leadership competencies and become more effective leaders. The People Manager Effectiveness program that was designed for this purpose has been implemented.

For the program, which aims at the effective transfer of human resources processes covering the CCI Employee Experience and Life Cycle and was designed as an in-class training, 22 internal trainers from 11 countries were identified and after the 5-day face-to-face training, training was received for the transfer of both the Training of Trainers and People Manager Effectiveness training. After completion of the Training of Trainers program, each country translated the training material into their local language, making the case studies specific to their country. The training program, which started in-class as of September 2024, will continue in all countries in 2025, primarily covering level 1 executives and then all executives. Following the training, which was designed with a blended learning method to develop a culture of continuous learning, resources such as relevant procedures, written materials, and frequently asked questions were also shared to support classroom training.

Every executive who completes the People Manager Effectiveness program will be eligible to participate in the “Accelerate Foundation” and “Accelerate Essential” programs, which target the development of CCI Impact leadership competencies.

U30+ Building Leaders of Tomorrow

The U30+ Building Leaders of Tomorrow development program, which we launched in 2018 with the aim of advancing the careers of high-potential young leaders within CCI and expanding the executives pool with younger generations,

received the Best Human Resources Practices award from the Anadolu Group in 2024 and accepted applications on a voluntary basis in 2024. In the program, where a total of 560 applications were received, evaluations were made using assessment center practices relating to age, English proficiency, seniority, performance criteria, as well as situational judgment and leadership potential. 82 employees were assessed within the framework of diversity and inclusion, with the support of country human resources teams, taking into account country, function and gender distributions, and were taken to the ExComm panel, which is the final step. After the ExComm panel, 42 employees who were successful were eligible to participate in the training program. As part of our collaboration with The Coca-Cola Company, three employees who underwent similar assessment practices also participated in the program on a pilot project basis. The program, which was carried out with IMD Business School and designed around the main focus points of "Strategy" and "Leadership", aimed at helping young leaders understand the importance of today-future, customer focus, and leading strategic innovation, according to global research and the CCI's perspective, was conducted face-to-face for 4 days. In the program, which is one of the important strategic leadership programs of CCI and was sponsored by the CEO, the practices in CCI corresponding to the global information provided by IMD were explained by the relevant ExComm members. Sustainability of learning is ensured through Coaching with Senior Leaders, Experience-Sharing Sessions, and Reverse Mentoring programs, carried out after in-class training.

Digital Coaching-CoachHub

As part of CCI's strategic priority of "Win with our people", our focus is on continuously enabling our talents to realize their full potential and increase their impact at CCI. That's why we continue to develop a coaching culture within CCI while providing the best learning experience for our employees. As part of the CCI Digital Coaching Program, one of the best coaching opportunities to support the leadership and personal development of our employees, we provided one-on-one coaching support to 72 of our employees in collaboration with CoachHUB, which has a global pool of more than 3,500 coaches. The digital coaching program, where focus areas are determined before starting the coaching sessions, executives are included in the process, and thus the development of our employees can be monitored, offers an unlimited number of coaching sessions for 6 months.

Executive Coaching

Executive coaching is offered to our executives working in critical positions within CCI to individually develop the development areas identified as a result of the assessment center evaluations and to monitor the same comprehensively. In 2024, 12 executives determined the coaches they will work with, through a chemistry call, from the CCI Coach pool which consists of coaches who are recognized in Türkiye and globally and have ICF-approved MCC and PCC coaching certificates, following suggestions made based on their development areas and preferences. Coaching sessions continue for 6 months up to 1 year in line with the goals agreed upon by the 11 executives who will receive coaching, and their own executives, and then the process is completed with a closing session held with the participation of their respective executives.

Financial Coaching

Eleven high-potential executives from CCI countries working outside finance departments participated in the Financial Coaching Program, which was organized by Anadolu Group Holding within the scope of the Development Dialogues program for the participation of all group companies. Participants had one-on-one coaching sessions with subject matter experts on Financial Statement Analysis, Foreign Trade, Capital Markets, Speaking the Same Language with Bankers, Avoiding Risks, and Reading the Markets. The financial coaching program, which was conducted once a month for 6 months, contributed to the development of the financial literacy of the participants.

Mentoring - Social Learning

Launched as a pilot project in 2024 to monitor and develop all social learning programs such as internal coaching, mentoring, and reverse mentoring within CCI, Mentoring enabled the matching and monitoring processes to progress quickly and in an integrated manner, within the framework of function, gender, age, competence, and personal expectations in mentoring and reverse mentoring programs implemented as a result of different programs. The Mentoring platform, which was made available for use in all countries simultaneously and implemented as a pilot project with the inclusion of 250 employees in 2024, saved HR professionals, who are both mentors and mentees and manage the processes, from many manual processes and enabled faster impact on development.

Feedback - Friendly Culture Program

The Feedback-Friendly Culture program aims to improve the competence of employees and executives at CCI in giving and receiving effective feedback, as well as increasing the accountability of executives through open and secure communication between teams. The first session of the development program, designed online and differently for each leadership level, was held in 2024 with the participation of the CEO, and the ExComm members and country general managers who report to the CEO. The program, which will include training for executives and all other employees as well as reading materials, assignments, and group work, will be implemented as a pilot project in 2025 and will last for 6 months. The pilot group will include 350 employees from all countries and all levels.

Harvard Digital Transformation Program

The Harvard Digital Transformation program, which takes place within the scope of the Anadolu Group Development Dialogues, aims to provide the ability to think analytically by analyzing data correctly, to use technological tools correctly, and thus to question the current situation and contribute to business strategies in the short term, while also creating an entrepreneurial and curious mindset and seeing the big picture for the future. The training program, which was attended by 12 executives from CCI and lasted 1.5 months online, included live sessions and project assignments.

Anadolu Group Development Program

The Anadolu Group Development Program, carried out by Anadolu Holding and attended by young talents from all group companies, focuses on the development of people's individual awareness, strategic thinking and leadership competencies and offers a 2-year development journey. The program starts with English and Assessment Center practices, and after the training in 3 different modules, including in-class and online sessions, in the first year, a mentoring program is carried out in the second year with volunteer executives from all group companies. Volunteers who successfully complete the training program are offered the opportunity to rotate within group companies after assessments made. In 2024, 11 young talents from different countries of CCI successfully completed the program, and 22 of our employees were included in a different training group that was implemented during the year.

Harvard Manage Mentor Spark (HMM Spark)

At CCI, 27 of our leadership-level employees from different countries were included in the Harvard Manage Mentor Spark (HMM Spark) online leadership development platform, which is one of the development solutions we offer in order to enable our high-potential employees to progress even further and to prepare them for the future by supporting their leadership competencies.



What We Implemented in 2024 – Functional Development Programs

In 2024, we successfully completed 5 different skill acquisition and skill development programs at CCI that will help our employees gain future competencies as well as improving their current competencies. The "Supply Chain Accenture Academy", which aims to develop the technical and functional competencies of all employees at the engineer level and above in the supply chain function across CCI, was held with the participation of 189 people. The program, which is delivered online in collaboration with Accenture, is designed specifically for production, logistics, procurement and customer management teams and consists of approximately 55 hours of mandatory and 45 hours of elective training sessions, and lasts 1 year.

Data Literacy Program

The Data Literacy program, which started in 2023 and continued with an expanded scope in 2024, also serves our target of creating a data-driven culture by developing the digital skills our employees need in order to work safely with data analysis and visualization tools. The training curriculum, which differs according to position and job, was implemented and completed in 2024 for the topics "Women in Technology", "Data Analysis", "Power BI for Beginners", "Data Analysis for Finance Teams" and "Women in Technology within the scope of the Proud Hundreds project".

In addition to teaching the use of the Power BI tool, 36 of our employees participated in the Data Analysis Learning Journey, which was held in Turkish and English and lasted 4 months, and included training on how to analyze data at CCI in addition to Data Visualization and Data Storytelling programs.

36 employees from all finance teams participated in the training program, which was specially designed for finance teams and carried out with CCI data.

The Women in Tech learning journey specifically targeted female employees in supply chain and sales departments and conveyed the effective use of the Power BI tool for beginners. The training program, in which a total of 80 female employees participated, was carried out face-to-face for 4 days.

Online training has been prepared and uploaded to the training management system CCI U'NI LMS, as the objective is for each employee at CCI to quickly adapt to new digital technologies, use these technologies effectively, and develop their competence in producing innovative solutions in business processes. The program, which includes 212 employees, will be carried out with mandatory and elective modules for all employees in 2025.

Human Resources Academy

50 of our employees, who are specialists and executives, attended the Human Resources Academy, which was held within the scope of our cooperation with AIHR (Academy to Innovate HR) that offers world-class online training programs in order for human resources professionals to have future competencies and skills, explains that they should be knowledgeable in basic HR competencies and experts in at least one functional competency, and focuses specifically on T-Model Human Resources. In addition to 12 different certification programs and courses on human resources, the learning platform, which includes reading materials, a resource library, a community consisting of all members using the platform, a seminar, and assessment center and coaching practices, was made available to employees for 1 year.



What We Implemented in 2024-Digital Learning Platforms

LinkedIn Learning

We continued to contribute to the development of our employees in 2024 with LinkedIn Learning, our most preferred digital learning platform with more than 1000 users across CCI. A total of 7,063 hours of training was received in 1 year on the LinkedIn Learning platform, where each country can develop training journeys according to its own priorities and which offers different language and subtitle options, and the active user ratio reached 100%.

Gamelearn

In 2024, we included 178 of our employees in our Gamelearn training platform, where we aim to strengthen employee motivation and loyalty by transforming the learning process into a fun and interactive experience. While the number of active users on our platform, which particularly attracts the attention of Generation Z, was 93%, a total of 1563 hours of training was received.

Udemy Business

We continued to offer the Udemy Business online training platform, which we started to implement within the scope of a pilot project in 2023, by focusing on the development of all employees in 2024. In addition to technical competency training, the platform also provides access to training for individual competencies and certification programs, aiming to support employees' development areas while also increasing their engagement.

Business English

Our Business English Development Program, which has continued across CCI also in 2024, was offered online to 146 of our employees through the digital learning platform EF-English First, to help them develop their core business English competencies. The program, which individuals can complete according to their own learning pace and level, lasts for 1 year and consists of a total of 24 group lessons for speaking practice and unlimited other resources.

CCI Learning Management System: CCI U'NI LMS












The CCI U'NI LMS online learning platform, which is available in 4 different languages, has been made accessible to 17,000 users across CCI, allowing distributors and their employees and subcontractor employees to benefit from the platform in addition to our own employees, prioritizing mandatory training, as well as occupational health and safety, sales, marketing and supply chain training.

Since the CCI U'NI LMS learning platform is the only learning platform used by all countries and functions, all in-class and online training sessions are monitored. A dashboard was created in 2024 for the data management of the platform, where there are administrators responsible for each country and function, and thus the analysis of the data began to be monitored quickly and accurately. The CCI Training Catalogue, which consists of mandatory, functional, individual and technical competency training and on-the-job training documents, used throughout CCI, has contributed to the development of a more holistic approach and a culture of agile and continuous learning by ensuring that all countries have access to CCI documents from a single source and that training contents are standardized, especially in program designs focusing on the development of technical competencies on a function basis.

Total Training Details by Type	Hours	Ratio (%)
Leadership	36,158	25
Functional	69,344	47
Mandatory	41,492	28
Total	146,994	-

Total Hours of Training Given to Employees and Distributors		
CCI Employees		146,994
CCI Distributors		18,790
Total		165,784

Training Hours per Employee in 2024 (CCI All)		
Female		13.67
Male		24.74
Manager and higher levels		21.64
Manager and lower levels (including blue-collar employees)		15.55

Total Hours of Training Given to Employees (person*hour)		
	Türkiye Operations	70,113
	Türkiye Group Office	4,780
	Jordan	1,888
	Kyrgyzstan	8,270
	Tajikistan	1,906
	Azerbaijan	11,320
	Turkmenistan	4,607
	Kazakhstan	11,833
	Pakistan	14,444
	Iraq	2,442
	Uzbekistan	15,391
	Bangladesh	n/a*
	CCI Total	146,994

*Integration has not been completed in 2024.

Our Value Chain	Our Value Creation Model	People First	Human Capital	Consumer Value	Winning With Customers	Responsible Procurement	Responsible Production	Responsible Corporate Citizenship
Talent Management Strategy	Talent Acquisition	Learning and Leadership Development		Communication with Employees and Employee Engagement		Total Rewards		

2024 Targets	Performance in 2024	Status	2025 Targets
<ul style="list-style-type: none"> › Implementing the U30+ Building Leaders of Tomorrow program with 40 participants and updating the program's selection process to objectively assess a broader talent pool 	<ul style="list-style-type: none"> › The application process for the U30+ Building Leaders of Tomorrow program has been transformed into a voluntary process that covers all employees. The process was managed fairly and openly for everyone, with pre-determined criteria and assessment process steps and the communication efforts made after each step. Training was carried out with a total of 45 people, including 3 employees from The Coca-Cola Company. 	<p>✓</p>	<ul style="list-style-type: none"> › Carrying out the U30+ Building Leaders of Tomorrow Program with at least 40 participants and improving the selection process steps and the subsequent feedback process
<ul style="list-style-type: none"> › Expanding the scope of the Accelerate Masterclass Program so as to include country Sales and Operations Managers. 	<ul style="list-style-type: none"> › The Accelerate Master Class program was held in 2024 with 50 people, including country sales and operations managers and director-level executives who could not previously attend. 	<p>✓</p>	<ul style="list-style-type: none"> › Carrying out the Accelerate MasterClass program for executives who are within the relevant target audience and/or who have newly joined the company
<ul style="list-style-type: none"> › Providing executive coaching to senior executives who have changed countries/positions, as they adapt to their new roles › Continuing the Digital Coaching program › Spreading the knowledge and experience-sharing by also implementing the mentoring process along with coaching 	<ul style="list-style-type: none"> › Executive coaching was initiated for 12 executives who had changed countries/positions and were already in the talent pool. › Our digital coaching program, CoachHub, continued also in 2024 with 72 employees. › After the Accelerate Master Class, Women in Leadership and U30+ Building Leaders of Tomorrow programs, mentoring and reverse mentoring processes were initiated to continue development. The "Mentorink" platform was launched to enable integrated monitoring of all mentoring processes. 	<p>✓</p>	<ul style="list-style-type: none"> › Providing executive coaching support within the framework of the Personal Development Plan › Continuing the Digital Coaching Program with the involvement of executives › Ensuring that the Mentorink platform is used for mentoring processes in all countries › Training Internal Coaches
<ul style="list-style-type: none"> › Designing the People Manager Effectiveness program as a training program in which CCI business practices and systems are conveyed 	<ul style="list-style-type: none"> › The People Manager Effectiveness program was designed with the CCI Employee Life Cycle as its main focus, and 22 internal trainers were trained to deliver the program in the countries' own languages. Training has begun to be provided in the countries. 	<p>✓</p>	<ul style="list-style-type: none"> › Launching the People Manager Effectiveness program in all countries and completing it for all target audiences › Designing and implementing the Accelerate Foundation program › Ensuring that people who complete the People Manager Effectiveness program participate in the Accelerate Foundation program and go through the training processes
<ul style="list-style-type: none"> › Carrying out the Women Leaders Program with 40 participants › Designing a 'post-program' mentoring program to support a culture of mutual learning 	<ul style="list-style-type: none"> › The Women Leaders program was held with 49 people, including participants from The Coca-Cola Company and Anadolu Efes. A mentoring process was initiated with The Coca-Cola Company to support post-program development. 	<p>✓</p>	<ul style="list-style-type: none"> › Carrying out the Women Leaders Program with 40 executives and ensuring that all participants complete their Personal Development Plans after the program › Implementing coaching/mentoring practices after the program
<ul style="list-style-type: none"> › Implementing training programs and feedback tools to create a feedback culture across CCI 	<ul style="list-style-type: none"> › In order to create a feedback culture at CCI, the Feedback-Friendly Culture training program was prepared. The program was designed with different tools for leaders at all levels. The first group of the program was for Leaders of Leaders and included the CEO and the executives who report directly to the CEO. Other modules of the program will take place in 2025. 	<p>✓</p>	<ul style="list-style-type: none"> › Designing communication activities that support the feedback culture for all employees as well as carrying out all training programs for the determined target audience

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

Communication with Employees, and Employee Engagement

Employee engagement is one of our priorities in creating value and effectively managing our human capital.

OUR COMMITMENTS

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

OUR RELATED POLICIES

[Human Rights Policy](#)

RELATED MEMBERSHIPS: [Please click.](#)

SDGs:



How We Govern?

The satisfaction and engagement of our employees are among CCI's most important values. In this regard, we are taking firm steps towards becoming a "Great Workplace" by providing our employees with continuous learning opportunities, supporting their career development, and providing them with a respectful working environment.

What We Implemented in 2024

The Employee Engagement Survey was repeated in January in order to understand the ideas and get feedback and suggestions of our employees about their CCI experiences through a comprehensive engagement survey and to take actions on opportunities and areas for improvement. The survey was made available to all employees simultaneously in 11 countries and achieved an all-time-high 95% participation rate.

The evaluation results of the survey were shared with all our employees by our CEO at the CEO Townhall event.

In addition, country results were also conveyed to all our employees through Country General Managers. With an approach that puts the employee at the center with the principle of transparent and sustainable communication and supports our inclusive perspective, Employee Engagement representatives from different functions and various levels were determined to discuss action plans on the survey results, focus group studies were conducted, and actions were planned. While country function leaders began to implement local action plans, actions to be taken across CCI were presented to the senior management for approval.



CCI Sailing Team

The CCI Sailing Team consists of our colleagues who do not give up against the challenges of nature and are determined to constantly improve, learn and showcase CCI's resilience in the best possible way. Our sailing team, which puts the CCI spirit at the center of the team, has won almost all the major races and cups by constantly improving itself. To access the video where you can learn about our Sailing Team and their successes, please [click](#).



CCI Basketball Team

The CCI Basketball Team was established in September 2024 and took the field for the first time in the group matches played in November-December. By bringing our employees together around team spirit, competition and love of basketball, we aim to encourage them to live a healthy and active life and have a pleasant time while proudly representing CCI.



Survey Participation Rate by Country in 2024 (%)

	Türkiye Operations	90		Azerbaijan	98
	Türkiye Group Office	91		Turkmenistan	100
	Jordan	88		Kazakhstan	94
	Kyrgyzstan	98		Pakistan	97
	Tajikistan	97		Iraq	99
				Uzbekistan	96

2024 Targets

- ▶ Communicating the determined actions to employees and implementing them
- ▶ Conducting follow-up surveys in line with the actions taken
- ▶ Continuing to hear employees' opinions regularly and receiving feedback through periodic follow-up surveys

Performance in 2024

Status

- ▶ Within the scope of the 2023 VOCCI outcomes, the Career Development Project Team was established by bringing together employees from different CCI countries.
- ▶ As part of the project, important initiatives such as People Talk Cycle, People Manager Effectiveness Program, Career Movement Guideline and TDF Process Guidebook were implemented. Additionally, the Individual Development Plan (IDP) structure within the One People Platform has been renewed.
- ▶ Throughout the process, project outputs were shared with employees via webinars titled HR Info Session.
- ▶ The 2024 VOCCI Pulse Survey was made available to employees simultaneously in 11 countries and achieved a 93% participation rate. The survey results were shared by the CEO in the Townhall meeting with all CCI employees. An increase was observed in the scores of the categories for which action plans were determined across CCI.

Target achieved Partially completed In progress Target not achieved

Total Rewards

To enhance employee satisfaction and engagement, we continuously improve our efforts to reward high performance by implementing competitive compensation and benefits policies.

OUR COMMITMENTS

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

OUR RELATED POLICIES

[Human Rights Policy](#)

[Remuneration Policy](#)

RELATED MEMBERSHIPS: [Please click.](#)

SDGs:



How We Govern?

At CCI, we are committed to recognizing and rewarding success through strategic and innovative planning, regardless of gender, race, language, or any other distinction. For us, every individual holds the limitless potential to shape the future.

In line with our company strategies, we determine salary increases by analyzing market conditions and considering annual performance results.

We offer a comprehensive benefits package designed to enhance employees' quality of life and provide ongoing support. This includes private health insurance, life insurance, employer-contributed pension plans, and service awards.

Recognizing the importance of special moments, we celebrate weddings and births with thoughtful gifts. We also stand by our employees during difficult times, offering financial assistance and advance loan options in cases of natural disasters, illness, or loss.

For managerial and executive roles, which directly contribute to organizational efficiency, employee engagement, and strategic success, we prioritize talent acquisition and retention. Our compensation and benefits policies are designed to support talent management strategies, ensuring a sustainable leadership pipeline. Alongside compensation management, we continue to strengthen leadership development and total rewards systems, fostering long-term commitment and success at the executive level. Please See. [Women's Leadership Program](#), [Accelerate Master Class](#), [Accelerate Foundation](#), [Executive Coaching](#)

In our digitalization journey, we make all processes more efficient and accessible, provide our employees with fast and easy access to the data they need, and optimize process management in a centralized and automated manner.

What We Implemented in 2024

In 2023, CCI took a significant step in human resources management by launching the Equal Salary Certification process, reinforcing its commitment to equity and fairness. This achievement was further solidified in 2024 through successful audits, ensuring its sustainability. The year 2024 also marked a key milestone for CCI, as its global fair compensation and benefits systems underwent extensive evaluations. For the first time, Kazakhstan, Kyrgyzstan, and Tajikistan were comprehensively assessed by independent auditors, while Turkey, Pakistan, Jordan, and Iraq successfully completed their second audit cycle.

During the audit processes, CCI's human resources policies and practices were meticulously examined with a commitment to the principle of equality, and employees and managers had the opportunity to directly share their experiences and best practices within the company. Throughout this process, all HR practices were thoroughly reviewed, and in-depth discussions were held on the impact of the equitable approach.

As a result of these comprehensive audits and evaluations, the new strategies and improved processes implemented in 2024, along with the tangible outcomes of an equitable approach, have ensured the continuity of the Equal Salary Certification. This has further strengthened CCI's commitment to transparency and fairness in human resources practices. This achievement not only highlights the effectiveness of CCI's global HR strategies but also reaffirms the company's dedication to social responsibility and sustainability.

To ensure that our employees maintain both a strong market position and a competitive compensation package, we continuously monitor economic shifts across our operating regions. By closely tracking these dynamics, we implement innovative, market-aligned compensation adjustments, safeguarding our employees' value and providing them with the best opportunities.



We continue our efforts to align the existing rewarding systems of the Bangladesh organization, which joined the CCI family this year, with the systems we implement across CCI. In addition, in terms of fringe benefits as well, we continue to work with the same approach, on equal, competitive programs that best suit the country's dynamics and market conditions.

We have recently launched our Flexible Benefits platform with a broader and upgraded scope compared to previous years, making it available to our Head Office and Türkiye employees this year. This platform continues to have a positive impact on employee engagement by offering innovative and diverse benefits that enhance well-being and quality of life, while also allowing employees to personalize their benefits based on their individual needs. Moving forward, we aim to expand the platform across all our operating regions, aligning with employee expectations and local dynamics to create even more value for our workforce.

In line with our diversity and inclusion principles, we continuously review and enhance our existing benefits programs, including insurance coverage, limits, and content, to ensure significant improvements. By reassessing all our current benefits practices, we strive to maintain our competitive position across all the regions in which we operate.

We are planning to implement the 'Recognition & Reward Project', for which we took the first steps in 2023 and which aims to reward success not only beyond current responsibilities but also by taking CCI IMPACT Leadership Behaviors as role models, for the Group Office and Türkiye

in the coming months. This year, we shaped the project in line with new trends by developing the technological infrastructure and collaborating with a digital solution partner. We expect this tool, which will provide executives with a powerful opportunity to reward their teams, to be an additional source of motivation for our employees by highlighting the positive behaviors we want to see within the organization. We believe that while strengthening the culture of appreciation and gratitude, the opportunity to instantly reward value-creating achievements will play an important role in increasing motivation and engagement. We aim to present the project as an inspiring example by making it applicable in all countries where we have operations, within a short time.

We strengthen our talent pool and effectively benefit from the experience transfer between country operations in international assignments, which have gained momentum within our organization along with the globalization trend. The contributions of our teams, who assume leadership roles in different geographies, through short, medium and long-term assignment opportunities, also present valuable opportunities in terms of diversity and inclusion. As CCI, we monitor talent development on a global scale and provide our colleagues with diverse experiences, enabling the rapid transfer of best practices across countries. Through Mobility Management, we support the career development of employees while at the same time increasing organizational flexibility and accelerating knowledge-sharing between different markets. This approach ensures the development of leadership skills and makes a strategic contribution to CCI's achievement of its local and global targets.

CCI Innovation Day

CCI Innovation Day brings together the company's vision of being "vision of becoming the best FMCG company" and the EFQM Model's "creativity and innovation" target, providing a platform where employees can present their innovative ideas, enrich the corporate culture, and add value to business processes. With this event, the participation of all communities within CCI is encouraged and the company's innovation ecosystem is strengthened.

In 2024, we held the fifth Innovation Day that was hosted digitally by CCI Kazakhstan. We received applications for a total of 177 projects and 813 new ideas. Our countries organized their own local innovation days and identified their best projects and ideas. Following the local innovation day selections of the countries, we determined the best 3 projects of our company in CCI One Innovation



Day 2024 with the participation of a total of 12 finalist projects from 9 CCI countries and CCI Group Office. Our projects that qualified for the finals after the selection of our countries, represented our company at AG-BFF 2024.1

Anadolu Group Bi' Fikir Festival (AG-BFF 2024)

We participated in the semi-finals of the Bi'Fikir Festival 2024, where group companies that are successful in the field of innovation are rewarded, with 4 projects in 3 different categories. We also participated in the finals with 3 projects in 3 different categories and received our awards. CCI Group Office and Türkiye stood out by receiving the award for the 'company with the most ideas'.

Sustainability&People

Saving Human Lives with AI



Pakistan

Digitalization&Technology

Smart Robots Do Accounting and Billing



Türkiye

Operational Excellence

Nano-Stretch Application



Türkiye

Heat Recovery from Air Compressor



Jordan

Consumer Value



#ResilienceInAction

While offering our customers a variety of product options, we always prioritize the safety and quality of our products and act in accordance with responsible consumption principles.

Increase in number of users of the 'CCI'm Curious' Platform, compared to 2023

90.2%

Increase in number of Costa Coffee sales points

50%

Number of young people reached with FantaFest in 7 cities

420 thousand



Consumer Satisfaction

We enrich our product portfolio with unique and powerful innovations that we develop in line with the expectations, needs and global trends of our consumers in the countries where we operate, and we maximize our consumers' satisfaction.

OUR COMMITMENTS

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

RELATED MEMBERSHIPS: [Please click.](#)

SDGs:



How We Govern?

In addition to offering cost-effective, easily accessible and innovative products that appeal to different lifestyles and needs, we adapt to changes in the market by instantly meeting customer demands with our lean production and agile management approach that is focused on digitalization.

Our current RGB (returnable glass bottle) series includes RGB 200 and RGB 300 SKUs in sparkling beverage brands (Coca-Cola, Coca-Cola Light, Coca-Cola Zero Sugar, Fanta, and Sprite).



2024 Targets

> By understanding the needs of consumers, we continue to adjust the product portfolio in detail, in line with the changing consumer trends.

Performance in 2024

> Through innovations, launches, and promotions, the product portfolio continues to be adapted to consumer trends.

Status



2025 Targets

> By understanding the needs of consumers, we continue to adjust the product portfolio in detail, in line with the changing consumer trends.

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

Product Launches in 2024

Coca-Cola

With its "Made In-Made By" Campaign, emphasizing the value of domestic production, Coca-Cola also honored the joint efforts that made the flavor of its products possible, by featuring the names of its employees on its cans. The materials of this campaign were delivered to consumers through outdoor channels, TV, and digital and in-store channels.



Damla

CCI Türkiye The focus on premium and small packaging options when serving Damla and Damla Minera to consumers aims to ensure profitable and sustainable growth.



Schweppes

CCI Türkiye

The product was presented to consumers as a new series with its renewed bottle design and premium options.



Schweppes Tangerine and Schweppes Lemon were made available to vendors in 250 ml tin cans.



CCI Azerbaijan (Schweppes/Fuze Tea/Cappy)

A sales volume above targets was achieved with Cappy Pineapple and Fuze Tea Strawberry-Melon products launched in April 2024. Three new products were introduced to consumers in the Schweppes Premium series, namely tonic, ginger and mojito.

Costa Coffee

CCI Türkiye

Costa Coffee, Europe's largest and the UK's most popular coffee brand, continues to offer a unique coffee experience by reaching 6 million consumers in more than 450 cafés and restaurants in 22 provinces in Türkiye. Costa Coffee provides coffee and machine solutions tailored to customers' needs, creating in-store visibility specific to businesses. The aim here is to introduce the Costa brand and its products to the target audience more easily and to increase brand awareness.



Cappy

CCI Türkiye

Cappy added 4 new products to its portfolio by launching 2 major innovations in 2024. Standing out in the growing lemonade market with strawberry and mint lemonade flavors Cool Pink and Cool Mint, the brand has fine-tuned its image to appeal to a younger and cooler style with the marketing communications efforts made to launch these products.



Launch of the Cappy Serin sub-brand just within the right season, in response to the increasing need for economic-segment products in the fruit juice market, made a rapid entry into the market possible. The launch of Serin was supported in digital media with a 13-week Cappy communication campaign that featured meal events for the first time.

Sprite

CCI Bangladesh In 2024, Sprite Mint was successfully launched.



Fusetea

CCI Kyrgyzstan

The Melon-Strawberry flavored product recently added to the Fusetea portfolio received positive reactions from consumers.



Crush

CCI Jordan

With the launch of the 'Crush' brand, which offers 3 different flavors, the beverage portfolio was expanded to meet the demands of consumers.



CCI Kazakhstan

Fusetea Watermelon, Mango-Chamomile & Mango-Pineapple - flavored products were introduced to consumers.



Monster

CCI Türkiye Two new products were launched by the Monster brand.



Dasani

The soft drink portfolio was strengthened with the launch of "Dasani Plain Sparkling Water".

Promotions in 2024

General Product Promotions

CCI Pakistan-Coca-Cola

The campaign, in which 1.5 liter and 2 liter packs were released at affordable prices, also continued during Ramadan. The campaign received positive reactions from customers across the country.



In order to increase sales volume, an incentive program was implemented in cooperation with more than 100,000 retailers.



CCI Pakistan-Coca-Cola

Model Outlets practice was implemented in distributors in order to increase the visibility of Coca-Cola. More than 100 Model Outlets were established and as a result, volume growth was achieved, with an average growth of 10%.



CCI Pakistan-Coca-Cola / Sprite

Innovative Modern Commerce practices were implemented, ranging from inverted runway to tools that increased campaign visibility.



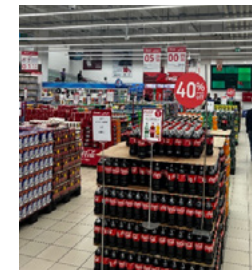
CCI Pakistan-Sprite

Overall volume growth of 29% was achieved for Sprite in 2024, with affordable pricing in Sprite and Sprite Zero packs.



CCI Jordan-Coca-Cola

A strong campaign was carried out by offering 3 1-liter packs to consumers at affordable prices.



CCI Türkiye-Fusetea

In 2024, for the first time in years, the Fusetea 'Under the Cap' promotion was introduced to consumers. The activation of the campaign, which offered different gifts under the caps of 1.5 L PET bottles, was carried out throughout Türkiye between June and September.



CCI Turkmenistan-Coca-Cola

The company participated in the White City-Ashgabat 23rd International Exhibition to increase the Coca-Cola brand's visibility and promote products. This event provided a platform to meet more than 160 national and international companies and more than 5,000 participants.



CCI Turkmenistan-Fanta

In order to re-introduce Fanta Orange to the market after a 6-year gap, campaigns were carried out in 3 important locations. This initiative has led to increased interaction with customers. The campaign reached 1,500 people and received positive feedback from consumers.



CCI Jordan-Arwa / Fanta / Sprite

While the promotions of the "Arwa" water brand were strengthened; Fanta and Sprite products were offered for sale in refrigerated cabinets.



Promotions in 2024

General Product Promotions

CCI Iraq - Coca-Cola

With the 2+1 campaign implemented in Northern Iraq and Basra in November and December, there was an increase in sales volume on a yearly basis.



CCI Iraq - Coca-Cola

With the Coke & Meal, Coca-Cola Zero campaign, which was carried out specifically targeting young consumers, there was a 99% increase in volumes on a yearly basis and the interaction rate with customers increased.



CCI Iraq - Coca-Cola

With the introduction of 30% larger packs for Coca-Cola Regular and Coca-Cola Zero without any price increase, an increase was observed in the number of customers reached, resulting in a 4% increase in sales on an annual basis.



CCI Iraq - Fanta

Consumers' interest in Fanta increased with the "Wanta" advertising campaign.



CCI Türkiye - Coca-Cola

In 2024; for the first time ever, a consumer promotion was carried out for Returnable Glass Bottles in the On-Site Premise channel. Internet, meal vouchers, and transportation card vouchers were given away as gifts.



CCI Türkiye - Coca-Cola

Coca-Cola collaborated with Gökhan Özoguz to share in the excitement of Euro 2024 with a commercial supporting the National Team, new fan packages, and field practices. In addition, it embraced game moments with its 'under the cap' promotion on 2.5 L products and brought gifts such as combo menu, Euro 2024 licensed products, and TOD packages to consumers.



CCI Türkiye- Schweppes

Schweppes offered a rewards promotion for the second time.



CCI Türkiye - Coca-Cola

For the first time, the 'Every Cap Counts' consumer promotion was carried out with Fintech Partners. Consumers who entered the codes under the caps of Coca-Cola, Coca-Cola Zero Sugar, Fanta, Sprite 2.5L, and Coca-Cola Zero Sugar 1L earned digital funds of up to 250 TL that can be spent at grocery stores and markets.



Promotions in 2024

General Product Promotions

CCI Kyrgyzstan - Coca-Cola

This summer, a project called "Reminder Dose" was launched to expand Coca-Cola's customer base so as to include consumers. For promotional purposes, Coca-Cola was distributed to people in various parks, and more than 10,000 people were contacted.



CCI Kyrgyzstan - Fusetea

More than 3,500 people participated in this year's Issyk-Kul Marathon. The marathon not only hosted the promotion of Bonaqua, but also the launch of the new melon and strawberry-flavored Fusetea.



CCI Azerbaijan - Coca-Cola

CCI met with 45,000 students through large-scale events at 6 universities. Events involving famous artists and students were organized through Coke Studio. As part of the back-to-school activities, events were organized at two universities, involving 8,000 students. Menu campaigns are also offered to students with Coca-Cola brand promotions in university canteens.



CCI Azerbaijan - Coca-Cola

The company interacted with consumers by organizing Coke & Meal and Fanta Snacking events throughout the year. Volume was increased per store in Conventional Commerce channels. In addition to these events, Fanta and Coca-Cola were offered to consumers through combo menus launched by various food and beverage brands.



CCI Bangladesh - Coca-Cola

Customer interest was increased with the door-to-door delivery campaign carried out specifically for the 250 ml cold packs of Coke Zero, Sprite and Fanta.



Music and Festival Promotions

CCI Türkiye

Fanta Fest, Türkiye's largest youth festival, hosted Tarkan and Ceza in 7 cities this year and reached 420,000 young people. Consumers who collected the codes under Fanta caps won festival tickets and millions of gifts with the points they earned.



CCI Azerbaijan

The 360-degree Cola Music Event, which aimed to attract the attention of young people and increase instant consumption, lasted throughout the summer in 5 cities and offered consumers the opportunity to win attractive prizes such as smartphones, speakers, headphones and smart watches through weekly raffles. These raffles were organized for consumers through concerts under the theme of Coke&Music, where young musicians and famous artists took the stage. 55,000 people participated in the raffles and a total audience of 250,000 people was reached.



CCI Bangladesh

The new season launch of Coke Studio in 2024 received very positive feedback. Coke Studio's song "MALOMA" made history by entering the world's top 30 list for the first time.



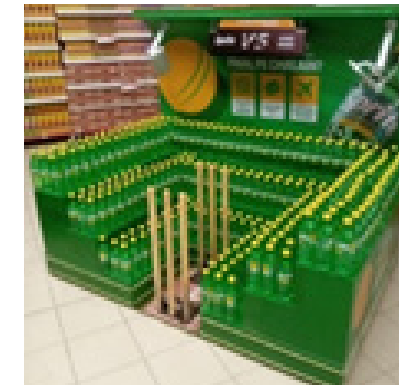
CCI Kyrgyzstan

Two major festivals were held during the summer, with more than 18,000 participants. The first of the events, Asia Fest, lasted 3 days and featured Coke Studio artists who took the stage. Coca-Cola products were served alongside various meals offered by promoters. Artist Xcho performed at the second concert which was attended by an audience of over 10,000 people.



CCI Pakistan

Consumer promotions were run during the Cricket World Cup throughout 2024, one for Coke Studio and another for Sprite. Both promotions were introduced to consumers for 4 different pack sizes, namely 350ml, 500ml, 1L and 1.5L. Sprite promotions also applied to Sprite Lemon Mint and Fanta. The Coke Studio promotion resulted in over 80,000 platform registrations, over 100,000 giveaways, and 3.5 million code entries. As part of the Sprite promotion, over 780,000 interactions were achieved, over 100,000 gift orders were placed, and the travel expenses of 14 people who were eligible to watch the game finals were covered.



CCI Kyrgyzstan

An event called "Plov Fest" was organized to support Coca-Cola's inclusion in Kyrgyzstan's traditional cuisine. The festival resulted in consumer satisfaction with menus that combined live music performances, traditional dishes, and Coca-Cola.



Ramadan and Nowruz Promotions

CCI Türkiye

With the increasing sparkling beverage trend during Ramadan, Coca-Cola and Fanta were launched in 3L instead of 2.5L packs in the traditional trade channel. In addition, the year-round 'under the cap' promotion continued with a gift pool enriched with food gifts in both 2.5L and 3L bottles.



CCI Kyrgyzstan

During Ramadan, we launched a special promotion offering a 2.25L pack for the price of a 2L pack, helping to strengthen customer loyalty and attract new consumers by offering more products at a lower price during the month of Ramadan.



CCI Azerbaijan

Buta Snack Plates, a cultural symbol for Nowruz dining tables in Azerbaijan, were offered to consumers as a new promotional product. 8,000 families nationwide showed interest in the 'Cap Throwing' Campaign.



CCI Kazakhstan

During Nowruz in Kazakhstan, two product groups were offered to consumers in large packs.



CCI Bangladesh

Customer satisfaction was achieved and sales volume increased through the discounted prices of Coca-Cola and Sprite that were applicable during Eid al-Fitr and Eid al-Adha in 2024. During Ramadan, customer engagement was increased by featuring Kinley alongside prominent partners such as Chillox, Salam's Kitchen, Hello Fried Chicken, Delhi Darbar and others.



CCI Iraq

On the occasion of Ramadan, volume of 1.75 liter packs was increased to 2.25 liters, offering an affordable solution to consumers.



CCI Jordan

During Ramadan, CCI Jordan organized a promotion that offered consumers a free 500 ml Coca-Cola with every purchase of a 2.5 liter Coca-Cola bottle.



New Year Promotions

CCI Türkiye

New Year packs and in-store practices were introduced to consumers.



CCI Azerbaijan

In December 2024, live interaction was achieved with more than 2 million customers at the New Year market, which has become a symbolic tradition. Specially-designed, New Year-themed Coca-Cola product packs gave consumers the chance to experience the spirit of celebrations in a memorable way.



Promotional Activities Through Channels

CCI Bangladesh

Coca-Cola achieved high sales success through collaborations with 10 brands, including Herfy and Burger King.

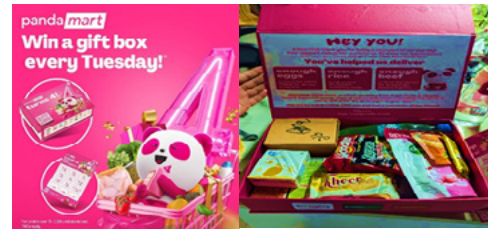


Coca-Cola increased customer satisfaction as a result of successful campaigns created through both face-to-face and digital channels in collaboration with Domino's. The Pizza & Coke combo menus offered to customers via Domino's digital application and restaurant branches became highly popular.



CCI Bangladesh

This year, CCI Bangladesh expanded its product portfolio with Sprite-Mint that it introduced to its customers. To celebrate Pandamart's 4th anniversary, special Sprite-Mint combinations were offered through the Pandamart Gift Box. Coca-Cola increased its online sales volume by continuing its e-commerce partnerships with Pandamart and Chaldal platforms and offering mixed promotions to its customers throughout 2024.



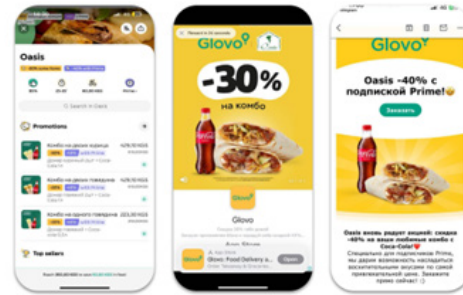
CCI Iraq

Joint campaigns were organized through online food ordering platforms Talabat and Careem, and customer participation was encouraged with the home theater system prize offered.



CCI Kyrgyzstan

CCI is increasing the use of food delivery platforms by making opportunity-focused investments in order to develop its e-commerce channel and maintain its leading position in this field.



In order to develop the catering sector, training was organized for executives and waiters together with the "Horeca Plus" Association. Three speakers who are experts in their fields were invited to these training sessions.



For the first time, we launched a global promotion with Yandex. With special QR codes placed on the labels of Coca-Cola 2L bottles, we offer our customers a 90-day Yandex Plus subscription to provide additional value with every purchase.



In order to encourage consumption of snacks with Fanta, emphasis was placed on increasing the visibility of the "Fanta Snacking" campaign. By launching packs with Fanta+Jumka bars, a 150% increase in volume was achieved.



CCI Pakistan

In 2024, CCI Pakistan encouraged customers to buy Coca-Cola through the partnerships it has established, by organizing raffles that included promotional products and a free stay at Luxus Hunza resort. These campaigns were successfully executed through various channels, including the digital platform, increasing customer engagement and sales.

In 2024, lucrative promotions in the e-commerce space increased consumer interest. The 'Fly to Dubai' campaign, launched with online food ordering platform Pandamart, one of CCI Pakistan's key partners, has become the biggest e-commerce project the company launched this year. As a result, Coca-Cola's share in the soft drink sector increased by 4 points, resulting in a 23% increase in sales. Additionally, 40,000 consumers participated in the "Lucky Draw Campaign" by purchasing packs worth 1,500+ Pakistani Rupees.



Responsible Consumption

In our wide range of products, we prioritize consumer health and never compromise product safety and quality.

OUR COMMITMENT

Make sure that our consumers can make informed choices, by establishing transparent communication with them

OUR RELATED POLICIES

[TCCC Responsible Marketing Policy](#)

RELATED MEMBERSHIPS: [Please click.](#)

SDGs:



Product Labeling and Responsible Marketing

We believe it is our most important responsibility to communicate transparently with our consumers. By clearly communicating the nutritional values of our products on our labels, we ensure that consumers can make informed choices based on their lifestyles and preferences. Our labels include nutritional information such as energy content (kilocalories, calories, kilojoules), protein, carbohydrates, fats, total sugars, and sodium.

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

Selected beverage categories are now allowed to be sold in elementary schools, either directly or through a contracted third-party distributor. The sale of water, 100% fruit/vegetable juice and smoothies (including diluted juices), dairy products and plant-based beverages are the only products in the beverage category that are permitted to be sold in primary schools; these beverage categories comply with public health and nutrition recommendations, and global school guidelines. Primary education facilities also feature unbranded vending machines/coolers that do not feature a selection button. As CCI, we, too, adhere to all these local regulations and voluntary commitments of the industry concerning primary and secondary schools.

Major Collaboration to Reduce Sugar Consumption (2015)

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



Communication with Our Consumers

Our established process and structure for the "Management of Customer and Consumer Communication", which we created in order to encourage sustainable and effective communication with our customers and consumers, is subject to continuous evaluation and improvement in accordance with feedback from relevant stakeholders.

Consumer feedback and complaints are managed in accordance with the "Management of Consumer Complaints" procedure within the scope of the process we jointly designed with TCCC. For product-related consumer complaints submitted to TCCC and CCI, consumers are contacted to obtain the product in question and the necessary information and then a new product is delivered to the consumer in question to replace the product on which feedback was provided. Once feedback on a particular product has been received, the relevant CCI plant analyze the relevant product and the relevant units take the appropriate action. Upon request, consumers are given feedback on the matter. Our stakeholders that are interested in observing our production processes may submit a request to visit our facility and participate in a tour.

Our company communicates with consumers via the following channels: free Coca-Cola Customer Call Center, Consumer Complaint System, Coca-Cola Türkiye Merak Ettim (CCI'm Curious) Platform, and communication platform on the website; we respond to consumer queries across these platforms. Surveys are also conducted at regular intervals.

"Merak Ettim" (CCI'm Curious) Platform



69,146
users in total



78,525
sessions



133,953
page views

Post-Consumer Packaging Waste Recycling

As a company committed to sustainability, we recognise the importance of the circular economy and recycling initiatives. To this end, we collaborate with our authorized business partners to increase recycling rates, promote the use of refillable glass bottles among our customers and consumers, and facilitate the recycling of packaging waste through our Sustainable Packaging Task Force.

We become informed about the latest developments in our priority countries through the regular monthly meetings we hold with the working groups that we have established in cooperation with TCCC.

We closely follow developments in recycling technologies to improve local recycling systems and to determine the most appropriate recycling models. We continually research global best practices and disseminate information about new methods. We also collaborate with legislative authorities in the countries where we operate in order to propose updates to existing legislation to support the circular economy and to guide and support any initiatives to introduce relevant new legislation.

CCI Türkiye: With the partial implementation of the mandatory Deposit Management System (DYS) in Türkiye in 2023, we have initiated the integration of the DYS logo into product labels and packaging designs. During the same period, we also started paying Deposit Participation Share (DEKAB) for our packaging. We have continually shared ideas and practices with relevant authorities, such as potential offset opportunities and private sector-led collection initiatives that aim to maximize the environmental benefits of fees collected. We continue to collaborate with public and private sector organizations as well as non-governmental organizations (NGOs) to develop effective and mutually beneficial systems.



CCI Kyrgyzstan: We are currently contributing to two important initiatives being developed by the Ministry of Environment of Kyrgyzstan. The first of these involves drafting a regulation for a weight-based waste fee, while the second focuses on legislation regulating the use of single-use plastics.

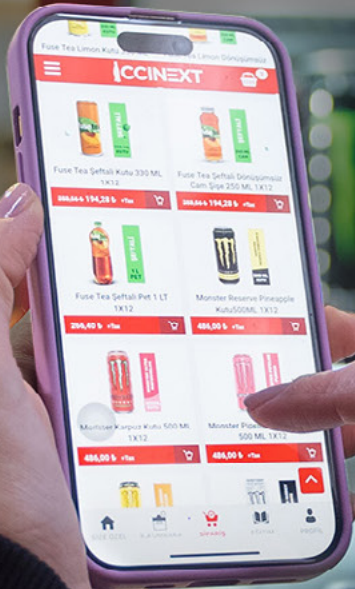
CCI Azerbaijan: We have signed a Memorandum of Understanding with the Ministry of Ecology of Azerbaijan regarding our intention to contribute to the government's collection and recycling initiatives.

CCI Kazakhstan: We actively participate in the Working Group established by the Ministry to develop a framework for Extended Producer Responsibility (EPR) systems that will regulate waste management in Kazakhstan. We have successfully communicated our position on the benefits of an industry-run EPR system in Kazakhstan.

CCI Pakistan: We are a founding member of CORE (Collect and Recycle) Alliance, a Pakistani initiative that aims to eliminate packaging waste through official collection and recycling efforts and public awareness campaigns. In 2023, we signed a Memorandum of Understanding with the Gilgit-Baltistan state government to set up and operate a collection system under the Core Alliance. The system was implemented in 2024 and is now operational. We are in touch with other state governments to replicate similar initiatives.

CCI Bangladesh: A draft legislation is being worked on to regulate collection and recycling.

Winning With Customers



#ResilienceInAction

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

With the newly-implemented Research structure, interaction with a total of **120,000** different customers on an annual basis

16% carbon emission reduction in distributors

180 tons of Plastic Waste avoided in distributors

Customer Value

As CCI, we aim to create value by establishing unique solutions and effective collaborations with a customer-focused approach. We develop joint business plans, demand forecasts, and commercial strategies in order to increase customer and consumer satisfaction. By strengthening our technological infrastructure and investing in environmentally friendly coolers, we facilitate consumer access while reducing our carbon footprint.

OUR COMMITMENT

Be the business partner that is preferred by our customers

RELATED MEMBERSHIPS: [Please click.](#)

SDGs:



How We Govern?

As CCI, we aim to be the preferred business partner of our customers with the unique solutions we offer. In line with this purpose, we run a customer-focused organization with our joint ventures and superior supplier management practices.

In order for our consumers to be satisfied with our sales points, we prepare joint business plans with our customers, carry out demand planning studies, and produce commercial strategies and solutions. We use the "Right Execution Daily (RED)" system to offer our products to customers and consumers in the most effective manner possible.

Joint Business Plan (JBP) Meetings

The Modern Channel Joint Business Plan (JBP) meetings held annually in Türkiye operations ensure that the joint marketing and operational plans of both the customers and CCI are compatible with each other.

Customer Focus Groups

We organize Customer Focus Groups periodically for the benefit of our Local Chain Customers (LKA).

Route to Market

Through our innovative field practices, we aim to be a sustainable business partner that provides the best service in our sector.

- > **SFA (Sales Force Automation):** With the application we use in all CCI countries, we make sure that routes are visited in the fastest and shortest distance, thus reducing our carbon footprint and increasing efficiency by saving time.
- > **One Number Execution Score:** This application enables us to monitor the performance development of our countries based on 10 criteria in four main areas: Customer Availability, Field Application Success, Refrigeration Availability, and Efficiency.
- > **Artificial Sales Assistant (ASA):** We predict orders for our customers' needs based on their historical data and market conditions.
- > **CCINEXT Mobile Application:** This is a mobile and web-supported application where our traditional channel and on-site consumption channel customers in Türkiye, Pakistan and Kazakhstan operations can place online orders, benefit from promotions and campaigns, and give feedback through surveys. With the digital capabilities we offer with CCINEXT, we aim to create added value by both supporting the field applications of our sales representatives and improving the customer experience.

We strengthen our technological infrastructure to facilitate our consumers' access to cold drinks. As part of our investments in coolers, we are gradually switching to more environmentally friendly coolers and reducing our carbon footprint.

In addition to the strong value we create for our customers, we also optimize our commercial investments. With all these activities, we meet consumer needs and increase turnover with every case of product we sell to our customers.

Right Execution Daily (RED)

We use the "Right Execution Daily (RED)" system to offer our products to customers and consumers in the most effective manner possible. The RED system contributes to the company's growth by following four basic steps. These steps are: "Ideal Store Applications", "Arrangement-Display", "Reporting and Analysis", and "Coaching".

After we started to digitalize the RED process in 2016, we began monitoring and developing our in-store applications by using image-recognition technology. This technology allows us to quickly access visibility and availability opportunities on our in-store applications, through field photos taken by the sales team, and increases our sales coverage as a result of more than 95% accurate reporting. At the same time, we access more accurate data in a shorter time and have the chance to cover more customers as a result of the low cost advantage.

The technology, which was successfully implemented in Türkiye in 2016, began to be used in Iraq in 2017, in Azerbaijan, Kazakhstan and Kyrgyzstan in 2018, in Jordan and Pakistan in 2019, in Tajikistan in 2021, and in Uzbekistan in 2023.

In 2023, we increased system performance by focusing on improvement efforts in the reporting system which we transitioned to last year. In 2024, the RED system was simplified and similar KPIs began to be monitored in all CCI countries. Additionally, reporting services began to be provided using in-house resources to generate insights from RED data. Thus, the first phase of the system that will produce insights for sales teams in the coming years has been completed. This way, we continued to serve the purpose of turning our company strategy into reality at the point of sale and keeping the point of sale at the forefront while creating our strategy.

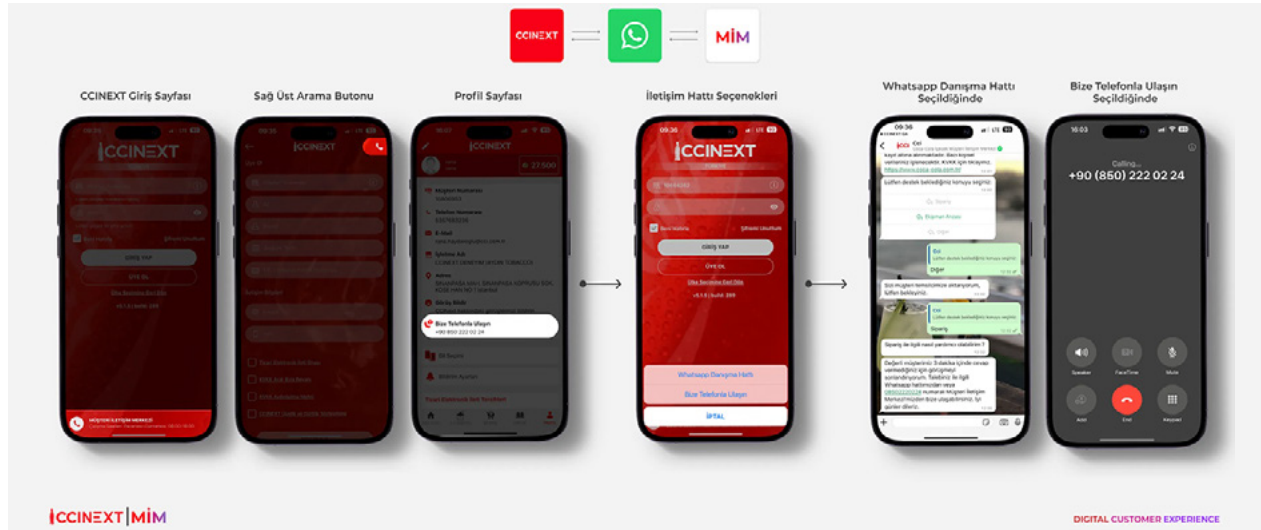
Communication with Our Customers

Our Coca-Cola İçecek Türkiye Customer Communication Center strives to provide a service that will enhance customer experience by covering all our customers as part of an Omnichannel philosophy. With the new channels implemented in the last 2 years, it provides support by receiving customer requests via telephone, corporate Whatsapp lines and chatbots, e-mail, SMS, video calls, website, and CCINext referrals. In addition, with its newly launched Research structure, it contacts a total of 120,000 different customers per year.

CCI Customer Interaction Center

The mission of CCI Customer Interaction Center is to understand the expectations of customers and distributors in the geographies where it operates and to meet them in the best way possible; customer complaints and suggestions conveyed to our center as part of customer feedback are recorded and evaluated, and forwarded to the relevant units for analysis. After the analysis, actions determined are implemented and long-term solutions are formulated. All processes are managed through various and flexible workflows that we have developed, and are monitored through the Customer Interaction Center. We have started to expand our call center service to CCI countries. We offer call center services in English and Russian in Kazakhstan, Uzbekistan and Kyrgyzstan.

Our customers are informed about the incoming issues within 48 hours and a confirmation call is made when a request is finalized. All calls are analyzed instantly, and subject-based and solution-oriented reporting is provided. The main purpose here is to try to resolve the calls at the first moment of contact. Our service quality level is monitored on an hourly basis.



The service performance of the Customer Interaction Center is reported monthly to senior management. The necessary budget is allocated for resource (technology, human resources) planning for performance and process improvement. In addition to all these reports, this year we have also started to produce regional reports with distributor and sales center details.

Some of our projects that were implemented during the reporting period and are of great importance are listed below:

- > **Our Foreign Language Service** - We have offered English and Arabic language options based on the communication preferences of some of our customers located in the Republic of Türkiye.
- > **Video Call** - As a result of the training sessions we received from our technical service teams, we started to provide technical services to our customers via video calls. We started to solve simple issues that did not require technical service referral, during video calls.
- > **Corporate Whatsapp Line Chatbot** - In addition to our correspondence service on our Corporate Whatsapp line, we have launched our Chatbot, one of our greatest assistants. Our customers can now submit their requests on many issues themselves with a simple click.
- > **RPA** - With the support of more than 20 robots, we strive to transform the efforts we spend on daily routine work into quality time and use it for team development and the dissemination of CCI culture.
- > **Website** - With the help of the Lead form added to our website, we receive the requests of our customers or potential customers through the form and call our customers who fill out the form within 10 minutes.
- > **CCINEXT Redirection** - Two new options have been added for our customers who need help with order entry in the CCINext application to reach us. Our customers can call us directly or get redirected to our Whatsapp channel with a single click.
- > **Damla Su HOD Whatsapp Chatbot** - We have launched our new service for our customers who want to order Damla Su HOD (demijohn) and other products. Our customers can now connect to our corporate WhatsApp line and send orders to distributors using the shopping cart.

Customer and Distributor Satisfaction

We periodically conduct customer satisfaction surveys to measure customer satisfaction in the countries in which we operate. We ask our customers to anonymously share their feedback and rate performance in key areas that impact their business and their relations with suppliers. By collecting feedback/performance ratings for all FMCG suppliers, we aim to understand the satisfaction levels of our customers across all business processes from their perspective. We have continued to conduct our customer satisfaction surveys every year since 2021 in all CCI countries except Turkmenistan and Syria.

What We Implemented in 2024

In 2023, in order to make the survey more feasible for CCI and increase efficiency/effectiveness for our customers, we made a change to the survey itself and the analysis approach. We implemented the change in the same way in a standardized manner in all CCI countries. And in 2024, we completed our survey studies by continuing to implement the new structure we established the previous year. Field work was initiated in the last quarter of 2023 and the surveys were completed in the last quarter of 2024.

We conducted customer loyalty survey simultaneously in 8 CCI countries. We held face-to-face meetings with 10,761 customers across three channels in Türkiye, Pakistan, Kazakhstan, Iraq, Azerbaijan, Kyrgyzstan, Tajikistan, and Uzbekistan. Jordan was removed from the project's scope in 2023 due to the effects of the Israeli-Palestinian conflict in the country. Bangladesh, on the other hand, was not included in the project's scope as the company establishment process has not been completed yet. We remain committed to listening to our customers, which is the reason we plan to continue conducting the customer satisfaction survey in the same way also in 2025.

Our Strategic Growth Model is based on creating value for all our stakeholders, and one of the most important stakeholders in our operations is our distributors, who are our distribution partners. We are extremely vigilant about our stakeholders' engagement with CCI and we strive to listen to their opinions to understand their expectations, needs and concerns and assess their satisfaction with current service levels, thereby finding areas for improvement that will enable us to increase efficiency and collective growth. This strategic goal increases our ability to deliver higher value to our distributors, and one of the methods we use for this is to develop joint business plans with our distributors. In order to facilitate our business planning with our distributors, we continued implementing the distributor satisfaction survey in 2024, the first one of which we had conducted towards the end of 2023 with a standard and consistent approach in all CCI countries through a survey agency. We have completed surveys for Türkiye, Uzbekistan, Azerbaijan, Kyrgyzstan, Tajikistan, and Kazakhstan. Our efforts in this respect in Pakistan, Kazakhstan and Iraq, on the other hand, are still ongoing. Jordan was again excluded for the reasons previously mentioned. Going forward, we will continue to monitor our performance by conducting the surveys again at the end of 2025.

Customer Satisfaction Survey

Countries	Customer Satisfaction Score (%)		Leadership Score FMCG	
	2023	2024	2023	2024
Türkiye	69.9	69.0	5	6
Kyrgyzstan	66	67.4	1	2
Tajikistan	73.5	76.8	2	2
Azerbaijan	66.3	68.7	1	1
Kazakhstan	70.5	69.8	1	2
Pakistan	82.7	79.2	1	1
Iraq	76.3	68.1	1	1
Uzbekistan	79.1	76.4	1	1

Distributor Satisfaction Survey

Countries	2023	2024
Türkiye	88	68.6
Kyrgyzstan	88.2	81.2
Tajikistan	91.2	98.8
Azerbaijan	98	96.6
Kazakhstan	99.6	99.6
Pakistan	n/a	80.2
Iraq	95.8	n/a
Uzbekistan	92	96

Distributors and Sales Representative Trainings

We care about the competence development of our distributor sales team and distribution teams, who are an important business partner in delivering our products to consumers, and we contribute to their continuous development with in-class and online training. Within the scope of STEP 101 program; we offer training on RTM, Competition Law, X-Mobile Usage, Commercial Mathematics, Merchandising, Channel-Based RED Criteria, A Day in the Life of a Sales Representative, Managing Customer Requests and Complaints, Equipment Processes, CCI Next, Distributor Human Rights Policy Training, and Distribution Team Basic Training. In 2024, a total of 3,371 hours of training were given to 20,903 employees at our Distributors.



2024 Targets	2024 Performance	Status	2025 Targets
> To continue conducting Customer Satisfaction and Distributor Satisfaction Surveys in all CCI countries in order to monitor and track performance against the previous year	> We conducted a Customer Satisfaction Survey in 8 CCI countries and a Distributor Satisfaction Survey in 7 CCI countries.	✔	> To continue conducting Customer Satisfaction and Distributor Satisfaction Surveys in all CCI countries in order to monitor and track performance against the previous year

✔ Target achieved ✔ Partially completed → In progress ✘ Target not achieved

Sustainability in Distributors

65% of CCI Türkiye's sales and distribution operations are handled through distributors. It is therefore of critical importance that our distributors implement sustainability practices in line with our Sustainability Commitments for 2030.

Packaging Waste Generated During Mix-Pallet Preparation Stage: In line with our target of reducing plastic waste, we started using elastic polyester tape in 88 of our distributors instead of stretch film in mix-pallet preparation. In this way, generation of 180 tons of plastic waste was prevented. By implementing the project in all our distributors by 2030, we aim to reduce the annual amount of 450 tons of plastic waste to zero.

Water Efficiency: Investments were made in photocell light fixtures in 86 of our distributors and in rainwater harvesting systems in 9 of our distributors. In addition, awareness messages were placed in the water usage areas of all distributors' warehouses. In light of these practices, we have increased water efficiency in our distributorship system by 22%. We aim to increase water efficiency by 40% by 2030.

Climate: Solar power plant (SPP) investments have been made in 33 distributors, and 1 of our distributors obtains the energy it consumes from the YES (green energy certificate) system. CO2 emissions were reduced by 16% through investments in green energy, polycarbonate sandwich panels and electric vehicles. By 2030, we aim to reduce greenhouse gas emissions in our distributorship operations by 28% by running the majority of our distributorship operations with renewable energy.

Human Rights: At the Distributor Meetings organized by the CCI Türkiye sales department, we emphasized to our 338 distributors in 5 cities that respect for human rights was a core value of CCI and conveyed the message that we expected them to take our CCI Human Rights Policy as an example and include it in their business processes, and to make rapid improvements in their areas of development, if any. Antalya: 71 people, İzmir: 85 people, Elazığ: 88 people, Karadeniz: 94 people, Total: 338 people

Diversity and Inclusion: By increasing the awareness of our distributors within the scope of equal opportunities at work, we led the process of increase in the female employee ratio from 4% in 2022 to 8% as of 2024. We aim to increase this ratio to 15% by 2030.

Community: We continue to guide our distributors toward activities that will enable them to take part in social responsibility and sustainability initiatives focusing on the women and youth empowerment, and the environment. Furthermore, we aim to create a forest of 10 thousand trees with the participation of our distributors. While the number of our distributors that carry out sustainability activities within the scope of social activities was 28 in 2022, this figure reached 63 as of 2024.



Responsible Procurement



#ResilienceInAction

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

Increase in the number of suppliers reporting to EcoVadis, compared to 2023

104%

Sustainable sugar purchase ratio across the entire CCI

26%

Increase in the performance of on-time and in-full (OTIF) delivery to customers, compared to the previous year

3.2%

Supply Chain Management

In line with our sustainability principles, we work with an advanced supplier management system that prioritizes operational excellence.

OUR COMMITMENT

Fully comply with Supplier Guiding Principles

OUR RELATED POLICIES

[CCI Supplier Guiding Principles](#)

RELATED MEMBERSHIPS: [Please click.](#)

SDGs:



How We Govern?

In order to improve our suppliers and collaborations and to ensure accurate tracking in our value chain, we classify our suppliers as "Tier 1" and "Non-Tier 1". Suppliers grouped as Tier 1 are critical to the continuity of our business and account for 85% of our purchasing expenses. Our 'Tier 1 Excluded' suppliers, on the other hand, support our operations.

Supplier Guiding Principles (SGP)

The Supplier Guiding Principles (SGP) constitute the framework under which CCI sets out specific standards that it expects its suppliers to adhere to in terms of ethical business practices, legal compliance, and sustainability.

The criteria we take into consideration through SGP can be listed as laws and legislation, child labor, forced labor, maltreatment of employees, freedom of association, non-discrimination, salaries and fringe benefits, working hours and overtime, health and safety, environmental compliance, business ethics, and proof of compliance.

Before entering into a business relationship with our Tier 1 suppliers, we provide them with a copy of our SGP and expect them to convey these principles to their stakeholders, including especially their employees. Where required, we include the SGP Policy in our supplier contracts and expect our suppliers to establish and implement appropriate internal procedures to maintain compliance with the requirements of SGP.

Our most senior position which oversees and closely monitors SGP compliance processes is the Supply Chain Executive Committee Member.

As CCI, we require our suppliers and business partners to uphold these principles, through contractual agreements, compliance monitoring and due diligence processes, in order for them to comply with the human rights policy.

SGP Compliance Audits

Total Number of CCI Tier 1 Suppliers	205
Total Number of CCI Non-Tier 1 Suppliers	6,351
Total Number of CCI Suppliers	6,556

Tier 1 Suppliers Expenditure Percentage	85%
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Total Number of Suppliers Assessed	66
Total Number of Tier 1 Suppliers Assessed	50
Percentage of Material Suppliers Assessed (QTY)	24%
Percentage of Material Suppliers Assessed (SPEND)	41%

Number of Suppliers Not Meeting the Criteria	14
Percentage of Suppliers with a Corrective Action Plan	100%
Number of Suppliers with Terminated Contracts	-

SGP Compliance Audits in CCI Operations

Since 2014, independent SGP Compliance Audits have been conducted periodically in all CCI countries, in engineering service, procurement, and legal and finance functions. Supplier audits are conducted by TCCC's and CCI's internally trained personnel, as well as by third-party companies. Third-party audits include confidential interviews made both with employees and on-site contracted workers.

Following completion of the SGP audits, an action plan aimed at improving working conditions by addressing issues such as working hours (especially night shifts), violation of rest days, overtime, and health and safety, is communicated to the relevant suppliers and follow-up audits are coordinated. For our direct materials and cold drink equipment suppliers, it is obligatory to undergo SGP audits and fulfill all SGP requirements before signing of contracts.

Suppliers found not to comply with any aspect of the SGP requirements are expected to take corrective action. If a supplier fails to adhere to our principles, sanctions, including termination of contract, can be applied.

SGP Audit Scores of CCI Suppliers (%)

2019	2020	2021	2022	2023	2024
89	90	85	82	86	84,5



Supply Chain Management Operational Excellence in Supply Chain

Local Supply Rate by Country (%)*

Countries	2019	2020	2021	2022	2023	2024
 Türkiye	95	95	98	91	93	94
 Jordan	95	95	87	19	84	87
 Kyrgyzstan	36	41	31	47	66	70
 Tajikistan	23	21	53	49	76	64
 Azerbaijan	53	49	54	49	72	76
 Turkmenistan	-	-	-	-	95	94
 Kazakhstan	36	59	51	64	81	83
 Pakistan	81	94	95	91	96	97
 Iraq	-	-	-	-	68	68
 Uzbekistan	-	-	-	-	84	81
 Bangladesh	-	-	-	-	-	82
 CCI CCI	-	-	-	-	-	86.3

*Not including concentrate.

Sustainability Management in the Supply Chain

We use the EcoVadis platform to monitor and audit greenhouse gas emissions, energy consumption, waste management, resource management, and biodiversity and deforestation activities, which are not included in the SGP's evaluation criteria.

EcoVadis evaluates the sustainability performance of businesses under four main headings: Environment, Labor and Human Rights, Ethics, and Sustainable Procurement. Environment covers the carbon emissions, energy use, resource management and waste reduction; Labor Rights cover the working conditions, diversity, inclusion and employee well-being; Ethics covers anti-corruption, fair business practices and responsible marketing; and Sustainable Procurement addresses how companies ensure their suppliers' compliance with ESG standards.

Through the EcoVadis scoring system, we aim to extend the impact of our environmental, social and governance (ESG) practices at every stage of the production and distribution processes, throughout our value chain. We maintain transparent accountability in line with the 2030 Sustainability Commitments.

Through our new supplier communication plan, the number of suppliers with EcoVadis scores has doubled in a short time, covering 52% of our procurement expenditures. Our phase-two plan is to ensure that suppliers with an EcoVadis score achieve a minimum of 45 points with corrective action plans, while continuing to increase the number of suppliers with scores.

With these studies, we aim to help businesses improve their sustainability practices and comply with global standards. By creating a sustainable value chain, we reduce risks, promote responsible business practices and create a positive impact among all stakeholders. This process also contributes to the creation of a structure that is compatible with consumer expectations and global sustainability targets.

EcoVadis Assessment

CCI's Total Number of Tier-1 Suppliers	205
Total Number of CCI Non-Tier 1 Suppliers	6,351
CCI's Total Number of Suppliers	6,556
Tier 1 Key Supplier Expenditure Percentage	85%
Total Number of Suppliers Assessed	155
Total Number of Tier-1 Suppliers Assessed	65
Percentage of Key Suppliers Assessed (QTY)	42%
Percentage of Key Suppliers Assessed (SPEND)	45%
Number of Suppliers Not Meeting the Criteria	25
Percentage of Suppliers with a Corrective Action Plan	100%
Number of Suppliers with Terminated Contracts	-



We are **#Resilient** Together with our Tier-1 supplier, Lider Plastik, whose sustainability activities we follow through EcoVadis

TCCC Principles of Sustainable Agriculture (PSA)

Implementing sustainable agricultural practices is of critical importance in meeting the expectations of our customers and stakeholders and in terms of the sustainability of our operations. However, a significant portion of our economic, social and environmental impact stems from raw materials procurement. In this regard, we ensure sustainable procurement by making purchases from suppliers that meet the TCCC- approved standards.

In addition to addressing accessibility, quality and safety issues in the agricultural sector, TCCC has established the Principles of Sustainable Agriculture (PSA) to improve the quality of life of agricultural communities. TCCC's comprehensive commitment to sustainable agriculture focuses on ensuring responsible management in farming, protecting the environment, and upholding workplace and human rights. Compliance with PSA is verified according to international third-party standards, such as Bonsucro, the Rainforest Alliance, the Sustainable Agriculture Initiative Platform (SAI) and Fairtrade International, or the equivalent thereof.

Workplace and Human Rights

- > Freedom of association and collective bargaining
- > Prohibition of child labor
- > Elimination of discrimination
- > Working hours and wages
- > Safe and healthy workplaces
- > Community rights and traditional rights

Environment

- > Water management
- > Energy management and climate protection
- > Conservation of natural habitats and ecosystems
- > Soil management
- > Protection of crops

Farmer Management System

- > Harvest and post-harvest management
- > Identification, selection and management of productive material
- > Management systems, record-keeping and transparency
- > Business integrity



Milestones in CCI's Sustainable Procurement Activities

By cooperating with fast-moving consumer goods companies and beverage companies, we actively contribute to supporting the sustainable production process of sugar beet in Türkiye.

2016

We conducted a feasibility study for sustainable sugar procurement in Türkiye.



2017

We organized a seminar on the PSA compliance program for suppliers of sweeteners in Türkiye.

2019

We collaborated with farmers, sugar producers, and international industrial platforms, such as SAI, to disseminate PSA in Türkiye and Pakistan.



2021

We integrated the Supplier Score Card, part of our supplier management software, into the EcoVadis rating platform to assess the corporate social responsibility and sustainability performance of our suppliers. In 2021, our Sustainable Agriculture-Certified sugar ratio was reported as 18%.

2022

Although we could not procure our sugar from Russia, as usual, due to the Russia-Ukraine war, we continued to purchase Sustainable Agriculture-Certified sugar. Our Sustainable Agriculture-Certified sugar purchase ratio across CCI was 10.8%.



2023

We purchased 42,177 tons of Sustainable Agriculture-Certified sugar and our sustainable sugar purchase ratio increased by 26% compared to last year.

2024

We purchased sustainable sugar at the ratio of 26% across the entire CCI.



Operational Excellence in Supply Chain

As CCI, we regularly assess the social, environmental and economic performance of our value chain and make continuous improvements in line with our Sustainability Commitments.

OUR COMMITMENT

Improve the way we do business in the long term, through a culture of Operational Excellence

OUR RELATED POLICIES

[CCI Supplier Guiding Principles](#)

RELATED MEMBERSHIPS: [Please click.](#)

SDGs:



How We Govern?

We aim to improve the way we do business in the long term, through the Operational Excellence (OE) culture we have incorporated into our operations. We apply the OE Model to all company functions, based on the Lean Six Sigma methodologies.

Through this model, we focus on reducing the potential environmental impact of our operations and ensuring top-level efficiency and quality, while also minimizing errors.

Efficiency Workshop

In 2024, we held efficiency workshops in Azerbaijan, Iraq, Pakistan, Kazakhstan and Uzbekistan, respectively, with the participation of the TCCC teams and the SC teams of the relevant countries. In these workshops, we evaluated our potential development opportunities in the main areas of production, logistics, and packaging; shared best practices pertaining to the TCCC and CCI systems, and determined our new ideas and project topics that we will work on in the coming period. In this context, we created a list of 336 ideas-projects with a potential financial impact of over 38 million USD. We will continue to spread our best practices and enrich our idea-project pool by holding similar workshops in different CCI countries also in 2025.

Operational Excellence-Digital Lean Six Sigma

We launched two separate Digital Lean Six Sigma waves with 39 new green belt candidates in 2024. Our candidates who have completed their training continue to work on the project topics they have determined.

Digital Lean & Six Sigma 2024-2027 Belt Projection

	2024	2025	2026	2027
Green Belt (number)	24	44	59	59
Black Belt (number)	112	152	182	202

We aim to achieve a financial return of 11.3 M USD for over 100 projects that are ongoing in all countries in the fields of line efficiency, improvement, water and energy efficiency, logistics optimization, and materials efficiency, and that are targeted to be completed in 2025.



Digital Twin Practices

1. Sanitization Process Twin-CIP

During production at plants, the sanitization of line system components (hygienic cleaning) is necessary as per the standard quality procedures. Within the scope of the Digital Twin Product studies that we started in October 2020; by receiving the process data directly from the relevant machines, we made it possible to trace and analyze the actual process status based on the entire CIP system, process system components, and process steps and parameters. In this way, we identified and improved process performance problems, and production, time or environmental resource losses. We will continue to obtain benefits and savings for 2025 by expanding CIP studies in sanitation processes in prioritized systems in our plants in Türkiye and overseas.

Benefits Created

- > Increase in production line usage time and sanitation process time efficiency
- > Decrease in the amount of energy, water and materials (chemicals) consumed

2. Downtime Analysis Twin and Predictive Maintenance

Through the data collected via the Industrial Internet of Things (IIOT) infrastructure in our plants, we can carry out analysis of the root causes of production downtimes. In 2025, we aim to continue expanding the scope of the downtime analysis competence so as to cover all plants and to increase line efficiency with machine learning-based predictive maintenance methods. In addition, with the plant digital performance management system, we monitor all critical indicators in the plant from a single point and ensure that the continuous improvement actions are monitored.

3. WEMS-Water and Energy Monitoring System

With the WEMS Water and Energy Monitoring System, which we started to implement in our Türkiye operations in 2023, we ensure automatic and real-time monitoring of critical sustainability measurement parameters such as energy consumption amount (electricity, water, gas, fuel-oil, LPG), EUR (energy use ratio), WUR (water use ratio) and GHG (greenhouse gas emission release), through industrial IoT technology, and increase operational efficiency. We plan to continue implementing the system in other countries as well in 2025.

Benefits Created

- > Real-time monitoring of EUR, WUR and GHG parameters and consumption optimization
- > Operational efficiency
- > Real-time energy consumption cost monitoring
- > Improved data accuracy

4. Renewable Energy Monitoring System

With the Wind Energy and Solar Energy Instant Monitoring Systems that we started to implement in our Türkiye operations in 2024, we ensure automatic and real-time monitoring of critical sustainability measurement parameters such as renewable energy production amount (electricity), time-based detailed analysis, and turbine/panel machine maintenance parameters, through industrial IoT technology, and increase operational efficiency. We will continue our efforts to implement the system also in other plants in 2025.

EPO & Control Tower

Excellent Plant Operation (EPO) refers to the concepts of continuous improvement, efficient execution and flawless operation in production facilities. Through daily monitoring meetings, the performance indicators of our facility operations are reviewed by the relevant team members in the EPO room. These meetings focus on planning and monitoring short-term action points based on performance indicators. Digital Performance Management and SC Enterprise Analytics dashboards are digital tools that reflect all critical KPIs in real time and historically, thus allowing the determination of critical issues and identification of continuous improvement actions in order to improve the Supply Chain operations in manufacturing facilities. This mechanism enables the Control Tower approach to visualize critical KPIs on a single digital platform.

Fulfillment-Order Operations and Logistics

In 2024, with the “Fulfillment-Order Operations and Logistics” product that is part of our digital products:

- > cloud-based warehouse automation that allows inventory traceability was implemented in our newly established plants;
- > integrated reporting that makes every stage of the raw materials (concentrate) import process visible was implemented in all CCI plants, and
- > reporting tools that enable route-based traceability of CO2 emissions were implemented in Pakistan.

The order orchestration study, which aims to balance logistics cost, on-time and in-full delivery, and operational efficiency under pre-defined constraints, will started to be implemented in Türkiye in 2025. This will increase customer satisfaction, improve delivery performance, optimize stock management, and automate ordering processes.

Digital Planning

In order to have the right product, at the right time, in the right location and in the right quantity in the supply chain, short-term/annual demand planning and production planning processes at the channel/customer/sales center/ distributors/product levels must be carried out effectively and consistently. Through the “Connected Planning” product; with the Artificial Intelligence-Supported Demand Planning and Production Optimization Algorithm-Assisted Production Planning modules, we managed the complex calculations that the planning teams used to manage with Excels, by using algorithms and complex queries in the background, thus accelerating and simplifying the process and increasing consistency. We integrated and centralized dispersed data to analyze historical data and trends. Digitalizing manual processes has accelerated the process aimed at increasing responsiveness to changing market conditions and allowed stakeholders to adapt more quickly. AI-powered demand forecasting has enabled demand planners to identify dynamic relationships between data sets and horizons, enabling more accurate planning. Optimization models developed for our production lines enabled us to use our existing capacity more efficiently. The Procurement Planning module created flexible production targets by using the capacity of production facilities more effectively. It increased our capacity utilization rate, especially during high seasons.

The Connected Planning product is powered by open-source machine learning algorithms to predict time series data for demand forecasting. The algorithm uses 5 years of historical sales data, special days and price changes. It creates a 16-week forecast at the sales center, location and product levels. The optimization algorithm used in production planning uses mathematical optimization techniques (Linear Programming) to find the best solution in our production processes by analyzing large data sets. The algorithm optimizes multiple criteria including production and transportation costs, inventory levels, and demand quantities at the location level, and aims to minimize costs by ensuring that demand is met at the maximum level.

With the additional developments made in the product and the new modules added, demand planning and production planning times have been accelerated, and by increasing planning consistency, developments, supported by financial data, have been achieved in preventing loss of sales (Out of Stock-OoS) and in ratios of on-time and in-full (OTIF) delivery to customers, thus preventing an annual 15M UC loss of sales (OoS). It has already been put into operation in six other countries in addition to Türkiye, Kazakhstan and Pakistan, which account for 75% of CCI's sales volume.

We aim to implement distributor inventory optimization, raw materials planning and supplier collaboration module, detailed scheduling and distributor-based production planning capabilities in 2025.

Supply Chain Analytics

Supply Chain Analytics aims to make supply chain management more efficient from start to finish by transforming information transferred from source systems to data repositories, into Supply Chain enterprise reports. These enterprise reports enable the organization to better monitor and optimize all supply chain activities. General performance traceability is strengthened with key performance indicators (KPIs) that are important for the company, such as "On-Time In-Full (OTIF)", "Out of Stock (OOS)", "Days Production of Inventory (DPI)", and "Days Sales of Inventory (DSI)", used in the "Supply Chain Control Tower". Additionally, through "Diagnostic Alerts", potential problems or anomalies are detected at an early stage, saving time and costs. These analyses increase efficiency and thus provide businesses with a strong decision support system, allowing them to make effective decisions throughout the supply chain and achieve their strategic targets. In 2024, the Customer Supply Chain Control Tower was implemented, providing end-to-end visibility in this area. The aim is to continue the work in 2025 for the implementation of logistics, procurement, production, quality, and engineering control towers.

Customer Supply Chain Transformation

In 2022, we took an important step by establishing the Customer Supply Chain Department, which aims to transform our supply chain from the traditional production-centric model to a more agile, customer-centric approach. This strategic initiative also reflects our commitment to improving customer satisfaction and operational efficiency. This newly established department is responsible for a wide range of functions, including demand forecasting, supply planning, raw material planning, distributor and customer orders' fulfillment, and customer services. Since its inception, the department has focused on implementing innovative processes that enable end-to-end planning; designing and utilizing advanced digital tools, and establishing a robust three-tiered organizational structure across all operational regions.

Key Transformation Points for the Customer Supply Chain Department in 2024:

1. **Customer Supply Chain Organization:** In all countries, we have successfully established a three-tiered organizational structure that reflects the Group Office structure down to the Country Head Office and plant levels. This hierarchical framework enables CCI facilities to operate as Service Centers for customers in their respective regions. In this way, we increase our ability to respond to customer needs and improve service delivery. Country Head Offices are now equipped to create comprehensive master plans that ensure optimum resource allocation for daily production and logistics operations. Through this seamless structure, the Customer Supply Chain Directorate in the Group Office plays a key role in the rapid alignment and implementation of CCI's customer-centric strategy in various countries, facilitating a harmonized approach to Customer-Centric Supply Chain management.
2. **AI-Based Forecasting:** In 2023, we developed an innovative AI-powered statistical forecasting model that went through an extensive training and refinement process. As a result, we achieved a sales forecast accuracy of 86% in 2024, exceeding the average forecast accuracy among Coca-Cola bottlers. This progress is not just a numerical achievement; it expresses our ability to make informed decisions that are closely aligned with market demand, thereby minimizing stocks and optimizing inventory levels.
3. **End-to-End Planning:** Based on our AI forecasting capabilities, we created a comprehensive end-to-end planning process equipped with internal digital tools in 2024. This integrated process allows CCI to effectively plan and manage distributor inventories, manage the sales and operations planning (S&OP) process to create sales and non-sales volume plans, and optimize annual production capacities. Additionally, we can now create detailed monthly and weekly finished goods supply plans and forecast raw materials consumption needs. This holistic approach has yielded tangible benefits, including a 0.5 percentage point reduction in distributor out-of-stock incidents, compared to the previous year and an impressive 3.2 percentage point increase in the performance of on-time and in-full (OTIF) delivery to customers, compared to the previous year.
4. **Customer Supply Chain Control Tower:** As part of our commitment to building a proactive performance management approach, we have developed eight key performance indicators specifically designed to evaluate and improve CCI's planning performance. And in Q3 2024, we launched a live monitoring dashboard equipped with an alerting mechanism to provide real-time insights. This dashboard provides a comprehensive view of performance metrics on a daily, monthly and quarterly basis, ranging from the CCI level to the country and facility levels. The control tower is supported by fully automated enterprise dashboards that enable us to make data-driven decisions that drive continuous improvement in our supply chain operations.
5. **Order Management:** Automatic renewal of distributor inventory is a feature that sets CCI apart from all TCCC bottlers. During the reporting period, we took the concept of Vendor Managed Inventory (VMI) one step further and enriched it with an algorithm designed to prioritize the allocation of available stock to distributors according to their specific needs. Our proprietary tool "Fairshare" has been successfully implemented in all CCI countries. This tool facilitates daily distributor order recommendations, provides recommendations for plant-to-plant stock transfers, and provides loading prioritization guidance for effective shipment planning.

Overall, the establishment of the Customer Supply Chain Department and the progress made through 2024 demonstrate CCI's commitment to operational excellence and customer satisfaction. We are well positioned to overcome the complexities of the modern supply chain environment by adopting a customer-centric approach and leveraging advanced technologies, ultimately achieving sustainable growth and increasing our competitive advantage in the market.

Responsible Production

#ResilienceInAction

We adopt the concept of responsible production at every stage of our value chain. In this regard, we aim to minimize the environmental impact of our operations by using energy and water resources efficiently.

Ratio of emission reduction per cooling equipment
19%

Ratio of lightening in plastic caps
20%













Ratio of water replenishment in our operations
5.2%

With nano stretch applied for the first time in Türkiye
35% saving in stretch film

How We Govern?

The CCI Chief Supply Chain Officer assumes the ultimate responsibility for environmental management and diligently monitors progress towards achieving our Sustainability Targets. The multi-stakeholder “Climate Task Force” and “Water Efficiency Task Force” that we have established within the scope of our integrated governance model, on the other hand, review and evaluate our WUR (Water Usage Ratio) and EUR (Energy Usage Ratio) performances every month.

We manage our operations with the goal of achieving full compliance with local legal requirements, international standards and the Coca-Cola Operating Requirements (KORE). Accordingly, by complying with environmental legislation and the TCCC standards, we did not receive any fines (exceeding USD 10,000) in 2024.

Country	Energy Usage Ratio in Production (MJ/L)			Water Usage Ratio in Production (L/L)			GHG Emissions Ratio in Production (gCO ₂ e/L)		
	EUR MJ/Lt	Energy %	EUR 2025 Target	WUR lt/lt	Water %	WUR 2025 Target	GHG (gr/lt)	GHG %	GHG 2025 Target
 Türkiye	0.319	26	0.325	1.51	35	1.45	30.2	26	29.9
 Jordan	0.275	0.4	0.270	1.47	1	1.43	30.1	0.4	29.8
 Kyrgyzstan	0.683	2	0.630	1.69	2	1.58	29.2	1	28.9
 Tajikistan	0.811	1	0.803	2.79	1	1.85	36.6	0.6	36.2
 Azerbaijan	0.746	8	0.739	1.63	5	1.55	60.3	6	59.7
 Turkmenistan	0.932	0.5	0.922	1.79	0.2	1.75	120.5	0.6	119.3
 Kazakhstan	0.707	19	0.693	1.72	13	1.51	62.5	17	61.9
 Pakistan	0.333	15	0.31	1.68	21	1.55	42.9	20	42.5
 Iraq	0.476	9	0.415	1.77	9	1.71	55.0	10	54.5
 Uzbekistan	0.564	13	0.558	1.78	11	1.63	47.3	11	46.9
 Bangladesh	1.958	8	1.65	1.54	2	1.5	131.3	7	130.0
 CCI cci	0.471	100	0.450	1.64	100	1.55	45.9	100	45.4

In 2024, we provided **8,140** person-hours of environmental training to our employees.

Savings achieved through operational excellence projects in 2024

159 tons of waste

285,588 m³ water

29 million MJ energy

2,150 tons CO₂ emission

Food Safety and Product Quality

In line with our operational excellence understanding, we continue our bottling activities by applying the highest product quality and food safety standards.

OUR COMMITMENT

Fully comply with all standards set by The Coca-Cola Company, along with legal and company requirements

OUR RELATED POLICIES

[Management Systems Policy](#)

RELATED MEMBERSHIPS: [Please click.](#)

SDGs:



How We Govern?

As CCI, we base all our activities on our Management Systems Policy.

Our main objectives are:

- > to ensure complete customer and consumer satisfaction,
- > to provide the customers and consumers with the highest quality and safest beverages.

In this context, with quality, occupational health/safety, environment, food safety and energy management systems:

- > we fully comply with legal and company requirements,
- > we apply all standards set by The Coca-Cola Company,
- > we manage internal and external communication effectively,
- > we aim to exceed the expectations of our relevant stakeholders by assessing risks and opportunities.

By adopting this policy, all our employees take responsibility to create sustainable consumption and production models and help create a better world. We manage all our activities together through the Integrated Management System.

Our processes are guaranteed by the following management systems and certifications:

ISO 9001 Quality Management System

FSSC 22000 Food Safety Management System

ISO 14001 Environmental Management System

ISO 45001 Occupational Health and Safety Management System

ISO 50001 Energy Management System

LEED Gold Certificate Sustainable Facility Management

Our audits are constantly assessed through TCCC Requirements (KORE) and independent third-party audits.

Preventing Food Loss and Waste

In order to prevent food loss and waste, we effectively manage all processes from the stage of entry of raw materials into the plant, to product shipment and delivery to the end consumer:

- > We identify and record risks, opportunities and dangers.
- > We implement prevention and mitigation strategies.
- > We implement re-purposing and recycling policies.
- > We optimize recycling and disposal processes.

With our continuous improvement understanding, we support these processes with technology and innovation and implement best practices.



Through the Integrated Management System, we manage all our activities together.

Supply Chain Management and Sustainability

Safety in Procurement of Raw Materials

We implement rigorous auditing and monitoring systems to ensure that our suppliers fully comply with food safety standards.

Supplier Assessment Processes

We use risk-based assessment systems to select reliable suppliers.

Sustainable Supply Chain Practices

We support local resources and reduce carbon emissions in order to reduce environmental impact.

Use of Recyclable Packaging

We develop environmentally friendly packaging solutions by reducing the use of plastic.

Technology and Digitalization

AI-Powered Quality Controls

We use machine learning and data analytics in order to identify potential deviations in advance.

Traceability

We implement digital tracking systems in order to ensure transparency and reliability throughout the supply chain.

Automated Quality Management Systems

We use automated data collection and analysis systems in order to speed up quality checks and minimize human errors.

Material Incident Management and Crisis Response Plans

Risk Assessment and Preventive Strategies

We develop crisis plans that increase the capacity to respond quickly to serious incidents.

Transparent Communication and Public Information

We inform consumers, suppliers and the public accurately in possible crisis situations.

Recall Processes

We implement effective recall systems against possible security breaches.

Emergency Drills

We conduct regular crisis-scenario drills to be prepared for serious incidents.

Safety of Our Consumers is Our Priority

We make use of scientific research, advanced quality controls and transparent communication mechanisms to protect the health of our consumers. By continuously improving the food safety culture, we create trust in society.

2024 Targets	Performance in 2024	Status	2025 Targets
> No critical, major or recurring findings in food safety and quality inspections	> There were no critical/major findings and no product recalls.	✓	> Maintaining the same performance
> No product recalls	> There were no product recalls.	✓	> No product recalls

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

Sustainable Packaging and Waste Management

As CCI, we contribute to the circular economy and minimize our carbon footprint by taking into account the entire life cycle of packaging.

OUR COMMITMENTS

1. Make **100%** of our packaging recyclable and use at least **50%** recycled plastic by 2030
2. Collect and recycle packaging materials we release into market in **Türkiye, Kazakhstan** and **Pakistan**, and initiate and raise awareness through packaging materials collection programs in other countries

OUR RELATED POLICIES

- Management Systems Policy
- Environmental Policy

RELATED MEMBERSHIPS: [Please click.](#)

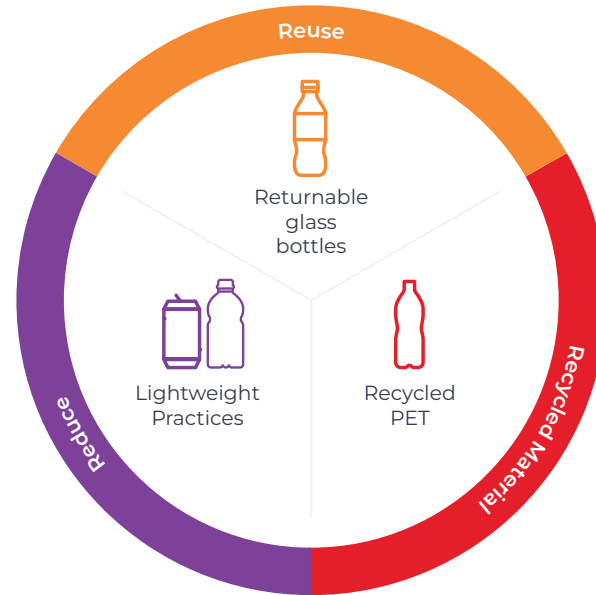
SDGs:



How We Govern?

We address the topic of sustainable packaging and waste management in line with the “A World Without Waste” Program, which TCCC launched in 2018 with a circular economy approach and carries out in the focus areas of Design, Collection and Partnership, and in line with the targets we have determined within the scope of our Sustainability Commitments for 2030. We are shaping our long-term packaging and collection strategy with the multi-stakeholder Sustainable Packaging and Waste Management Task Force we have established. Within the framework of our Packaging Strategy; we focus on:

- > developing lighter packaging with less material,
- > increasing the recycled content in our packaging at the design stage,
- > reusing our glass bottles,
- > collection of packaging materials that we put on the market.



With the help of lightened and short-neck bottle practices; we saved 900 tons of resin in 2024.

Lightweight Efforts/Practices

As part of our lightening efforts that we initiated in 2008 with the aim of saving materials and reducing greenhouse gas emissions during production, we first reduced the neck length of the lightened PET bottle in Türkiye. We have been implementing lightening programs since 2010 in our Kazakhstan, Azerbaijan and Kyrgyzstan operations. In 2015, we expanded the scope of our work to ensure that best practices are disseminated to all countries where we operate. As a result of the lightening efforts on caps in 2024, a decrease of 0.3 grams was achieved in soft drink/carbonated drink caps.

Returnable Glass Bottle

We reduce energy consumption and use fewer resources as a result of our returnable glass bottle practices that enable the reuse of glass bottles. We strive to promote the use of returnable bottles by raising awareness among our customers on this issue. In 2024, a total of 203,411 tons of CO₂ were prevented through returnable glass bottle practices in Türkiye, Pakistan and Uzbekistan.

High-Performance Stretch with Low Thickness Application (Nano Stretch)

In line with our target of reducing the amount of packaging materials released into nature, we have switched to a thinner, high-performance stretch application. Through this new application we introduced to the system, the amount of stretch film consumed per pallet is reduced by 35% while the wrapping force increases by 40%. With this application, we reduced our stretch film usage by a total of 82 tons in 2024. As a result of more tightly-wrapped pallets, we also reduced the number of separators used between layers.

Tethered Closure

We have taken another important step forward in line with our Sustainability Commitments for 2030. We redesigned Damla water bottle caps in a way that they will stay attached to the bottle. This initiative, which started as a pilot project in 19 cities and in our Dudullu head office, helps reduce packaging waste and increases recyclability.

We use recycled PET (rPET) labels on bottles with tethered closure. Additionally, this innovation offers consumers a more hygienic and convenient experience. By making our cap design 5% lighter, we save 250 kg of plastic for every 5 million bottles produced, while also reducing our carbon emissions.

Recycled Plastic (rPET)

We have been striving to increase the amount of recycled materials in beverage packaging through the use of rPET for a long time.

What We Implemented in 2024

CCI Türkiye

- > Using the chemical recycling method, 8% rPET was used overall: 100% rPET was used in all 450 mL Coca-Cola PET bottles, 50% rPET in all 330 mL, 1L and 1.5 L fruit juice and iced tea products, and 100% rPET was used in the remaining tonnage of 1L sparkling beverage products to reach our annual 8% rPET target.
- > rPET was used in the labels of 500 ML plastic Damla water bottles.
- > In our plastic cases, 25% recycled HDPE (high density polyethylene) was used, and in 450 ML and 1L box packaging materials (shrink), a total of 100 tons of recycled LDPE (low density polyethylene) was used, as 70 tons in Türkiye and 30 tons in Kazakhstan.

CCI Pakistan

- > 6% rPET production target was achieved.

We have started rPET consumption in Azerbaijan, Kyrgyzstan, Tajikistan and Kazakhstan. In addition to rPET efforts; since 2023, we have been using recycled paper labels on our refillable glass bottles in Türkiye and implementing the Cradle to Cradle (C2C) certificate.

In 2025, our total plastic packaging usage is targeted to increase by 5% in parallel with production following the planned packaging reduction efforts.

CCI is a Signatory to the Business Plastics Initiative (IPG)

As a signatory of the Business Plastics Initiative (IPG), and within the scope of our commitments to IPG; we continue our efforts to lighten the packaging weight of our primary packaging in our Türkiye operations; we also currently use 100% recyclable materials in all of our primary packaging and we apply a reuse model for our plastic cases.

The project was completed with the publishing of the IPG Final report in 2024. As CCI, we have fulfilled our commitment made throughout the project to reduce plastic by 850 tons in total by reaching a figure of 1,376 tons.

Post-Consumer Packaging Waste Recycling

In line with our Sustainability Commitments for 2030, we monitor developments in the countries we prioritize in the field of waste collection, through monthly meetings of working groups we have established in partnership with TCCC.

In order to contribute to the circular economy, we support the Deposit Management System (DYS) implemented by the Ministry of Environment, Urbanization and Climate Change. We aim to shape the system with the participation of all stakeholders and to establish an optimal balance between financial sustainability and environmental benefit.

We believe that mechanical rPET plays an important role in reducing plastic waste and improving recycling processes. In this regard, we collaborate with the public, civil society organizations and the private sector to demonstrate the potential of food-contact mechanical rPET as a safe and sustainable packaging solution, by highlighting the potential benefits of mechanical rPET and raising awareness on this issue. The successful use of mechanical rPET in Europe demonstrates the sustainability potential and wide acceptance of this material. We are taking strategic steps to support and encourage innovative solutions in this area, and we aim to closely follow and comply with the regulations regarding the use of rPET in Europe and Türkiye.

For detailed information about the projects carried out within the scope of recycling packaging waste, please click [Responsible Corporate Citizenship](#).

Global 10x20x30 Initiative for Food Waste

Within the scope of the 10x20x30 project carried out by the World Resources Institute (WRI) in more than 80 countries to prevent food waste and loss, and in which we have been included as part of the supplier network, we continued our efforts in 2024 with the target of reducing food loss and waste by 50% by 2030.

In line with the target of reducing our operational food waste, the communication series continued at the Group Office and our plants in Türkiye, explaining our employees the 10x20x30 initiative, food waste and loss, and their current levels at CCI.

We have also initiated joint efforts with our suppliers to reduce food waste. Accordingly, new clauses have been added to our suppliers' contracts to make the kitchen more sustainable through initiatives such as training, measurement, and composting.

Our food waste amount, which was 68.2 tons in 2023, was 80.2 tons in 2024. As part of our food waste recycling efforts, 4.8 tons of waste were processed using the Co-/Anaerobic Digestion method in our Çorlu plant.



Water Management

Efficiently managing the water we use in production is among our priorities. We continuously improve our operations by developing and implementing practices aligned with our water management strategy.

OUR COMMITMENTS

1. Increase water efficiency by **20%** by 2030. (Base Year: 2020).
2. Aim for **water neutrality** and ensure water security through projects focusing on water

OUR RELATED POLICIES

- Management Systems Policy
- Environmental Policy

RELATED MEMBERSHIPS: [Please click.](#)

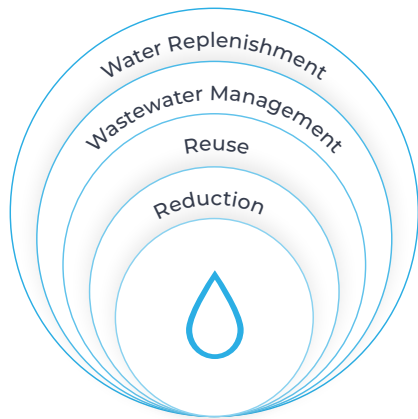
SDGs:



How We Govern?

In water management, we focus on water efficiency, wastewater, and replenishment. Through our Water Management strategy, we aim to do the following:

- > Improving the overall water-use efficiency in our plants;
- > Conducting Source Water Vulnerability Assessment (SVA) in order to protect the water basins where our plants' water resources are located and to implement the basin protection works with the Water Management Plan (WMP);
- > Managing wastewater discharge and rainwater harvesting in our plants (maintaining 100% compliance in wastewater treatment);
- > Making sure that the water we use is returned back to nature through replenishment, by implementing locally relevant programs;
- > Collaborating with local governments, NGOs and communities to create long-term, effective solutions to water shortages and implementing source water protection plans;
- > Investing in new technologies that reduce water consumption;
- > Conducting feasibility studies by investigating opportunities to procure sustainable resources.



Minimizing Water Consumption in the Plants, Recycling, and Reuse

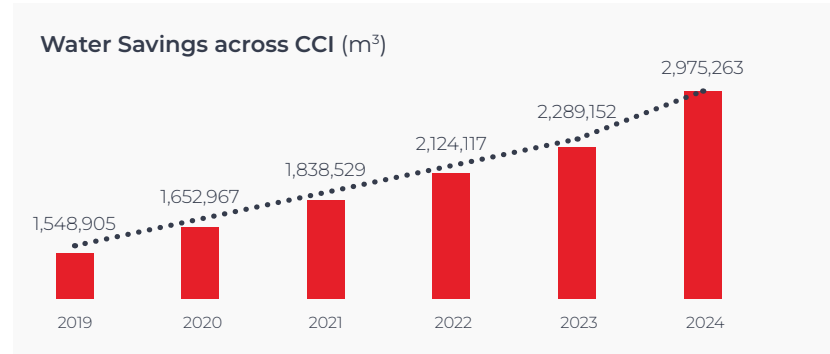
At CCI, we take a comprehensive approach to optimizing water consumption and increase efficiency. We create water maps to understand in detail how water is used in our plants. These maps help us track total daily water consumption and the amount of water used per liter of product. In order to reduce our Water Use Ratio (WUR), we identify the practices that yield successful results in our plants and spread these practices to our other facilities. Additionally, we strive to improve our own processes by continually monitoring the best practices in the sector. The Water Saving Program, completed in all CCI plants in 2018, was designed with the aim of reducing water consumption and continuously improving the water use ratio. As a result, we have achieved more efficient water use across our operations.



In the countries where we operate in 2024, we saved approximately **686,111 m³** of water.

2030 Sustainability Linked Bond

We have achieved the first sustainability linked bond for the beverage industry in the Europe, Middle East and Africa (EMEA) region. Under the bond framework, we aim to reduce our water usage ratio (WUR), which was 1.69 L/L in the 2020 base year, by 17% by 2029 and achieve a water usage ratio of 1.4 L/L.



2024 Water Management Performance*

	Türkiye**	CCI All
Water Usage Ratio (L/L)	1.51	1.64
Total Water Withdrawal (m³)	4,685,208.646	13,321,790.132
Recycled and Reused Water Volume (m³)	291,332	686,111
Recycled and Share of Reused Water (%)	6.2	5.2

* Water management performance covers production processes. Water returned to the basin through replenishment is excluded.

**Türkiye accounts for 39% of our total production volume.

No water-related operational disruptions, facility closures, or financially impactful events have occurred in the past four fiscal years.

Water Usage Ratio (WUR) (L/L)

Country	2020	2021	2022	2023	2024 Target	2024 Actual	2025 Target
Türkiye	1.45	1.46	1.48	1.47	1.35	1.51	1.45
Jordan	1.46	1.44	1.42	1.32	1.32	1.47	1.43
Kyrgyzstan	1.68	1.64	1.67	1.70	1.50	1.69	1.58
Tajikistan	2.26	2.15	1.93	2.14	1.85	2.79	1.85
Azerbaijan	1.64	1.66	1.62	1.62	1.50	1.63	1.55
Turkmenistan	2.62	2.07	2.10	1.95	1.90	1.79	1.75
Kazakhstan	1.51	1.68	1.58	1.61	1.45	1.72	1.51
Pakistan	2.09	1.90	1.80	1.78	1.50	1.68	1.55
Iraq	1.92	1.90	2.00	1.96	1.75	1.77	1.71
Uzbekistan	-	-	1.93	1.74	1.65	1.78	1.63
Bangladesh	-	-	-	-	-	1.54	1.50
CCI CCI	1.69	1.65	1.66	1.64	1.50	1.64	1.55

Wastewater Management

We fully comply with local laws regarding wastewater management in every country in which we operate. By adopting the "zero wastewater generation and reclamation" approach, we carry out our wastewater treatment and discharge processes in accordance with these laws.

OUR COMMITMENTS

1. Increase water efficiency by **20%** by 2030. (Base Year: 2020).
2. Aim for **water neutrality** and ensure water security through projects focusing on water

OUR RELATED POLICIES

- Management Systems Policy
- Environmental Policy

RELATED MEMBERSHIPS: [Please click.](#)

SDGs:



How We Govern?

Our wastewater discharge processes are subject to the high standards of The Coca-Cola Company (TCCC) and the World Bank, which set wastewater pollutant limits. In many cases, the discharge limits set by TCCC are more stringent than those of local authorities.

In addition to ISO 14001 Environmental Management System Audits, our wastewater management performance is audited by third-party organizations at regular intervals. We continuously monitor the quality parameters of our wastewater through comprehensive analyses and reduce our environmental impact by treating wastewater before discharge. We also track the volume of wastewater discharge per liter of product, and develop projects to reduce the wastewater generated as a result of our operations.

For TCCC parameters related to treated wastewater quality and data on water management in plants, please click: [Annexes-Sustainability Performance Indicators.](#)

2024 Water Discharge by Destination (m³)

	CCI All
Surface Water	1,518,446
Organized Industrial Zone	841,252
Urban Sewer System	2,610,019
Total	4,969,717

A Step Towards a Sustainable Future

In line with its objective to implement innovative and effective water use mechanisms, CCI Pakistan signed a Memorandum of Understanding (MoU) with the Horticulture Authority of Pakistan (PHA) in 2020. Under this memorandum, CCI Pakistan will supply treated wastewater to PHA for five years to be used for irrigating green areas and cleaning roads.



Water Replenishment

As CCI, we attach importance to the protection of water resources. In this regard, we focus on water replenishment efforts in line with TCCC's target of "returning every drop of water we use back to nature." We continually strive to reduce the impact of our operations on water resources.

OUR COMMITMENTS

Increase water efficiency by **20%** by 2030 (Base Year: 2020). Aim for water neutrality and ensure water security through projects focusing on water

OUR RELATED POLICIES

- Management Systems Policy
- Environmental Policy

RELATED MEMBERSHIPS: [Please click.](#)

SDGs:



How We Govern?

In line with its vision of being a 'water neutral' company, TCCC aims to return the water it uses back to nature by treating all its wastewater to an extent that will support the environment, the communities it serves, and the water ecosystem. It also aims to accomplish water replenishment in an amount equivalent to the volume of its products, through Water and Health Protection Programs carried out at the local level. In this regard; since 2005, it has been collaborating with communities, governments and respected third-party organizations to ensure access to safe and clean water, protect water basins, optimize water use in production processes, and raise awareness on water issues, including participation in water policy processes.

As CCI, we strive to fully comply with the "2030 Water Security Strategy" announced by TCCC in 2021 and to achieve the water neutrality target. In this context, in addition to improving water availability and quality, we are also making improvements in water management and access to water.

We conducted a comprehensive risk assessment to identify, evaluate and provide solutions to water risks in the regions where we operate. This assessment utilized various tools, including the TCCC Water Risk Assessment Framework, Source Water Vulnerability Assessment (SVA), WRI Aqueduct, Global Corporate Water Risk Assessment, and Global Water Risk Assessment. To analyze the results of the Water Risk Assessment in a local context, we collected feedback by conducting surveys at our plants on topics such as water use, water stress, source water security, watershed security, and community and stakeholder concerns. As a result of the mapping study created according to the survey results, we determined 13 of the 33 locations with high environmental, social and administrative risks as Leadership Locations. These locations include Bursa, Çorlu, Sapanca, Faisalabad, Lahore, Karachi, Madaba, Astana, Baku, Erbil, Bishkek, Dushanbe, and Ashgabat.

Identifying Leadership Locations:

Global Risk Assessment

As a result of our watershed-based water scarcity assessment made using the WRI Aqueduct tool, 45% of the watersheds in the locations where CCI plants are located are in areas that are at risk for water scarcity.

Source Water Vulnerability Assessment (SVA)

At CCI, we conduct a Source Water Vulnerability Assessment (SVA) at all our plants every five years. SVAs allow us to assess the vulnerability of the community's water resources and identify potential impact of our water use and wastewater discharge. During these efforts, which include field studies, interviews with plants' officials, and cooperation with local/national authorities; we identify risks related to the sustainability of water resources by conducting topographic, geological, hydro-geological, and hydrological analysis of the water basins and sub-basins around our plants.

In line with the principles of the Alliance for Water Stewardship (AWS) that we adopted in 2021, we go beyond focusing on the vulnerability of our water resources and apply the principle of "Total Water Management" in all basins that we directly or indirectly affect. With this principle, we create our water management plans by involving all our relevant stakeholders in the process and focus on reducing possible impact and risks.

Water Management Plan (WMP)

As a result of these assessments, we create an inventory of the social, environmental and political risks to the water sources that supply water to our plants and the surrounding communities, and evaluate the results of these studies under a WMP, enabling action at a plant-by-plant level.



TCCC Water Security Vision

Increase water security for our business, people, and nature at the places where we operate, procure materials from, and touch people's lives

Availability	Quality	Ecosystems	Access	Governance
Regenerative Operations Reduced local shared water challenges	Healthy Watersheds Reduced local shared water challenges	Resilient Communities Enhanced community water resilience; focusing on women and girls		

Energy Management and Tackling the Climate Crisis

As CCI, we make efforts to increase energy efficiency in our operations and to tackle climate change, in order to reduce our environmental footprint.

OUR COMMITMENTS

1. Run our manufacturing site on **100%** renewable electricity and make them carbon natural
2. Reduce our total absolute GHG emissions by **13%** by 2030 and emissions per liter of product by **50%** by 2030 while growing the business

OUR RELATED POLICIES

- Management Systems Policy
- Environmental Policy

RELATED MEMBERSHIPS: [Please click.](#)

SDGs:



How We Govern?

Within the framework of our energy efficiency and climate protection strategy; we focus on:

- > Reducing energy usage and greenhouse gas emissions in our manufacturing and sales operations, by implementing energy efficiency programs;
- > Reducing logistics-related direct emissions with effective fleet and fuel management and optimization practices;
- > Reducing indirect emissions by concentrating on our climate-friendly refrigeration programs;
- > Reducing indirect emissions by concentrating on our climate-friendly refrigeration programs;
- > Increasing awareness on climate protection by collaborating with our distributors, dealers, suppliers, and other stakeholders;

- > Calculating, verifying, and reporting the carbon footprint of our operations in a consistent manner;
- > Increasing awareness on climate crisis by engaging with our stakeholders on relevant platforms;
- > Calculating the carbon footprint of our products in line with a life-cycle approach;
- > Conducting research on clean and renewable energy and making investments for this purpose;
- > Investigating opportunities and conducting feasibility studies for procurement of sustainable sources.

Our Energy and Climate Awareness Programs

Hand in Hand Environment Program

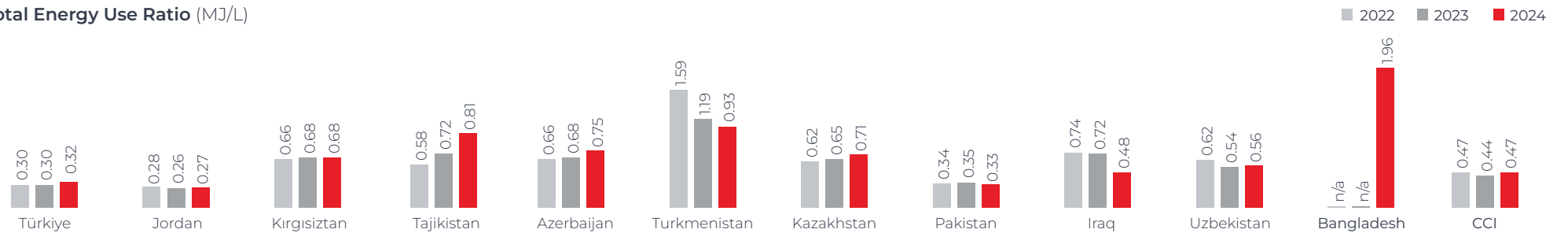
With the "Hand-in-Hand Environment Program" that we launched in 2018, we aim to further integrate the environmental and sustainability perspective into the CCI culture. With this behavior-focused program, which we implemented in production in 2020 and in all CCI operations in 2022, we contribute to the United Nations Sustainability Goals and reduce our environmental footprint in line with our value creation strategy. Additionally, we aim to become a leader (best in class) in the TCCC Culture Maturity Assessment with the model implemented in the program.

We monitor our entire environmental performance through a single performance indicator, via the Environment Maturity Index (EMI), which we created in integration with the conformity assessment of the Hand in Hand Environment Management Program.



CCI Climate Task Force

We aim to effectively reduce our carbon emissions throughout our value chain through the CCI Climate Task Force, which includes representatives from different departments, in order to develop a strategic roadmap tailored to our operational geographies and dynamics.

Total Energy Use Ratio (MJ/L)



Total EUR (MJ/L)

Country	2024 Target	2024 Actual	2025 Target
 CCI	0.405	0.471	0.450
 Türkiye	0.299	0.319	0.325
 Jordan	0.264	0.275	0.270
 Kyrgyzstan	0.584	0.683	0.630
 Tajikistan	0.611	0.811	0.803
 Azerbaijan	0.660	0.746	0.739
 Turkmenistan	1.025	0.932	0.922
 Kazakhstan	0.602	0.707	0.693
 Pakistan	0.320	0.333	0.310
 Iraq	0.557	0.476	0.415
 Uzbekistan	0.525	0.564	0.558
 Bangladesh	-	1.958	1.650

Practices to Reduce Carbon Footprint

Sustainable and Responsible Procurement

As CCI, we prioritize choosing environmentally-friendly alternatives in our purchases and prefer equipment that helps reduce our energy consumption.

Electric Forklifts

By switching from LPG forklifts to electric forklifts, we reduce our greenhouse gas emissions per forklift by 68%. We also reduce forklift distances through an optimized arrangement of products in our warehouses.

Server Systems

We use green electricity in all of the cloud systems from which we receive services.

The process of migrating from our old data center to the new data center, which was completed in 2024, was carried out in line with the goal of hosting our organization's digital infrastructure in a more secure and efficient environment. The new data center is a facility that complies with global standards and provides a secure infrastructure against natural disasters and disruptions. Through its compliance with international standards such as Tier III certification, ISO certificates, PCI-DSS certification and Leed Gold certification, it provides high assurance in data security and operational continuity. Designed with a sustainability focus, the facility incorporates green building features and eco-compatible infrastructure. In the data center which offers uninterrupted communication with redundant fiber and radio link connections, the equipment is housed in optimum conditions with redundant air conditioning systems. This strategic transition demonstrates our commitment to compliance with environmental and technological standards while increasing the reliability of our operations.

During 2024, our SAP environment was successfully migrated from one cloud services provider to another. During this transition process, our existing infrastructure was analyzed in detail and single points of failure were identified and eliminated. Our new infrastructure was designed in accordance with the principles of best practices and optimized for High Availability standards.

In order to ensure business continuity during the migration, uninterrupted operation was targeted, and redundant and flexible configurations were implemented for critical systems. This strategic transformation has not only increased the performance of our SAP environment, but has also resulted in significant improvements in terms of reliability and availability. Thus, a more robust and sustainable digital infrastructure has been created for our business processes.

In 2024, we modernized our network infrastructure in all countries where we operate and switched to SD-WAN (Software-Defined Wide Area Network) technology. This transformation has allowed us to significantly improve the performance of our network and internet operations while providing flexibility and efficiency in network management. Through the SD-WAN technology, connections between our offices in different geographies have become more reliable and faster, and application performance has been enhanced through traffic management and bandwidth optimization. In addition, security layers have been improved, strengthening control over data traffic and providing a more effective defense against threats. With a centralized management, changes and improvements to the network can now be implemented more quickly, also resulting in a significant increase in the performance of cloud-based applications. This technology has made significant contributions to achieving our operational excellence targets by meeting our dynamic business needs.

Digital Signature Application

With the joint efforts of our Digital Technologies and Legal departments, we pioneered the integration of digital signature application for use in our internal approval processes in 2019 and became the first fast-moving consumer goods (FMCG) company to implement this innovation. This signature, which is secured by recording various elements such as the person's writing angle, pen pressure, speed and acceleration, enables us to adapt to the rapidly-changing digital world, while increasing productivity and cost efficiency and saving time. For the future, we plan to automatically collect all signatures on the same platform and fully switch to both digital signatures and e-signatures.

Transportation and Distribution Practices

Given the extensive product handling processes in our operations, our commercial success is largely based on an efficient logistics network that aims to optimize the use of transport vehicles and minimize emissions by reducing the total mileage. Logistics accounts for approximately 9.2% of the total greenhouse gas emissions of our value chain in Türkiye, and therefore distribution optimization plays a key role in our business success. In light of this information; as CCI, we prioritize vehicles with lower fuel consumption performance and lower carbon emissions. With our Route Optimization Project since 2013, and most recently, with our Road Net platform since 2016, we save fuel and avoid approximately 1,400 tons of GHG emissions annually. Additionally, we aim to improve our carbon footprint by up to 20% compared to our previous baseline, in our plant and warehouse location selections in each country where we operate.

CCI initiated its green logistics transformation with the purchase of its first electric truck in 2024. This initiative reduces our carbon footprint, cutting emissions per kilometer by 25% compared to diesel trucks.



Cooling Practices

To increase energy efficiency in our cooling systems and reduce our environmental impact, we update our existing equipment with the latest technologies and work closely with our suppliers to develop climate-friendly cooling solutions for the future. We address our cooling practices under seven headings. These are:

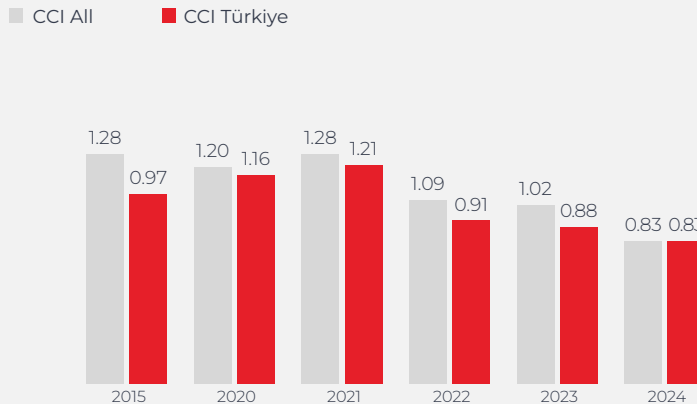
- > HFC (Hydrofluorocarbon)-Free Refrigerant Gas
- > LED Lights
- > Energy Management Device (EMD)
- > Equipment Without Doors
- > New Product Temperatures
- > Variable-Speed Compressor
- > Energy Consumption Target by Volume

HFC (Hydrofluorocarbon)-Free Cold Drink Equipment

Cold drink equipment containing HFC has a significantly greater negative impact on climate change than their HFC-free equivalents. In line with TCCC's target of "making 100% of new cold drink equipment HFC-free"; as CCI, we collaborate with our suppliers to develop alternative HFC-free solutions in the cases where a commercial HFC-free solution is not available. We increase the percentage of our inventory in terms of HFC-free solutions each year by purchasing new cold drink equipment that are HFC-free.

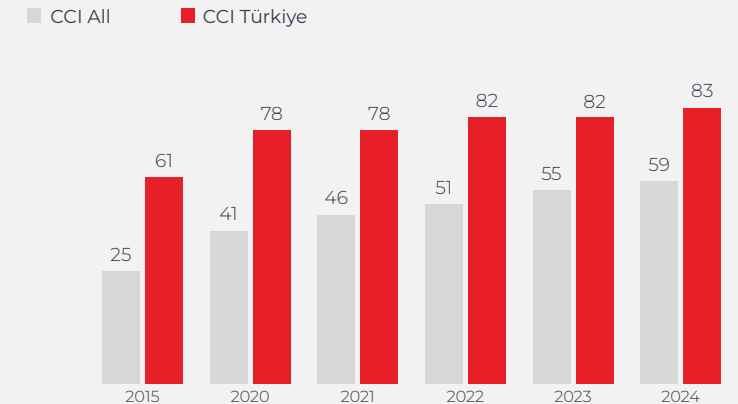


Our Unit Emission Values by Year*



35% of the total cooler inventory pertains to Türkiye operations.

Ratio of HFC-Free Cold Drink Equipment (%)*



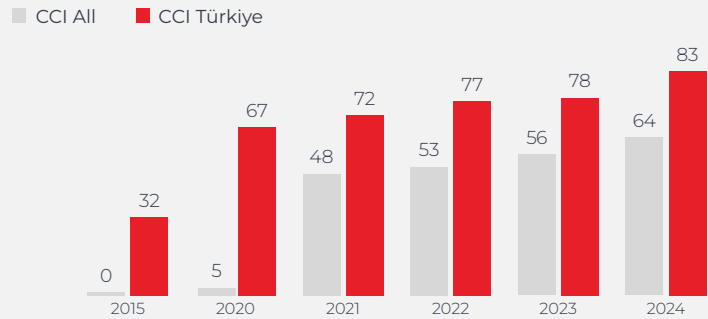
35% of the total cooler inventory pertains to Türkiye operations.

Cold Drink Equipment with LED Lights

At CCI, we purchase cold drink equipment with LED lights instead of fluorescent lights in order to reduce our energy consumption. We are expanding this practice, which we started as part of our Türkiye operations in 2012, to our other countries as well.

In line with our strategy, we will continue to increase the ratio of our LED-lit cold drink equipment and reduce our energy consumption.

Ratio of Cold Drink Equipment with LED Lights (%)*



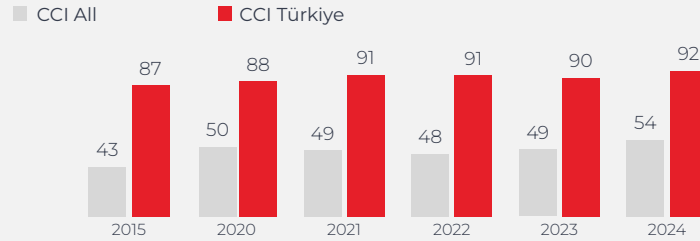
35% of the total cooler inventory pertains to Türkiye operations.



Cold Drink Equipment with Energy Management Devices (EMDs)

With EMD, which we started using in our Türkiye operations in 2009 and have then expanded to other countries, we are able to reduce the amount of electricity consumed by our cold drink equipment by up to 42%. For this reason, within the scope of the initiative, we prefer purchasing our new cold drink equipment with an EMD with a capacity of more than 250 liters. EMD ensures that the lights of the cold drink equipment it is installed on are automatically turned off when not needed and that it does not reach the target coldness level when this is not needed

Ratio of Cold Drink Equipment with EMDs (%)*



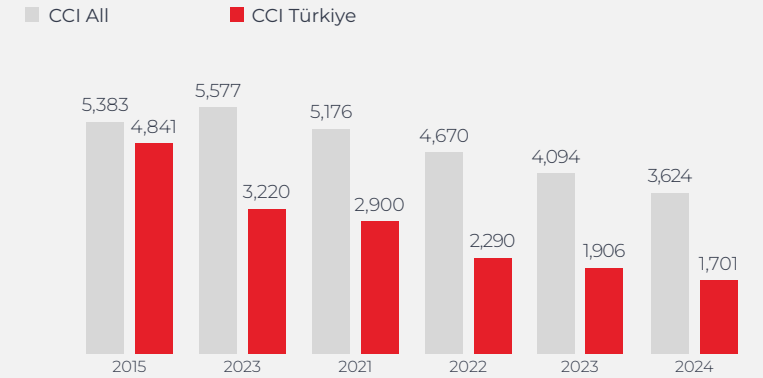
35% of the total cooler inventory pertains to Türkiye operations.



Cold Drink Equipment without Doors

At CCI, in order to reduce our environmental impact, we avoid purchasing cold drink equipment without doors and/or lids and we reduce the amount of this type of equipment we use.

Number of Cold Drink Equipment without Doors*



35% of the total cooler inventory pertains to Türkiye operations.



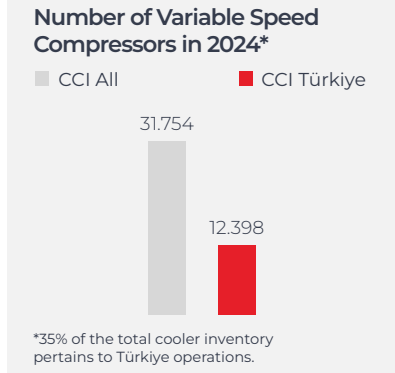
New Product Temperatures in Cold Drink Equipment

We aim to achieve approximately 4% energy savings by changing the target coldness standards of our cold drink equipment. In line with this target, we changed the relevant standards of 85,000 units of equipment in 2024. We plan to expand this practice to cover the equipment we will purchase as well as the existing ones, both in CCI Türkiye and other countries.



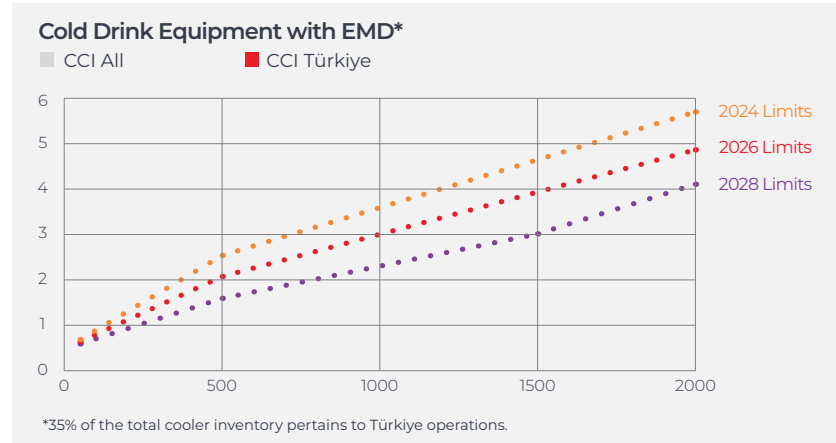
Variable-Speed Compressor

Compressors equipped with variable speed drive technology operate at the required speed depending on the need, instead of running at a fixed speed and then stopping, as usual, and with this feature, they consume much less energy than regular compressors. As CCI; as of 2024, we started purchasing cold drink equipment with compressors that are equipped with this technology, in order to reduce our energy consumption.



Energy Consumption Target by Volume

As CCI, in Türkiye and other countries, we are and will continue to be highly compliant with the "energy consumption targets by equipment size" published by TCCC in 2024 in order to increase the environmental sensitivity of our cold drink equipment.



Emissions from CCI Operations

In addition to the total greenhouse gas emissions resulting from our operations across CCI, we also meticulously monitor our emission rate which corresponds to the amount of grams of CO2 per liter of product produced.

Since 2022; in line with the ISO 14064-1 Standard in all CCI countries, we have been calculating and ensuring the verification of emissions from sources we own and control in the Scope 1 group, emissions from energy we purchase in the Scope 2 group, and all other indirect emissions in our value chain in the Scope 3 group. In 2024, our absolute CO2 emissions in the countries where we operate increased from 3,969,495 tons to 4,466,618 tons.

Please click here for information on flue gas emissions.

Annexes - Additional Disclosures for BIST.

As a result of the best practices implemented throughout our value chain, we prevented 533,883 tons of CO₂ emissions in 2024.

Avoided Emissions in the Value Chain in 2024

Description	Total (ton CO ₂ e)	Ratio (%)
Production (Energy efficiency and carbon reduction projects)	8,823	2
Packaging (Lightweight Practices)	2,847	1
Cold Drink Equipment (EMD and HFC gas improvements in cold drink equipment)	318,802	60
Refillable Glass Bottles	203,411	38
TOTAL	533,883	-

Emissions by Scope and Region

2024 GHG Emissions (tCO₂e)

Country	Tons of Emission					Change %				
	Scope 1	Scope 2 Location-Based	Scope 2 Market-Based	Scope 3	Total	Scope 1	Scope 2 Location-Based	Scope 2 Market-Based	Scope 3	Total
 Türkiye	36,461	69,741	60,917	1,407,323	1,504,701	-19	9	-5	11	9
 Jordan	705	1,385	1,385	35,210	37,299	-38	-35	-35	-31	-31
 Kyrgyzstan	3,528	1,234	1,234	50,147	54,909	14	7	7	-5	-4
 Tajikistan	2,394	278	278	16,380	19,053	2	-6	-6	-21	-19
 Azerbaijan	10,413	14,864	14,864	169,611	194,889	24	14	14	101	84
 Turkmenistan	1,166	1,775	1,775	17,322	20,263	64	39	39	27	29
 Kazakhstan	26,606	40,381	40,381	385,446	452,433	0	8	8	19	17
 Pakistan	54,086	38,361	38,361	893,207	985,654	80	-6	-6	-2	1
 Iraq	22,858	18,102	18,102	579,109	620,069	-30	93	93	24	22
 Uzbekistan	18,838	23,531	23,531	394,459	436,827	-4	-5	-5	60	50
 Bangladesh	15,558	12,895	12,895	112,068	140,522	n/a	n/a	n/a	n/a	n/a
CCI Total	180,853	222,547	213,723	4,060,282	4,466,618	13	14	10	18	18

Responsible Corporate Citizenship



#ResilienceInAction

As part of our sustainability commitments, we actively participate in community development and volunteering projects in environmental and social fields. Through these projects, we support our target of being a responsible corporate citizen.

Total number of new people benefiting from our social projects

737,599

Number of volunteers in 2024

1,402

With **3.2 million m³**

%50.67 water replenishment



Socio-Economic Impact

In every geography where we operate, we add value to many sectors, ranging from agriculture, retail, and advertising, to packaging. We support local employment and make significant contributions to the economies of the countries we operate in, through the taxes we pay and social investment projects.

OUR COMMITMENT

Create added value through direct and indirect employment opportunities

RELATED MEMBERSHIPS: [Please click.](#)

SDGs:



CCI's Economic Impact*

Countries	Economic Impact Factor	Direct and Indirect Employment**
Türkiye	TL 9,5 (Lira)	42,000
Uzbekistan	UZS 8 (Som)	58,900
Kazakhstan	KZT 2,6 (Tenge)	8,395
Pakistan	PKR 2,74 (Rupi)	13,764

* Economic Impact studies were conducted by BODEF in Türkiye (2023), Ernst & Young in Kazakhstan (2025) and Uzbekistan (2024), and Lums University in Pakistan (2020). These studies examine the year before the date they were conducted. Only the Türkiye study examines the years 2017-2021.

** Triggered employment opportunities are not included in employment figures.

CCI Türkiye: Through CCI Türkiye's operations, we create 42,000 direct and indirect jobs in the regions where we operate, and as a result of our activities, we provide income to 31 thousand agricultural enterprises in the retail sector, employment opportunities for 175 thousand agricultural workers, and 10 billion TL added value.

CCI Pakistan: Through CCI Pakistan's operations, we provide direct and indirect employment opportunities to over 13,500 people in the regions where we operate, and create economic value equivalent to 1.95% of Pakistan's national GDP, through our value chain.

CCI Kazakhstan: Through its operations, CCI Kazakhstan provides direct and indirect employment opportunities to more than 8,000 people. With the employment opportunities that our activities trigger in the economy, we create jobs for more than 12,000 people with our CCI Kazakhstan operations, while we produce approximately 12% of the added value created by the Kazakhstan food and beverage sector, through our value chain.

CCI Uzbekistan: Through CCI Uzbekistan's operations, we create direct and indirect employment opportunities for almost 59,000 people in the regions where we operate, and through our value chain, for every 1 Uzbek Som we pay in taxes, we contribute an additional 3.9 Uzbek Som to the state budget through our value chain.



2024 Targets	Performance in 2024	Status	2025 Targets
› Conducting economic impact studies in Iraq and Uzbekistan	› The evaluations of the socio-economic impact studies conducted in Pakistan and Kazakhstan in 2024 have been completed, but the final reports or presentations have not yet been published. Our target in 2025 is to publish the final reports of these studies conducted in Pakistan and Kazakhstan.		› Conducting economic impact studies in Azerbaijan, Kazakhstan, Iraq, and Uzbekistan

✔ Target achieved ✔ Partially completed → In progress ✘ Target not achieved

Corporate Social Responsibility at CCI

As CCI, we prioritize social investments with an approach that involves all our stakeholders. While implementing sustainable social responsibility projects, we collaborate with our stakeholders and foster a culture of volunteering and donations. In these studies, we benefit from the resources of both the TCCC system and the Anadolu Group.

OUR COMMITMENT

Implement social responsibility projects within the scope of our Sustainability Commitments.

OUR RELATED POLICIES

[Donation and Grant Policy](#)

RELATED MEMBERSHIPS: [Please click.](#)

SDGs:



We shape our CCI Corporate Social Responsibility strategy around the issues of Waste Management, Water Replenishment and Women's Employment, in parallel with our Sustainability Commitments for 2030, and we carry out our volunteering activities in line with these focus points. We focus on implementing and disseminating all social responsibility projects we carry out, also in other CCI countries as pilot projects.

Social Responsibility in Figures	2022	2023	2024
Number of Volunteers Participating in CSR Projects and Events*	1,051	1,817	1,402
Volunteering Hours	56,000	7,163	4,005
Total Beneficiaries**	2,774,000	2,978,156	3,237,599
Percentage (%) of Women among New Beneficiaries	n/a	49	46 ✓
Donation (TL)	45,000,000	113,172,903,02	121,789,000

*The number of volunteers is the total number of volunteers participating in the projects, and not the number of individual volunteers.
**Calculated by adding the annual number of new beneficiaries to the total number of beneficiaries of 2,5 million applicable as of the end of 2021.

Water Replenishment Projects

We have implemented water replenishment projects to target water neutrality and to ensure water security through community projects in water-stressed areas. By using different techniques in these projects, we return 100% of the water we use in production back to nature. Through our risk assessment process, we regularly assess total water use in basins and our interactions with stakeholders, in order to ensure responsible water management and reduce the impact of local stakeholders on water resources, taking into account our water risks related to dependency on water resources and the potential impact of our activities on local water availability and quality.

Bursa-Çorlu Water Replenishment Projects - The Coca-Cola Foundation/CCI Türkiye

The Coca-Cola Foundation aims to protect water resources and ensure that farmers use more efficient and conscious irrigation methods, by supporting sustainable agricultural practices within the scope of projects carried out in Bursa and Çorlu in collaboration with CCI Türkiye and DOKTAR. Water consumption is reduced through optimized irrigation decisions. By optimizing irrigation processes, farmers can instantly monitor soil and weather conditions. Farmers are provided with personalized recommendations on disease and frost risk management, helping them to apply pesticides in a conscious manner. While farmers use a mobile application to make more effective irrigation decisions, instant monitoring of the project is carried out by CCI through a digital platform.

Crop health, diseases, evaporation, nutritional deficiencies and growth are monitored using satellite images. Within the scope of training programs for farmers, 266 farmers were trained on the use of technology, planting, agricultural and climate crises, financial and digital literacy, regenerative agriculture, and energy management. A water reservoir with a water capacity of 1630 cubic meters was created in Bursa.

134 sprout sensor stations monitoring total soil moisture were established in Bursa and Çorlu, and 165 soil analyses were conducted in Bursa and 54 in Çorlu. Water loss of plants is monitored by monitoring evapotranspiration via satellites. Through these projects, 1,582 million liters of water were returned back to nature in 2024. To access the CCI Türkiye Çorlu Water Replenishment Project Sugar Beet Harvest video, please [click](#).



Baku Water Replenishment Project- The Coca-Cola Foundation

Our projects carried out by the Coca-Cola Foundation within the scope of social responsibility this year:

- > The Groundwater Recharge System Project, financed by the Coca-Cola Foundation with the contribution of ADA University and its partners, is an innovative work in terms of water treatment and wastewater recycling in Baku, while also providing safe water supply in the long term.
- > The project, implemented with support from non-profit organizations such as Ecohub and Global Water Challenge (GWC), aims to prevent the spread of waterborne diseases in Azerbaijan's Merzendiye Lake, as well as protect the public budget by reducing water costs. It also aims to improve irrigation facilities and contribute to the local economy by increasing local food production. The improved water quality of Lake Merzendiye will also benefit local biodiversity. This project is expected to be completed in March 2025.

Dushanbe Water Replenishment Project - The Coca-Cola Foundation/ CCI Tajikistan

Water replenishment project, implemented in Dushanbe with CAREC (Central Asia Regional Economic Cooperation Program), aims to repair canals, restore abandoned agricultural lands, and install a drip irrigation system. This project reaches more than 1,200 farms and approximately 700 households, benefiting more than 5,000 people in total.

Lahore-Faisalabad Water Replenishment Projects - The Coca-Cola Foundation/ CCI Pakistan

The Coca-Cola Foundation, CCI Pakistan and WWF (World Wildlife Fund) jointly implemented the project, which ensures water replenishment in Lahore through rainwater harvesting, installation of recharge wells, construction of floating treatment wetlands, on-farm management, tree planting, and land cover management. The project also affects the Faisalabad location found in the same basin.

Madaba Water Replenishment Project - The Coca-Cola Foundation/CCI Jordan

The project, implemented by the Coca-Cola Foundation, CCI Jordan and WADI in Madaba, aims to ensure the planting of approximately 20,000 high-quality native plant seedlings using innovative water-saving techniques, allow sustainable production, and promote effective natural resource and land management with active participation from local communities, particularly women.

Erbil Water Replenishment Project - The Coca-Cola Foundation

The project, implemented by the Coca-Cola Foundation in collaboration with Mercy Corps in Erbil, aims to provide regular access to safe water and sanitation services to 12,600 displaced individuals in IDP camps. Firstly; direct water, sanitation and hygiene services were provided to meet the urgent needs in the region. Secondly; the capacity of government and local stakeholders to implement and sustain long-term WASH solutions has been strengthened. And finally, support was provided to local stakeholders to enable them to be prepared for future emergencies.

Bishkek Water Replenishment Project - The Coca-Cola Foundation/CCI Kyrgyzstan

The project, carried out in Bishkek with CAREC (Central Asia Regional Economic Cooperation Program), aims to increase the efficiency of water management in the Chu River basin of Kyrgyzstan. The project supports women's economic independence through access to irrigation water and infrastructure in Central Asia and aims to develop effective water saving and agrotechnology practices.

As a result of the channel restoration, it is expected that up to 40% of the water used will be saved and up to 3 times more product efficiency will be achieved as a result of the savings-technologies implemented. On-the-job training sessions conducted by the implementing partner CAREC aimed to improve water management and contribute to the agricultural sector by making agricultural practices sustainable. Within the scope of the project, 135 female farmers were trained.



PAANI Project - CCI Pakistan

CCI Pakistan has installed 5 new water filtration plants, each with a capacity of 2,000 liters per hour, in its areas of operation in order to support public access to safe drinking water. Additionally, with the support of local residents, it renovated 11 old water filtration plants to extend the life of the facilities. Currently, clean water is provided to 400 thousand people with 24 filtering facilities.

Astana Water Replenishment Project - The Coca-Cola Foundation/CCI Kazakhstan

The project, implemented in Astana with CAREC (Central Asia Regional Economic Cooperation), aims to improve the conditions of farmers who make a living from agriculture and animal husbandry in the Ishim River basin, strengthen basin management, expand sustainable land management practices, ensure sustainability in water and agricultural management through basin restoration, increase the capacity of local water management institutions, teach sustainable agriculture techniques to farmers, and support sustainable land management-based business models. The project also helps reduce water usage by increasing overall crop productivity in the region. As a result of the project, 83% saving is achieved in the water used per hectare on a seasonal basis.



Waste Collection Projects

In our waste collection efforts, we aim to increase the rate of recycled PET usage, collect the packaging we have introduced to the market in Türkiye, Kazakhstan and Pakistan, which already have collection activities in place, through waste collection projects, and pioneer the establishment of collection systems in other countries and/or raise awareness in this respect.

Plastic Collection and Recycling Project - CCI Kazakhstan/CCI Kyrgyzstan

The waste recycling project carried out by CCI Kazakhstan aims to encourage citizens in various cities to make recycling efforts. A total of 211 cage containers were placed this year, and 45,750 kg of PET was collected through them in 2024.

As part of the waste collection project, CCI Kyrgyzstan has placed 100 metal bins for collecting plastic waste in public areas in Bishkek. The collected plastics are sent to the Coca-Cola Kyrgyzstan facilities and recycled in cooperation with the implementing partner EcoOperator LLC and the responsible municipality. This initiative aims to increase closed-loop manufacturing in the use of packaging, within the framework of Coca-Cola's global strategies. Through this environmental initiative, which is planned to come to an end in June 2025, a total of 3 tons of waste was collected in 2024.

3.2.1 Start! - CCI Kazakhstan

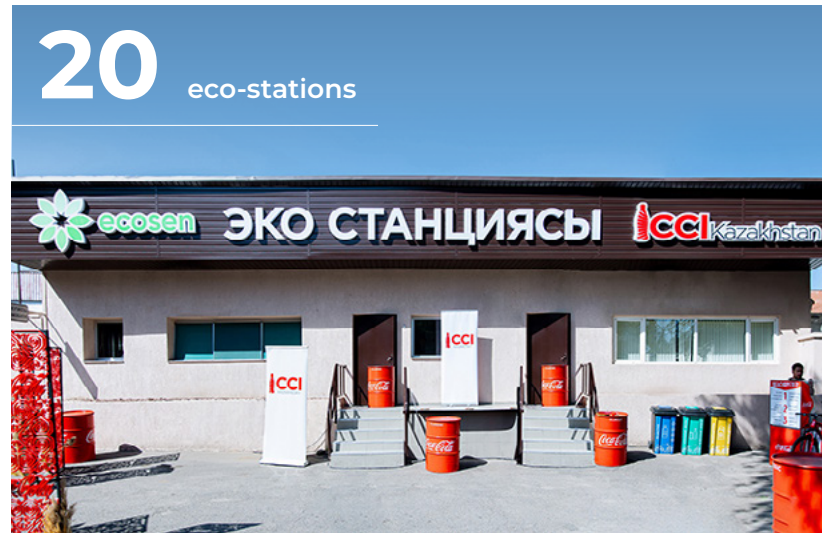
Aiming to support the solutions developed by young people for a sustainable life and to empower young people, the program 3.2.1 Start! continued to be successfully implemented in CCI Kazakhstan in 2024 with a focus on plastic waste collection and reached 524 students. At the end of the program, 18 tons of plastic were collected.



LS Astana and Almati Eco-station Projects - CCI Kazakhstan

By establishing 20 eco-stations, LS Astana aims to encourage the public to visit and use these stations. Within the scope of this project, in which CCI Kazakhstan worked in partnership with LS Astana, 82,697 kg of plastic was collected as a result of the work that started in August 2024 and lasted for 4 months.

CCI Kazakhstan, in partnership with Ecosen, established "Eco-stations" in Almaty to recycle the Coca-Cola packaging materials released into the market within the scope of this project. This year, a total of 12,352.3 kg of plastic was collected through Ecosen. This project aims to make recycling more accessible and improve waste recycling efforts.



Waste Collection Project - Coca-Cola Company

The project, launched this year and carried out with the contributions of Novatex, aims to ensure the collection of 3,000 tons of waste. Triggered by extended producer responsibility regulations recently enacted in Pakistan's provinces, opportunities have arisen for collaboration between the private sector and provincial governmental institutions. As a result, an agreement was reached between the Coca-Cola Foundation and the Gilgit Baltistan government with a target of collecting 3,000 tons of waste.



Women's Empowerment Projects

In parallel with the Diversity and Inclusion clauses in our Sustainability Commitments for 2030, we implement social responsibility projects annually to increase women's employment at CCI.

Proud Hundreds Program - The Coca-Cola Foundation/CCI Türkiye

In line with our Sustainability Commitments for 2030, the Proud Hundreds Program was launched on the 100th anniversary of our Republic in order to increase female employee ratios and expand the talent pool within CCI Türkiye. Within the scope of the program; in addition to providing scholarship and internship opportunities to hundreds of female students, women were given personal and professional training support, mentoring, and priority in recruitment processes. As part of the program, 121 women were hired in sales and marketing departments and in the supply chain.

CCI Volunteers provided mentoring to 38 Anadolu Foundation scholars for 6 months within the scope of the Proud Hundreds Mentorship Program. In 2024, 302 girls and women were provided with scholarships, internships, mentoring, webinars, training, and employment. The goal is to reach 600 girl child and women within 5 years. To access the video featuring the activities carried out in 2024, please [click](#).



Scholarship Program for Women Engineers - CCI Azerbaijan

In order to increase the number of female engineers joining the workforce, CCI Azerbaijan launched a scholarship program by signing a memorandum of understanding with Baku Engineering University, Azerbaijan State Oil and Industry University, and Azerbaijan Technical University. In addition to a 3-month scholarship, the 2 candidates who were selected for the program completed a 6-month paid internship at the CCI Azerbaijan Supply Chain Department.

Women Empowerment - CCI Iraq-CCI Tajikistan

70 CCI employees took part in the workshop on women's empowerment, which was conducted with the support of the CCI Iraqi Women's Network. CCI Tajikistan also organized training and guidance programs to support women students and entrepreneurs in their personal and professional lives and to help them achieve their goals. This project has been organized in line with the 2027 targets of the Republic of Tajikistan and is a program aimed at supporting women entrepreneurs. Additionally, 270 women were involved in the women's empowerment event held annually with Forum Ya.

Coozin Project - CCI Uzbekistan

Coozin is funded by the Coca-Cola Foundation and has been running since 2022, providing women with the opportunity to establish small businesses through a digital platform; this year, it supported 3,000 women in Uzbekistan.

School Repair Project - CCI Iraq

With the contribution of the Babil Investment Committee, 2,000 girls studying at Al-Taleah Girls High School were supported with the school repair and afforestation project carried out in Hilla.



CCI Volunteers

Encouraging and supporting employee volunteering activities is part of CCI's corporate culture. In order to carry out volunteering activities in CCI within a more corporate structure and to foster a volunteering culture, we gradually expanded the CCI Volunteers Program, which we launched in CCI Türkiye in 2017, to our other countries as well. We partnered with Abilitypool, a platform that enables CCI countries to manage volunteering more effectively and track volunteer numbers and hours digitally, and have made it available in 10 CCI countries. Thus, we ensured that our employees could apply to the CCI Volunteers Program through the platform and take part in NGO projects as well as volunteer activities and social responsibility projects implemented by the CCI Corporate Relations Department.



46th Istanbul Marathon-CCI Türkiye

Within the scope of the 46th Istanbul Marathon attended by 150 CCI Volunteers, donations in the amount of 64 thousand TL were collected for the Anadolu Foundation scholarship program. To access the video featuring enjoyable moments from the marathon, please [click](#).



International Volunteer Day-CCI Türkiye

We celebrated December 5th International Volunteer Day by coming together with the civil society organizations we work with (Anadolu Foundation, TEV, KEDV, HAÇIKO, and AÇEV) at Dudullu Head Office. In order to raise funds for civil society organizations, CCI employees donated a total of TL 167,505 by purchasing the products of these organizations. As part of volunteer motivational activities, the most devoted CCI Volunteers in 2024 were rewarded with gift cards that they can use on the Abilitypool platform. To access the video of the International Volunteer Day event, please [click](#).



Coca-Cola Forest Project - Coca-Cola Company/CCI Kyrgyzstan

The Coca-Cola Forest project is implemented in line with the sustainable development strategy of The Coca-Cola Company and contributes to the improvement of the microclimate in Bishkek by turning public areas into green spaces. 300 tree saplings including almond, walnut, spruce and pine species were planted by 17 volunteers from CCI Kyrgyzstan. The species of the seedlings were selected by professors of the Faculty of Agriculture of the Kyrgyz-Turkish Manas University in a way that will increase soil fertility and help retain water.



Voluntary Afforestation Works - CCI Pakistan / CCI Iraq / CCI Bangladesh / CCI Jordan / CCI Tajikistan / CCI Turkmenistan

CCI's tree planting efforts reinforce the company's commitment to sustainability initiatives and promote ecological balance and community collaboration. To contribute to a greener environment, CCI planted 800 trees in various areas with the participation of volunteers from Al-Taleah High School and Shaqlawa University, Iraq. In 2024, as part of World Environment Day, a tree planting event was organized with teams of 154 volunteers in CCI Pakistan and CCI Jordan. 57,000 trees were planted in Pakistan and 30 trees in Jordan.

In 2024, CCI Bangladesh Volunteers planted a total of 15,290 trees. In the tree planting activities organized by CCI Turkmenistan in Ashgabat in March and May, a total of 35 trees were planted as a result of the joint efforts of 27 volunteers.

To increase environmental sustainability and encourage tree planting efforts with the participation of volunteer workers, CCI Tajikistan Volunteers implemented an afforestation project by planting 10 trees at Tajikistan University of Commerce. With all these efforts, a total of 73,465 trees were planted in 2024.



World Cleanup Day - CCI Türkiye / CCI Kazakhstan / CCI Uzbekistan / CCI Azerbaijan / CCI Kyrgyzstan / CCI Tajikistan

On World Cleanup Day, a total of approximately 6 tons of waste was collected in 6 countries with the support of CCI volunteers. In this context, 430 kg of waste was collected with the participation of 46 CCI Volunteers in Türkiye; 1,172 kg with the participation of 370 CCI Volunteers in Kazakhstan; 110 kg with the participation of 11 CCI Volunteers in Kyrgyzstan; 980 kg with the participation of 26 CCI Volunteers in Tajikistan; 3,000 kg with the participation of 16 CCI Volunteers in Azerbaijan; and 47 kg with the participation of 12 CCI Volunteers in Uzbekistan. To access the video of the International Volunteer Day event, please [click](#).



Coastal Cleanup Project ("Protect the Caspian!") - CCI Azerbaijan

The Caspian Sea has become vulnerable to increasing pollution in recent years. The Coastal Cleanup Project is carried out with the support of the Ministry of Ecology and Natural Resources of Azerbaijan and plays a critical role in protecting the Caspian Sea ecosystem. This project, which covers Azerbaijan's coastal cities and Baku, aims to keep the Caspian Sea coast clean and inform the public about environmental issues. 13 CCI Volunteers participated in the project.

Coastal Cleanup Project - CCI Bangladesh

The project, which was implemented this year in Kuakata in collaboration with non-profit organizations, to raise awareness about waste-related challenges and promote long-term environmental sustainability by engaging volunteers in coastal cleanup efforts. 10 CCI Volunteers participated in the project.

World Water Week - CCI Pakistan

To celebrate World Water Week, various events and panel sessions were organized by CCI Pakistan's staff.

This year, on March 22, a panel session was held with volunteers as part of World Water Day. During the panel, CCI's clean water commitments were highlighted and targets and strategies on this issue were shared with employees.



Hatay Farmers Harvest Event - CCI Türkiye

On March 4; as part of the collaboration of the Soil to Plate Agricultural Development Cooperative and Coca-Cola Türkiye Wecare Volunteers, 7 CCI Volunteers organized a harvesting event with farmers in Hatay.



Volunteer Cleanup Efforts - CCI Iraq

CCI Iraq contributed to environmental cleaning efforts by collecting a total of 150 kg of waste with a volunteer team of 52 people in Erbil, Karbala and Hilla.



New Year Donation Campaign - CCI Uzbekistan

With the campaign launched to donate to those in need, aid packages were provided to 1,500 people this New Year.

Blood Donation Event - CCI Jordan

This year, 21 volunteers participated in the blood donation event organized to support healthcare needs in the community.



Donations

Earthquake Donation - CCI Türkiye

On the first anniversary of the earthquake of February 6, an in-kind donation campaign was launched in cooperation with the Food Rescue Association. 43 boxes of personal care and hygiene supplies were collected from CCI employees across Türkiye and delivered to container cities in Hatay. Donations of 48,384 bottles of water were made to Malatya Metropolitan Municipality, which was assigned to the earthquake zone.



Forest Fire Donation - CCI Türkiye

During the forest fires in Izmir, 27,018 bottles of water and fruit juice were distributed to Karşıyaka Municipality and fire brigade teams.

Social Market Foundation - CCI Türkiye

2,400 bottles of sparkling and still beverages were donated to the Social Market Foundation, which operates a food bank in cooperation with the Beyoğlu Municipality to support people in need.

Beverage Donation in Flood-Affected Areas - CCI Kazakhstan/ CCI Bangladesh

The flood disaster caused by melting snow and rain in Kazakhstan in March 2024 negatively affected many regions. As part of the cooperation of the Kazakhstan Red Crescent Society and CCI Kazakhstan, 45,000 liters of water and beverage aid were distributed to 40,000 individuals, including residents and rescue teams, who were evacuated after the flood.

In 2024, 82,320 bottles of water were donated as part of our rehabilitation program in order to provide safe drinking water to flood-affected communities in Bangladesh, to meet urgent needs, and reduce health risks. Additionally, \$6,624 was donated by CCI employees.

KODA - CCI Türkiye

A donation campaign was launched at CCI Türkiye on November 24, Teachers' Day, and donations worth TL 3,250 were collected.

Ramadan Donation - CCI Türkiye / CCI Pakistan / CCI Uzbekistan

Every year during the month of Ramadan, CCI employees organize a donation campaign. CCI Pakistan, in collaboration with Rizq Foundation, provided meals for 462 people, and CCI Uzbekistan distributed iftar meals to 2,000 people across 4 cities. In addition to Coca-Cola Türkiye's Ramadan donation packages, a contribution of 48,384 bottles of 500 ml Damla water was made to iftar tables in Hatay-İskenderun through a partnership with the "From Soil to Table" Association and the Gönül Mutfağı Project.

HAÇİKO - CCI Türkiye

As part of World Animal Day on October 4, a donation campaign was launched at CCI Türkiye. Approximately 5,200 TL was collected for the campaign by CCI Volunteers.



2024 Targets	Performance in 2024	Status	2025 Targets
> Increasing the number of volunteers across CCI to 2,200	> Number of volunteers reached: 1,402	✗	
> Increasing the number of projects and NGO collaborations across CCI to 8 and 30, respectively	> Number of projects and NGO collaborations reached: 8 and 30, respectively	✓	> Increasing the number of volunteers to 2200

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

Board of Directors

Declarations of Independence

Senior Management

Table on Partnership and Shareholding

Additional Information on Our Operations

Investor Relations

Sustainability Principles Compliance Framework

Corporate Governance Compliance Report

Corporate Governance Information Form

Risk Management and Internal Control Mechanism

CORPORATE GOVERNANCE

#ResilienceInAction



Board of Directors	Declarations of Independence	Senior Management	Table on Partnership and Shareholding	Additional Information on Our Operations	Investor Relations	Sustainability Principles Compliance Framework	Corporate Governance Compliance Report	Corporate Governance Information Form	Risk Management and Internal Control Mechanism
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Board of Directors



Tuncay Özilhan | Chairman

Tuncay Özilhan was born in Kayseri. He studied at Saint-Joseph High School, then graduated from the Faculty of Economics of İstanbul University. He received his MBA degree from Long Island University in the United States. He started his career in 1977 as the General Director of Erciyas Brewery and has undertaken responsibilities such as Coordinator of the Beer Group and General Coordinator of Anadolu Group. Tuncay Özilhan acted as the CEO of Anadolu Group from 1984 to February 2017. He is the Chairman of Anadolu Group since May 2007. He also been serving as the Chairman of Anadolu Foundation as well as various Group companies.

Tuncay Özilhan served as the Chairman of TÜSİAD (Turkish Industry and Business Association) between 2001 to 2003, as the Chairman of its High Advisory Council between 2015-2023 and became its Honorary President in 2024. His other responsibilities include; Member of The Board at the Foreign Economic Relations Board (DEİK), Honorary Consul for the Republic of Estonia and President of Anadolu Efes Sports Club. He also served as Chairman of the Turkish – Russian Business Council at DEİK. Tuncay Özilhan holds a Ministerial Medal given by the Ministry Foreign Affairs of the Republic of Estonia, a Service Medal given by the Republic of Kazakhstan and “The Order of the Rising Sun, Gold and Silver Star”, constituting one of the most important orders awarded by the Japanese government.



İlhan Murat Özgel | Vice-Chairman of the Board

Murat Özgel began his career at Procter & Gamble. He started his career at Coke system in 2003 at Coca-Cola Icecek and since 2006 has taken on various roles across Asia and Africa with The Coca-Cola Company. He has international experience in general management, marketing, customer and commercial, and franchise leadership in developed, and developing/emerging markets. Currently serving as President, Japan and Korea Operating Unit, Murat leads the business in one of Coca-Cola's most dynamic and strategically important markets. Prior to this role, he served as President, Bottling Investments Group (BIG), where he led Coca-Cola's company-owned bottling network globally, driving operational excellence and strategic growth. Before that, he was BIG's Chief Growth Officer, leading efforts to enhance the organizations' portfolio, capabilities, and infrastructure through strategic mergers and acquisitions. Özgel earned a bachelor of science degree in industrial engineering from Middle East Technical University in Türkiye.

Board of Directors	Declarations of Independence	Senior Management	Table on Partnership and Shareholding	Additional Information on Our Operations	Investor Relations	Sustainability Principles Compliance Framework	Corporate Governance Compliance Report	Corporate Governance Information Form	Risk Management and Internal Control Mechanism
---------------------------	------------------------------	-------------------	---------------------------------------	--	--------------------	--	--	---------------------------------------	--



Kamilhan Süleyman Yazıcı | Board Member

Kamil Yazıcı graduated from New York Military Academy (1996), holds a BA degree in Marketing from Emory University Goizueta Business School (2000), an MBA degree from American Institute of Business and Economics (2005) and has completed the GMP program at the Harvard Business School (2017). Yazıcı started his Anadolu Group career in year 2000 in the Finance Presidency as Assistant Finance Specialist and resumed his career in Anadolu Efes Russia Beer operations during 2002-2011 where he held multiple roles as Marketing Manager, Logistics Manager, Supply Chain Director, Business Development Director and finally led a pan-Russian effort to re-structure the sales organization for greater efficiency and effectiveness. In 2011, he was appointed as General Manager of Efes Vitanta in Moldova and continued this role until 2014. In 2014, he was appointed as Market Development Director responsible for all international markets where the group did not operate locally and held this position until 2017. Since 2017, Kamil Yazıcı has been serving as Vice- Chairman on Anadolu Group holding and subsidiary Board of Directors. In addition, he serves as Board Member for TAİK (Turkish-American Business Council), TOGG (Turkish National Auto Initiative), HBS Alumnus (Harvard Business School's Alumni Board) and is the Vice-Chairman of KYDAS (the Kamil Yazici Family Trust) He is also a member of TÜSİAD (Turkish Industry & Business Association).



Talip Altuğ Aksoy | Board Member

Talip Altuğ Aksoy received his bachelor's degree in economics from Oglethorpe University in USA. He began his career as Finance Assistant Specialist at Anadolu Group in 1995 and was appointed as a Finance Specialist in 1996. Aksoy worked as Human Resources and Treasury Specialist from 1998 to 2000. He served as Director of Sales and Marketing at Efes Invest from 2000 to 2003 and was appointed as the Director of Trade and Export at Efes Beer Group in January 2003. Continuing his career at Anadolu Group as the Director of Purchasing and Logistics between 2006- 2008, Aksoy was appointed as Director of Supply Chain of Efes Beer Group in June 2008. In November 2011, he was appointed as Efes Türkiye Managing Director and served in this position until January 2017. Aksoy still continues to serve as a Board Member in various Anadolu Group companies.



Burak Başarır | Board Member

Burak Başarır holds a BA in Business Administration and a minor in Computer Sciences from American River College. He studied management at California State University of Sacramento and received a BSc degree in business administration from Middle East Technical University in 1995. Başarır joined Anadolu Group in 1998 with his first post at Coca Cola İçecek (CCI) and assumed increasing managerial responsibilities in finance and commercial functions. He was assigned as Coca-Cola İçecek CFO in 2005 and has played a significant role during CCI's IPO process and effectively managed the financial integration of Efes Invest with CCI. Başarır led the largest operation of CCI in terms of volume and sales as the Türkiye Region President between 2010 and 2013. Başarır was appointed as Coca-Cola İçecek CEO in January 2014. He served as Anadolu Group Soft Drinks Group President and Coca-Cola İçecek CEO between 2014 -2023. Başarır was appointed as Anadolu Group Deputy CEO in September 2023 and has been serving as Anadolu Group CEO since April 1st, 2024. Başarır is the Chairman of Anadolu Group Sustainability Committee and a member of the Turkish Industry & Business Association (TÜSİAD).

Board of Directors	Declarations of Independence	Senior Management	Table on Partnership and Shareholding	Additional Information on Our Operations	Investor Relations	Sustainability Principles Compliance Framework	Corporate Governance Compliance Report	Corporate Governance Information Form	Risk Management and Internal Control Mechanism
---------------------------	------------------------------	-------------------	---------------------------------------	--	--------------------	--	--	---------------------------------------	--



Mehmet Hurşit Zorlu | Board Member

Hurşit Zorlu holds a BCs degree in Economics from Istanbul University. Before joining the Anadolu Group as a Marketing Specialist at Efes Beverage Group in 1984, he held various positions in Toz Metal and Turkish Airlines. During his career at Efes Beverage Group, he assigned various positions including Assistant Marketing Manager, Assistant Project Development Manager, Project Development Manager and Business Development & Investor Relations Director respectively. Zorlu worked as Chief Financial Officer (CFO) at Anadolu Efes between 2000-2008 and CFO at Anadolu Group between 2008- 2013. Zorlu served as Deputy CEO at Anadolu Group between 2013-2017. Hurşit Zorlu, who has been serving as the Chief Executive Officer of Anadolu Group since February 2017, retired as of April 1, 2024 from this position. Currently Hurşit Zorlu, is a Board Member of all Anadolu Group companies. Zorlu also served as the chair person of Anadolu Group Sustainability Committee of the Group. Hurşit Zorlu is a High Advisory Council Member of the Turkish Investor Relations Society (TÜYİD) and served as the 8th term Chairperson of the Corporate Governance Association of Türkiye (TKYD) between 2015-2017.



Agah Uğur | Board Member

Agah Ugur studied industrial engineering at the University of Birmingham, UK then qualified as a chartered accountant in England in 1985. He worked in Birmingham, London and Jersey offices of Touche Ross & Co (currently Deloitte), Istanbul office of Arthur Andersen and Türkiye Emlak Bankası before joining Borusan Group in 1989 as CFO. He served as Group CEO between 2001 and 2018 until he retired. He is currently serving as vice chairperson of Dogan Holding and as board member in Pegasus Havayolları, Anadolu Efes, Coca Cola İçecek, Alcatel Lucent Teletaş Telekomünikasyon, Gözde Girişim as well as advisory board member in some reputable Turkish corporations. Since 2019, Agah Ugur is a partner and chairperson in an Istanbul based venture capital firm, Bogazici Ventures. He also manages his own portfolio of technology startups. Agah held more than 15 board and advisory board positions in various NGO's during his professional career. Currently he is a member of High Advisory Council of TUSIAD, member of the Board of Trustees of Sabanci University, member of the Advisory Board of Columbia University Istanbul Global Center. He is also a founding member and vice chairperson of Saha Foundation, supporting Turkish contemporary art. He is an art collector with a special focus on new media and video art.



Rasih Engin Akçakoca | Board Member

R. Engin Akçakoca received his undergraduate degree from Middle East Technical University in Management and started his career in banking in 1974. He assumed Deputy General Manager position in Koç-Amerikan Bank during 1986 and 1991 and General Manager position in Koçbank A.Ş. during 1991 and 2000. He was appointed as the Chairman of the Banking Regulation and Supervision Agency and the Savings Deposit Insurance Fund in 2001 responsible for a large-scale banking sector restructuring program held in Türkiye. Akçakoca has been working as a consultant since 2004; he holds board member positions in various Anadolu Group companies.

Board of Directors	Declarations of Independence	Senior Management	Table on Partnership and Shareholding	Additional Information on Our Operations	Investor Relations	Sustainability Principles Compliance Framework	Corporate Governance Compliance Report	Corporate Governance Information Form	Risk Management and Internal Control Mechanism
---------------------------	------------------------------	-------------------	---------------------------------------	--	--------------------	--	--	---------------------------------------	--



Lale Develioğlu | Independent Board Member

Lale Develioğlu graduated from the Industrial Engineering Department at Boğaziçi University and pursued her postgraduate studies at Rensselaer Polytechnic Institute. She began her professional career at Unilever in 1992, where she worked in various departments for 12 years and ultimately served as the Marketing Director. Following her time at Unilever, she spent 11 years at Turkcell, where she held the positions of Chief Marketing Officer and Vice President, responsible for International Operations and Group Companies.

In 2015, Develioğlu took on the role of Marketing President at Yıldız Holding and served as the Global Marketing President of Pladis, Yıldız Holding's London-based global snacking company, until 2018. Throughout her career, she has served as an independent board member for multiple companies across various sectors, including telecommunications, technology, fast-moving consumer goods (FMCG), food, durable goods, and retail, in Turkey, the Middle East, CIS countries, and Europe.

Develioğlu has received several prestigious accolades, including being named the "Best Marketing Person" in Turkey in 2009, receiving the "Women to Watch" award in 2014, and being included in the "Top 100 Influencers" list in the Global Creativepool Annual List in 2018. She currently serves as a senior advisor, board member, and mentor to various institutions. Additionally, she is the Chairperson of the DCRO Institute QRD Governance Council and acts as a peer reviewer for the EQUIS International Business Schools Accreditation System. Develioğlu is also the author of a personal development and memoir book titled "Karar Verdim." She meets all the requirements for independent member criteria as specified in the CMB's Corporate Governance Principles.



Prof. Barış Tan (Ph.D.) | Independent Board Member

Prof. Dr. Barış Tan serves as the President of Özyeğin University. Prof. Tan received his BS in Electrical and Electronics Engineering from Boğaziçi University, an MS in Industrial and Systems Engineering, an MSE in Manufacturing Systems, and a PhD in Operations Research from the University of Florida. Between 1994 and 2024, Prof. Tan served as a professor of Operations Management and Industrial Engineering, Vice President for Academic Affairs, Dean of the College of Economics and Administrative Sciences, and Director of the Graduate School of Business at Koç University. He joined Özyeğin University as a professor of Industrial Engineering and Business Administration in March 2024 and was appointed as the President in July 2024. Prof. Tan's areas of expertise are design and control of manufacturing systems, supply chain management, and stochastic modeling. The awards received by Barış Tan include the Distinguished Young Researcher award from the Turkish Academy of Sciences, TÜBİTAK and NATO Research Fellowships, and best paper awards. Prof. Tan has been a visiting professor at Harvard University, MIT, the University of Cambridge, University College London, and Politecnico di Milano. Prof. Tan has served on various universities and organizations' advisory and management boards worldwide, including EFMD, Kyoto University Graduate School of Management, LUMS, Nottingham Business School, and ISM University of Management and Economics.

Prof. Tan fulfills all requirements of the independent member criteria specified in the CMB's Corporate Governance Principles.

Board of Directors	Declarations of Independence	Senior Management	Table on Partnership and Shareholding	Additional Information on Our Operations	Investor Relations	Sustainability Principles Compliance Framework	Corporate Governance Compliance Report	Corporate Governance Information Form	Risk Management and Internal Control Mechanism
---------------------------	------------------------------	-------------------	---------------------------------------	--	--------------------	--	--	---------------------------------------	--



Emin Ethem Kutucular | Independent Board Member

Born in Izmir in 1963, Ethem Kutucular completed his secondary and high school education at Bornova Anatolian High School and graduated from Boğaziçi University, Faculty of Economics and Administrative Sciences, Department of Business Administration. In 1986, Mr. Kutucular started his professional career as an assurance assistant in the Istanbul office of Arthur Andersen & Co ("AA&Co") and served as Senior Assurance Assistant in the Atlanta office of AA&Co between 1987 and 1989. After 1989, Mr. Kutucular continued to work at AA&Co Istanbul office and was admitted to the Partnership as Partner in 1997. In 2002, he became a Partner in the Assurance Department at Ernst & Young ("EY") Turkey office and served as the Head of Assurance at EY between 2004 and 2012. Subsequently, he served as EY Turkey Markets Leader and Executive Committee member together with his engagement Partner duties. Throughout his career, he has been involved in the assurance work of many large-scale industrial organizations in Turkey, as well as in consultancy and corporate finance projects. During his energy sector leadership roles, he was involved in the audit of the energy and electricity market in Romania. Ethem Kutucular is an Independent Certified Public Accountant (SMMM) and owns Independent Auditor Certificate from Public Oversight Board of Türkiye. He has been a member of YASED (International Investors Association). Mr. Kutucular fulfills all requirements of the independent member criteria specified in the CMB's Corporate Governance Principles.



İlhami Koç | Independent Board Member

İlhami Koç, with 35 years of experience in the finance sector, including banking, investment banking, private equity, and insurance, has held senior positions in prestigious financial institutions in Türkiye and has taken on voluntary roles in numerous non-governmental organizations.

Koç graduated from Ankara University, Faculty of Political Sciences, in 1986 and started his career the same year at the Inspection Board of Türkiye İş Bankası A.Ş. After serving in various positions related to capital markets at İşbank, he was appointed General Manager of İş Girişim Sermayesi Yatırım Ortaklığı A.Ş. in 2001. Subsequently, he served as the General Manager of İş Yatırım Menkul Değerler A.Ş., Türkiye's largest investment banking institution, from 2002 to 2013. At the beginning of 2013, Koç was appointed Deputy General Manager of Türkiye İş Bankası A.Ş. and later served as the General Manager of Anadolu Sigorta A.Ş. between 2016 and 2019.

After retiring from the İşbank Group in 2019, he joined Ernst & Young Türkiye, one of the world's leading consulting firms, as a partner and continues to work.

Koç has also served on the Boards of Directors of numerous companies both domestically and internationally. In addition to his professional roles, he served as the Chairman of the Turkish Capital Markets Association between 2014 and 2018 and was also a board member of the International Capital Market Association and Borsa İstanbul A.Ş. Mr. Koç fulfills all requirements of the independent member criteria specified in the CMB's Corporate Governance Principles.

Board of Directors	Declarations of Independence	Senior Management	Table on Partnership and Shareholding	Additional Information on Our Operations	Investor Relations	Sustainability Principles Compliance Framework	Corporate Governance Compliance Report	Corporate Governance Information Form	Risk Management and Internal Control Mechanism
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Declarations of Independence



Lale Develioğlu | Independent Board Member

I declare that, at Coca-Cola İçecek A.Ş.:

- > within the last five years, there has been no employment relationship with respect to a managerial position with the assumption of important duties and liabilities, between myself, my spouse, and my blood relatives and relatives by marriage of up to secondary degree, and the Company, the partnerships in which the Company holds governing control or a significant degree of influence, shareholders holding governing control or a significant degree of influence in the Company, and legal entities of which such shareholders hold governing control; that none of us hold, either individually or jointly, more than 5% of the capital or voting rights or preference shares, and that no significant commercial relationship has been established;
- > within the last five years, I have not served as a shareholder (with a shareholding of 5% and above), as an employee in a managerial position undertaking important duties and responsibilities, or as a member of the Board of Directors, particularly in relation to the Company's audit (including tax audit, legal audit, and internal audit), rating, and consultancy, in companies from which the Company purchases significant amount of services or products, or to which the Company sells the same, under agreements concluded, in those periods during which such services or products were purchased or sold;
- > I have the professional training, information and experience required to duly perform the duties I will be undertaking due to my position as an independent board member;
- > I have not been working full-time at any public institutions and agencies since having been elected as a member, except for university faculty membership positions, on the condition of this being compliant with the regulations to which I am subject;
- > I am deemed to be residing in Türkiye pursuant to the Income Tax Law (G.V.K.) no. 193, dated 31/12/1960;
- > I have strong ethical standards, professional reputation and experience to be able to positively contribute to the Company's operations, to keep my impartiality in conflicts of interest between the Company and the shareholders, and to take decisions freely, taking into account the rights of the beneficiaries;
- > I am able to allocate time to the Company's activities to the extent that I can follow the flow of the Company's activities and completely fulfill the requirements of the duties I undertake;
- > I have not acted as a board member on the Company's board of directors for more than six years within the last ten years;
- > I am not serving as an independent board member in more than three of the companies whose management control is held by the Company, or the shareholders who control the management of the Company, and in more than five publicly-traded companies in total;
- > I have not been registered and announced on behalf of the legal entity for which I will be elected as a board member;

and that therefore, I will fulfill my role of member of the Company's board of directors as an independent member.

Board of Directors	Declarations of Independence	Senior Management	Table on Partnership and Shareholding	Additional Information on Our Operations	Investor Relations	Sustainability Principles Compliance Framework	Corporate Governance Compliance Report	Corporate Governance Information Form	Risk Management and Internal Control Mechanism
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Prof. Dr. Barış Tan | Independent Board Member

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- > within the last five years, I have not served as a shareholder (with a shareholding of 5% and above), as an employee in a managerial position undertaking important duties and responsibilities, or as a member of the Board of Directors, particularly in relation to the Company's audit (including tax audit, legal audit, and internal audit), rating, and consultancy, in companies from which the Company purchases significant amount of services or products, or to which the Company sells the same, under agreements concluded, in those periods during which such services or products were purchased or sold;
- > I have the professional training, information and experience required to duly perform the duties I will be undertaking due to my position as an independent board member;
- > I have not been working full-time at any public institutions and agencies since having been elected as a member, except for university faculty membership positions, on the condition of this being compliant with the regulations to which I am subject;
- > I am deemed to be residing in Türkiye pursuant to the Income Tax Law (G.V.K.) no. 193, dated 31/12/1960;
- > I have strong ethical standards, professional reputation and experience to be able to positively contribute to the Company's operations, to keep my impartiality in conflicts of interest between the Company and the shareholders, and to take decisions freely, taking into account the rights of the beneficiaries;
- > I am able to allocate time to the Company's activities to the extent that I can follow the flow of the Company's activities and completely fulfill the requirements of the duties I undertake;
- > I have not acted as a board member on the Company's board of directors for more than six years within the last ten years;
- > I am not serving as an independent board member in more than three of the companies whose management control is held by the Company, or the shareholders who control the management of the Company, and in more than five publicly-traded companies in total;
- > I have not been registered and announced on behalf of the legal entity for which I will be elected as a board member;

and that therefore, I will fulfill my role of member of the Company's board of directors as an independent member.

Board of Directors	Declarations of Independence	Senior Management	Table on Partnership and Shareholding	Additional Information on Our Operations	Investor Relations	Sustainability Principles Compliance Framework	Corporate Governance Compliance Report	Corporate Governance Information Form	Risk Management and Internal Control Mechanism
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Emin Ethem Kutucular | Independent Board Member

I declare that, at Coca-Cola İçecek A.Ş.:

- > within the last five years, there has been no employment relationship with respect to a managerial position with the assumption of important duties and liabilities, between myself, my spouse, and my blood relatives and relatives by marriage of up to secondary degree, and the Company, the partnerships in which the Company holds governing control or a significant degree of influence, shareholders holding governing control or a significant degree of influence in the Company, and legal entities of which such shareholders hold governing control; that none of us hold, either individually or jointly, more than 5% of the capital or voting rights or preference shares, and that no significant commercial relationship has been established;
- > within the last five years, I have not served as a shareholder (with a shareholding of 5% and above), as an employee in a managerial position undertaking important duties and responsibilities, or as a member of the Board of Directors, particularly in relation to the Company's audit (including tax audit, legal audit, and internal audit), rating, and consultancy, in companies from which the Company purchases significant amount of services or products, or to which the Company sells the same, under agreements concluded, in those periods during which such services or products were purchased or sold;
- > I have the professional training, information and experience required to duly perform the duties I will be undertaking due to my position as an independent board member;
- > I have not been working full-time at any public institutions and agencies since having been elected as a member, except for university faculty membership positions, on the condition of this being compliant with the regulations to which I am subject;
- > I am deemed to be residing in Türkiye pursuant to the Income Tax Law (G.V.K.) no. 193, dated 31/12/1960;
- > I have strong ethical standards, professional reputation and experience to be able to positively contribute to the Company's operations, to keep my impartiality in conflicts of interest between the Company and the shareholders, and to take decisions freely, taking into account the rights of the beneficiaries;
- > I am able to allocate time to the Company's activities to the extent that I can follow the flow of the Company's activities and completely fulfill the requirements of the duties I undertake;
- > I have not acted as a board member on the Company's board of directors for more than six years within the last ten years;
- > I am not serving as an independent board member in more than three of the companies whose management control is held by the Company, or the shareholders who control the management of the Company, and in more than five publicly-traded companies in total;
- > I have not been registered and announced on behalf of the legal entity for which I will be elected as a board member;

and that therefore, I will fulfill my role of member of the Company's board of directors as an independent member.

Board of Directors	Declarations of Independence	Senior Management	Table on Partnership and Shareholding	Additional Information on Our Operations	Investor Relations	Sustainability Principles Compliance Framework	Corporate Governance Compliance Report	Corporate Governance Information Form	Risk Management and Internal Control Mechanism
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İlhami Koç | Independent Board Member

I declare that, at Coca-Cola İçecek A.Ş.:

- > within the last five years, there has been no employment relationship with respect to a managerial position with the assumption of important duties and liabilities, between myself, my spouse, and my blood relatives and relatives by marriage of up to secondary degree, and the Company, the partnerships in which the Company holds governing control or a significant degree of influence, shareholders holding governing control or a significant degree of influence in the Company, and legal entities of which such shareholders hold governing control; that none of us hold, either individually or jointly, more than 5% of the capital or voting rights or preference shares, and that no significant commercial relationship has been established;
- > within the last five years, I have not served as a shareholder (with a shareholding of 5% and above), as an employee in a managerial position undertaking important duties and responsibilities, or as a member of the Board of Directors, particularly in relation to the Company's audit (including tax audit, legal audit, and internal audit), rating, and consultancy, in companies from which the Company purchases significant amount of services or products, or to which the Company sells the same, under agreements concluded, in those periods during which such services or products were purchased or sold;
- > I have the professional training, information and experience required to duly perform the duties I will be undertaking due to my position as an independent board member;
- > I have not been working full-time at any public institutions and agencies since having been elected as a member, except for university faculty membership positions, on the condition of this being compliant with the regulations to which I am subject;
- > I am deemed to be residing in Türkiye pursuant to the Income Tax Law (G.V.K.) no. 193, dated 31/12/1960;
- > I have strong ethical standards, professional reputation and experience to be able to positively contribute to the Company's operations, to keep my impartiality in conflicts of interest between the Company and the shareholders, and to take decisions freely, taking into account the rights of the beneficiaries;
- > I am able to allocate time to the Company's activities to the extent that I can follow the flow of the Company's activities and completely fulfill the requirements of the duties I undertake;
- > I have not acted as a board member on the Company's board of directors for more than six years within the last ten years;
- > I am not serving as an independent board member in more than three of the companies whose management control is held by the Company, or the shareholders who control the management of the Company, and in more than five publicly-traded companies in total;
- > I have not been registered and announced on behalf of the legal entity for which I will be elected as a board member;

and that therefore, I will fulfill my role of member of the Company's board of directors as an independent member.

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Executive Directors



Ahmet Kürşad Ertin | Chief Operating Officer

Ahmet Kürşad Ertin was appointed as the General Manager of CCI Pakistan after successfully completing his duty as the General Manager of CCI Kazakhstan. Ertin has been a part of CCI for the last 20 years and has demonstrated an in-depth leadership approach and business commitment to the CCI's vision.

Ahmet Kürşad Ertin was appointed as the General Manager of CCI Pakistan on January 1, 2019. Ertin joined CCI in 1998 in the customers and commercial operations department and served in various roles until 2009 when he was appointed General Manager of Azerbaijan and moved to Baku. After returning to Türkiye in 2010, Ertin served as CCI Türkiye Traditional and Distribution Channel Sales Director, and then in 2014, he was appointed as Türkiye Sales Director. In 2015, he moved to Almaty as the General Manager of CCI Kazakhstan. With a total of 25 years of experience, Ertin holds a bachelor's degree in Economics from Ankara Hacettepe University.



Ahmet Öztürk | Chief Audit Executive

A graduate of the Bilkent University Department of Economics, Ahmet Öztürk joined Anadolu Group in 1995. He continued his career, which he started as Financial Control Assistant-Specialist at the Financial Affairs Department, with various roles and responsibilities in other companies of the group. He worked as CFO in the Coca-Cola Turkmenistan, Coca-Cola Azerbaijan, Efes Ukraine and Efes Serbia operations between 1999 and 2007, and in July 2007 he took on the role of Internal Auditor at Efes Breweries International, which oversees Anadolu Efes' beer operations abroad. Mr. Öztürk was appointed as Anadolu Efes' Internal Audit Director in January 2011, and since January 2018 he has been working as Coca-Cola İçecek's Internal Audit Director.



Aslı Kamiloğlu | Chief Information and Digital Officer

Having assumed various roles in the field of information technologies at Aras Kargo and Turkcell in the early years of her career, Ms. Aslı Kamiloğlu continued her career at GE Healthcare as the Commercial Digital Technology Lead for more than 80 countries including Africa, the Middle East, Türkiye, and Russia. Aslı Kamiloğlu then continued to work in various global management roles in the digital and technology field at GE Healthcare and GE Digital companies. Since 2019, she has led the development and implementation process of digital products strategy in the geographies where CCI operates, the execution of commercial digital technologies transformation projects, and the development of the CCI B2B platform. Ms. Aslı Kamiloğlu is a graduate of Galatasaray High School and holds a bachelor's degree in Electrical and Electronics Engineering and a master's degree in Software Engineering from Joseph Fourier University.

Board of Directors	Declarations of Independence	Senior Management	Table on Partnership and Shareholding	Additional Information on Our Operations	Investor Relations	Sustainability Principles Compliance Framework	Corporate Governance Compliance Report	Corporate Governance Information Form	Risk Management and Internal Control Mechanism
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Burak Gürcan | Chief Human Resources Officer

Burak Gürcan, who joined Anadolu Group 28 years ago, gradually assumed more responsibilities by gaining experience in ERP projects and in Information Systems, Marketing Management and Human Resources Systems at Efes Beverage Group, Anadolu IT Services and Anadolu Medical Center. Gürcan is responsible for Talent Management, Reward and Benefits Management, and Employee Experience Management at Anadolu Group; he holds a master's degree (2001) and a bachelor's degree (1996) from Istanbul Technical University, Department of Industrial Engineering. As of September 1, 2024, he took over the position of Human Resources Executive Board Member at CCI.



Burçun İmir | Chief Corporate Affairs and Sustainability Officer

Burçun İmir was appointed as Coca-Cola İçecek Corporate Affairs and Sustainability Officer as of September 1, 2023. İmir served as Corporate Communications, Sustainability and Corporate Social Responsibility Lead at Coca-Cola İçecek between 2021 and 2023. Before joining Coca-Cola İçecek; between 2019 and 2021, she was the General Coordinator of DasDas, in addition to providing Sustainability, Communication, Brand and Management Consultancy services in the consultancy company she founded. She also served as the Director of Corporate Communications and Sustainability Office at Allianz Türkiye between 2016 and 2017, as the Deputy General Manager responsible for Communications and Marketing at Aras Kargo between 2013 and 2016, and as the Corporate Communications Manager at Turkcell between 2008 and 2013. Between 1995 and 2008, Burçun İmir held senior management, Middle East Representative, and reporter positions in various media organizations such as Habertürk TV, TV24, Doğan News Agency (DHA), CNNTÜRK, CNN International, German News Agency (DPA), and Turkish Daily News. İmir completed her undergraduate education in International Relations department at Bilkent University, in 1998.



Erdi Kurşunoğlu | Chief Financial Officer

Erdi Kurşunoğlu joined CCI in 2021 and was working as the Finance Director of the Pakistan operation 'Coca-Cola Beverages Pakistan'. Prior to joining CCI, he served as CFO of Walmart Africa and prior to that, he served as CFO of Ericsson across multiple regions including Sub-Saharan Africa and the Middle East. While at Ericsson, Mr. Kurşunoğlu also served as Vice President in charge of Sales for Eastern Europe and Central Asia. Mr. Kurşunoğlu holds an MBA from Imperial College London, a Master's Degree in International Business Administration from Istanbul University, and a Bachelor's Degree in Chemical Engineering from Boğaziçi University. In his 25-year professional career, Mr. Kurşunoğlu has held senior positions in many international companies operating in various sectors and he brings a strong global finance experience to CCI. As of March 1, 2025, Erdi Kurşunoğlu handed over his position as Chief Financial Officer to Çiçek Uşaklıgil Özgüneş.

Board of Directors	Declarations of Independence	Senior Management	Table on Partnership and Shareholding	Additional Information on Our Operations	Investor Relations	Sustainability Principles Compliance Framework	Corporate Governance Compliance Report	Corporate Governance Information Form	Risk Management and Internal Control Mechanism
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Erdinç Güzel | **Caucasia and Central Asia Regional Director**

Born in Balıkesir on July 18, 1970, Erdinç Güzel graduated from Middle East Technical University, Department of Political Science and Public Administration. Having started his career at Nestle in 1999 as a Regional Sales Coordinator, Güzel quickly rose through the ranks and demonstrated his leadership skills by taking on responsibilities such as Key Account Operations Manager and Western Türkiye Sales Center Manager.

Güzel joined the CCI Family in 2009 as the Customers and Commercial Operations Manager of CCI Azerbaijan and was appointed as the Customers and Commercial Operations Director of CCI Kyrgyzstan in 2013. In January 2014, he was promoted to the position of General Manager of CCI Kyrgyzstan. Continuing his career as the General Manager of CCI Azerbaijan in 2016, Güzel was then appointed as the General Manager of CCI Kazakhstan in 2019. In February 2023, he was appointed as Regional Director for Central Asia and the Caucasus Countries. In his new role, Güzel is responsible for managing the company's business in Kazakhstan, Kyrgyzstan, Uzbekistan, Tajikistan, Turkmenistan, and Azerbaijan.



Av. R. Ertuğrul Onur | **Chief Legal Officer**

Having served as Coca-Cola İçecek General Counsel since 2007, R. Ertuğrul Onur, Attorney-at-Law, implemented the CCI Ethics and Compliance Program in 2013 and served as CCI Ethics and Compliance Manager between 2013 and 2016. Currently he performs the duty of Chairman of the Ethics and Compliance Committee in addition to his duty as General Counsel. Before his role at Coca-Cola İçecek, he formed and managed Pfizer's legal department. Onur, who served as Deputy General Manager and Legal Director at Pfizer Türkiye, also implemented compliance programs. With professional experience of 29 years, Onur took on the role of Legal Counsel for Mobil Oil Türk A.Ş. and BP Petrolleri between 1995 and 2000, and worked as BP Türkiye Employees' Representative, BP Europe Employees' Council Member, and BP Europe Employees' Council Liaison Committee Member. Having graduated from the Istanbul University Faculty of Law in 1988, Ertuğrul Onur worked as Research Assistant at the same university following his attorney internship at the Konya Bar Association. Onur is a member of the Istanbul Bar Association.



Hasan Ellialtı | **Türkiye Region Director**

Hasan Ellialtı was appointed Regional Director as of April 1, 2023. Joining CCI in 1997, Mr. Ellialtı carried out managerial duties in various positions in the Türkiye sales function until 2015. He served as Türkiye Sales Director between 2015 and 2019 and as Coca-Cola İçecek Azerbaijan General Manager between 2019 and 2020. Mr. Ellialtı was appointed to the role of General Manager of Türkiye between 2020 and 2023, and since 2023 he has been serving as the Regional Director. He graduated from Anadolu University, Department of Business Administration and completed the Business Administration certificate program at the University of New South Wales, Sydney.

Board of Directors	Declarations of Independence	Senior Management	Table on Partnership and Shareholding	Additional Information on Our Operations	Investor Relations	Sustainability Principles Compliance Framework	Corporate Governance Compliance Report	Corporate Governance Information Form	Risk Management and Internal Control Mechanism
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Karim Yahi | CEO

Mr. Karim Yahi worked at The Coca-Cola Company (TCCC) in various positions across different geographies for approximately 18 years. He gradually assumed more management responsibilities in different areas such as strategy, business development, finance, and mergers and acquisitions, in different countries including France, Türkiye, Germany, Latin America, and the USA, and he served as Deputy General Manager in charge of Operations (COO) at the food company Fairlife LLC, a subsidiary of TCCC. Mr. Yahi was appointed as the Executive Vice President of CCI on March 1, 2023 and took over the position of CEO of CCI as of September 1, 2023.

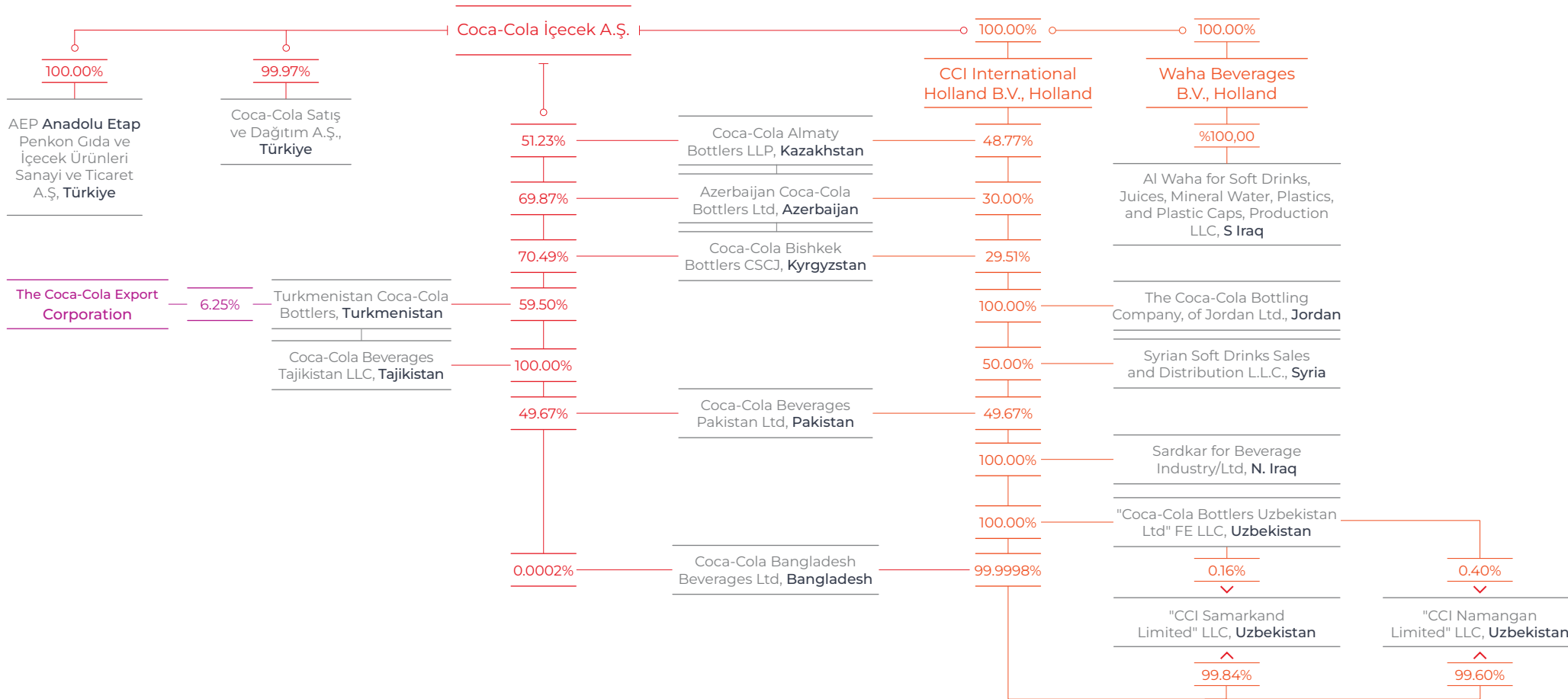


Kerem Kerimoğlu | Chief Supply Chain Officer

A graduate of the Middle East Technical University Department of Mechanical Engineering, Kerem Kerimoğlu worked as R&D Engineer at Denizli Cam before he joined CCI. Since joining CCI in 1993, he served in various positions such as Maintenance Chief at the Ankara Plant, Production Manager, and Operations Manager, and he worked as Operations Manager at the Ankara and Bursa plants between 2003 and 2006. Following his position as Türkiye Supply Chain Director between 2006 and 2015, he acted as General Manager of CCI Turkmenistan between 2015 and 2017, and as General Manager of CCI Iraq between 2017 and 2019. Having been appointed as CCI Supply Chain Development Director in 2020, Kerem Kerimoğlu has been working as Chief Supply Chain Officer since September 1, 2020.

Partnership and Shareholding Table

Shareholding Table



Partnership Table

- Anadolu Efes - **50.26%**
- The Coca-Cola Company - **20.09%**
- Public and Other - **29.65%**



Board of Directors	Declarations of Independence	Senior Management	Table on Partnership and Shareholding	Additional Information on Our Operations	Investor Relations	Sustainability Principles Compliance Framework	Corporate Governance Compliance Report	Corporate Governance Information Form	Risk Management and Internal Control Mechanism
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Additional Information on Our Operations

The main factors affecting the entity performance, significant changes in the environment, policies employed by the company against these changes, the investment and dividend policy employed by the company to boost its performance

The main factors affecting the company performance, significant changes in the environment and policies employed by CCI against these changes are addressed throughout the entire Integrated Annual Report, mainly in Financial Performance Assessment and Principles on Presentation of Financial Statements sections.

Being an growth-oriented company, CCI considers a number of factors in its investments, such as an internal yield rate which is equal to or higher than a certain rate, a repayment period which is usually limited to a certain time depending on the investment, and a return on invested capital (ROIC) which is higher than the weighted average cost of capital (WACC). In addition to this, Company's medium- and long-term strategic targets are also evaluated through feasibility studies performed across CCI, which operates in a wide geography, using macroeconomic and demographic indicators.

Principles regarding Company's Profit Distribution, Compensation & Human Resources and Risk Management policies are detailed in the Additional Information on Corporate Governance section.

Company's financing sources and risk management policies

In order to finance its investments, CCI uses long-term foreign-currency loans (USD and EUR) from Turkish and foreign banks in addition to the cash and capital created as well as long-term funds from domestic and foreign investors through issuance of Eurobonds and dedicated revenue bonds. Moreover, CCI has a long and strong credit relationship in Central Asia and Pakistan with multilateral development banks, such as the European Bank of Development and Restructuring and the International Finance Corporation.

Group risks are assessed, managed and reported by the 'Committee for the Early Detection of Risk' formed within the framework of the regulations within the scope of the Turkish Commercial Code, the Capital Market Legislation, and the Corporate Governance Principles announced by the CMB. With respect to the Group; some of the priority risks identified include the instability and security in international policies, macroeconomic instability, people and talent management, risks pertaining to the corporate/brand reputation, and social license, ethics, compliance, regulations and taxes, changing consumer preferences, retail environment and new digital business models, data protection and cyber security, business continuity and disaster recovery, supply chain interruptions, sustainability risks, and TCCC relations.

Legal changes or regulations stipulated by regulatory authorities are not expected to impose a significant impact on Group's performance or result in legal disputes that would jeopardize the existence or sustainability of the Group.

Financial risks

Main financial instruments of the Group consist of bank loans, issued bonds, cash and short-term deposits. The main purpose of these financial instruments is to finance the business activities executed by the Group. The Group also has other financial instruments, such as trade liabilities and trade receivables as a direct result of its business activities.

The main risks associated with Group financial instruments are interest risks, liquidity risks, foreign currency risks and credit risks. Policies on management of the following risks are reviewed and approved by the Group management and the Board of Directors. The Group also takes the market value risks associated with all financial instruments into account.

(a) Capital management

For capital management, the Group aims to maintain an optimal capital structure in order to provide benefits for partners and reduce the cost of capital, as well as ensuring the sustainability of Corporate activities.

The Group manages and adjusts the capital structure by taking the economic changes into account. In order to regulate and maintain the capital structure, the Group may, if it deems appropriate, determine the amount of dividends payable to shareholders, issue new shares or return the capital to shareholders and sell assets to reduce borrowing.

(b) Interest rate risk

The Group is exposed to the interest rate risk arising from the impact of changes in the interest rates to which its assets and liabilities having an interest rate limit are subject. The Group manages this risk by attempting to balance the interest rates of its assets and liabilities, or shifting the fixed / variable interest weight in its portfolio where it deems necessary according to the market conditions.

Part of the interest rates relating to financial debts are based on the interest rates that are applicable in the market. Therefore, the Group is affected by changes in interest rates in national and international markets. The Group's sensitivity to the market risk arising from changes in interest rates is primarily related to its liabilities.

(c) Foreign currency risk

The Group is exposed to exchange rate fluctuations due to the nature of its business. These risks arise from Group's buying and selling transactions made in currencies other than its functional currency, borrowing initiatives, use of bank loans and holding of time deposits/call deposits. The Group manages its foreign currency risk by balancing the amount of foreign currency denominated assets and liabilities and by using derivate financial instruments. In assets and liabilities management, the weight of strategic foreign currencies may be subject to tactical changes according to market dynamics.

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--------------------	------------------------------	-------------------	---------------------------------------	---	--------------------	--	--	---------------------------------------	--

(d) Credit risk

Credit risk is the risk of financial damage that one party is exposed to as a result of the inability of the other party in a mutual relationship to fulfill its obligations in terms of a financial purpose. The Group's financial instruments that may be subject to a significant credit risk concentration primarily consist of cash and cash equivalents, as well as trade receivables. The financial statement clearly discloses the maximum credit risk that the Group may be exposed to.

The Group holds cash and cash equivalents in a number of reputable financial institutions. The Group manages this risk by constantly evaluating the reliability status of all financial institutions with which it has contact.

Credit risk that may arise from trade receivables is limited due to the high volume of customers and a restriction in the amount of loans issued to customers by the Group Management. The Group usually requires collateral to increase the amount of loans issued to its customers, excluding the distributors.

(e) Liquidity risk

Liquidity risk is defined as the risk of becoming unable to meet funding needs as a company. The Group aims to ensure the durability and volatility of cash inputs through short-term and long-term bank loans, issued bonds, strong relationships with domestic and foreign financial institutions, cash and short-term deposit management.

(f) Commodity price risk

The Group is subject to the impact of price changes in certain commodities such as sugar, aluminum and resin. Company operations require a constant purchase of these commodities. Therefore, a number of risk strategies are implemented by the Company management in order to handle the commodity price risk.

In accordance with the relevant laws and legislation applicable to country operations, the Company engages in derivative transactions directly with suppliers or with financial institutions based on estimated purchase of packaging, sugar and resin for a period of 12-24 months in order to protect itself from commodity price risks.

Research and development activities

Research and development activities are conducted by The Coca-Cola Company (TCCC) and CCI leverages the know-how and expertise from TCCC.

Amendments made to the Articles of Association during the period and the rationale behind them

With the approval of the General Assembly held on April 5, 2024, Article 3 titled "Purpose and Scope" of the Company's Articles of Association and Article 6 thereof titled "Capital" were revised. With the resolution of the Board of Directors dated July 4, 2024, it was resolved to increase the company's capital, and the amendment of Article 6 titled "Capital" and Article 7 titled "Types of Shares and Distribution of Shares" of the Company's Articles of Association were announced in the Trade Registry Gazette on August 28, 2024.

Nature and amount of the issued capital market instruments, if any

January 2024, 1 billion TRY worth of financing bonds with a 364-day maturity and coupon payment in every six months were issued and then redeemed in January 2025. In July 2024, 1 billion 65 million TRY worth of financing bonds with a maturity of 272 days and a single coupon payment, in September, 935 million TRY worth of financing bonds with a maturity of 730 days and quarterly coupon payments were issued.

Characteristics of business production units, capacity utilization rates and their improvement, overall capacity utilization rate, developments in the production of goods and services in the field of activity, statements comparing quantity, quality, release and prices to historical figures

Annual production capacity calculations are performed using the standard formula specified by TCCC for all bottlers. Calculations account for the capacity utilization ratio (CUR) in plants during the peak season.

The maximum number of producible unit cases is established by considering the hourly speed of the production lines in the plants and the allocated number of packages in production per plant. Since the volume of sales and package allocation will vary each year, the annual capacity yield may also vary, even if the number of lines stay the same.

Countries	Capacity (Million UC)*	Capacity Usage Ratio (%)*
 Türkiye	775	73
 Jordan	38	26
 Kyrgyzstan	33	71
 Tajikistan	28	37
 Azerbaijan	83	85
 Turkmenistan	28	12
 Kazakhstan	259	69
 Pakistan	541	55
 Iraq	153	79
 Uzbekistan	205	76
 Bangladesh	45	67
CCI CCI	2,188	67**

*Capacity and capacity usage ratio calculations were made using 22.5 hours and 75% Line Efficiency and 26 days, assuming theoretical capacity.

**The total capacity usage ratio was calculated as a weighted average.

Board of Directors	Declarations of Independence	Senior Management	Table on Partnership and Shareholding	Additional Information on Our Operations	Investor Relations	Sustainability Principles Compliance Framework	Corporate Governance Compliance Report	Corporate Governance Information Form	Risk Management and Internal Control Mechanism
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Actions intended to improve the financial structure of the business

In addition to using long-term loans to fund investments, the Company also uses short- and medium-term loans to fund its working capital. In addition to the management of working capital in the best and strictest way, CCI’s priorities consist of diversifying funding resources in order to ensure a financing structure with optimum health, planning the most sensible payment terms according to the purpose of borrowing, diversifying currencies to reduce the currency risk, and closely monitoring markets with constant communication with financial institutions.

Employee and worker movements, collective agreements, rights and benefits offered to employees and workers

About the Collective Bargaining Agreement

› The collective bargaining agreement negotiations between our company and TekGıda-İş Sendikası (Labor Union) have concluded with an agreement which is at the signing stage. The collective bargaining agreement will be valid for 2 years between January 1, 2024 and December 31, 2025.

Average Number of Employees	31.12.2024	31.12.2023
Blue-Collar	4,641	4,568
White-Collar	5,724	5,499
Average Number of Employees	10,365	10,067

Information on donations

As defined in the Company Articles of Association, a portion of the pretax profit is allocated to making a donation to Anadolu Foundation for Education and Social Assistance plus a second foundation to be determined by the majority of Group B shares

Established in 1979, Anadolu Foundation for Education and Social Assistance supports education, health and social assistance with more than 50 projects completed to date, including donations to hospitals and health care centers, construction and reparation of various buildings for educational institutions as well as construction of sports complexes.

The shareholders were informed during the Ordinary General Assembly of our Company dated April 5, 2024 that TL 90,107,840 was donated to Anadolu Foundation for Education and Social Assistance (tax-exempt foundation) and TL 343,812 was donated to other public-benefit associations and tax-exempt foundations in 2023.

Information regarding the Paid-in Capital update: With the resolution of the Board of Directors dated July 4, 2024, it was resolved to increase the company's capital from TL 254,379,782 to TL 2,798,078,602 through a capital increase via bonus issue, and after obtaining of the necessary approvals, the capital increase took place on August 15, 2024. The amendments to the articles of association regarding the subject were registered with the Trade Registry Gazette announced on August 28, 2024.

Information about the existence of non-central organizations

Operating in 12 different countries, CCI has its HQ located in İstanbul. The company has 33 bottling plants and 3 fruit processing plants across all countries of operation with the exception of Syria. Click here for the corresponding [Shareholding Table](#).

Clarification on main elements of the Group's internal audit and risk management systems regarding the preparation process for consolidated financial charts

The Internal Audit Department operates within CCI and conducts audits on all consolidated companies and functions at periodic intervals each year. The Department’s business plan is approved by the Audit Committee on an annual basis and revised in accordance the current events during the year. In all CCI companies subject to consolidation, internal audit is performed according to the standards published by the, International Institute of Internal Auditors.

Trade Registration Information

Share Capital	2,798,078,602 TL
Date of Registration	30.05.1990
Trade Registry Number	265859
Trade Registry Office	Istanbul Chamber of Commerce
Mersis (Central Registration System) Number	0611000816000014

Information on conflicts of interest between the Company and institutions providing services such as investment consultancy and rating, and measures taken by the Company to prevent such conflicts of interest

No conflicts of interest have been raised during the activity year. While outsourcing services such as investment consultancy and rating, we comply with all legislative provisions, including CMB legislation, and take maximum care to avoid any situation that can lead to a conflict of interest by using specifically designed internal procedures and reporting mechanisms and carefully selecting the institutions.

Affiliation Report Results Section

According to the statements and evaluations made in the Affiliation Report for Group Companies as approved by the Coca-Cola İçecek A.Ş. Board of Directors, there were no transactions undertaken by Coca-Cola İçecek A.Ş. through the controlling company as well as its affiliates under the influence of the controlling company with the intention of obtaining results that will only benefit the controlling company or an affiliated company and no measures were taken or avoided for the sole benefit of the controlling company or an affiliated company and for all transactions made with the controlling company and its affiliates in 2024, a suitable counter obligation was provided in each transaction in accordance with the conditions known to us in order to ensure competitive operation in the current market conditions at the time of such transaction

Board of Directors	Declarations of Independence	Senior Management	Table on Partnership and Shareholding	Additional Information on Our Operations	Investor Relations	Sustainability Principles Compliance Framework	Corporate Governance Compliance Report	Corporate Governance Information Form	Risk Management and Internal Control Mechanism
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and Coca-Cola İçecek A.Ş. did not take or avoid any measures in a way that might harm the company in favor of the controlling company or its affiliates and it was concluded that no actions or measures exist which would require settlement in this context.

Other

The Company did not acquire any of its own shares during the year.

The Company has not gone through any private audits during the financial year however it has undergone a number of public audits to the extent required by the applicable regulations.

There are no lawsuits filed against the Company as of December 31, 2024 which may affect Company's financial position or activities.

There are no significant administrative or judicial sanctions imposed on either the Company or the members of the Board of Directors arising from non-compliant conduct.

No report has been requested that is prepared upon a request from one of the managing body members as stipulated in the fourth paragraph of Article 199 of the Turkish Commercial Code.

Decisions taken at the General Assembly have been fulfilled. No emergency General Assembly Meetings have been called during the financial year.

The Company's financial position is strong and it is not likely that the capital would become unrequited or the Company would go into debt.

No legislative changes have occurred in 2024 that could significantly affect Company activities.

Corporate Governance Coca-Cola İçecek A.Ş. Corporate Governance Compliance Report

Corporate Governance Compliance Statement

All corporate activities are performed in accordance with applicable legal regulations as well as the "Corporate Governance Guidelines" regulated by the CMB. In the Corporate Governance Compliance Report, for each of the topics mentioned under Corporate Governance Guidelines, we have provided information on our Company practices as well as necessary clarification in case of non-compliance with any principles under these guidelines along with information on any conflicts of interest occurring due to such non-compliance and any future plans to make changes in the Company governance in accordance with the principles under these guidelines.

During the 01.01.2024- 31.12.2024 financial year, our Company has complied with the "Corporate Governance Guidelines" published by CMB, with the exception of a few principles mentioned below which are not mandatory. There are no conflicts of interest arising from the non-applicable items as summarized below.

You can access our Company's Corporate Governance Compliance Report (CGCR) and Corporate Governance Information Form (CGIF) templates using the Corporate Governance button on the Public Disclosure Platform.

- > Currently our Board of Directors includes only one female member. A recommendation has been communicated to our Board of Directors by the Corporate Governance Committee to increase the number of female members in our Board of Directors in the upcoming years, and we continue our work towards this goal.
- > In accordance with Article 4.6.5 of the Corporate Governance Guidelines, compensation and all other benefits provided to members of the Board of Directors and senior executives are publicly disclosed through the integrated annual report. However, the declaration is not made separately for each member, but a cumulative number is provided for all board members and senior management separately.

- > CCI's Articles of Association do not contain any provision which would limit the transfer of Group C shares. However, there are some terms and conditions for the transfer of Group A and B shares.
- > The holders of Group A and Group B shares are granted certain privileged rights in terms of governance. Accordingly, the CCI Board of Directors consists of a total of 12 members with 7 of such members being Group A shareholders, 1 being a Group B shareholder and 4 being independent members.

İlhami Koç
Corporate Governance Committee Chairperson

Talip Altuğ Aksoy
Corporate Governance Committee Member

Burak Başarır
Corporate Governance Committee Member

M. Hurşit Zorlu
Corporate Governance Committee Member

Dr. R. Yılmaz Argüden
Corporate Governance Committee Member

Esel Yıldız Çekin
Corporate Governance Committee Member

Burak Berki
Corporate Governance Committee Member

Board of Directors	Declarations of Independence	Senior Management	Table on Partnership and Shareholding	Additional Information on Our Operations	Investor Relations	Sustainability Principles Compliance Framework	Corporate Governance Compliance Report	Corporate Governance Information Form	Risk Management and Internal Control Mechanism
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Investor Relations

As of 31.12.2024, the number of shares of CCI, which was publicly listed on May 12, 2006, is 279,807,860,200 (100 shares have a nominal value of TRY 1). 29.65% of CCI's capital is publicly listed and its shares are listed on Borsa Istanbul (BIST) under the symbol CCOLA. CCI shares are included in the BIST 100, BIST YILDIZ, BIST Corporate Governance Index and BIST Sustainability Index. In 2024, CCI's share value increased 25% in TRY and 5% in USD terms. CCI is currently followed by 21 brokerage houses and banks.

CCI Investor Relations Department aims to establish a relationship of trust with existing and potential investors based on regular, comprehensive and accurate information sharing while continuously expanding its investor network.

As part of the activities undertaken by the Investor Relations Department in 2024:

- › We participated in 11 Investor Conferences, 3 roadshows and numerous analyst and investor meetings and teleconferences. During these events, 421 meetings were held with investors/analysts.
- › We organized 4 teleconferences during the year to share the financial results.
- › We responded to oral and written information requests from existing and potential investors and analysts within the framework of the CCI Disclosure Policy.
- › CCI ranked among the most successful companies in the 2024 Investor Relations Summit, organized for the 13th time by TÜYİD Investor Relations Association, as a result of a selection that was based on completely independent criteria. In the assessment made among companies with a market value of over 4 billion dollars according to the Central Registry Agency (MKK) data, CCI received the top prize in the category of "Company with the Highest Ratio of Corporate Investors in the Publicly Traded Segment".
- › CCI received the title 'Most Recognized Company' according to the results of the Emerging Europe, Middle East and Africa Corporate Investors survey. CCI also received the "Best Investor Relations Team", "Best Analyst Day", "Best Investor Relations Program", and "Best ESG Program" awards.
- › Investor Relations department organized the CCI Capital Market Day event in 2024. With the presentations led by CEO Karim Yahi and CFO Erdi Kurşunoğlu, 2024 second quarter's financial results, strategic targets and future plans were explained to analysts and investors.

- › We completed the preparations for the General Assembly meeting together with the Legal Department.
- › We regularly reported to the Corporate Governance Committee and the Board of Directors on Investor Relations activities and stock performance.
- › We followed the changes in capital markets legislation and made the necessary notifications within the Company.

As part of compliance with corporate governance guidelines, which have become more and more important with the changing regulations of the Capital Markets Board (CMB), we increased our 2023 Corporate Governance Rating Score of 9.48 out of 10.00 to 9.50 in 2024. Our Company's independent audit service for 2024 was carried out by, PWC Bağımsız Denetim ve Serbest Muhasebeci Mali Müşavirlik A.Ş. (PriceWaterhouseCoopers).

As CCI, when planning investor relations activities, we prioritize creating value for all our stakeholders. In addition to creating long- term value for its investors, CCI continues to enhance its reputation in many areas, particularly the environment, energy efficiency, occupational health and safety and corporate governance, through our sustainability principles and strategy. As a result of successful execution on these fronts:

- › A 2009 UNGC signatory, CCI is the only company in Türkiye to be included in the UNGC 100 Index since 2013. It is also one of the first applicants of the UNGC's "Early Adopter COP" reporting, which was launched in 2022.
- › As one of the first 29 companies to be included in the BIST 50 Sustainability Index in 2015, CCI's BIST Sustainability Index score was A- in 2024.

- › Having been included in the MSCI Global Sustainability Index in 2016, CCI maintained its BB score after the ESG performance assessment for the 2023-2024 period.
- › Recognized in the FTSE4Good Improvement Index in 2016 for its excellent performance on ESG issues, CCI held its position in the 2024 list.
- › In December 2017, CCI was included in the Emerging Markets ESG Equity Index (ECPI). As a leading ranking and indexing company, the ECPI is dedicated to researching ESG performance.
- › In July 2020, CCI was once again named in the Vigeo Eiris ranking of the Best Emerging Market Performers and one of the top 100 companies in the Emerging Equity Markets universe, which comprises 813 companies from 31 countries.
- › Having voluntarily participated in the CDP Climate Change Program since 2011 and the Water Program since 2014, CCI has been awarded the Water Leadership Award two times by CDP Türkiye for performance and transparency. CCI's 2023 Water Security Program score was announced as "A" and its Climate Change Program score was announced as "A-". CCI's 2024 Water Security Program score was announced as 'A', and its Climate Change Program score was announced as 'A-', maintaining its position on the Global A List.
- › CCI was invited to the S&P Global Corporate Sustainability Assessment (CSA) for the first time in 2021 and attended as one of the 10 companies. In 2024, CCI's S&P score was set at 57.

Board of Directors	Declarations of Independence	Senior Management	Table on Partnership and Shareholding	Additional Information on Our Operations	Investor Relations	Sustainability Principles Compliance Framework	Corporate Governance Compliance Report	Corporate Governance Information Form	Risk Management and Internal Control Mechanism
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Credit Score

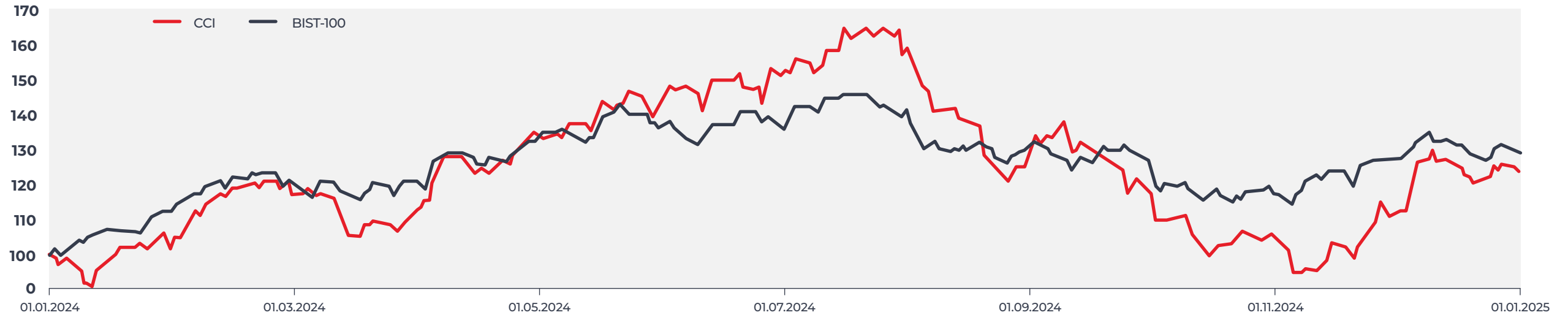
Fitch Ratings (June 14, 2024)

The Long-Term Foreign and Local Currency Issuer Default Rating was raised by one point to 'BBB'. The credit rating was determined with a 'Stable' outlook. Our Company's National Rating of "AAA (tur)" (the highest rating) was approved.

JCR-ER (June 14, 2024)

Long Term National Rating, "AAA (tr)" with a Stable Outlook.

Short Term National Rating, "J1+ (tr)" with a Stable Outlook



January 1 - December 31, 2024	Lowest	Highest	Average	31.12.2024
Share Price (TRY)	43.30	81.59	60.37	59.95
Share Price (USD)	1.32	2.47	1.84	1.70

Sources: Bloomberg

Coca-Cola İçecek Trading Codes	
Reuters	CCOLA.IS
Bloomberg	CCOLA TI
Eurobond-Irish Stock Exchange	CCOLAT

Board of Directors	Declarations of Independence	Senior Management	Table on Partnership and Shareholding	Additional Information on Our Operations	Investor Relations	Sustainability Principles Compliance Framework	Corporate Governance Compliance Report	Corporate Governance Information Form	Risk Management and Internal Control Mechanism
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Sustainability Principles Compliance Framework

		Compliance Status				Explanation	Integrated Report and Page Number
		Yes	No	Partial	Not Applicable		
A. General Principles							
A1. Strategies, Policies and Targets							
	Board of Directors identifies EGS-priority issues, risks and opportunities.	✓					Materiality Analysis, page: 48 Our Value Creation Model, page: 63
A1.1	Determines and publicly discloses ESG policies (i.e. Environmental Policy, Energy Policy, Human Rights and Employee Policy, etc.).	✓					Risk and Oppurtunities, page: 54-58 Our Strategic Priorities for 2024-2026, page: 59 Our Value Creation Approach, page: 62-144 https://www.cci.com.tr/yatirimci-iliskileri/kurumsal-yonetim/politikalar
A1.2	Identifies and publicly discloses short- and long-term targets in accordance with ESG policies.	✓					Sustainability Performance Indicators, page: 14-24 Our Risk Management, page: 38-39 Our Value Creation Approach, page: 61-144
A2. Implementation/Monitoring							
A2.1	Appoints and publicly discloses committees and/or functions responsible for the execution of ESG policies and the high-level executives in the company in charge of ESG and their duties.	✓					Our Integrated Governance Approach, page: 32-37 https://www.cci.com.tr/yatirimci-iliskileri/kurumsal-yonetim/yonetim-ve-yonetim-kurulu
	The responsible committees and/or functions report all activities conducted within the scope of the policies to the Board of Directors at least once a year.	✓					Our Integrated Governance Approach, page: 32-37 Corporate Governance Compliance Report, page: 170-175 Risk Management and Internal Control Mechanism, page: 185
A2.2	Formulates and publicly discloses implementation and action plans in line with the short and long-term targets identified.	✓					Sustainability Performance Indicators, page: 14-24 Our Risk Management, page: 38-39 Our Value Creation Approach, page: 61-144
A2.3	Identifies ESG Key Performance Indicators (KPIs) and discloses comparatively on an annual basis.	✓					Sustainability Performance Indicators, page: 14-24
A2.4	Discloses innovation activities which improve sustainability performance for business processes or products and services.	✓					Our Value Creation Approach, page: 61-144
A3. Reporting							
A3.1	Ensures the disclosure of direct and concise information regarding sustainability performance, targets and actions in the interim report.	✓					Our Value Creation Approach, page: 61-144
A3.2	Provides information as to which of the United Nations (UN) 2030 Sustainability Development Goals its activities are related to.	✓					Sustainability Performance Indicators, page: 14-24 Our Value Creation Model, page: 63 Contributing to Sustainable Development Goals, page: 336-337
A3.3	Discloses information on any lawsuits filed and/or concluded against the company on environmental, social and corporate governance issues.	✓					Additional Information on Our Operations, page: 160

Board of Directors	Declarations of Independence	Senior Management	Table on Partnership and Shareholding	Additional Information on Our Operations	Investor Relations	Sustainability Principles Compliance Framework	Corporate Governance Compliance Report	Corporate Governance Information Form	Risk Management and Internal Control Mechanism		
						Compliance Status					
						Yes	No	Partial	Not Applicable	Explanation	Integrated Report and Page Number
A. General Principles											
A4. Verification											
A4.1	Publicly discloses its ESG Key Performance Indicators (KPIs) metrics verified by independent third parties.					✓					About Our Report, page: 4-5 Independent Assurance, page: 266,267
B. Environmental Principles											
B1	Declares its policies, practices and action plans related to environmental management as well as environmental management systems (known as ISO 14001 standard) and programs.					✓					Responsible Production, page: 119-134 Additional Information for Borsa Istanbul (BIST), page: 323-327
B2	Discloses limitations to the environmental report, which shall be prepared under Sustainability Principles, reporting period, reporting date, data collection process and restrictions in reporting conditions.					✓					About Our Report, page: 4-5 CCI Reporting Guidelines, page: 260
B3	Provided in A2.1					✓					
B4	Publicly discloses the environmental targets within the scope of performance incentive systems as part of the rewarding criteria for stakeholders (such as board members, executives and employees).					✓					Sustainability Performance Indicators, page: 14-24
B5	Discloses how environmental issues are integrated into business objectives and strategies.					✓					Responsible Production, page: 119-134
B6	Provided in A2.4.					✓					
B7	Discloses how the company manages environmental issues and integrates suppliers and customers into its strategies, not only in terms of direct operations, but also across the corporate value chain.					✓					Our Value Chain, page: 62 Our Value Creation Model, page: 63 Supply Chain Management, page: 113
B8	Discloses whether it attends to any policy-making process on environmental issues or not as well as its environmental collaborations with relevant institutions and non-governmental organizations.					✓					Recognition in Sustainability Indices, page: 31 Memberships, page: 320-322
B9	Periodically reports information about environmental impact in the light of environmental indicators (Greenhouse Gas Emissions (Scope-1 (Direct), Scope-2 (Energy indirect), Scope-3 (Other indirect), air quality, energy management, water and wastewater management, waste management, biological diversity impact) in a comparable manner.					✓					Environmental Footprint, page: 305-319 Additional Information for Borsa Istanbul (BIST), page: 323-327
B10	Discloses details in relation to standards, protocols, methodologies and base year employed for collection and calculation of its data.					✓					Reporting Guidelines, page: 260
B11	Discloses the status of environmental indicators for the reporting year in comparison with previous years (increase or decrease).					✓					Environmental Footprint, page: 305-319
B12	Identifies and discloses short- and long-term targets for mitigating its environmental impact and provides relevant information in case progress is achieved during the reporting period over previously identified targets.					✓					Sustainability Performance Indicators, page: 14-24 Responsible Production, page: 119-134
B13	Identifies and discloses its strategy and actions for combating the climate crisis.					✓					Sustainability Performance Indicators, page: 20-21
B14	Identifies and discloses its programs or procedures to prevent or minimize the potential negative impact of its products and/ or services.					✓					Responsible Production, page: 119-134
	Takes actions to ensure reduction in greenhouse gas emissions of third parties (e.g. suppliers, subcontractors, distributors, etc.) and discloses these actions to the public.					✓					Sustainability in Distributors, page: 111 Responsible Procurement, page: 112-115

Board of Directors	Declarations of Independence	Senior Management	Table on Partnership and Shareholding	Additional Information on Our Operations	Investor Relations	Sustainability Principles Compliance Framework	Corporate Governance Compliance Report	Corporate Governance Information Form	Risk Management and Internal Control Mechanism			
							Compliance Status					
							Yes	No	Partial	Not Applicable	Explanation	Integrated Report and Page Number
B15	Discloses the total number of actions, projects and initiatives implemented for reducing its environmental impact, as well as the environmental benefits and cost savings associated with these.					✓						Responsible Production, page: 123-133
B16	Reports and discloses total energy consumption data (natural gas, diesel, petrol, LPG, coal, electricity, heating, cooling etc.) under Scope-1 and Scope-2.					✓						Environmental Footprint, page: 308
B17	Provides information about electricity, heat, steam and refrigeration produced and consumed during the reporting year.					✓						Sustainability Performance Indicators, page: 20
B18	Works on increasing the use of renewable energy sources and switching to zero or low carbon electricity, and discloses its efforts regarding these targets.					✓						Sustainability Performance Indicators, page: 20
B19	Discloses its renewable energy generation and consumption data.					✓						Sustainability Performance Indicators, page: 20
B20	Conducts energy efficiency projects and discloses the reduction achieved in energy consumption and emission as a result of these projects.					✓						Responsible Production, page: 130-133
B21	Reports the quantities, sources and procedures regarding water that is withdrawn from underground or ground sources, used, recycled and discharged.					✓						Environmental Footprint, page: 314-318
B22	Discloses whether or not its operations or activities are subject to any carbon pricing system (Emission Trade System, Cap & Trade or Carbon Tax).								✓	We were not subject to any carbon pricing systems or carbon trading during the reporting period.		
B23	Discloses its carbon credit data accumulated or bought in the reporting period.								✓	We were not subject to any carbon pricing systems or carbon trading during the reporting period.		
B24	If carbon pricing is applied in the corporation, discloses the relevant details.								✓	We were not subject to any carbon pricing systems or carbon trading during the reporting period.		
B25	Discloses all platforms where its environmental data are disclosed.					✓						Recognition in Sustainability Indices, page: 31
C. Social Principles												
C1. Human Rights and Employee Rights												
C1.1	Establishes a Corporate Human Rights and Employee Rights Policy in which it commits to fully comply with the Universal Declaration of Human Rights, ILO Conventions ratified by Türkiye, and legal framework and legislation regulating human rights and labor issues in Türkiye. Publicly discloses this policy along with the roles and re-sponsibilities assumed in the implementation of the policy.					✓						Human Rights Along the Value Chain, page: 65 https://ccicomtrcdn.cci.com.tr/global/sustainability/once-insan/insan-haklari-politika/turkish_22.pdf
C1.2	Provides equal opportunities in the recruitment process. Includes the topics of fair labor, improvement of working standards, employment of women and social inclusion (such as non-discrimination towards women, men, religious beliefs, language, race, ethnic origin, age, disablement, refugees, etc.) in its policies while also considering their impact on the supply and value chain.					✓						Human Rights Along the Value Chain, page: 65 https://ccicomtrcdn.cci.com.tr/global/sustainability/once-insan/insan-haklari-politika/turkish_22.pdf
C1.3	Discloses measures taken across the value chain to supervise and protect equal opportunities and rights for minorities or certain population segments who are vulnerable to particular economic, environmental and social factors (low-income groups, women, etc.).					✓						Sustainability in Distributors, page: 111 Corporate Social Responsibility at CCI, page:140

Board of Directors	Declarations of Independence	Senior Management	Table on Partnership and Shareholding	Additional Information on Our Operations	Investor Relations	Sustainability Principles Compliance Framework	Corporate Governance Compliance Report	Corporate Governance Information Form	Risk Management and Internal Control Mechanism		
						Compliance Status					
						Yes	No	Partial	Not Applicable	Explanation	Integrated Report and Page Number
C. Social Principles											
C1. Human Rights and Employee Rights											
C1.4	Reports the progress relating to preventive and corrective actions against discrimination, inequality, breach of human rights and forced labor. Discloses its regulations preventing the use of child labor.					✓					Human Rights Along the Value Chain, page: 65
C1.5	Discloses its policies regarding employee investments (training and development policies), compensation, defined benefits, unionization rights, work/life balance solutions and talent management.					✓					Human Rights Along the Value Chain, page: 65 Learning and Leadership Development, page: 87-92 Additional Information on Our Operations, page: 162 https://ccicomtrcdn.cci.com.tr/global/documents/politikalar/Tazminat-Politikasi.pdf
	Determines dispute resolution processes by establishing mechanisms for resolution of employee complaints and disputes.					✓					Our Ethics Management, page: 40-41
	Regularly discloses its activities performed for employee satisfaction.					✓					Communication with Employees and Employee Engagement, page: 93 Total Rewards, page: 94
C1.6	Formulates and discloses its occupational health and safety policies.					✓					Occupational Health and Safety, page: 67-68
	Discloses actions and measures taken for health and protection against occupational accidents, and discloses accident statistic					✓					Occupational Health and Safety, page: 67-70
C1.7	Formulates and discloses its policies on personal data protection and data security.					✓					Our Risk Management, page: 39 https://ccicomtrcdn.cci.com.tr/global/documents/politikalar/CCI_Bilgi_Guvenligi_Politikasi.pdf
C1.8	Formulates and discloses its ethics policy.					✓					Our Ethics Management, page: 40-41 https://ccicomtrcdn.cci.com.tr/global/documents/yatirimci-iliskileri/is_etigi_kodu_tr.pdf
C1.10	Organizes information meetings and training programs for employees with respect to ESG policies and practices.					✓					Our Engagement with Stakeholders, page: 43 Responsible Production, page: 294
C2. Stakeholders, International Standards and Initiatives											
C2.1	Formulates and discloses its customer satisfaction policy which focuses on managing and resolving customer complaints.					✓					Communication with Our Customers, page: 109
C2.2	Discloses the details (relevant stakeholder, topic and frequency) of communication with stakeholders.					✓					Our Engagement with Stakeholders, page: 43-47
C2.3	Discloses adopted international reporting standards.					✓					About Our Report, page: 4-5
C2.4	Discloses the international organizations, committees or principles it has signed or enrolled regarding the purpose of sustainability					✓					About Our Report, page: 4 Memberships, page: 320, Recognition in Sustainability Indices, page: 31
C2.5	Puts tangible efforts into being a part of the Borsa İstanbul Sustainability Index and/or international sustainability indices.					✓					Recognition in Sustainability Indices, page: 31
D. Corporate Governance Principles											
D1	Consults stakeholders in determining the measures and strategies on sustainability.					✓					Risk Management and Internal Control Mechanism, page: 189
D2	Endeavors to raise awareness on sustainability and its importance through social responsibility projects, awareness activities and trainings.					✓					Corporate Social Responsibility at CCI, page:137-140

Board of Directors	Declarations of Independence	Senior Management	Table on Partnership and Shareholding	Additional Information on Our Operations	Investor Relations	Sustainability Principles Compliance Framework	Corporate Governance Compliance Report	Corporate Governance Information Form	Risk Management and Internal Control Mechanism
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Corporate Governance Compliance Report

	Company Compliance Status					Explanation
	Yes	Partial	No	Exempted	Not Applicable	
1.1. FACILITATING THE EXERCISE OF SHAREHOLDER RIGHTS						
1.1.2- Up-to-date information and disclosures which may affect the exercise of shareholder rights are available to investors at the corporate website.	✓					
1.2. RIGHT TO OBTAIN AND REVIEW INFORMATION						
1.2.1 - Management did not enter into any transaction that would complicate the conduct of special audit.	✓					
1.3. GENERAL ASSEMBLY						
1.3.2 - The company ensures the clarity of the General Assembly agenda, and that an item on the agenda does not cover multiple topics.	✓					
1.3.7- Insiders with privileged information have informed the board of directors about transactions conducted on their behalf within the scope of the company's activities in order for these transactions to be presented at the General Shareholders' Meeting.					✓	No information regarding this kind of activities were received from relevant persons before the general assembly meetings.
1.3.8 - Members of the board of directors who are concerned with specific agenda items, auditors, and other related persons, as well as the officers who are responsible for the preparation of the financial statements were present at the General Shareholders' Meeting.	✓					
1.3.10 - The agenda of the General Shareholders' Meeting included a separate item detailing the amounts and beneficiaries of all donations and contributions.	✓					The shareholders were informed during the AGM dated April 5, 2024 that CCI donated total amount of TL 90,107,840 to Anadolu Education and Welfare Foundation and TL 343,812 to other non-profit associations and tax-exempt foundations.
1.3.11 - The General Shareholders' Meeting was held open to the public, including the stakeholders, without having the right to speak.	✓					The Company has no restrictions regarding the participation of the media members and the stakeholders in the General Assembly. In 2024, there was no request from the media within this regard.
1.4. VOTING RIGHTS						
1.4.1 - There is no restriction preventing shareholders from exercising their shareholder rights.	✓					
1.4.2 - The company does not have shares that carry privileged voting rights.	✓					The Company's Articles of Association does not grant any privilege regarding voting rights. Each share is entitled to 1 (one) vote at ordinary or extraordinary General Assembly Meetings. Class A and Class B shares have certain privileged rights with respect to management. CCI has a Board of Directors consisting of 12 members, 7 of whom are nominated by Class A shareholders and 1 of whom is nominated by Class B Shareholders. The remaining 4 Directors are independent.
1.4.3-The company withholds from exercising its voting rights at the General Shareholders' Meeting of any company with which it has cross-ownership, in case such cross-ownership provides management control.					✓	There is no cross-shareholding relation in the capital of the Company.

Board of Directors	Declarations of Independence	Senior Management	Table on Partnership and Shareholding	Additional Information on Our Operations	Investor Relations	Sustainability Principles Compliance Framework	Corporate Governance Compliance Report	Corporate Governance Information Form	Risk Management and Internal Control Mechanism
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	Company Compliance Status					Explanation
	Yes	Partial	No	Exempted	Not Applicable	
1.5. MINORITY RIGHTS						
1.5.1 - The company pays maximum diligence to the exercise of minority rights.	✓					
1.5.2 - The Articles of Association extend the use of minority rights to those who own less than one twentieth of the outstanding shares, and expand the scope of the minority rights.		✓				While utmost care is given to the use of minority rights, our Articles of Association regulates the usage of all minority rights per regulations. The Articles of Association of our company does not include any article broadening the extent of minority rights compared to the Law.
1.6. DIVIDEND RIGHT						
1.6.1 - The dividend policy approved by the General Shareholders' Meeting is posted on the company website.	✓					
1.6.2 - The dividend distribution policy comprises the minimum information to ensure that the shareholders can have an opinion on the procedure and principles of dividend distributions in the future.	✓					
1.6.3 - The reasons for retaining earnings, and their allocations, are stated in the relevant agenda item.					✓	
1.6.4 - The board reviewed whether the dividend policy balances the benefits of the shareholders and those of the company.	✓					During the AGM dated April 5, 2024 profit distribution decision for 2023 was taken and profit distribution was completed.
1.7. TRANSFER OF SHARES						
1.7.1 - There are no restrictions preventing shares from being transferred.	✓					CCI's Articles of Association do not restrict the transfer of Class C shares. However, there are some terms and conditions for the transfer of A and B Group shares.
2.1. CORPORATE WEBSITE						
2.1.1 - The company website includes all elements listed in Corporate Governance Principle 2.1.1.	✓					
2.1.2 - The shareholding structure (names, privileges, number and ratio of shares, and beneficial owners of more than 5% of the issued share capital) is updated on the website at least every 6 months.	✓					
2.1.4 - The company website is prepared in other selected foreign languages, in a way to present exactly the same information with the Turkish content.	✓					
2.2. ANNUAL REPORT						
2.2.1 - The board of directors ensures that the annual report represents a true and complete view of the company's activities.	✓					
2.2.2 - The annual report includes all elements listed in Corporate Governance Principle 2.2.2.	✓					

Board of Directors	Declarations of Independence	Senior Management	Table on Partnership and Shareholding	Additional Information on Our Operations	Investor Relations	Sustainability Principles Compliance Framework	Corporate Governance Compliance Report	Corporate Governance Information Form	Risk Management and Internal Control Mechanism
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	Company Compliance Status					Explanation
	Yes	Partial	No	Exempted	Not Applicable	
3.1. CORPORATION'S POLICY ON STAKEHOLDERS						
3.1.1- The rights of the stakeholders are protected pursuant to the relevant regulations, contracts and within the framework of bona fides principles.	✓					
3.1.3 - Policies or procedures addressing stakeholders' rights are published on the company's website.	✓					
3.1.4 - A grievance programme is in place for reporting legal and ethical issues.	✓					
3.1.5 - The company addresses conflicts of interest among stakeholders in a balanced manner.	✓					
3.2. SUPPORTING THE PARTICIPATION OF THE STAKEHOLDERS IN THE CORPORATION'S MANAGEMENT						
3.2.1 - The Articles of Association, or the internal regulations (terms of reference/manuals), regulate the participation of employees in management.	✓					
3.2.2 - Surveys/other research techniques, consultation, interviews, observation method etc. were conducted to obtain opinions from stakeholders on decisions that significantly affect them.	✓					
3.3. HUMAN RESOURCES POLICY						
3.3.1 - The company has adopted an employment policy ensuring equal opportunities, and a succession plan for all key managerial positions.	✓					
3.3.2 - Recruitment criteria are documented.	✓					
3.3.3 - The company has a policy on human resources development, and organises trainings for employees.	✓					
3.3.4 - Meetings have been organised to inform employees on the financial status of the company, remuneration, career planning, education and health.	✓					
3.3.5 - Employees, or their representatives, were notified of decisions impacting them. The opinion of the related trade unions was also taken.	✓					
3.3.6 - Job descriptions and performance criteria have been prepared for all employees, announced to them and taken into account to determine employee remuneration.	✓					
3.3.7 - Measures (procedures, trainings, raising awareness, goals, monitoring, complaint mechanisms) have been taken to prevent discrimination, and to protect employees against any physical, mental, and emotional mistreatment.	✓					
3.3.8 - The company ensures freedom of association and supports the right for collective bargaining.	✓					
3.3.9 - A safe working environment for employees is maintained.	✓					

Board of Directors	Declarations of Independence	Senior Management	Table on Partnership and Shareholding	Additional Information on Our Operations	Investor Relations	Sustainability Principles Compliance Framework	Corporate Governance Compliance Report	Corporate Governance Information Form	Risk Management and Internal Control Mechanism
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	Company Compliance Status					Explanation
	Yes	Partial	No	Exempted	Not Applicable	
3.4. RELATIONS WITH CUSTOMERS AND SUPPLIERS						
3.4.1-The company measured its customer satisfaction, and operated to ensure full customer satisfaction.	✓					
3.4.2 - Customers are notified of any delays in handling their requests.	✓					
3.4.3 - The company complied with the quality standards with respect to its products and services.	✓					
3.4.4 - The company has in place adequate controls to protect the confidentiality of sensitive information and business secrets of its customers and suppliers.	✓					
3.5. ETHICAL RULES AND SOCIAL RESPONSIBILITY						
3.5.1 - The board of the corporation has adopted a code of ethics, disclosed on the corporate website.	✓					
3.5.2-The company has been mindful of its social responsibility and has adopted measures to prevent corruption and bribery.	✓					
4.1. ROLE OF THE BOARD OF DIRECTORS						
4.1.1 - The board of directors has ensured strategy and risks do not threaten the long-term interests of the company, and that effective risk management is in place.	✓					
4.1.2 - The agenda and minutes of board meetings indicate that the board of directors discussed and approved strategy, ensured resources were adequately allocated, and monitored company and management performance.	✓					
4.2. ACTIVITIES OF THE BOARD OF DIRECTORS						
4.2.1-The board of directors documented its meetings and reported its activities to the shareholders.	✓					
4.2.2 - Duties and authorities of the members of the board of directors are disclosed in the annual report.	✓					
4.2.3-The board has ensured the company has an internal control framework adequate for its activities, size and complexity.	✓					
4.2.4 - Information on the functioning and effectiveness of the internal control system is provided in the annual report.	✓					
4.2.5 - The roles of the Chairman and Chief Executive Officer are separated and defined.	✓					
4.2.7-The board of directors ensures that the Investor Relations department and the corporate governance committee work effectively. The board works closely with them when communicating and settling disputes with shareholders.	✓					
4.2.8 - The company has subscribed to a Directors and Officers liability insurance covering more than 25% of the capital.	✓					

Board of Directors	Declarations of Independence	Senior Management	Table on Partnership and Shareholding	Additional Information on Our Operations	Investor Relations	Sustainability Principles Compliance Framework	Corporate Governance Compliance Report	Corporate Governance Information Form	Risk Management and Internal Control Mechanism
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	Company Compliance Status					Explanation
	Yes	Partial	No	Exempted	Not Applicable	
4.3. STRUCTURE OF THE BOARD OF DIRECTORS						
4.3.9 - The board of directors has approved the policy on its own composition, setting a minimal target of 25% for female directors. The board annually evaluates its composition and nominates directors so as to be compliant with the policy.		✓				Currently, there is one woman board member in our Board of Directors. It is recommended by the Corporate Governance Committee to the Board of Directors to increase women members in the Board in the coming years and our efforts continue in this regard.
4.3.10 - At least one member of the audit committee has 5 years of experience in audit/accounting and finance.	✓					
4.4. BOARD MEETING PROCEDURES						
4.4.1-Each board member attend the majority of the board meetings in person or via an electronic board meeting system	✓					
4.4.2 - The board has formally approved a minimum time by which information and documents relevant to the agenda items should be supplied to all board members.	✓					
4.4.3 - The opinions of board members that could not attend the meeting, but did submit their opinion in written format, were presented to other members.	✓					
4.4.4 - Each member of the board has one vote.	✓					
4.4.5 - The board has a charter/written internal rules defining the meeting procedures of the board.	✓					
4.4.6 - Board minutes document that all items on the agenda are discussed, and board resolutions include director's dissenting opinions if any.	✓					
4.4.7-There are limits to external commitments of board members. Shareholders are informed of board members' external commitments at the General Shareholders' Meeting.		✓				Although there is no restriction for the Board members to serve any other duties outside the company, it is clearly stated in the Company Ethics Code; the prior approval of the Chairman is required to serve as an executive or a member of the board of directors of another for profit business. These approvals need to be renewed every year.

Board of Directors	Declarations of Independence	Senior Management	Table on Partnership and Shareholding	Additional Information on Our Operations	Investor Relations	Sustainability Principles Compliance Framework	Corporate Governance Compliance Report	Corporate Governance Information Form	Risk Management and Internal Control Mechanism
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	Company Compliance Status					Explanation
	Yes	Partial	No	Exempted	Not Applicable	
4.5. BOARD COMMITTEES						
4.5.5 - Board members serve in only one of the Board's committees.	✓					Our Board Member Ms. Lale Develioğlu serves as the Chair of Risk Detection committee and Member of Sustainability Committee, Our Board Member Mr. Barış Tan serves as the Chair of Sustainability Committee and Member of Audit Committee, Our Board Member Mr. Emin Ethem Kutucular serves as the Chair of Audit Committee and Member of Risk Detection committee, Our Board Member Mr. Burak Başarır serves as Member of Risk Detection committee, Member of Corporate Governance committee and Member of Sustainability Committee, Our Board Member Mr. M. Hurşit Zorlu serves as Member of Risk Detection committee and Member of Corporate Governance committee.
4.5.6 - Committees have invited persons to the meetings as deemed necessary to obtain their views.	✓					
4.5.7 - If external consultancy services are used, the independence of the provider is stated in the annual report.	✓					
4.5.8 - Minutes of all committee meetings are kept and reported to board members.	✓					
4.6. FINANCIAL RIGHTS						
4.6.1-The board of directors has conducted a board performance evaluation to review whether it has discharged all its responsibilities effectively.			✓			
4.6.4-The company did not extend any loans to its board directors or executives, nor extended their lending period or enhanced the amount of those loans, or improve conditions thereon, and did not extend loans under a personal credit title by third parties or provided guarantees such as surety in favour of them.	✓					
4.6.5 - The individual remuneration of board members and executives is disclosed in the annual report.		✓				Remuneration and all other benefits provided to Board members and senior managers are made public through our annual report. However, the declaration is not made separately for each member, but a cumulative number is provided for all board members and senior management separately.

Board of Directors	Declarations of Independence	Senior Management	Table on Partnership and Shareholding	Additional Information on Our Operations	Investor Relations	Sustainability Principles Compliance Framework	Corporate Governance Compliance Report	Corporate Governance Information Form	Risk Management and Internal Control Mechanism
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Corporate Governance Information Form

1. SHAREHOLDERS

1.1. Facilitating the Exercise of Shareholders Rights

The number of investor meetings (conference, seminar/etc.) organised by the company during the year	During 2024, CCI management and the Investor Relations Department attended 11 investor conferences, 3 roadshows and lots of investor and analyst calls and meetings. During these events, CCI had 421 investors and analyst meetings. CCI organized 4 webcasts, each day after the quarterly earnings releases to discuss the related quarter's operational and financial performance. Furthermore, investor relations department responded to individual investor questions via telephone and e-mail.
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1.2. Right to Obtain and Examine Information

The number of special audit request(s)	0
The number of special audit requests that were accepted at the General Shareholders' Meeting	0

1.3. General Assembly

Link to the PDP announcement that demonstrates the information requested by Principle 1.3.1. (a-d)	https://www.kap.org.tr/en/Bildirim/1268490
Whether the company provides materials for the General Shareholders' Meeting in English and Turkish at the same time	Yes
The links to the PDP announcements associated with the transactions that are not approved by the majority of independent directors or by unanimous votes of present board members in the context of Principle 1.3.9	There were no such transactions in 2024.
The links to the PDP announcements associated with related party transactions in the context of Article 9 of the Communique on Corporate Governance (II-17.1)	https://www.kap.org.tr/en/Bildirim/1250841 https://www.kap.org.tr/en/Bildirim/1338161
The links to the PDP announcements associated with common and continuous transactions in the context of Article 10 of the Communique on Corporate Governance (II-17.1)	https://www.kap.org.tr/en/Bildirim/1267300
The name of the section on the corporate website that demonstrates the donation policy of the company	Investor Relations / Corporate Governance / Policies / Donation and Grant Policy
The relevant link to the PDP with minute of the General Shareholders' Meeting where the donation policy has been approved	The donation policy is provided in the Article 15 of the Company's Articles of Association. The notification of the latest Articles of Association approved by the General Assembly is available at https://www.kap.org.tr/tr/Bildirim/1268490
The number of the provisions of the articles of association that discuss the participation of stakeholders to the General Shareholders' Meeting	Participation in the General Assembly meetings is set out in Article 10 of the Articles of Association. Although there is no provision in our Articles of Association, the General Assembly meetings of our company are open to public including the stakeholders and the media without having the right to speak.
Identified stakeholder groups that participated in the General Shareholders' Meeting, if any	Board member of our Company Mr. Mehmet Hurşit Zorlu, the partner of independent audit company, shareholders and company employees attended the ordinary general assembly meeting held on 5 April 2024.

1.4. Voting Rights

Whether the shares of the company have differential voting rights	No
In case that there are voting privileges, indicate the owner and percentage of the voting majority of shares.	-
The percentage of ownership of the largest shareholder	40.12%

1.5. Minority Rights

Whether the scope of minority rights enlarged (in terms of content or the ratio) in the articles of the association	No
If yes, specify the relevant provision of the articles of association.	-

Board of Directors	Declarations of Independence	Senior Management	Table on Partnership and Shareholding	Additional Information on Our Operations	Investor Relations	Sustainability Principles Compliance Framework	Corporate Governance Compliance Report	Corporate Governance Information Form	Risk Management and Internal Control Mechanism
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1.6. Dividend Right

The name of the section on the corporate website that describes the dividend distribution policy	Investor Relations / Corporate Governance / Policies / Dividend Policy
Minutes of the relevant agenda item in case the board of directors proposed to the general assembly not to distribute dividends, the reason for such proposal and information as to use of the dividend.	The Board of Directors had no proposal to the General Assembly for not distributing dividends.
PDP link to the related general shareholder meeting minutes in case the board of directors proposed to the general assembly not to distribute dividends	Not applicable

General Assembly Meetings

General Meeting Date	4.05.2024
The number of information requests received by the company regarding the clarification of the agenda of the General Shareholders' Meeting	0
Rate of shareholder participation to the General Shareholders' Meeting	92.39%
Percentage of shares directly present at the GSM	0.0011%
Percentage of shares represented by proxy	92.39%
Specify the name of the page of the corporate website that contains the General Shareholders' Meeting minutes, and also indicates for each resolution the voting levels for or against	Investor Relations/Corporate Governance/General Assembly
Specify the name of the page of the corporate website that contains all questions asked in the general assembly meeting and all responses to them	Investor Relations/Corporate Governance/General Assembly
The number of the relevant item or paragraph of General Shareholders' Meeting minutes in relation to related party transactions	12
The number of declarations by insiders received by the board of directors	0
The link to the related PDP general shareholder meeting notification	https://www.kap.org.tr/en/Bildirim/1258833

Board of Directors	Declarations of Independence	Senior Management	Table on Partnership and Shareholding	Additional Information on Our Operations	Investor Relations	Sustainability Principles Compliance Framework	Corporate Governance Compliance Report	Corporate Governance Information Form	Risk Management and Internal Control Mechanism
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2. DISCLOSURE AND TRANSPARENCY

2.1. Corporate Website

Specify the name of the sections of the website providing the information requested by the Principle 2.1.1.	Investor Relations
If applicable, specify the name of the sections of the website providing the list of shareholders (ultimate beneficiaries) who directly or indirectly own more than 5% of the shares.	There are no real person shareholders holding more than 5% of the shares.
List of languages for which the website is available	Turkish and English

2.2. Annual Report

The page numbers and/or name of the sections in the Annual Report that demonstrate the information requested by principle 2.2.2.	Corporate Governance
a) The page numbers and/or name of the sections in the Annual Report that demonstrate the information on the duties of the members of the board of directors and executives conducted out of the company and declarations on independence of board members	Corporate Governance / Declarations Of Independence
b) The page numbers and/or name of the sections in the Annual Report that demonstrate the information on committees formed within the board structure	Corporate Governance / Additional Information On Corporate Governance / Board Of Directors / Number, Structure and Independence of the Committees established under the Board
c) The page numbers and/or name of the sections in the Annual Report that demonstrate the information on the number of board meetings in a year and the attendance of the members to these meetings	Corporate Governance / Additional Information On Corporate Governance / Board Of Directors / Principle Activities of the Board of Directors
c) The page numbers and/or name of the sections in the Annual Report that demonstrate the information on amendments in the legislation which may significantly affect the activities of the corporation	Corporate Governance / Additional Information On Corporate Governance / Other
d) The page numbers and/or name of the sections in the Annual Report that demonstrate the information on significant lawsuits filed against the corporation and the possible results there of	Corporate Governance / Additional Information On Corporate Governance / Other
e) The page numbers and/or name of the sections in the Annual Report that demonstrate the information on the conflicts of interest of the corporation among the institutions that it purchases services on matters such as investment consulting and rating and the measures taken by the corporation in order to avoid from these conflicts of interest	Corporate Governance / Additional Information On Corporate Governance
f) The page numbers and/or name of the sections in the Annual Report that demonstrate the information on the cross ownership subsidiaries that the direct contribution to the capital exceeds 5%	There are no cross ownership subsidiaries
g) The page numbers and/or name of the sections in the Annual Report that demonstrate the information on social rights and professional training of the employees and activities of corporate social responsibility in respect of the corporate activities that arises social and environmental results	Corporate Governance / Additional Information On Corporate Governance / Informations on the Beneficiaries

Board of Directors	Declarations of Independence	Senior Management	Table on Partnership and Shareholding	Additional Information on Our Operations	Investor Relations	Sustainability Principles Compliance Framework	Corporate Governance Compliance Report	Corporate Governance Information Form	Risk Management and Internal Control Mechanism
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3. STAKEHOLDERS

3.1. Corporation's Policy on Stakeholders

The name of the section on the corporate website that demonstrates the employee remedy or severance policy	Investor Relations / Corporate Governance / Policies / Compensation Policy
The number of definitive convictions the company was subject to in relation to breach of employee rights	0
The position of the person responsible for the alert mechanism (i.e. grievance mechanism)	Ethics & Compliance Manager
The contact detail of the company alert mechanism	CCI Ethics and Compliance Internet Site: www.ccietikhat.com CCI Ethics Line: +90-212-371 0732 CCI Ethics Line E-Mail: cci@ccietikhat.com cci@cciethicsline.com ethics@cci.com.tr

3.2. Supporting the Participation of the Stakeholders in the Corporation's Management

Name of the section on the corporate website that demonstrates the internal regulation addressing the participation of employees on management bodies	Investor Relations / Corporate Governance / Policies / HR Policy
Corporate bodies where employees are actually represented	Occupational Health and Safety Committee, Women's Networking Committee, Meal and Cafeteria Service Quality Improvement Committee, Disciplinary Board, Accident Evaluation Committee, Diversity and Inclusion Advisory Committee

3.3. Human Resources Policy

The role of the board on developing and ensuring that the company has a succession plan for the key management positions	At the annual Organizational Development Meetings, determining the key positions of CCI and confirming the back-up health in these areas; if necessary, determination and follow-up of the measures to be taken are discussed. In addition, short / medium and long-term successors of managerial positions above a certain level are evaluated objectively in this context. The Board of Directors is regularly informed by the Human Resources Department that the plan is created and that new executives are trained for key positions through effective implementation. Pursuant to the Company's Articles of Association, under the supervision of the Corporate Governance Committee, the Company's CEO and the Finance Director are elected among the candidates nominated by the Board members elected by the majority of the Group A shares.
The name of the section on the corporate website that demonstrates the human resource policy covering equal opportunities and hiring principles. Also provide a summary of relevant parts of the human resource policy.	Investor Relations / Corporate Governance / Policies / HR Policy
Whether the company provides an employee stock ownership programme	Pay edindirme planı bulunmuyor (There isn't an employee stock ownership programme)
The name of the section on the corporate website that demonstrates the human resource policy covering discrimination and mistreatments and the measures to prevent them. Also provide a summary of relevant parts of the human resource policy.	Investor Relations / Corporate Governance / Policies Sustainability / Human Rights Policy
The number of definitive convictions the company is subject to in relation to health and safety measures	None

Board of Directors	Declarations of Independence	Senior Management	Table on Partnership and Shareholding	Additional Information on Our Operations	Investor Relations	Sustainability Principles Compliance Framework	Corporate Governance Compliance Report	Corporate Governance Information Form	Risk Management and Internal Control Mechanism
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3.5. Ethical Rules and Social Responsibility

The name of the section on the corporate website that demonstrates the code of ethics	Investor Relations / Corporate Governance / Code of Ethics
The name of the section on the company website that demonstrates the corporate social responsibility report. If such a report does not exist, provide the information about any measures taken on environmental, social and corporate governance issues.	Sustainability / Reporting / Sustainability Report
Any measures combating any kind of corruption including embezzlement and bribery	<p>› In order to meet these requirements, CCI has established ethics and compliance management processes and has accepted and published the Code of Ethics. The Code of Ethics clearly prohibits bribery and corruption and obliges employees to show utmost care regarding improper payments made by third parties as well. For this reason, CCI requires all of its suppliers sign the "Basic Principles for Suppliers and Code of Business Management Ethics" and commit them to act in accordance with the law and CCI principles in order to reduce compliance risks that may arise due to third parties. All employees and business partners are expected to have strong understanding of the Code of Ethics and to operate with high level of ethics and integrity as well as full compliance with laws and policies. The violation of the Code of Ethics is not tolerated, and any violation is investigated by the principles of internal investigation procedures. The following rules are adopted for the implementation of the Code of Ethics: - Corporate Governance Committee of CCI ensures full implementation and enforcement of the Code of Ethics. - Implementation of the Code of Ethics is under the responsibility of the Ethics & Compliance Officer and Local Ethics & Compliance Officers. - Investigations concerning Code of Ethics violations are carried out by the Internal Audit or Human Resources or other relevant departments specialized in the relevant subject matter depending on the content of the issue. - All decisions about Code of Ethics violations are issued by Ethics & Compliance Committee. Certain categories of decision are delegated to the local management in accordance with the Guidelines for Handling Code of Ethics Matters. - Independent reporting channels have been established by CCI and made accessible to all stakeholders. Through these channels, counseling can be requested, and concerns can be raised.</p>

4. BOARD OF DIRECTORS-I

4.2. Activity of the Board of Directors

Date of the last board evaluation conducted	None
Whether the board evaluation was externally facilitated	No
Whether all board members released from their duties at the GSM	Yes
Name(s) of the board member(s) with specific delegated duties and authorities, and descriptions of such duties	No specific duty was delegated.
Number of reports presented by internal auditors to the audit committee or any relevant committee to the board	4
Specify the name of the section or page number of the annual report that provides the summary of the review of the effectiveness of internal controls	Corporate Governance / Additional Information On Corporate Governance / Risk Management and Internal Control Mechanism
Name of the Chairman	Tuncay Özilhan
Name of the CEO	Karim Yahi
If the CEO and Chair functions are combined: provide the link to the relevant PDP announcement providing the rationale for such combined roles	These functions are not combined
Link to the PDP notification stating that any damage that may be caused by the members of the board of directors during the discharge of their duties is insured for an amount exceeding 25% of the company's capital	https://www.kap.org.tr/en/Bildirim/1258732
The name of the section on the corporate website that demonstrates current diversity policy targeting women directors	This information is not available on our website.
The number and ratio of female directors within the Board of Directors	The number female directors within the BoD is 1 (one); ratio %8

Board of Directors	Declarations of Independence	Senior Management	Table on Partnership and Shareholding	Additional Information on Our Operations	Investor Relations	Sustainability Principles Compliance Framework	Corporate Governance Compliance Report	Corporate Governance Information Form	Risk Management and Internal Control Mechanism
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Composition of Board of Directors

Name, Surname of Board Member	Whether Executive Director Or Not	Whether Independent Director Or Not	The First Election Date To Board	Link To PDP Notification That Includes The Independency Declaration	Whether the Independent Director Considered By The Nomination Committee	Whether She/He is the Director Who Ceased to Satisfy The Independence or Not	Whether The Director Has At Least 5 Years' Experience On Audit, Accounting And/Or Finance Or Not
Tuncay Özilhan	Non-executive	Not independent director	28/06/2000	-	Not considered	No	Yes
İlhan Murat Özgel	Non-executive	Not independent director	4.07.2023	-	Not considered	No	Yes
Kamilhan Süleyman Yazıcı	Non-executive	Not independent director	4.10.2017	-	Not considered	No	Yes
Talip Altuğ Aksoy	Non-executive	Not independent director	4.07.2023	-	Not considered	No	Yes
Burak Başarır	Non-executive	Not independent director	4.05.2024	-	Not considered	No	Yes
Mehmet Hurşit Zorlu	Non-executive	Not independent director	17/05/2004	-	Not considered	No	Yes
Agah Uğur	Non-executive	Not independent director	29/04/2021	-	Not considered	No	Yes
Rasih Engin Akçakoca	Non-executive	Not independent director	18/04/2022	-	Not considered	No	Yes
Lale Develioğlu	Non-executive	Independent director	18/04/2022	https://www.kap.org.tr/en/Bildirim/1258833	Considered	No	Yes
Prof.dr. Barış Tan	Non-executive	Independent director	4.05.2024	https://www.kap.org.tr/en/Bildirim/1258833	Considered	No	Yes
Emin Ethem Kutucular	Non-executive	Independent director	4.05.2024	https://www.kap.org.tr/en/Bildirim/1258833	Considered	No	Yes
İlhami Koç	Non-executive	Independent director	4.05.2024	https://www.kap.org.tr/en/Bildirim/1258833	Considered	No	Yes

Board of Directors	Declarations of Independence	Senior Management	Table on Partnership and Shareholding	Additional Information on Our Operations	Investor Relations	Sustainability Principles Compliance Framework	Corporate Governance Compliance Report	Corporate Governance Information Form	Risk Management and Internal Control Mechanism
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4. BOARD OF DIRECTORS-II

4.4. Meeting Procedures of the Board of Directors

Number of physical or electronic board meetings in the reporting period	5
Director average attendance rate at board meetings	97%
Whether the board uses an electronic portal to support its work or not	Yes
Number of minimum days ahead of the board meeting to provide information to directors, as per the board charter	There is no written deadline in this regard. However, the Company Management submits the information and documents to the members for a reasonable period of time before the meetings and makes sure that this period is at least 3 days.
The name of the section on the corporate website that demonstrates information about the board charter	Investor Relations / Corporate Governance / Articles of Association
Number of maximum external commitments for board members as per the policy covering the number of external duties held by directors	While board members are not restricted from taking on additional duties outside the company, as explicitly stated in the Company Code of Ethics, prior written approval from the Chairman of the Board is required to serve as an officer or member of the board of directors of another profit-oriented business. These approvals need to be renewed every year.

4.5. Board Committees

Page numbers or section names of the annual report where information about the board committees are presented	Corporate Governance / Additional Information On Corporate Governance / Board of Directors / Number, Structure and Independence of the Committees established under the Board
Link(s) to the PDP announcement(s) with the board committee charters	https://www.kap.org.tr/en/Bildirim/356133

Board of Directors	Declarations of Independence	Senior Management	Table on Partnership and Shareholding	Additional Information on Our Operations	Investor Relations	Sustainability Principles Compliance Framework	Corporate Governance Compliance Report	Corporate Governance Information Form	Risk Management and Internal Control Mechanism
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Composition of Board Committees-I				
Name of the Board Committees	Name Of Committees Defined as "Other" In The First Column	Name-Surname of Committee Members	Committee Chair or Not	Board Member or Not
Audit Committee	-	Emin Ethem Kutucular	Yes	Board member
Audit Committee	-	Bariş Tan	No	Board member
Corporate Governance Committee	-	İlhami Koç	Yes	Board member
Corporate Governance Committee	-	Talip Altuğ Aksoy	No	Board member
Corporate Governance Committee	-	Burak Başarır	No	Board member
Corporate Governance Committee	-	Mehmet Hurşit Zorlu	No	Board member
Corporate Governance Committee	-	Recep Yılmaz Argüden	No	Not board member
Corporate Governance Committee	-	Esel Yıldız Çekin	No	Not board member
Corporate Governance Committee	-	Burak Berki	No	Not board member
Early Risk Detection Committee	-	Lale Develioğlu	Yes	Board member
Early Risk Detection Committee	-	Burak Başarır	No	Board member
Early Risk Detection Committee	-	Mehmet Hurşit Zorlu	No	Board member
Early Risk Detection Committee	-	Agah Uğur	No	Board member
Early Risk Detection Committee	-	Emin Ethem Kutucular	No	Board member
Sustainability Committee	-	Bariş Tan	Yes	Board member
Sustainability Committee	-	Burak Başarır	No	Board member
Sustainability Committee	-	Lale Develioğlu	Yes	Board member

Board of Directors	Declarations of Independence	Senior Management	Table on Partnership and Shareholding	Additional Information on Our Operations	Investor Relations	Sustainability Principles Compliance Framework	Corporate Governance Compliance Report	Corporate Governance Information Form	Risk Management and Internal Control Mechanism
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4. BOARD OF DIRECTORS-III

4.5. Board Committees-II

Specify where the activities of the audit committee are presented in your annual report or website (Page number or section name in the annual report/website)	Corporate Governance / Additional Information On Corporate Governance / Board of Directors / Number, Structure and Independence of the Committees established under the Board
Specify where the activities of the corporate governance committee are presented in your annual report or website (Page number or section name in the annual report/website)	Corporate Governance / Additional Information On Corporate Governance / Board of Directors / Number, Structure and Independence of the Committees established under the Board
Specify where the activities of the nomination committee are presented in your annual report or website (Page number or section name in the annual report/website)	Corporate Governance / Additional Information On Corporate Governance / Board of Directors / Number, Structure and Independence of the Committees established under the Board
Specify where the activities of the early detection of risk committee are presented in your annual report or website (Page number or section name in the annual report/website)	Corporate Governance / Additional Information On Corporate Governance / Board of Directors / Number, Structure and Independence of the Committees established under the Board
Specify where the activities of the remuneration committee are presented in your annual report or website (Page number or section name in the annual report/website)	Corporate Governance / Additional Information On Corporate Governance / Board of Directors / Number, Structure and Independence of the Committees established under the Board

4.6. Financial Rights

Specify where the operational and financial targets and their achievement are presented in your annual report (Page number or section name in the annual report)	Additions
Specify the section of website where remuneration policy for executive and non-executive directors are presented.	Investor Relations / Corporate Governance / Policies / Remuneration Policy
Specify where the individual remuneration for board members and senior executives are presented in your annual report (Page number or section name in the annual report)	Additions / Footnotes for Consolidated Financial Tables / Benefits to Employees

Composition of Board Committees-II

Name of the Board Committees	Name Of Committees Defined As "Other" In The First Column	The Percentage of Non-Executive Directors	The Percentage of Independent Directors In The Committee	The Number of Meetings Held In Person	The Number Of Reports On Its Activities Submitted To The Board
Audit Committee	-	100%	100%	4	4
Corporate Governance Committee	-	100%	14%	4	4
Early Risk Detection Committee	-	100%	40%	2	6
Sustainability Committee	-	100%	66%	2	-

Board of Directors	Declarations of Independence	Senior Management	Table on Partnership and Shareholding	Additional Information on Our Operations	Investor Relations	Sustainability Principles Compliance Framework	Corporate Governance Compliance Report	Corporate Governance Information Form	<u>Risk Management and Internal Control Mechanism</u>
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Risk Management and Internal Control Mechanism

Information on the Board of Directors

1.1. Structure and Formation of the Board of Directors

The Company is governed and represented by a Board of Directors consisting of 12 members elected in the General Assembly. The CCI Board of Directors consists of a total of 12 members, with 7 members being Group A shareholders, 1 being a Group B shareholder and 4 being independent members.

At the General Assembly held on April 5, 2024, board members were elected to serve for a period of 1 year, until the next Ordinary General Assembly which will be held to discuss 2024 outcomes. At the same General Assembly, the Chairperson and board members were authorized to perform the activities specified in Articles 395 and 396 of the Turkish Commercial Code.

Since the Corporate Governance Committee may fulfill the duties of a separate Nomination Committee in case such committee cannot be formed for building the Board of Directors in accordance with the Corporate Governance Guidelines, the Corporate Governance Committee evaluated the proposed candidates for management and shareholders as well as independent members, consisting of Lale Develioğlu, Barış Tan, Emin Ethem Kutucular and İlhami Koç, by taking into account whether these candidates meet the criteria for independent membership, and submitted the relevant evaluation to Board of Directors' approval on March 29, 2023.

Candidates for independent membership on the Board of Directors also submitted their written statements to the Corporate Governance Committee at the time of their nomination, declaring that they were indeed independent in accordance with the criteria specified in the Legislation, Articles of Association and the Communiqué.

The membership requests of the Independent Board Member candidates were evaluated by the Capital Markets Board at its meeting held on February 16, 2023 and the Board decided not to express any negative opinion on the aforementioned independent Board Member candidates. Member resumes for Board of Directors, including their declaration of independence and duties outside the Company, are available both in the 2024 Integrated Annual Report and on the Company website.

Although board members are not restricted from accepting other duties outside the Company, they are required to obtain a written approval from the Chairperson of the Board of Directors to serve as a director or member in any other profitmaking company's Board of Directors and such approval

must be renewed each year, as clearly stated in the Company Code of Ethics.

Individuals elected as independent members to the Board of Directors are not registered and declared on behalf of the legal entity.

In 2024, no situation arose that eliminated the independence of the independent members serving as Board Members.

Currently, Lale Develioğlu is the only female member of the Company's Board of Directors. A recommendation has been communicated to our Board of Directors by the Corporate Governance Committee to increase the number of female members in our Board of Directors in the upcoming years and we continue our work towards this goal.

1.2. Operating Principles of the Board of Directors

The procedures and frequency for Board of Directors meetings, meeting and decision quorum, method of filing appeals to Board decisions and the validity of Board decisions are clearly described in the Articles of Association. The duties and authorities held by the Board of Directors are specified in the Internal Directive on Authorization for Coca-Cola İçecek A.Ş. Activities prepared in accordance with Articles 367, 371 and other relevant provisions of the Turkish Commercial Code.

The agenda of Board of Directors meetings consists of the re-discussion topics from the previous Board meeting as well as the topics determined by the Company senior management. Any board member can add other topics to the agenda by notifying the senior management. The topics that need to be discussed by the Board are communicated to the Chief Financial Officer and compiled to prepare an agenda for the next meeting. Board of Directors meeting dates are determined at the beginning of each year and communicated to the members.

In general, the Board of Directors holds five regular meetings during a year, although board members may also convene in case of extraordinary events and to make decisions on important agenda topics. The Chairperson, Vice Chairperson and each board member have the right to call a Board meeting and/or to add topics of interest to the relevant meeting agenda by notifying each board member at least fifteen (15) days before the meeting.

Board of Directors	Declarations of Independence	Senior Management	Table on Partnership and Shareholding	Additional Information on Our Operations	Investor Relations	Sustainability Principles Compliance Framework	Corporate Governance Compliance Report	Corporate Governance Information Form	<u>Risk Management and Internal Control Mechanism</u>
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Invitations to such meetings must be sent by fax, followed by the original invitation which will be sent by a courier service providing written proof of receipt or registered mail service. Board members may waive their right to receive invitations in writing. Board meetings are held at the Company HQ or elsewhere in Türkiye or abroad as may be decided by the Board during a regular meeting with a quorum. The Board of Directors may take decisions without holding a meeting in accordance with Article 390/4 of the Turkish Commercial Code. The meeting and decision quorum specified in Company's Articles of Association shall also apply to such decisions. Five Board Meetings were held in 2023.

The Company's General Counsel fulfills the duties of the Board of Directors secretary. All queries and topics discussed during a meeting are recorded in a meeting report.

While the board member attendance rate of the 5 meetings held during 2023 financial year is 97%, members take care to attend each meeting and share their opinions. If a member fails to attend a meeting but submits his/her opinion in writing, the relevant opinion is notified to other members.

If any information recorded in a meeting report constitutes a trade secret, such information is not disclosed to the public. However, all important topics of decision are made public through a material disclosure.

Board members do not have voting and/or veto rights in the event of a tie. Including the Chairperson of the Board of Directors, each board member has only one vote, and the principle of weighted voting is not practiced.

All related party transactions and Board of Directors decisions require the approval of the majority of independent members in accordance with the Corporate Governance Guidelines. Although no transactions in 2024 fell under the significant category as described in the Corporate Governance

Guidelines, the majority of the independent board members participated in the decisions taken by the Board of Directors.

Our Company holds an insurance against any damages to the Company possibly arising from misconduct of any board members during their duty and the policy coverage exceeds 25% of the Company capital in accordance with Article 4.2.8 of the Corporate Governance Communique issued by the Capital Market Board. The limit of total annual liability is determined in accordance with the decision of the Company Management. For the time being, the limit is expected to remain at the current levels.

1.3. Number, Structure and Independence of Committees Established under the Board of Directors

There are three committees working under the CCI Board of Directors.

Audit Committee

The Audit Committee was established in accordance with the Board of Directors decision dated July 21, 2004. Pursuant to the resolution by the Board of Directors on April 19, 2024, independent Board Member Emin Ethem Kutucular was appointed as the Audit Committee Chairperson and Independent Board Member Barış Tan as the Committee Member.

Corporate Governance Committee

At CCI's Board of Directors Meeting on July 31, 2008, a decision was taken to create a "Corporate Governance Committee" which would consist of board members. At the Board of Directors Meeting on April 19, 2024, İlhami Koç was appointed as the Corporate Governance Committee Chairperson while Talip Altuğ Aksoy, Burak Başarır, M. Hurşit Zorlu, R. Yılmaz Argüden, Esel Yıldız Çekin and Çiçek Uşaklıgil Özgüneş were appointed as committee members. On November 29, 2024, Burak Berki was appointed to replace Çiçek Uşaklıgil Özgüneş, effective from December 1, 2024.

At our Company, it is Corporate Governance Committee's task to oversee the work of the Investor Relations Department. In this context, the committee determines the standards for all disclosures as well as the basic principles for investor relations, reviews these standards and principles including the compliance status on an annual basis, and makes necessary recommendations to the Board of Directors. A report is prepared by Investor Relations Department regarding their performance and submitted to the Committee at each Corporate Governance Committee Meeting, and this report is also communicated by the Committee to the Board of Directors.

Early Risk Detection Committee

The CCI Early Risk Detection Committee was established in accordance with the Board of Directors decision dated May 23, 2012. In accordance with the decision of the Board of Directors on April 19, 2024, Lale Develioğlu was appointed as the Chairman of the Early Risk Detection Committee while Burak Başarır, M. Hurşit Zorlu, Agah Uğur and Emin Ethem Kutucular were appointed as committee members.

Sustainability Committee

CCI's Board of Directors resolved in its Board Resolution dated April 19, 2024 to establish a "Sustainability Committee", and at the meeting of the same date, it was decided to appoint Barış Tan as the Chairman of the Sustainability Committee, and Burak Başarır and Lale Develioğlu as "Sustainability Committee Members".

Pursuant to Corporate Governance Guideline No. 4.5.3 and the Board of Directors decision dated April 5, 2024, all members of the Audit Committee as well as the chairpersons of other committees were elected from among board members. In accordance with the Guidelines, the General Manager of the Company is not involved in any committees. No committee members are allowed to serve on more than one committee. Duties associated with the Nomination Committee and Remuneration Committee, which are not yet established under the Board of Directors, are currently fulfilled by the Corporate Governance Committee in accordance with the Corporate Governance Guidelines.

Board of Directors	Declarations of Independence	Senior Management	Table on Partnership and Shareholding	Additional Information on Our Operations	Investor Relations	Sustainability Principles Compliance Framework	Corporate Governance Compliance Report	Corporate Governance Information Form	<u>Risk Management and Internal Control Mechanism</u>
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1.4. Board Evaluation on the Working Principles and Performance of the Board of Directors

Regulations governing the duties and working principles of these four committees were also updated in accordance with the new Corporate Governance Guidelines and approved by the Board of Directors on April 30, 2014. Regulations are made available to the public through the Company website.

In 2024, all Committees under the Board of Directors fulfilled their duties and responsibilities in an effective manner in accordance with the Corporate Governance Guidelines as well as their own Regulations. In alignment with the annual meeting plans specified in their own regulations and as required for effective performance in 2024.

- > The Audit Committee convened four times, on 7 March 2024, 28 May 2024, 24 September 2024 and 17 December 2024,
- > The Corporate Governance Committee convened four times on 22 February 2024, 23 July 2024, 24 September 2024 and 17 December 2024.
- > The Early Risk Detection Committee convened on 28 May, 2024 and 17 December, 2024 and submitted their reports containing information about their performance and yearly meeting outcomes to the Board of Directors. The Early Risk Detection Committee submitted information about its performance to the Board of Directors six times during the year.
- > The Sustainability Committee convened twice, first on 23 July 2024 and then on 17 December 2024.

Accordingly.

Being responsible for effective implementation of an internal control system as well as taking all necessary measures to ensure all internal and independent audits are conducted in an adequate and transparent manner, the "Audit Committee" submitted all recommendations it had in its areas of responsibility to the Board of Directors, including opinions and recommendations regarding internal audits and the internal control system.

Established to monitor the Company's compliance with Corporate Governance Guidelines, implement improvements and submit recommendations to the Board of Directors, the "Corporate Governance Committee" determined the compliance status for Corporate Governance Guidelines across the Company along with the rationale of possible noncompliance issues and conflicts of interest culminated due to this conflict, and made recommendations to the Board of Directors for improving corporate governance practices, and supervised the shareholder relations unit. The Committee also monitored the performance of the Investor Relations Department.

Working to identify the risks that may pose a threat to Company's existence, growth and future sustainability at an early stage, to implement necessary measures for identified risks and to manage such risks, the "Early Risk Detection Committee" also reviewed the Company's risk management systems in accordance with the Corporate Governance Guidelines and the Early Risk Detection Committee Regulation.

Information on Stakeholders

2.1. Stakeholder Notification

The Coca-Cola Contact Line (0800 261 19 20) is open to all consumers. Consumers, customers and shareholders can also contact us using the communication forms on our website at www.cci.com.tr.

Information exchange with distributors and other customers is maintained through regular distributor meetings as well as field meetings organized by authorized staff in a number of regions.

In addition, customers and suppliers are able to submit their opinions to the Company management through oral or written communication.

In order to improve procured material and service quality and keep up with other industry developments and pilot activities performed under joint projects, several supplier meetings are organized.

The extensive information network established between our Company and the customers allow for real-time exchange of information.

Changes implemented through the e-sales system on the Internet are immediately notified to our customers, and in necessary cases training and satisfaction surveys are provided.

Necessary mechanisms have been established by the Corporate Governance Committee for stakeholders to communicate Company's unlawful or unethical transactions to the Corporate Governance or Audit Committees. On the other hand, the Corporate Governance Committee is obliged to follow up with the management to make sure a system is established by the management for business codes of conduct and the code of ethics in accordance with the Company statute. The Audit Committee also checks if the management monitors Company compliance with business codes of conduct and the code of ethics, misconduct risk assessments are made and training is provided for misconduct & business codes of conduct as well as ethical principles.

2.2. Stakeholder Engagement in Governance

Individuals, groups or organizations that are affected by our activities or that have an effect on our activities are defined as stakeholders. The following communication platforms are employed to engage stakeholders in governance and their opinion is taken into account in decision making processes.

Board of Directors	Declarations of Independence	Senior Management	Table on Partnership and Shareholding	Additional Information on Our Operations	Investor Relations	Sustainability Principles Compliance Framework	Corporate Governance Compliance Report	Corporate Governance Information Form	<u>Risk Management and Internal Control Mechanism</u>
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Stakeholders	Dialogue Platform
Employees	Employee engagement and satisfaction survey, Workplace, Digital Screens, CokePort, Press releases, CCIdea Platform and Innovation Day, CCI Training Programs, Leadership Development Trainings, Sales etc. Incentive programs, reputation surveys, status assessments or service level measurement surveys, digital screens, CEO meetings, volunteering programs, Occupational Health and Safety Committee, Women Employees Committee, Service Development Committee for Food and Cafeteria. Disciplinary Board, Incident Assessment Committee, Diversity and Inclusion Advisory Committee.
Distributors/Sellers	Distributor meetings, diagnostic studies, regular visits, training programs, plant visits, distributor satisfaction surveys, Distributor Portal. CCI Sales Point Hotline.
Shareholders	General Assemblies, CCI website, Public Disclosure Platform (PDP).
Customers	Trainings, support programs, regular visits, plant visits, Coca-Cola Customer Road Show, Customer satisfaction surveys, CCI Sales Point Hotline, Focus group workshops, joint business planning meetings.
Suppliers	Training programs, improvement audits, plant visits, supplier days, supplier performance scores, supplier surveys, cooperation portal.
Investors	Annual reports, investor conferences, analyst meetings, investor presentations, integrated activity report, website, social media accounts, webcast, Investor Relations Department, e-mail distributions, special case announcements, Public Disclosure Platform, direct feedback forms through website, perception and satisfaction surveys, CDP Climate Change Report, CDP Water Report, Sustainability Index Assessment.
Public Institutions and Organizations	Briefings for industry specific development, full compliance with laws and regulations, support for infrastructure investments, reputation surveys.
NGOS	Project partnerships, corporate and individual employee memberships, participation in conferences and presentations, reputation surveys, Stakeholder Day.
Union	Union representation, collective labor agreements, representative meetings, plant visits.
Media	Periodical information, statements, support programs, regular visits, website, plant visits, reputation surveys.
Consumers	Coca-Cola Call Center. Coca-Cola Türkiye "Merak Ettim" Platform , website, informative publications, plant visits, product labels.
Sector Groups	Corporate memberships, joint projects, participation in meetings and conferences.
Community	Donations, website, plant visits, support programs, voluntary practices, Coca-Cola Call Center, information through mass communication, product labels, advertisement and marketing activities, environmental training sessions, social engagement projects, field studies, meetings, survey and eliciting opinions, reputation surveys, the "Merak Ettim" Platform, Corporate Publications, Integrated Annual Report.

Board of Directors	Declarations of Independence	Senior Management	Table on Partnership and Shareholding	Additional Information on Our Operations	Investor Relations	Sustainability Principles Compliance Framework	Corporate Governance Compliance Report	Corporate Governance Information Form	<u>Risk Management and Internal Control Mechanism</u>
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Mechanism for Risk Management and Internal Control

At CCI, the Risk Management and Internal Control System is under the responsibility and control of the Company Management. The Corporate Risk Management function, which works to provide the management with assurance and advice on these matters, reports directly to the Committee for the Early Detection of Risks.

Within the framework of Corporate Risk Management, the CCI Senior Management identifies potential important opportunities and threats in terms of the Company's attainment of its targets and manages these in accordance with our company's risk appetite. Corporate Risk Management is a systematic and disciplined process that was formed for the purpose of identifying CCI's business strategies, affected by all of the company's employees, and covering all of the company's practices.

Risks that may affect the Company's attainment of its targets are submitted to the management for its assessment, in coordination with the Corporate Risk Management function, and priority risks are identified. Priority risks and action plans aimed at mitigating these risks are shared with the Committee for the Early Detection of Risks in order to be submitted to the Board of Directors. The management and continuity of this process, which is integrated with strategic business plans, are supported by the Corporate Risk Management software.

Some methods used to manage our risks are as follows:

- › Performance and risk indicators are used as an early warning system for monitoring risks and taking necessary measures in a timely manner. The SAP system, which is integrated to all processes at the company, and which includes instantly generated data, is an effective technological decision support system allowing the monitoring of key performance and key risk indicators.

- › These use and activity results are monitored instantly, which have removed human errors and have increased the effectiveness of the early detection of risk and the internal control system. At the same time, the internal communication system using advanced technology also allows quick responses and solutions to problems that are encountered.
- › Business continuity and crisis management studies are conducted in order to prevent and mitigate losses caused by risks that may give rise to interruptions in business and production, such as natural risks and supply chain problems, and these are supported by effective insurance management efforts.
- › To prevent the systems from being affected, or data loss, in the case of any extraordinary incident, investments are made in backup systems along with cyber-security warning and protection systems.
- › In line with our Global strategy of World Without Waste, studies are carried out to identify risks related to our packaging materials, implement sustainable and innovative packaging and waste solutions, and to establish coordination with local officials with respect to waste collection and recycling.

The Internal Audit Department regularly reviews the company's risk management and internal control system within the framework of the audit plan it has prepared based on risks, in order to ensure the following, and reports its findings to the Audit Committee and the Company Management:

- › Effectiveness and efficiency of operations
- › Protection of company assets
- › Accuracy and reliability of financial and operational information

Company's Strategic Targets

Targets and critical performance indicators that are parallel with the company's vision and mission are identified within the scope of the annual Strategic Operation Plans. These targets and critical performance indicators are approved by the Board of Directors at budget meetings organized at the end of the previous year. Board of Directors reviews operational results during regular meetings by comparing them with the previous year's performance and target indicators.

Financial Rights

At the CCI Ordinary General Assembly meeting held on April 5, 2024, it was resolved that each of the Independent Board Members be paid a total annual gross remuneration of TL 1,800,000.

There are no other salaries or benefits provided to the Board Members. The salaries and benefits which the Board Members become entitled to are not determined according to their performances. All Board Members and executives are covered by a Executive Liability Insurance. CCI has provided no funds or loans to any of its Board Members and there are no persons to whom it has personally lent money through a third party, and no guarantees or collaterals, such as compensation, that it has provided in favor of a third party.

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Corporate Governance Policies

6.1. CCI Profit Distribution Policy

Our company distributes profits in accordance with the provisions of the Turkish Commercial Code, Capital Market Regulations, Tax Regulations and other relevant regulations as well as the provision of our Articles of Association regarding profit distribution. Our Company targets to distribute up to 50% of distributable profits as cash and/ or bonus shares each year. The profit distribution policy is subject to investment and other fund requirements associated with the long-term company growth as well as any special circumstances brought by extraordinary economic conditions.

A separate decision is taken by the Board of Directors regarding the dividends for each financial year and this decision is submitted for General Assembly approval. Profit distribution begins on the date determined by the General Assembly, no later than the end of the year in which the General Assembly is held. The Company may opt for distributing the dividend as advance payments or paying it in equal or different amounts as installments in accordance with the provisions of the applicable legislation. The Board of Directors reserves the right to submit a distribution model with a higher rate than specified for General Assembly approval as long as such a model does not violate investment plans or business requirements.

No concessions are granted to shareholders regarding profit sharing.

6.2. CCI Compensation Policy

Provisions of the applicable Labor Law No. 4857, surviving Article 14 of the annulled Labor Law 1475 and provisions of Coca-Cola İçecek A.Ş. Human Resources Policy are taken into account when determining the compensation policy for Company employees. For employees who work under the Collective Labor Agreement, the relevant Agreement provisions on severance and notice pay are taken as basis to determine and execute the compensation policy.

Severance Pay

Severance pay is granted to employees (or their legal heirs in case of death) who are terminated according to one of the conditions requiring severance pay as specified by the provisions of the surviving Article 14 of the Labor Law No. 1475 as repealed by Labor Law No. 4857 for their duration of service, on condition that such employees have completed at least a full working year.

The actual number of days subject to severance pay is calculated in accordance with Company Regulations, and the Collective Labor Agreement for unionized employees.

Notice Period and Pay

In cases requiring a notice period, Article 17 of the Labor Law No. 4857, or for unionized employees, provisions of the Collective Labor Agreement are taken into account.

Moreover, an employee may also be terminated by paying his/ her full wages up to the end of the relevant notice period in cash. In cases where a notice period is granted, a jobseeker allowance is provided to the employee.

6.3. CCI Human Resources Policy

CCI Human Resources Policy aims to ensure that CCI is a preferred employer, by creating a competent organization that consists of employees who are highly committed to the company. In line with this purpose, the principle of continuous improvement is taken as a basis by considering the following main strategic priorities:

- › Development of main organizational competencies on a corporate level to boost competitiveness
- › Acquiring and developing talent to ensure succession of leadership positions

- › Promoting employee loyalty and performance
- › Building a corporate culture which values diversity and uses it as a leverage

At CCI, all human resources systems, such as workforce planning, recruitment and placement, performance management, talent management, training and development management, compensation and benefits management, and rewards management, are based on the principle of ensuring, promoting and rewarding continuous development and superior performance.

Employee development is a part of annual individual goals for all managers and employees, and in this context their performance is measured accordingly.

Competence development is also seen as an important element of employee development and superior performance, in addition to know-how and skills development.

Our recruitment process is based on the Leadership Behaviors defined as "Impact and Influence, Motivate and Inspire, Partner with Customer, Appreciate Others, Continuously Raise The Bar, Think About Tomorrow", while focusing on employee development.

To achieve this goal, we publish all policies and procedures related to human resources on a platform that is available to all employees, announce vacant internal positions to our employees, regularly gather employee opinions and suggestions through regular internal customer satisfaction and employee loyalty surveys, create and implement action plans for new development areas, offer all employees access to an e-learning platform so that they can receive necessary training on their respective development areas, and maintain communication between employees and the management through a number of methods such as open meetings and human resources briefings.

ANNEXES

#ResilienceInAction

Statement of Responsibility for the Annual Report	Independent Auditor Report	Operational Performance	Financial Performance	Independent Auditor Report	Consolidated Financial Statements	Profit Distribution	CCI Reporting Guidelines	Management System Standards and Principles	Independent Assurance	Sustainability Performance Indicators	Memberships	Additional Explanations for BIST	Content Indices	Contributing to Sustainable Development Goals	Contact Information
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Statement of Responsibility for The Annual Report

BOARD OF DIRECTORS' DECISION ON THE ACCEPTANCE OF THE ANNUAL REPORT AND FINANCIAL STATEMENTS:

RESOLUTION DATE: March 4, 2025

RESOLUTION NO: 7

**DECLARATION OF LIABILITY IN ACCORDANCE WITH PART TWO,
ARTICLE 9 OF THE "PRINCIPLES FOR FINANCIAL REPORTING
IN THE CAPITAL MARKET COMMUNIQUE (II-14.1)"
ISSUED BY THE CAPITAL MARKET BOARD**

March 4, 2025

Integrated Annual Report for the accounting period of 1 January - 31 December 2024, which were prepared pursuant to the Annual Activity Report within the scope of the Turkish Commercial Code and CMB Communique Series: II-14.1. and Corporate Governance Compliance Report and Corporate Governance Information Form which were prepared in accordance with CMB Communique Series: II-17.1 and Capital Markets Board decision dated 10.01.2019 and numbered 2/49 were approved by our Board of Directors and the Audit Committee. Within the framework of related legislation, we hereby declare that the above-mentioned reports:

- Were reviewed.
- To the best of our knowledge within our duties and responsibilities in the Company, do not contain any inaccurate statements on important matters or deficiencies that may result in a misleading statement as of the date of such disclosure.
- To the best of our knowledge within our duties and responsibilities in the Company, the financial charts prepared in accordance with the Capital Markets Board's Communique No. II-14.1 truthfully present the actual state of Company assets, liabilities, financial condition and profit/loss, including those consolidated and that the annual report reflects the growth and performance of the Company's business, and faithfully reflects the Company's financial state, including any significant risks and uncertainties that it is subject to,

Kind regards,

Çiçek Uşaklıgil Özgüneş
CFO

Emin Ethem Kutucular
Audit Committee Chairperson

Barış Tan
Audit Committee Member

Statement of Responsibility for the Annual Report	Independent Auditor Report	Operational Performance	Financial Performance	Independent Auditor Report	Consolidated Financial Statements	Profit Distribution	CCI Reporting Guidelines	Management System Standards and Principles	Independent Assurance	Sustainability Performance Indicators	Memberships	Additional Explanations for BIST	Content Indices	Contributing to Sustainable Development Goals	Contact Information
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Independent Auditor Report



**CONVENIENCE TRANSLATION INTO ENGLISH OF
INDEPENDENT AUDITOR'S REPORT
ON THE BOARD OF DIRECTORS' ANNUAL REPORT
ORIGINALLY ISSUED IN TURKISH**

To the General Assembly of Coca-Cola İçecek A.Ş.

1. Opinion

We have audited the annual report of Coca-Cola İçecek A.Ş. (the "Company") and its subsidiaries (collectively referred to as the "Group") for the period 1 January - 31 December 2024.

In our opinion, the financial information and the analysis made by the Board of Directors by using the information included in the audited financial statements regarding the Group's position in the Board of Directors' Annual Report are consistent and presented fairly, in all material respects, with the audited full set consolidated financial statements and with the information obtained in the course of independent audit.

2. Basis for Opinion

Our independent audit was conducted in accordance with the Independent Standards on Auditing that are part of the Turkish Standards on Auditing (the "TSA") adopted within the framework of the regulations of the Capital Markets Board and issued by the Public Oversight Accounting and Auditing Standards Authority ("POA"). Our responsibilities under those standards are further described in the Auditor's Responsibilities in the Audit of the Board of Directors' Annual Report section of our report. We hereby declare that we are independent of the Group in accordance with the Ethical Rules for Independent Auditors (including Independence Standards) (the "Ethical Rules") and the ethical requirements regarding independent audit in regulations issued by POA and the regulations of the Capital Markets Board and other relevant legislation that are relevant to our audit of the financial statements. We have also fulfilled our other ethical responsibilities in accordance with the Ethical Rules and regulations. We believe that the audit evidence we have obtained during the independent audit provides a sufficient and appropriate basis for our opinion.

3. Our Audit Opinion on the Full Set Consolidated Financial Statements

We expressed an unqualified opinion in the auditor's report dated 4 March 2025 on the full set consolidated financial statements for the period 1 January - 31 December 2024.

4. Board of Director's Responsibility for the Annual Report

Group management's responsibilities related to the annual report according to Articles 514 and 516 of Turkish Commercial Code ("TCC") No. 6102 and Capital Markets Board's ("CMB") Communiqué Serial II, No:14.1, "Principles of Financial Reporting in Capital Markets" (the "Communiqué") are as follows:

- a) to prepare the annual report within the first three months following the balance sheet date and present it to the General Assembly;
- b) to prepare the annual report to reflect the Group's operations in that year and the financial position in a true, complete, straightforward, fair and proper manner in all respects. In this report financial position is assessed in accordance with the financial statements. Also in the report, developments and possible risks which the Group may encounter are clearly indicated. The assessments of the Board of Directors in regards to these matters are also included in the report.

- c) to include the matters below in the annual report:
 - events of particular importance that occurred in the Company after the operating year,
 - the Group's research and development activities,
 - financial benefits such as salaries, bonuses, premiums and allowances, travel, accommodation and representation expenses, benefits in cash and in kind, insurance and similar guarantees paid to members of the Board of Directors and senior management.

When preparing the annual report, the Board of Directors considers secondary legislation arrangements enacted by the Ministry of Trade and other relevant institutions.

5. Independent Auditor's Responsibility in the Audit of the Annual Report

Our aim is to express an opinion and issue a report comprising our opinion within the framework of TCC and Communiqué provisions regarding whether or not the financial information and the analysis made by the Board of Directors by using the information included in the audited financial statements in the annual report are consistent and presented fairly with the audited consolidated financial statements of the Group and with the information we obtained in the course of independent audit.

Our audit was conducted in accordance with the TSAs. These standards require that ethical requirements are complied with and that the independent audit is planned and performed in a way to obtain reasonable assurance of whether or not the financial information and the analysis made by the Board of Directors by using the information included in the audited financial statements in the annual report are consistent and presented fairly with the audited consolidated financial statements and with the information obtained in the course of audit.

PwC Bağımsız Denetim ve Serbest Muhasebeci Mali Müşavirlik A.Ş.

Burak Özpoyraz, SMMM
Independent Auditor

Istanbul, 4 March 2025

Statement of Responsibility for the Annual Report	Independent Auditor Report	Operational Performance	Financial Performance	Independent Auditor Report	Consolidated Financial Statements	Profit Distribution	CCI Reporting Guidelines	Management System Standards and Principles	Independent Assurance	Sustainability Performance Indicators	Memberships	Additional Explanations for BIST	Content Indices	Contributing to Sustainable Development Goals	Contact Information
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Operational Performance

Sales Volume

Consolidated

CCI's consolidated sales volume for 2024 was 1.5 billion unit cases ("UC"), with a decrease of 2.2% compared to the previous year. Iraq, Azerbaijan and Türkiye contributed positively to volume growth with growth of 12.1%, 9.3% and 0.1% respectively, while Pakistan, Kazakhstan and Uzbekistan limited the volume performance. Overall, the share of international operations in the volume was 62.2%, with a decrease of 88 basis points annually.

Throughout 2024, we faced a challenging operating environment driven by economic turmoil, high inflation pressures, and ongoing geopolitical developments.

These factors had a significant impact on consumer confidence, purchasing power, and overall demand dynamics. In this context, we focused on areas where we could make an impact. We remained committed to our purpose of creating value for all our stakeholders by maintaining our world-class daily operations and advancing on our long-term strategic targets.

The sparkling beverage category witnessed a decrease of 4.4% p.a. in 2024, with Coca-Cola™ performance remaining close to the category trend. The still beverage category grew an additional 9.4% on top of the 6.2% increase in 2023, led by strong 19.7% growth of Fusetea, while the water category grew 5.8% annually.

Volume (million unit cases)	2024	2023	Annual Change %
Türkiye	568	567	0.1%
International	934	968	-3.6%
Consolidated	1,501	1,535	-2.2%

We continued to follow consumer behavior and focused on small packs, the on-site consumption channel, and low-sugar/sugar-free portfolio, thereby accelerating growth. Accordingly, the share of small packs in total increased by 183 basis points, reaching 29.2% in 2024, while the share of the on-site consumption channel was 20.2%, a figure that is parallel with the previous year. In 4Q24, the share of small packs in total increased by 106 basis points, reaching 32.4%, while the share of the on-site consumption channel was 21.6%. Continuing to focus on the low-sugar/sugar-free portfolio also yielded positive results, and the share of the low-sugar/sugar-free portfolio in total sparkling beverage sales increased by 2.5 points on an annual basis, reaching 15.8% as of 2024.

Türkiye

Volume growth in Türkiye in 2024 was 0.1% compared to the previous year. The 18.4% growth achieved in the fourth quarter painted a positive picture for the future. On top of the low base in 4Q23, which was shaped by the political unrest in the Middle East late last year, high inflation and the minimum wage that remained constant, our successful implementation of our marketing plans combined with correct pricing enabled strong volume growth.

The share of small packs in total increased by 16 basis points, reaching 33.7% in 2024. The share of the on-site consumption channel in Türkiye decreased slightly by 96 basis points, down to 31.6%, while the share of the traditional channel increased by 238 basis points, reaching 37.9%. The continued focus on the low-sugar/sugar-free portfolio also had a positive impact on the results, and the share of the low-sugar/sugar-free portfolio in total sparkling beverage sales increased by 7 points annually as of the full year of 2024, reaching 46.1%.

International

International operations declined by 3.6% p.a. in 2024, mainly driven by weakening volume momentum in Pakistan. However, they grew by 1.4% p.a. in 4Q24, driven by positive contributions from Pakistan, Iraq and Azerbaijan.

Our focus on quality portfolio mix continued to yield positive results in our international operations. The share of small packs in total increased by 271 basis points, reaching 26.4% in 2024, while the share of the on-site consumption channel increased by 13 basis points, reaching 13.1%.

Pakistan's economy witnessed significant developments in 2024. Inflation, which was 29.7% in the same period last year, fell sharply to 4.1% in December 2024. However, high energy costs, taxes and the ongoing cumulative inflation impact continued to weigh on consumer confidence and spending. Accordingly, Pakistan recorded a volume decline of 14.2% in 2024, compared to the previous year (as opposed to the previous year's decline of 16.4%), and an increase of 4.8% in 4Q24 (as opposed to the previous year's decline of 31.7%).

Iraq recorded a remarkable volume growth of 12.1% in 2024, on top of the last year's growth of 10.7%. The growth in the Iraq sparkling beverage category in 2024 was the highest ever achieved in the Coca-Cola system globally. Similarly, Azerbaijan also witnessed a volume growth at the rate of 9.3% p.a. in 2024. The positive volume performance in both countries reflects the positive impact of a combination of strong consumer-focused plans and disciplined market execution.

Uzbekistan witnessed a volume contraction of 3.8% due to the new regulations and taxes introduced after the strong base of last year, when it recorded an impressive growth of 25.8%. Kazakhstan's volumes declined by 6.4% p.a. in 2024, after two consecutive years of growth, partly due to temporary migration from neighboring countries. While Kazakhstan's sparkling beverage category decreased by 10.4% in 2024, the still beverage category managed to increase by 6.9% in the same period.

Statement of Responsibility for the Annual Report	Independent Auditor Report	Operational Performance	Financial Performance	Independent Auditor Report	Consolidated Financial Statements	Profit Distribution	CCI Reporting Guidelines	Management System Standards and Principles	Independent Assurance	Sustainability Performance Indicators	Memberships	Additional Explanations for BIST	Content Indices	Contributing to Sustainable Development Goals	Contact Information
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Financial Performance

- › Net sales revenue (“NSR”) decreased by 5.6% compared to the previous year, going down to TL 137.7 billion, while NSR/uc decreased by 3.5% in the same period. With the exclusion of the effect of inflation accounting, NSR and NSR/uc increased by 42.6% and 45.8%, respectively, as a result of effective revenue growth management actions.
- › Türkiye recorded a 7.5% and 7.6% decrease in NSR and NSR/uc in 2024, respectively. With the exclusion of the TAS 29 adjustments, NSR increased by 48.6% in Türkiye. NSR/uc improved by 48.4% annually, reaching TL 95.97, as a result of our continued focus on effective revenue growth management actions.
- › In international operations, net sales revenue decreased by 3.9% annually, going down to TL 75.5 billion, while NSR/uc recorded a minimal decrease of 0.3% annually. Although local currency prices increased in major markets, inflation remained below the adjusted rate. With the exclusion of the impact of TAS 29, NSR and NSR/uc increased by 38.8% and 43.9% p.a., respectively.

	Net Sales (TRY million)		Revenue Per Unit Case (TRY)	
	2024	YoY Change %	2024	YoY Change %
Türkiye	62,391	-7.5%	109.9	-7.6%
International	75,498	-3.9%	80.9	-0.3%
Consolidated	137,683	-5.6%	91.7	-3.5%

- › In Türkiye, effective cost management significantly increased gross margin performance as a result of the positive course of sugar and other raw material prices as well as the relatively stronger Turkish Lira. Türkiye recorded a 599 basis point annual gross margin increase in 2024. With the focus on affordability in international operations, price increases lagged behind the increase in certain cost items. Accordingly, the gross margin of international operations narrowed by 43 basis points annually. Overall, consolidated gross margin increased by 259 basis points annually, reaching 35.3% as a result of Türkiye's successful performance. With the exclusion of the TAS 29 adjustments, gross margin was supported by the significant increase in Türkiye and improved by 132 basis points, reaching 36.8%.
- › The increase in operating expenses was mainly due to employment, digital technology and insurance-related expenses. Accordingly, our consolidated EBIT margin decreased by 61 basis points, going down to 13.7%. With the exclusion of the TAS 29 accounting, EBIT margin decreased by 169 basis points, declining to 16.3%.
- › EBITDA margin improved by 47 basis points, reaching 18.4% in 2024. With the exclusion of the TAS 29 accounting, EBITDA margin decreased by 97 basis points compared to the previous year, declining to 19.8% in 2024.
- › Net financing expense, including lease liabilities related to TFRS 16, which was (6,061) million TL in 2023, reached (8,747) million TL in 2024 due to the increase in interest rates and higher borrowing levels.

Financial Income / (Expenses) (TRY million)	4Q24	4Q23	2024	2023
Interest income	467	514	1,840	1,408
Interest expense (-)	-2,459	-1,938	-9,593	-6,391
FX gain / (loss) - Borrowings	34	-864	-1,431	-4,663
Other	-70	505	436	3,586
Financial Income / (Expense) Net	-2,027	-1,782	-8,747	-6,061

Statement of Responsibility for the Annual Report	Independent Auditor Report	Operational Performance	Financial Performance	Independent Auditor Report	Consolidated Financial Statements	Profit Distribution	CCI Reporting Guidelines	Management System Standards and Principles	Independent Assurance	Sustainability Performance Indicators	Memberships	Additional Explanations for BIST	Content Indices	Contributing to Sustainable Development Goals	Contact Information
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- > Non-controlling interests (minority interests) increased from TL 838 million in 2023 to TL 78 million in 2024. Due to gaining ownership of all Pakistan operations as of November 2023 led to a decrease in minority shares compared to the previous year.
- > Net profit was recorded as TL 14.8 billion in 2024. Without TAS 29 accounting, the net profit increased by 12.5% in TL basis, reaching TL 9.3 billion.
- > Free cash flow ("FCF"), which was TL 5.6 billion in 2023, became TL (2.2) billion in 2024. In line with our principle of investing ahead of demand, two new facility and line investments were completed during the year. Excluding the effect of inflation accounting, free cash flow was recorded as TL 1.6 billion.
- > As of 2024, investment expenditures amounted to 12.5 billion TL. 26% of total investment expenditures were for Türkiye operations and 74% for international operations. The Investment Expenditures/Sales ratio was recorded as 9.1% this year, compared to the previous year's rate of 6.1%.
- > Consolidated debt was TL49.1 billion (USD1.39 billion) and consolidated cash was TL23.3 billion (USD662 million) as of December 31, 2024, and consolidated net debt was TL25.8 billion (USD729 million). The ratio of net debt to consolidated EBITDA is 1.02x as of December 31, 2024.

- > As of December 31, 2024, 51% of our consolidated financial debt is in USD, 6% in EUR, 29% in TL and the remaining 14% in other currencies. This indicates a significant decrease in the foreign exchange position compared to the previous year, when the share of local-currency loans was 26% and the share of USD and EUR was 74%.
- > The average maturity of the consolidated debt portfolio is 3 years and the maturity profile is as follows:

Maturity Date	2025	2026	2027	2028	2029-30
% of total debt	42%	7%	4%	4%	43%

Financial Leverage Ratios	2024	2023
Net Debt / EBITDA	1.02	0.82
Debt Ratio (Total Fin. Debt / Total Assets)	33%	34%
Total Borrowings / Shareholders' Equity	80%	82%

Statement of Responsibility for the Annual Report	Independent Auditor Report	Operational Performance	Financial Performance	Independent Auditor Report	Consolidated Financial Statements	Profit Distribution	CCI Reporting Guidelines	Management System Standards and Principles	Independent Assurance	Sustainability Performance Indicators	Memberships	Additional Explanations for BIST	Content Indices	Contributing to Sustainable Development Goals	Contact Information
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Statement of Responsibility for The Annual Report

BOARD OF DIRECTORS' DECISION ON THE ACCEPTANCE OF THE ANNUAL REPORT AND FINANCIAL STATEMENTS:

RESOLUTION DATE: March 4, 2025

RESOLUTION NO: 7

DECLARATION OF LIABILITY IN ACCORDANCE WITH PART TWO,
ARTICLE 9 OF THE "PRINCIPLES FOR FINANCIAL REPORTING
IN THE CAPITAL MARKET COMMUNIQUE (II-14.1)"
ISSUED BY THE CAPITAL MARKET BOARD

March 4, 2025

Integrated Annual Report for the accounting period of 1 January - 31 December 2024, which were prepared pursuant to the Annual Activity Report within the scope of the Turkish Commercial Code and CMB Communique Series: II-14.1. and Corporate Governance Compliance Report and Corporate Governance Information Form which were prepared in accordance with CMB Communique Series: II-17.1 and Capital Markets Board decision dated 10.01.2019 and numbered 2/49 were approved by our Board of Directors and the Audit Committee. Within the framework of related legislation, we hereby declare that the above-mentioned reports:

- Were reviewed.
- To the best of our knowledge within our duties and responsibilities in the Company, do not contain any inaccurate statements on important matters or deficiencies that may result in a misleading statement as of the date of such disclosure.
- To the best of our knowledge within our duties and responsibilities in the Company, the financial charts prepared in accordance with the Capital Markets Board's Communique No. II-14.1 truthfully present the actual state of Company assets, liabilities, financial condition and profit/loss, including those consolidated and that the annual report reflects the growth and performance of the Company's business, and faithfully reflects the Company's financial state, including any significant risks and uncertainties that it is subject to,

Kind regards,

Çiçek Uşaklıgil Özgüneş
CFO

Emin Ethem Kutucular
Audit Committee Chairperson

Bariş Tan
Audit Committee Member

Statement of Responsibility for the Annual Report	Independent Auditor Report	Operational Performance	Financial Performance	Independent Auditor Report	Consolidated Financial Statements	Profit Distribution	CCI Reporting Guidelines	Management System Standards and Principles	Independent Assurance	Sustainability Performance Indicators	Memberships	Additional Explanations for BIST	Content Indices	Contributing to Sustainable Development Goals	Contact Information
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COCA-COLA İçecek Anonim Şirketi and Its Subsidiaries

CONSOLIDATED FINANCIAL STATEMENTS PREPARED AS OF DECEMBER 31, 2024 AND INDEPENDENT AUDITOR REPORT

COCA-COLA İÇEÇEK ANONİM ŞİRKETİ

Consolidated Financial Statements for the year ended December 31, 2024

- Consolidated Statement of Financial Position
- Consolidated Statement of Profit or Loss Consolidated Statement of Comprehensive Income
- Consolidated Statement of Changes in Shareholders' Equity
- Consolidated Statement of Cash Flows
- Notes to the Consolidated Financial Statements

Statement of Responsibility for the Annual Report	Independent Auditor Report	Operational Performance	Financial Performance	Independent Auditor Report	Consolidated Financial Statements	Profit Distribution	CCI Reporting Guidelines	Management System Standards and Principles	Independent Assurance	Sustainability Performance Indicators	Memberships	Additional Explanations for BIST	Content Indices	Contributing to Sustainable Development Goals	Contact Information
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GRI 2-5

Independent Auditor Report



CONVENIENCE TRANSLATION INTO ENGLISH OF
INDEPENDENT AUDITOR'S REPORT
ORIGINALLY ISSUED IN TURKISH

INDEPENDENT AUDITOR'S REPORT

To the General Assembly of Coca-Cola İçecek A.Ş.

A. Audit of the consolidated financial statements

1. Our opinion

We have audited the accompanying consolidated financial statements of Coca-Cola İçecek A.Ş. (the "Company") and its subsidiaries (collectively referred to as the "Group") which comprise the consolidated statement of financial position as at 31 December 2024, the consolidated statement of profit or loss, the consolidated statement of other comprehensive income, the consolidated statement of changes in equity and the consolidated statement of cash flows for the year then ended and notes to the consolidated financial statements comprising a summary of significant accounting policies.

In our opinion, the consolidated financial statements present fairly, in all material respects, the financial position of the Group as at 31 December 2024, and its financial performance and its cash flows for the year then ended in accordance with Turkish Financial Reporting Standards ("TFRS").

2. Basis for opinion

Our audit was conducted in accordance with the Standards on Independent Auditing (the "SIA") that are part of Turkish Standards on Auditing adopted within the framework of the regulations of the Capital Markets Board and issued by the Public Oversight Accounting and Auditing Standards Authority (the "POA"). Our responsibilities under these standards are further described in the "Auditor's Responsibilities for the Audit of the Consolidated Financial Statements" section of our report. We hereby declare that we are independent of the Group in accordance with the Ethical Rules for Independent Auditors (including Independence Standards) (the "Ethical Rules") the ethical requirements regarding independent audit in regulations issued by the POA; the regulations of the Capital Markets Board; and other relevant legislation are relevant to our audit of the financial statements. We have also fulfilled our other ethical responsibilities in accordance with the Ethical Rules and regulations. We believe that the audit evidence we have obtained during the independent audit provides a sufficient and appropriate basis for our opinion.

3. Key audit matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the consolidated financial statements of the current period. Key audit matters were addressed in the context of our independent audit of the consolidated financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

Key Audit Matters	How the key audit matter was addressed in the audit
<p>Impairment tests of goodwill and intangible assets with indefinite-useful lives</p> <p>Group is expanding its operations with business combinations. As a result of these business combinations, the carrying amount of goodwill and intangible assets with indefinite useful lives reached to TRY 26.9 billion in the consolidated financial statements as of 31 December 2024. The total amount of goodwill and intangible assets with indefinite useful lives reflects to 18% of total assets of the Group.</p> <p>The Group Management performs annual impairment tests of its cash generating units to which goodwill and its intangible assets with indefinite useful lives have been allocated in accordance with TFRS.</p> <p>The recoverable amount of cash generating units and intangible assets with indefinite lives are determined based on value in use. The recoverable amount is determined based on the discounted projected cash flows by using management estimations, such as, earnings before interest, tax, depreciation and amortization ("EBITDA"), weighted average of cost of capital and long-term growth rate.</p> <p>Since, there are significant estimations and assumptions used in the impairment tests performed by the Group management and since these assets have material magnitude on the consolidated financial statements, the impairment test of goodwill and intangible assets with indefinite useful lives is determined as a key audit matter. The related disclosure including the accounting policies for impairment testing of goodwill and intangible assets with indefinite useful lives are disclosed in Notes 2, 15 and 16.</p>	<p>We performed the following audit procedures in relation to the impairment tests of goodwill and intangible assets with indefinite useful lives:</p> <ul style="list-style-type: none"> Evaluating the appropriateness of the cash generating units ("CGUs") determined by management, Performing interviews with Group Management to understand future plans for each cash generating unit. Evaluating management forecasts and future plans based on macroeconomic information for each relevant CGU, Comparing forecasted cash flows for each CGU with its historical financial performance, By involving our valuation specialists, assessing the reasonableness of key assumptions, including long-term growth rates and discount rates, by considering macroeconomic data, Testing the setup of the discounted cash flow models and their mathematical accuracy, Assessing management's sensitivity analysis of key assumptions, Testing the disclosures in the consolidated financial statements in relation to indefinite-life intangible assets and evaluating the adequacy of these disclosures for TFRS requirements.

Statement of Responsibility for the Annual Report	Independent Auditor Report	Operational Performance	Financial Performance	Independent Auditor Report	Consolidated Financial Statements	Profit Distribution	CCI Reporting Guidelines	Management System Standards and Principles	Independent Assurance	Sustainability Performance Indicators	Memberships	Additional Explanations for BIST	Content Indices	Contributing to Sustainable Development Goals	Contact Information
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4. Responsibilities of management and those charged with governance for the consolidated financial statements

The Group management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with TFRS, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing the Group’s ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Group’s financial reporting process.

5. Auditor’s responsibilities for the audit of the consolidated financial statements

Responsibilities of independent auditors in an independent audit are as follows:

Our aim is to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an independent auditor’s report that includes our opinion. Reasonable assurance expressed as a result of an independent audit conducted in accordance with SIA is a high level of assurance but does not guarantee that a material misstatement will always be detected. Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As part of an independent audit conducted in accordance with SIA, we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement in the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Assess the internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group’s internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management’s use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group’s ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor’s report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our independent auditor’s report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the Group as a basis for forming an opinion on the consolidated financial statements. We are responsible for the direction, supervision and review of the audit work performed for purposes of the Group audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence. We also communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards actions taken to eliminate threats or safeguards applied.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the consolidated financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor’s report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

B. Other responsibilities arising from regulatory requirements

1. No matter has come to our attention that is significant according to subparagraph 4 of Article 402 of Turkish Commercial Code (“TCC”) No. 6102 and that causes us to believe that the Company’s bookkeeping activities concerning the period from 1 January to 31 December 2024 period are not in compliance with the TCC and provisions of the Company’s articles of association related to financial reporting.
2. In accordance with subparagraph 4 of Article 402 of the TCC, the Board of Directors submitted the necessary explanations to us and provided the documents required within the context of our audit.
3. In accordance with subparagraph 4 of Article 398 of the TCC, the auditor’s report on the early risk identification system and committee was submitted to the Company’s Board of Directors on 4 March 2025.

PwC Bağımsız Denetim ve Serbest Muhasebeci Mali Müşavirlik A.Ş.

Burak Özpoyraz, SMMM
Independent Auditor

Istanbul, 4 March 2025

Statement of Responsibility for the Annual Report	Independent Auditor Report	Operational Performance	Financial Performance	Independent Auditor Report	Consolidated Financial Statements	Profit Distribution	CCI Reporting Guidelines	Management System Standards and Principles	Independent Assurance	Sustainability Performance Indicators	Memberships	Additional Explanations for BIST	Content Indices	Contributing to Sustainable Development Goals	Contact Information
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Coca-Cola İçecek Anonim Şirketi

Consolidated Statement of Financial Position for the year ended December 31, 2024

(Amounts expressed in thousands of TL based on the purchasing power of Turkish Lira ("TL") as of December 31, 2024, unless otherwise stated)

	Notes	Audited	
		December 31, 2024	December 31, 2023
ASSETS			
Cash and Cash Equivalents	5	23,253,629	31,409,153
Financial Investments	6	95,739	542,534
Trade Receivables		12,929,093	12,726,284
- Trade receivables due from related parties	30	1,502,318	1,717,302
- Trade receivables due from third parties	9	11,426,775	11,008,982
Other Receivables	10	589,685	174,032
- Other receivables due from third parties		589,685	174,032
Derivative Financial Instruments	7 – 32	37,475	204,197
Inventories	12	15,381,432	18,744,028
Prepaid Expenses	11	3,672,459	2,694,828
Current Income Tax Assets		1,977,223	916,607
Other Current Assets	20	2,820,493	2,257,602
- Other current assets from third parties		2,820,493	2,257,602
Total Current Assets		60,757,228	69,669,265

	Notes	Audited	
		December 31, 2024	December 31, 2023
Other Receivables		184,206	194,780
- Other receivables due from third parties		184,206	194,780
Property, Plant and Equipment	14	54,255,650	50,871,256
Intangible Assets		29,706,278	34,571,891
- Goodwill	16	5,516,644	6,706,432
- Other intangible assets	15	24,189,634	27,865,459
Right of Use Asset	14	718,795	782,785
Prepaid Expenses	11	1,643,971	1,757,413
Deferred Tax Assets	28	1,060,865	838,376
Derivative Financial Instruments	7-32	-	48,276
Other non Current Assetsther		-	310,925
Total Non-Current Assets		87,569,765	89,375,702
Total Assets		148,326,993	159,044,967

The accompanying notes form an integral part of these consolidated financial statements

Statement of Responsibility for the Annual Report	Independent Auditor Report	Operational Performance	Financial Performance	Independent Auditor Report	Consolidated Financial Statements	Profit Distribution	CCI Reporting Guidelines	Management System Standards and Principles	Independent Assurance	Sustainability Performance Indicators	Memberships	Additional Explanations for BIST	Content Indices	Contributing to Sustainable Development Goals	Contact Information
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Coca-Cola İçecek Anonim Şirketi

Consolidated Statement of Financial Position for the year ended December 31, 2024

(Amounts expressed in thousands of TL based on the purchasing power of Turkish Lira ("TL") as of December 31, 2024, unless otherwise stated)

	Notes	Audited	
		December 31, 2024	December 31, 2023
LIABILITIES			
Short-term Borrowings	8	15,151,409	12,320,121
- Bank borrowings		15,151,409	12,320,121
Current Portion of Long-term Borrowings	8	6,254,373	13,759,531
- Bank borrowings		6,012,151	13,476,639
- Lease liabilities		242,222	282,892
Trade Payables		25,618,150	26,849,074
- Trade payables due to related parties	30	7,276,157	11,104,131
- Trade payables due to third parties	9	18,341,993	15,744,943
Payables Related to Employee Benefits	21	510,252	521,594
Other Payables		3,442,781	3,600,408
- Other payables due to related parties	30	240,995	333,645
- Other payables due to third parties	10	3,201,786	3,266,763
Derivative Financial Instruments	7-32	2,925	401,935
Deferred Income	11	420,905	296,520
Provision for Corporate Tax		547,722	590,481
Current Provisions		820,950	1,395,280
- Current provisions for employee benefits	21	409,680	378,758
- Other short term provisions		411,270	1,016,522
Other Current Liabilities	20	218,285	193,760
Total Current Liabilities		52,987,752	59,928,704
Long-term Borrowings	8	27,738,759	27,397,728
- Bank borrowings		27,114,111	26,727,264
- Lease liabilities		624,648	670,464
Trade Payables		3,604	7,210
- Trade payables due to third parties		3,604	7,210
Non-Current Provisions		885,693	1,056,532
- Non-current provisions for employee benefits	21	885,693	1,056,532
Deferred Tax Liability	28	5,057,643	5,681,301
Derivative Financial Instruments	7-32	-	4,288
Non-Current Deferred Income	11	358	63,970
Total Non-Current Liabilities		33,686,057	34,211,029

	Notes	Audited	
		December 31, 2024	December 31, 2023
Equity of the Parent		53,704,176	56,721,559
Share Capital	22	2,798,079	254,371
Share Capital Adjustment Differences	22	2,176,870	4,720,578
Share Premium		3,929,880	3,929,880
Other comprehensive income items not to be reclassified to profit or loss		(572,029)	(557,802)
- Actuarial gains / losses		(572,029)	(557,802)
Other comprehensive income items to be reclassified to profit or loss		(26,439,955)	(11,487,577)
- Currency translation adjustment		8,454,305	20,348,528
- Hedge reserve gain / (losses)		(34,894,260)	(31,836,105)
- Cash flow hedge reserve gain / (losses)		(1,680,666)	(1,918,963)
- Net investment hedge reserve gain / (losses)		(33,213,594)	(29,917,142)
Restricted Reserves Allocated from Net Profit	22	3,183,883	2,947,089
Accumulated Profit / Loss		53,814,072	27,202,084
Net Income / (Loss) for the Year		14,813,376	29,712,936
Non-Controlling Interest		7,949,008	8,183,675
Total Equity		61,653,184	64,905,234
Total Liabilities		148,326,993	159,044,967

The accompanying notes form an integral part of these consolidated financial statements

Statement of Responsibility for the Annual Report	Independent Auditor Report	Operational Performance	Financial Performance	Independent Auditor Report	Consolidated Financial Statements	Profit Distribution	CCI Reporting Guidelines	Management System Standards and Principles	Independent Assurance	Sustainability Performance Indicators	Memberships	Additional Explanations for BIST	Content Indices	Contributing to Sustainable Development Goals	Contact Information
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Coca-Cola İçecek Anonim Şirketi

Consolidated Statement of Profit or Loss for the year ended December 31, 2024

(Amounts expressed in thousands of TL based on the purchasing power of Turkish Lira ("TL") as of December 31, 2024, unless otherwise stated)

	Notes	Audited	
		January 1 – December 31, 2024	January 1 – December 31, 2023
Net Revenue	23	137,683,141	145,883,975
Cost of Sales (-)	23	(89,093,367)	(98,181,539)
Gross Profit / (Loss)		48,589,774	47,702,436
General and Administration Expenses (-)	24	(7,464,357)	(6,171,137)
Marketing, Selling and Distribution Expenses (-)	24	(22,759,469)	(20,985,739)
Other Operating Income	26	3,065,130	3,900,116
Other Operating Expense (-)	26	(2,545,680)	(3,546,888)
Profit / (Loss) From Operations		18,885,398	20,898,788
Gain from Investing Activities	26	101,750	273,835
Loss from Investing Activities (-)	26	(176,311)	(311,963)
Gain / (Loss) from Joint Ventures	13	(4,793)	(24,324)
Profit / (Loss) Before Financial Income / (Expense)		18,806,044	20,836,336

	Notes	Audited	
		January 1 – December 31, 2024	January 1 – December 31, 2023
Financial Income / (Expense)	27	(8,747,455)	(6,061,156)
<i>Financial Income</i>		4,057,075	9,708,749
<i>Financial Expenses (-)</i>		(12,804,530)	(15,769,905)
Monetary Gain / (Loss)	33	9,883,529	22,700,169
Profit / (Loss) Before Tax from Continuing Operations		19,942,118	37,475,349
Tax Expense from Continuing Operations	28	(5,050,623)	(6,923,965)
<i>Deferred Tax Income / Expense (-)</i>		(1,322,378)	(1,919,790)
<i>Current Year Tax Expense (-)</i>		(3,728,245)	(5,004,175)
Net Profit / (Loss) from Continuing Operations		14,891,495	30,551,384
Attributable to:			
<i>Non-controlling interest</i>		78,119	838,448
<i>Equity holders of the parent</i>	29	14,813,376	29,712,936
Net Profit / (Loss)		14,891,495	30,551,384
Equity Holders Earnings Per Share (full TL)	29	0.052941	1.168095

The accompanying notes form an integral part of these consolidated financial statements

Statement of Responsibility for the Annual Report	Independent Auditor Report	Operational Performance	Financial Performance	Independent Auditor Report	Consolidated Financial Statements	Profit Distribution	CCI Reporting Guidelines	Management System Standards and Principles	Independent Assurance	Sustainability Performance Indicators	Memberships	Additional Explanations for BIST	Content Indices	Contributing to Sustainable Development Goals	Contact Information
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Coca-Cola İçecek Anonim Şirketi

Consolidated Statement of Other Comprehensive Income for the year ended December 31, 2024 Tablosu

(Amounts expressed in thousands of TL based on the purchasing power of Turkish Lira ("TL") as of December 31, 2024, unless otherwise stated)

	Notes	Audited	
		January 1 – December 31, 2024	January 1 – December 31, 2023
Profit / (loss) for the year		14,891,495	30,551,384
Actuarial Gain / (Losses)		(15,700)	(116,034)
Deferred Tax Effect	28	1,473	14,985
Other comprehensive income items, not to be reclassified to profit or loss		(14,227)	(101,049)
Hedge reserve gain / (losses)		(4,177,281)	(12,991,798)
- Cash flow hedge reserve gain / (losses)		217,988	600,884
- Net investment hedge reserve gain / (losses)		(4,395,269)	(13,592,682)
Deferred tax effect	28	1,119,126	3,322,057
Currency translation adjustment		(11,569,093)	(7,746,431)
Other comprehensive income items to be reclassified to profit or loss, net		(14,627,248)	(17,416,172)
Total Comprehensive Income After Tax		250,020	13,034,163
Total Comprehensive Income Attributable to:			
Non-controlling interest		403,249	1,596,958
Equity holders of the parent		(153,229)	11,437,205

The accompanying notes form an integral part of these consolidated financial statements

Statement of Responsibility for the Annual Report	Independent Auditor Report	Operational Performance	Financial Performance	Independent Auditor Report	Consolidated Financial Statements	Profit Distribution	CCI Reporting Guidelines	Management System Standards and Principles	Independent Assurance	Sustainability Performance Indicators	Memberships	Additional Explanations for BIST	Content Indices	Contributing to Sustainable Development Goals	Contact Information
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Coca-Cola İçecek Anonim Şirketi

Consolidated Statement of Change in Equity for the year ended December 31, 2024 Tablosu

(Amounts expressed in thousands of TL based on the purchasing power of Turkish Lira ("TL") as of December 31, 2024, unless otherwise stated)

Consolidated Statement of Changes in Shareholders' Equity	Share Capital	Share Capital Adjustment Differences	Other comprehensive income and expense items				Currency Translation Adjustment	Restricted Reserves Allocated from Net Profit	Accumulated Profit / Loss	Net Profit / Loss for the Year	Total Equity of the Parent	Non-Controlling Interest	Total Equity
			Share Premium	Actuarial Gains / Losses	Hedge Reserve	Subsequently not to be reclassified to profit or loss							
January 1 2023	254,371	4,720,578	4,043,006	(456,753)	(22,166,364)	28,853,469	3,148,703	20,470,021	20,035,092	58,902,123	9,173,020	68,075,143	
Other comprehensive income/(loss)	-	-	-	(101,049)	(9,669,741)	(8,504,941)	-	20,035,092	(20,035,092)	(18,275,731)	758,510	(17,517,221)	
Net profit / (loss) for the year	-	-	-	-	-	-	-	-	29,712,936	29,712,936	838,448	30,551,384	
Total Comprehensive Income / (loss)	-	-	-	(101,049)	(9,669,741)	(8,504,941)	-	20,035,092	9,677,844	11,437,205	1,596,958	13,034,163	
Dividends	-	-	(113,126)	-	-	-	-	(1,435,440)	-	(1,548,566)	(54,536)	(1,603,102)	
Transfers	-	-	-	-	-	-	(201,614)	201,614	-	-	-	-	
Effects of transactions under common control (Note 3)	-	-	-	-	-	-	-	(2,616,646)	-	(2,616,646)	467,239	(2,149,407)	
Transactions with non-controlling shareholders	-	-	-	-	-	-	-	(9,452,557)	-	(9,452,557)	(2,999,006)	(12,451,563)	
December 31, 2023	254,371	4,720,578	3,929,880	(557,802)	(31,836,105)	20,348,528	2,947,089	27,202,084	29,712,936	56,721,559	8,183,675	64,905,234	
January 1 2024	254,371	4,720,578	3,929,880	(557,802)	(31,836,105)	20,348,528	2,947,089	27,202,084	29,712,936	56,721,559	8,183,675	64,905,234	
Other comprehensive income/(loss)	-	-	-	(14,227)	(3,058,155)	(11,894,223)	-	29,712,936	(29,712,936)	(14,966,605)	325,130	(14,641,475)	
Net profit / (loss) for the year	-	-	-	-	-	-	-	-	14,813,376	14,813,376	78,119	14,891,495	
Total Comprehensive Income / (loss)	-	-	-	(14,227)	(3,058,155)	(11,894,223)	-	29,712,936	(14,899,560)	(153,229)	403,249	250,020	
Dividends	-	-	-	-	-	-	-	(2,433,027)	-	(2,433,027)	(53,779)	(2,486,806)	
Transfers	2,543,708	(2,543,708)	-	-	-	-	236,794	(236,794)	-	-	-	-	
Effects of transactions under common control (Note 3) (*)	-	-	-	-	-	-	-	(431,127)	-	(431,127)	(584,137)	(1,015,264)	
December 31, 2024	2,798,079	2,176,870	3,929,880	(572,029)	(34,894,260)	8,454,305	3,183,883	53,814,072	14,813,376	53,704,176	7,949,008	61,653,184	

(*) As of September 28, 2024, 20% of the remaining capital of Etap was purchased for 28 million USD.

The accompanying notes form an integral part of these consolidated financial statements

Statement of Responsibility for the Annual Report	Independent Auditor Report	Operational Performance	Financial Performance	Independent Auditor Report	Consolidated Financial Statements	Profit Distribution	CCI Reporting Guidelines	Management System Standards and Principles	Independent Assurance	Sustainability Performance Indicators	Memberships	Additional Explanations for BIST	Content Indices	Contributing to Sustainable Development Goals	Contact Information
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Coca-Cola İçecek Anonim Şirketi

Notes to Consolidated Cash Flow for the year ended December 31, 2024

(Amounts expressed in thousands of TL based on the purchasing power of Turkish Lira ("TL") as of December 31, 2024, unless otherwise stated)

	Notes	Audited	
		January 1 – December 31, 2024	January 1 – December 31, 2023
Net profit / (loss) from continuing operations for the year		14,891,495	30,551,384
Adjustments to reconcile net profit / (loss)		4,930,661	(1,718,596)
Adjustments for depreciation and amortization expense	25	5,776,844	5,323,621
Adjustments for impairment loss (reversal)		227,181	189,767
- Provision / (reversal) for expected credit loss		70,427	50,069
- Provision / (reversal) for inventories		142,965	93,184
- Impairment loss / (reversal) in property, plant and equipment	14, 26	13,789	46,514
Adjustments for provisions		(146,822)	702,149
- Provision / (reversal) for employee benefits		402,645	499,857
- Other provisions		(549,467)	202,292
Adjustments for interest (income) expenses		7,657,120	4,876,382
- Interest income	27	(1,840,129)	(1,408,446)
- Interest expense	27	9,497,249	6,284,828
Adjustments for fair value loss (gain)		595,561	(697,341)
- Adjustments for fair value of derivative instruments (gain) / loss		595,561	(697,341)
Adjustments for unrealized currency translation		399,062	1,774,758
Gain / loss from joint ventures	13	4,793	24,324
Adjustments for tax (income) / expense		5,050,623	6,923,965
Adjustments for (gain) / loss on sale of property, plant and equipment	26	154,377	(230,846)
Interest expense from lease liabilities	8, 27	95,712	107,357
Transfer of Foreign Translation Differences Accounted in Other Comprehensive Expense in the Previous Period to the Income Statement		-	222,460
Bargain purchase gain		(93,605)	-
Adjustments for monetary gain loss		(14,790,185)	(20,935,192)
Changes in working capital		3,674,318	(5,306,868)
Adjustments for decrease (increase) in trade receivables		(204,917)	(3,100,012)
- Decrease / (increase) on trade receivables due from related parties		214,984	211,222
- Decrease / (increase) on trade receivables due from third parties		(419,901)	(3,311,234)
Adjustments for decrease / (increase) in inventories		4,191,392	181,295
Adjustments for increase (decrease) in trade payables		(234,421)	(1,897,866)
- Increase / (decrease) on trade payables due to related parties		(2,128,219)	(3,277,309)
- Increase / (decrease) on trade payables due to third parties		1,893,798	1,379,443
Adjustments for increase (decrease) in other payables		(77,736)	(490,285)
Cash flows generated from operating activities		23,496,474	23,525,920

	Notes	Audited	
		January 1 – December 31, 2024	January 1 – December 31, 2023
Payments made for employee benefits		(253,691)	(314,430)
Tax returns / (payments)		(4,767,334)	(4,601,915)
Other current and non-current assets and liabilities		(1,728,888)	(500,444)
A. NET CASH GENERATED FROM OPERATING ACTIVITIES		16,746,561	18,109,131
Cash outflows arising from purchase of property, plant, equipment, and intangible assets		(12,478,634)	(8,849,391)
- Cash outflow from purchase of property, plant, and equipment	14	(11,656,242)	(8,128,575)
- Cash outflow from purchase of intangibles	15	(822,392)	(720,816)
Proceeds from sale of property, plant and equipment and intangibles		223,628	324,181
Other inflows / (outflows) of cash		101,882	478,316
Cash outflow from acquisition of subsidiary		(817,074)	(4,335,880)
B. NET CASH USED IN INVESTING ACTIVITIES		(12,970,198)	(12,382,774)
Cash outflow due to lease liabilities	8	(327,898)	(370,579)
Proceeds from borrowings	8	38,193,054	27,645,876
Repayments of borrowings	8	(34,471,999)	(23,820,329)
Cash inflow / outflow due to derivative instruments		(736,602)	(96,932)
Interest paid	8	(8,196,793)	(5,064,166)
Interest received		1,811,176	1,427,797
Dividend paid		(2,475,322)	(1,588,002)
Cash outflows resulting from changes in partnership shares that do not result in loss of control in subsidiaries		(4,277,334)	(4,129,297)
C. NET CASH USED IN FINANCING ACTIVITIES		(10,481,718)	(5,995,632)
D. MONETARY GAIN / LOSS ON CASH AND CASH EQUIVALENTS		(1,522,619)	(1,767,239)
Net increase / (decrease) in cash and cash equivalents before currency translation effects (A+B+C+D)		(8,227,974)	(2,036,514)
E. CURRENCY TRANSLATION ON CASH AND CASH EQUIVALENTS		72,450	118,634
Net increase / (decrease) in cash and cash equivalents (A+B+C+D+E)		(8,155,524)	(1,917,880)
F. CASH AND CASH EQUIVALENTS AT BEGINNING OF YEAR	5	31,409,153	33,327,033
CASH AND CASH EQUIVALENTS AT END OF YEAR END (A+B+C+D+E+F)	5	23,253,629	31,409,153

The accompanying notes form an integral part of these consolidated financial statements

Statement of Responsibility for the Annual Report	Independent Auditor Report	Operational Performance	Financial Performance	Independent Auditor Report	Consolidated Financial Statements	Profit Distribution	CCI Reporting Guidelines	Management System Standards and Principles	Independent Assurance	Sustainability Performance Indicators	Memberships	Additional Explanations for BIST	Content Indices	Contributing to Sustainable Development Goals	Contact Information
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Coca-Cola İçecek Anonim Şirketi

Notes to Consolidated Financial Statements for the year ended December 31, 2024

(Amounts expressed in thousands of TL based on the purchasing power of Turkish Lira ("TL") as of December 31, 2024, unless otherwise stated)

1. CORPORATE INFORMATION AND NATURE OF ACTIVITIES

General

Coca-Cola İçecek Anonim Şirketi ("CCI" - "the Company"), is the bottler and distributor of alcohol-free beverages in Turkey, Pakistan, Bangladesh, Central Asia and the Middle East. The operations of the Company consist of production, sales and distribution of sparkling and still beverages with The Coca-Cola Company ("TCCC") trademarks. The Company has 13 (2023 - 13) production facilities in different regions of Turkey and operates 23 (2023 - 20) production facilities in countries other than Turkey. The registered office address of CCI is OSB Mah. Deniz Feneri Sok. No:4 Ümraniye İstanbul, Turkey. The Company's publicly traded shares on Borsa İstanbul A.Ş. ("BIST").

The Group consists of the Company, its subsidiaries, and joint ventures.

The consolidated financial statements of the Group were approved for issue by the Board of Directors on March 4, 2025, which were signed by the Audit Committee and Chief Executive Officer Karim Yahi. The General Assembly and the regulatory bodies have the right to make amendments to the consolidated financial statements after their issuance.

Shareholders of the Company

The company is controlled by Anadolu Efes Biracılık ve Malt Sanayi A.Ş. ("Anadolu Efes"), the parent company. Anadolu Efes is controlled by AG Anadolu Grubu Holding A.Ş., AG Anadolu Grubu Holding A.Ş. is controlled by AG Sınai Yatırım ve Yönetim A.Ş. and AG Sınai Yatırım ve Yönetim A.Ş. is a management company, which is ultimately managed by the Özilhan Family and Süleyman Kamil Yazıcı Family in accordance with equal representation and equal management principle and manages AG Anadolu Grubu Holding A.Ş.'s companies.

As of December 31, 2024, and 2023, the composition of shareholders and their respective percentage of ownership can be summarized as follows:

	December 31, 2024		December 31, 2023	
	Nominal Amount	Percentage	Nominal Amount	Percentage
Anadolu Efes Biracılık ve Malt Sanayi A.Ş. ("Anadolu Efes")	1,122,520	40.12	102,047	40.12
The Coca-Cola Export Corporation ("TCCEC")	562,257	20.09	51,114	20.09
Efes Pazarlama ve Dağıtım Ticaret A.Ş. ("Efpa")	283,669	10.14	25,788	10.14
Publicly Traded	829,633	29.65	75,422	29.65
	2,798,079	100.00	254,371	100.00
Inflation Restatement Effect	2,176,870		4,720,578	
	4,974,949		4,974,949	

Nature of Activities of the Group

CCI and its subsidiary Coca-Cola Satış ve Dağıtım A.Ş. ("CCSD") are among the leading bottlers and distributors of alcohol-free beverages, operating in Turkey. The sole operation area of the Company is the production, sales and distribution of sparkling and still beverages.

The Company has exclusive rights to produce, sell and distribute TCCC branded beverages including

Coca-Cola, Coca-Cola Zero, Coca-Cola Zero Sugar, Coca-Cola Light, Fanta, Sprite, Cappy, Sen Sun, Powerade and Fuse Tea in TCCC authorized packages throughout Turkey provided by Bottler's and Distribution Agreements signed between the Group with TCCEC and TCCC. Renewal periods of the signed Bottler's and Distribution Agreements varies between 2018 and 2028.

The Company has exclusive rights to produce, sell and distribute Burn and Gladiator branded energy drinks in authorized packages throughout Turkey, according to the Bottlers Agreements signed between the Company and Monster Energy Company ("MEC") and has the right for selling and distribution of Monster branded products in accordance with the International Distribution Agreement signed with Monster Energy Limited ("MEL") which has taken over TCCC's global energy drink portfolio and is partially owned by TCCC as well.

The Company's international subsidiaries and joint ventures operating outside of Turkey are also engaged in the production, sales and distribution of sparkling and still beverages with TCCC trademarks.

The Group has the exclusive bottling and distribution rights in Turkey for Schweppes branded beverages under Bottler's and Distribution Agreement signed with Schweppes Holdings Limited. Special authorization for the Group operating countries, other than Turkey, may be granted from time to time.

Statement of Responsibility for the Annual Report	Independent Auditor Report	Operational Performance	Financial Performance	Independent Auditor Report	Consolidated Financial Statements	Profit Distribution	CCI Reporting Guidelines	Management System Standards and Principles	Independent Assurance	Sustainability Performance Indicators	Memberships	Additional Explanations for BIST	Content Indices	Contributing to Sustainable Development Goals	Contact Information
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Coca-Cola İçecek Anonim Şirketi

Notes to Consolidated Financial Statements for the year ended December 31, 2024

(Amounts expressed in thousands of TL based on the purchasing power of Turkish Lira ("TL") as of December 31, 2024, unless otherwise stated)

1. CORPORATE INFORMATION AND NATURE OF ACTIVITIES (continued)

Subsidiaries and Joint Ventures

As of December 31, 2024, and December 31, 2023 the list of CCI's subsidiaries and joint ventures and its effective participation percentages are as follows:

Subsidiaries

	Place of Incorporation	Principal Activities	Effective Shareholding and Voting Rights (%)	
			December 31, 2024	December 31, 2023
Coca-Cola Satış ve Dağıtım Anonim Şirketi ("CCSD")	Türkiye	Distribution and sales of Coca-Cola products	99.97	99.97
Anadolu Etap Penkon Gıda ve İçecek Ürünleri San. Ve Tic. A.Ş. ("Etap") (1)	Türkiye	Production and sale of fruit, vegetable juice and concentrate	100.00	80.00
J.V. Coca-Cola Almaty Bottlers Limited Liability Partnership ("Almaty CC")	Kazakhstan	Production, distribution, and sales of Coca-Cola products	100.00	100.00
Azerbaijan Coca-Cola Bottlers Limited Liability Company ("Azerbaijan CC")	Azerbaijan	Production, distribution, and sales of Coca-Cola products	99.87	99.87
Coca-Cola Bishkek Bottlers Closed Joint Stock Company ("Bishkek CC")	Kyrgyzstan	Production, distribution, and sales of Coca-Cola products	100.00	100.00
CCI International Holland B.V. ("CCI Holland")	Hollanda	Holding company	100.00	100.00
The Coca-Cola Bottling Company of Jordan Limited ("TCCBCJ")	Jordan	Production, distribution, and sales of Coca-Cola products	100.00	100.00
Turkmenistan Coca-Cola Bottlers ("Turkmenistan CC")	Turkmenistan	Production, distribution, and sales of Coca-Cola products	59.50	59.50
Sardkar for Beverage Industry/Ltd ("SBIL")	Iraq	Production, distribution, and sales of Coca-Cola products	100.00	100.00
Waha Beverages B.V. ("Waha B.V.")	Hollanda	Holding company	100.00	100.00
Coca-Cola Beverages Tajikistan Limited Liability Company ("Tajikistan CC")	Tajikistan	Production, distribution, and sales of Coca-Cola products	100.00	100.00
Al Waha for Soft Drinks, Juices, Mineral Water, Plastics, and Plastic Caps Production LLC ("Al Waha")	Iraq	Production, distribution, and sales of Coca-Cola products	100.00	100.00
Coca-Cola Beverages Pakistan Limited ("CCBPL")	Pakistan	Production, distribution, and sales of Coca-Cola products	99.34	99.34
Coca-Cola Bangladesh Beverages Limited ("CCBB") (2)	Bangladesh	Production, distribution, and sales of Coca-Cola products	100.00	-
LLC Coca-Cola Bottlers Uzbekistan ("CCBU")	Uzbekistan	Production, distribution, and sales of Coca-Cola products	100.00	100.00
CCI Samarkand Limited LLC ("Samarkand")	Uzbekistan	Production, distribution, and sales of Coca-Cola products	100.00	100.00
CCI Namangan Limited LLC ("Namangan")	Uzbekistan	Production, distribution, and sales of Coca-Cola products	100.00	100.00

(1) As of September 26, 2024, 20% of the remaining capital of Etap company was purchased for 28 million USD.

(2) As of February 20, 2024, the purchase of shares representing all of the capital of CCBB company was completed (Note 3).

Statement of Responsibility for the Annual Report	Independent Auditor Report	Operational Performance	Financial Performance	Independent Auditor Report	Consolidated Financial Statements	Profit Distribution	CCI Reporting Guidelines	Management System Standards and Principles	Independent Assurance	Sustainability Performance Indicators	Memberships	Additional Explanations for BIST	Content Indices	Contributing to Sustainable Development Goals	Contact Information
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Coca-Cola İçecek Anonim Şirketi

Notes to Consolidated Financial Statements for the year ended December 31, 2024

(Amounts expressed in thousands of TL based on the purchasing power of Turkish Lira ("TL") as of December 31, 2024, unless otherwise stated)

1. CORPORATE INFORMATION AND NATURE OF ACTIVITIES (continued)

Joint Venture

	Place of Incorporation	Principal Activities	Effective Shareholding and Voting Rights (%)	
			December 31, 2024	December 31, 2023
Syrian Soft Drink Sales and Distribution L.L.C. ("SSDSD")	Suriye	Distribution and sales of Coca-Cola products	50.00	50.00

Economic Conditions and Risk Factors of Subsidiaries and Joint Ventures

The countries, in which certain subsidiaries and joint ventures operate, have undergone substantial political and economic changes in recent years. Uncertainties regarding the political, legal, tax and/or regulatory environment, including the potential for adverse changes in any of these factors, could significantly affect the subsidiaries' and joint ventures ability to operate commercially. Group Management closely monitors uncertainties and adverse changes to minimize the probable effects of such changes.

In this context, Risk Detection Committee; which was established under the arrangements, terms and principles of Turkish Commercial Code, Capital Market Legislation and CMB's "Corporate Governance Principles" assess, manage and report Group risks. Some of the Group priority risks are defined as political instability and security, cyber security, exchange rate volatility, sustainable talent capability, corporate reputation, water, and environmental impact of packaging, changing consumer preferences, discriminatory tax and regulations, channel mix shift, economic slowdown, law and order and industrial relations. Group does not expect any adverse effect on the business related to any significant regulatory changes and/or legal arrangements by the authorities. All compliance efforts are in place and there is no legal dispute that may adversely affect the business.

Average Number of Employees

Category-based average number of employees working during the period is as follows (Joint ventures are considered with full numbers for December 31, 2024, and 2023).

	December 31, 2024	December 31, 2023
	Tutar	Tutar
Blue-collar	4,641	4,568
White-collar	5,724	5,499
Average number of employees	10,365	10,067

2. BASIS OF CONSOLIDATED FINANCIAL STATEMENT PRESENTATION

Basis of Preparation of Financial Statements

Statement of Compliance with TFRS

The accompanying financial statements are prepared in accordance with the requirements of Capital Markets Board ("CMB") Communiqué Serial II, No: 14.1 "Basis of Financial Reporting in Capital Markets", which was published in the Official Gazette No:28676 on June 13, 2013. The accompanying financial statements are prepared based on the Turkish Accounting Standards and interpretations ("TAS") issued by the Public Oversight Accounting and Auditing Standards Authority ("POA") under Article 5 of the Communiqué.

In addition, the consolidated financial statements are presented in accordance with the specified format in "TFRS Taxonomy Announcement", issued on 3 July 2024 by the POA, and "the Financial Statements Examples and Guidelines for Use", which is published by the Capital Markets Board of Turkey.

CCI and its subsidiaries, which operate in Turkey, keep their accounting books and their statutory financial statements in Turkish Lira ("TL") in accordance with the regulations on accounting and reporting framework and accounting standards promulgated by the CMB, Turkish Commercial Code ("TCC") and Tax Legislation and the Uniform Chart of Accounts which is issued by the Ministry of Finance. The foreign subsidiaries keep their accounting books and statutory financial statements in their local currencies and in accordance with the rules and regulations of the countries in which they operate.

Comparative information and restatement of prior year

The amount of TL 4.129.297 presented under "Cash outflows from acquisition of subsidiary" in "Net cash used in investment activities" in the cash flow statement dated December 31, 2023 has been reclassified to "Cash outflows from changes in ownership interests in subsidiaries that do not result in loss of control" in "Net cash used from financing activities".

Financial Reporting in High-Inflation Economies

Based on the CMB's decision dated 28 December 2023 and numbered 81/1820 and the "Implementation Guide on Financial Reporting in High Inflation Economies" published by the POA with the announcement made on 23 November 2023, issuers and capital market institutions subject to financial reporting regulations applying Turkish Accounting/ Financial Reporting Standards will apply inflation accounting by applying the provisions of TAS 29, starting from their annual financial reports for the accounting periods ending as of December 31, 2023.

As of December 31, 2024, an adjustment has been made in accordance with the requirements of TAS 29 ("Financial Reporting in High Inflation Economies") regarding the changes in the general purchasing power of the Turkish Lira. TAS 29 requirements require that financial statements prepared in the currency in circulation in the economy with high inflation be presented at the purchasing power of this currency at the balance sheet date and that the amounts

Statement of Responsibility for the Annual Report	Independent Auditor Report	Operational Performance	Financial Performance	Independent Auditor Report	Consolidated Financial Statements	Profit Distribution	CCI Reporting Guidelines	Management System Standards and Principles	Independent Assurance	Sustainability Performance Indicators	Memberships	Additional Explanations for BIST	Content Indices	Contributing to Sustainable Development Goals	Contact Information
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Coca-Cola İçecek Anonim Şirketi

Notes to Consolidated Financial Statements for the year ended December 31, 2024

(Amounts expressed in thousands of TL based on the purchasing power of Turkish Lira ("TL") as of December 31, 2024, unless otherwise stated)

2. BASIS OF CONSOLIDATED FINANCIAL STATEMENT PRESENTATION (continued)

in previous periods are rearranged in the same way. One of the requirements that requires the application of TAS 29 is a three-year compound inflation rate approaching or exceeding 100%. The indexing process was carried out using the coefficient obtained from the Consumer Price Index in Turkey published by the Turkish Statistical Institute ("TUIK"). The indices and correction coefficients used in the correction of the financial statements of the current and previous periods since January 1, 2005 are as follows:

Date	Index	Coefficient	Three Year Compound Interest Rate
31 December 2024	2,684.55	1.00000	291%
31 December 2023	1,859.38	1.44379	268%
31 December 2022	1,128.45	2.37897	156%

The main elements of the Company's adjustment for financial reporting purposes in high-inflation economies are as follows:

- > Current period financial statements prepared in TL are expressed with the purchasing power of money valid at the balance sheet date, and the amounts from previous reporting periods are expressed by correcting the purchasing power of money at the last balance sheet date.
- > Monetary assets and liabilities are not adjusted as they are currently expressed with current purchasing power at the balance sheet date. In cases where the inflation-adjusted values of non-monetary items exceed the recoverable amount or net realizable value, the provisions of TAS 36 and TAS 2 were applied, respectively.
- > Non-monetary assets and liabilities and equity items that are not expressed in current purchasing power at the balance sheet date have been corrected using the relevant correction coefficients.
- > All items included in the income statements and other comprehensive income statements, except cost of sales, depreciation expense, profit/loss on asset sales, have been adjusted using the relevant monthly adjustment coefficients. Cost of sales, depreciation expense, asset sales profit/loss items have been recalculated on the basis of adjusted balance sheet items using correction coefficients.

- > All items in the statement of cash flows are expressed in the unit of measurement valid at the end of the reporting period
- > The effect of inflation on the Company's net monetary asset position in the current period is recorded in the net monetary position loss account in the income statement.

Comparative Figures:

- > The relevant figures for the previous reporting period are rearranged by applying the general price index so that comparative financial statements are presented in the unit of measurement valid at the end of the reporting period. Information disclosed for previous periods is also presented in the measurement unit valid at the end of the reporting period.

New and Amended Turkish Financial Reporting Standards

a) Standards, amendments, and interpretations applicable as of 31 December 2024:

- > **Amendment to IAS 1 – Non-current liabilities with covenants;** effective from annual periods beginning on or after 1 January 2024. These amendments clarify how conditions with which an entity must comply within twelve months after the reporting period affect the classification of a liability. The amendments also aim to improve information an entity provides related to liabilities subject to these conditions.
- > **Amendment to IFRS 16 – Leases on sale and leaseback;** effective from annual periods beginning on or after 1 January 2024. These amendments include requirements for sale and leaseback transactions in IFRS 16 to explain how an entity accounts for a sale and leaseback after the date of the transaction. Sale and leaseback transactions where some or all the lease payments are variable lease payments that do not depend on an index or rate are most likely to be impacted.
- > **Amendments to IAS 7 and IFRS 7 on Supplier finance arrangements;** effective from annual periods beginning on or after 1 January 2024. These amendments require disclosures to enhance the transparency of supplier finance arrangements and their effects on a company's liabilities, cash flows and exposure to liquidity risk. The disclosure requirements are the IASB's response to investors' concerns that some companies' supplier finance arrangements are not sufficiently visible, hindering investors' analysis.

Statement of Responsibility for the Annual Report	Independent Auditor Report	Operational Performance	Financial Performance	Independent Auditor Report	Consolidated Financial Statements	Profit Distribution	CCI Reporting Guidelines	Management System Standards and Principles	Independent Assurance	Sustainability Performance Indicators	Memberships	Additional Explanations for BIST	Content Indices	Contributing to Sustainable Development Goals	Contact Information
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Coca-Cola İçecek Anonim Şirketi

Notes to Consolidated Financial Statements for the year ended December 31, 2024

(Amounts expressed in thousands of TL based on the purchasing power of Turkish Lira ("TL") as of December 31, 2024, unless otherwise stated)

2. BASIS OF CONSOLIDATED FINANCIAL STATEMENT PRESENTATION (continued)

New and Amended Turkish Financial Reporting Standards (continued)

a) Standards, amendments, and interpretations applicable as of 31 December 2024 (continued):

- > IFRS S1, 'General requirements for disclosure of sustainability-related financial information'; effective from annual periods beginning on or after 1 January 2024. This standard includes the core framework for the disclosure of material information about sustainability-related risks and opportunities across an entity's value chain.
- > IFRS S2, 'Climate-related disclosures'; effective from annual periods beginning on or after 1 January 2024. This is the first thematic standard issued that sets out requirements for entities to disclose information about climate-related risks and opportunities.
- > However, in the Board Decision of the KGK published in the Official Gazette dated December 29, 2023, certain businesses It has been announced that it will be subject to mandatory sustainability reporting as of January 1, 2024. Within the scope of the "Board Decision on the Scope of Application of Turkish Sustainability Reporting Standards (TSRS)" dated January 5, 2024, businesses that fall within the scope of sustainability practice are counted for the purpose of determining the businesses that will be subject to sustainability reporting. On the other hand, in accordance with the "Board Decision on the Scope of Application of Turkish Sustainability Reporting Standards (TSRS)" dated December 16, 2024, the scope of the business that will be subject to sustainability reporting has been changed. The group falls within the relevant scope.

b) Standards, amendments, and interpretations that are issued but not effective as of 31 December 2024:

The Group has not yet implemented the following standards that have not yet entered into force and the following changes and interpretations to existing previous standards:

- > IFRS 17, 'Insurance Contracts'; effective from annual periods beginning on or after 1 January 2023. This standard replaces IFRS 4, which permitted a wide variety of practices in accounting for insurance contracts. IFRS 17 will fundamentally change the accounting by all entities that issue insurance contracts.
- > Amendments to IAS 21 - Lack of Exchangeability; effective from annual periods beginning on or after 1 January 2025. An entity is impacted by the amendments when it has a transaction or an operation in a foreign currency that is not exchangeable into another currency at a measurement date for a specified purpose. A currency is exchangeable when there is an ability to obtain the other currency (with a normal administrative delay), and the transaction would take place through a market or exchange mechanism that creates enforceable rights and obligations.

Statement of Responsibility for the Annual Report	Independent Auditor Report	Operational Performance	Financial Performance	Independent Auditor Report	Consolidated Financial Statements	Profit Distribution	CCI Reporting Guidelines	Management System Standards and Principles	Independent Assurance	Sustainability Performance Indicators	Memberships	Additional Explanations for BIST	Content Indices	Contributing to Sustainable Development Goals	Contact Information
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Coca-Cola İçecek Anonim Şirketi

Notes to Consolidated Financial Statements for the year ended December 31, 2024

(Amounts expressed in thousands of TL based on the purchasing power of Turkish Lira ("TL") as of December 31, 2024, unless otherwise stated)

2. BASIS OF CONSOLIDATED FINANCIAL STATEMENT PRESENTATION (continued)

New and Amended Turkish Financial Reporting Standards (continued)

b) Standards, amendments, and interpretations that are issued but not effective as of 31 December 2024 (continued)

> **Amendment to IFRS 9 and IFRS 7 - Classification and Measurement of Financial Instruments**; effective from annual reporting periods beginning on or after 1 January 2026 (early adoption is available). These amendments:

- clarify the requirements for the timing of recognition and derecognition of some financial assets and liabilities, with a new exception for some financial liabilities settled through an electronic cash transfer system;
- clarify and add further guidance for assessing whether a financial asset meets the solely payments of principal and interest (SPPI) criterion;
- add new disclosures for certain instruments with contractual terms that can change cash flows (such as some instruments with features linked to the achievement of environment, social and governance (ESG) targets); and
- make updates to the disclosures for equity instruments designated at Fair Value through Other Comprehensive Income (FVOCI).

> **Annual improvements to IFRS – Volume 11**; Annual improvements are limited to changes that either clarify the wording in an Accounting Standard or correct relatively minor unintended consequences, oversights or conflicts between the requirements in the Accounting Standards. The 2024 amendments are to the following standards:

- IFRS 1 First-time Adoption of International Financial Reporting Standards;
- IFRS 7 Financial Instruments: Disclosures and its accompanying Guidance on implementing IFRS 7;
- IFRS 9 Financial Instruments;
- IFRS 10 Consolidated Financial Statements; and
- IAS 7 Statement of Cash Flows.

> **IFRS 18 Presentation and Disclosure in Financial Statements**; effective from annual periods beginning on or after 1 January 2027. This is the new standard on presentation and disclosure in financial statements, with a focus on updates to the statement of profit or loss. The key new concepts introduced in IFRS 18 relate to:

- the structure of the statement of profit or loss;
- required disclosures in the financial statements for certain profit or loss performance measures that are reported outside an entity's financial statements (that is, management-defined performance measures); and
- enhanced principles on aggregation and disaggregation which apply to the primary financial statements and notes in general.

> **IFRS 19 Subsidiaries without Public Accountability: Disclosures**; effective from annual periods beginning on or after 1 January 2027. Earlier application is permitted. This new standard works alongside other IFRS Accounting Standards. An eligible subsidiary applies the requirements in other IFRS Accounting Standards except for the disclosure requirements and instead applies the reduced disclosure requirements in IFRS 19. IFRS 19's reduced disclosure requirements balance the information needs of the users of eligible subsidiaries' financial statements with cost savings for preparers. IFRS 19 is a voluntary standard for eligible subsidiaries. A subsidiary is eligible if:

- it does not have public accountability; and
- it has an ultimate or intermediate parent that produces consolidated financial statements available for public use that comply with IFRS Accounting Standards.

These changes are not expected to have a significant impact on the financial position and performance of the Group.

Statement of Responsibility for the Annual Report	Independent Auditor Report	Operational Performance	Financial Performance	Independent Auditor Report	Consolidated Financial Statements	Profit Distribution	CCI Reporting Guidelines	Management System Standards and Principles	Independent Assurance	Sustainability Performance Indicators	Memberships	Additional Explanations for BIST	Content Indices	Contributing to Sustainable Development Goals	Contact Information
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Coca-Cola İçecek Anonim Şirketi

Notes to Consolidated Financial Statements for the year ended December 31, 2024

(Amounts expressed in thousands of TL based on the purchasing power of Turkish Lira ("TL") as of December 31, 2024, unless otherwise stated)

2. BASIS OF CONSOLIDATED FINANCIAL STATEMENT PRESENTATION (continued)

Functional and Presentation Currency

The majority of the consolidated foreign subsidiaries and joint venture are regarded as foreign operations since they are financially, economically and organizationally autonomous. The Group translates in accordance with "TAS 21 The Effects of Changes in Foreign Exchange Rates" The resulting translated amounts for non-monetary items are treated as their historical cost.

Functional and presentation currency of the Group is Turkish Lira (TL). Functional currencies of the subsidiaries and joint ventures are as follows:

	December 31, 2024		December 31, 2023	
	Local Currency	Functional Currency	Local Currency	Functional Currency
CCSD	Turkish Lira	Turkish Lira	Turkish Lira	Turkish Lira
Etap	Turkish Lira	Turkish Lira	Turkish Lira	Turkish Lira
Almaty CC	Kazakh Tenge	Kazakh Tenge	Kazakh Tenge	Kazakh Tenge
Azerbaijan CC	Manat	Manat	Manat	Manat
Turkmenistan CC	Turkmen Manat	Turkmen Manat	Turkmen Manat	Turkmen Manat
Bishkek CC	Som	Som	Som	Som
TCCBCJ	Jordanian Dinar	Jordanian Dinar	Jordanian Dinar	Jordanian Dinar
SBIL	Iraq Dinar	Iraq Dinar	Iraq Dinar	Iraq Dinar
SSDSD	Syrian Pound	Syrian Pound	Syrian Pound	Syrian Pound
CCBPL	Pakistan Rupee	Pakistan Rupee	Pakistan Rupee	Pakistan Rupee
CCBB	Bangladesh Taka	Bangladesh Taka	Bangladesh Taka	Bangladesh Taka
CCI Holland	Euro	U.S. Dollars	Euro	U.S. Dollars
Waha B.V.	Euro	U.S. Dollars	Euro	U.S. Dollars
Al Waha	Iraq Dinar	Iraq Dinar	Iraq Dinar	Iraq Dinar
Tajikistan CC	Somoni	Somoni	Somoni	Somoni
CCBU	Som	Som	Som	Som
Samarkand	Som	Som	Som	Som
Namangan	Som	Som	Som	Som

Foreign Currency Translations

Transactions in foreign currencies are recorded at the rate ruling at the date of the transaction. All differences are recorded in the consolidated income statement of the relevant period, as foreign currency loss or gain. Foreign currency translation rates announced by the Central Bank of the Republic of Turkey used by the Group's subsidiaries in Turkey. USD amounts presented in the asset accounts are translated into TL with the official TL exchange rate of USD buying on December 31, 2024, USD 1,00 (full) = TL 35,2803 (December 31, 2023; USD 1,00 (full) = TL 29,4382) whereas USD amounts in the liability accounts are translated into TL with the official TL exchange rate of USD selling on December 31, 2024, USD 1,00 (full) = TL 35,3438 (December 31, 2023; USD 1,00 (full) = TL29,4913). Furthermore, USD amounts in the income statement are translated into TL, at the average TL exchange rate for USD buying for the period is USD 1,00 (full) = TL 32,7984 (January 1 - December 31, 2023; USD 1,00 (full) = TL 23,7776).

The assets and liabilities of subsidiaries and joint ventures operating in foreign countries are translated at the rate of exchange ruling at the balance sheet date and the income statements of foreign subsidiaries and joint ventures are translated at average exchange rates. Differences that occur by the usage of closing and average exchange rates are followed under currency translation differences classified under equity.

Offsetting

Financial assets and liabilities are offset, and the net amount is reported in the balance sheet when there is a legally enforceable right to set off the recognized amounts and there is an intention to settle on a net basis or realize the asset and settle the liability simultaneously.

Estimates, Assumptions and Judgements Used

In the preparation of the consolidated financial statements, the Group management is required to make estimations and assumptions that will affect the reported amounts of assets and liabilities, determine the possible liabilities and commitments as of the balance sheet date and the amounts of income and expense as of the reporting period. Actual results can be different from estimations. These estimations are reviewed at each balance sheet date; required corrections are made and reflected in the results of operations of the related period. The key assumptions concerning the future and other key resources of estimation at the balance sheet date, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year and the significant judgments (apart from those involving estimations) with the most significant effect on amounts recognized in the consolidated financial statements assumptions and estimations are as follows:

- a) The Group reviews the carrying values of property, plant and equipment for impairment when events or changes in circumstances indicate that the carrying value may not be recoverable. If any such indication exists and where the carrying values exceed the estimated recoverable amount, the assets or cash-generating units are written down to their recoverable amount. The recoverable amount (net realizable value) of property, plant and equipment is the greater of net selling price and value in use (Note 14 and Note 15).

Statement of Responsibility for the Annual Report	Independent Auditor Report	Operational Performance	Financial Performance	Independent Auditor Report	Consolidated Financial Statements	Profit Distribution	CCI Reporting Guidelines	Management System Standards and Principles	Independent Assurance	Sustainability Performance Indicators	Memberships	Additional Explanations for BIST	Content Indices	Contributing to Sustainable Development Goals	Contact Information
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Coca-Cola İçecek Anonim Şirketi

Notes to Consolidated Financial Statements for the year ended December 31, 2024

(Amounts expressed in thousands of TL based on the purchasing power of Turkish Lira ("TL") as of December 31, 2024, unless otherwise stated)

2. BASIS OF CONSOLIDATED FINANCIAL STATEMENT PRESENTATION (continued)

Estimates, Assumptions and Judgements Used (continued)

- b) Deferred tax asset is only recorded if it is probable that a taxable income will be realized in the future. Under the circumstances that a taxable income will be realized in the future, deferred tax is calculated over the temporary differences by carrying forward the deferred tax asset in the previous years.
- c) Expected credit loss is recognized by using the expected credit loss defined in TFRS 9. Expected credit losses are calculated based on Group's future estimates and experience over the past years (Note 9).
- d) The discount rates related with retirement pay liability are actuarial assumptions determined with future salary increase and the employee's turnover rates (Note 21).
- e) Group applies straight-line depreciation method according to the terms of time-based marketing activities participation contracts, and has determined a maximum of 2 years for depreciation according to the requirements of the Competition Law on 2021
- f) The Group performs impairment test for bottling rights with indefinite useful life and goodwill annually or when circumstances indicate that the carrying value may be impaired. As of December 31, 2024, impairment test for the intangible assets with indefinite useful life and goodwill is generated by comparing its carrying amount with the recoverable amount. The recoverable amount is determined taking the value in use calculation as basis. During these 10 years period calculations, estimated free cash flow from financial budgets that are used for 3-year period. Estimated free cash flows after 3-year period for the remaining 7 years are calculated by using expected growth rates. Estimated free cash flows before tax are discounted to expected present value for future cash flows. The Group considers a more than five-year period analysis to be more appropriate in its calculations, since the operations of the related cash generating units emerging market conditions. Therefore, the impairment test was performed over ten-year periods. Key assumptions such as country specific market growth rates, gross domestic product per capita and consumer price indices were derived from external sources. For impairment testing, assets that cannot be tested individually are grouped together into the smallest group of assets, cash generating units (Note 15 and Note 16).

For the impairment test, below assumptions were used for the year-end December 31, 2024.

	Perpetuity Growth Rate (%)	Weighted Average Cost of Capital (%)
Almaty CC	9.60	10.95
Azerbaijan CC	5.80	10.79
Turkmenistan CC	10.40	24.14
Bishkek CC	9.20	16.34
TCCBCJ	4.40	10.31
CCBPL	13.20	21.64
SBIL	4.99	14.70
Al Waha	4.99	14.70
Tajikistan CC	10.00	18.13
CCBU	11.00	13.75

In the sensitivity analyzes performed; no impairment provision is required as the recoverable value remained above the book value in all cash-generating units, even if each key assumption, constant growth rate, weighted average cost of capital and EBITDA growth expectation, is assumed to be 1% more negative with other variables held constant.

As announced to the public with the Special Circumstance Disclosure dated 15 February 2023, the Group's wholly owned subsidiary CCI International Holland B.V. ("CCIHBV") signed a share purchase agreement ("SPA") for the acquisition of its 100% stake in Coca-Cola Bangladesh Beverages Limited ("CCBB"), a subsidiary of The Coca-Cola Company ("TCCC").

As of February 20, 2024, the Group purchased 100% of the shares representing the capital of CCBB for 45 million USD after deducting the net financial debt as of the closing date from the enterprise value of 130 million USD. The Group did not create goodwill from this transaction and the calculated gain obtained through the bargain purchase method was shown under other income from investment activities as 93.605 TL (Note 3 and Note 26).

Within the scope of the Purchase Price Allocation ("SAFD") study carried out within the framework of the Group's acquisition of the shares of Coca-Cola Bangladesh Beverages Limited ("CCBB"), analyzes were made regarding the calculation of the purchase price, determination of cash-generating units and intangible assets. The fixed growth rate used in this study is 5,3% and the weighted average cost of capital is 15,7%.

Statement of Responsibility for the Annual Report	Independent Auditor Report	Operational Performance	Financial Performance	Independent Auditor Report	Consolidated Financial Statements	Profit Distribution	CCI Reporting Guidelines	Management System Standards and Principles	Independent Assurance	Sustainability Performance Indicators	Memberships	Additional Explanations for BIST	Content Indices	Contributing to Sustainable Development Goals	Contact Information
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Coca-Cola İçecek Anonim Şirketi

Notes to Consolidated Financial Statements for the year ended December 31, 2024

(Amounts expressed in thousands of TL based on the purchasing power of Turkish Lira ("TL") as of December 31, 2024, unless otherwise stated)

2. BASIS OF CONSOLIDATED FINANCIAL STATEMENT PRESENTATION (continued)

Basis of Consolidation and Interests in Joint Ventures

The consolidated financial statements comprise the financial statements of the parent company, CCI, its subsidiaries and joint ventures prepared as for the year ended December 31, 2024. Subsidiaries are consolidated from the date on which control is transferred to the Group and cease to be consolidated from the date on which control is transferred out of the Group. The consolidated financial statements cover CCI and the subsidiaries it controls. This control is normally evidenced when the Group owns, either directly or indirectly, more than 50% of the voting rights of a company's share capital and is able to govern the financial and operating policies of an enterprise so as to benefit from its activities.

Subsidiaries are consolidated by using the full consolidation method; therefore, the carrying value of subsidiaries is eliminated against the related shareholders' equity. The equity and net income attributable to non-controlling interests are shown separately in the consolidated financial position and consolidated statement of profit or loss.

IFRS 11 "Joint Arrangements" is effective for annual periods beginning on or after 1 January 2013. This standard defines joint control with a realistic view, which is the contractually agreed sharing of control of an arrangement. There are two types of joint arrangements: joint operations and joint ventures. Among other changes introduced, under this new standard, proportionate consolidation is not permitted for joint ventures. With this amendment, joint ventures were accounted for under the equity method of accounting at the consolidated financial statements, starting from January 1, 2013. Investment in joint ventures accounted for under the equity method of accounting is carried in the consolidated balance sheet at cost and adjusted thereafter for post-acquisition changes in the Group's share of net assets of the joint ventures, less any impairment in value. The consolidated statement of profit or loss reflects the Group's share of the results of operations of the joint ventures.

Intercompany balances and transactions, including intercompany profits and unrealized profits and losses, are eliminated. Consolidated financial statements are prepared using uniform accounting policies for like transactions and other events in similar circumstances.

SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Cash and Cash Equivalents

Cash and cash equivalents comprise cash balances, short-term deposits with an original maturity of less than 3 months and cheques dated on or before the relevant period end which are readily convertible to known amounts of cash and subject to insignificant risk of changes in value.

Financial assets classification and measurement

Group classified its assets in three categories, financial assets carried at amortized cost, financial assets carried at fair value through profit or loss, financial assets carried at fair value through other comprehensive income. Classification is performed in accordance with the business model determined based on purpose of benefits from financial assets and expected cash flows. Management performs the classification of financial assets at the acquisition date.

- a) **Financial assets carried at amortized cost;** Assets that are held for collection of contractual cash flows where cash flows represent solely payments of principal and interest, whose payments are fixed or predetermined, which are not actively traded, and which are not derivative instruments are measured at amortized cost. They are included in current assets, except for maturities more than 12 months after the balance sheet date. Those with maturities more than 12 months are classified as non-current assets. The Group's financial assets carried at amortized cost comprise "trade receivables" and "cash and cash equivalents" in the statement of financial position. Group has applied simplified approach and used impairment matrix for the calculation of impairment on its receivables carried at amortized cost, since they do not comprise of any significant finance component (Note 9).
- b) **Financial assets carried at fair value through other comprehensive income;** Financial assets carried at fair value through other comprehensive income comprise of "financial assets" in the statement of financial position. Group carried these assets at their fair values. The fair value gains and losses are recognized in other comprehensive income after the deduction of impairment losses and foreign exchange income and expenses. When the financial assets carried at fair value through other comprehensive income are sold, fair value gain or loss classified in other comprehensive income is classified to retained earnings (Note 7)
- c) **Financial assets at fair value through profit or loss,** consist of financial assets other than financial assets measured at amortized cost and fair value through other comprehensive income. Financial assets are measured at fair value through profit or loss in case they are not held under a business model that seeks to collect contractual cash flows or to collect contractual cash flows and sell financial assets. Gains and losses resulting from the valuation of these assets are accounted for in the consolidated income statement.

Derivative financial instruments

The Group engages in commodity swap and option transactions to hedge price risk arising from fluctuations in the prices of required commodity for final production. Some of the derivative transactions are determined as hedge instruments and hedge accounting is applied.

Statement of Responsibility for the Annual Report	Independent Auditor Report	Operational Performance	Financial Performance	Independent Auditor Report	Consolidated Financial Statements	Profit Distribution	CCI Reporting Guidelines	Management System Standards and Principles	Independent Assurance	Sustainability Performance Indicators	Memberships	Additional Explanations for BIST	Content Indices	Contributing to Sustainable Development Goals	Contact Information
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Coca-Cola İçecek Anonim Şirketi

Notes to Consolidated Financial Statements for the year ended December 31, 2024

(Amounts expressed in thousands of TL based on the purchasing power of Turkish Lira ("TL") as of December 31, 2024, unless otherwise stated)

2. BASIS OF CONSOLIDATED FINANCIAL STATEMENT PRESENTATION (continued)

Hedge accounting

For hedge accounting, hedges are classified as:

- › Fair value hedges when hedging the exposure to changes in the fair value of a recognized asset or liability or an unrecognized firm commitment or an identifiable portion of such asset, liability or commitment that is attributable to a particular risk element and could affect profit or loss fair value hedges
- › Cash flow hedges when hedging exposure to variability in cash flows that is either attributable to a risk associated with a recognized asset or liability (for example, all or a portion of future interest payments on variable rate liabilities) or a highly probable forecast transaction or the foreign currency risk in an unrecognized firm commitment

At the inception of a hedge relationship, the Group formally designates and documents the hedge relationship to which the Group wishes to apply hedge accounting and the risk management objective and strategy for undertaking the hedge. The documentation includes identification of the hedging instrument, the hedged item or transaction, the nature of the risk being hedged and how the entity will assess the effectiveness of changes in the hedging instrument's fair value in offsetting the exposure to changes in the hedged item's fair value or cash flows attributable to the hedged risk. Such hedges are expected to be highly effective in achieving offsetting changes in fair value or cash flows and are assessed on an ongoing basis to determine that they have been highly effective throughout the financial reporting periods for which they were designated.

For fair value hedges the change in the fair value of a hedging instrument is recognized in the consolidated statement of profit or loss. The change in the fair value of the hedged item attributable to the risk hedged is recorded as part of the carrying value of the hedged item and is also recognized in the consolidated statement of profit or loss as part of finance income and costs.

For cash flow hedges the effective portion of the gain or loss on the hedging instrument is recognized directly as other comprehensive income in the cash flow hedge reserve, while any ineffective portion is recognized immediately in the statement of consolidated income as part of financial income and costs.

Amounts recognized as other comprehensive income are transferred to the statement of consolidated income when the hedged transaction affects profit or loss, such as when the hedged financial income or financial expense is recognized or when a forecasted purchase occurs. Where the hedged item is the cost of a non-financial asset or non-financial liability, the amounts recognized as other comprehensive income are transferred to the statement of consolidated income when a sale occurs.

The Group has made aluminum swap and aluminum swap call option contracts in order to offset the possible losses that may arise from anticipated purchases of cans which are subject to aluminum price volatility and designates these aluminum swap transactions as hedging instruments for cash flow hedge relation against highly probable future outflows as the hedged item (Note 7, 31, 32).

The Group has made sugar swap contracts in order to offset the possible losses that may arise from anticipated purchases of sugar which are subject to sugar price volatility and designates these sugar swap transactions as hedging instruments for cash flow hedge relation against highly probable future outflows as the hedged item (Note 7, 31, 32).

The Group engages in cross currency swap and option transactions to hedge long term exchange rate exposure.

Other derivatives not designated for hedge accounting

Other derivatives not designated for hedge accounting are recognized initially at fair value; attributable transaction costs are recognized in statement of consolidated income when incurred. After initial recognition, derivatives are measured at fair value, and changes in the fair value of such derivatives are recognized in the statement of consolidated income as part of finance income and costs.

Statement of Responsibility for the Annual Report	Independent Auditor Report	Operational Performance	Financial Performance	Independent Auditor Report	Consolidated Financial Statements	Profit Distribution	CCI Reporting Guidelines	Management System Standards and Principles	Independent Assurance	Sustainability Performance Indicators	Memberships	Additional Explanations for BIST	Content Indices	Contributing to Sustainable Development Goals	Contact Information
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Coca-Cola İçecek Anonim Şirketi

Notes to Consolidated Financial Statements for the year ended December 31, 2024

(Amounts expressed in thousands of TL based on the purchasing power of Turkish Lira ("TL") as of December 31, 2024, unless otherwise stated)

2. BASIS OF CONSOLIDATED FINANCIAL STATEMENT PRESENTATION (continued)

Trade Receivables

Trade receivables with maturities up to 3 months in general are recorded with their invoiced amounts and carried by deducting expected credit loss.

Impairment of financial assets

The Group recognizes a loss allowance for expected credit losses on investments in debt instruments that are measured at amortized cost or at fair value reflected to comprehensive income, lease receivables, trade receivables and contract assets, as well as financial guarantee contracts. The amount of expected credit losses is updated at each reporting date to reflect changes in credit risk since initial recognition of the respective financial instrument.

The Group utilizes a simplified approach for trade receivables, contract assets and lease receivables that does not have significant financing component and calculates the allowance for impairment against the lifetime expected credit loss of the related financial assets.

Measurement and recognition of expected credit losses

The measurement of expected credit losses is a function of the probability of default, loss given default (i.e. the magnitude of the loss if there is a default) and the exposure at default. The assessment of the probability of default and loss given default is based on historical data adjusted by forward-looking information as described above. As for the exposure at default, for financial assets, this is represented by the assets' gross carrying amount at the reporting date.

The expected credit loss of financial assets is the initial effective interest rate (or credit-impairment when purchased or generated) of the difference between all of the Group's contractually realized cash flows and all of the cash flows that the Group expects to collect (all cash deficits). It is the present value calculated over the credit-adjusted effective interest rate for the financial assets.

Related Parties

- a) A person or a close member of that person's family is related to a reporting entity if that person:
 - The person in question,
 - (i) has control or joint control over the reporting entity;

- (ii) has significant influence over the reporting entity; or
- (iii) is a member of the key management personnel of the reporting entity or of a parent of the reporting entity;
- b) Parties are considered related to the Group if;
 - (i) The entity and the reporting entity are members of the same group (which means that each parent, subsidiary and fellow subsidiary is related to the others).
 - (ii) One entity is an associate or joint venture of the other entity (or an associate or joint venture of a member of a group of which the other entity is a member).
 - (iii) Both entities are joint ventures of the same third party.
 - (iv) One entity is a joint venture of a third entity and the other entity is an associate of the third entity.
 - (v) The entity is a post-employment benefit plan for the benefit of employees of either the reporting entity or an entity related to the reporting entity. If the reporting entity is itself such a plan, the sponsoring employers are also related to the reporting entity.
 - (vi) The entity is controlled or jointly controlled by a person identified in (a).
 - (vii) A person identified in (a) (i) has significant influence over the entity or is a member of the key management personnel of the entity (or of a parent of the entity).

Inventories

Inventories are valued at the lower of cost or net realizable value, less provision for obsolete and slow-moving items. Net realizable value is the selling price in the ordinary course of business, less the costs of completion, marketing, and distribution. Cost includes all costs incurred in bringing the product to its present location and condition and is determined primarily based on weighted average cost method.

Statement of Responsibility for the Annual Report	Independent Auditor Report	Operational Performance	Financial Performance	Independent Auditor Report	Consolidated Financial Statements	Profit Distribution	CCI Reporting Guidelines	Management System Standards and Principles	Independent Assurance	Sustainability Performance Indicators	Memberships	Additional Explanations for BIST	Content Indices	Contributing to Sustainable Development Goals	Contact Information
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Coca-Cola İçecek Anonim Şirketi

Notes to Consolidated Financial Statements for the year ended December 31, 2024

(Amounts expressed in thousands of TL based on the purchasing power of Turkish Lira ("TL") as of December 31, 2024, unless otherwise stated)

2. BASIS OF CONSOLIDATED FINANCIAL STATEMENT PRESENTATION (continued)

Property, Plant and Equipment

Property, plant and equipment are stated at cost less accumulated depreciation and any impairment in value. Land is not depreciated.

Depreciation is calculated on a straight-line basis over the estimated useful life of the asset as follows:

<u>Buildings and Leasehold Improvements</u>	<u>5-49 years</u>
<u>Machinery and Equipment</u>	<u>6-20 years</u>
<u>Furniture and Fixtures</u>	<u>5-10 years</u>
<u>Vehicles</u>	<u>5-10 years</u>
<u>Other Tangible Assets</u>	<u>5-12 years</u>

Useful life of leasehold improvements is determined according to contract-based lease period. Useful life of the investment is equal to the contract based remaining lease period of the leased asset.

Repair and maintenance costs for tangible assets are included in the asset's carrying amount or recognized as a separate asset, as appropriate, only when it is probable that future economic benefits with the item will flow to the Group. All other costs are charged to the statements of income during the financial year in which they are incurred.

All costs incurred for the construction of property, plant and equipment are capitalized and are not depreciated until the asset is ready for use.

The carrying values of property, plant and equipment are reviewed for impairment when events or changes in circumstances indicate that the carrying value may not be recoverable. If any such indication exists and where the carrying values exceed the estimated recoverable amount, the assets or cash-generating units are written down to their recoverable amount. The recoverable amount (net realizable value) of property, plant and equipment is the greater of net selling price and value in use.

Value in use is assessed by discounting future cash flows to their present value using a pre-tax discount rate that reflects current market conditions and the risks specific to the asset.

If the related asset is not a unit that generates cash inflows by itself, the recoverable amount is determined for the cash-generating unit to which the asset belongs. Impairment losses are recognized in the consolidated statement of profit or loss.

The increase in the carrying value of property, plant and equipment because of the impairment reversal is recognized in the consolidated statement of profit or loss, by considering not to exceed the book value amount if the impairment losses were not reflected to financial statements in prior years (net book value after depreciation).

Intangible Assets

Intangible assets acquired separately are measured at initial acquisition cost. The cost of an intangible asset acquired in a business combination is recognized at fair value if its fair value can be reliably measured. Intangible assets, excluding development costs, created within the business are not capitalized and expenditure is charged against profits in the year in which it is incurred. Intangible assets are amortized on a straight-line basis over the best estimate of their useful lives, except Bottlers and Distribution Agreements.

In the scope of consolidation, intangible assets identified during the acquisition and in the fair value financial statements of subsidiaries and joint venture which are operating in foreign countries, represent the "Bottlers and Distribution Agreements" that are signed with TCCC. Taking into consideration TCCC's ownership in the Group, contribution to development of long-term strategic plans and business processes, and its working principles with other bottlers the Group management believes that no time constraint is required for bottling and distribution agreements as they will be extended without additional cost after expiration date. The intangible assets relating to the Bottlers and Distribution Agreements are therefore not amortized. Such intangible assets which are not amortized are annually tested for impairment or when events or changes in circumstances indicate that the carrying value may not be recoverable.

Other rights are amortized on a straight-line basis over their 2-15 years estimated useful lives.

The carrying values of intangible assets are reviewed for impairment when events or changes in circumstances indicate that the carrying value may not be recoverable.

Statement of Responsibility for the Annual Report	Independent Auditor Report	Operational Performance	Financial Performance	Independent Auditor Report	Consolidated Financial Statements	Profit Distribution	CCI Reporting Guidelines	Management System Standards and Principles	Independent Assurance	Sustainability Performance Indicators	Memberships	Additional Explanations for BIST	Content Indices	Contributing to Sustainable Development Goals	Contact Information
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Coca-Cola İçecek Anonim Şirketi

Notes to Consolidated Financial Statements for the year ended December 31, 2024

(Amounts expressed in thousands of TL based on the purchasing power of Turkish Lira ("TL") as of December 31, 2024, unless otherwise stated)

2. BASIS OF CONSOLIDATED FINANCIAL STATEMENT PRESENTATION (continued)

Business Combinations and Goodwill

When the Group acquires a business, it assesses the financial assets and liabilities assumed for appropriate classification and designation in accordance with the contractual terms, economic circumstances and pertinent conditions as at the acquisition date. This includes the separation of embedded derivatives in host contracts by the acquirer.

Acquisition method requires allocation of the acquisition cost to the assets acquired and liabilities assumed at their fair values on the date of acquisition. Accordingly, acquired assets and liabilities and contingent liabilities assumed are recognized at TFRS 3 fair values on the date of acquisition. Acquired company is consolidated starting from the date of acquisition.

If the fair values of the acquired identifiable assets, liabilities and contingent liabilities or cost of the acquisition are based on provisional assessment as at the balance sheet date, the Group made provisional accounting. Temporarily determined business combination accounting has to be completed within twelve months following the combination date and adjustment entries have to be made beginning from combination date.

Goodwill represents the excess of the cost of the acquisition over the fair value of identifiable net assets of the acquired business, at the date of acquisition. Group do not amortize goodwill arising from the business combinations and annually review for impairment.

Any goodwill arising from the acquisition of a foreign operation and fair value adjustments to the carrying amounts of assets and liabilities are treated as assets and liabilities of the acquired foreign operation. Therefore, these assets and liabilities are translated at the closing rate from their presentation currencies.

Recognition and Derecognition of Financial Instruments

The Group reflects financial assets or financial liabilities on its balance sheet only if and only if it is a party to the contract of the financial instrument. The Group derecognizes a financial asset or a portion of a financial asset only when it loses control over the contractual rights to which the assets are subject. The Group derecognizes a financial liability only if the obligation defined in the contract ceases, is canceled, or expires.

Financial liabilities

Financial liabilities are classified as at FVTPL on initial recognition. On initial recognition of liabilities other than those that are recognized at FVTPL, transaction costs directly attributable to the acquisition or issuance thereof are also recognized in the fair value.

A financial liability is subsequently classified at amortized cost except:

- (a) Financial liabilities at FVTPL: These liabilities including derivative instruments are subsequently measured at fair value.
- (b) Financial liabilities arising if the transfer of the financial asset does not meet the conditions of derecognition from the financial statements or if the ongoing relationship approach is applied: When the Group continues to present an asset based on the ongoing relationship approach, a liability in relation to this is also recognized in the financial statements. The transferred asset and the related liability are measured to reflect the rights and liabilities that the Group continues to hold. The transferred liability is measured in the same manner as the net book value of the transferred asset.
- (c) A contingent consideration recognized in the financial statements by the entity acquired in a business combination where TFRS 3 is applied: After initial recognition, the related contingent consideration is measured as at FVTPL.

The Group does not reclassify any financial liability.

Derecognition of financial liabilities

The Group derecognizes financial liabilities when, and only when, the Group's obligations are discharged, cancelled, or have expired. The difference between the carrying amount of the financial liability derecognized and the consideration paid and payable, including any non-cash assets transferred or liabilities assumed, is recognized in profit or loss.

Statement of Responsibility for the Annual Report	Independent Auditor Report	Operational Performance	Financial Performance	Independent Auditor Report	Consolidated Financial Statements	Profit Distribution	CCI Reporting Guidelines	Management System Standards and Principles	Independent Assurance	Sustainability Performance Indicators	Memberships	Additional Explanations for BIST	Content Indices	Contributing to Sustainable Development Goals	Contact Information
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Coca-Cola İçecek Anonim Şirketi

Notes to Consolidated Financial Statements for the year ended December 31, 2024

(Amounts expressed in thousands of TL based on the purchasing power of Turkish Lira ("TL") as of December 31, 2024, unless otherwise stated)

2. BASIS OF CONSOLIDATED FINANCIAL STATEMENT PRESENTATION (continued)

Leases

The Group as lessee

The Group assesses whether a contract is or contains a lease, at inception of the contract. The Group recognizes a right-of-use asset and a corresponding lease liability with respect to all lease arrangements in which it is the lessee, except for short-term leases (defined as leases with a lease term of 12 months or less) and leases of low value assets. For these leases, the Group recognizes the lease payments as an operating expense on a straight-line basis over the term of the lease unless another systematic basis is more representative of the time pattern in which economic benefits from the leased assets are consumed.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted by using the rate implicit in the lease. If this rate cannot be readily determined, the Group uses its incremental borrowing rate.

Lease payments included in the measurement of the lease liability comprise:

- > fixed lease payments (including in-substance fixed payments), less any lease incentives;
- > variable lease payments that depend on an index or rate, initially measured using the index or rate at the commencement date;
- > the amount expected to be payable by the lessee under residual value guarantees;
- > the exercise price of purchase options, if the lessee is reasonably certain to exercise the options; and payments of penalties for terminating the lease, if the lease term reflects the exercise of an option to terminate the lease.

The lease liability is presented as a separate line in the consolidated statement of financial position. The lease liability is subsequently measured by increasing the carrying amount to reflect interest on the lease liability (using the effective interest method) and by reducing the carrying amount to reflect the lease payments made. The Group remeasures the lease liability (and makes a corresponding adjustment to the related right-of-use asset) whenever:

- > the lease term has changed or there is a change in the assessment of exercise of a purchase option, in which case

the lease liability is remeasured by discounting the revised lease payments using a revised discount rate.

- > the lease payments change due to changes in an index or rate or a change in expected payment under a guaranteed residual value, in which cases the lease liability is remeasured by discounting the revised lease payments using the initial discount rate (unless the lease payments change is due to a change in a floating interest rate, in which case a revised discount rate is used).
- > a lease contract is modified, and the lease modification is not accounted for as a separate lease, in which case the lease liability is remeasured by discounting the revised lease payments using a revised discount rate at the effective date of the modification

The Group did not make any such adjustments during the periods presented.

Right-of-use assets include the initial measurement of the corresponding lease liability, lease payments made on or before the commencement date, and other direct initial costs. These assets are measured at cost less accumulated depreciation and impairment losses.

A provision is recognized in accordance with TAS 37 when the group incurs costs to disassemble and dispose of a lease asset, restore the area on which the asset is located, or restore the parent asset in accordance with the terms and conditions of the lease. These costs are included in the relevant right-of-use asset unless they are incurred to produce inventory.

Right-of-use assets are depreciated over the shorter period of lease term and useful life of the underlying asset. If a lease transfers ownership of the underlying asset or the cost of the right-of-use asset reflects that the Group expects to exercise a purchase option, the related right-of-use asset is depreciated over the useful life of the underlying asset. The depreciation starts at the commencement date of the lease.

The right-of-use assets are presented as a separate line in the consolidated statement of financial position.

The Group applies TAS 36 to determine whether a right-of-use asset is impaired and accounts for any identified impairment loss as described in the 'Property, Plant and Equipment' policy.

Statement of Responsibility for the Annual Report	Independent Auditor Report	Operational Performance	Financial Performance	Independent Auditor Report	Consolidated Financial Statements	Profit Distribution	CCI Reporting Guidelines	Management System Standards and Principles	Independent Assurance	Sustainability Performance Indicators	Memberships	Additional Explanations for BIST	Content Indices	Contributing to Sustainable Development Goals	Contact Information
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Coca-Cola İçecek Anonim Şirketi

Notes to Consolidated Financial Statements for the year ended December 31, 2024

(Amounts expressed in thousands of TL based on the purchasing power of Turkish Lira ("TL") as of December 31, 2024, unless otherwise stated)

2. BASIS OF CONSOLIDATED FINANCIAL STATEMENT PRESENTATION (continued)

Leases (continued)

The Group as lessee (continued)

Variable rents that do not depend on an index or rate are not included in the measurement of the lease liability and the right-of-use asset. The related payments are recognized as an expense in the period in which the event or condition that triggers those payments occurs and are included in 'Other expenses' in profit or loss.

As a practical expedient, TFRS 16 permits a lessee not to separate non-lease components, and instead account for any lease and associated non-lease components as a single arrangement. The Group has not used this practical expedient.

The Group as lessor

The Group enters into lease agreements as a lessor with respect to some of its investment properties. Leases for which the Group is a lessor are classified as finance or operating leases. Whenever the terms of the lease transfer substantially all the risks and rewards of ownership to the lessee, the contract is classified as a finance lease. All other leases are classified as operating leases.

When the Group is an intermediate lessor, it accounts for the head lease and the sublease as two separate contracts. The sublease is classified as a finance or operating lease by reference to the right-of-use asset arising from the head lease.

Rental income from operating leases is recognized on a straight-line basis over the term of the relevant lease. Initial direct costs incurred in negotiating and arranging an operating lease are added to the carrying amount of the leased asset and recognized on a straight-line basis over the lease term.

Amounts due from lessees under finance leases are recognized as receivables at the amount of the Group's net investment in the leases. Finance lease income is allocated to accounting periods so as to reflect a constant periodic rate of return on the Group's net investment outstanding in respect of the leases.

When a contract includes lease and non-lease components, the Group applies TFRS 15 to allocate the consideration under the contract to each component.

Trade Payables

The Group's trade and promissory notes, with maturities generally up to 90 days, are reflected at amounts that represent the fair value of future payments for invoiced goods and services.

Partial Capital Repayment from a Foreign Operation

For the disposal of a foreign operation, the accumulated foreign exchange gain/loss of that operation, which are recognized in other comprehensive income and accumulated in a separate line in the equity, are reclassified from equity to profit or loss. In addition to the disposal of the foreign operation, partial disposals are accounted as disposal:

- (a) when the partial disposal involves the loss of control of a subsidiary that includes a foreign operation, regardless of whether the entity retains a non-controlling interest in its former subsidiary after the partial disposal; and
- (b) when the retained interest after the partial disposal of an interest in a joint arrangement or a partial disposal of an interest in an associate that includes a foreign operation is a financial asset that includes a foreign operation and the loss of joint control over a jointly controlled entity that includes a foreign operation.

In relation to foreign operations within the Group, even if there is no change in minority ownership interests or in the ultimate ownership percentage of a subsidiary, in instances of quasi capital repayment, these transactions are treated as a partial disposal. Accumulated currency translation adjustments linked to this repayment are classified in the income statement as either gains or losses.

Statement of Responsibility for the Annual Report	Independent Auditor Report	Operational Performance	Financial Performance	Independent Auditor Report	Consolidated Financial Statements	Profit Distribution	CCI Reporting Guidelines	Management System Standards and Principles	Independent Assurance	Sustainability Performance Indicators	Memberships	Additional Explanations for BIST	Content Indices	Contributing to Sustainable Development Goals	Contact Information
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Coca-Cola İçecek Anonim Şirketi

Notes to Consolidated Financial Statements for the year ended December 31, 2024

(Amounts expressed in thousands of TL based on the purchasing power of Turkish Lira ("TL") as of December 31, 2024, unless otherwise stated)

2. BASIS OF CONSOLIDATED FINANCIAL STATEMENT PRESENTATION (continued)

Employee Benefits

Turkish Entities:

a) Defined Benefit Plans

The reserve for employee termination benefits is provided for in accordance with TAS 19 "Employee Benefits" and is based on actuarial study.

In the consolidated financial statements, the Group has reflected a liability calculated using the "Projected Unit Credit Method". According to the valuations made by qualified actuaries, all actuarial gains and losses are recognized in the consolidated statement of profit or loss. The employee termination benefits are discounted to the present value of the estimated future cash outflows using government bonds' rate of return on the balance sheet date. The gains/loss originated from the changes in actuarial assumptions and the fluctuations between actuarial assumptions and the actual results are reflected to other comprehensive income.

Actuarial assumptions used to determine net periodic pension costs are as follows as of balance sheet dates:

	December 31, 2024	December 31, 2023
Discount rate	29.32%	24.60%
Inflation	24.43%	20.97%

(b) Defined Contribution Plan

The Group pays contributions to the Social Security Institution of Turkey on a mandatory basis. The Group has no further payment obligations once the contributions have been paid. The contributions are recognized as employee benefit expense when they are due. For the year ended December 31, 2024, contributions paid by the Group to the Social Security Institution of Turkey is amounting to TL 685.437 (December 31, 2023 - TL 487.745).

Foreign Subsidiaries

Subsidiaries and joint ventures in foreign countries pay contributions according to each country's local regulations and these payments are expensed as incurred. Both employee and employer make payments as social security contribution calculated on employee salary and these contributions reflected to employee expense when they accrued.

	Employee contribution rate	Employer contribution rate
Almaty CC	12%	14%
Azerbaijan CC	10%	15%
Bishkek CC	10%	2,25%
Turkmenistan CC	-	20%
Tajikistan CC	2%	20%
TCCBCJ	7,5%	14,25%
SBIL	5%	12%
Al Waha	5%	12%
CCBU	12%	12%
CCBB	12%	12%
CCBPL	1% (on minimum wage)	5% (on minimum wage)

Also, CCBPL has gratuity fund provision as a defined benefit plan and calculated in accordance with TAS 19 "Employee Benefits" using actuarial works. Employee is eligible for gratuity after completing 3 years with the Group and can take his accrued gratuity amount at the time of separation from the Group or at retirement age. This provision is calculated by actuarial firm and the actuarial gain/loss accumulated on this provision is reflected to financial statements the gains/loss originated from the changes in actuarial assumptions and the fluctuations between actuarial assumptions and the actual results are reflected to other comprehensive income.

Provisions, Contingent Assets and Liabilities

Provisions are recognized when the Group has a present obligation (legal or constructive) because of a past event, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation. If the effect of the time value of money is material, provisions are determined by discounting the expected future cash flows at a pre-tax rate that reflects current market assessment of the time value of money and, where appropriate, the risks specific to the liability. Where discounting is used, the increase in the provision due to the passage of time is recognized as interest expense.

Contingent liabilities are not recognized in the financial statements but only disclosed, unless the possibility of an outflow of resources embodying economic benefits is probable. A contingent asset is not recognized in the financial statements but disclosed when an inflow of economic benefits is probable.

Statement of Responsibility for the Annual Report	Independent Auditor Report	Operational Performance	Financial Performance	Independent Auditor Report	Consolidated Financial Statements	Profit Distribution	CCI Reporting Guidelines	Management System Standards and Principles	Independent Assurance	Sustainability Performance Indicators	Memberships	Additional Explanations for BIST	Content Indices	Contributing to Sustainable Development Goals	Contact Information
---	----------------------------	-------------------------	-----------------------	----------------------------	--	---------------------	--------------------------	--	-----------------------	---------------------------------------	-------------	----------------------------------	-----------------	---	---------------------

Coca-Cola İçecek Anonim Şirketi

Notes to Consolidated Financial Statements for the year ended December 31, 2024

(Amounts expressed in thousands of TL based on the purchasing power of Turkish Lira ("TL") as of December 31, 2024, unless otherwise stated)

2. BASIS OF CONSOLIDATED FINANCIAL STATEMENT PRESENTATION (continued)

Revenue Recognition

Revenue

The Group recognizes revenue in accordance with the standard which is TFRS 15 "Revenue from Contracts With Customers" based five-step model set out below:

- > Identifying contract(s) with a customer
- > Identify the performance obligations in the contract
- > Determine the transaction priceAllocate the transaction price to the performance obligations in the contract
- > Recognize revenue when (or as) the entity satisfies a performance obligation

The Group accounts for a contract with its customer as revenue if all the conditions of the term are met:

- > The parties to the contract have approved the contract (in writing, verbally or in accordance with other commercial practices) and are committed to fulfilling their own performance obligations.
- > The rights of each party related to the goods or services to be transferred can be defined.
- > Payment terms for goods or services to be transferred can be defined
- > The contract is inherently commercial in nature, and it is probable that the Group will collect a price for goods or services to be transferred to the customer. While evaluating whether a price is likely to be collected, the Group takes into account only the customer's ability to pay this price on due date and its intention.

The Group assesses the goods or services promised in a contract with a customer and identify as a performance obligation each promise to transfer to the customer.

For each performance obligation, it is determined at the beginning of the contract whether the performance obligation will be carried out over time or at a certain time. If the Group transfers control of a good or service over time and therefore fulfils its performance obligations regarding the related sales over time, it measures the progress towards the fulfilment of the performance obligations in question and takes the revenue to the financial statements.

When the Group fulfils its performance obligation by transferring a committed good or service to its customer, it records the transaction value corresponding to this performance obligation in its financial statements. When the control of the goods or services takes over (or passes) to the customers, the goods or services are transferred.

In the beginning of the contract, the Group does not make any adjustments for the effect of an material financing component in the promised price if the period between the transfer date of the goods and services promised to the customer and the date when the customer pays the price of this goods or service will be one year or less. On the other hand, if there is a material financing element in revenue, the revenue value is determined by reducing the future collections with the interest rate included in the financing element. The difference is recorded in the relevant periods as other income from the main activities on an accrual basis.

If there is no obligation to the customer regarding the transfer of goods or services and the entire or almost all of the price promised by the customer is collected by the business and it is not possible to return this price, or the contract is terminated and it is not possible to return the price collected from the customer, it is considered as a refund.

Interest Income

Interest income from financial assets is recorded as long as it is possible for the Group to obtain economic benefits and measure the income reliably. Interest income is accrued in the relevant period in proportion to the remaining principal balance and the effective interest rate that reduces the estimated cash inflows from the related financial asset to the book value of that asset.

Income Taxes

Tax expense or income is the aggregate amount included in the determination of net profit or loss for the period in respect of current and deferred taxes.

Statement of Responsibility for the Annual Report	Independent Auditor Report	Operational Performance	Financial Performance	Independent Auditor Report	Consolidated Financial Statements	Profit Distribution	CCI Reporting Guidelines	Management System Standards and Principles	Independent Assurance	Sustainability Performance Indicators	Memberships	Additional Explanations for BIST	Content Indices	Contributing to Sustainable Development Goals	Contact Information
---	----------------------------	-------------------------	-----------------------	----------------------------	--	---------------------	--------------------------	--	-----------------------	---------------------------------------	-------------	----------------------------------	-----------------	---	---------------------

Coca-Cola İçecek Anonim Şirketi

Notes to Consolidated Financial Statements for the year ended December 31, 2024

(Amounts expressed in thousands of TL based on the purchasing power of Turkish Lira ("TL") as of December 31, 2024, unless otherwise stated)

2. BASIS OF CONSOLIDATED FINANCIAL STATEMENT PRESENTATION (continued)

Deferred income tax is provided, using the liability method, on all temporary differences at the balance sheet date between the tax bases of assets and liabilities and their carrying amounts for financial reporting purposes. Deferred income tax liabilities are recognized for all taxable temporary differences.

Deferred income tax assets are recognized for all deductible temporary differences, carry-forward of unused tax assets and unused tax losses, to the extent that it is probable that taxable profit will be available against which the deductible temporary differences, carry-forward of unused tax assets and unused tax losses can be utilized. The carrying amount of deferred income tax assets is reviewed at each balance sheet date and reduced to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred income tax asset to be utilized.

Deferred income tax assets and liabilities are measured at the tax rates that are expected to apply to the period when the asset is realized, or the liability is settled, based on tax rates that have been enacted or substantively enacted at the balance sheet date.

Deferred income tax assets and deferred income tax liabilities are offset, if a legally enforceable right exists to set off current tax assets against current income tax liabilities and the deferred income taxes relate to the same taxable entity and the same taxation authority.

Foreign Currency Transactions

Each entity within the Group translates its foreign currency transactions and balances into its functional currency by applying the exchange rate between the functional currency and the foreign currency on the date of the transaction. Exchange rate differences arising on the settlement of monetary items or on reporting monetary items at rates different from those at which they were initially recorded during the period or reported in previous financial statements are recognized in the statement of profit or loss in the period in which they arise.

Earnings Per Share

Basic earnings per share (EPS) is calculated by dividing the net profit for the period to the weighted average number of ordinary shares outstanding during the reporting periods. The weighted average number of shares outstanding during the year has been adjusted in respect of free shares issued without corresponding increase in resources. The Group has no diluted instruments.

Events after the reporting period

Post period-end events that provide additional information about the Group's position at the balance sheet date (adjusting events), are reflected in the financial statements and footnotes. Post period-end events that are not adjusting events are disclosed in the notes when material.

Government incentives and grants

According to the Corporate Tax Law No. 5520, Article 32/A, the Group can benefit from reduced corporate tax for earnings from investments tied to an incentive certificate. In case the corporate tax amount to be paid every year until the investment contribution amount is reached, which is calculated according to the determined investment contribution rate, this incentive is benefited by applying the relevant discount rate in the corporate tax. In accordance with investment incentive certificates, Value Added Tax ("VAT") and customs tax incentives are also utilized.

Statement of Responsibility for the Annual Report	Independent Auditor Report	Operational Performance	Financial Performance	Independent Auditor Report	Consolidated Financial Statements	Profit Distribution	CCI Reporting Guidelines	Management System Standards and Principles	Independent Assurance	Sustainability Performance Indicators	Memberships	Additional Explanations for BIST	Content Indices	Contributing to Sustainable Development Goals	Contact Information
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Coca-Cola İçecek Anonim Şirketi

Notes to Consolidated Financial Statements for the year ended December 31, 2024

(Amounts expressed in thousands of TL based on the purchasing power of Turkish Lira ("TL") as of December 31, 2024, unless otherwise stated)

3. BUSINESS COMBINATIONS

Current Period:

As of February 20, 2024, the Group purchased 100% of the shares representing the capital of CCBB for 45 million USD after deducting the net financial debt as of the closing date from the enterprise value of 130 million USD.

	(**)CCBB Net Book Value
Cash and cash equivalents	88,943
Trade receivables and other receivables	15,209
Inventories	928,740
Property plant and equipment	3,617,073
Right of use assets	20,952
Other current and non-current assets	215,895
Total assets	4,886,812
Deferred tax liability and tax provision	138,501
Borrowings	2,165,371
Trade payables	703,252
Other liabilities	387,856
Total liabilities	3,394,980
Net assets	1,491,832
Consideration(*)	(1,398,227)
Consolidated net assets	1,491,832
Provisional goodwill arising from acquisition	93,605

(*) Company's purchase price was accounted as 1.398.227 TL (45 million USD).

As of September 26, 2024, the Group purchased the remaining 20% of the capital of Etap company for 28 million USD.

Prior Period:

As of April 19, 2023, Coca-Cola İçecek A.Ş. has purchased 80% of the shares of Anadolu Etap Penkon Gıda ve İçecek Ürünleri Sanayi ve Ticaret A.Ş. amounting to 112 million USD.

	ETAP Net Book Value
Cash and cash equivalents	149,721
Trade receivables	807,669
Inventories	2,153,950
Property plant and equipments	2,816,265
Intangible assets	71,529
Right of use assets	3,921
Other current and non-current assets	594,072
Deferred tax assets	81,088
Total Assets	6,678,215
Borrowings	2,949,751
Trade payables	1,223,699
Other liabilities	168,572
Total Liabilities	4,342,022
Cash paid	(4,485,601)
Consolidated portion of the net asset / (liabilities)	1,868,955
Acquisition effect accounted under equity	(2,616,646)

As of November 21, 2023, the purchase of shares representing 49,67% of the capital of CCBPL company was completed for 300 million USD.

Statement of Responsibility for the Annual Report	Independent Auditor Report	Operational Performance	Financial Performance	Independent Auditor Report	Consolidated Financial Statements	Profit Distribution	CCI Reporting Guidelines	Management System Standards and Principles	Independent Assurance	Sustainability Performance Indicators	Memberships	Additional Explanations for BIST	Content Indices	Contributing to Sustainable Development Goals	Contact Information
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Coca-Cola İçecek Anonim Şirketi

Notes to Consolidated Financial Statements for the year ended December 31, 2024

(Amounts expressed in thousands of TL based on the purchasing power of Turkish Lira ("TL") as of December 31, 2024, unless otherwise stated)

4. SEGMENT REPORTING

The Company produces segment reports for the chief operating decision maker (Board of Directors and Executive Management) in accordance with basis of preparation as explained in Note 2. Reported information is used by management for observing performance at operation segments and for deciding resource allocation.

Adjusted earnings before interest and tax (Adjusted EBITDA) is not an accounting measure under TFRS accounting and does not have a standard calculation method however it has been considered as the optimum indicator for the evaluation of the performance of the operating segments by considering the comparability with the entities in the same business.

Group's domestic and international subsidiaries are presented under Note 1 and Group's segment reporting is as follows:

	December 31, 2024			
	Domestic	International	Elimination	Consolidated
Net Revenue	62,390,779	75,498,298	(205,936)	137,683,141
Cost of sales (-)	(39,213,237)	(50,081,752)	201,622	(89,093,367)
Gross profit	23,177,542	25,416,546	(4,314)	48,589,774
Operating expenses (-)	(18,466,424)	(12,934,620)	1,177,218	(30,223,826)
Other operating income / (expense), net	9,686,422	214,770	(9,381,742)	519,450
Profit from operations	14,397,540	12,696,696	(8,208,838)	18,885,398
Gain from investing activities	39,556	8,129	54,065	101,750
Loss from investing activities (-)	(6,878)	(208,973)	39,540	(176,311)
Gain / (loss) from joint ventures	-	(4,793)	-	(4,793)
Profit before financial income / (expense)	14,430,218	12,491,059	(8,115,233)	18,806,044
Financial income	3,234,241	888,655	(65,821)	4,057,075
Financial expense (-)	(14,534,351)	(2,731,271)	4,461,092	(12,804,530)
Monetary Gain Loss	9,883,529	-	-	9,883,529
Profit before tax from continuing operations	13,013,637	10,648,443	(3,719,962)	19,942,118

	December 31, 2024			
	Domestic	International	Elimination	Consolidated
Tax income / (expense) from continuing operations	(1,336,583)	(2,353,732)	(1,360,308)	(5,050,623)
Net profit or (loss) from continuing operations	11,677,054	8,294,711	(5,080,270)	14,891,495
Non-controlling interest	-	78,119	-	78,119
Equity holders of the parent	11,677,054	8,216,592	(5,080,270)	14,813,376
Purchase of property, plant, equipment and intangible asset	3,271,891	9,206,743	-	12,478,634
Amortization expense of right of use asset	127,373	103,827	-	231,200
Depreciation and amortization expenses	2,455,855	3,089,789	-	5,545,644
Other non-cash items	374,332	569,966	(260,019)	684,279
Adjusted EBITDA	17,355,100	16,460,278	(8,468,857)	25,346,521
	December 31, 2024			
	Domestic	International	Elimination	Consolidated
Total Assets	126,209,733	82,167,941	(60,050,681)	148,326,993
Total Liabilities	49,617,810	37,978,985	(922,986)	86,673,809

As of December 31, 2024, the portion of Central Asia in the consolidated net revenue and total assets is 34% and 24% respectively. (December 31, 2023: 35% and 23%).

Statement of Responsibility for the Annual Report	Independent Auditor Report	Operational Performance	Financial Performance	Independent Auditor Report	Consolidated Financial Statements	Profit Distribution	CCI Reporting Guidelines	Management System Standards and Principles	Independent Assurance	Sustainability Performance Indicators	Memberships	Additional Explanations for BIST	Content Indices	Contributing to Sustainable Development Goals	Contact Information
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Coca-Cola İçecek Anonim Şirketi

Notes to Consolidated Financial Statements for the year ended December 31, 2024

(Amounts expressed in thousands of TL based on the purchasing power of Turkish Lira ("TL") as of December 31, 2024, unless otherwise stated)

4. SEGMENT REPORTING (continued)

	December 31, 2023			
	Domestic	International	Elimination	Consolidated
Net Revenue	67,449,675	78,536,713	(102,413)	145,883,975
Cost of sales (-)	(46,432,236)	(51,763,337)	14,034	(98,181,539)
Gross profit	21,017,439	26,773,376	(88,379)	47,702,436
Operating expenses (-)	(16,419,945)	(11,857,055)	1,120,124	(27,156,876)
Other operating income / (expense), net	14,333,371	7,306,989	(21,287,132)	353,228
Profit / (loss) from operations	18,930,865	22,223,310	(20,255,387)	20,898,788
Gain from investing activities	145,424	128,415	(4)	273,835
Loss from investing activities (-)	(290,029)	(21,937)	3	(311,963)
Gain / (loss) from joint ventures	-	(24,324)	-	(24,324)
Profit before financial income/(expense)	18,786,260	22,305,464	(20,255,388)	20,836,336
Financial income	6,077,744	3,717,863	(86,858)	9,708,749
Financial expense (-)	(24,990,193)	(4,459,251)	13,679,539	(15,769,905)
Monetary Gain Loss	22,700,169	-	-	22,700,169
Profit before tax from continuing operations	22,573,980	21,564,076	(6,662,707)	37,475,349
Tax income / (expense) from continuing operations	(212,689)	(3,019,455)	(3,691,821)	(6,923,965)
Net profit or (loss) from continuing operations	22,361,291	18,544,621	(10,354,528)	30,551,384
Non-controlling interest	315,650	532,249	(9,451)	838,448
Equity holders of the parent	22,045,641	18,012,372	(10,345,077)	29,712,936
Purchase of property, plant, equipment and intangible asset	2,904,777	5,944,614	-	8,849,391
Amortization expense of right of use asset	136,955	108,129	-	245,084
Depreciation and amortization expenses	2,277,442	2,801,095	-	5,078,537
Other non-cash items	295,508	10,762	(357,288)	(51,018)
Adjusted EBITDA	21,640,770	25,143,296	(20,612,675)	26,171,391

	December 31, 2023			
	Domestic	International	Elimination	Consolidated
Total Assets	126,134,799	92,223,482	(59,313,314)	159,044,967
Total Liabilities	58,075,682	48,777,022	(12,712,971)	94,139,733

In addition to the requirements of segment reporting, The Group's management presented this information for certain financial statements readers to utilize this data during their analyses.

Company's "Adjusted Earnings Before Interest, Taxes, Depreciation and Amortization (Adjusted EBITDA)" definition and calculation is defined as; "Profit / (Loss) From Operations" plus relevant non-cash expenses including depreciation and amortization, provision for employee benefits like retirement and vacation pay (provisions for management bonus and long term incentive plan not included) and other non-cash expenses like negative goodwill and value increase due to change in scope of consolidation.

As of December 31, 2024, and 2023, reconciliation of Adjusted EBITDA to profit / (loss) from operations is explained in the following table:

	December 31, 2024	December 31, 2023
Profit / (loss) from operations	18,885,398	20,898,788
Depreciation and amortization	5,545,644	5,078,537
Provision for employee benefits	325,633	313,593
Foreign exchange gain / (loss) under other operating income / (expense) (Note 26)	358,646	(364,611)
Amortization expense of right of use asset	231,200	245,084
Adjusted EBITDA	25,346,521	26,171,391

Statement of Responsibility for the Annual Report	Independent Auditor Report	Operational Performance	Financial Performance	Independent Auditor Report	Consolidated Financial Statements	Profit Distribution	CCI Reporting Guidelines	Management System Standards and Principles	Independent Assurance	Sustainability Performance Indicators	Memberships	Additional Explanations for BIST	Content Indices	Contributing to Sustainable Development Goals	Contact Information
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Coca-Cola İçecek Anonim Şirketi

Notes to Consolidated Financial Statements for the year ended December 31, 2024

(Amounts expressed in thousands of TL based on the purchasing power of Turkish Lira ("TL") as of December 31, 2024, unless otherwise stated)

5. CASH AND CASH EQUIVALENTS

	December 31, 2024	December 31, 2023
Cash on hand	11,153	47,082
Cash in banks		
-Time deposit	15,342,477	23,550,705
-Demand deposit	6,402,613	7,811,366
Investment funds	1,497,386	-
	23,253,629	31,409,153

As of December 31, 2024, time deposits with maturities less than 3 months in foreign currencies, existed for periods varying between 1 day to 76 days (December 31, 2023 - 1 day to 74 days) and earned interest between 0,15% - 20,5% (December 31, 2023 - 0,50% - 20,5%).

As of December 31, 2024, the Group has money market funds traded in TEFAS amounting to TL 1.497.386 (December 31, 2023 - None).

As of December 31, 2024, time deposits in local currency existed for periods varying between 2 days to 6 days (December 31, 2023 - TL, 2 days to 12 days) and earned interest between 46,50% - 50,00% (December 31, 2023 - 38,00% - 45,00%)

As of December 31, 2024, there is TL 47.933 (December 31, 2023 - TL 61.133) of interest income accrual on time deposits with maturities less than 3 months. As of December 31, 2024, and 2023, the fair values of cash and cash equivalents are equal to book value.

The credit risks of the banks where the Company has deposits are evaluated by taking into account independent data, and no significant credit risk is expected. The market values of cash and cash equivalents approximate their carrying values including the accrued interest income at the balance sheet date.

6. FINANCIAL INVESTMENTS

	December 31, 2024	December 31, 2023
Time deposits with maturities more than 3 months	106	133
Foreign currency linked deposits	-	443,122
Restricted cash	95,633	99,279
	95,739	542,534

As of December 31, 2024, time deposits with maturities over 3 months are composed of USD with 178 days maturity and have interest rate 2,25% for USD.

As of December 31, 2023, time deposits with maturities over 3 months are composed of USD with 179 days maturity and have interest rate 2,25% for USD.

Restricted bank balance is the blocked amount in the bank for collateral of letters of credit in Uzbekistan and Pakistan.

As of December 31, 2024, there is no interest rates for fx-protected deposit accounts (31 December 2023 - 35,00%).

Statement of Responsibility for the Annual Report	Independent Auditor Report	Operational Performance	Financial Performance	Independent Auditor Report	Consolidated Financial Statements	Profit Distribution	CCI Reporting Guidelines	Management System Standards and Principles	Independent Assurance	Sustainability Performance Indicators	Memberships	Additional Explanations for BIST	Content Indices	Contributing to Sustainable Development Goals	Contact Information
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Coca-Cola İçecek Anonim Şirketi

Notes to Consolidated Financial Statements for the year ended December 31, 2024

(Amounts expressed in thousands of TL based on the purchasing power of Turkish Lira ("TL") as of December 31, 2024, unless otherwise stated)

7. DERIVATIVE FINANCIAL INSTRUMENTS

As of December 31, 2024, the Group has 6 aluminum swap transactions with a total nominal value of TL 846.626 for 9.684 tons, It has been designated as a hedging instrument that may arise from the cash flows of metal can purchases in years 2025 and has been subject to cash flow hedge accounting.

As of December 31, 2023, the Group has 10 aluminum swap transactions with a total nominal amount of TL 2.288.084 for 22.580 tons. It has been designated as a hedging instrument that may arise from the cash flows of metal can purchases in years 2024-25 and has been subject to cash flow hedge accounting.

As of December 31, 2024, the Group has 7 sugar swap transactions with a total nominal value of TL 1.429.571, worth 82.050 tons. The designation as a hedging instrument that may arise from the cash flows of sugar purchases in years 2025 has been subject to cash flow hedge accounting.

As of December 31, 2023, the Group has 8 sugar swap transactions with a total nominal value of TL 1.775.675, worth

89.650 tons. The designation as a hedging instrument that may arise from the cash flows of sugar purchases in years 2024-2025 has been subject to cash flow hedge accounting.

As of December 31, 2024, the Group has a forward derivative financial instrument with a maturity of June 2025 in the amount of 28,5 million USD (TL 1.047.053) in in order to exchange rate risk.

As of December 31, 2023, the Group has a cross currency swap contract with a total amount of USD 150 million due on September 19, 2024, for the probability of arising exchange rate exposure in the long term. The Group has also purchased an option amounting to USD 150 million for hedging the foreign exchange exposure with those two derivative transactions (nominal amount of TL 6.375.387). In addition to the above transactions, the Group has a forward derivative financial instrument with a maturity of 19 September 2024 in the amount of 50 million USD (TL 2.125.129) in order to hedge against exchange rate risk.

December 31, 2024	Nominal Value	Outstanding Amounts	Fair Value Asset / (Liability)	Financial Position Line Item	Maturity
Cash flow hedge reserves:					
Commodity swap contracts					
- Aluminum					
- Sugar	846,626	9,684 ton	26,975	Derivative Instruments	January 2025 - December 2025
Fx forward (hedge against exchange rate risk)	1,429,571	82,050 ton	7,575	Derivative Instruments	January 2025 - December 2025
- EUR/TL					
- EUR/TL	1,047,053	28.5 million EUR	-	Derivative Instruments	June 2025
	3,323,250		34,550		
Net Investment Hedge:					
Borrowings to hedge net investments in for-eign operations	-	580 million USD	(20,499,404)	Borrowings	January 2029 – April 2030
December 31, 2023	Nominal Value	Outstanding Amounts	Fair Value Asset / (Liability)	Financial Position Line Item	Maturity
Hedging Instruments:					
Cash flow hedge reserves:					
Commodity swap contracts					
- Aluminum	2.288.084	22.580 ton	39.748	Türev araçlar	Ocak 2024-Aralık 2025
- Resin	1.775.675	89.650 ton	165.597	Türev araçlar	Ocak 2024-Aralık 2025
Fx forward (hedge against exchange rate risk)					
- USD/TL	2.125.129	50 milyon USD	18.512	Türev araçlar	Eylül 2024
Cross currency participation swap assets/(liabilities)	6.375.387	150 milyon USD	(377.607)	Türev araçlar	Eylül 2024
	12.564.275		(153.750)		
Hedging Instruments:					
Borrowings to hedge net investments in foreign operations	-	650 milyon USD	(27.676.509)	Borçlanmalar	Eylül 2024 ve Ocak 2029

Statement of Responsibility for the Annual Report	Independent Auditor Report	Operational Performance	Financial Performance	Independent Auditor Report	Consolidated Financial Statements	Profit Distribution	CCI Reporting Guidelines	Management System Standards and Principles	Independent Assurance	Sustainability Performance Indicators	Memberships	Additional Explanations for BIST	Content Indices	Contributing to Sustainable Development Goals	Contact Information
---	----------------------------	-------------------------	-----------------------	----------------------------	--	---------------------	--------------------------	--	-----------------------	---------------------------------------	-------------	----------------------------------	-----------------	---	---------------------

Coca-Cola İçecek Anonim Şirketi

Notes to Consolidated Financial Statements for the year ended December 31, 2024

(Amounts expressed in thousands of TL based on the purchasing power of Turkish Lira ("TL") as of December 31, 2024, unless otherwise stated)

8. BORROWINGS

	December 31, 2024	December 31, 2023
Short-term borrowings	15,151,409	12,320,121
Current portion of long-term borrowings and bond issued	6,012,151	13,476,639
Total short-term borrowings	21,163,560	25,796,760
Long-term borrowings and bond issued	27,114,111	26,727,264
Total borrowings	48,277,671	52,524,024

As of December 31, 2024, there is interest expense accrual amounting to TL 1.875.890 on total amount of borrowings (December 31, 2023 - TL 1.698.005).

The Group has complied with the financial covenants of its borrowing facilities during the 2024 and 2023 reporting periods. Short and long-term borrowings denominated in TL and foreign currencies as of December 31, 2024 and 2023, are as follows:

	December 31, 2024		December 31, 2023	
	Short term	Long term	Short term	Long term
TL	12,732,051	1,072,459	12,685,569	2,888,470
KZT	2,696,661	-	1,899,817	-
USD	2,369,236	22,426,631	6,940,374	21,285,832
BDT	1,591,017	-	-	-
EUR	1,004,779	1,709,361	3,719,558	2,031,771
UZS	386,155	1,392,244	-	-
PKR	200,820	-	438,372	-
KGS	179,693	98,357	108,131	419,584
AZM	3,148	415,059	150	101,607
JOD	-	-	4,789	-
	21,163,560	27,114,111	25,796,760	26,727,264

Range for the minimum and maximum effective interest rates on the balance sheet date are as follows:

	December 31, 2024	December 31, 2023
Short-term		
USD denominated borrowings	(6.50% - 7.91%)	(3.00%) - (6M Libor + 2.50%)
PKR denominated borrowings	(1M Kibor - 0.10%) - (6M Kibor + 1%)	(1M Kibor - 0.10%) - (6M Kibor + 1%)
TL denominated borrowings	(26.28% - 50.50%)	(9.00% - 48.50%)
KZT denominated borrowings	(14.70% - 16.40%)	(16.55% - 16.85%)
EUR denominated borrowings	(4.88% - 7.70%)	(7.25%)
KGS denominated borrowings	(14.28%)	(14.28%)
AZM denominated borrowings	(9.00%)	(9.00%)
BDT denominated borrowings	(11.00% - 12.50%)	-
UZS denominated borrowings	(19.04% - 21.29%)	-
JOD denominated borrowings	-	(9.50%)
Long-term		
USD denominated borrowings	(4.50%) - (6M TERM SOFR + 2.25%)	(4.22%) - (7.04%)
EUR denominated borrowings	(6M Euribor + 1.30%)	(6M Euribor + 1.30%) - (6M Euribor + 2.75%)
TL denominated borrowings	(27.64% - 54.25%)	(27.64% - 47.00%)
AZM denominated borrowings	(9.00% - 10.50%)	(9.00%)
KGS denominated borrowings	(14.28%)	(14.28%)
UZS denominated borrowings	(19.04% - 21.29%)	-

Repayment plans of long-term borrowings as of December 31, 2024, and 2023, are scheduled as follows (including current portion of long-term borrowings):

	December 31, 2024	December 31, 2023
2024	-	13,476,639
2025	6,012,151	4,213,474
2026	3,389,368	22,513,790
2027 and after	23,724,743	-
	33,126,262	40,203,903

Statement of Responsibility for the Annual Report	Independent Auditor Report	Operational Performance	Financial Performance	Independent Auditor Report	Consolidated Financial Statements	Profit Distribution	CCI Reporting Guidelines	Management System Standards and Principles	Independent Assurance	Sustainability Performance Indicators	Memberships	Additional Explanations for BIST	Content Indices	Contributing to Sustainable Development Goals	Contact Information
---	----------------------------	-------------------------	-----------------------	----------------------------	--	---------------------	--------------------------	--	-----------------------	---------------------------------------	-------------	----------------------------------	-----------------	---	---------------------

Coca-Cola İçecek Anonim Şirketi

Notes to Consolidated Financial Statements for the year ended December 31, 2024

(Amounts expressed in thousands of TL based on the purchasing power of Turkish Lira ("TL") as of December 31, 2024, unless otherwise stated)

8. BORROWINGS (continued)

Movements of financial borrowings as of December 31, 2024 and December 31, 2023 are as follows:

	December 31, 2024	December 31, 2023
Financial borrowing at the beginning of the year	52,524,024	48,433,218
Proceeds from borrowings	38,193,054	27,645,876
Repayments of borrowings	(34,471,999)	(23,820,329)
Cash flows	3,721,055	3,825,547
Adjustments for interest expense	9,497,249	6,284,828
Interest paid	(8,196,793)	(5,064,166)
Changes in interest accruals	1,300,456	1,220,662
Addition through subsidiary acquired	2,165,371	3,731,273
Foreign exchange loss / (gain) from foreign currency denominated borrowings	5,822,077	18,248,431
Monetary gain / loss	(16,132,713)	(22,343,765)
Currency translation adjustment	(1,122,599)	(591,342)
Financial borrowing at the end of year	48,277,671	52,524,024

Lease Liabilities

As of December 31, 2024, net present value of liabilities under lease liabilities is amounting to TL 866.870. Movement tables of lease liabilities as of December 31, 2024, and 2023 are as follows:

	December 31, 2024	December 31, 2023
Balance as of January 1st	953,356	1,154,439
Increase in lease liabilities	8,182	362,431
Change in lease liabilities	240,458	(32,389)
Payments during the year	(327,898)	(370,579)
Interest expense of lease liabilities	95,712	107,357
Foreign exchange loss / (gain)	4,298	7,630
Monetary gain /loss	1,121	1,546
Addition through subsidiary acquired	20,952	-
Currency translates on differences	(129,311)	(277,079)
Balance at the end of the year	866,870	953,356

9. TRADE RECEIVABLES AND PAYABLES

Trade Receivables

	December 31, 2024	December 31, 2023
Trade receivables	11,743,334	11,331,651
Cheques receivables	35,739	20,204
Less: Allowance for expected credit loss	(352,298)	(342,873)
	11,426,775	11,008,982

As of December 31, 2024, and 2023 allowance for expected credit loss movement is as following:

	December 31, 2024	December 31, 2023
Balance at January 1,	342,873	321,526
Current year provision	121,059	78,746
Reversals from provision	(22,655)	(12,405)
Write-offs from expected credit losses	(27,977)	(16,272)
Currency translation difference	(44,567)	5,342
Monetary gain / loss	(16,562)	(34,881)
Additions through subsidiary acquired	127	817
	352,298	342,873

The Group always measures the loss allowance for trade receivables at an amount equal to lifetime expected credit losses. The expected credit losses on trade receivables are estimated using a provision matrix by reference to past default experience of the debtor and an analysis of the debtor's current financial position, adjusted for factors that are specific to the debtors, general economic conditions of the industry in which the debtors operate and an assessment of both the current as well as the forecast direction of conditions at the reporting date. The Group has recognized a loss allowance of 100% against all receivables over 90 days past due because historical experience has indicated that these receivables are generally not recoverable. There has been no change in the estimation techniques or significant assumptions made during the current reporting period.

Statement of Responsibility for the Annual Report	Independent Auditor Report	Operational Performance	Financial Performance	Independent Auditor Report	Consolidated Financial Statements	Profit Distribution	CCI Reporting Guidelines	Management System Standards and Principles	Independent Assurance	Sustainability Performance Indicators	Memberships	Additional Explanations for BIST	Content Indices	Contributing to Sustainable Development Goals	Contact Information
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Coca-Cola İçecek Anonim Şirketi

Notes to Consolidated Financial Statements for the year ended December 31, 2024

(Amounts expressed in thousands of TL based on the purchasing power of Turkish Lira ("TL") as of December 31, 2024, unless otherwise stated)

9. TRADE RECEIVABLES AND PAYABLES (continued)

Trade Receivables (continued)

As of December 31, 2024, and 2023 aging of receivables table is as following:

December 31, 2024	Neither past due nor impaired	Past due receivables (Days)					Total
		<30	31-60	61-90	91-180	>180	
Accounts receivable	10,276,736	829,748	84,041	26,236	17,228	157,047	11,391,036
Cheques receivables	35,739	-	-	-	-	-	35,739
	10,312,475	829,748	84,041	26,236	17,228	157,047	11,426,775

December 31, 2023							
Accounts receivable	9,514,117	900,457	270,376	42,824	56,175	204,829	10,988,778
Cheques receivables	19,830	374	-	-	-	-	20,204
	9,533,947	900,831	270,376	42,824	56,175	204,829	11,008,982

Trade Payables

	December 31, 2024	December 31, 2023
Suppliers	18,341,993	15,744,943
	18,341,993	15,744,943

Nature and level of risks arising from trade receivables and payables are disclosed under Note 32.

As of December 31, 2024, the Group has supplier financing of 2.894 TL with an average maturity of 45 days.

10. OTHER RECEIVABLES AND PAYABLES

Other Receivables

	December 31, 2024	December 31, 2023
Receivables due from personnel	35,985	50,238
Deposits and guarantees given	4,360	7,088
Other	549,340	116,706
	589,685	174,032

Other Payables

	December 31, 2024	December 31, 2023
Deposits and guarantees	1,552,087	1,762,645
Taxes and duties payable	1,521,923	1,468,939
Other	127,776	35,179
	3,201,786	3,266,763

Statement of Responsibility for the Annual Report	Independent Auditor Report	Operational Performance	Financial Performance	Independent Auditor Report	Consolidated Financial Statements	Profit Distribution	CCI Reporting Guidelines	Management System Standards and Principles	Independent Assurance	Sustainability Performance Indicators	Memberships	Additional Explanations for BIST	Content Indices	Contributing to Sustainable Development Goals	Contact Information
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Coca-Cola İçecek Anonim Şirketi

Notes to Consolidated Financial Statements for the year ended December 31, 2024

(Amounts expressed in thousands of TL based on the purchasing power of Turkish Lira ("TL") as of December 31, 2024, unless otherwise stated)

11. PREPAID EXPENSES

a) Short term prepaid expenses

	December 31, 2024	December 31, 2023
Prepaid marketing expenses	1,296,749	806,599
Prepaid insurance expenses	368,543	262,423
Prepaid rent expenses	16,874	13,960
Prepaid other expenses	396,912	388,515
Advances given to suppliers	1,593,381	1,223,331
	3,672,459	2,694,828

b) Long term prepaid expenses

	December 31, 2024	December 31, 2023
Prepaid marketing expenses	518,316	369,049
Prepaid other expenses	33,944	37,565
Advances given to suppliers	1,091,711	1,350,799
	1,643,971	1,757,413

c) Short term deferred income

	December 31, 2024	December 31, 2023
Advances received	351,470	213,994
Deferred income	69,435	82,526
	420,905	296,520

d) Long term deferred income

	December 31, 2024	December 31, 2023
Deferred income	358	63,970
	358	63,970

12. INVENTORIES

	December 31, 2024	December 31, 2023
Finished goods	5,380,776	5,002,298
Raw materials	6,175,227	9,240,953
Packaging materials	1,136,465	1,786,032
Goods in transit	1,312,953	1,294,310
Other materials	1,710,564	1,655,044
Less: reserve for obsolescence (-)	(334,553)	(234,609)
	15,381,432	18,744,028

As of December 31, 2024, and 2023 reserve for obsolescence movement is as following, net loss recorded during year is TL 142.965 (December 31, 2023 net loss is amounting to TL 93.184).

	December 31, 2024	December 31, 2023
Balance at January 1,	234,609	156,133
Current year provision - reversal, net	239,254	99,958
Inventories written off	(74,124)	(3,143)
Inventories destroyed	(22,165)	(3,631)
Currency translation difference	(43,021)	(14,708)
	334,553	234,609

Statement of Responsibility for the Annual Report	Independent Auditor Report	Operational Performance	Financial Performance	Independent Auditor Report	Consolidated Financial Statements	Profit Distribution	CCI Reporting Guidelines	Management System Standards and Principles	Independent Assurance	Sustainability Performance Indicators	Memberships	Additional Explanations for BIST	Content Indices	Contributing to Sustainable Development Goals	Contact Information
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Coca-Cola İçecek Anonim Şirketi

Notes to Consolidated Financial Statements for the year ended December 31, 2024

(Amounts expressed in thousands of TL based on the purchasing power of Turkish Lira ("TL") as of December 31, 2024, unless otherwise stated)

13. INVESTMENT IN JOINT VENTURES

Investment in joint ventures, consolidated under the equity method of accounting, is carried in the consolidated financial position at cost plus post-acquisition changes in the Group's share of net assets of the joint ventures, less any impairment in value. The consolidated income statement reflects the Group's share of the results of operations of the joint ventures.

As of December 31, 2024, and December 31, 2023, total assets, total liabilities, net sales, and current year loss of SSDSD is as follows:

SSDSD	December 31, 2024	December 31, 2023
Total assets	156	272
Total liabilities	70,294	77,275
Equity	(70,138)	(77,003)

SSDSD	December 31, 2024	December 31, 2023
Net revenue	-	-
Net loss for the year	(9,586)	(48,647)
Group's share in loss	(4,793)	(24,324)

Statement of Responsibility for the Annual Report	Independent Auditor Report	Operational Performance	Financial Performance	Independent Auditor Report	Consolidated Financial Statements	Profit Distribution	CCI Reporting Guidelines	Management System Standards and Principles	Independent Assurance	Sustainability Performance Indicators	Memberships	Additional Explanations for BIST	Content Indices	Contributing to Sustainable Development Goals	Contact Information
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Coca-Cola İçecek Anonim Şirketi

Notes to Consolidated Financial Statements for the year ended December 31, 2024

(Amounts expressed in thousands of TL based on the purchasing power of Turkish Lira ("TL") as of December 31, 2024, unless otherwise stated)

14. PROPERTY, PLANT AND EQUIPMENT

As of December 31, 2024 and 2023, property, plant and equipment movement tables are as follows:

Cost	January 1 2024	Additions	Transfers	Disposals	Impairment	Acquired through business combination	Currency translation differences	December 31, 2024
Land and buildings	26,446,360	88,839	1,952,035	(81,260)	(40)	697,108	(3,252,794)	25,850,248
Machinery and equipment	51,403,190	1,067,663	4,693,941	(711,808)	452	870,807	(10,211,715)	47,112,530
Vehicles	1,194,113	31,884	17,578	(30,646)	-	-	(222,355)	990,574
Furniture and fixtures	1,530,910	50,379	31,364	(32,069)	(222)	4,174	(381,135)	1,203,401
Other tangibles (*)	26,544,263	2,392,828	694,800	(1,039,095)	(7,100)	644,006	(3,293,668)	25,936,034
Leasehold improvements	252,996	-	-	(4,371)	-	1,666	-	250,291
Construction in progress	4,235,985	8,024,649	(7,389,718)	-	(6,879)	1,399,312	(685,194)	5,578,155
	111.607.817	11.656.242	-	(1.899.249)	(13.789)	3.617.073	(18.046.861)	106.921.233
Amortisation								
Land and buildings	(8.168.508)	(514.119)	-	28.377	-	-	935.553	(7.718.697)
Machinery and equipment	(33.286.063)	(2.204.890)	(3.834)	531.808	-	-	8.257.061	(26.705.918)
Vehicles	(711.914)	(91.542)	-	28.558	-	-	134.142	(640.756)
Furniture and fixtures	(1.204.178)	(64.160)	-	31.027	-	-	414.823	(822.488)
Other tangibles (*)	(17.178.776)	(2.248.796)	3.834	900.958	-	-	1.929.816	(16.592.964)
Leasehold improvements	(187.122)	(587)	-	2.949	-	-	-	(184.760)
	(60.736.561)	(5.124.094)	-	1.523.677	-	-	11.671.395	(52.665.583)
Net book value	50.871.256	6.532.148	-	(375.572)	(13.789)	3.617.073	(6.375.466)	54.255.650

(*) Coolers and returnable bottles are followed in other tangible assets.

As of December 31, 2024, pledge amounting to TL 106.835 on property, plant and equipment (31 December 2023: TL 128.705. This amount is also disclosed in GPM table (Note 18).

Impairment Loss

As of December 31, 2024, the Group had TL 13.789 provided impairment losses (December 31, 2023 – TL 46.514) for property, plant and equipment that had greater carrying value than its estimated recoverable amount. This impairment had been provided for "Out of Use" tangible assets (Note 26). As of December 31, 2024, reversal of impairment amounting to TL 8.145 (December 31, 2023 – TL 42.989) (Note 26).

Cost	January 1 2023	Additions	Transfers (**)	Disposals	Impairment	Acquired through business combination	Currency translation differences	December 31, 2023
Land and buildings	25.802.508	140.152	338.143	(9.434)	-	1.389.523	(1.214.532)	26.446.360
Machinery and equipment (***)	51.160.715	1.293.146	318.988	(229.633)	32.007	1.205.613	(2.377.646)	51.403.190
Vehicles	1.181.697	196.799	12.126	(135.745)	-	5.297	(66.061)	1.194.113
Furniture and fixtures	1.619.836	78.990	(12.757)	(22.039)	-	18.635	(151.755)	1.530.910
Other tangibles (*)	26.163.485	2.102.066	633.856	(715.323)	(10.953)	170.988	(1.799.856)	26.544.263
Leasehold improvements	289.689	-	(4.326)	-	-	-	(32.367)	252.996
Construction in progress	2.212.651	4.317.422	(2.128.222)	-	(67.568)	26.209	(124.507)	4.235.985
	108.430.581	8.128.575	(842.192)	(1.112.174)	(46.514)	2.816.265	(5.766.724)	111.607.817
Amortisation								
Land and buildings	(7.990.800)	(480.483)	35.435	2.867	-	-	264.473	(8.168.508)
Machinery and equipment	(32.489.071)	(1.985.926)	87.045	210.756	-	-	891.133	(33.286.063)
Vehicles	(815.536)	(92.957)	-	133.689	-	-	62.890	(711.914)
Furniture and fixtures	(1.336.155)	(52.742)	25.925	16.393	-	-	142.401	(1.204.178)
Other tangibles (*)	(16.957.158)	(2.158.487)	1.376	661.625	-	-	1.273.868	(17.178.776)
Leasehold improvements	(217.783)	(702)	4.323	-	-	-	27.040	(187.122)
	(59.806.503)	(4.771.297)	154.104	1.025.330	-	-	2.661.805	(60.736.561)
Net Defter Değeri	48.624.078	3.357.278	(688.088)	(86.844)	(46.514)	2.816.265	(3.104.919)	50.871.256

(*) Coolers and returnable bottles are followed in other tangible assets.

(**)As of December 31, 2023 intangible assets amounting to TL 1.553 transferred to tangible assets.

(***) Spare parts with a net book value of TL 689.641 as of 31 December 2023 have been transferred to inventories.

Statement of Responsibility for the Annual Report	Independent Auditor Report	Operational Performance	Financial Performance	Independent Auditor Report	Consolidated Financial Statements	Profit Distribution	CCI Reporting Guidelines	Management System Standards and Principles	Independent Assurance	Sustainability Performance Indicators	Memberships	Additional Explanations for BIST	Content Indices	Contributing to Sustainable Development Goals	Contact Information
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Coca-Cola İçecek Anonim Şirketi

Notes to Consolidated Financial Statements for the year ended December 31, 2024

(Amounts expressed in thousands of TL based on the purchasing power of Turkish Lira ("TL") as of December 31, 2024, unless otherwise stated)

14. PROPERTY, PLANT AND EQUIPMENT (continued)

Right of Use Asset

As of December 31, 2024 and 2023, right of use asset movement tables are as follows:

Cost	January 1 2024	Additions	Changes	Disposals	Acquired through business combination	Currency Translation Difference	December 31, 2024
Land and Buildings	762,317	2,599	4,145	(18,815)	20,952	(110,513)	660,685
Machinery and Equipment	74,656	226	-	(2,786)	-	(16,989)	55,107
Vehicles	530,312	5,357	236,313	(90,233)	-	(85,163)	596,586
Furniture and Fixtures	4,311	-	-	(1,807)	-	(2,504)	-
	1,371,596	8,182	240,458	(113,641)	20,952	(215,169)	1,312,378
Amortization							
Land and Buildings	(330,839)	(60,996)	-	17,743	-	57,701	(316,391)
Machinery and Equipment	(34,906)	(8,048)	-	2,786	-	3,157	(37,011)
Vehicles	(218,926)	(161,794)	-	89,096	-	51,443	(240,181)
Furniture and Fixtures	(4,140)	(362)	-	1,807	-	2,695	-
	(588,811)	(231,200)	-	111,432	-	114,996	(593,583)
Net book value	782,785	(223,018)	240,458	(2,209)	20,952	(100,173)	718,795

Cost	January 1 2023	Additions	Changes	Disposals	Acquired through business combination	Currency Translation Difference	December 31, 2023
Land and Buildings	627,950	186,236	6,478	(761)	-	(57,586)	762,317
Machinery and Equipment	87,387	17,607	-	(2,633)	-	(27,705)	74,656
Vehicles	765,360	158,543	(39,488)	(163,681)	3,921	(194,343)	530,312
Furniture and Fixtures	3,376	45	621	-	-	269	4,311
	1,484,073	362,431	(32,389)	(167,075)	3,921	(279,365)	1,371,596
Amortization							
Land and Buildings	(278,959)	(63,352)	-	761	-	10,711	(330,839)
Machinery and Equipment	(37,930)	(7,183)	-	2,633	-	7,574	(34,906)
Vehicles	(219,447)	(174,174)	-	135,957	-	38,738	(218,926)
Furniture and Fixtures	(3,621)	(375)	-	-	-	(144)	(4,140)
	(539,957)	(245,084)	-	139,351	-	56,879	(588,811)
Net book value	944,116	117,347	(32,389)	(27,724)	3,921	(222,486)	782,785

Statement of Responsibility for the Annual Report	Independent Auditor Report	Operational Performance	Financial Performance	Independent Auditor Report	Consolidated Financial Statements	Profit Distribution	CCI Reporting Guidelines	Management System Standards and Principles	Independent Assurance	Sustainability Performance Indicators	Memberships	Additional Explanations for BIST	Content Indices	Contributing to Sustainable Development Goals	Contact Information
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Coca-Cola İçecek Anonim Şirketi

Notes to Consolidated Financial Statements for the year ended December 31, 2024

(Amounts expressed in thousands of TL based on the purchasing power of Turkish Lira ("TL") as of December 31, 2024, unless otherwise stated)

15. INTANGIBLE ASSETS

As of December 31, 2024 and 2023, intangible assets movement tables are as follows:

Cost	January 1 2024	Additions	Disposals	Transfer	Acquired through business combination	Currency translation adjustment	December 31, 2024
Water sources usage right	448,194	-	-	-	-	-	448,194
Bottlers and distribution agreements	25,396,662	-	-	-	-	(4,024,551)	21,372,111
Foundation and organization	18,595	-	-	-	-	-	18,595
Other Rights	3,364,725	125,108	(63,102)	425,177	-	(32,121)	3,819,787
Construction in progress	918,713	697,284	-	(425,177)	-	-	1,190,820
	30,146,889	822,392	(63,102)	-	-	(4,056,672)	26,849,507
Less: Accumulated amortization							
Water sources usage right	(448,194)	-	-	-	-	-	(448,194)
Foundation and organization	-	(6,339)	-	-	-	-	(6,339)
Other Rights	(1,833,236)	(415,211)	62,878	-	-	(19,771)	(2,205,340)
	(2,281,430)	(421,550)	62,878	-	-	(19,771)	(2,659,873)
Net book value	27,865,459	400,842	(224)	-	-	(4,076,443)	24,189,634

Cost	January 1 2024	Additions	Disposals	Transfer	Acquired through business combination	Currency translation adjustment	December 31, 2023
Water sources usage right	448,194	-	-	-	-	-	448,194
Bottlers and distribution agreements	26,771,610	-	(5,211)	-	-	(1,369,737)	25,396,662
Foundation and organization	-	-	-	-	18,595	-	18,595
Other Rights	3,031,239	222,999	(4,905)	47,564	52,934	14,894	3,364,725
Construction in progress	470,251	497,817	-	(49,355)	-	-	918,713
	30,721,294	720,816	(10,116)	144,375	(1,791)	(1,354,843)	30,219,735
Less: Accumulated amortization							
Water sources usage right	(448,194)	-	-	-	-	-	(448,194)
Other Rights	(1,389,228)	(307,240)	3,625	238	-	(140,631)	(1,833,236)
	(1,837,422)	(307,240)	3,625	238	-	(140,631)	(2,281,430)
Net book value	28,883,872	413,576	(6,491)	(1,553)	71,529	(1,495,474)	27,865,459

(*1) As of December 31, 2023, intangible assets with a net book value of TL 1.553 have been transferred to tangible assets.

There is no water sources usage right purchased by government incentive.

Statement of Responsibility for the Annual Report	Independent Auditor Report	Operational Performance	Financial Performance	Independent Auditor Report	Consolidated Financial Statements	Profit Distribution	CCI Reporting Guidelines	Management System Standards and Principles	Independent Assurance	Sustainability Performance Indicators	Memberships	Additional Explanations for BIST	Content Indices	Contributing to Sustainable Development Goals	Contact Information
---	----------------------------	-------------------------	-----------------------	----------------------------	--	---------------------	--------------------------	--	-----------------------	---------------------------------------	-------------	----------------------------------	-----------------	---	---------------------

Coca-Cola İçecek Anonim Şirketi

Notes to Consolidated Financial Statements for the year ended December 31, 2024

(Amounts expressed in thousands of TL based on the purchasing power of Turkish Lira ("TL") as of December 31, 2024, unless otherwise stated)

16. GOODWILL

As of December 31, 2024, and 2023 movements of goodwill are as follows:

	January 1 2024	Currency Translation Difference	December 31, 2024
Net book value	6,706,432	(1,189,788)	5,516,644

	January 1 2023	Currency Translation Difference	December 31, 2023
Net book value	7,635,178	(928,746)	6,706,432

	Domestic	International	Consolidated
December 31, 2024	-	5,516,644	5,516,644
December 31, 2023	-	6,706,432	6,706,432

17. GOVERNMENT INCENTIVES

The Group's earnings from investments tied to an incentive certificate are subject to corporate tax at discounted rates, starting from the accounting period in which the investment is partially or fully operational, until the investment contribution amount is reached. In this context, tax advantage amounting to TL 1.237.436 (December 31, 2023: TL 1.188.815) that the Group's will benefit from in the foreseeable future as of December 31, 2024 is reflected in the consolidated financial statements as a deferred tax asset. As a result of the recognition of the said tax advantage as of 31 December 2024, deferred tax income amounting to TL 380.652 has been realized in the consolidated profit or loss statement for the period from January to December 31, 2024.

According to the tax incentive certificates summarized above, no current period corporate tax provision (31 December 2023: TL 48.201) discounted corporate tax advantage has been used .

Deferred tax assets are recognized when it is determined that taxable income is likely to occur in the coming years. In cases where taxable income is likely to occur, deferred tax assets are calculated over deductible temporary differences, tax losses and tax advantages vested in indefinite-lived investment incentives that allow reduced corporate tax payments. In this context, the Group's bases the reflection of deferred tax assets arising from investment incentives in the consolidated financial statements on long-term plans and evaluates the recoverability of deferred tax assets related to these investment incentives as of each balance sheet date, based on business models that include taxable profit estimations. It is foreseen that the deferred tax assets in question will be recovered within 5 years from the balance sheet date.

In the sensitivity analysis carried out as of December 31, 2024, when the inputs in the basic macroeconomic and sectoral assumptions that make up the business plans are increased/decreased by 10%, the recovery period of deferred tax assets regarding investment incentives, which is foreseen as 5 years, has not changed.

The Group capitalizes the R&D expenditures it has made within the scope of the law numbered 5746 in its tax books. The Group makes calculations over the R&D expenditures in accordance within the framework of the relevant legislation and take benefits from the R&D discount according to law's permission. As of December 31, 2024, the Group took advantage of R&D deduction amounting to TL 22.848 (31 December 2023: TL 6.310).

Statement of Responsibility for the Annual Report	Independent Auditor Report	Operational Performance	Financial Performance	Independent Auditor Report	Consolidated Financial Statements	Profit Distribution	CCI Reporting Guidelines	Management System Standards and Principles	Independent Assurance	Sustainability Performance Indicators	Memberships	Additional Explanations for BIST	Content Indices	Contributing to Sustainable Development Goals	Contact Information
---	----------------------------	-------------------------	-----------------------	----------------------------	--	---------------------	--------------------------	--	-----------------------	---------------------------------------	-------------	----------------------------------	-----------------	---	---------------------

Coca-Cola İçecek Anonim Şirketi

Notes to Consolidated Financial Statements for the year ended December 31, 2024

(Amounts expressed in thousands of TL based on the purchasing power of Turkish Lira ("TL") as of December 31, 2024, unless otherwise stated)

18. PROVISIONS, CONTINGENT ASSETS and LIABILITIES

CCI and its Subsidiaries in Turkey

Litigations against the Group

CCI and subsidiaries in Turkey are involved on an ongoing basis in 234 litigations arising in the ordinary course of business as of December 31, 2024 with an amount of TL 49.296 (December 31, 2023 – 229 litigations, TL 27.819). As of December 31, 2024, no court decision has been granted yet. Group management does not expect any adverse consequences related with these litigations that would materially affect Group’s operation results or financial status or liquidity.

Subsidiaries and joint ventures operating in foreign countries

Litigations against the Group

As of December 31, 2024, CCBPL has tax litigations. If the claims are resulted against CCBPL, the tax liability would be TL 94.839 (December 31, 2023 – TL 120.770).

Group management does not expect any adverse consequences related with these litigations that would materially affect Group’s operation results or financial status or liquidity.

As per the change in governing law in Pakistan, “Capacity Tax” was started to be applied as of July 9, 2013, replacing “Sales and Excise Tax”. CCBPL fulfilled all the obligations as per the new law and change in regulations.

As of May 2014, “Capacity Tax” application was cancelled by the constitutional court and the law has been reverted to “Sales and Excise Tax”. After this withdrawal, CCBPL fulfilled all the obligations again according to “Sales and Excise Tax” system.

Pakistan tax administration had previously requested additional taxes from CCBPL, citing the cancellation decision and requesting the "Sales and Excise Taxes" system to be applied retroactively before the cancellation. Company Management objected and litigated this request, since withdrawal decisions of constitutional court could not be applied retrospectively in principle also on the basis that the "Capacity Tax" implementation obligations in force in the relevant time period were fully fulfilled. The relevant matter has been closed between the Company and the Tax office in 2024.

Statement of Responsibility for the Annual Report	Independent Auditor Report	Operational Performance	Financial Performance	Independent Auditor Report	Consolidated Financial Statements	Profit Distribution	CCI Reporting Guidelines	Management System Standards and Principles	Independent Assurance	Sustainability Performance Indicators	Memberships	Additional Explanations for BIST	Content Indices	Contributing to Sustainable Development Goals	Contact Information
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Coca-Cola İçecek Anonim Şirketi

Notes to Consolidated Financial Statements for the year ended December 31, 2024

(Amounts expressed in thousands of TL based on the purchasing power of Turkish Lira ("TL") as of December 31, 2024, unless otherwise stated)

18. PROVISIONS, CONTINGENT ASSETS and LIABILITIES (continued)

As of December 31, 2024, and 2023 guarantee, pledge and mortgage (GPM) position given for the main partner and the partnerships included in the scope of consolidation is as follows:

	December 31, 2024					
	Total TL Equivalent	Original TL Amount	Original USD in Thousands	Original EUR in Thousands	Original PKR in Thousands	Other Foreign Currency TL Equivalent
A. Total guarantees and pledges given by the Company for its own corporation	2,866,119	2,009,775	10,697	8,412	324,304	128,850
B. Total guarantees and pledges given by the Company for its subsidiaries consolidated for using the full consolidation method	14,669,530	549,788	244,400	-	16,800,000	3,369,399
C. Total guarantees and pledges given by the Company for other third parties for its ordinary commercial activities	-	-	-	-	-	-
D. Other guarantees, and pledges given	-	-	-	-	-	-
i. Total guarantees and pledges given by the Company for its parent company	-	-	-	-	-	-
ii. Total guarantees and pledges given by the Group for other group companies which are not covered in B and C clauses	-	-	-	-	-	-
iii. Total guarantees and pledges given by the Company for other third parties which are not covered in the C clause	-	-	-	-	-	-
Total guarantees and pledges	17,535,649	2,559,563	255,097	8,412	17,124,304	3,498,249
Other guarantees and pledges given / Total equity (%)	-	-	-	-	-	-
	December 31, 2023					
	Total TL Equivalent	Original TL Amount	Original USD in Thousands	Original EUR in Thousands	Original PKR in Thousands	Other Foreign Currency TL Equivalent
A. Total guarantees and pledges given by the Company for its own corporation	2,847,878	2,086,492	8,468	4,863	162,152	148,316
B. Total guarantees and pledges given by the Company for its subsidiaries consolidated for using the full consolidation method	14,191,347	16,741	76,263	79,198	16,800,000	4,675,134
C. Total guarantees and pledges given by the Company for other third parties for its ordinary commercial activities	-	-	-	-	-	-
D. Other guarantees, and pledges given	-	-	-	-	-	-
i. Total guarantees and pledges given by the Company for its parent company	-	-	-	-	-	-
ii. Total guarantees and pledges given by the Group for other group companies which are not covered in B and C clauses	-	-	-	-	-	-
iii. Total guarantees and pledges given by the Company for other third parties which are not covered in the C clause	-	-	-	-	-	-
Total guarantees and pledges	17,039,225	2,103,233	84,731	84,061	16,962,152	4,823,450
Other guarantees and pledges given / Total equity (%)	-	-	-	-	-	-

Tax and Legal Matters

Legislation and regulations regarding taxation and foreign currency transactions in most of the territories in which the Group operates out of Turkey continue to evolve. The various legislation and regulations are not always clearly written, and the interpretation related with the implementation of these regulations is subject to the opinions of the

local, regional and national tax authorities, the Central Bank and Ministry of Finance. Tax declarations, together with other legal compliance areas are subject to review and investigation by a number of authorities, who are enabled by law to impose significant fines, penalties and interest charges. These facts create tax risks in the territories in which the Group operates substantially more so than typically found in countries with more developed tax systems.

Statement of Responsibility for the Annual Report	Independent Auditor Report	Operational Performance	Financial Performance	Independent Auditor Report	Consolidated Financial Statements	Profit Distribution	CCI Reporting Guidelines	Management System Standards and Principles	Independent Assurance	Sustainability Performance Indicators	Memberships	Additional Explanations for BIST	Content Indices	Contributing to Sustainable Development Goals	Contact Information
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Coca-Cola İçecek Anonim Şirketi

Notes to Consolidated Financial Statements for the year ended December 31, 2024

(Amounts expressed in thousands of TL based on the purchasing power of Turkish Lira ("TL") as of December 31, 2024, unless otherwise stated)

19. COMMITMENTS

Murabaha

CCBPL has signed Murabaha facility agreements with Habib Bank Limited and Standard Chartered Bank ("Banks"). Based on these agreements, the Banks and CCBPL agree that they shall enter into a series of sugar and resin purchase transactions from time to time on the dates and in the amounts to be agreed between them subject to the terms of this agreement. As of December 31, 2024, CCBPL has a commitment to purchase sugar and resin in the amount of 16.4 million USD from the Banks by the end of March 31, 2025, and sugar and resin in the amount of 41 million USD by the end of June 30, 2025.

CCBPL has signed Murabaha facility agreements with Habib Bank Limited and Standard Chartered Bank ("Banks"). Based on these agreements, the Banks and CCBPL agree that they shall enter into a series of sugar and resin purchase transactions. As of December 31, 2023, CCBPL has a commitment to purchase 74.1 million USD of sugar and resin from the Banks by the end of 31 March 2024, and 37.6 million USD of sugar and resin by the end of 30 June 2024.

20. OTHER ASSETS AND LIABILITIES

a) Other Current Assets

	December 31, 2024	December 31, 2023
VAT receivables	2,474,143	1,797,536
Other	346,350	460,066
	2,820,493	2,257,602

b) Other Current Liabilities

	December 31, 2024	December 31, 2023
Put option of share from non-controlling interest	83,261	100,306
Other	135,024	93,454
	218,285	193,760

As of December 31, 2024, the obligation of TL 83.261 results from the put option carried, for the purchase of 12,5% of Turkmenistan CC shares from Day Investment Ltd., with a consideration of USD 2.360 thousand. USD amount is converted with the official USD purchase rate announced by Central Bank of Republic of Turkey and booked under put option of share from non-controlling interest under other current liabilities (December 31, 2023-TL 100.306).

21. EMPLOYEE BENEFITS

As of December 31, 2024, and 2023, payables related to employee benefits amounts to TL 510.252 and TL 521.594 respectively and are comprised of payables for wages and salaries, social security premiums and withholding taxes.

a) Short term employee benefits

	December 31, 2024	December 31, 2023
Management premium accrual	144,636	124,391
Vacation pay accrual	158,567	136,585
Wages and salaries	106,477	117,782
	409,680	378,758

As of December 31, 2024, and 2023, movements of the management premium accrual are as follows:

	December 31, 2024	December 31, 2023
Balance at January 1,	124,391	104,102
Payments	(390,749)	(461,915)
Current year charge	476,259	484,419
Monetary gain loss	(7,962)	(3,380)
Currency translation difference	(57,303)	1,165
	144,636	124,391

As of December 31, 2024, and 2023, movements of the vacation pay accrual are as follows:

	December 31, 2024	December 31, 2023
Balance at January 1,	136,585	112,696
Payments	(24,845)	(25,261)
Reversals	(342,545)	(263,669)
Current year charge	429,103	311,317
Monetary gain/(loss)	(26,374)	(3,676)
Currency translation difference	(17,145)	670
Acquired through business combination	3,788	4,508
	158,567	136,585

Statement of Responsibility for the Annual Report	Independent Auditor Report	Operational Performance	Financial Performance	Independent Auditor Report	Consolidated Financial Statements	Profit Distribution	CCI Reporting Guidelines	Management System Standards and Principles	Independent Assurance	Sustainability Performance Indicators	Memberships	Additional Explanations for BIST	Content Indices	Contributing to Sustainable Development Goals	Contact Information
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Coca-Cola İçecek Anonim Şirketi

Notes to Consolidated Financial Statements for the year ended December 31, 2024

(Amounts expressed in thousands of TL based on the purchasing power of Turkish Lira ("TL") as of December 31, 2024, unless otherwise stated)

21. EMPLOYEE BENEFITS (continued)

b) Long term employee benefits

As of December 31, 2024, and 2023, details of long-term employee benefits are as follows:

	December 31, 2024	December 31, 2023
Employee termination benefits	866,657	1,044,553
Long term incentive plan accrual	19,036	11,979
	885,693	1,056,532

As of December 31, 2024, and 2023, the movements of long-term incentive plan provisions are as follows:

	December 31, 2024	December 31, 2023
Balance at January 1,	11,979	7,051
Payments	(69,601)	(77,546)
Current year charge	77,012	85,646
Monetary gain/(loss)	(7,853)	(572)
Currency translation difference	(2,424)	(2,600)
Acquired through business combination	9,923	-
	19,036	11,979

Employee Termination Benefits

In accordance with the existing social legislation, the Group and its subsidiaries operating in Turkey are required to make lump-sum payments to employees who have completed at least one year of service with the Group and whose employment is terminated due to retirement or for reasons other than resignation or misconduct. Such payments are calculated based on 30 days' pay and limited to a maximum of TL 41.828,42 as of December 31, 2024 (December 31, 2023 - TL 23.849,83) per year of employment at the rate of pay applicable on the date of retirement or termination.

Starting from January 1, 2025, retirement pay liability ceiling increased to TL 46.655,43.

The movement of the defined benefit obligation recognized in the consolidated financial position is as follows:

	December 31, 2024	December 31, 2023
Balance at January 1,	1,044,553	1,287,504
Interest expense	306,263	316,726
Benefit payments	(159,245)	(268,610)
Current year service charge	(67,188)	(50,781)
Actuarial gain/(loss)	5,891	59,939
Monetary gain/(loss)	(222,361)	(399,518)
Currency translation adjustment	(49,544)	39,636
Acquired through business combination	8,288	59,657
End of the period balances	866,657	1,044,553

In the scope of defined benefit plan, actuarial gains / (losses) under short term employee benefits and employee termination benefits were reflected to consolidated statement of comprehensive income as of December 31, 2024, and 2023 with an amount of TL 14.227 and TL 101.049 loss respectively.

Statement of Responsibility for the Annual Report	Independent Auditor Report	Operational Performance	Financial Performance	Independent Auditor Report	Consolidated Financial Statements	Profit Distribution	CCI Reporting Guidelines	Management System Standards and Principles	Independent Assurance	Sustainability Performance Indicators	Memberships	Additional Explanations for BIST	Content Indices	Contributing to Sustainable Development Goals	Contact Information
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Coca-Cola İçecek Anonim Şirketi

Notes to Consolidated Financial Statements for the year ended December 31, 2024

(Amounts expressed in thousands of TL based on the purchasing power of Turkish Lira ("TL") as of December 31, 2024, unless otherwise stated)

22. EQUITY

Share Capital

	December 31, 2024	December 31, 2023
Common shares 1 Kr par value		
Authorized and issued (units)	279,807,860,200	25,437,078,200

Legal reserves

The legal reserves consist of first and second legal reserves, appropriated in accordance with the Turkish Commercial Code. The first legal reserve is appropriated out of historical statutory profits at the rate of 5% per annum, until the total reserve reaches 20% of the historical paid-in share capital. The second legal reserve is appropriated after the first legal reserve and dividends, at the rate of 10% per annum of all cash dividend distributions.

Listed companies distribute dividend in accordance with the communique No. II-19.1 issued by the CMB which is effective from February 1, 2014.

Companies distribute dividends in accordance with their dividend payment policies settled and dividend payment decision taken in general assembly and also in conformity with relevant legislations. The communique does not constitute a minimum dividend rate. Companies distribute dividend in accordance with the method defined in their dividend policy or articles of incorporation. In addition, dividend can be distributed by fixed or variable instalments and advance can be paid in accordance with profit on financial statements of the Group.

Inflation adjustment to shareholders' equity can only be netted-off against prior years' losses and used as an internal source for capital increase where extraordinary reserves can be netted-off against prior years' loss and used in the distribution of bonus shares and dividends to shareholders. In case inflation adjustment to issued capital is used as dividend distribution in cash, it is subject to corporation tax.

As of December 31, 2024, and 2023, breakdown of the equity in the financial statements of CCI prepared in accordance with the Tax Procedure Law are as follows.

December 31, 2024	December 31, 2024		
	PPI Indexed Legal Records	CPI Indexed Records	Amounts followed in Accumulated Profit / Loss
Share Capital Adjustment Differences	16,554,248	2,176,870	14,377,378
Share Premium	-	3,929,880	(3,929,880)
Restricted Reserves Allocated from Net Profit	3,306,235	3,183,883	122,352

Dividends

As per the consolidated financial statements of our company prepared in accordance with CMB accounting standards, in 2024, our Company recorded a net income of TL 14.813.376. The Board of Directors resolved to propose to the General Assembly the distribution of gross dividends of TL 3.000.100, after legal liabilities are deducted from 2024 net income starting from 26 May 2025. As per the proposal, the remainder of 2024 net income will be added to the extraordinary reserves.

Subject to the approval of the General Assembly, entities which are Türkiye resident taxpayers or entitled to such dividends through a permanent establishment or a permanent representative in Türkiye, will be paid a gross cash dividend of TL 1,0722 (net TL 1,0722) per 100 shares, representing TL 1 nominal value. While other shareholders will receive gross TL 1,0722 (net TL 0,91137) per 100 shares (Full TL).

No privilege is granted to any share group regarding dividend distribution. No correction coefficient has been applied to the amounts in the above 2 paragraphs and they are shown as published on KAP.

Statement of Responsibility for the Annual Report	Independent Auditor Report	Operational Performance	Financial Performance	Independent Auditor Report	Consolidated Financial Statements	Profit Distribution	CCI Reporting Guidelines	Management System Standards and Principles	Independent Assurance	Sustainability Performance Indicators	Memberships	Additional Explanations for BIST	Content Indices	Contributing to Sustainable Development Goals	Contact Information
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Coca-Cola İçecek Anonim Şirketi

Notes to Consolidated Financial Statements for the year ended December 31, 2024

(Amounts expressed in thousands of TL based on the purchasing power of Turkish Lira ("TL") as of December 31, 2024, unless otherwise stated)

23. NET REVENUE and COST OF SALES

Group recognizes revenue when the control of products is transferred to the customer, compatible with revenue information under segment reporting according to TFRS 8 (Note 4).

a) Net Revenue

	December 31, 2024	December 31, 2023
Gross sales	236,566,630	245,259,089
Sales discounts	(85,269,186)	(85,095,135)
Other discounts	(13,614,303)	(14,279,979)
	137,683,141	145,883,975

b) Cost of sales

	December 31, 2024	December 31, 2023
Raw material cost	75,502,326	74,729,911
Depreciation and amortization	2,853,820	2,650,521
Personnel expenses	4,016,088	3,065,257
Other	6,721,133	17,735,850
	89,093,367	98,181,539

24. OPERATING EXPENSES

a) General administrative expenses

	December 31, 2024	December 31, 2023
Personnel expenses	3,915,656	3,334,310
Digital technology expenses	745,299	603,283
Depreciation expenses	709,653	540,304
Consulting and legal fees	495,521	361,423
Utilities and communication expenses	288,343	277,911
Insurance expenses	236,750	189,317
Tax and duties	228,892	187,677
Travel expenses	140,825	141,519
Outsourced services	124,802	97,293
Provision for expected credit loss (Note9)	121,059	78,746
Rent expenses(*)	48,190	52,649
Repair and maintenance expenses	42,001	31,212
Other	367,366	275,493
	7,464,357	6,171,137

b) Selling, distribution and marketing expenses

	December 31, 2024	December 31, 2023
Transportation expense	6,787,478	6,615,703
Marketing and advertising expenses	6,464,197	6,014,621
Personnel expenses	4,648,905	3,765,039
Depreciation expenses	2,160,389	2,076,430
Maintenance expenses	710,218	570,761
Outsourced services	680,841	618,693
Utilities and communication expenses	257,730	295,895
Rent expenses(*)	179,094	180,220
Insurance expenses	142,656	91,809
Travel expenses	86,316	178,325
Tax and duties	42,627	39,180
Other	599,018	539,063
	22,759,469	20,985,739

(*) Low-value and short-term lease expenses which are not in the scope of TFRS 16.

Statement of Responsibility for the Annual Report	Independent Auditor Report	Operational Performance	Financial Performance	Independent Auditor Report	Consolidated Financial Statements	Profit Distribution	CCI Reporting Guidelines	Management System Standards and Principles	Independent Assurance	Sustainability Performance Indicators	Memberships	Additional Explanations for BIST	Content Indices	Contributing to Sustainable Development Goals	Contact Information
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Coca-Cola İçecek Anonim Şirketi

Notes to Consolidated Financial Statements for the year ended December 31, 2024

(Amounts expressed in thousands of TL based on the purchasing power of Turkish Lira ("TL") as of December 31, 2024, unless otherwise stated)

25. EXPENSES BY NATURE

a) Depreciation and amortization expenses

	December 31, 2024	December 31, 2023
Cost of Sales	2,853,820	2,650,521
Selling, distribution and marketing expenses	2,870,042	2,616,734
Inventories	52,982	56,366
	5,776,844	5,323,621

b) Employee Benefits

	December 31, 2024	December 31, 2023
Wages and salaries	10,138,578	7,927,773
Social security premium expenses	1,032,921	958,518
Employee termination benefits	239,075	265,945
Other	1,170,075	1,012,370
	12,580,649	10,164,606

26. OTHER INCOME/EXPENSE

a) Other operating income / expense

	December 31, 2024	December 31, 2023
Other operating income		
Foreign exchange gain	952,150	2,775,962
Scrap and other materials income	812,212	581,043
Prior year income and profit	693,450	126,974
Insurance income	124,716	76,391
Reversals from inventory provision	74,124	3,143
Reversals from provision	22,655	12,405
Other income	385,823	324,198
	3,065,130	3,900,116

Other operating expense

Foreign exchange loss	(1,310,796)	(2,411,351)
Scrap and other materials expense	(687,009)	(452,812)
Donations	(121,789)	(172,585)
Other expenses	(426,086)	(510,140)
	(2,545,680)	(3,546,888)

b) Gain / (Loss) from Investing Activities

	December 31, 2024	December 31, 2023
Gain from Investing Activities		
Bargain purchase gain	93,605	-
Impairment reversal of property, plant and equipment (Note 14)	8,145	42,989
Gain on disposal of property, plant and equipment	-	230,846
	101,750	273,835
Loss from Investing Activities		
Loss on disposal of property, plant and equipment, net	(154,377)	-
Provision for impairment in property, plant and equipment (Note 14)	(21,934)	(89,503)
Transfer of foreign currency translation differences recognized in other comprehensive income in the previous period to the income statement	-	(222,460)
	(176,311)	(311,963)

Statement of Responsibility for the Annual Report	Independent Auditor Report	Operational Performance	Financial Performance	Independent Auditor Report	Consolidated Financial Statements	Profit Distribution	CCI Reporting Guidelines	Management System Standards and Principles	Independent Assurance	Sustainability Performance Indicators	Memberships	Additional Explanations for BIST	Content Indices	Contributing to Sustainable Development Goals	Contact Information
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Coca-Cola İçecek Anonim Şirketi

Notes to Consolidated Financial Statements for the year ended December 31, 2024

(Amounts expressed in thousands of TL based on the purchasing power of Turkish Lira ("TL") as of December 31, 2024, unless otherwise stated)

27. FINANCIAL INCOME / EXPENSE

a) Finance Revenues

	December 31, 2024	December 31, 2023
Foreign exchange gain	2,211,804	7,577,439
Interest income	1,840,129	1,408,446
Derivative transaction gain	5,142	722,864
	4,057,075	9,708,749

b) Finance Expenses

	December 31, 2024	December 31, 2023
Foreign exchange loss	(2,610,866)	(9,352,197)
Interest expense	(9,497,249)	(6,284,828)
Derivative transaction loss	(95,712)	(107,357)
Interest expense of lease liabilities	(600,703)	(25,523)
	(12,804,530)	(15,769,905)

As of December 31, 2024, and 2023 foreign exchange gain / (loss) from foreign currency denominated borrowings are as follows:

	December 31, 2024	December 31, 2023
Foreign exchange gain / (loss) from foreign currency denominated borrowings, net	(5,822,077)	(18,248,431)

28. TAX RELATED ASSETS AND LIABILITIES

General information

The Group is subject to taxation in accordance with the tax regulations and the legislation effective in the countries in which the Group companies operate. In Turkey, the tax legislation does not permit a parent company and its subsidiaries to file a consolidated tax return. Therefore, provision for taxes, as reflected in the consolidated financial statements, has been calculated on a separate-entity basis.

In Turkey, the corporate tax rate is 25% as of December 31, 2024 (December 31, 2023: 25%). The corporate tax rate is applied to the profit after adding nondeductible expenses, exceptions and discounts accepted by the tax laws.

The reconciliation of current year tax charge for December 31, 2024 and 2023 is as follows:

	December 31, 2024	December 31, 2023
Income before tax and non-controlling interest	19,942,118	37,475,349
Provision for corporate tax (25% - 25%)	(4,985,530)	(9,368,837)
Effect of not deductible (taxable) amounts in taxable income		
Effect of difference in the tax rate from subsidiaries	776,391	858,723
Deductions after non-deductible expenses	(356,168)	(337,545)
Unused investment incentive	380,652	268,652
Deferred tax effect of translation on non-monetary items	3,302	(40,090)
Effect of carried tax losses	(1,393,956)	(2,662,187)
Non-taxable inflation adjustments	853,757	1,608,343
Permanent difference between IFRS vs. statutory *	(381,692)	2,231,965
Other	52,621	517,011
Total tax charge	(5,050,623)	(6,923,965)

(*) It consists of the deferred tax effect of the temporary differences created by the adjustments made regarding inflation accounting, together with the notification of the Tax Procedure Law dated 30/12/2023 and numbered 32415 (2nd Duplicate).

Statement of Responsibility for the Annual Report	Independent Auditor Report	Operational Performance	Financial Performance	Independent Auditor Report	Consolidated Financial Statements	Profit Distribution	CCI Reporting Guidelines	Management System Standards and Principles	Independent Assurance	Sustainability Performance Indicators	Memberships	Additional Explanations for BIST	Content Indices	Contributing to Sustainable Development Goals	Contact Information
---	----------------------------	-------------------------	-----------------------	----------------------------	--	---------------------	--------------------------	--	-----------------------	---------------------------------------	-------------	----------------------------------	-----------------	---	---------------------

Coca-Cola İçecek Anonim Şirketi

Notes to Consolidated Financial Statements for the year ended December 31, 2024

(Amounts expressed in thousands of TL based on the purchasing power of Turkish Lira ("TL") as of December 31, 2024, unless otherwise stated)

28. TAX RELATED ASSETS AND LIABILITIES (continued)

The breakdown of current year tax charge for the years ended December 31, 2024 and 2023 is as follows:

	December 31, 2024	December 31, 2023
Deferred tax expense	(1,322,378)	(1,919,790)
Current year tax expense	(3,728,245)	(5,004,175)
Total tax charge	(5,050,623)	(6,923,965)

Different corporate tax rates of foreign subsidiaries are as follows:

	December 31, 2024	December 31, 2023
Kazakhstan	20%	20%
Azerbaijan	20%	20%
Kyrgyzstan	10%	10%
Turkmenistan	8%	8%
Tajikistan	18%	18%
Jordan	21%	20%
Iraq	15%	15%
Pakistan	39%	39%
Uzbekistan	15%	15%
Bangladesh	25%	-

For the consolidated financial statements, subsidiaries financial statements have been translated into TL and the "translation differences" arising from such translation have been recorded in equity, under Currency Translation Adjustment. Since it's not planned to sell any subsidiary share, these translation differences will not be reversed in the foreseeable future and not subject to deferred tax calculation in accordance with TAS 12, Income Taxes.

According to the OECD Pillar 2 Rules, if the tax burden of multinational enterprises with worldwide annual consolidated revenues exceeding EUR 750 million equivalent to Turkish Lira falls below 15%, a top-up tax may be levied. Considering the OECD's Pillar 2 Model Rules, it is assessed that the Pillar 2 Model Rules will not have a significant impact on financials. In addition, the Group has applied the exception from recognizing and disclosing information about deferred tax assets and liabilities related to Pillar Two Income Taxes.

The list of temporary differences and the resulting deferred tax liabilities, as of December 31, 2024, and 2023 using the prevailing effective statutory tax rate is as follows:

	December 31, 2024		December 31, 2023	
	Cumulative Temporary Difference	Deferred Tax Assets / (Liabilities)	Cumulative Temporary Difference	Deferred Tax Assets / (Liabilities)
Tangible and intangible assets	(22,045,107)	(5,951,279)	(24,054,086)	(6,513,789)
Right of use asset	57,050	10,073	(70,650)	(18,252)
Borrowings	(148,507)	(37,127)	(834,239)	(208,560)
Employee termination, other employee benefits and other payable accruals	329,481	82,945	117,719	29,430
Unused investment incentive	1,649,634	1,237,436	808,736	1,188,815
Carry forward tax loss	18,150,504	4,537,626	18,568,198	4,642,049
Trade receivables, payables and other	2,702,778	588,559	3,945,588	907,382
Derivative financial instruments	(47,990)	(11,998)	(168,350)	(46,717)
Inventory	318,032	84,613	(86,440)	(181,234)
	965,875	540,848	(1,773,524)	(200,876)
Minus: Provision for valuation of carry forward loss	(18,150,504)	(4,537,626)	(18,568,198)	(4,642,049)
	(17,184,629)	(3,996,778)	(20,341,722)	(4,842,925)
Deferred tax assets		1,060,865		838,376
Deferred tax liabilities		(5,057,643)		(5,681,301)
Deferred tax liability, net		(3,996,778)		(4,842,925)

Statement of Responsibility for the Annual Report	Independent Auditor Report	Operational Performance	Financial Performance	Independent Auditor Report	Consolidated Financial Statements	Profit Distribution	CCI Reporting Guidelines	Management System Standards and Principles	Independent Assurance	Sustainability Performance Indicators	Memberships	Additional Explanations for BIST	Content Indices	Contributing to Sustainable Development Goals	Contact Information
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Coca-Cola İçecek Anonim Şirketi

Notes to Consolidated Financial Statements for the year ended December 31, 2024

(Amounts expressed in thousands of TL based on the purchasing power of Turkish Lira ("TL") as of December 31, 2024, unless otherwise stated)

28. TAX RELATED ASSETS AND LIABILITIES (continued)

The expiration dates of carryforward tax losses for which no deferred taxes are calculated as follows;

	December 31, 2024	December 31, 2023
2024	-	67,084
2025	75,718	109,321
2026	2,284,658	3,300,970
2027	3,076,677	4,442,075
2028	7,137,627	10,648,748
2029	5,575,824	-
	18,150,504	18,568,198

As of December 31, 2024, and 2023, the movement of net deferred tax liability is as follows:

	December 31, 2024	December 31, 2023
Balance at January 1,	4,842,925	6,710,499
Deferred tax expense / (income)	1,322,378	1,919,790
Tax expense recognized in comprehensive income	(1,119,126)	(3,322,057)
Additions through subsidiary acquisition	157	81,088
Currency translation adjustment	(1,049,556)	(546,395)
	3,996,778	4,842,925

29. EARNINGS / (LOSSES) PER SHARE

Basic earnings / (losses) per share is calculated by dividing net income / (loss) for the year by the weighted average number of ordinary shares outstanding during the related year. The Company has no diluted instruments. As of December 31, 2024, and 2023 earnings / (losses) per share is as follows:

	December 31, 2024	December 31, 2023
Equity holders net income/(loss) for the year	14,813,376	29,712,936
Weighted average number of ordinary shares	279,807,860,200	25,437,078,200
Equity Holders Earnings Per Share (Full TI)	0,052941	1,168095

Statement of Responsibility for the Annual Report	Independent Auditor Report	Operational Performance	Financial Performance	Independent Auditor Report	Consolidated Financial Statements	Profit Distribution	CCI Reporting Guidelines	Management System Standards and Principles	Independent Assurance	Sustainability Performance Indicators	Memberships	Additional Explanations for BIST	Content Indices	Contributing to Sustainable Development Goals	Contact Information
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Coca-Cola İçecek Anonim Şirketi

Notes to Consolidated Financial Statements for the year ended December 31, 2024

(Amounts expressed in thousands of TL based on the purchasing power of Turkish Lira ("TL") as of December 31, 2024, unless otherwise stated)

30. RELATED PARTY BALANCES AND TRANSACTIONS

The Group has various transactions with related parties in normal course of the business. The most significant transactions with related parties are as follows:

	December 31, 2024				
	Sales to related parties and other revenues	Purchases from related parties and ther expenses	Receivables from related parties	Payables to related parties	
				Short Term	Long Term
Related Parties and Shareholders					
Anadolu Group Companies ⁽¹⁾	2,908,909	1,001,818	779,112	350,703	-
The Coca-Cola Company ⁽¹⁾	639,520	31,111,731	663,307	6,955,330	-
Özgörkey Holding Group Companies ⁽¹⁾	3,347	113,824	1	5,062	-
Syrian Soft Drink Sales and Distribution L.L.C ⁽⁴⁾	-	-	59,898	-	-
Day Trade ⁽²⁾	-	-	-	206,057	-
National Beverage Co. ⁽³⁾	-	9,147	-	-	-
Other	-	447,724	-	-	-
Total	3,551,776	32,684,244	1,502,318	7,517,152	-
	December 31, 2023				
	Sales to related parties and other revenues	Purchases from related parties and ther expenses	Receivables from related parties	Payables to related parties	
				Short Term	Long Term
Related Parties and Shareholders					
Anadolu Group Companies ⁽¹⁾	2,572,011	692,790	711,064	141,435	-
The Coca-Cola Company ⁽¹⁾	1,353,129	38,783,113	943,332	11,060,587	-
Özgörkey Holding Group Companies ⁽¹⁾	2,470	125,594	588	13,319	-
Syrian Soft Drink Sales and Distribution L.L.C ⁽⁴⁾	-	-	62,318	-	-
Day Trade ⁽²⁾	-	-	-	222,435	-
National Beverage Co. ⁽³⁾	-	9,574	-	-	-
Other	-	431,032	-	-	-
Total	3,927,610	40,042,103	1,717,302	11,437,776	-

(1) Shareholder of the Company, subsidiaries, and joint ventures of the shareholder

(2) Related parties of the shareholder

(3) Other shareholders of the joint ventures and subsidiaries

(4) Investment in associate consolidated under equity method of accounting

As of December 31, 2024, and 2023, purchases from related parties and significant portion of other expenses consist of services obtained, fixed asset and raw material purchases and toll production.

As of December 31, 2024, and 2023, sales to related parties and other revenues consist of sale of finished goods and support charges of promotional expenses reflected to related parties.

As of December 31, 2024, and 2023, remuneration received by the executive members of the Board of Directors, Chief Executive Officer, Chief Operating Officers and Directors of the Company are as follows:

	December 31, 2024		December 31, 2023	
	Board of Directors	Executive Directors	Board of Directors	Executive Directors
Short-term employee benefits	5,438	143,539	2,964	118,550
Other long-term benefits	-	35,564	-	3,594
	5,438	179,103	2,964	122,144
Number of top executives	4	9	4	9

31. NATURE AND LEVEL OF RISKS ARISING FROM FINANCIAL INSTRUMENTS

The Group's principal financial instruments are comprised of bank borrowings, bond issues, cash, and short-term deposits. The main purpose of these financial instruments is to raise financing for the Group's operations. The Group has various other financial instruments such as trade debtors and trade creditors, which arise directly from its operations.

The main risks arising from the Group's financial instruments are interest rate risk, liquidity risk, foreign currency risk, and credit risk. The Group management reviews and agrees policies for managing each of these risks which are summarized below. The Group also monitors the market price risk arising from all financial instruments.

Statement of Responsibility for the Annual Report	Independent Auditor Report	Operational Performance	Financial Performance	Independent Auditor Report	Consolidated Financial Statements	Profit Distribution	CCI Reporting Guidelines	Management System Standards and Principles	Independent Assurance	Sustainability Performance Indicators	Memberships	Additional Explanations for BIST	Content Indices	Contributing to Sustainable Development Goals	Contact Information
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Coca-Cola İçecek Anonim Şirketi

Notes to Consolidated Financial Statements for the year ended December 31, 2024

(Amounts expressed in thousands of TL based on the purchasing power of Turkish Lira ("TL") as of December 31, 2024, unless otherwise stated)

31. NATURE AND LEVEL OF RISKS ARISING FROM FINANCIAL INSTRUMENTS (continued)

(a) Capital Management

The primary objective of the Group's capital management is to ensure that it maintains a strong credit rating and healthy capital ratio in order to support its business and maximize shareholder value.

The Group manages its capital structure and adjusts it considering changes in economic conditions. To maintain or adjust the capital structure, the Group may adjust the dividend payment to shareholders or return capital to shareholders and may decide on issue of new shares or sell assets to decrease net financial debt.

As of December 31, 2024, and December 31, 2023, debt to equity ratio, obtained by dividing the total net debt, the financial borrowings and loan debts minus cash and cash equivalents and short-term financial assets, to share capital is as follows:

	December 31, 2024	December 31, 2023
Borrowings	49,144,541	53,477,380
Less: Cash and cash equivalents and short-term financial assets	(23,349,368)	(31,951,687)
Net debt	25,795,173	21,525,693
Total share capital	2,798,079	254,371
Net debt / Total equity ratio (%)	9,22	84,62

(b) Interest Rate Risk

The Group is exposed to interest rate risk through the impact of rate changes on interest bearing assets and liabilities. The Group manages interest rate risk by balancing the interest rate of assets and liabilities or derivative financial instruments.

Certain parts of the interest rates related to borrowings are based on market interest rates; therefore, the Group is exposed to interest rate fluctuations on domestic and international markets. The Group's exposure to market risk for changes in interest rates relates primarily to the Group's debt obligations.

As of December 31, 2024, if variable interest rate on the Group's borrowings would have been 100 basis points higher / lower with all other variables held constant, then profit / (loss) before tax and non-controlling interest for March 31, 2025, which is the following reporting period would be:

	December 31, 2024	December 31, 2023
Increase / decrease of 1% interest in U.S. Dollar denominated borrowing interest rate	6,100	127
Increase / decrease of 1% interest in Euro denominated borrowing interest rate	6,334	9,510
Increase / decrease of 1% interest in Turkish Lira denominated borrowing interest rate	2,954	-
Increase / decrease of 1% interest in Pakistani Rupee denominated borrowing interest rate	57	-
Total	15,445	9,637

As of December 31, 2024, and 2023, the analysis of financial assets of the Group exposed to interest risk as follows:

Interest Rate Risk	December 31, 2024	December 31, 2023
Financial instruments with fixed interest rate		
Time deposits (Note5)	15,342,583	23,993,960
Financial liabilities (Note 8)	41,998,317	48,184,475
Financial instruments with floating interest rate		
Investment fund (Note5)	1,497,386	-
Financial liabilities (Note 8)	6,279,354	4,339,549

(c) Foreign Currency Risk

The Group is exposed to exchange rate fluctuations due to the nature of its business. This risk occurs due to purchases, sales, demand / time deposits and bank borrowings of the Group, which are denominated in currencies other than the functional currency. The Group manages its foreign currency risk by balancing the amount of foreign currency denominated assets and liabilities and by using derivative financial instruments (Note 7).

	December 31, 2024	December 31, 2023
Total export	3,894,085	2,229,547
Total import	38,781,754	40,304,489

Statement of Responsibility for the Annual Report	Independent Auditor Report	Operational Performance	Financial Performance	Independent Auditor Report	Consolidated Financial Statements	Profit Distribution	CCI Reporting Guidelines	Management System Standards and Principles	Independent Assurance	Sustainability Performance Indicators	Memberships	Additional Explanations for BIST	Content Indices	Contributing to Sustainable Development Goals	Contact Information
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Coca-Cola İçecek Anonim Şirketi

Notes to Consolidated Financial Statements for the year ended December 31, 2024

(Amounts expressed in thousands of TL based on the purchasing power of Turkish Lira ("TL") as of December 31, 2024, unless otherwise stated)

31. NATURE AND LEVEL OF RISKS ARISING FROM FINANCIAL INSTRUMENTS (continued)

Foreign Currency Position

As of December 31, 2024, and December 31, 2023, the foreign currency position (except functional currency) of the Group and its subsidiaries is as follows:

	Foreign Currency Position Table December 31, 2024			
	Total TL Equivalent	USD	Euro	Other Foreign Currency TL Equivalent
1, Trade Receivables and Due from Related Parties	736,433	15,076	5,568	-
2a, Monetary Financial Assets (Cash and cash equivalents included)	4,686,499	114,421	17,615	2,584
2b, Non-monetary Financial Assets	-	-	-	-
3, Other Current Assets and Receivables	171,275	3,720	1,088	63
4, Current Assets (1+2+3)	5,594,207	133,217	24,271	2,647
5, Trade Receivables and Due from Related Parties	-	-	-	-
6a, Monetary Financial Assets	-	-	-	-
6b, Non-monetary Financial Assets	-	-	-	-
7, Other	605,346	6,503	10,204	1,062
8, Non-Current Assets (5+6+7)	605,346	6,503	10,204	1,062
9, Total Assets (4+8)	6,199,553	139,720	34,475	3,709
10, Trade Payables and Due to Related Parties	4,366,286	86,465	29,516	224,024
11, Short-term Borrowings and Current Portion of Long - term Borrowings	3,374,015	67,034	27,302	-
12a, Monetary Other Liabilities	133,779	3,758	26	-
12b, Non-monetary Other Liabilities	2,822	33	45	-
13, Current Liabilities (10+11+12)	7,876,902	157,290	56,889	224,024

	Foreign Currency Position Table December 31, 2024			
	Total TL Equivalent	USD	Euro	Other Foreign Currency TL Equivalent
14, Trade Payables and Due to Related Parties	-	-	-	-
15, a Long-Term Borrowings	24,135,992	634,528	46,447	-
15, b, Long-Term Lease Payables	83,950	1,890	466	-
16 a, Monetary Other Liabilities	-	-	-	-
16 b, Non-monetary Other Liabilities	-	-	-	-
17, Non-Current Liabilities (14+15+16)	24,219,942	636,418	46,913	-
18, Total Liabilities (13+17)	32,096,844	793,708	103,802	224,024
19, Off Balance Sheet Derivative Items' Net Asset / (Liability) Position	21,546,386	580,000	28,500	-
19a, Total Hedged Assets (*)	21,546,386	580,000	28,500	-
19b, Total Hedged Liabilities	-	-	-	-
20, Net Foreign Currency Asset / (Liability) Position (9-18+19)	(4,350,905)	(73,988)	(40,827)	(220,315)
21, Monetary Items Net Foreign Currency Asset / (Liability) Position (TFRS 7, B23) (=1+2a+5+6a-10-11-12a-14-15-16a)	(26,671,090)	(664,178)	(80,574)	(221,440)
22, Total Fair Value of Financial Instruments Used to Manage the Foreign Currency Position	-	-	-	-

(*)In order to hedge the exchange rate risk arising from the conversion of net investments in subsidiaries operating in the Netherlands into Turkish Lira, bonds issued in USD have been designated as a net investment hedging instrument.

Statement of Responsibility for the Annual Report	Independent Auditor Report	Operational Performance	Financial Performance	Independent Auditor Report	Consolidated Financial Statements	Profit Distribution	CCI Reporting Guidelines	Management System Standards and Principles	Independent Assurance	Sustainability Performance Indicators	Memberships	Additional Explanations for BIST	Content Indices	Contributing to Sustainable Development Goals	Contact Information
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Coca-Cola İçecek Anonim Şirketi

Notes to Consolidated Financial Statements for the year ended December 31, 2024

(Amounts expressed in thousands of TL based on the purchasing power of Turkish Lira ("TL") as of December 31, 2024, unless otherwise stated)

31. NATURE AND LEVEL OF RISKS ARISING FROM FINANCIAL INSTRUMENTS (continued)

Foreign Currency Position (continued)

	Foreign Currency Position Table December 31, 2023			
	Total TL Equivalent	USD	Euro	Other Foreign Currency TL Equivalent
1. Trade Receivables and Due from Related Parties	1,082,070	18,936	5,895	-
2a. Monetary Financial Assets (Cash and cash equivalents included)	5,125,826	98,018	20,364	2,092
2b. Non-monetary Financial Assets	-	-	-	-
3. Other Current Assets and Receivables	345,486	7	7,335	224
4. Current Assets (1+2+3)	6,553,382	116,961	33,594	2,316
5. Trade Receivables and Due from Related Parties	-	-	-	-
6a. Monetary Financial Assets	-	-	-	-
6b. Non-monetary Financial Assets	-	-	-	-
7. Other	111,208	170	2,211	-
8. Non-Current Assets (5+6+7)	111,208	170	2,211	-
9. Total Assets (4+8)	6,664,590	117,131	35,805	2,316
10. Trade Payables and Due to Related Parties	7,126,487	140,602	23,128	50,092
11. Short-term Borrowings and Current Portion of Long - term Borrowings	10,659,932	162,999	78,947	-
12a. Monetary Other Liabilities	106,489	2,491	9	-
12b. Non-monetary Other Liabilities	-	-	-	-
13. Current Liabilities (10+11+12)	17,892,908	306,092	102,084	50,092

	Foreign Currency Position Table December 31, 2023			
	Total TL Equivalent	USD	Euro	Other Foreign Currency TL Equivalent
14. Trade Payables and Due to Related Parties	-	-	-	-
15. a Long-Term Borrowings	23,317,603	499,911	43,124	-
15. b. Long-Term Lease Payables	167,968	2,804	1,031	-
16 a. Monetary Other Liabilities	-	-	-	-
16 b. Non-monetary Other Liabilities	-	-	-	-
17. Non-Current Liabilities (14+15+16)	23,485,571	502,715	44,155	-
18. Total Liabilities (13+17)	41,378,479	808,807	146,239	50,092
19. Off Balance Sheet Derivative Items' Net Asset / (Liability) Position	28,067,532	659,200	-	-
19a. Total Hedged Assets (*)	28,067,532	659,200	-	-
19b. Total Hedged Liabilities	-	-	-	-
20. Net Foreign Currency Asset / (Liability) Position (9-18+19)	(6,646,357)	(32,476)	(110,434)	(47,776)
21. Monetary Items Net Foreign Currency Asset / (Liability) Position (TFRS 7, B23) (=1+2a+5+6a-10-11-12a-14-15-16a)	(35,170,583)	(691,853)	(119,980)	(48,000)
22. Total Fair Value of Financial Instruments Used to Manage the Foreign Currency Position	-	-	-	-

(*) In order to hedge the exchange rate risk arising from the conversion of net investments in subsidiaries operating in the Netherlands into Turkish Lira, bonds issued in USD have been designated as a net investment hedging instrument.

Statement of Responsibility for the Annual Report	Independent Auditor Report	Operational Performance	Financial Performance	Independent Auditor Report	Consolidated Financial Statements	Profit Distribution	CCI Reporting Guidelines	Management System Standards and Principles	Independent Assurance	Sustainability Performance Indicators	Memberships	Additional Explanations for BIST	Content Indices	Contributing to Sustainable Development Goals	Contact Information
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Coca-Cola İçecek Anonim Şirketi

Notes to Consolidated Financial Statements for the year ended December 31, 2024

(Amounts expressed in thousands of TL based on the purchasing power of Turkish Lira ("TL") as of December 31, 2024, unless otherwise stated)

31. NATURE AND LEVEL OF RISKS ARISING FROM FINANCIAL INSTRUMENTS (continued)

Foreign Currency Position (continued)

The following table demonstrates the sensitivity of the Group's profit before tax to a reasonably possible change in the USD, EUR, and other foreign currency denominated exchange rates against TL by 20%, with all other variables held constant.

	Foreign Currency Position Sensitivity Analysis			
	December 31, 2024		December 31, 2023	
	Income / (Loss)	Income / (Loss)	Income / (Loss)	Income / (Loss)
	Increase of the foreign currency	Increase of the foreign currency	Increase of the foreign currency	Increase of the foreign currency
Changes in the USD against TL by 20%:				-
1- USD denominated net asset / (liability)	(4,624,659)	4,624,659	(5,892,004)	5,892,004
2- USD denominated hedging instruments (-)	4,099,881	(4,099,881)	5,613,506	(5,535,302)
3- Net effect in USD (1+2)	(524,778)	524,778	(278,498)	356,702
Changes in the Euro against TL by 20%:				
4- Euro denominated net asset / (liability)	(510,737)	510,737	(1,041,218)	1,041,218
5- Euro denominated hedging instruments (-)	209,396	(209,396)	-	-
6- Net effect in Euro (4+5)	(301,341)	301,341	(1,041,218)	1,041,218
Average changes in the other foreign currencies against TL by 20%:				
7- Other foreign currency denominated net asset / (liability)	(44,063)	44,063	(9,555)	9,555
8- Other foreign currency hedging instruments (-)	-	-	-	-
9- Net effect in other foreign currency (7+8)	(44,063)	44,063	(9,555)	9,555
TOTAL (3+6+9)	(870,182)	870,182	(1,329,271)	1,407,475

(d) Credit Risk

Credit risk is the risk that one party to a financial instrument will fail to discharge an obligation and cause the other party to incur a financial loss. Financial instruments that potentially subject the Group to significant concentration of credit risk consist principally of cash and cash equivalents and trade receivables. Maximum credit risk on the Group is limited to the amounts disclosed on the financial statements.

The Group maintains cash and cash equivalents with various financial institutions. It is the Group's policy to limit exposure to any one institution and revalue the credibility of the related financial institutions continuously.

The credit risk associated with trade receivables is partially limited due to a large customer base and due to management's limitation on the extension of credit to customers. The Group generally requires collateral to extend credit to its customers excluding its distributors.

As of 31 December 2024 and 2023, the Group has fulfilled its financial commitments arising from its borrowings.

Statement of Responsibility for the Annual Report	Independent Auditor Report	Operational Performance	Financial Performance	Independent Auditor Report	Consolidated Financial Statements	Profit Distribution	CCI Reporting Guidelines	Management System Standards and Principles	Independent Assurance	Sustainability Performance Indicators	Memberships	Additional Explanations for BIST	Content Indices	Contributing to Sustainable Development Goals	Contact Information
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Coca-Cola İçecek Anonim Şirketi

Notes to Consolidated Financial Statements for the year ended December 31, 2024

(Amounts expressed in thousands of TL based on the purchasing power of Turkish Lira ("TL") as of December 31, 2024, unless otherwise stated)

31. NATURE AND LEVEL OF RISKS ARISING FROM FINANCIAL INSTRUMENTS (continued)

(d) Credit Risk (continued)

Credit risk exposure from financial instruments as of December 31, 2024, and 2023 are as follows:

December 31, 2024	Receivables			
	Trade Receivables and Due from Related Parties	Other Receivables	Advances Given	Bank Deposits
Maximum credit risk exposure as of reporting date (A+B+C+D+E)	12,929,093	773,891	2,685,092	23,338,215
- Maximum risk secured by guarantee	9,291,677	-	457,713	-
A. Net book value of financial assets neither overdue nor impaired	11,814,796	773,891	2,685,092	23,338,215
B. Net book value of financial assets of which conditions are negotiated, otherwise considered as impaired or overdue	-	-	-	-
C. Net book value of assets overdue but not impaired	1,114,297	-	-	-
-Under guarantee	561,509	-	-	-
D. Net book value of impaired assets	-	-	-	-
- Overdue (gross book value)	352,298	-	-	-
- Impairment (-)	(352,298)	-	-	-
- Net value under guarantee	-	-	-	-
- Not overdue (gross book value)	-	-	-	-
- Impairment (-)	-	-	-	-
- Net value under guarantee	-	-	-	-
E. Off- balance sheet items having credit risk	-	-	-	-

December 31, 2023	Receivables			
	Trade Receivables and Due from Related Parties	Other Receivables	Advances Given	Bank Deposits
Maximum credit risk exposure as of reporting date (A+B+C+D+E)	12,726,284	368,812	2,574,130	31,904,605
- Maximum risk secured by guarantee	8,932,644	-	861,911	-
A. Net book value of financial assets neither overdue nor impaired	11,251,284	368,812	2,574,130	31,904,605
B. Net book value of financial assets of which conditions are negotiated, otherwise considered as impaired or overdue	-	-	-	-
C. Net book value of assets overdue but not impaired	1,475,000	-	-	-
-Under guarantee	422,443	-	-	-
D. Net book value of impaired assets	-	-	-	-
- Overdue (gross book value)	342,873	-	-	-
- Impairment (-)	(342,873)	-	-	-
- Net value under guarantee	-	-	-	-
- Not overdue (gross book value)	-	-	-	-
- Impairment (-)	-	-	-	-
- Net value under guarantee	-	-	-	-
E. Off- balance sheet items having credit risk	-	-	-	-

Statement of Responsibility for the Annual Report	Independent Auditor Report	Operational Performance	Financial Performance	Independent Auditor Report	Consolidated Financial Statements	Profit Distribution	CCI Reporting Guidelines	Management System Standards and Principles	Independent Assurance	Sustainability Performance Indicators	Memberships	Additional Explanations for BIST	Content Indices	Contributing to Sustainable Development Goals	Contact Information
---	----------------------------	-------------------------	-----------------------	----------------------------	--	---------------------	--------------------------	--	-----------------------	---------------------------------------	-------------	----------------------------------	-----------------	---	---------------------

Coca-Cola İçecek Anonim Şirketi

Notes to Consolidated Financial Statements for the year ended December 31, 2024

(Amounts expressed in thousands of TL based on the purchasing power of Turkish Lira ("TL") as of December 31, 2024, unless otherwise stated)

31. NATURE AND LEVEL OF RISKS ARISING FROM FINANCIAL INSTRUMENTS (continued)

(e) Liquidity Risk

Liquidity risk is the risk that an entity will be unable to meet its net funding requirements. The risk is mitigated by matching the cash in and out flow volume supported by committed lending limits from qualified credit institutions, bond issues, cash, and short-term deposits.

The maturity breakdown of financial assets and liabilities has been indicated by considering the period from the balance sheet date to maturity date. Those financial assets and liabilities which have no maturities have been classified under "1 to 5 years".

The table below summarizes the maturity profile of the Group's financial and liabilities at December 31, 2024 and 2023.

December 31, 2024	Book Value	Total cash outflow according to agreement (=I+II+III+IV)	Less than 3 months(I)	3 to 12 months (II)	1 to 5 years (III)	more than 5 years(IV)
Maturities according to agreement						
Financial liabilities	48,277,671	57,222,111	5,575,034	19,539,061	31,379,695	728,321
Lease liabilities	866,870	857,634	59,981	187,186	610,467	-
Trade payables	18,345,597	18,345,597	13,414,052	4,927,941	3,604	-
Due to related parties	7,517,152	7,517,152	2,831,565	4,685,587	-	-
Non-derivative financial liabilities	75,007,290	83,942,494	21,880,632	29,339,775	31,993,766	728,321

Expected maturities	Book Value	Total cash outflow according to agreement (=I+II+III+IV)	Less than 3 months(I)	3 to 12 months (II)	1 to 5 years (III)	more than 5 years(IV)
Other Payables	3,201,786	3,201,786	3,201,786	-	-	-
Non-derivative financial liabilities	3,201,786	3,201,786	3,201,786	-	-	-

December 31, 2023	Book Value	Total cash outflow according to agreement (=I+II+III+IV)	Less than 3 months(I)	3 to 12 months (II)	1 to 5 years (III)	more than 5 years(IV)
Maturities according to agreement						
Financial liabilities	52,524,024	61,456,076	6,908,945	22,052,939	10,937,541	21,556,651
Lease liabilities	953,356	953,355	64,734	185,452	703,169	-
Trade payables	15,752,153	15,752,153	8,821,463	6,923,480	7,210	-
Due to related parties	11,437,776	11,437,776	10,889,572	548,204	-	-
Non-derivative financial liabilities	80,667,309	89,599,360	26,684,714	29,710,075	11,647,920	21,556,651

Expected maturities	Book Value	Total cash outflow according to agreement (=I+II+III+IV)	Less than 3 months(I)	3 to 12 months (II)	1 to 5 years (III)	more than 5 years(IV)
Other Payables	3,266,763	3,266,763	3,266,763	-	-	-
Non-derivative financial liabilities	3,266,763	3,266,763	3,266,763	-	-	-

(f) Commodity Price Risk

The Group may be affected by the price volatility of certain commodities such as sugar, aluminum, and resin. As its operating activities require the ongoing purchase of these commodities, the Group's management has a risk management strategy regarding commodity price risk and its mitigation.

Based on a 12-month anticipated purchase of can, the Group hedges using commodity (aluminum) swap contracts (Note 7).

Based on a 15-month anticipated purchase of pet, the Group hedges using commodity (resin) swap contracts (Note 7).

Based on a 24-month anticipated production, the Group hedges using commodity (sugar) swap contracts (Note 7).

Statement of Responsibility for the Annual Report	Independent Auditor Report	Operational Performance	Financial Performance	Independent Auditor Report	Consolidated Financial Statements	Profit Distribution	CCI Reporting Guidelines	Management System Standards and Principles	Independent Assurance	Sustainability Performance Indicators	Memberships	Additional Explanations for BIST	Content Indices	Contributing to Sustainable Development Goals	Contact Information
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Coca-Cola İçecek Anonim Şirketi

Notes to Consolidated Financial Statements for the year ended December 31, 2024

(Amounts expressed in thousands of TL based on the purchasing power of Turkish Lira ("TL") as of December 31, 2024, unless otherwise stated)

32. FINANCIAL INSTRUMENTS

Fair Values

Fair value is the amount at which a financial instrument could be exchanged in a current transaction between willing parties, other than in a forced sale or liquidation, and best evidenced by a quoted market price, if one exists.

Foreign currency-denominated financial assets and liabilities are revalued at the exchange rates prevailing at the balance sheet dates.

The following methods and assumptions were used in the estimation of the fair value of the Group's financial instrument:

Financial Assets – The fair values of certain financial assets carried at cost, including cash and cash equivalents, and held to maturity investments plus the respective accrued interest are considered to approximate their respective carrying values due to their short-term nature and negligible credit losses. The carrying values of trade receivables along with the related allowances for bad debt are estimated to be at their fair values.

Financial Liabilities – The fair values of trade payables and other monetary liabilities are estimated to approximate carrying values, due to their short-term nature. The fair values of bank borrowings are considered to approximate their respective carrying values, since the initial rates applied to bank borrowings are updated periodically by the lender to reflect active market price quotations. The carrying values of trade payable are estimated to be their fair values due to their short-term nature.

Fair value hierarchy table

The Group classifies the fair value measurement of each class of financial instruments according to the source, using the three-level hierarchy, as follows:

Level 1: Market price valuation techniques for the determined financial instruments traded in markets

Level 2: Other valuation techniques includes direct or indirect observable inputs

Level 3: Valuation techniques does not contain observable market inputs

December 31, 2024	Level 1	Level 2	Level 3
a) Assets presented at fair value			
Investment funds	1,497,386	-	-
Derivative financial instruments	-	37,475	-
Total varlıklar	1,497,386	37,475	-
b) Liabilities presented at fair value			
Derivative financial instruments	-	2,925	-
Put option of share from non-controlling interest	-	-	83,261
Total liabilities	-	2,925	83,261
December 31, 2023	Level 1	Level 2	Level 3
a) Assets presented at fair value			
Derivative financial instruments	-	252,473	-
Total assets	-	252,473	-
b) Liabilities presented at fair value			
Derivative financial instruments	-	406,223	-
Buying option of share from non-controlling interest	-	-	100,306
Total liabilities	-	406,223	100,306

As of December 31, 2024, and December 31, 2023, the movement of share purchase option below level 3 is as follows;

	December 31, 2024	December 31, 2023
Balance at January 1st	100,306	105,170
Currency translation difference	(17,045)	(4,864)
	83,261	100,306

Statement of Responsibility for the Annual Report	Independent Auditor Report	Operational Performance	Financial Performance	Independent Auditor Report	Consolidated Financial Statements	Profit Distribution	CCI Reporting Guidelines	Management System Standards and Principles	Independent Assurance	Sustainability Performance Indicators	Memberships	Additional Explanations for BIST	Content Indices	Contributing to Sustainable Development Goals	Contact Information
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Coca-Cola İçecek Anonim Şirketi

Notes to Consolidated Financial Statements for the year ended December 31, 2024

(Amounts expressed in thousands of TL based on the purchasing power of Turkish Lira ("TL") as of December 31, 2024, unless otherwise stated)

33. NET MONETARY POSITION GAIN/(LOSS)

	December 31, 2024
Statement of Financial Position Items	
Inventories	563,367
Prepaid Expenses	159,298
Other Current Assets	429
Tangible Assets	11,423,357
Intangible Assets	7,142,723
Investment in Subsidiaries, Joint Ventures and Affiliates	48,360,427
Right of Use Asset	4,219
Prepaid Expenses	115,356
Deferred Tax Asset/Liability	(885,808)
Deferred Incomes	(38,489)
Other Short Term Liabilities	(359)
Share Capital Adjustment Differences	(4,729,137)
Share Premium	(3,831,088)
Other comprehensive income items not to be reclassified to profit or loss	226,428
Other comprehensive income items to be reclassified to profit or loss	4,341,677
Restricted Reserves Allocated from Net Profit	(2,738,909)
Accumulated Profit / Loss	(48,401,632)
Non-Controlling Interest	(6,243,579)
Statement of Profit or Loss Items	
Revenue	(7,874,144)
Cost of Goods Sales	7,110,862
General and Administration Expenses	927,119
Marketing, Selling and Distribution Expenses	2,172,710
Other Operating Incomes/Expenses	(95,266)
Loss from Investing Activities	(9,313)
Financial Incomes/Expenses	1,101,416
Tax Expense from Continuing Operations	1,081,865
Net Monetary Position Gains/(Losses)	9,883,529

34. EVENTS AFTER BALANCE SHEET DATE

The Group's explanation of the fees for services rendered by independent audit firms is as follows:

	December 31, 2024	December 31, 2023
Fee for independent audit	25,250	22,520
Fees for tax advisory services	5,672	4,693
Fee for other assurance services	1,661	411
Fee for other services excluded independent audit	1,842	3,555
	34,425	31,179

35. EVENTS AFTER BALANCE SHEET DATE

As per the consolidated financial statements of our company prepared in accordance with CMB accounting standards, in 2024, our Company recorded a net income of TL 14.813.376. The Board of Directors resolved to propose to the General Assembly the distribution of gross dividends of TL 3.000.100, after legal liabilities are deducted from 2024 net income starting from 26 May 2025. As per the proposal, the remainder of 2024 net income will be added to the extraordinary reserves.

Subject to the approval of the General Assembly, entities which are Türkiye resident taxpayers or entitled to such dividends through a permanent establishment or a permanent representative in Türkiye, will be paid a gross cash dividend of TL 1,0722 (net TL 1,0722) per 100 shares, representing TL 1 nominal value. While other shareholders will receive gross TL 1,0722 (net TL 0,91137) per 100 shares.

In Turkey, with the Law No. 7524 published in the Official Gazette dated August 2, 2024, the Domestic Minimum Corporate Tax regulation has entered into force to be applied to the earnings obtained in 2025 and the following taxation periods. Since this tax will be applied on the earnings generated in the accounting periods starting from January 1, 2025, there is no effect on the current period tax expense in the financial statements as of December 31, 2024.

Statement of Responsibility for the Annual Report	Independent Auditor Report	Operational Performance	Financial Performance	Independent Auditor Report	Consolidated Financial Statements	Profit Distribution	CCI Reporting Guidelines	Management System Standards and Principles	Independent Assurance	Sustainability Performance Indicators	Memberships	Additional Explanations for BIST	Content Indices	Contributing to Sustainable Development Goals	Contact Information
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Statement of Profit Distribution

As per the consolidated financial statements of our company prepared in accordance with CMB accounting standards, in 2024, our Company recorded a net income of TL 14,813,376,000.00. The Board of Directors resolved to propose to the General Assembly the distribution of gross dividends of TL 3,000,099,877.06, after legal liabilities are deducted from 2024 net income starting from 26 May 2025. As per the proposal, the remainder of 2024 net income will be added to the extraordinary reserves.

Subject to the approval of the General Assembly, entities which are Türkiye resident taxpayers or entitled to such dividends through a permanent establishment or a permanent representative in Türkiye, will be paid a gross cash dividend of TL 1.0722 (net TL 1.0722) per 100 shares, representing TL 1 nominal value. While other shareholders will receive gross TL 1.0722 (net TL 0.91137) per 100 shares.

The dividend distribution table and informative table on dividend rates are attached.

COCA-COLA İÇECEK A.Ş. 2024 DIVIDEND DISTRIBUTION TABLE (TL)

	SPK'ya Göre	Yasal Kayıtlara (YK) Göre
1 Paid-in Capital	2,798,078,602.00	2,798,078,602.00
2 General Legal Reserves (Based on the Legal Records)	57,059,871.47	57,059,871.47
Information regarding the privilege, if there is any dividend privilege in accordance with the Articles of Association.		
3 Profit / (Loss) 2024	19,863,999,000.00	4,168,995,646.38
4 Taxes (-)	-5,050,623,000.00	-
5 Net Profit / (Loss) =	14,813,376,000.00	4,168,995,646.38
6 Previous Years' Losses (-)	-	-
7 General Legal Reserves (-)	502,555,848.93	4,168,995,646.38
8 NET DISTRIBUTABLE PROFIT (=)	14,310,820,151.07	3,666,439,797.45
9 Donations within the year (+)	99,709,220.15	-
10 NET DISTRIBUTABLE PROFIT INCLUDING THE DONATIONS	14,410,529,371.22	-
11 First Dividend to Shareholders of Ordinary Shares	3,000,099,877.06	-
-Cash Dividend	3,000,099,877.06	-
-Bonus Issue	-	-
-Total	3,000,099,877.06	-
12 Dividend Distributed to Privileged Shareholders	-	-
13 Other Distributed Dividends	-	-
-To Members of Board of Directors	-	-
-To Employees	-	-
-To Other Persons Excluding Shareholders	-	-
14 Dividends to the Holders of Redeemed Shares	-	-
15 Second Dividend to Shareholders of Ordinary Shares	-	-
16 General Legal Reserves	286,019,594.70	-
17 Statutory Reserves	-	-
18 Special Reserves	-	-
19 Extraordinary Reserves	11,024,700,679.31	-
20 Distributable Other Sources	-	-
-Previous Year Profit	-	-
-Extraordinary Reserves	-	-
-Other Reserves Distributable as per Law of Association	-	-

Statement of Responsibility for the Annual Report	Independent Auditor Report	Operational Performance	Financial Performance	Independent Auditor Report	Consolidated Financial Statements	Profit Distribution	CCI Reporting Guidelines	Management System Standards and Principles	Independent Assurance	Sustainability Performance Indicators	Memberships	Additional Explanations for BIST	Content Indices	Contributing to Sustainable Development Goals	Contact Information
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COCA-COLA İÇECEK A.Ş. 2024 DIVIDEND PAY OUT RATIO

	GROUP	TOTAL DIVIDEND (TL)		TOTAL DIVIDEND/NET DISTRIBUTABLE PROFIT	DIVIDEND PER 1 TL NOMINAL VALUED SHARE	
		CASH DIVIDEND (TL)	BONUS ISSUE (TL)	RATIO (%)	AMOUNT (TL)	RATIO (%)
NET	A	943,536,000.00	-	6.5%	1.0722000	107.22000
	B With withholding tax	512,424,421.78	-	3.6%	0.9113700	91.13700
	C With withholding tax	736,009,075.73	-	5.1%	0.9113700	91.13700
	C Without withholding tax	587,818,585.88	-	4.1%	1.0722000	107.22000
	TOTAL	2,779,788,083.39		19.3%	0.99346	

THE NUMBER OF DISTRIBUTED DIVIDENDS (TL)	PAY OUT RATIO (DIVIDENDS/NET DISTRIBUTABLE INCOME INCLUDING DONATIONS)
3.000.099.877,06	20,82%

Statement of Responsibility for the Annual Report	Independent Auditor Report	Operational Performance	Financial Performance	Independent Auditor Report	Consolidated Financial Statements	Profit Distribution	CCI Reporting Guidelines	Management System Standards and Principles	Independent Assurance	Sustainability Performance Indicators	Memberships	Additional Explanations for BIST	Content Indices	Contributing to Sustainable Development Goals	Contact Information
Key Definitions	Scope of Reporting	Data Preparation													

CCI Reporting Guidelines

Key Definitions

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

TCCC: TCCC as abbreviation means "The Coca-Cola Company".

TCCS: TCCS as abbreviation means "The Coca-Cola Sistemi".

ESG: Environmental, Social and Governance

CSR: Corporate Social Responsibility

USD: U.S. Dollar

Dolar: U.S. Dollar

UC: Unit Case

ENVIRONMENTAL INDICATORS

PLANT

Production buildings, water treatment units, waste water treatment units, tanks, all workplace facilities, including laboratories, administrative buildings

ENERGY

It refers to the purchases of electricity, natural gas, diesel, gasoline, fuel, liquefied petroleum gas (LPG), solid fuels, and steam.

ENERGY CONSUMPTION

Energy consumed during the reporting year (January 1 to December 31). Energy consumption data includes energy used in the operation of industrial facilities and production processes, including electric systems, heating, lighting, on-site transportation, and climate control. Production processes refer to the energy consumed in the core bottling (filling) operations. Total energy consumption also includes energy used for preform injection in factories that utilize this energy-intensive process, as well as energy used for CO₂ production processes in our plants.

ENERGY USAGE RATIO (EUR, MJ/LT)

Energy consumed per liter of produced product, in megajoules (MJ), is calculated by dividing the total energy from all energy sources (in MJ) by the production volume (in liters).

GHG EMISSIONS (TONS CO₂e)

Reporting emissions for the year (January 1 to December 31). The reported GHGs are as follows: carbon dioxide (CO₂), methane (CH₄), nitrous oxide (N₂O), hydrofluorocarbons (HFCs), perfluorocarbons (PFCs), sulphur hexafluoride (SF₆) and nitrogen trifluoride (NF₃). Other GHGs, including those regulated by the Montreal Protocol, are not included in GHG emissions and are analyzed separately. "GHG emissions" refers to emissions from all production processes arising from the Company's plants, such as bottling and preform injection. Since 2012, CCI has been reporting GHG emissions for its operations in Turkey in accordance with the ISO 14064-1 Standard. From 2020 onwards, CCI has expanded this reporting to include GHG emissions for operations in all countries where it operates, covering Scope 1, 2, and 3 emissions. Where the plant generates energy on-site, the relevant energy consumption is defined as the energy of the fuel used for generation (e.g. for on-site diesel-fired electricity generators, the energy consumption would be the diesel used instead of the electricity output of the generator).

EMD RATIO (Energy Management Device)

It refers to the ratio of energy management equipment used in cooling devices to the total number of cooling devices.

WASTE (TONS)

Waste generated at a specific facility includes waste originating from production, construction, food services, and all other activities. Examples of solid waste types produced by the company include paper, plastic, corrugated cardboard, metal, glass, wastewater treatment sludge, used oils, and damaged materials or products, as well as hazardous waste such as solvents, inks, and laboratory waste. Liquid waste discharged from wastewater treatment systems is not included in the waste calculations.

WASTE RATIO FROM PRODUCTION OPERATIONS (g/L)

Total waste weight produced per liter of product (grams).

WASTE RECYCLING RATE (%)

It is the ratio of the weight of waste that is recovered, reused, or recycled to the total weight of waste generated. (%)

WASTE DISPOSAL (TONS)

To determine the method of disposal, CCI used the legal categories stipulated in the disposal documents provided by accredited waste contractors. According to the disposal documents, the categories of waste generated by CCI during the reporting period were recycling, reuse, recovery, incineration and landfill waste. Some hazardous waste is sold for use as fuel in processes such as cement manufacturing. In accordance with the legal categories in the accredited waste documentation, this waste is classified as recovery rather than incineration.

REUSED WASTE (TONS)

Waste that is reused for the same or different purposes without reprocessing; e.g., wood.

RECYCLED WASTE (TONS)

It refers to waste that has been separated into raw materials for use, modified, and reprocessed for use in new products. Recyclable materials include various types such as glass, paper, metal, plastic, textiles, and electronics. Materials to be recycled are brought to a collection center or picked up from the point of waste generation, then sorted, cleaned, and reprocessed into new materials for production.

RECOVERED WASTE (TONS)

Energy recovery from non-recyclable waste materials is achieved through various processes such as incineration, gasification, pyrolysis, and anaerobic digestion. After these processes, waste that has undergone energy recovery is classified as recovered waste. For example, if waste is burned in a waste incineration plant to generate energy, the waste is considered "recovered." There are several ways to recover energy from waste. Anaerobic digestion is a natural decomposition process in which organic matter is reduced to simpler chemical components in the absence of oxygen. "Recovery" also refers to the incineration of solid urban waste to reduce waste and generate energy, or its controlled direct incineration. Recovered secondary fuel is obtained from waste that cannot be reused or recycled through mechanical or biological treatment processes. Since a large portion of the waste is recovered for energy at licensed facilities before disposal, hazardous waste is classified as "recovered" in Turkey.

Statement of Responsibility for the Annual Report	Independent Auditor Report	Operational Performance	Financial Performance	Independent Auditor Report	Consolidated Financial Statements	Profit Distribution	CCI Reporting Guidelines	Management System Standards and Principles	Independent Assurance	Sustainability Performance Indicators	Memberships	Additional Explanations for BIST	Content Indices	Contributing to Sustainable Development Goals	Contact Information
Key Definitions	Scope of Reporting	Data Preparation													

WASTE STORED ON THE SITE (TONS)

It refers to waste that is accumulated at the waste generation sites before being sent to waste processing facilities. Wood waste is processed in different ways, and the final processing method is classified according to the activities, with confirmation from suppliers. The methods for reuse, recycling, and recovery of hazardous waste are verified with CCI's waste management service providers. For our operations in Turkey, disposal and processing methods are determined according to the waste disposal regulations defined in the Turkish Hazardous Waste Control Regulation. The amount of waste generated from cold beverage equipment and two-way bottles produced in the market is measured by either direct weighing or by using the waste coefficients recorded after measuring the full weight of each piece of equipment.

WASTE SENT TO THE LANDFILL (TONS)

It refers to waste sent to waste disposal sites managed by a municipality or an accredited company that comply with the conditions for controlled landfilling.

WATER

It includes water from all sources, including wells, spring water, municipal water, and collected rainwater.

WATER CONSUMPTION (LITERS)

It refers to the total water used during the reporting year (January 1 to December 31). Water consumption data includes water used for production, water treatment, boiler manufacturing for steam and heating, cooling (both contact and non-contact), cleaning and hygiene, backwash filters, irrigation, kitchen and canteen operations, toilets and washbasins, and fire control.

WATER USAGE RATIO (L/L)

It refers to the liters of water used per liter of product produced. It is calculated by dividing the total water consumption (in liters) by the production volume (in liters).

WATER WITHDRAWAL (L)

It refers to the total volume of water withdrawn from any source, including groundwater, surface water, municipal water, and collected rainwater, during the reporting year (January 1 to December 31).

WATER RECOVERY/RECYCLING/REUSE

It refers to the process of treating wastewater generated after use in the facilities, either through simple or advanced treatment processes, to make it suitable for reuse, or reusing it directly without treatment, depending on the required water quality.

WASTE WATER (L)

It refers to the total volume of water discharged during the reporting period. Treatment methods can also be further classified based on the type of receiving environment where the discharge occurs.

ENVIRONMENTAL COMPLIANCE

Monetary value of significant fines (\$10,000 and above) and total number of non-monetary sanctions for noncompliance with national environmental laws and regulations.

SOCIAL INDICATORS

ACCIDENT NUMBERS AND RATES

The number of lost-time injuries, days lost due to injuries, fatalities, and total vehicle accidents in CCI countries are reported. Based on this data, LTIR (Lost Time Injury Rate), LTISR (Lost Time Injury Severity Rate), and the vehicle accident rate are calculated. CCI's primary injury metric is the Lost Time Injury Rate (LTIR), which is calculated by multiplying the number of lost-time injuries by 200,000 and dividing the result by the total number of hours worked during the reporting period, excluding contractors. Contractor data is reported separately. (LTIR = Total number of lost-time injuries × 200,000 / Total hours worked)

LTISR refers to the Lost Time Injury Severity Rate. It is calculated by multiplying the total number of days lost due to injuries by 200,000 and dividing the result by the total number of hours worked during the reporting period, excluding contractors. Contractor data is reported separately. (LTISR = Total days lost due to injuries × 200,000 / Total hours worked)

MAIN TYPES OF WORK RELATED INJURY

This data is reported annually for nine types of injuries. These injury types are defined as laceration, fractures, slips/trips and falls, poisoning, burns, electric shocks, asphyxiation, collision, and caught in machinery/jamming.

NUMBER OF EMPLOYEES

This refers to CCI employees working at the Company's headquarters, plants, and sales offices. Employee numbers are classified as permanent, temporary, and contract employees, and the data is recorded as year-end figures. The Turkey operation includes employees at plants and sales offices located in Turkey, while the Group Office (Head Office) includes employees responsible for all 11 countries in which the Company operates. Employees in Syria are not included in the total employee count table.

The breakdown of employee numbers includes total employees, by gender, by category, by gender within each category, and by employment and contract type. It also provides the number and percentage of employees based on seniority (years of service), age, and generations, as well as the number and percentage of employees with disabilities or special needs. The data is calculated based on year-end values.

The number of outsourced employees is provided as core and auxiliary functions. Outsourced-Core Functions: Employees on the payroll of a third-party company who are directly involved in activities related to our operations (e.g., marketing, sales, warehouse operations, production, etc.). Outsourced-Auxiliary Functions: Employees on the payroll of a third-party company whose work is not directly related to our operations (e.g., security, landscaping, healthcare services, etc.).

LOCAL EMPLOYMENT RATE IN INTERNATIONAL OPERATIONS (%)

It refers to the percentage of local (from the respective country) employees in the countries where CCI operates.

RATE OF OPEN POSITIONS FILLED BY INTERNAL CANDIDATES (%)

It refers to the percentage of open positions filled by internal employees at CCI. The ratio is calculated based on year-end values.

Statement of Responsibility for the Annual Report	Independent Auditor Report	Operational Performance	Financial Performance	Independent Auditor Report	Consolidated Financial Statements	Profit Distribution	CCI Reporting Guidelines	Management System Standards and Principles	Independent Assurance	Sustainability Performance Indicators	Memberships	Additional Explanations for BIST	Content Indices	Contributing to Sustainable Development Goals	Contact Information
Key Definitions	<u>Scope of Reporting</u>	Data Preparation													

NUMBER AND RATES OF EMPLOYEES IN STEM ROLES (FINANCE, SUPPLY CHAIN, IT) (%)

CCI provides the number and percentage of employees in the Finance, Supply Chain, and IT teams, broken down by gender. The ratio is calculated based on year-end values.

NUMBER AND RATES OF NEWLY HIRED EMPLOYEES AND EMPLOYEE TURNOVER (%)

The number and percentage of employees hired and employee turnover are provided based on gender and age breakdowns

TURNOVER RATE OF EMPLOYEES (%)

This data provides the ratio of the number of employees who left the company, broken down by voluntary and involuntary separations, to the total number of employees. The total does not include data from Bangladesh.

TRAINING (HOURS)

The average training hours per employee during the reporting period are classified into Occupational Health and Safety (OHS) training, environmental training, and total training. These data represent the total classroom and online training hours for CCI employees as of year-end. The total training hours are also provided by employee category breakdown. Excluding OHS training, data from CCI Bangladesh are not included in the training figures.

RATES OF EMPLOYEES SUBJECT TO PERFORMANCE REVIEW (%)

Moving forward starting from 2024, the new calculation methodology will be sustained: All full-time, permanent white-collar employees and non-unionized blue-collar employees at CCI are subject to performance evaluation. However, unionized employees are exempt from performance evaluation in accordance with country-specific labor laws. At CCI, all eligible employees are assessed under a unified performance system, ensuring fairness and consistency.

TOTAL WORKING HOURS IN THE YEAR

Total working hours in CCI countries are tracked monthly and the total hours are calculated at the end of the year.

NUMBER OF EMPLOYEES ON MATERNITY AND PATERNITY LEAVE

This data indicates the number of employees who have taken maternity leave during the reporting period.

NUMBER OF EMPLOYEES RETURNING FROM MATERNITY AND PATERNITY LEAVE

This data represents the number of employees who have returned from maternity leave during the reporting period.

NUMBER OF EMPLOYEES RETURNING FROM MATERNITY AND PATERNITY LEAVE AND CONTINUING TO WORK FOR THE FOLLOWING 12 MONTHS

This data includes employees who have completed 12 months within the year 2024, starting from the date of their return from maternity leave.

Scope of Reporting

The following tables outline the activities reported for energy consumption, greenhouse emissions, water consumption and solid waste within the scope of this integrated annual report.

Total Energy Consumption	Türkiye	Jordan	Kyrgyzstan	Tajikistan	Azerbaijan	Turkmenistan	Kazakhstan	Pakistan	Iraq	Uzbekistan	Bangladesh
Industrial zones where bottling processes are conducted and secondary operations such as preform injection, bottle blowing and lift truck operations	✓	Excluding preform production.	Excluding preform production.	Excluding preform production.	✓	Excluding preform production.	✓	✓	Excluding preform production.	Excluding preform production.	Excluding preform production.
Technical service operations (e.g. repairs on cold drink equipment, etc.)	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Administrative buildings located at industrial zones	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Company transportation of materials and products within industrial plant sites (e.g. Forklift operations)	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Statement of Responsibility for the Annual Report	Independent Auditor Report	Operational Performance	Financial Performance	Independent Auditor Report	Consolidated Financial Statements	Profit Distribution	CCI Reporting Guidelines	Management System Standards and Principles	Independent Assurance	Sustainability Performance Indicators	Memberships	Additional Explanations for BIST	Content Indices	Contributing to Sustainable Development Goals	Contact Information
Key Definitions	Scope of Reporting	Data Preparation													

Data Preparation

Energy Consumption

Energy consumption data is reported for electricity and primary fuel sources such as natural gas, diesel, LPG, fuel oil and steam. Electricity and natural gas data are obtained from supplier metering devices and reconciled with in-house metering devices (if available) and/or service supplier invoices. Diesel, LPG, steam and fuel oil consumption data is obtained from supplier invoices. Operation CCI used the conversion coefficients published below:

- > The supply unit for electricity is invoiced in kWh. To calculate the energy utilization rate, kWh, Converted to megajoules (MJ) with a coefficient of 3.6.
- > For natural gas, the unit of supply from most suppliers is invoiced in m3 . To calculate the energy usage ratio, the natural gas used at the facility is converted to MJ with a conversion factor of 37.3, except in Kazakhstan, where a conversion factor of 34.4 is used, according to the analysis performed by an accredited local laboratory in 2016.
- > For fuels other than natural gas (diesel and fuel oil), energy conversion coefficients (liters or kilograms to MJ) TCCC Default Coefficients is taken from the calculation tool provided by.
- > For LPG (MJ/kg), a conversion factor (net heat value) of 50.0 was used as part of the GHG verification process in accordance with ISO 14064-1 requirements.
- > For diesel (MJ/L), 39.0 was used as the conversion factor.
- > For Steam (MJ),(GKAL): 4,186.8 was used (Kazakhstan operations only).

GHG Emissions

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

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

Energy Use Calculation and External Valuation Method Used for Total Energy Consumption

As the period covered by the in-voices may not always be fully aligned with the company's reporting period, adjustments are made where necessary to align the consumption data in the invoices with the reporting period, as agreed with the company's verifiers.

CO₂ Emission Conversion Factors Used

- > Natural Gas (MJ): 0.050814 kg CO₂
- > LPG (MJ): 0.059582 kg CO₂
- > Diesel (MJ, light fuel oil): 0.064412 kg CO₂
- > Fuel Oil (MJ): 0.082039 kg CO₂
- > Light Fuel Oil (MJ): 0.076137 kg CO₂
- > Electricity (kWh): For electricity, GHG emissions conversion factors are obtained from the International Energy Agency (IEA) and shared by TCCC with the entire Coca-Cola system.

In this year's report, we used the IEA coefficients for 2022 (as the IEA publishes coefficients for a given year at two year intervals). Sustainability Combined coefficients were used for all activities in the Report. This information is contained in the internal document "SDW Fuel Conversion Coefficients", which is up-dated annually by TCCC.

Statement of Responsibility for the Annual Report	Independent Auditor Report	Operational Performance	Financial Performance	Independent Auditor Report	Consolidated Financial Statements	Profit Distribution	CCI Reporting Guidelines	Management System Standards and Principles	Independent Assurance	Sustainability Performance Indicators	Memberships	Additional Explanations for BIST	Content Indices	Contributing to Sustainable Development Goals	Contact Information
Key Definitions	Scope of Reporting	Data Preparation													

kg CO2 /kWh Electricity	2017 IEA Factors (Used for 2020 Report)	2018 IEA Factors (Used for 2021 Report)	2020 IEA Factors (Used for 2022 Report)	2021 IEA Factors (Used for 2023 Report)	2022 IEA Factors (Used for 2024 Report)
Türkiye	0,540*	0,507*	0,440*	0,423	0,4227
Jordan	0,498	0,498	0,391	0,380	0,3772
Kyrgyzstan	0,051	0,051	0,055	0,098	0,0995
Tajikistan	0,043	0,043	0,072	0,055	0,0606
Azerbaijan	0,488	0,488	0,440	0,435	0,4219
Turkmenistan	0,355	0,355	0,700	0,675	0,7608
Kazakhstan	0,612	0,612	0,575	0,489	0,5381
Pakistan	0,416	0,416	0,396	0,370	0,3957
Iraq	1,293	1,293	0,665	0,665	0,6805
Uzbekistan	-	0,496	0,469	0,525	0,4833
Bangladesh	-	0,496	0,469	0,525	0,5913

Water Consumption

Where groundwater is used, water consumption data is obtained from in-house meters. Separate data on water consumption is also obtained from supplier meters and then reconciled with in-house meters (if available) and/ or service provider invoices if water is supplied by the network.

Scope for Water Consumption Data	Türkiye	Jordan	Kyrgyzstan	Tajikistan	Azerbaijan	Turkmenistan	Kazakhstan	Pakistan	Iraq	Uzbekistan	Bangladesh
Industrial zones comprising bottle facilities	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Technical service operations at the site	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Administrative buildings located at industrial zones	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Restatements

It is inevitable that the measurement and reporting of assured environmental data will involve a certain level of estimation. In exceptional cases, a restatement of data reported in the previous year may be required. A restatement is considered if the data differs by more than 5% at the Company level.

Scope for Waste Production Data	Türkiye	Jordan	Kyrgyzstan	Tajikistan	Azerbaijan	Turkmenistan	Kazakhstan	Pakistan	Iraq	Uzbekistan	Bangladesh
Industrial zones comprising bottle facilities	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Technical service operations at the site	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Administrative buildings located at industrial zones	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Statement of Responsibility for the Annual Report	Independent Auditor Report	Operational Performance	Financial Performance	Independent Auditor Report	Consolidated Financial Statements	Profit Distribution	CCI Reporting Guidelines	Management System Standards and Principles	Independent Assurance	Sustainability Performance Indicators	Memberships	Additional Explanations for BIST	Content Indices	Contributing to Sustainable Development Goals	Contact Information
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Management Systems Standards and Principles

Material Topics	Material Topics	Related External Standards and Principles	
Production	Environmental Footprint	CCI Health, Safety & Environment (HSE) Policy TCCC HSE Policy KORE - EOSH* Requirements	ISO 14001
	Water Management	KORE - EOSH Requirements	ISO 14001
	Energy Management and Carbon Emissions	KORE - EOSH Requirements	ISO 14001, ISO 50001, ISO 14064-1 GHG Protocol
	Sustainable Packaging and Waste Management	KORE - EOSH Requirements	ISO 14001, PAS223
	Product Quality and Safety	KORE - OE	EFQM Business Excellence Model, Lean Six Sigma, TSE Covid-19 Safe Production Certification
	Product Quality and Safety	KORE	ISO 9001, ISO 22000, FSSC 22000, GFSI**
	Health and Safety	KORE - EOSH Requirements	OHSAS 18001, ISO 45001
Other	Human Rights along the Value Chain	Supplier Guiding Principles	UNGC, GRI
	Total Beverages Portfolio	TCCC Responsible Marketing Policy TCCC Global School Beverage Guideline	
	Human Rights along the Value Chain	Human Rights Policy, Domestic Violence Policy	UN Guiding Principles on Business and Human Rights
	Community Development	TCCC's Policy	UNGC
	Risk Management	CCI Ethics Code, Human Rights Policy	UNGC
	General	Code of Business Conduct, KORE	UNGC, GRI
	Information Security		ISO 27001

* EOSH: Environmental and Occupational Safety and Health

** GFSI: Global food Safety Initiative

Statement of Responsibility for the Annual Report	Independent Auditor Report	Operational Performance	Financial Performance	Independent Auditor Report	Consolidated Financial Statements	Profit Distribution	CCI Reporting Guidelines	Management System Standards and Principles	Independent Assurance	Sustainability Performance Indicators	Memberships	Additional Explanations for BIST	Content Indices	Contributing to Sustainable Development Goals	Contact Information
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Independent Assurance



Limited Assurance Report to the Board of Directors of Coca Cola İçecek A.Ş.

We have been engaged by the Board of Directors of Coca Cola İçecek A.Ş. (“Company” or “CCI”) to perform a limited assurance engagement in respect of the Selected Sustainability Information (the “Selected Information”) stated in the Coca Cola İçecek 2024 Integrated Annual Report (the “Integrated Report 2024”) for the year ended 31 December 2024 and listed below.

Selected Information

The scope of the Selected Information for the year ended 31 December 2024, which is subject to our limited assurance work, set out in the pages 16, 18, 20, 21, 23, 24, 137, 283, 284, 286, 287, 288, 293, 294, 297, 298, 301, 302, 304, 306, 307, 308, 313, 314, 315, 316, 318, and 319 of the Integrated Report 2024 with the sign “✔” is summarized below:

Environmental Indicators

- Total Water Withdrawal by Region and Source (m3)
- Water Usage Ratio (L/L)
- Water Discharge by Destination (m3)
- Total Energy Usage in Operations (Million MJ)
- Total Energy Usage Ratio (MJ/L)
- Renewable Energy Usage (MJ)
- Total Hazardous Waste Generated (tons)
- Total Non-Hazardous Waste Generated (tons)
- Total Amount of Recycled Waste (tons)
- rPET Usage Ratio (%)
- Scope 1 Greenhouse Gas Emissions (ton CO2e)
- Scope 2 (Location Based - Market Based approach) Greenhouse Gas Emission (ton CO2e)
- Scope 3 Greenhouse Gas Emission (ton CO2e)

Social Indicators

- Total Number of Employees (#)
- Number of Employees by Gender (#)
- Ratio of Employees by Gender (%)
- Number of Employees by Employee Category (#)
- Number (#) and Rates of Employees by Gender and Category (%)
- Employee Breakdown by Seniority (%) (by years of service)
- Ratio of Employees by Age (%)
- Number (#) and Rates of Employees in STEM Roles (Finance, Supply Chain, IT) (%)
- Number (#) and Rates of Employees with Disability or Special Needs (%)
- Number of Employees on Maternity and Paternity Leave (#)
- Number of Employees Returning from Maternity and Paternity Leave (#)
- Number of Employees Returning from Maternity and Paternity Leave and Continuing to Work for the Following 12 Months (#)
- Total Working Hours In the Year (Hours)
- Female Manager Ratio (%)
- Female New Hire Ratio (%)
- Ratio of Female Executive Committee Members (%)
- Number of New Beneficiaries (#)
- Number of Women Beneficiaries (#)
- LTIR - Lost Time Injury Rate
- LTISR- Lost Time Injury Severity Rate
- Total Vehicle Accidents (#)
- Number of Fatalities (#)
- Total Training Hours Per Employee (Hour)
- Total Number of Training Hours (Employee* Hour)
- Rates of Employees Subject to Performance Review (%)

Our assurance was with respect to the Selected Information marked with “✔” in the in the Integrated Report 2024, and we have not performed any procedures with respect to earlier periods or any information other than Selected Information marked with “✔” in the Integrated Report 2024 and, any other elements included in the Integrated Report 2024 and, therefore, do not express any conclusion thereon.

Statement of Responsibility for the Annual Report	Independent Auditor Report	Operational Performance	Financial Performance	Independent Auditor Report	Consolidated Financial Statements	Profit Distribution	CCI Reporting Guidelines	Management System Standards and Principles	Independent Assurance	Sustainability Performance Indicators	Memberships	Additional Explanations for BIST	Content Indices	Contributing to Sustainable Development Goals	Contact Information
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Criteria

The criteria used by the Company to prepare the Selected Information is set out in section “Appendix -1 Coca Cola İçecek 2024 Integrated Annual Report Reporting Principles” (the “Reporting Principles”) on pages 268, 269, 270 ,271, 272, 273, 274, 275, 276, 277, 278, 279, 280, 281 and 282 of the Integrated Report 2024.

The Company’s Responsibility

The Company is responsible for the content of the Integrated Report 2024 and the preparation of the Selected Information in accordance with the Reporting Principles. This responsibility includes the design, implementation and maintenance of internal control relevant to the preparation of Selected Information that is free from material misstatement, whether due to fraud or error.

Limitations

Non-financial performance information is subject to more inherent limitations than financial information, given the characteristics of the subject matter and the methods used for determining such information.

The absence of a significant body of established practice on which to draw to evaluate and measure non-financial information allows for different, but acceptable, measures and measurement techniques and can affect comparability between entities. The precision of different measurement techniques may also vary. Furthermore, the nature and methods used to determine such information, as well as the measurement criteria and the precision thereof, may change over time. It is important to read the Selected Information in the context of the Reporting Principles

In particular, the conversion of different energy measures to mega joule (MJ) and energy used to carbon emissions is based upon, inter alia, information and factors generated internally and/or derived by independent third parties as explained in the Reporting Principles. Our assurance work did not include examination of the derivation of those factors and other third-party information.

Our Independence and Quality Management

We have complied with the independence and other ethical requirements of the Code of Ethics for Professional Accountants issued by the International Ethics Standards Board for Accountants, which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behavior.

Our firm applies International Standard on Quality Management 1 and accordingly maintains a comprehensive system of quality management including documented policies and procedures regarding compliance with ethical requirements, professional standards, and applicable legal and regulatory requirements.

Our Responsibility

Our responsibility is to form a limited assurance, based on limited assurance procedures, on whether anything has come to our attention that causes us to believe that the Selected Information has not been properly prepared in all material respects in accordance with the Reporting Principles. We conducted our limited assurance engagement in accordance with International Standard on Assurance Engagements 3000 (Revised), Assurance Engagements other than Audits or Reviews of Historical Financial Information’, and, in respect of greenhouse gas emissions, International Standard on Assurance Engagements 3410, Assurance Engagements on Greenhouse Gas Statements, issued by the International Auditing and Assurance Standards Board.

A limited assurance engagement is substantially less in scope than a reasonable assurance engagement under ISAE 3000 (Revised) and ISAE 3410. Consequently, the nature, timing and extent of procedures for gathering sufficient appropriate evidence are deliberately limited relative to a reasonable assurance engagement.

The procedures we performed were based on our professional judgment and included inquiries, observation of processes performed, inspection of documents, analytical procedures, evaluating the appropriateness of quantification methods and reporting policies, and agreeing or reconciling with underlying records.

Given the circumstances of the engagement, in performing the procedures listed above we:

- Made inquiries of the persons responsible for the Selected Information;
- Understood the process for collecting and reporting the Selected Information. This included analysing the key processes and controls for managing and reporting the Selected Information;
- Evaluated the source data used to prepare the Selected Information and re-performed selected examples of calculation;
- Performed limited substantive testing on a selective basis of the preparation and collation of the Selected Information prepared by the Company and;

- Undertook analytical procedures over the reported data.

Limited Assurance Conclusion

Based on the procedures we have performed and the evidence we have obtained, nothing has come to our attention that causes us to believe that Company’s Selected Information for the year ended 31 December 2024, is not properly prepared, in all material respects, in accordance with the Reporting Principles.

Restriction of use

This report, including the conclusion, has been prepared for the Board of Directors of the Company as a body, to assist the Board of Directors in reporting Company’s performance and activities related to the Selected Information. We permit the disclosure of this report within the Integrated Report 2024 for the year ended 31 December 2024, to enable the Board of Directors of the Company to demonstrate they have discharged their governance responsibilities by commissioning a limited assurance report in connection with the Selected Information. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Board of Directors of Coca Cola İçecek A.Ş. as a body Coca Cola İçecek A.Ş. for our work or this report save where terms are expressly agreed and with our prior consent in writing.

PwC Bağımsız Denetim ve Serbest Muhasebeci Mali Müşavirlik A.Ş.

Ali Yörük, SMMM
Independent Auditor

Istanbul 11 June 2025

Statement of Responsibility for the Annual Report	Independent Auditor Report	Operational Performance	Financial Performance	Independent Auditor Report	Consolidated Financial Statements	Profit Distribution	CCI Reporting Guidelines	Management System Standards and Principles	Independent Assurance	Sustainability Performance Indicators	Memberships	Additional Explanations for BIST	Content Indices	Contributing to Sustainable Development Goals	Contact Information
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Independent Assurance Audit Guide

Annex-1: Coca Cola İçecek 2024 Integrated Annual Report - Reporting Principles

General Reporting Principles

These reporting principles ("Principles") provide information on the methodologies for the preparation, calculation and reporting of data for the indicators within the scope of the limited assurance review in the Coca Cola İçecek A.Ş. ("Company" or "CCI") 2024 Integrated Annual Report ("2024 Integrated Annual Report", "Report").

These indicators include environmental indicators and social indicators. It is the responsibility of the management of the "Company" to ensure that appropriate procedures are in place to prepare these indicators set out below, in all material respects, in line with the Principles.

Environmental Indicators;

The information contained in these Principles covers the 2024 financial year ending 31 December 2024 (1 January - 31 December 2024) and the 11 countries under the responsibility of Coca Cola İçecek A.Ş. as detailed in the "Key Definitions and Scope of Reporting" section. Coca Cola İçecek A.Ş.'s operations in 11 countries; Turkey, Iraq, Uzbekistan, Turkmenistan, Tajikistan, Pakistan, Kyrgyzstan, Azerbaijan, Kazakhstan, Bangladesh, Jordan and Anadolu Etap's operations in Mersin, Isparta and Denizli. Operations in CCI's Syria facility are excluded.

Social Indicators;

The information contained in these Principles covers the 2024 financial year ending 31 December 2024 (1 January - 31 December 2024) and the related operations in 33 production facilities located in 11 countries, Turkey, Iraq, Uzbekistan, Turkmenistan, Tajikistan, Pakistan, Kyrgyzstan, Azerbaijan, Kazakhstan, Bangladesh and Jordan, which are under the responsibility

of Coca Cola İçecek A.Ş. as detailed in the "Key Definitions and Scope of Reporting" section. Operations in CCI's Syria facility are excluded.

The following principles have been considered in the preparation of this guidance document:

- › In the preparation of information - to emphasise the basic principles of relevance and reliability of information to users of information,
- › In the reporting of information - emphasising the principles of comparability / consistency of information with other data, including the previous year, and the principles of understandability / transparency providing clarity to users.

Key Definitions and Scope of Reporting

For the purpose of this report, the Company makes the following definitions:

Type	Metric	Scope
	Water Consumption	
	Total Water Withdrawal by Region and Source (m ³)	In the reporting period, the total water (m ³) consumption of CCI's facilities in Turkey, Iraq, Uzbekistan, Turkmenistan, Tajikistan, Pakistan, Kyrgyzstan, Azerbaijan, Kazakhstan, Bangladesh, and Jordan is expressed under the categories of "Sourced from Local Authorities," "Surface Water," "Groundwater," and "Other." For Anadolu Etap's Isparta, Denizli, and Mersin facilities, the total water consumption (KL) is expressed under the categories of "Surface Water" and "Organized Industrial Zone."
Environmental Indicators	Water Usage Ratio (L/L)	In the reporting period litres of water used per litre of product produced at CCI's facilities in Turkey, Iraq, Uzbekistan, Turkmenistan, Tajikistan, Pakistan, Kyrgyzstan, Azerbaijan, Kazakhstan, Bangladesh and Jordan. It is calculated by dividing total water use (litres) by total production volume (litres). For Anadolu Etap, it refers to the amount of water (litres) consumed per kg of fruit processed in its three plants. It is calculated by dividing the total water consumption of the three plants by the total product Kg. (L water/Kg fruit)
	Water Discharge by Destination (m ³)	In the reporting period Water Discharge by Destination represents the total amount of water discharged from CCI's production facilities in Turkey, Iraq, Uzbekistan, Turkmenistan, Tajikistan, Pakistan, Kyrgyzstan, Azerbaijan, Kazakhstan, Bangladesh, Jordan and Anadolu Etap's Denizli, Isparta and Mersin facilities in the categories of "Surface water", "Organised Industrial Zone" and "Urban sewage system".

Statement of Responsibility for the Annual Report	Independent Auditor Report	Operational Performance	Financial Performance	Independent Auditor Report	Consolidated Financial Statements	Profit Distribution	CCI Reporting Guidelines	Management System Standards and Principles	Independent Assurance	Sustainability Performance Indicators	Memberships	Additional Explanations for BIST	Content Indices	Contributing to Sustainable Development Goals	Contact Information
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Type	Metric	Scope
	Energy Consumption	
	Total Energy Usage in Operations (Million MJ)	In the reporting period, energy consumption at CCI's production facilities in Turkey, Iraq, Uzbekistan, Turkmenistan, Tajikistan, Pakistan, Kyrgyzstan, Azerbaijan, Kazakhstan, Bangladesh, Bangladesh, Jordan and Anadolu Etap's Denizli, Isparta and Mersin facilities represents the total energy consumption of electricity, natural gas, diesel, fuel oil, steam, LPG and coal energy types used in the operation of industrial facilities and production processes.
	Total Energy Usage Ratio (MJ/L)	In the reporting period Total Energy Usage Ratio Represents the total amount of energy (MJ) consumed per litre of product produced in the production facilities located in Turkey, Iraq, Uzbekistan, Turkmenistan, Tajikistan, Pakistan, Kyrgyzstan, Azerbaijan, Kazakhstan, Bangladesh and Jordan. It is calculated by dividing the total amount of energy used by the litres of product produced (L). For Anadolu Etap, it refers to the amount of energy (MJ) consumed per kg of fruit processed in Isparta, Mersin and Denizli plants. It is calculated by dividing the total energy consumption of the three plants by the total kg of product. (MJ/Kg fruit)
	Weight of Waste by Type and Disposal Method (tons)	
	Total Hazardous Waste Generated (tons)	In the reporting period Total Hazardous Waste Generated represents the total amount of hazardous waste generated in Turkey, Iraq, Uzbekistan, Turkmenistan, Tajikistan, Pakistan, Kyrgyzstan, Azerbaijan, Kazakhstan, Bangladesh and Jordan and in Isparta, Mersin and Denizli facilities for Anadolu Etap.
	Total Non-Hazardous Waste Generated (tons)	In the reporting period Total Non-Hazardous Waste Generated represents the total amount of non-hazardous waste generated in Turkey, Iraq, Uzbekistan, Turkmenistan, Tajikistan, Pakistan, Kyrgyzstan, Azerbaijan, Kazakhstan, Bangladesh and Jordan and in Isparta, Denizli and Mersin facilities for Anadolu Etap.
	Total Amount of Recycled Waste (tons)	In the reporting period Total Amount of Recycled Waste represents the total amount of waste generated at the plants in Turkey, Iraq, Uzbekistan, Turkmenistan, Tajikistan, Pakistan, Kyrgyzstan, Azerbaijan, Kazakhstan, Bangladesh and Jordan, and at the Mersin, Isparta and Denizli plants for Anadolu Etap, and recycled off-site.
Environmental Indicators	rPET Usage Ratio(%)	In the reporting period, it refers to the utilisation rate of recycled Resin and recycled Preform in the plants in Turkey, Iraq, Uzbekistan, Turkmenistan, Tajikistan, Pakistan, Kyrgyzstan, Azerbaijan, Kazakhstan, Bangladesh and Jordan.
	GHG Emissions	
	Scope 1 Greenhouse Gas Emission (ton CO ₂ e)	In the reporting period, the amount of direct greenhouse gas emissions arising from direct energy consumption at the Company's facilities in Turkey, Iraq, Uzbekistan, Turkmenistan, Tajikistan, Pakistan, Kyrgyzstan, Azerbaijan, Kazakhstan, Bangladesh and Jordan, and at the Isparta, Denizli and Mersin facilities for Anadolu Etap. The Company calculates greenhouse gas emissions in accordance with the standard "TS EN ISO 14064-1:2018 Greenhouse Gases - Part 1: Guidelines and Specifications for the Calculation and Reporting of Greenhouse Gas Emissions and Removals at Organisation Level".
	Scope 2 (Location Based - Market Based approach) Greenhouse Gas Emission (ton CO ₂ e)	In the reporting period, it expresses the amount of indirect greenhouse gas emissions arising from indirect energy consumption in production facilities in Turkey, Iraq, Uzbekistan, Turkmenistan, Tajikistan, Pakistan, Kyrgyzstan, Azerbaijan, Kazakhstan, Bangladesh and Jordan on location and quantity basis. For Anadolu Etap, it refers to the amount of indirect greenhouse gas emissions caused by indirect energy consumption in Isparta, Denizli and Mersin facilities. The Company calculates greenhouse gas emissions in accordance with the standard "TS EN ISO 14064-1:2018 Greenhouse Gases - Part 1: Guidelines and Specifications for the Calculation and Reporting of Greenhouse Gas Emissions and Removals at Entity Level".
	Scope 3 Greenhouse Gas Emission (ton CO ₂ e)	In the reporting period, indirect greenhouse gas emissions from production facilities in Turkey, Iraq, Uzbekistan, Turkmenistan, Tajikistan, Pakistan, Kyrgyzstan, Azerbaijan, Kazakhstan, Bangladesh and Jordan, Category 3: Transportation and transport related activities, Category 4: Purchased goods and services, waste and fuel and energy related activities, Category 5: Product use. The Company calculates greenhouse gas emissions in accordance with the standard "TS EN ISO 14064-1:2018 Greenhouse Gases - Part 1: Guidelines and Specifications for the Calculation and Reporting of Greenhouse Gas Emissions and Removals at Organisation Level".

Statement of Responsibility for the Annual Report	Independent Auditor Report	Operational Performance	Financial Performance	Independent Auditor Report	Consolidated Financial Statements	Profit Distribution	CCI Reporting Guidelines	Management System Standards and Principles	Independent Assurance	Sustainability Performance Indicators	Memberships	Additional Explanations for BIST	Content Indices	Contributing to Sustainable Development Goals	Contact Information
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Type	Metric	Scope
	Employees	
	Total Number of Employees (#)	As of 31.12.2024, it refers to the total number of CCI employees who are tracked by the Human Resources data platform (Success Factor) for CCI locations and whose employment declarations to the Social Security Institution (declarations made to local institutions for foreign locations) are tracked in terms of employee category, age and gender breakdown.
	Number of Employees by Gender (#)	As of 31.12.2024, it refers to the number of CCI employees who are tracked by the Human Resources data platform (Success Factor) for CCI locations and whose employment declarations to the Social Security Institution (declarations made to local institutions for foreign locations) are tracked in gender breakdown.
	Ratio of Employees by Gender (%)	As of 31.12.2024, it is calculated by dividing the number of CCI employees who are tracked by the Human Resources data platform (Success Factor) for CCI locations and whose Employment Declaration to the Social Security Institution (declarations made to local institutions for foreign locations) is made by the number of employees tracked in gender breakdown by the total number of employees.
	Number of Employees by Employee Category (#)	As of 31.12.2024, it refers to the number of CCI employees who are tracked by the Human Resources data platform (Success Factor) for CCI locations and whose employment declarations to the Social Security Institution (declarations made to their local institutions for foreign locations) are tracked in blue-collar and white-collar breakdown.
	Number (#) and Rates of Employees by Gender and Category (%)	As of 31.12.2024, "Senior Management" and "Other Employees" refers to the number and ratio of CCI employees who are tracked by the Human Resources data platform (Success Factor) for CCI locations and whose Employment Declaration to the Social Security Institution (declarations made to their local institutions for foreign locations) is made, in gender breakdown and employee category breakdowns. Employee ratio by gender is calculated by dividing the total number of employees in gender breakdown by the total number of employees.
Social Indicators	Employee Breakdown by Seniority (%) (by years of service)	As of 31.12.2024, it is calculated by dividing the employee breakdowns of CCI employees, which are monitored by the Human Resources data platform (Success Factor) for CCI locations and for which the Social Security Institution has been notified of employment (notifications made to local institutions for foreign locations), by the total number of employees. CCI defines seniority ranges as "0-5, 6-10, 11-15, 16-20 and 20+".
	Ratio of Employees by Age (%)	As of 31.12.2024, it is calculated by dividing the employee breakdowns tracked by the Human Resources data platform (Success Factor) for CCI locations according to the age ranges of CCI employees who have made Employment Declaration to the Social Security Institution (declarations made to their local institutions for foreign locations) by the total number of employees. CCI defines age ranges as "0-30, 30-50 and 50+".
	Number (#) and Rates of Employees in STEM Roles (Finance, Supply Chain, IT) (%)	As of 31.12.2024, it refers to the number of employees in the STEM category for CCI locations, which is monitored through the Human Resources data platform (Success Factor), and for which the Social Security Institution is notified of employment (notifications made to local institutions for foreign locations). The ratio of employees in STEM categories is calculated by dividing the number of employees in STEM roles by gender breakdown and the total number of employees in STEM categories.
	Number (#) and Rates of Employees with Disability or Special Needs (%)	As of 31.12.2024, it refers to the number of employees in the category of disabled or special needs, who are monitored through the Human Resources data platform (Success Factor) for CCI locations, and whose employment declarations to the Social Security Institution (declarations made to local institutions for foreign locations) are made. The ratio of employees with disabilities or special needs is calculated by dividing the number of employees with disabilities or special needs by gender breakdown and the total number of employees with disabilities or special needs.
	Number of Employees on Maternity and Paternity Leave (#)	As of 31.12.2024 reporting period, it refers to the employees who are entitled to benefit from maternity leave within the reporting period, which is tracked by the CCI Human Resources data platform (Success Factor), the Declaration of Employment to the Social Security Institution (declarations made to local institutions for foreign locations) and the declarations made by health institutions, and the employees who benefit from maternity leave among CCI employees are tracked in gender breakdown.

Statement of Responsibility for the Annual Report	Independent Auditor Report	Operational Performance	Financial Performance	Independent Auditor Report	Consolidated Financial Statements	Profit Distribution	CCI Reporting Guidelines	Management System Standards and Principles	Independent Assurance	Sustainability Performance Indicators	Memberships	Additional Explanations for BIST	Content Indices	Contributing to Sustainable Development Goals	Contact Information
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Type	Metric	Scope
Social Indicators	Number of Employees Returning from Maternity and Paternity Leave (#)	As of 31.12.2024 reporting period, it refers to the employees returning from maternity leave within the reporting period, which is tracked by the CCI Human Resources data platform (Success Factor), the Declaration of Employment to the Social Security Institution (declarations made to local institutions for foreign locations) and the declarations made by health institutions, and the employees returning from maternity leave among CCI employees are tracked in gender breakdown.
	Number of Employees Returning from Maternity and Paternity Leave and Continuing to Work for the Following 12 Months (#)	As of 31.12.2024 reporting period, it refers to the employees who are tracked with the CCI Human Resources data platform (Success Factor), who have completed at least 12 months within the reporting period after returning from maternity leave within the CCI employees with the Declaration of Employment to the Social Security Institution (declarations made to their local institutions for foreign locations) and declarations made by health institutions, and employees who are tracked in gender breakdown.
	Total Working Hours In the Year (Hours)	As of 31.12.2024, it refers to the total working hours tracked by the CCI Human Resources data platform (Success Factor) as of 31.12.2024, the declarations made by organisations such as the Employment Entry Declaration to the Social Security Institution (declarations made to their local organisations for foreign locations), etc., and the total working hours tracked by working hours through the payrolls of employees within CCI as of 31.12.2024.
	Female Manager Ratio (%)	As of 31.12.2024, it refers to the ratio obtained by dividing the number of female managers in CCI by the total number of managers as of 31.12.2024 with the declarations made by organisations such as the Declaration of Employment to the Social Security Institution (declarations made to local institutions for foreign locations), etc., which are monitored by the CCI Human Resources data platform (Success Factor).
	Female New Hire Ratio (%)	As of 31.12.2024, it is the ratio obtained by following the declarations made by organisations such as the Declaration of Employment to the Social Security Institution (declarations made to local organisations for foreign locations), etc., which are monitored by the CCI Human Resources data platform (Success Factor), and the recruitments made within CCI on 31.12.2024 in gender breakdown and dividing the figure in the female breakdown by the total figure.
	Ratio of Female Executive Committee Members (%)	As of 31.12.2024, it refers to the ratio obtained by dividing the number of "C" level female managers in CCI as of 31.12.2024 by the total number of "C" level managers, based on the declarations made by organisations such as the Declaration of Employment to the Social Security Institution (declarations made to local institutions for foreign locations), etc., which are monitored by the CCI Human Resources data platform (Success Factor).
	Number of New Beneficiaries (#)	As of 31.12.2024, it refers to the total number of beneficiaries who benefited from donations, social responsibility projects, support for women's education, etc. carried out by CCI on 31.12.2024 with the declarations made by organisations such as Red Crescent, Akut, UNESCO, which are monitored by CCI Human Resources data platform, third party invoices and social responsibility department.
	Number of Women Beneficiaries (#)	As of 31.12.2024, it refers to the total number of women beneficiaries of donations, social responsibility projects, support for women's education, etc. carried out by CCI in the community as of 31.12.2024 with the declarations made by organisations such as Red Crescent, Akut, UNESCO, which are monitored by CCI Human Resources data platform, third party invoices and social responsibility department.

Statement of Responsibility for the Annual Report	Independent Auditor Report	Operational Performance	Financial Performance	Independent Auditor Report	Consolidated Financial Statements	Profit Distribution	CCI Reporting Guidelines	Management System Standards and Principles	Independent Assurance	Sustainability Performance Indicators	Memberships	Additional Explanations for BIST	Content Indices	Contributing to Sustainable Development Goals	Contact Information
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Type	Metric	Scope	
Occupational Health and Safety			
Social Indicators	LTIR - Lost Time Injury Rate (Number of lost time accidents*200,000/ Total working hours)	As of 31.12.2024, it expresses the ratio obtained by multiplying the injuries that resulted in lost time within CCI as a result of the declarations made by the health institutions and factory managements monitored by the Occupational Health and Safety unit at CCI locations as of 31.12.2024 by 200,000 and dividing by total working hours.	
	LTISR- Lost Time Injury Severity Rate (Total number of days lost due to accidents *200,000/ Total working hours)	As of 31.12.2024, it refers to the ratio obtained by multiplying the number of injuries with lost days within CCI as a result of the declarations made by the health institutions and factory managements monitored by the CCI Occupational Health and Safety unit as of 31.12.2024 by 200,000 and dividing by total working hours.	
	Total Vehicle Accidents (#)	As of 31.12.2024, it refers to the total number of vehicle accidents with CCI-owned (or rented) vehicles used by CCI employees during the reporting period with the statements made by health institutions, insurance companies, official security institutions and factory managements, which are monitored by the Occupational Health and Safety unit at CCI locations with the "Stay Connected" system.	
	Number of Fatalities (#)	As of 31.12.2024, it refers to the number of incidents resulting in the death of an employee as a result of an incidents that occurred during CCI operations during the reporting period with the statements made by health institutions, insurance companies, official security institutions and factory managements, which are monitored by the occupational health and safety unit at CCI locations with the "Stay Connected" system.	
	Trainings		
	Total Training Hours Per Employee (Hour)	As of 31.12.2024, it refers to the ratio obtained by dividing the total duration of online, in-class and employee courses training activities monitored by CCI L&D (Learning and Development) department within the reporting period on the system by the number of employees.	
Total Number of Training Hours (Employee* Hour)	As of 31.12.2024, it refers to the total duration of online, in-class and employee course training activities monitored by CCI L&D (Learning and Development) department within the reporting period on the system.		
Performance			
Rates of Employees Subject to Performance Review (%)	As of 31.12.2024, it is calculated as the ratio of the number of employees whose performance review has been completed, taken through human resources systems, to the total number of employees subject to performance review that year.		

Statement of Responsibility for the Annual Report	Independent Auditor Report	Operational Performance	Financial Performance	Independent Auditor Report	Consolidated Financial Statements	Profit Distribution	CCI Reporting Guidelines	Management System Standards and Principles	Independent Assurance	Sustainability Performance Indicators	Memberships	Additional Explanations for BIST	Content Indices	Contributing to Sustainable Development Goals	Contact Information
---	----------------------------	-------------------------	-----------------------	----------------------------	-----------------------------------	---------------------	--------------------------	--	------------------------------	---------------------------------------	-------------	----------------------------------	-----------------	---	---------------------

Data Preparation

Environmental Indicators

Water Consumption

Total Water Withdrawal by Region and Source (m³)

Withdrawn water, all of which is deemed to be consumed at the time of withdrawal, includes water used in production facilities in the countries, during the production of CCI products, for cleaning purposes and in other areas requiring water in the facilities.

Water consumption data is monitored monthly from service providers' meters and invoices, as well as CCI's own calibrated water meters.

Anadolu Etap Isparta, Denizli and Mersin facilities include consumption (KL) in fruit processing processes, cleaning purposes and areas requiring water in the facilities.

Water consumption data is monitored monthly through service providers' meters and invoices.

Water Usage Ratio (L/L)

The water usage ratio is calculated by dividing the total water use (L) in the countries where CCI plants are located, which is abstracted from 4 sources: local government supply, surface water, well water and other categories, by the total production volume (L) in the countries where CCI production facilities are located, to obtain the total WUR (L/L) for each country. The "Other" category includes mineral waters used in sodas that enter the production facility by transport.

Formula:

Total water consumption (L) / Total production volume (L)

Water use ratio is calculated by dividing the total water use (L water) from 2 sources (surface water and organised industrial zone categories) in Anadolu Etap Isparta, Denizli and Mersin facilities by the total production volume (Kg fruit) in the facilities.

Formula:

Total water consumption (L) / Total production volume (Kg)

Water Discharge by Destination(m³)

Water discharged from production facilities includes process wastewater generated during the production of CCI products, water from cleaning activities and discharges generated as part of other water discharge requirements of the facilities.

Water discharge data is monitored monthly from service providers' meters and invoices, as well as through CCI's calibrated water meters and wastewater measurement systems.

In Anadolu Etap Isparta, Denizli and Mersin plants, it includes discharges (KL) arising from fruit processing, cleaning activities and other water discharge requirements of the plants.

Energy Consumption

Total Energy Usage in Operations (Million MJ)

Total energy used is the amount of energy generated by the utilisation of energy sources used in CCI's 36 production facilities in 11 countries. These energy sources are electricity (kWh), natural gas (kWh), diesel (L), light fuel oil (L), heavy fuel oil (L), LPG (Kg) and steam (gcal).

Total electricity consumption is calculated monthly in kWh based on the invoices issued by the service provider company at CCI locations.

Total natural gas consumption is calculated monthly in kWh over the invoices issued by the service provider company at CCI locations. In Pakistan, Uzbekistan, Tajikistan and Bangladesh locations, invoices are issued in m³ and converted to kWh by multiplying by 10.64.

Total diesel consumption at CCI locations is mainly used for fuelling forklifts or fuelling the production of CO₂. It is monitored as L with the purchase invoice or filling slips issued by the service provider companies.

Total light and heavy fuel consumption is tracked in L by invoices issued by the service provider company at CCI locations.

Total LPG consumption is monitored in kg by invoices issued by service providers or weighbridge receipts at CCI locations. It is consumed in forklifts, laboratories, canteens and during steam production.

Total steam consumption is monitored by meters at CCI locations.

The following table was used in the Megajoule conversion of the energy sources used.

Statement of Responsibility for the Annual Report	Independent Auditor Report	Operational Performance	Financial Performance	Independent Auditor Report	Consolidated Financial Statements	Profit Distribution	CCI Reporting Guidelines	Management System Standards and Principles	Independent Assurance	Sustainability Performance Indicators	Memberships	Additional Explanations for BIST	Content Indices	Contributing to Sustainable Development Goals	Contact Information
---	----------------------------	-------------------------	-----------------------	----------------------------	-----------------------------------	---------------------	--------------------------	--	------------------------------	---------------------------------------	-------------	----------------------------------	-----------------	---	---------------------

Unit	Türkiye	Kazakhstan	Kyrgyzstan	Azerbaijan	Turkmenistan	Tajikistan	Iraq	Jordan	Pakistan	Uzbekistan	Bangladesh
Electricity (kWh)	3.6	3.6	3.6	3.6	3.6	3.6	3.6	3.6	3.6	3.6	3.6
Natural Gas (kWh)	3.6	3.6	3.6	3.6	3.6	34.4	3.6	3.6	37.3	37.3	37.3
LPG (Kg)	50	50	50	50	50	50	50	50	50	50	50
Diesel (L)	39	39	39	39	39	39	39	39	39	39	39
Steam (GCAL)	4186.8	4186.8	4186.8	4186.8	4186.8	4186.8	4186.8	4186.8	4186.8	4186.8	4186.8
Light Fuel Oil (L)	38.7	38.7	38.7	38.7	38.7	38.7	38.7	38.7	38.7	38.7	38.7
Heavy Fuel Oil (L)	41.7	41.7	41.7	41.7	41.7	41.7	41.7	41.8	41.7	41.7	41.7

Total energy used is the amount of energy generated by the use of energy resources used in Anadolu Etap Isparta, Denizli and Mersin facilities. These energy sources are electricity (kWh), natural gas (CNG and LNG are considered as natural gas) (kWh), diesel (L), LPG (Kg) and coal (Kg).

Total electricity consumption is calculated monthly in kWh over the invoices issued by the service provider company at Anadolu Etap locations.

Total natural gas consumption is calculated monthly in kWh over the invoices issued by the service provider company at Anadolu Etap locations.

Total diesel consumption is used in forklift and vehicle fuelling at Anadolu Etap locations. It is monitored as L with the purchase invoice or filling slips issued by the service provider companies.

Total LPG consumption is monitored in Kg by invoices issued by service provider companies or weighbridge receipts at Anadolu Etap locations. It is consumed in forklifts, laboratories and canteens.

Total coal consumption is used for heating and fruit processing processes at Anadolu Etap Mersin location. It is tracked in kg with the purchase invoice issued by the service provider companies.

The following table was used in the Megajoule conversion of the energy sources used.

Unit	Türkiye
Electricity(kWh)	3.6
Natural Gas(kWh)	3.6
LPG (Kg)	50
Diesel (L)	39
Natural Gas (sm3)	37.3
Coal (Kg)	12.5

Total Energy Usage Ratio (MJ/L)

The energy usage ratio is calculated by dividing the total amount of energy usage (MJ) at CCI's 36 production facilities in 11 different countries by the total volume of production (L) at the production facilities in the country. Total CCI energy usage rate is calculated on country basis.

Formula:
Total energy usage (MJ)/ Production volume (L)

The energy usage rate is calculated by dividing the total amount of energy usage (MJ) at Anadolu Etap Isparta, Denizli and Mersin plants by the total amount of production (Kg) at the plants.

Formula:
Total energy usage (MJ)/ Production amount (Kg)

Waste
Total Hazardous Waste Generated (tons)

While calculating the total amount of hazardous waste, it is formed by monthly collection of waste data in the hazardous waste category from 36 production facilities in 11 countries on a kg basis. Hazardous wastes are weighed by both service provider companies and CCI and tracked by waybills and invoices while leaving CCI locations. The hazardous wastes generated are sent for recycling or incineration. The amount of hazardous waste monitored in kg is reported in tonnes.

The amount of hazardous waste for Anadolu Etap is formed by the monthly collection of waste data in the hazardous waste category at the facilities in Isparta, Mersin and Denizli locations on a kg basis. While hazardous wastes are discharged from the three locations, they are reported and monitored both by the service provider companies with their discharge slips and MOTAT, the waste declaration system of the Ministry of Environment, Urbanisation and Climate Change.

Statement of Responsibility for the Annual Report	Independent Auditor Report	Operational Performance	Financial Performance	Independent Auditor Report	Consolidated Financial Statements	Profit Distribution	CCI Reporting Guidelines	Management System Standards and Principles	Independent Assurance	Sustainability Performance Indicators	Memberships	Additional Explanations for BIST	Content Indices	Contributing to Sustainable Development Goals	Contact Information
---	----------------------------	-------------------------	-----------------------	----------------------------	-----------------------------------	---------------------	--------------------------	--	------------------------------	---------------------------------------	-------------	----------------------------------	-----------------	---	---------------------

Total Non-Hazardous Waste Generated (tons)

While calculating the total amount of non-hazardous waste, the total amount of non-hazardous waste is calculated by monthly collection of waste data in the non-hazardous waste category from a total of 36 production facilities in 11 countries on a kg basis. Non-hazardous wastes are weighed by both service provider companies and CCI and tracked by waybills and invoices when leaving CCI locations. Non-hazardous waste is classified as Paper, Glass, Cover, Metal, Aluminium, Pet, Plastic, Wood and others in the report. Hazardous wastes collected in KG are reported in tonnes.

The amount of non-hazardous waste for Anadolu Etap is formed by monthly collection of waste data in the non-hazardous waste category at the facilities in Isparta, Mersin and Denizli locations on a kg basis. While hazardous wastes are discharged from the three locations, they are reported and monitored both by the service provider companies with their discharge slips and MOTAT, the waste declaration system of the Ministry of Environment, Urbanisation and Climate Change.

Total Amount of Recycled Waste (tons)

Recycled wastes are weighed (kg) and sent to recycling facilities by the service provider companies of the relevant location from 36 production facilities in 11 countries. Recycling and incineration processes are not applied at CCI facilities.

The waste recycled for Anadolu Etap is sent to recycling facilities in Isparta, Denizli and Mersin locations by the service provider companies of the relevant location.

rPET Usage Ratio (%)

It is calculated by the ratio of the total amount of packaging purchases of CCI countries to the amount of recycled packaging.

GHG Emissions

Scope 1 Greenhouse Gas Emissions (ton CO₂e)

Scope 1 greenhouse gas emissions cover energy consumption from stationary combustion, transport activities and refrigerant gas leaks in accordance with ISO 14064-1 under the principle of operational control.

Stationary Combustion Activities

Natural Gas

The amount of carbon emission after natural gas consumption includes natural gas consumption in the facilities located in the countries specified in CCI's reporting principles (excluding Jordan and Iraq) and natural gas consumption of CCI Turkey offices and warehouses.

Natural gas consumption carbon calculation:

The carbon calculation is based on emission factors provided by DEFRA 2024 (UK Government's Department for Environment, Food & Rural Affairs). In the calculation, CO₂ equivalent factors were used for CO₂, CH₄ and N₂O emissions from natural gas combustion.

Amount of Natural Gas Consumed (Kwh, m³) * Emission factor

Source: UK Government Greenhouse Gas Conversion Factors

The amount of carbon emission after natural gas consumption includes CNG and LNG consumption in Denizli facility for Anadolu Etap and natural gas consumption in Isparta and Mersin facilities (CNG and LNG converted to natural gas).

Natural gas consumption carbon calculation:

The carbon calculation is based on emission factors provided by DEFRA 2024 (UK Government's Department for Environment, Food & Rural Affairs). In the calculation, CO₂ equivalent factors were used for CO₂, CH₄ and N₂O emissions from natural gas combustion.

Amount of Natural Gas Consumed (Kwh, m₃) * Emission factor

Source: UK Government GHG Conversion Factors

Diesel

The amount of carbon emission after diesel consumption includes generator diesel consumption at the plants located in the countries specified in CCI's reporting principles.

Diesel consumption carbon calculation:

The carbon calculation is based on emission factors provided by DEFRA 2024 (UK Government's Department for Environment, Food & Rural Affairs). In the calculation, CO₂ equivalent factors were used for CO₂, CH₄ and N₂O emissions from diesel combustion.

Diesel Consumed (L)*Emission Factor

Source: UK Government GHG Conversion Factors

The amount of carbon emission after diesel consumption includes the consumption of diesel generator fuels in Anadolu Etap's facilities.

Diesel consumption carbon calculation:

The carbon calculation is based on emission factors provided by DEFRA 2024 (UK Government's Department for Environment, Food & Rural Affairs). In the calculation, CO₂ equivalent factors were used for CO₂, CH₄ and N₂O emissions from diesel combustion.

Diesel Consumed (L)*Emission Factor

Source: UK Government GHG Conversion Factors

Statement of Responsibility for the Annual Report	Independent Auditor Report	Operational Performance	Financial Performance	Independent Auditor Report	Consolidated Financial Statements	Profit Distribution	CCI Reporting Guidelines	Management System Standards and Principles	Independent Assurance	Sustainability Performance Indicators	Memberships	Additional Explanations for BIST	Content Indices	Contributing to Sustainable Development Goals	Contact Information
---	----------------------------	-------------------------	-----------------------	----------------------------	-----------------------------------	---------------------	--------------------------	--	------------------------------	---------------------------------------	-------------	----------------------------------	-----------------	---	---------------------

Heavy Fuel

The amount of carbon emission after heavy fuel consumption includes heavy fuel consumption in the production facilities of CCI plants located in Jordan and Kyrgyzstan.

Crude oil consumption carbon calculation:

Carbon calculations are based on the emission factors provided by DEFRA 2024 (UK Government's Department for Environment, Food & Rural Affairs). In the calculation, CO₂ equivalent factors were used for CO₂, CH₄ and N₂O emissions from heavy fuel combustion.

Amount of Heavy Fuel Consumed (L)* Emission Factor

Source: UK Government GHG Conversion Factors

LPG

The amount of carbon emissions resulting from LPG consumption includes LPG consumption at CCI's production facilities in Uzbekistan, Kyrgyzstan, Azerbaijan, Turkmenistan and Kazakhstan.

LPG consumption carbon calculation:

Carbon calculations are based on the emission factors provided by DEFRA 2024 (UK Government's Department for Environment, Food & Rural Affairs). In the calculation, CO₂ equivalent factors were used for CO₂, CH₄ and N₂O emissions from LPG combustion.

LPG Consumed(m³) *Emission Factor

Source: UK Government GHG Conversion Factors

The amount of carbon emission after LPG consumption includes the LPG consumption used in Isparta facility for Anadolu Etap.

LPG consumption carbon calculation:

Carbon calculations are based on the emission factors provided by DEFRA 2024 (UK Government's Department for Environment, Food & Rural Affairs). In the calculation, CO₂ equivalent factors were used for CO₂, CH₄ and N₂O emissions from LPG combustion.

LPG Consumed(m³) *Emission Factor

Source: Birleşik Krallık Hükümeti Sera Gazı Dönüşüm Faktörleri

Coal

The amount of carbon emission generated after coal consumption includes the coal consumption used for the fruit processing processes used in the plants for Anadolu Etap.

Coal consumption carbon calculation:

Carbon calculations are based on the emission factors provided by DEFRA 2024 (UK Government's Department for Environment, Food & Rural Affairs). In the calculation, CO₂ equivalent factors were used for CO₂, CH₄ and N₂O emissions from heavy fuel combustion.

Amount of Coal Consumed (tonnes)* Emission Factor

Source: UK Government GHG Conversion Factors

Transportation Activities

Owned / Leased Vehicles

The carbon emission generated after the use of the vehicles includes the diesel and petrol consumption of the fleets of CCI's production facilities in Turkey and leased company vehicles, and for other countries, with adaptation from Turkey.

Total production quantities within CCI are monitored in Litres. When calculating for other countries, the production amount of the relevant country (e.g: Kazakhstan Total production (L)/Unit case (5.678)) is divided by the production amount of Turkey (Total production (L)/Unit case (5.678)) and multiplied by the carbon emission of the owned/leased CCI managed vehicles of Turkey.

Owned/leased CCI managed vehicles carbon calculation:

GHG mobile combustion Tool was used for carbon calculation with reference to the emission factors for 2024 as stated in IPCC's Sixth Assessment Report, DEFRA and EPA. The GHG Tool used owned/controlled vehicles including freight trucks, CO₂, CH₄, N₂O's CO₂ equivalent factors from mobile machinery such as road, rail, air and water public transport and agricultural and construction equipment.

Amount of Fuel Consumed*Emission Factor

Source: <https://ghgprotocol.org/calculation-tools-and-guidance>

The carbon emission generated after the use of vehicles covers the diesel and petrol consumption of Anadolu Etap's facilities' fleets and leased company vehicles.

Owned/leased Anadolu Etap managed vehicles carbon calculation:

Carbon calculations are based on the emission factors provided by DEFRA 2024 (UK Government's Department for Environment, Food & Rural Affairs). In the calculation, CO₂ equivalent factors were used for CO₂, CH₄ and N₂O emissions from heavy fuel combustion.

Amount of Gasoline/Diesel Consumed (lt)* Emission Factor

Source: UK Government GHG Conversion Factors

Statement of Responsibility for the Annual Report	Independent Auditor Report	Operational Performance	Financial Performance	Independent Auditor Report	Consolidated Financial Statements	Profit Distribution	CCI Reporting Guidelines	Management System Standards and Principles	Independent Assurance	Sustainability Performance Indicators	Memberships	Additional Explanations for BIST	Content Indices	Contributing to Sustainable Development Goals	Contact Information
---	----------------------------	-------------------------	-----------------------	----------------------------	-----------------------------------	---------------------	--------------------------	--	------------------------------	---------------------------------------	-------------	----------------------------------	-----------------	---	---------------------

Forklift LPG

The carbon emissions resulting from the LPG consumption of forklift trucks include the consumption in the production facilities located in Turkey, Pakistan, Iraq and Jordan as specified in CCI's reporting principles.

Forklift LPG carbon calculation:

GHG mobile combustion Tool was used for carbon calculation with reference to 2024 emission factors stated in IPCC's Sixth Assessment Report, DEFRA and EPA. The GHG Tool used CO₂, CH₄, N₂O's CO₂ equivalent factors from mobile machinery such as agricultural and construction equipment, by road, rail, air and water, from owned/controlled vehicles, including freight trucks.

LPG Consumed(m³) *Emission Factor

Source: <https://ghgprotocol.org/calculation-tools-and-guidance>

Carbon emission resulting from LPG consumption of forklifts For Anadolu Etap, LPG consumption of forklifts in the facilities is included.

Forklift LPG carbon calculation:

Carbon calculations are based on the emission factors provided by DEFRA 2024 (UK Government's Department for Environment, Food & Rural Affairs). In the calculation, CO₂ equivalent factors were used for CO₂, CH₄ and N₂O emissions from heavy fuel combustion.

Consumed LPG Amount (kg)*Emission Factor

Source: UK Government GHG Conversion Factors

Leaks

CO₂ Used in Production

The carbon emission of CO₂ fugitives used in production includes the amount of fugitives during CO₂ filling and product filling during production at CCI's production facilities in Turkey and the amount of fugitives during CO₂ filling at the production facilities in Pakistan, Iraq, Azerbaijan, Kyrgyzstan, Bangladesh, Kyrgyzstan, Jordan and Pakistan by adapting from Turkey for other countries.

CO₂ used in production CO₂ purchases considered as biogenic are also shown for Turkey, on a Scope 1 basis biogenic CO₂ is considered as zero.

Production within CCI is tracked in litres. For other countries, calculations are based on the production quantity of the country concerned (e.g: Kazakhstan Total production (L) / Unit case (5.678)) is divided by the production amount of Turkey (Total production (L)/Unit case (5.678)).

CO₂ leakage is considered within the scope of fuel consumption as production facilities in Azerbaijan, Uzbekistan, Kazakhstan, Kyrgyzstan, Tajikistan and Turkmenistan produce CO₂ gas.

Carbon calculation of CO₂ used in production:

The CO₂ leakage amount for CCI Turkey is calculated by finding the difference between the total amount of CO₂ (kg) purchased and the CO₂ (kg) added to the product.

Amount of fugitive CO₂(kg)* Emission Factor (kgCO₂e/kgCO₂)

Refrigeration Equipment (Product Coolers-HVAC)

Refrigeration Equipment carbon emission covers the annual leakage amount of refrigerant gases in equipment containing refrigerant gases located in production facilities, offices and vehicles in CCI Turkey. For other countries, the annual leakage amount of refrigerant gases in equipment containing refrigerant gases is calculated by adapting from CCI Turkey and included in the scope.

Production within CCI is tracked in litres. For other countries, calculations are based on the production quantity of the country concerned (e.g: Kazakhstan Total production (L) / Unit case (5.678)) is divided by the production amount of Turkey (Total production (L)/Unit case (5.678)).

Cooling Equipment (Product coolers) carbon calculation:

Emissions from the operation of refrigeration equipment

Based on Product;

Number of products*Product charging capacity (kg)*Number of reporting years (1)*Annual leakage rate*Global Warming Potential (GWP)

Emissions from the Operation of Cooling Equipment (Cars)

Based on Product;

Number of products*Product charging capacity (kg)*Number of reporting years(1)*Annual leakage rate*Global Warming Potential (GWP)

Carbon calculations are based on the emission factors provided by DEFRA 2024 (UK Government's Department for Environment, Food & Rural Affairs). CO₂ equivalent factors of R134, R290, R404, R600, R744' refrigerants were used in the calculation.

Source: UK Government GHG Conversion Factors

Cooling Equipment (Air Conditioners and Similar Equipment -CDE)

Refrigeration Equipment (Air Conditioners and Similar Equipment -CDE) carbon emission CCI covers the leakages of the refrigerators with CCI emblem on them in Turkey (markets, etc.) and the leakages of the refrigerators adapted from Turkey for other countries. An element that is not included in the scope is the gas charges added during maintenance, since these amounts are calculated within the annual leakage amounts, they are not included. An included factor is the leakage amounts of gases from decommissioned refrigerators.

Statement of Responsibility for the Annual Report	Independent Auditor Report	Operational Performance	Financial Performance	Independent Auditor Report	Consolidated Financial Statements	Profit Distribution	CCI Reporting Guidelines	Management System Standards and Principles	Independent Assurance	Sustainability Performance Indicators	Memberships	Additional Explanations for BIST	Content Indices	Contributing to Sustainable Development Goals	Contact Information
---	----------------------------	-------------------------	-----------------------	----------------------------	-----------------------------------	---------------------	--------------------------	--	------------------------------	---------------------------------------	-------------	----------------------------------	-----------------	---	---------------------

The carbon emission of refrigeration equipment for other countries within CCI has been adapted to other countries based on the number of refrigeration equipment included in the inventory list in Turkey.

Carbon Emission Calculation for Cooling Equipment:

Emissions from the operation of refrigeration equipment

Based on Product;

Number of products*Product charging capacity (kg)*Number of reporting years (1)*Annual leakage rate*Global Warming Potential (GWP)

Emissions from Disposal of Refrigeration Equipment

Based on Product;

Number of products*Remaining Product charge capacity (%)*Recovered Refrigerant (%)*Global Warming Potential (GWP)

Carbon calculations are based on emission factors provided by DEFRA 2024 (UK Government's Department for Environment, Food & Rural Affairs). CO₂ equivalent factors of R134, R290, R404, R600, R744' refrigerants were used in the calculations.

Source: UK Government GHG Conversion Factors

Scope 2 Greenhouse Gas Emissions (ton CO₂e)

Electricity

The amount of carbon emission after electricity consumption includes electricity consumption at CCI's production facilities in the countries specified in CCI's reporting principles and the electricity consumption of CCI offices in Turkey. The scope does not include electricity generated from wind turbines and solar panels located at factory sites.

Electricity Consumption carbon calculation:

By country,

Electricity Consumption(kWh)*Emission Factor

The carbon calculation is based on the IFEU (Institut for energy and environmental research heidelberg) study using country-based fuel combustion emission factors according to IEA 2024.

Source: <https://www.iea.org/data-and-statistics/data-product/emissions-factors-2024>

Renewable Electricity

Within CCI, the carbon emission arising from electricity consumption at the Turkey location is calculated by taking into account the amount of renewable energy purchased with the International Renewable Energy Certificate (IREC) certificate.

Steam

The amount of carbon emission after steam consumption includes steam consumption in Kazakhstan where CCI production facilities are located.

Steam consumption Carbon calculation:

The carbon emission of Steam Consumed is calculated based on the consumption of natural gas used during its production.

The GHG Tool was used for carbon calculations, which references the emission factors specified in the IPCC's Sixth Assessment Report. CO₂, CH₄, N₂O CO₂ equivalent factors of CO₂, CH₄, N₂O resulting from the combustion of fuel in boilers, furnaces and other stationary combustion equipment were used.

Amount of Natural Gas Consumed during steam formation (m³)* Emission factor

Source: <https://ghgprotocol.org/calculation-tools-and-guidance>

Scope 3 Greenhouse Gas Emissions (ton CO₂e)

For Scope 3 GHG emissions, the CCI covers the consumption of Category 3 (transport/transport) - Category 4 (purchased goods and services/waste/fuel and energy based activities) - Category 5 (Product use CO₂/ End of life cycle impacts).

Business Travel

Carbon emissions from business travel include carbon emissions from air travel in CCI Turkey and carbon emissions from business travel for facilities in other countries, adjusted from Turkey according to CCI reporting principles.

Production within CCI is tracked in litres. For Azerbaijan and Uzbekistan, the calculation is based on the production amount of the relevant country (e.g: Kazakhstan Total production (L) / Unit case(5.678)) divided by the production amount of Turkey (total production (L)/Unit case(5.678)) and multiplied by the carbon emission caused by travelling by plane in Turkey.

Carbon calculation from Business Travel:

GHG mobile combustion Tool was used for carbon calculation with reference to the emission factors specified in IPCC's Sixth Assessment Report, DEFRA and EPA. The GHG Tool used owned/controlled vehicles including freight trucks, CO₂, CH₄, N₂O's CO₂ equivalent factors from mobile machinery such as road, rail, air and water public transport and agricultural and construction equipment.

Based on flight type and class,

Route Length (km)*Emission factor

Source: <https://ghgprotocol.org/calculation-tools-and-guidance>

Statement of Responsibility for the Annual Report	Independent Auditor Report	Operational Performance	Financial Performance	Independent Auditor Report	Consolidated Financial Statements	Profit Distribution	CCI Reporting Guidelines	Management System Standards and Principles	Independent Assurance	Sustainability Performance Indicators	Memberships	Additional Explanations for BIST	Content Indices	Contributing to Sustainable Development Goals	Contact Information
---	----------------------------	-------------------------	-----------------------	----------------------------	-----------------------------------	---------------------	--------------------------	--	------------------------------	---------------------------------------	-------------	----------------------------------	-----------------	---	---------------------

Employee Commuting

Carbon emissions resulting from the use of Personnel Services include the production facilities of CCI in Turkey and carbon emissions resulting from the use of personnel services for other countries by making adaptation from Turkey.

Production within CCI is monitored in litres. For other countries, the calculation is made based on the production amount of the relevant country (e.g: Kazakhstan Total production (L) / Unit case (5.678)) is divided by the production amount of Turkey (total production (L)/Unit case (5.678)) and multiplied by the carbon emission from employee commutings sof Turkey.

Carbon calculation from Employee Commuting:

GHG mobile combustion Tool was used for carbon calculation with reference to the emission factors specified in IPCC's Sixth Assessment Report, DEFRA and EPA. This tool used CO₂, CH₄, N₂O, CO₂ equivalent factors of CO₂, CH₄, N₂O from owned/controlled vehicles including freight trucks, mobile machinery such as road, rail, air and water public transport and agricultural and construction equipment.

Based on the type of personnel services,

Route length (km)*Number of Services (Number)*Emission Factor

Source: <https://ghgprotocol.org/calculation-tools-and-guidance>

Transport - Downstream

The carbon emission after downstream transport activity includes the consumption arising from the transport of products of CCI's production facilities in Pakistan and the consumption arising from the transport of products by adapting from Paksitan for other countries.

Production within CCI is monitored in litres. For other countries, the calculation is made based on the production amount of the relevant country (e.g: Kazakhstan Total production (L) / Unit case (5.678)) is divided by the production amount of Paskitan (total production (L)/Unit case (5.678)) and multiplied by the carbon emission resulting from the transport-downstream activity of Paskistan.

Carbon calculation from Downstream Transport:

The carbon calculation is based on the IFEU (Institute for energy and environmental research heidelberg) study, which is based on the country-based fuel combustion emission factors according to IEA 2014.

Based on each individual referral,

Weight (kg)*Route length (km)*Emission Factor

Source: <https://www.iea.org/data-and-statistics/data-product/emissions-factors-2024>

The Preparation of Products Prior to Use (Cooling of Product)

The preparation of products prior to use (Cooling) covers the carbon emissions from the electricity consumption of chillers and the consumption of prior use of products for production facilities in the countries specified in the CCI reporting principles. The scope includes the electricity consumption of coolers made available for use in supermarkets and non-factory locations.

Carbon Emission Calculation for Preparation of Products Prior to Use:

The carbon calculation is based on the IFEU (Institute for energy and environmental research heidelberg) study that references country-based fuel combustion emission factors according to IEA 2024. CO₂ equivalent factors of R134, R290, R404, R600, R744¹ refrigerant gases were used in the calculations.

Based on the type of cooler,

Number of products (Pieces)*Energy consumption (kWh/24h) *365*Emission Factor

Source: <https://www.iea.org/data-and-statistics/data-product/emissions-factors-2024>

Purchased Goods and Services - Sugar

Carbon emission from purchased goods and services refers to the carbon emission from the handling and transport of cane, beet, dextrose, HFCS-84 and HFCS-67 sugars for use in CCI products. It includes the consumption of sugar added to the product for the production facilities in the specified countries.

Purchased Goods and Services - Sugar sourced carbon calculation:

The carbon calculation is based on the IFEU (Institute for energy and environmental research heidelberg) study that references the country-based purchased product emission factors according to IEA 2024. It is calculated based on the CO₂ emission factors specified according to the type of substances added to the relevant source products.

Based on the type of sugar,

Total Intake (kg)*Emission Factor (kgCO₂/kg)

Source: <https://www.iea.org/data-and-statistics/data-product/emissions-factors-2024>

Purchased Goods and Services - CO₂

Carbon emissions from purchased goods and services refers to the amount of emissions generated for the extraction of CO₂ purchased from the supplier to be added to the product from the source and transported to the production facility. Calculated within CCI for Turkey, Paskitan, Iraq, Jordan,

Kyrgyzstan, Azerbaijan and Bangladesh.

Purchased Goods and Services-CO₂ sourced carbon calculation:

The carbon calculation is based on the IFEU (Institute for energy and environmental research heidelberg) study that references the country-based purchased product emission factors according to IEA 2024. It is calculated based on the CO₂ emission factors specified according to the type of substances added to the relevant source products.

Statement of Responsibility for the Annual Report	Independent Auditor Report	Operational Performance	Financial Performance	Independent Auditor Report	Consolidated Financial Statements	Profit Distribution	CCI Reporting Guidelines	Management System Standards and Principles	Independent Assurance	Sustainability Performance Indicators	Memberships	Additional Explanations for BIST	Content Indices	Contributing to Sustainable Development Goals	Contact Information
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For CO₂,

Total Intake (kg)* Emission Factor (kgCO₂/kg)

Source: <https://www.iea.org/data-and-statistics/data-product/emissions-factors-2024>

Purchased Goods and Services - Packaging

Carbon emissions from purchased goods and services include carbon emissions resulting from the use of purchased packaging for facilities in CCI countries as specified in the CCI reporting principles. Purchased packaging products consist of plastic, glass, tetra, cardboard and metal. Calculated for CCI Bangladesh by adapting from Turkey.

In the scope, carbon emission calculation is made with the assumption that all packages purchased during the year are used in the same year.

Production within CCI is tracked in litres. For other countries, the calculation is based on the production amount of the relevant country (e.g: Kazakhstan Total production (L) / Unit case (5.678)) is divided by the production amount of Turkey (Total production (L)/Unit case (5.678)) and multiplied by the carbon emission resulting from the consumption of goods and services and packaging purchased in Turkey.

Purchased Goods and Services - Carbon calculation from packaging:

The carbon calculation is based on the study referring to the product emission factors purchased on a country basis according to IEA 2024 specified in IFEU (Institut for energy and environmental research heidelberg). The relevant source is calculated using the CO₂ equivalent factors of CO₂, CH₄, N₂O specified according to the consumption of the packages used.

Based on the type of packaging,

Total Intake(kg)* Emission Factor(kgCO₂/kg)

Source: <https://www.iea.org/data-and-statistics/data-product/emissions-factors-2024>

Fuel and Energy Related Activities

Carbon emissions from Fuel and Energy Sourced activities include emissions from electricity, natural gas, stationary combustion -diesel, LPG, diesel and petrol CCI owned vehicles for facilities in CCI countries as a result of the generation and transmission of energies.

Carbon accounting for Fuel and Energy Based Activities:

The carbon calculation is based on the IFEU (Institut for energy and environmental research heidelberg) study that references the country-based purchased product emission factors according to IEA 2024 The relevant source is calculated using the CO₂ equivalent factors of CO₂, CH₄, N₂O specified according to the consumption of the packaging used.

Based on fuel and energy type,

Total consumption(kwh,lt,kg)* Emission factor(kgCO₂e/Unit)

End of life treatment

Carbon emissions from end-of-life impacts include emissions from packaging waste generated after the use of the product as a result of packaging waste activities in the countries specified in the CCI reporting principles. Packaging waste consists of plastic, glass, tetra, cardboard and metal.

Carbon calculation from End of Life Treatment:

Since the packaging wastes generated after the use of the product are evaluated by the local administrations of the relevant region, calculations are made according to the rate at which they are recovered and in accordance with the recovery/disposal methods in IPCC's Sixth Assessment Report. For recovery/disposal practices, the official rates shared by the relevant countries are taken as basis. Since there is no information such as waste recovery rates etc. published for other countries, carbon emission is calculated assuming that all wastes go to landfill.

Based on the type of waste,

Recycled-Closed loop(kgCO₂e)* Total waste amount(kg)* Recycling ratio(%)+ Landfill factor(kgCO₂e)* Total waste amount(kg)* Recycling ratio(%)

Source: <https://www.ipcc.ch/assessment-report/ar6/>

Use of Sold Products – CO₂

Use of Sold Products carbon emission includes CO₂ emission added to the product and released during product use in CCI's production facilities in Turkey and CO₂ emission added to the product and released during product use in the production facilities in Pakistan, Iraq, Azerbaijan, Kyrgyzstan, Bangladesh, Kyrgyzstan, Jordan and other countries by adapting from Turkey.

Production within CCI is tracked in litres. For other countries, the calculation is based on the production amount of the relevant country (e.g: Kazakhstan Total production (L) / Unit case (5.678)) is divided by the production amount of Turkey (Total production (L)/Unit case (5.678)) and multiplied by the carbon emission resulting from Turkey's Product use -CO₂ activity.

Use of Sold Products - Carbon calculation from CO₂:

The difference between total purchased CO₂ emissions and CO₂ emissions used in production is determined as product use-CO₂ emissions.

Total purchase amount (tonnes) - Amount of fugitive CO₂ (tonnes) = Amount of CO₂ in product use (tonnes)

Waste

Carbon emissions from wastes include the emissions arising from the processing of wastes in the countries specified in the CCI reporting principles after the recovery/disposal of wastes generated in production facilities. Waste consists of plastic/recycling, glass/recycling, metal/recycling, hazardous waste/recycling, hazardous waste/non-recyclable, paper/recycling, wood/recycling, other/recycling, landfill.

Statement of Responsibility for the Annual Report	Independent Auditor Report	Operational Performance	Financial Performance	Independent Auditor Report	Consolidated Financial Statements	Profit Distribution	CCI Reporting Guidelines	Management System Standards and Principles	Independent Assurance	Sustainability Performance Indicators	Memberships	Additional Explanations for BIST	Content Indices	Contributing to Sustainable Development Goals	Contact Information
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Carbon calculation from wastes:

It refers to the emissions arising from the recovery/disposal of wastes generated in production facilities.

Carbon emission factors for waste have been calculated using the UK Government GHG Conversion Factors for Company Reporting as reference. In the calculations, CO₂, CH₄, N₂O are calculated using CO₂ equivalent factors.

Based on the type of waste,

Emission factor (kg CO₂e/waste tonne)* Total Waste (kg)

Source: UK Government GHG Conversion Factors

Social Indicators

Employees

Total Number of Employees (#)

Total number of employees refers to the number of employees for the countries specified in the CCI reporting principles obtained from human resources platforms (Success Factor) as of 31.12.2024.

Number of Employees by Gender (#)

Total number of employees by gender refers to the number of employees by gender breakdown for the countries specified in the CCI reporting principles obtained from human resources platforms (Success Factor) as of 31.12.2024.

Ratio of Employees by Gender (%)

Total Employee Ratio by Gender refers to the ratio obtained by dividing the number of employees by gender breakdown by the total number of employees for the countries specified in the CCI reporting principles obtained from human resources platforms (Success Factor) as of 31.12.2024.

Formula: (Number of Male & Female Employees)/(Total Number of Employees)

Number of Employees by Employee Category (#)

The number of employees by employee category refers to the number of employees broken down into white and blue collar for the countries specified in the CCI reporting principles obtained from human resources platforms (Success Factor) as of 31.12.2024.

Number (#) and Rates of Employees by Gender and Category (%)

Number and rates of employees by gender and category refers to the number and ratio obtained by breaking down the total number of employees obtained from human resources platforms (Success Factor) as of 31.12.2024 according to gender and category breakdowns as "Senior Management", "Other employees" and proportioning these breakdowns to the total number of employees.

Formula: (Number of male & female employees) / (Total number of employees)

Employee Breakdown by Seniority (%) (by years of service)

Employee distribution by seniority refers to the ratio obtained by dividing the numbers obtained as a result of the breakdowns evaluated in the seniority ranges of "0-5, 6-10, 11-15, 16-20, 20+" obtained from human resources platforms (Success Factor) by the total number of employees as of 31.12.2024.

Formula: (Number of employees by seniority range) / (Total number of employees)

Ratio of Employees by Age (%)

Ratio of employees by age range (%) refers to the ratio obtained by dividing the numbers obtained as a result of the breakdowns evaluated in the "0-30, 30-50, 50+" age ranges obtained from human resources platforms as of 31.12.2024 by the total number of employees.

Formula: (Number of employees obtained as a result of age breakdown) / (Total number of employees)

Number (#) and Rates of Employees in STEM Roles (Finance, Supply Chain, IT) (%)

The number of employees in STEM roles refers to the total number of employees in STEM (Finance, Supply Chain and Information Technology) category obtained from human resources platforms as of 31.12.2024.

The ratio of employees in STEM roles refers to the ratio obtained by dividing the total number of employees in STEM (Finance, Supply Chain and Information Technologies) category obtained from human resources platforms as of 31.12.2024 by the total number of employees in STEM roles after breaking down by gender.

Formula: (Total female & male STEM employees) / (Total STEM employees)

Number (#) and Rates of Employees with Disability or Special Needs (%)

Number of employees with disabilities or special needs refers to the number of employees with disabilities and special needs obtained from human resources platforms as of 31.12.2024.

Ratio of Employees with Disabilities or Special Needs is the ratio obtained by dividing the number of employees with disabilities and special needs obtained from human resources platforms by the total number of employees as of 31.12.2024.

Formula: (Total Number of Employees with Disabilities or Special Needs) / (Total Number of Employees)

Number of Employees on Maternity and Paternity Leave (#)

The number of employees on maternity leave (Maternity and Paternity Leave) represents the number of employees who benefited from maternity leave during the reporting period, obtained from human resources platforms as of 31.12.2024.

Number of Employees Returning from Maternity and Paternity Leave (#)

Number of employees returning from maternity leave represents the number of employees returning from maternity leave within the reporting period, obtained from human resources platforms as of 31.12.2024.

Statement of Responsibility for the Annual Report	Independent Auditor Report	Operational Performance	Financial Performance	Independent Auditor Report	Consolidated Financial Statements	Profit Distribution	CCI Reporting Guidelines	Management System Standards and Principles	Independent Assurance	Sustainability Performance Indicators	Memberships	Additional Explanations for BIST	Content Indices	Contributing to Sustainable Development Goals	Contact Information
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Maternity and Paternity Leave and Continuing to Work for the Following 12 Months (#)

The number of employees who continued to work for 12 months after returning from maternity leave represents the number of employees who continued to work for 12 months after returning from maternity leave during the reporting period, obtained from human resources platforms as of 31.12.2024.

Total Working Hours In the Year (Hours)

Total working hours in the year refers to the total working hours of employees obtained from human resources platforms as of 31.12.2024.

Female Manager Ratio (%)

Female manager ratio refers to the ratio obtained by dividing the number of female managers by the total number of managers obtained from human resources platforms as of 31.12.2024.

Formula: (Total number of female managers) / (Total number of managers)

Female New Hire Rate (%)

Female new hire rate refers to the ratio obtained from human resources platforms as of 31.12.2024, obtained by dividing the number of newly recruited women by the total number of newly recruited employees.

Formula: (Total female new hires) / (Total new hires)

Ratio of Female Executive Committee Members (%)

Female executive board member ratio refers to the ratio obtained by dividing the number of female executive board members obtained from human resources platforms by the total number of executive board members as of 31.12.2024.

Number of New Beneficiaries (#)

Number of new beneficiaries, as of 31.12.2024, refers to the number of people reached and benefited from the projects carried out within the reporting period within the scope of social and corporate responsibility.

Number of New Women Beneficiaries (#)

Number of new women beneficiaries, as of 31.12.2024, refers to the total number of women reached and benefited from the projects carried out within the reporting period within the scope of social and corporate responsibility.

When calculating the total number of new women beneficiaries, CCI identifies half of the total number of beneficiaries as women through the estimation method.

Occupational Health and Safety

LTIR - Lost Time Injury Rate (%)

LTIR - Lost Time Injury Rate is the rate obtained from the Occupational Health and Safety department within the reporting period as of 31.12.2024, which is obtained by dividing the number of injury resulting in lost time for CCI countries specified in the CCI reporting principles by the total working hours.

Formula: (Number of lost time injuries x 200.000) / Total working hours

LTISR - Lost Time Injury Severity Rate

LTISR - Lost Time Injury Severity Rate represents the ratio obtained from the Occupational Health and Safety department within the reporting period as of 31.12.2024, which is obtained by dividing the number of injury resulting in lost days for CCI countries specified in the CCI reporting principles by the total working hours.

Formula: (Total number of days lost due to injuries x 200.000) / Total working hours

Total Vehicle Accidents (#)

Total Number of Vehicle Accidents refers to the total number of vehicle accidents for CCI countries specified in the CCI reporting principles received from the occupational health and safety department within the reporting period as of 31.12.2024.

Number of Fatalities (#)

Number of fatalities refers to the total number of fatalities received from the occupational health and safety department as of 31.12.2024 for CCI countries as specified in the CCI reporting principles.

Training

Total Training Hours per Employee (hours)

Total training hours per employee refers to the number obtained by dividing the total training hours obtained from the L&D department during the reporting period by the total number of employees as of 31.12.2024.

Formula: (Total training hours) / (Total number of employees)

Total Number of Training Hours (Employee* Hour)

Total training hours per employee refers to the total training hours within the reporting period obtained from the L&D department as of 31.12.2024.

Performance

Rates of Employees Subject to Performance Review (%)

Rates of employees subject to performance review is calculated as the ratio of the number of employees whose performance review was completed in the reporting period, obtained from human resources platforms as of 31.12.2024, to the total number of employees subject to performance review in that year.

Formula: (Number of employees whose performance review is completed / Ratio to the total number of employees subject to performance review within the year)

Restatements

The measuring and reporting of sustainability-related data inevitably involves a degree of estimation. Restatements are considered where there is a change in the data of greater than 5 percent at the Company level.

Statement of Responsibility for the Annual Report	Independent Auditor Report	Operational Performance	Financial Performance	Independent Auditor Report	Consolidated Financial Statements	Profit Distribution	CCI Reporting Guidelines	Management System Standards and Principles	Independent Assurance	Sustainability Performance Indicators	Memberships	Additional Explanations for BIST	Content Indices	Contributing to Sustainable Development Goals	Contact Information
Human Rights	Human Capital	Environmental Footprint	Anadolu Etap												

Sustainability Performance Indicators

Human Rights/OHS Performance Indicators

OHS Performance Indicators	Lost Time Incidents (Workdays lost)			Lost Time Incidents (Number)			Number of Fatalities			
	Employees	Contractor	Total	Employees	Contractor	Total	Employees	Contractor	Total	
	2020	Türkiye	189	7	196	8	1	9	0	0
	Jordan	37	0	37	2	0	2	0	0	0
	Kyrgyzstan	0	0	0	0	0	0	0	0	0
	Tajikistan	0	0	0	0	0	0	0	0	0
	Azerbaijan	0	0	0	0	0	0	0	0	0
	Turkmenistan	0	0	0	0	0	0	0	0	0
	Kazakhstan	116	0	116	2	0	2	0	0	0
	Pakistan	0	3	0	0	3	0	3	0	0
	Iraq	0	0	0	0	0	0	0	0	0
	TOTAL	342	10	352	12	4	16	0	3	3
2021	Türkiye	214	81	295	9	6	15	0	0	0
	Jordan	76	0	76	0	5	5	0	0	0
	Kyrgyzstan	10	0	0	1	0	0	0	0	0
	Tajikistan	0	0	0	0	0	0	0	0	0
	Azerbaijan	0	0	0	0	0	0	0	0	0
	Turkmenistan	0	0	0	0	0	0	0	0	0
	Kazakhstan	182	0	182	4	0	4	0	0	0
	Pakistan	0	12	0	0	1	0	0	0	0
	Iraq	43	0	43	2	0	2	0	0	0
	TOTAL	525	93	618	16	12	28	0	0	0
2022	Türkiye	321	153	474	12	11	23	0	0	0
	Jordan	73	0	73	5	0	5	0	0	0
	Kyrgyzstan	29	0	29	2	0	2	0	0	0
	Tajikistan	0	0	0	0	0	0	0	0	0
	Azerbaijan	26	0	26	1	0	1	0	0	0
	Turkmenistan	0	0	0	0	0	0	0	0	0
	Kazakhstan	140	90	231	6	1	7	0	0	0
	Pakistan	58	1	59	3	1	4	0	0	0
	Iraq	2	0	2	1	0	1	0	0	0
	Uzbekistan	83	0	83	3	0	3	0	0	0
	TOTAL	732	244	976	33	13	46	0	0	0

OHS Performance Indicators	Lost Time Incidents (Workdays lost)			Lost Time Incidents (Number)			Number of Fatalities			
	Employees	Contractor	Total	Employees	Contractor	Total	Employees	Contractor	Total	
	2023	Türkiye	594	140	734	22	15	37	0	0
	Jordan	156	26	181	10	2	12	0	0	0
	Kyrgyzstan	10	0	10	1	0	1	0	0	0
	Tajikistan	24	0	24	1	0	1	0	0	0
	Azerbaijan	0	0	0	0	0	0	0	0	0
	Turkmenistan	0	0	0	0	0	0	0	0	0
	Kazakhstan	0	0	0	0	0	0	0	0	0
	Pakistan	70	0	70	4	0	4	0	0	0
	Iraq	53	14	67	4	1	5	0	0	0
	Uzbekistan	125	0	125	3	0	3	0	0	0
	TOTAL	1,032	180	1,211	45	18	63	0	0	0
2024	Türkiye	299	226	525	16	20	36	0	0	0
	Jordan	63	0	63	2	0	2	0	0	0
	Kyrgyzstan	8	0	8	1	0	1	0	0	0
	Tajikistan	0	0	0	0	0	0	0	1	1
	Azerbaijan	0	0	0	0	0	0	0	0	0
	Turkmenistan	0	0	0	0	0	0	0	0	0
	Kazakhstan	14	87	101	1	2	3	0	0	0
	Pakistan	42	39	81	2	2	4	0	3	3
	Iraq	14	0	14	1	0	1	0	0	0
	Uzbekistan	146	0	146	7	0	7	0	0	0
	Bangladesh	0	0	0	0	0	0	0	0	0
	TOTAL	586	352	938	30	24	54	0	4	4

Statement of Responsibility for the Annual Report	Independent Auditor Report	Operational Performance	Financial Performance	Independent Auditor Report	Consolidated Financial Statements	Profit Distribution	CCI Reporting Guidelines	Management System Standards and Principles	Independent Assurance	Sustainability Performance Indicators	Memberships	Additional Explanations for BIST	Content Indices	Contributing to Sustainable Development Goals	Contact Information
Human Rights	Human Capital	Environmental Footprint	Anadolu Etap												

Human Rights/OHS Performance Indicators

OHS Performance Indicators	LTIR*		Total Vehicle Accidents	Vehicle Accident Rate	
	Employees	Contractor			
2020	Türkiye	0.24	5.4	64	7.55
	Jordan	0.47	4.5	16	8.6
	Kyrgyzstan	0	0	8	7.7
	Tajikistan	0	0	0	0
	Azerbaijan	0	0	0	0
	Turkmenistan	0	0	0	0
	Kazakhstan	0.26	15.1	3	2.34
	Pakistan	0.1	0.1	0	0
	Iraq	0	0	2	0.89
	TOTAL	0.15	3.39	93	4.05
2021	Türkiye	0.4	7.77	66	7.86
	Jordan	1.09	16.57	21	11.6
	Kyrgyzstan	0.27	2.67	1	0.87
	Tajikistan	0	0	0	0
	Azerbaijan	0	0	0	0
	Turkmenistan	0	0	0	0
	Kazakhstan	0.46	21.14	6	4.69
	Pakistan	0.02	0.28	0	0
	Iraq	0.18	3.8	4	1.57
	TOTAL	0.24	5.32	98	4.32
2022	Türkiye	0,58	12,02	54	2,09
	Jordan	1,1	16	28	1,08
	Kyrgyzstan	0,54	7,89	40	1,54
	Tajikistan	0	0	8	0,31
	Azerbaijan	0,13	3,35	1	0,04
	Turkmenistan	0	0	0	0
	Kazakhstan	1,21	39,88	1	0,04
	Pakistan	0,07	1,09	0	0
	Iraq	0,09	0,18	10	0,39
	Uzbekistan	0,16	4,39	0	0
TOTAL	3,88	84,8	142	5,48	

OHS Performance Indicators	LTIR*		LTISR**		Total Vehicle Accidents		Vehicle Accident Rate		
	Employees	Contractor	Employees	Contractor	Employees	Contractor	Employees	Contractor	
2023	Türkiye	0.78	0.95	20.96	8.85	49	0	5.94	0
	Jordan	8	0.18	32.79	18.59	97	5	58.8	4.9
	Kyrgyzstan	0.32	0	3.2	0	42	0	39.62	0
	Tajikistan	0.6	0	14.45	0	0	0	0	0
	Azerbaijan	0	0	0	0	0	0	0	0
	Turkmenistan	0	0	0	0	0	0	0	0
	Kazakhstan	0	0	0	0	1	1	0.73	0.73
	Pakistan	0.14	0	2.62	0	1	6	0.1	0.65
	Iraq	0.37	0.09	4.86	1.27	43	0	20.48	0
	Uzbekistan	0.26	0	10.76	0	5	0	1.46	0
TOTAL	10.47	1.22	89.64	28.71	238	12	127.13	6.28	
2024	Türkiye	0.53	1.53	9.97	17.34	53	0	6.15	0
	Jordan	0.35	0	10.96	0	13	0	5.35	0
	Kyrgyzstan	0.33	0	2.61	0	29	0	32.49	0
	Tajikistan	0	0	0	0	0	1	0	2.5
	Azerbaijan	0	0	0	0	3	1	2.8	0.77
	Turkmenistan	0	0	0	0	0	0	0	0
	Kazakhstan	0.10	1.58	1.4	68.83	4	0	2.58	0
	Pakistan	0.07	0.11	1.53	2.28	0	20	0	0.29
	Iraq	0.09	0	1.29	0	1	0	0.59	0
	Uzbekistan	0.50	0	10.48	0	6	0	0.09	0
Bangladesh	0	0	0	0	2	0	0.61	0	
TOTAL	0.271 ✓	0.55	5.28 ✓	8.20	111 ✓	22	3.04	0.60	

LTIR*: Lost Time Injury Rate (Number of lost time injuries * 200,000 / Total working hours)

LTISR**: Lost Time Injury Severity Rate (Total number of days lost due to injuries * 200,000 / Total working hours)

Statement of Responsibility for the Annual Report	Independent Auditor Report	Operational Performance	Financial Performance	Independent Auditor Report	Consolidated Financial Statements	Profit Distribution	CCI Reporting Guidelines	Management System Standards and Principles	Independent Assurance	Sustainability Performance Indicators	Memberships	Additional Explanations for BIST	Content Indices	Contributing to Sustainable Development Goals	Contact Information
Human Rights	Human Capital	Environmental Footprint	Anadolu Etap												

Human Rights/OHS Performance Indicators

Main Types of Work-Related Injury	2020	2021	2022	2023	2024
Lacreation	3	6	6	6	9
Fracture	4	8	11	23	11
Slip, trip and fall	2	9	9	9	15
Poisoning	0	0	0	0	0
Burning	0	1	2	4	4
Electroshock	1	0	1	0	1
Asphyxiation	3	0	0	7	2
Collision	3	3	8	10	15
Caught in machinery/Jamming	-	1	10	4	12

Promotion of Employee Health	Türkiye	Jordan	Kyrgyzstan	Tajikistan	Azerbaijan	Turkmenistan	Pakistan	Kazakhstan	Iraq	Uzbekistan	Bangladesh
Vaccination											
Hepatitis-B / Hepatitis-A	Yes	Yes	Employees are able to be vaccinated with an insurance policy.	No	Yes	Yes	Yes	No	No	No	Yes
Flu vaccine	Yes	Yes	Yes	No	Yes	Yes	No	Yes	Yes	No	No
Free doctor consultation	Yes	Yes	Yes	Yes	Company Doctor	Yes	Yes	Yes	Yes	Yes	Yes
Health campaigns											
Free eye examination	Yes	Yes	Yes	Yes	Yes	Yes	No	Yes	No	Yes	Yes
Free BMI Measurement	Yes	No	Yes	No	No	Yes	Yes	Yes	Yes	Yes	No
Free blood testing	Yes	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Healthy Lifestyle Incentives/Sports Activity Support											
Weight loss program	Yes-Dudullu Head Office	No	No	No	No	No	No	No	Yes	No	Yes
Sports facilities	No	No	Yes	No	No	No	Yes	No	No	Yes	No
Discounts on sports facilities	Yes-Dudullu Head Office	No	No	Yes	Yes	No	No	No	No	No	No
Football	No	Yes	Yes	Yes	No	Yes	No	Yes	No	Yes	Yes
Other sports activities	Yes-Dudullu Head Office	Yes	Yes	No	No	Yes	Yes	No	No	No	Yes
Gym room/area	No	Yes	Yes	No	No	Yes	Yes	Yes	No	Yes	Yes
Women's Health-Specific Initiatives											
Breast Cancer Awareness	Yes	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes	No	Yes

Statement of Responsibility for the Annual Report	Independent Auditor Report	Operational Performance	Financial Performance	Independent Auditor Report	Consolidated Financial Statements	Profit Distribution	CCI Reporting Guidelines	Management System Standards and Principles	Independent Assurance	Sustainability Performance Indicators	Memberships	Additional Explanations for BIST	Content Indices	Contributing to Sustainable Development Goals	Contact Information
Human Rights	<u>Human Capital</u>	Environmental Footprint	Anadolu Etap												

Human Capital

Total Number of Employees	2020	2021	2022	2023	2024	
Türkiye*						
Türkiye Operation	2,113	2,097	2,159	2,022	2,210	
Group Office	217	252	298	375	423	
Jordan	287	317	335	310	245	
Kyrgyzstan	321	327	319	317	324	
Tajikistan	105	101	108	116	130	
Azerbaijan	345	349	348	352	378	
Turkmenistan	198	194	181	174	167	
Kazakhstan	661	733	853	880	1053	
Pakistan	2,423	2,412	2,452	2,335	2,202	
Iraq	900	857	892	805	794	
Uzbekistan	n/a	n/a	1,510	1,494	1,514	
Suriye	1	1	1	1	1	
Bangladesh	-	-	-	-	310	
TOTAL						
	Including Syria	7,571	7,640	9,456	9,181	9,751
	Excluding Syria	7,570	7,639	9,455	9,180	9,750 ✓

Number of Employees by Gender	2020		2021		2022		2023		2024	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Türkiye										
Türkiye Operation	1,793	320	1,771	326	1,800	359	1,679	343	1,759	451
Group Office	131	86	151	101	164	134	201	174	227	196
Jordan	267	20	292	25	309	26	279	31	223	22
Kyrgyzstan	256	65	254	73	251	68	242	75	242	82
Tajikistan	79	26	71	30	80	28	82	34	92	38
Azerbaijan	291	54	285	64	282	66	284	68	304	74
Turkmenistan	142	56	140	54	130	51	126	48	122	45
Kazakhstan	534	127	552	181	654	199	673	207	812	241
Pakistan	2,286	137	2,260	152	2,249	203	2,131	204	2,001	201
Iraq	861	39	818	39	854	38	765	40	753	41
Uzbekistan	-	-	-	-	1,333	177	1,305	189	1,341	173
Bangladesh	-	-	-	-	-	-	-	-	277	33
TOTAL	6,640	930	6,594	1,045	8,106	1,349	7,767	1,413	8,153 ✓	1,597 ✓

*Türkiye operations include plants and sales offices in Türkiye; Group Office (Head Office) includes employees responsible for all 11 companies.

Statement of Responsibility for the Annual Report	Independent Auditor Report	Operational Performance	Financial Performance	Independent Auditor Report	Consolidated Financial Statements	Profit Distribution	CCI Reporting Guidelines	Management System Standards and Principles	Independent Assurance	Sustainability Performance Indicators	Memberships	Additional Explanations for BIST	Content Indices	Contributing to Sustainable Development Goals	Contact Information
Human Rights	<u>Human Capital</u>	Environmental Footprint	Anadolu Etap												

Human Capital

Ratio of Employees by Gender (%)	2020		2021		2022		2023		2024	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Türkiye										
Türkiye Operation	85	15	84	16	83	17	83	17	80	20
Group Office	60	40	60	40	55	45	54	46	54	46
Jordan	93	7	92	8	92	8	90	10	91	9
Kyrgyzstan	80	20	78	22	79	21	76	24	75	25
Tajikistan	75	25	70	30	74	26	71	29	71	29
Azerbaijan	84	16	82	18	81	19	81	19	80	20
Turkmenistan	72	28	72	28	72	28	72	28	73	27
Kazakhstan	81	19	75	25	77	23	76	24	77	23
Pakistan	94	6	94	6	92	8	91	9	91	9
Iraq	96	4	95	5	96	4	95	5	95	5
Uzbekistan	-	-	-	-	88	12	87	13	89	11
Bangladesh	-	-	-	-	-	-	-	-	89	11
TOTAL	88	12	86	14	86	14	85	15	84 ✓	16 ✓

Number of Employees by Employee Category	2020	2021	2022	2023	2024
	Türkiye				
Türkiye Operation	7	8	7	7	7
Group Office	11	9	10	9	8
Jordan	7	8	6	8	6
Kyrgyzstan	6	5	6	6	6
Tajikistan	3	5	4	5	7
Azerbaijan	6	6	7	7	8
Senior Management	0	3	3	3	3
Kazakhstan	6	8	6	7	8
Pakistan	9	11	10	8	9
Iraq	8	8	7	9	10
Uzbekistan	-	-	7	7	7
Bangladesh	-	-	-	-	8
TOTAL	63	71	73	76	87 ✓
Türkiye					
Türkiye Operation	2,106	2,089	2,152	2,015	2,203
Group Office	206	243	288	366	415
Jordan	280	309	329	302	239
Kyrgyzstan	315	322	313	311	318
Tajikistan	102	96	104	111	123
Azerbaijan	339	343	341	345	370
Other Employees	198	191	178	171	164
Kazakhstan	655	725	847	873	1,045
Pakistan	2,414	2,401	2,442	2,327	2,193
Iraq	892	849	885	796	784
Uzbekistan	-	-	1,503	1,487	1,507
Bangladesh	-	-	-	-	302
TOTAL	7,507	7,568	9,382	9,104	9,663 ✓

Statement of Responsibility for the Annual Report	Independent Auditor Report	Operational Performance	Financial Performance	Independent Auditor Report	Consolidated Financial Statements	Profit Distribution	CCI Reporting Guidelines	Management System Standards and Principles	Independent Assurance	Sustainability Performance Indicators	Memberships	Additional Explanations for BIST	Content Indices	Contributing to Sustainable Development Goals	Contact Information
Human Rights	<u>Human Capital</u>	Environmental Footprint	Anadolu Etap												

Human Capital

Number and Rates of Employees by Gender and Category (%)		Male								Female							
		2020 (#)	2021 (#)	2022 (#)	2022 (%)	2023 (#)	2023 (%)	2024 (#)	2024 (%)	2020 (#)	2021 (#)	2022 (#)	2022 (%)	2023 (#)	2023 (%)	2024 (#)	2024 (%)
Senior Management	Türkiye																
	Türkiye Operation	6	6	6	85.7	6	85.7	5	71.4	3	2	1	14.3	1	14.3	2	28.6
	Group Office	8	7	8	80	6	66.7	6	75	1	2	2	20	3	33.3	2	25
	Jordan	7	8	6	100	7	87.5	6	100	0	0	0	0	1	12.5	0	0
	Kyrgyzstan	4	4	3	50	3	50	3	50	2	1	3	50	3	50	3	50
	Tajikistan	3	4	1	25	4	80	4	57.1	0	1	3	75	1	20	3	42.9
	Azerbaijan	4	4	4	57.1	4	57.1	5	62.5	2	2	3	42.9	3	42.9	3	37.5
	Turkmenistan	0	3	3	100	3	100	3	100	0	0	0	0	0	0	0	0
	Kazakhstan	4	4	3	50	5	71.4	4	50	2	4	3	50	2	28.6	4	50
	Pakistan	9	11	10	100	8	100	9	100	0	0	0	0	0	0	0	0
	Iraq	8	8	7	100	9	100	10	100	0	0	0	0	0	0	0	0
	Uzbekistan	-	-	4	57.1	4	57.1	4	57.1	-	-	3	42.9	3	42.9	3	42.9
	Bangladesh	-	-	-	-	-	-	6	75	-	-	-	-	-	-	2	25
TOTAL	53	59	55	75.3	59	77.6	65	74.7	10	12	18	24.7	17	22.4	22	25.3	
Other Employees	Türkiye																
	Türkiye Operation	1,787	1,765	1,794	83.4	1,673	83	1,754	79.6	319	324	358	16.6	342	17	449	20.4
	Group Office	123	144	156	54.2	195	53.3	221	53.3	83	99	132	45.8	171	46.7	194	46.7
	Jordan	260	284	303	92.1	272	90.1	217	90.8	20	25	26	7.9	30	9.9	22	9.2
	Kyrgyzstan	252	250	248	79.2	239	76.8	239	75.2	63	72	65	20.8	72	23.2	79	24.8
	Tajikistan	76	67	79	76	78	70.3	88	71.5	26	29	25	24	33	29.7	35	28.5
	Azerbaijan	287	281	278	81.5	280	81.2	299	80.8	52	62	63	18.5	65	18.8	71	19.2
	Turkmenistan	142	137	127	71.3	123	71.9	119	72.6	56	54	51	28.7	48	28.1	45	27.4
	Kazakhstan	530	548	650	76.7	668	76.5	808	77.3	125	177	197	23.3	205	23.5	237	22.7
	Pakistan	2,277	2,249	2,239	91.7	2,123	91.2	1,992	90.8	137	152	203	8.3	204	8.8	201	9.2
	Iraq	853	810	847	95.7	756	95	743	94.8	39	39	38	4.3	40	5	41	5.2
	Uzbekistan	-	-	1,329	88.4	1,301	87.5	1,337	88.7	-	-	174	11.6	186	12.5	170	11.3
	Bangladesh	-	-	-	-	-	-	271	89.7	-	-	-	-	-	-	31	10.3
TOTAL	6,587	6,535	8,050	85.8	7,708	84.7	8,088	83.7	920	1,033	1,332	14.2	1,396	15.3	1,575	16.3	

Statement of Responsibility for the Annual Report	Independent Auditor Report	Operational Performance	Financial Performance	Independent Auditor Report	Consolidated Financial Statements	Profit Distribution	CCI Reporting Guidelines	Management System Standards and Principles	Independent Assurance	Sustainability Performance Indicators	Memberships	Additional Explanations for BIST	Content Indices	Contributing to Sustainable Development Goals	Contact Information
Human Rights	<u>Human Capital</u>	Environmental Footprint	Anadolu Etap												

Human Capital

Employees by Gender, Employment Type (Number)	Male					Female					Total					
	2020	2021	2022	2023	2024	2020	2021	2022	2023	2024	2020	2021	2022	2023	2024	
Blue Collar	Türkiye															
	Türkiye Operation	795	814	832	785	836	19	24	31	37	65	814	838	863	822	901
	Group Office	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Jordan	67	90	98	86	82	0	1	2	3	2	67	91	100	89	84
	Kyrgyzstan	114	103	105	125	124	11	11	12	13	13	125	114	117	138	137
	Tajikistan	23	21	26	25	29	3	3	3	4	5	26	24	29	29	34
	Azerbaijan	102	112	114	115	129	4	6	5	6	6	106	118	119	121	135
	Turkmenistan	66	65	62	58	54	10	11	10	8	8	76	76	72	66	62
	Kazakhstan	303	330	410	423	499	0	13	19	25	31	303	343	429	448	530
	Pakistan	1,115	971	1,035	995	961	27	31	74	54	60	1,142	1,002	1,109	1,049	1,021
	Iraq	351	372	406	362	363	3	5	3	2	3	354	377	409	364	366
	Uzbekistan	-	-	644	633	660	-	-	16	22	21	-	-	660	655	681
	Bangladesh	-	-	-	-	120	-	-	-	-	0	-	-	-	-	120
TOTAL	2,936	2,878	3,732	3,607	3,857	77	105	175	174	214	3,013	2,983	3,907	3,781	4,071	
White Collar	Türkiye															
	Türkiye Operation	998	957	968	894	923	301	302	328	306	386	1,299	1,259	1,296	1,200	1,309
	Group Office	131	151	164	201	227	86	101	134	174	196	217	252	298	375	423
	Jordan	200	202	211	193	141	20	24	24	28	20	220	226	235	221	161
	Kyrgyzstan	142	151	146	117	118	54	62	56	62	69	196	213	202	179	187
	Tajikistan	56	50	54	57	63	23	27	25	30	33	79	77	79	87	96
	Azerbaijan	189	173	168	169	175	50	58	61	62	68	239	231	229	231	243
	Turkmenistan	76	75	68	68	68	46	43	41	40	37	122	118	109	108	105
	Kazakhstan	231	222	244	250	313	127	168	180	182	210	358	390	424	432	523
	Pakistan	1,171	1,289	1,214	1,136	1,040	110	121	129	150	141	1,281	1,410	1,343	1,286	1,181
	Iraq	510	446	448	403	390	36	34	35	38	38	546	480	483	441	428
	Uzbekistan	-	-	689	672	681	-	-	161	167	152	-	-	850	839	833
	Bangladesh	-	-	-	-	157	-	-	-	-	33	-	-	-	-	190
TOTAL	3,704	3,716	4,374	4,160	4,296	853	940	1,174	1,239	1,383	4,557	4,656	5,548	5,399	5,679	

Statement of Responsibility for the Annual Report	Independent Auditor Report	Operational Performance	Financial Performance	Independent Auditor Report	Consolidated Financial Statements	Profit Distribution	CCI Reporting Guidelines	Management System Standards and Principles	Independent Assurance	Sustainability Performance Indicators	Memberships	Additional Explanations for BIST	Content Indices	Contributing to Sustainable Development Goals	Contact Information
Human Rights	Human Capital	Environmental Footprint	Anadolu Etap												

Human Capital

Employees by Gender, Employment Type (%)	Male					Female										
	2020	2021	2022	2023	2024	2020	2021	2022	2023	2024						
Blue Collar	Türkiye															
	Türkiye Operation	97.7	97.1	96.4	95.5	92.8	2.3	2.9	3.6	4.5	7.2					
	Group Office	0	0	0	0	0.0	0	0	0	0	0					
	Jordan	100	98.9	98	96.6	97.6	0	1.1	2	3.4	2.4					
	Kyrgyzstan	91.2	90.4	89.7	90.6	90.5	8.8	9.6	10.3	9.4	9.5					
	Tajikistan	88.5	87.5	89.7	86.2	85.3	11.5	12.5	10.3	13.8	14.7					
	Azerbaijan	96.2	94.9	95.8	95	95.6	3.8	5.1	4.2	5	4.4					
	Turkmenistan	86.8	85.5	86.1	87.9	87.1	13.2	14.5	13.9	12.1	12.9					
	Kazakhstan	100	96.2	95.6	94.4	94.2	0	3.8	4.4	5.6	5.8					
	Pakistan	97.6	96.9	93.3	94.9	94.1	2.4	3.1	6.7	5.1	5.9					
	Iraq	99.2	98.7	99.3	99.5	99.2	0.8	1.3	0.7	0.5	0.8					
	Uzbekistan	-	-	97.6	96.6	96.9	-	-	2.4	3.4	3.1					
Bangladesh	-	-	-	-	100.0	-	-	-	-	0						
TOTAL	97.4	96.5	95.5	95.4	94.7	2.6	3.5	4.5	4.6	5.3						
White Collar	Türkiye															
	Türkiye Operation	76.8	76	74.7	74.5	70.5	23.2	24	25.3	25.5	29.5					
	Group Office	60.4	59.9	55	53.6	53.7	39.6	40.1	45	46.4	46.3					
	Jordan	90.9	89.4	89.8	87.3	87.6	9.1	10.6	10.2	12.7	12.4					
	Kyrgyzstan	72.4	70.9	72.3	65.4	63.1	27.6	29.1	27.7	34.6	36.9					
	Tajikistan	70.9	64.9	68.4	65.5	65.6	29.1	35.1	31.6	34.5	34.4					
	Azerbaijan	79.1	74.9	73.4	73.2	72.0	20.9	25.1	26.6	26.8	28					
	Turkmenistan	62.3	63.6	62.4	63	64.8	37.7	36.4	37.6	37	35.2					
	Kazakhstan	64.5	56.9	57.5	57.9	59.8	35.5	43.1	42.5	42.1	40.2					
	Pakistan	91.4	91.4	90.4	88.3	88.1	8.6	8.6	9.6	11.7	11.9					
	Iraq	93.4	98.7	92.8	91.4	91.1	6.6	1.3	7.2	8.6	8.9					
	Uzbekistan	-	-	81.1	80.1	81.8	-	-	18.9	19.9	18.2					
Bangladesh	-	-	-	-	82.6	-	-	-	-	17.4						
TOTAL	81.3	79.8	78.8	77.1	75.6	18.7	20.2	21.2	22.9	24.4						

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Human Rights	Human Capital	Environmental Footprint	Anadolu Etap												

Human Capital

Employees by Gender and Contract (Number)		Male					Female					Total				
		2020	2021	2022	2023	2024	2020	2021	2022	2023	2024	2020	2021	2022	2023	2024
Permanent	Türkiye															
	Türkiye Operation	1,788	1,764	1,784	1,520	1,746	313	310	341	328	431	2,101	2,074	2,125	1,848	2,177
	Group Office	131	147	161	196	224	86	95	129	168	192	217	242	290	364	416
	Jordan	267	292	307	279	223	20	25	26	31	22	287	317	333	310	245
	Kyrgyzstan	256	251	247	240	239	65	67	62	67	74	321	318	309	307	313
	Tajikistan	79	70	76	78	84	26	29	26	32	34	105	99	102	110	118
	Azerbaijan	291	285	282	284	304	54	63	65	68	74	345	348	347	352	378
	Turkmenistan	142	140	130	126	122	56	54	51	47	45	198	194	181	173	167
	Kazakhstan	532	541	643	665	806	127	177	181	191	223	659	718	824	856	1029
	Pakistan	2,267	2,234	2,203	2,114	1,995	125	43	156	179	172	2,392	2,377	2,359	2,293	2,167
	Iraq	774	816	809	765	753	39	39	38	40	41	813	855	847	805	794
	Uzbekistan	-	-	1,333	1,297	1,315	-	-	174	187	171	-	-	1,507	1,484	1,486
Bangladesh	-	-	-	-	277	-	-	-	-	33	-	-	-	-	310	
TOTAL	6,527	6,540	7,975	7,564	8,088	911	902	1,249	1,338	1,512	7,438	7,542	9,224	8,902	9,600	
Temporary	Türkiye															
	Türkiye Operation	5	7	16	159	13	7	16	18	15	20	12	23	34	174	33
	Group Office	0	4	3	5	3	0	6	5	6	4	0	10	8	11	7
	Jordan	0	0	2	0	0	0	0	0	0	0	0	0	2	0	0
	Kyrgyzstan	0	3	4	2	3	0	6	6	8	8	0	9	10	10	11
	Tajikistan	0	1	4	4	8	0	1	2	2	4	0	2	6	6	12
	Azerbaijan	0	0	0	0	0	0	1	1	0	0	0	1	1	0	0
	Turkmenistan	0	0	0	0	0	0	0	0	1	0	0	0	0	1	0
	Kazakhstan	2	11	11	8	6	0	4	18	16	18	2	15	29	24	24
	Pakistan	19	26	46	17	6	12	9	47	25	29	31	35	93	42	35
	Iraq	87	2	45	0	0	0	0	0	0	0	87	2	45	0	0
	Uzbekistan	-	-	0	8	26	-	-	3	2	2	-	-	3	10	28
Bangladesh	-	-	-	-	0	-	-	-	-	0	-	-	-	-	0	
TOTAL	113	54	131	203	65	19	43	100	75	85	132	97	231	278	150	

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Human Rights	<u>Human Capital</u>	Environmental Footprint	Anadolu Etap												

Human Capital

Outsourced Employees	Outsource Core Jobs (*)					Outsource Auxiliary Jobs (**)				
	2020	2021	2022	2023	2024	2020	2021	2022	2023	2024
Türkiye										
Türkiye Operation	561	545	581	607	669	295	302	314	313	342
Group Office	0	0	0	0	0	0	0	0	0	0
Jordan	0	0	0	0	0	44	44	44	47	47
Kyrgyzstan	2	0	0	0	0	60	60	44	51	67
Tajikistan	0	0	0	0	0	66	66	70	40	69
Azerbaijan	0	0	0	0	0	41	40	42	45	46
Turkmenistan	9	0	0	0	0	12	12	12	12	17
Kazakhstan	0	0	0	0	0	132	126	146	174	174
Pakistan	235	275	248	210	195	520	533	492	477	401
Iraq	0	0	0	0	0	148	147	155	155	128
Uzbekistan	-	-	0	0	0	-	-	32	29	76
Bangladesh	-	-	-	-	600	-	-	-	-	262
TOTAL	807	820	829	817	1,464	1,318	1,330	1,351	1,343	1,629

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

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

Statement of Responsibility for the Annual Report	Independent Auditor Report	Operational Performance	Financial Performance	Independent Auditor Report	Consolidated Financial Statements	Profit Distribution	CCI Reporting Guidelines	Management System Standards and Principles	Independent Assurance	Sustainability Performance Indicators	Memberships	Additional Explanations for BIST	Content Indices	Contributing to Sustainable Development Goals	Contact Information
Human Rights	<u>Human Capital</u>	Environmental Footprint	Anadolu Etap												

Human Capital

Employee Breakdown by Seniority (%) (by years of service)

0-5 years	2020	2021	2022	2023	2024	6-10 years	2020	2021	2022	2023	2024	11-15 years	2020	2021	2022	2023	2024	16-20 years	2020	2021	2022	2023	2024	20+ years	2020	2021	2022	2023	2024
Türkiye						Türkiye						Türkiye						Türkiye						Türkiye					
Türkiye Operation	28	31	33	46	55	Türkiye Operation	25	24	20	17	14	Türkiye Operation	25	24	23	20	15	Türkiye Operation	9	9	13	14	13	Türkiye Operation	13	12	11	3	2
Group Office	54	58	71	73	77	Group Office	17	11	7	7	5	Group Office	14	15	11	10	8	Group Office	5	5	3	4	6	Group Office	10	12	7	6	4
Jordan	57	58	52	50	38	Jordan	16	20	23	23	27	Jordan	10	9	8	9	10	Jordan	9	9	6	6	10	Jordan	9	6	11	12	15
Kyrgyzstan	48	50	53	57	58	Kyrgyzstan	34	28	19	14	13	Kyrgyzstan	11	13	18	19	19	Kyrgyzstan	3	2	5	5	6	Kyrgyzstan	5	6	5	5	5
Tajikistan	62	68	71	67	67	Tajikistan	38	32	28	31	28	Tajikistan	0	0	0	2	5	Tajikistan	0	0	0	0	0,8	Tajikistan	0	0	1	0	0
Azerbaijan	34	34	33	31	35	Azerbaijan	28	28	26	22	15	Azerbaijan	26	25	18	20	21	Azerbaijan	4	6	15	20	21	Azerbaijan	8	8	8	7	7
Turkmenistan	7	5	2	4	4	Turkmenistan	51	39	30	19	11	Turkmenistan	29	39	47	47	50	Turkmenistan	11	14	17	25	27,5	Turkmenistan	2	3	3	5	7
Kazakhstan	48	48	54	56	62	Kazakhstan	22	24	21	18	16	Kazakhstan	20	18	13	10	7	Kazakhstan	6	6	9	11	11	Kazakhstan	5	4	3	4	4
Pakistan	17	15	20	19	16	Pakistan	44	39	27	16	12	Pakistan	27	33	35	43	41	Pakistan	7	6	10	14	20	Pakistan	5	8	8	9	10
Iraq	42	38	38	33	22	Iraq	51	54	54	56	35	Iraq	7	8	8	8	38	Iraq	0	0	0	3	6	Iraq	0	0	0	0	0
Uzbekistan	-	-	45	45	45	Uzbekistan	-	-	22	16	20	Uzbekistan	-	-	18	18	15	Uzbekistan	-	-	6	10	13	Uzbekistan	-	-	9	10	8
Bangladesh	-	-	-	-	66	Bangladesh	-	-	-	-	32	Bangladesh	-	-	-	-	3	Bangladesh	-	-	-	-	0	Bangladesh	-	-	-	-	0
TOTAL	31	31	36	39	42 ✓	TOTAL	35	32	26	20	17 ✓	TOTAL	21	23	22	23	22 ✓	TOTAL	6	6	9	11	13 ✓	TOTAL	7	7	8	6	6 ✓

Statement of Responsibility for the Annual Report	Independent Auditor Report	Operational Performance	Financial Performance	Independent Auditor Report	Consolidated Financial Statements	Profit Distribution	CCI Reporting Guidelines	Management System Standards and Principles	Independent Assurance	Sustainability Performance Indicators	Memberships	Additional Explanations for BIST	Content Indices	Contributing to Sustainable Development Goals	Contact Information
Human Rights	Human Capital	Environmental Footprint	Anadolu Etap												

Human Capital

Ratio of Employees by Age (%)		Under 30					30-50					50+				
		2020	2021	2022	2023	2024	2020	2021	2022	2023	2024	2020	2021	2022	2023	2024
Senior Management	Türkiye															
	Türkiye Operation	0	0	0	0	0	85.7	75	71.4	85.7	85.7	14.3	25	28.6	14.3	14.3
	Group Office	0	0	0	0	0	27.3	11.1	10	33.3	25	72.7	88.9	90	66.7	75
	Jordan	0	0	0	0	0	71.4	75	83.3	75	66.7	28.6	25	16.7	25	33.3
	Kyrgyzstan	0	0	0	0	0	83.3	80	83.3	83.3	83.3	16.7	20	16.7	16.7	16.7
	Tajikistan	0	0	0	0	0	100	100	100	100	100	0	0	0	0	0
	Azerbaijan	0	0	0	0	0	66.7	66.6	71.4	71.4	75	33.3	33.3	28.6	28.6	25
	Turkmenistan	0	0	0	0	0	0	100	66.7	66.7	66.7	0	0	33.3	33.3	33.3
	Kazakhstan	0	0	0	0	0	66.7	87.5	83.3	85.7	87.5	33.3	12.5	16.7	14.3	12.5
	Pakistan	0	0	0	0	0	88.9	72.7	70	62.5	77.8	11.1	27.3	30	38	22.2
	Iraq	0	0	1.7	2.9	0	62.5	50	91	88.9	90	37.5	50	7.3	8.2	10
	Uzbekistan	-	-	0	0	0	-	-	85.7	71.4	85.7	-	-	14.3	28.6	14.3
	Bangladesh	-	-	-	-	0	-	-	-	-	87.5	-	-	-	-	12.5
Total	-	-	-	-	0 ✓	-	-	-	-	78.1 ✓	-	-	-	-	21.8 ✓	
Other Employees	Türkiye															
	Türkiye Operation	21.9	17.6	18.6	21.1	24.6	74.7	74.9	72.3	70.7	67.8	3.4	7.5	9.1	8.2	7.6
	Group Office	16.3	15.2	23.6	22.7	26	71.4	74.1	70.1	69.4	66.3	12.1	10.7	6.3	7.9	7.7
	Jordan	33.9	48.2	34.3	43.4	18.8	61.1	48.8	61.4	53.6	77	5	1.9	4.26	3	4.2
	Kyrgyzstan	41.6	45.7	44.1	44.7	40	52.4	48.8	50.8	50.5	55	6	5.6	5.1	4.8	5
	Tajikistan	19.6	31.3	30.8	34.2	34.1	72.6	62.5	62.5	56.8	56.9	7.8	6.3	6.7	9	8.9
	Azerbaijan	21.5	21.3	19.1	16.5	15.4	66.4	67.1	68.6	71.6	73.5	12.1	11.7	12.3	11.9	11.1
	Turkmenistan	9.1	3.7	0	3	1.8	84.3	89.5	66.7	66.7	88.4	6.6	6.8	33.3	33.3	9.8
	Kazakhstan	23.7	25.1	31	26.7	24.4	64.9	64.4	60.7	64.7	68.3	11.4	10.5	8.3	8.6	7.3
	Pakistan	13.4	11	12.6	9.5	7.7	80.5	81.5	79.2	81.5	81.5	6.1	7.5	8.2	9	10.8
	Iraq	29.9	23.2	22.6	16.7	14.3	66.3	72.6	73	77.8	79.7	3.8	4.2	4.4	5.5	6
	Uzbekistan	-	-	17.8	17.3	19.4	-	-	65.3	64.4	65.7	-	-	16.9	18.3	14.9
	Bangladesh	-	-	-	-	41	-	-	-	-	58.3	-	-	-	-	0.7
Total	-	-	-	-	19.4 ✓	-	-	-	-	71.4 ✓	-	-	-	-	9.1 ✓	

Statement of Responsibility for the Annual Report	Independent Auditor Report	Operational Performance	Financial Performance	Independent Auditor Report	Consolidated Financial Statements	Profit Distribution	CCI Reporting Guidelines	Management System Standards and Principles	Independent Assurance	Sustainability Performance Indicators	Memberships	Additional Explanations for BIST	Content Indices	Contributing to Sustainable Development Goals	Contact Information
Human Rights	<u>Human Capital</u>	Environmental Footprint		Anadolu Etap											

Human Capital

Number and Rates of Employees by Generation (%)		Number			Ratio (%)		
		Generation Y (20-35)	Generation x (36-51)	Baby Boomers (52-71)	Generation Y (20-35)	Generation x (36-51)	Baby Boomers (52-71)
Türkiye							
Türkiye Operation	Senior Management	0	6	1	0	86.0	14.3
	Other Employees	1,013	1,058	132	46.0	48.0	6.0
Group Office	Senior Management	0	2	6	0	25	75
	Other Employees	211	176	28	51.0	42.0	7.0
Jordan	Senior Management	0	4	2	0.0	67.0	33.0
	Other Employees	123	108	8	51.0	45.0	3.0
Kyrgyzstan	Senior Management	1	4	1	17	67.0	17.0
	Other Employees	214	90	14	67.0	28	4.0
Tajikistan	Senior Management	5	2	0	71	29	0
	Other Employees	81	33	9	66.0	27.0	7.0
Azerbaijan	Senior Management	1	5	2	13	63.0	25.0
	Other Employees	167	163	40	45.0	44.0	11.0
Turkmenistan	Senior Management	0	2	1	0	67	33
	Other Employees	48	103	13	29.0	63.0	8.0
Kazakhstan	Senior Management	1	6	1	13	75.0	13.0
	Other Employees	541	441	63	52.0	42.0	6.0
Pakistan	Senior Management	0	8	1	0	89	11
	Other Employees	642	1358	193	29	62.0	9.0
Iraq	Senior Management	0	9	1	0	90.0	10.0
	Other Employees	361	384	39	46.0	49.0	5
Uzbekistan	Senior Management	0	6	1	0.0	86	14.0
	Other Employees	646	662	199	43.0	44.0	13.0
Bangladesh	Senior Management	1	7	0	13.0	88.0	0.0
	Other Employees	224	76	2	74.0	25.0	1.0
Total	Senior Management	9	61	17	10.0	70.0	20.0
	Other Employees	4,271	4,652	740	44.0	48.0	8.0

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Human Capital

Local* Employment Rate in International Operations (%)

2020	Local Senior	Local White Collar	Local Blue Collar	2021	Local Senior	Local White Collar	Local Blue Collar	2022	Local Senior	Local White Collar	Local Blue Collar	2023	Local Senior	Local White Collar	Local Blue Collar	2024	Local Senior	Local White Collar	Local Blue Collar
Türkiye				Türkiye				Türkiye				Türkiye				Türkiye			
Türkiye Operation	100	99.8	100	Türkiye Operation	100	99.9	100	Türkiye Operation	100	99.1	100	Türkiye Operation	100	99.9	100	Türkiye Operation	100	100	100
Group Office	100	100	0	Group Office	100	100	0	Group Office	90	96.6	0	Group Office	88.9	97.6	0	Group Office	87.5	98.1	0
Jordan	42.9	98.6	100	Jordan	50	97.3	100	Jordan	16.7	100	100	Jordan	75	99.1	100	Jordan	66.7	98.8	100
Kyrgyzstan	33.3	99	100	Kyrgyzstan	20	98.1	100	Kyrgyzstan	50	98.5	100	Kyrgyzstan	66.7	99.4	100	Kyrgyzstan	66.7	98.9	100
Tajikistan	33.3	96.2	0	Tajikistan	40	96.1	100	Tajikistan	50	96.2	100	Tajikistan	40	96.6	100	Tajikistan	28.6	94.8	100
Azerbaijan	50	97.9	100	Azerbaijan	66.7	99.1	100	Azerbaijan	71.4	99.1	100	Azerbaijan	71.4	99.1	100	Azerbaijan	75.0	99.2	100
Turkmenistan	0	100	100	Turkmenistan	66.7	99.2	100	Turkmenistan	66.7	99.1	100	Turkmenistan	66.7	99.1	100	Turkmenistan	66.7	99.0	100
Kazakhstan	33.3	95.8	100	Kazakhstan	25	97.9	100	Kazakhstan	50	98.6	100	Kazakhstan	28.6	98.8	100	Kazakhstan	37.5	98.9	100
Pakistan	66.7	99.5	100	Pakistan	54.5	99.6	100	Pakistan	70	99.8	100	Pakistan	75	99.7	100	Pakistan	55.6	99.7	100
Iraq	37.5	98	100	Iraq	25	97.7	100	Iraq	16.7	98.3	100	Iraq	22.2	98.4	100	Iraq	20.0	98.1	100
								Uzbekistan	14.3	98	100	Uzbekistan	14.3	99	100	Uzbekistan	14.3	99.2	100
																Bangladesh	75.0	98.9	100

**"Local" means from the related country.

Statement of Responsibility for the Annual Report	Independent Auditor Report	Operational Performance	Financial Performance	Independent Auditor Report	Consolidated Financial Statements	Profit Distribution	CCI Reporting Guidelines	Management System Standards and Principles	Independent Assurance	Sustainability Performance Indicators	Memberships	Additional Explanations for BIST	Content Indices	Contributing to Sustainable Development Goals	Contact Information
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Human Capital

Rate of Open Positions Filled by Internal Candidates (%)		2022	2023	2024
Türkiye				
Türkiye Operation	Female	53	76	4
	Male	127	163	1
Group Office	Female	14	0	0
	Male	21	0	3
Jordan	Female	4	5	4
	Male	35	14	10
Kyrgyzstan	Female	12	6	12
	Male	24	24	16
Tajikistan	Female	11	7	11
	Male	10	16	14
Azerbaijan	Female	4	4	10
	Male	5	8	13
Turkmenistan	Female	1	0	2
	Male	3	3	3
Kazakhstan	Female	20	24	34
	Male	19	20	58
Pakistan	Female	26	31	50
	Male	281	121	116
Iraq	Female	2	1	4
	Male	13	10	15
Uzbekistan	Female	11	10	3
	Male	83	43	10
Bangladesh	Female	-	-	0
	Male	-	-	1
TOTAL	Female	158	164	134
	Male	621	422	260

Number and Rates of Employees in STEM Roles (Finance, Supply Chain, IT) (%)		2022		2023		2024	
		Number	Ratio	Number	Ratio	Number	Ratio
Türkiye							
Türkiye Operation	Female	160	11	139	10	192	13.3
	Male	1,276	89	1,190	90	1,255	86.7
Group Office	Female	84	40	111	40	135	42.3
	Male	126	60	164	60	184	57.7
Jordan	Female	10	6	12	8	10	6.8
	Male	150	94	144	92	137	93.2
Kyrgyzstan	Female	36	19	34	16	36	17.1
	Male	153	81	175	84	178	82.9
Tajikistan	Female	10	16	14	20	17	12.1
	Male	64	84	55	80	65	87.9
Azerbaijan	Female	26	12	29	13	30	5.9
	Male	195	88	199	87	218	94.1
Turkmenistan	Female	24	22	20	20	19	16.8
	Male	86	78	82	80	78	83.2
Kazakhstan	Female	122	18	130	18	146	20.7
	Male	572	82	591	82	710	79.3
Pakistan	Female	98	6	95	6	92	19.6
	Male	1,602	94	1,548	94	1,480	80.4
Iraq	Female	12	2	12	2	16	2.9
	Male	528	98	526	98	529	97.1
Uzbekistan	Female	69	7	84	8	79	7.2
	Male	954	93	969	92	1,018	92.8
Bangladesh	Female	-	-	-	-	19	9.5
	Male	-	-	-	-	181	90.5
TOTAL	Female	651	10	680	11	791 ✓	11.6 ✓
	Male	5,706	90	5,643	89	6,033 ✓	88.4 ✓

Number and Rates of Employees with Disability or Special Needs (%)		2022		2023		2024	
		Number	Ratio	Number	Ratio	Number	Ratio
Türkiye							
Türkiye Operation		72	3	65	3	71	3
Group Office		5	2	8	2	8	2
Jordan		5	1	2	1	0	0
Kyrgyzstan		2	1	2	1	2	1
Tajikistan		0	0	1	1	1	1
Azerbaijan		7	2	7	2	7	2
Turkmenistan		2	1	3	2	3	2
Kazakhstan		9	1	6	1	5	0
Pakistan		37	2	38	2	37	2
Iraq		0	0	0	0	1	0
Uzbekistan		-	-	-	-	1	0
Bangladesh		-	-	-	-	0	0
TOTAL		139	1	133	1	136 ✓	1 ✓

Statement of Responsibility for the Annual Report	Independent Auditor Report	Operational Performance	Financial Performance	Independent Auditor Report	Consolidated Financial Statements	Profit Distribution	CCI Reporting Guidelines	Management System Standards and Principles	Independent Assurance	Sustainability Performance Indicators	Memberships	Additional Explanations for BIST	Content Indices	Contributing to Sustainable Development Goals	Contact Information
Human Rights	<u>Human Capital</u>	Environmental Footprint	Anadolu Etap												

Human Capital

Number and Rates of Newly Hired Employees by Gender (%)

2020	Male		Female	
	Number	Ratio	Number	Ratio
Türkiye				
Türkiye Operation	220	12	49	15
Group Office	24	18	14	16
Jordan	39	15	3	15
Kyrgyzstan	31	11	14	22
Tajikistan	6	8	4	15
Azerbaijan	14	5	6	11
Turkmenistan	1	100	0	0
Kazakhstan	51	10	14	11
Pakistan	33	1	6	2
Iraq	22	3	5	13
TOTAL	441	79	115	21

2021	Male		Female	
	Number	Ratio	Number	Ratio
Türkiye				
Türkiye Operation	114	6	71	22
Group Office	42	28	29	29
Jordan	74	25	10	40
Kyrgyzstan	55	22	17	23
Tajikistan	12	17	8	27
Azerbaijan	9	3	14	22
Turkmenistan	1	1	1	2
Kazakhstan	93	17	53	29
Pakistan	67	3	33	22
Iraq	39	5	10	15
TOTAL	506	67	246	33

2022*	Male		Female	
	Number	Ratio	Number	Ratio
Türkiye				
Türkiye Operation	139	62	86	38
Group Office	49	48	54	52
Jordan	42	84	8	16
Kyrgyzstan	40	75	13	25
Tajikistan	14	67	7	33
Azerbaijan	9	45	11	55
Turkmenistan	0	0	1	100
Kazakhstan	151	83	32	17
Pakistan	114	65	62	35
Iraq	36	84	7	16
Uzbekistan	77	80	19	20
TOTAL	671	69	300	31

2023*	Male		Female	
	Number	Ratio	Number	Ratio
Türkiye				
Türkiye Operation	67	48	74	52
Group Office	37	57	28	43
Jordan	25	78	7	22
Kyrgyzstan	65	78	18	22
Tajikistan	8	53	7	47
Azerbaijan	11	46	13	54
Turkmenistan	3	60	2	40
Kazakhstan	97	87	15	13
Pakistan	48	59	33	41
Iraq	28	72	11	28
Uzbekistan	74	68	35	32
TOTAL	463	66	243	34

2024*	Male		Female	
	Number	Ratio	Number	Ratio
Türkiye				
Türkiye Operation	139	54	117	46
Group Office	48	53	42	47
Jordan	0	0	0	0
Kyrgyzstan	39	75	13	25
Tajikistan	10	67	5	33
Azerbaijan	18	56	14	44
Turkmenistan	2	50	2	50
Kazakhstan	233	83	48	17
Pakistan	17	61	11	39
Iraq	27	75	9	25
Uzbekistan	239	90	27	10
Bangladesh	20	61	13	39
TOTAL	792	72	301	28 ✓

*Prior to 2022, data availability is limited and the calculation methodology may differ across countries. By 2022, the constraint in data availability was removed and a common calculation methodology was established for the CCI as a whole.

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Human Capital

Total Number and Rates of Employee Turnover (%)

2020	Male		Female	
	Number	Ratio	Number	Ratio
Türkiye				
Türkiye Operation	98	5	32	10
Group Office	13	10	14	16
Jordan	57	21	1	5
Kyrgyzstan	29	11	9	14
Tajikistan	8	10	3	12
Azerbaijan	10	3	3	6
Turkmenistan	4	3	0	0
Kazakhstan	41	8	18	14
Pakistan	118	5	20	15
Iraq	106	12	2	5
TOTAL	484	83	102	17

2021	Male		Female	
	Number	Ratio	Number	Ratio
Türkiye				
Türkiye Operation	159	9	58	18
Group Office	45	30	22	22
Jordan	60	21	6	24
Kyrgyzstan	57	22	16	22
Tajikistan	25	35	13	43
Azerbaijan	14	5	5	8
Turkmenistan	3	2	3	6
Kazakhstan	83	15	30	17
Pakistan	99	4	22	14
Iraq	87	11	9	23
TOTAL	632	77	184	23

2022*	Male		Female	
	Number	Ratio	Number	Ratio
Türkiye				
Türkiye Operation	145	73	54	27
Group Office	41	66	21	34
Jordan	27	75	9	25
Kyrgyzstan	49	71	20	29
Tajikistan	11	50	11	50
Azerbaijan	13	59	9	41
Turkmenistan	10	71	4	29
Kazakhstan	64	70	27	30
Pakistan	143	75	47	25
Iraq	46	87	7	13
Uzbekistan	140	94	9	6
TOTAL	689	76	218	24

2023*	Male		Female	
	Number	Ratio	Number	Ratio
Türkiye				
Türkiye Operation	148	70	62	30
Group Office	28	54	24	46
Jordan	51	96	2	4
Kyrgyzstan	81	85	14	15
Tajikistan	12	71	5	29
Azerbaijan	9	45	11	55
Turkmenistan	7	54	6	46
Kazakhstan	77	79	20	21
Pakistan	138	79	36	21
Iraq	77	90	9	10
Uzbekistan	127	83	26	17
TOTAL	755	78	215	22

2024*	Male		Female	
	Number	Ratio	Number	Ratio
Türkiye				
Türkiye Operation	152	75	50	25
Group Office	28	58	20	42
Jordan	55	86	1	10
Kyrgyzstan	38	73	14	27
Tajikistan	8	62	5	38
Azerbaijan	12	60	8	40
Turkmenistan	6	60	4	40
Kazakhstan	101	72	39	28
Pakistan	136	83	28	17
Iraq	41	87	6	13
Uzbekistan	238	84	45	16
Bangladesh	46	90	5	10
TOTAL	861	79	233	21

*Prior to 2022, data availability is limited and the calculation methodology may differ across countries. By 2022, the constraint in data availability was removed and a common calculation methodology was established for the CCI as a whole.

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Human Capital

Total Number and Rates of Employees Newly Hired by Age (%) (2024)		Number			Ratio		
		18-30	30-50	50+	18-30	30-50	50+
Türkiye							
Türkiye Operation	Female	91	26	0	77.80	22.20	0.00
	Male	105	34	0	75.50	24.50	0.00
Group Office	Female	22	20	0	52.40	47.60	0.00
	Male	24	23	1	50.00	47.90	2.10
Jordan	Female	0	0	0	0.00	0.00	0.00
	Male	0	0	0	0.00	0.00	0.00
Kyrgyzstan	Female	11	2	0	84.60	15.40	0.00
	Male	25	14	0	64.10	35.90	0.00
Tajikistan	Female	2	3	0	40.00	60.00	0.00
	Male	5	4	1	50.00	40.00	10.00
Azerbaijan	Female	12	2	0	85.70	14.30	0.00
	Male	11	7	0	61.10	38.90	0.00
Turkmenistan	Female	0	2	0	0.00	100.00	0.00
	Male	0	2	0	0.00	100.00	0.00
Kazakhstan	Female	19	29	0	39.60	60.40	0.00
	Male	78	153	2	33.50	65.70	0.90
Pakistan	Female	7	4	0	63.60	36.40	0.00
	Male	8	8	1	47.10	47.10	5.90
Iraq	Female	6	3	0	66.70	33.30	0.00
	Male	13	14	0	48.10	51.90	0.00
Uzbekistan	Female	10	17	0	37.00	63.00	0.00
	Male	104	128	7	43.50	53.60	2.90
Bangladesh	Female	10	3	0	76.90	23.10	0.00
	Male	11	9	0	55.00	45.00	0.00
TOTAL	Female	190	111	0	63.10	36.90	0.00
	Male	384	396	12	48.50	50.00	1.50


Total Number and Rates of Employee Turnover by Age (%) (2024)		Number			Ratio		
		18-30	30-50	50+	18-30	30-50	50+
Türkiye							
Türkiye Operation	Female	26	23	1	52.00	46.00	2.00
	Male	27	110	15	17.76	72.37	9.87
Group Office	Female	7	11	2	35.00	55.00	10.00
	Male	8	18	2	28.57	64.29	7.14
Jordan	Female	5	4	0	55.56	44.44	0.00
	Male	25	29	1	45.45	52.73	1.82
Kyrgyzstan	Female	7	7	0	50.00	50.00	0.00
	Male	22	15	1	57.89	39.47	2.63
Tajikistan	Female	2	3	0	40.00	60.00	0.00
	Male	3	5	0	37.50	62.50	0.00
Azerbaijan	Female	5	3	0	62.50	37.50	0.00
	Male	2	9	1	16.67	75.00	8.33
Turkmenistan	Female	0	4	0	0.00	100.00	0.00
	Male	0	5	1	0.00	83.33	16.67
Kazakhstan	Female	20	17	2	51.28	43.59	5.13
	Male	22	75	4	21.78	74.26	3.96
Pakistan	Female	18	10	0	64.29	35.71	0.00
	Male	9	110	17	6.62	80.88	12.50
Iraq	Female	1	5	0	16.67	83.33	0.00
	Male	8	28	5	19.51	68.29	12.20
Uzbekistan	Female	1	32	12	2.22	71.11	26.67
	Male	43	140	55	18.07	58.82	23.11
Bangladesh	Female	2	3	0	40.00	60.00	0.00
	Male	9	33	4	19.57	71.74	8.70
TOTAL	Female	94	122	17	40.34	52.36	7.30
	Male	178	577	106	20.67	67.02	12.31

Statement of Responsibility for the Annual Report	Independent Auditor Report	Operational Performance	Financial Performance	Independent Auditor Report	Consolidated Financial Statements	Profit Distribution	CCI Reporting Guidelines	Management System Standards and Principles	Independent Assurance	Sustainability Performance Indicators	Memberships	Additional Explanations for BIST	Content Indices	Contributing to Sustainable Development Goals	Contact Information
Human Rights	<u>Human Capital</u>	Environmental Footprint	Anadolu Etap												

Human Capital

Voluntary Turnover Rate of Employees (%)	2021	2022	2023	2024
Türkiye				
Türkiye Operation	9.5	6.5	7.2	6.0
Group Office	24.1	16.1	13.2	8.4
Jordan	6.8	7.5	8.6	5.6
Kyrgyzstan	19.1	14.8	14.8	13.1
Tajikistan	15	16.5	14.1	7.4
Azerbaijan	4.6	5.7	5	4.8
Turkmenistan	2.5	6.9	7.2	4.1
Kazakhstan	10.3	10.5	9.9	12.1
Pakistan	4.2	6.3	6.4	6.0
Iraq	5.2	4.5	8.6	4.3
Uzbekistan	n/a	6.3	7.2	8.5
Bangladesh	-	-	-	14.7
TOTAL	6.5	7.3	7.9	7.38

Involuntary Turnover Rate of Employees (%)	2021	2022	2023	2024
Türkiye				
Türkiye Operation	1.7	2.4	3.7	3.0
Group Office	3.1	7.1	1.7	1.7
Jordan	5.2	3.3	7.1	16.7
Kyrgyzstan	2.4	6.6	15.1	3.2
Tajikistan	7.5	1.8	0	0.8
Azerbaijan	0	0	0.6	0.0
Turkmenistan	0	0.5	0	0.0
Kazakhstan	4.2	0.3	1.3	0.9
Pakistan	0.3	1.3	1	1.1
Iraq	4.9	1.2	1.3	1.1
Uzbekistan	n/a	1.3	3	10.1
Bangladesh	-	-	-	0.9
TOTAL	1.7	1.8	2.6	3.36

Total Training Hours Per Employee (Hour)	2020	2021	2022	2023	2024
Türkiye					
Türkiye Operation	6.3	7.7	11.3	14.8	24.70
Group Office	13.8	4.3	21.7	23.6	11.36
Jordan	13.6	13.4	13.7	12.1	7.07
Kyrgyzstan	29.1	17.9	16.8	17.9	22.04
Tajikistan	23.9	9.2	19.7	40.7	12.47
Azerbaijan	42.5	44.7	41.7	38.6	26.26
Turkmenistan	29.5	3.5	25.9	1.6	24.20
Kazakhstan	22.2	17.9	18.4	13	20.45
Pakistan	9.7	14.1	9.7	7.5	6.62
Iraq	1.1	10.2	11.2	5.8	7.76
Uzbekistan	-	-	0.7	2	10.57
Bangladesh	-	-	-	-	-
TOTAL	191.7	142.9	190.8	177.6	15.77 

Environmental Training Hours (employee*hour)	2020	2021	2022	2023	2024
Türkiye	1,244	624.75	1,780	1,816	4,608
Jordan	77	222	112	282	250
Kyrgyzstan	0	43.5	246	332	207
Tajikistan	163	38	20	77	113
Azerbaijan	0	775	470	615	409
Turkmenistan	0	120	306	107	214
Kazakhstan	1,180	369	197	583	243
Pakistan	613	426	684	844	646
Iraq	1,291	1,947	437	568	1,092
Uzbekistan	-	-	1,699	1,869	329
Bangladesh	-	-	-	-	29
TOTAL	4,568	4,565	5,951	7,093	8,140

Statement of Responsibility for the Annual Report	Independent Auditor Report	Operational Performance	Financial Performance	Independent Auditor Report	Consolidated Financial Statements	Profit Distribution	CCI Reporting Guidelines	Management System Standards and Principles	Independent Assurance	Sustainability Performance Indicators	Memberships	Additional Explanations for BIST	Content Indices	Contributing to Sustainable Development Goals	Contact Information
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Human Capital

Training by Employee Category (2024)		Total Number of Training Hours (Employee* Hour)
Türkiye		
Türkiye Operation	Blue Collar	22,031
	White Collar	48,082
Group Office	Blue Collar	-
	White Collar	4,780
Jordan	Blue Collar	284
	White Collar	1,604
Kyrgyzstan	Blue Collar	2,277
	White Collar	5,993
Tajikistan	Blue Collar	114
	White Collar	1,792
Azerbaijan	Blue Collar	2,768
	White Collar	8,552
Turkmenistan	Blue Collar	753
	White Collar	3,854
Kazakhstan	Blue Collar	731
	White Collar	11,102
Pakistan	Blue Collar	1,620
	White Collar	12,824
Iraq	Blue Collar	528
	White Collar	1,914
Uzbekistan	Blue Collar	5,878
	White Collar	9,513
Bangladesh	Blue Collar	-
	White Collar	-
Total	Blue Collar	36,984
	White Collar	110,010
	Overall Total	146,994

Rates of Employees Subject to Performance Review (%) *		2020	2021	2022	2023	2024
Türkiye						
Türkiye Operation	Male	53,1	50,7	50,8	50,4	95,2
	Female	89,7	75,5	75,2	76,1	98,5
Group Office	Male	86,3	76,8	92,7	98	97,1
	Female	81	82,2	98,5	93,7	98,4
Jordan	Male	98,5	91,8	95,5	98,9	92,8
	Female	100	92	92,3	96,8	92,9
Kyrgyzstan	Male	95,7	90,9	94,8	86,8	95,8
	Female	78,5	75,3	85,3	78,7	97,2
Tajikistan	Male	93,7	90,1	86,3	87,8	98,8
	Female	88,9	86,7	85,7	79,4	94,4
Azerbaijan	Male	96,9	97,5	96,8	99,3	96,2
	Female	92,6	92,2	93,9	95,6	95,7
Turkmenistan	Male	97,9	97,9	99,2	98,4	98,3
	Female	89,3	109,3	88,2	87,5	88
Kazakhstan	Male	94	92,9	96,5	86,9	79,5
	Female	92,9	80,7	80,4	83,1	90
Pakistan	Male	50,3	49,8	47,7	48,1	95,8
	Female	73	63,8	58,3	72,1	98,6
Iraq	Male	99,5	97,3	97,8	97	98,5
	Female	94,9	105,13	105,3	82,5	90
Uzbekistan	Male	-	-	56,6	25,3	59,7
	Female	-	-	69,3	48,1	57,9
Bangladesh	Male	-	-	-	-	55,8
	Female	-	-	-	-	100
Total	Male	-	-	-	-	88,6
	Female	-	-	-	-	91,8

*The significant change in 2024 ratio is due to change in calculation methodology. Moving forward starting from 2024, the new calculation methodology will be sustained: All full-time, permanent white-collar employees and non-unionized blue-collar employees at CCI are subject to performance evaluation. However, unionized employees are exempt from performance evaluation in accordance with country-specific labor laws. At CCI, all eligible employees are assessed under a unified performance system, ensuring fairness and consistency.

Statement of Responsibility for the Annual Report	Independent Auditor Report	Operational Performance	Financial Performance	Independent Auditor Report	Consolidated Financial Statements	Profit Distribution	CCI Reporting Guidelines	Management System Standards and Principles	Independent Assurance	Sustainability Performance Indicators	Memberships	Additional Explanations for BIST	Content Indices	Contributing to Sustainable Development Goals	Contact Information
Human Rights	<u>Human Capital</u>	Environmental Footprint	Anadolu Etap												

Human Capital

Number and Rates of Employees Under Collective Labor Agreements (%)*	2020		2021		2022		2023		2024	
	Number	Ratio	Number	Ratio	Number	Ratio	Number	Ratio	Number	Ratio
Türkiye										
Türkiye Operation	780	95,82	816	97,37	850	98	812	99	894	99,2
Group Office	0	0	0	0	0	0	0	0	0	0
Jordan	0	0	0	0	0	0	0	0	0	0
Kyrgyzstan	0	0	0	0	0	0	0	0	0	0
Tajikistan	0	0	0	0	0	0	0	0	0	0
Azerbaijan	0	0	0	0	0	0	0	0	0	0
Turkmenistan	180	91	176	232	165	229	159	241	152	245,2
Kazakhstan	0	0	0	0	0	0	0	0	0	0
Pakistan	1,123	100	1,098	100	1,131	102	1,119	107	1,097	0
Iraq	0	0	0	0	0	0	0	0	0	0
Uzbekistan	-	-	-	-	0	0	0	0	0	0
Bangladesh	-	-	-	-	-	-	-	-	120	100
Total	-	-	-	-	-	-	-	-	2,263	209

*Percentage is calculated using the total number of "Blue Collar" employees (excludes the total number of employees including White Collar employees).

Benefits Provided to Full-Time Employees*	Türkiye	Jordan	Kyrgyzstan	Tajikistan	Azerbaijan	Turkmenistan	Kazakhstan	Pakistan	Iraq	Uzbekistan	Bangladesh
Private Health Insurance	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes
Private Life Insurance	Yes	Yes	Yes	No	Yes	No	Yes	Yes	No	No	Yes
Individual Pension Funds	Yes	No	No	No	No	Yes	No	No	No	Yes	No
Company Products	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Seniority Service Awards	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

* Benefits are provided to full-time employees, there are no part-time employees.

Statement of Responsibility for the Annual Report	Independent Auditor Report	Operational Performance	Financial Performance	Independent Auditor Report	Consolidated Financial Statements	Profit Distribution	CCI Reporting Guidelines	Management System Standards and Principles	Independent Assurance	Sustainability Performance Indicators	Memberships	Additional Explanations for BIST	Content Indices	Contributing to Sustainable Development Goals	Contact Information
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Human Capital

Total Working Hours In the Year	2024	2024	Number of Employees on Maternity and Paternity Leave	Number of Employees Returning from Maternity and Paternity Leave	Number of Employees Returning from Maternity and Paternity Leave and Continuing to Work for the Following 12 Months
Türkiye					
Türkiye Operation	5,032,170		7	7	8
Group Office	963,171		7	6	2
Jordan	1,149,936		25	25	20
Kyrgyzstan	614,070		19	18	0
Tajikistan	250,509		6	7	0
Azerbaijan	843,302		3	2	0
Turkmenistan	290,987		2	4	1
Kazakhstan	1,967,800		8	5	0
Pakistan	5,496,192		70	70	35
Iraq	2,166,897		60	60	53
Uzbekistan	2,786,400		7	4	2
Bangladesh	618,904		23	23	0
TOTAL	22,180,338 ✓		237 ✓	231 ✓	121 ✓

Statement of Responsibility for the Annual Report	Independent Auditor Report	Operational Performance	Financial Performance	Independent Auditor Report	Consolidated Financial Statements	Profit Distribution	CCI Reporting Guidelines	Management System Standards and Principles	Independent Assurance	Sustainability Performance Indicators	Memberships	Additional Explanations for BIST	Content Indices	Contributing to Sustainable Development Goals	Contact Information
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Environmental Footprint/Energy Management and Tackling Climate Crisis

Total Energy Usage in Operations (Million MJ)	Fuel-Plant			Fuel- Fleet			Purchased Energy					Total		
	Fuel Total MJ	Share of Total Energy %	Renewable Energy Ratio %	Fuel Total MJ	Share of Total Energy %	Renewable Energy Ratio %	Electric MJ	Total Renewable Energy %	Generated Renewable Energy %	Steam MJ	Share of Total Energy %	Total Energy MJ	Renewable Energy (%)	
Türkiye	2020	336.3	38	0	55.5	6	0	501.1	0	0	0.0	56	892.9	0
	2021	372.4	38	0	56.4	6	0	554.6	0	0	0.0	56	983.4	0
	2022	396.8	38	0	61.1	6	0	597.6	0	0	0.0	57	1,055.4	0
	2023	392.0	38	0	70.3	7	0	564.5	6	6	0.0	55	1,026.9	3
	2024	408.8	38	0	73.2	7	0	580.5	21	10	0.0	55	1,062.6	12
Jordan	2020	5.1	18	0	2.6	9	0	20.4	0	0	0.0	73	28.1	0
	2021	5.2	17	0	2.9	9	0	23.2	0	0	0.0	74	31.3	0
	2022	5.4	17	0	2.9	9	0	22.7	0	0	0.0	73	30.9	0
	2023	5.1	18	0	2.6	9	0	20.3	0	0	0.0	73	27.9	0
	2024	1.7	10	0	1.7	10	0	13.2	0	0	0.0	80	16.5	0
Kyrgyzstan	2020	37.4	56	0	3.3	5	0	26.5	0	0	0.0	39	67.2	0
	2021	49.7	55	0	4.6	5	0	36.5	0	0	0.0	40	90.8	0
	2022	51.5	55	0	4.6	5	0	36.8	0	0	0.0	40	92.9	0
	2023	50.2	51	0	5.4	5	0	42.5	0	0	0.0	43	98.0	0
	2024	46.3	46	0	8.8	9	0	44.6	0	0	0.0	45	99.7	0
Tajikistan	2020	14.4	54	0	1.4	5	0	10.9	0	0	0.0	41	26.7	0
	2021	15.4	51	0	1.7	5	0	13.2	0	0	0.0	44	30.2	0
	2022	19.1	51	0	2.1	6	0	16.6	0	0	0.0	44	37.8	0
	2023	34.1	61	0	2.5	4	0	19.4	0	0	0.0	35	56.0	0
	2024	32.2	63	0	2.1	4	0	16.5	0	0	0.0	33	50.8	0
Azerbaijan	2020	114.3	55	0	10.4	5	0	82.7	0	0	0.0	40	207.4	0
	2021	139.5	56	0	12.0	5	0	95.5	0	0	0.0	39	247.0	0
	2022	118.9	52	0	12.2	5	0	97.0	0	0	0.0	43	228.2	0
	2023	136.9	53	0	13.6	5	0	108.1	0	0	0.0	42	258.6	0
	2024	164.9	54	0	16.0	5	0	126.8	0	0	0.0	41	307.8	0
Turkmenistan	2020	10.6	55	0	1.0	5	0	7.8	0	0	0.0	40	19.4	0
	2021	13.4	57	0	1.1	5	0	9.0	0	0	0.0	38	23.4	0
	2022	15.6	63	0	1.0	4	0	8.2	0	0	0.0	33	24.8	0
	2023	12.4	62	0	0.9	4	0	6.8	0	0	0.0	34	20.1	0
	2024	8.8	48	0	1.1	6	0	8.4	0	0	0.0	46	18.3	0

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Total Energy Usage in Operations (Million MJ)	Year	Fuel-Plant			Fuel- Fleet			Purchased Energy					Total	
		Fuel Total MJ	Share of Total Energy %	Renewable Energy Ratio %	Fuel Total MJ	Share of Total Energy %	Renewable Energy Ratio %	Electric MJ	Total Renewable Energy %	Generated Renewable Energy %	Steam MJ	Share of Total Energy %	Total Energy MJ	Renewable Energy (%)
Kazakhstan	2020	335.2	57	0	22.1	4	0	174.8	0	0	59.8	40	591.9	0
	2021	313.9	50	0	27.5	4	0	218.3	0	0	71.9	46	631.6	0
	2022	348.3	49	0	31.8	4	0	252.0	0	0	81.8	47	713.8	0
	2023	374.5	52	0	30.0	4	0	238.0	0	0	75.1	44	717.6	0
	2024	470.3	63	0	30.9	4	0	244.7	0	0	0.0	33	745.9	0
Pakistan	2020	223.6	38	0	40.9	7	0	324.0	0	0	0.0	55	588.5	0
	2021	241.2	36	0	47.2	7	0	374.1	0	0	0.0	56	662.4	0
	2022	316.5	38	0	57.3	7	0	454.2	0	0	0.0	55	828.1	0
	2023	255.6	36	0	51.4	7	0	407.1	2	2	0.0	57	714.1	1
	2024	206.9	34	0	44.0	7	0	349.0	4	4	0.0	58	600.0	3
Iraq	2020	321.8	85	0	6.1	2	0	48.5	0	0	0.0	13	376.4	0
	2021	392.9	89	0	5.5	1	0	43.8	0	0	0.0	10	442.2	0
	2022	386.8	88	0	5.7	1	0	44.9	0	0	0.0	10	437.4	0
	2023	404.3	88	0	6.4	1	0	50.8	0	0	0.0	11	461.5	0
	2024	229.3	68	0	12.1	4	0	95.8	0	0	0.0	28	337.2	0
Uzbekistan	2020	0.0	0	0	0.0	0	0	0.0	0	0	0.0	0	0.0	0
	2021	0.0	0	0	0.0	0	0	0.0	0	0	0.0	0	0.0	0
	2022	261.6	61	0	18.4	4	0	146.2	0	0	0.0	34	426.2	0
	2023	292.1	60	0	21.5	4	0	170.7	0	0	0.0	35	484.3	0
	2024	304.8	61	0	22.1	4	0	175.3	0	0	0.0	35	502.2	0
Bangladesh	2020	0.0	0	0	0.0	0	0	na	0	0	0.0	0	0.0	0
	2021	0.0	0	0	0.0	0	0	na	0	0	0.0	0	0.0	0
	2022	0.0	0	0	0.0	0	0	na	0	0	0.0	0	0.0	0
	2023	0.0	0	0	0.0	0	0	na	0	0	0.0	0	0.0	0
	2024	215.5	71	0	9.9	3	0	78.5	0	0	0.0	26	304.0	0
OVERALL TOTAL	2020	1,398.7	50	0	143.3	5	0	1,196.7	0	0	59.8	45	2,798.5	0
	2021	1,543.6	49	0	159.0	5	0	1,368.0	0	0	71.9	46	3,142.5	0
	2022	1,920.4	50	0	197.2	5	0	1,676.1	0	0	81.8	45	3,875.4	0
	2023	1,957.2	51	0	204.6	5	0	1,628.3	3	3	75.1	44	3,865.1	1
	2024	2,089.6	52	0	221.9	5	0	1,733.4	8	4	0.0	43	4,044.9	3

This table shows data on energy use for all processes in the plants.
 · 2020 figures for Türkiye and Iraq have received limited assurance from KPMG.
 · 2021 figures for Türkiye, Pakistan and Turkmenistan received limited assurance from Deloitte.
 · All countries operating within CCI have received limited assurance from KPMG for 2022 data.
 · CCI has received limited assurance from PwC for the 2023 total value of total energy use in its operations.

Statement of Responsibility for the Annual Report	Independent Auditor Report	Operational Performance	Financial Performance	Independent Auditor Report	Consolidated Financial Statements	Profit Distribution	CCI Reporting Guidelines	Management System Standards and Principles	Independent Assurance	Sustainability Performance Indicators	Memberships	Additional Explanations for BIST	Content Indices	Contributing to Sustainable Development Goals	Contact Information
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Environmental Footprint/Energy Management and Tackling Climate Crisis

Total Energy Usage Ratio (MJ/L)	2020*	2021**	2022***	2023****	2024*****
Türkiye	0.29	0.29	0.30	0.30	0.319
Jordan	0.28	0.26	0.28	0.26	0.275
Kyrgyzstan	0.66	0.64	0.66	0.67	0.683
Tajikistan	0.69	0.63	0.58	0.72	0.811
Azerbaijan	0.73	0.74	0.66	0.68	0.746
Turkmenistan	1.16	0.98	1.59	1.19	0.932
Kazakhstan	0.66	0.69	0.62	0.65	0.707
Pakistan	0.33	0.32	0.34	0.35	0.333
Iraq	0.63	0.61	0.74	0.72	0.476
Uzbekistan	0.63	0.61	0.62	0.54	0.564
Bangladesh	-	-	-	-	1.958
TOTAL	0.41	0.41	0.47	0.44	0.471 ✓

The Total Energy Usage Ratio (MJ/L) is calculated by dividing the total energy consumption of the factory (MJ) by the total production (liters).

*The 2020 figures for Turkey and Iraq have been subject to limited assurance by KPMG. The 2020 figures for Kyrgyzstan, Tajikistan, Azerbaijan, Turkmenistan, Kazakhstan, and Pakistan have been subject to limited assurance by Deloitte.

** The 2021 figures for Turkey, Turkmenistan, and Pakistan have been subject to limited assurance by Deloitte.

*** All countries operating under CCI have received limited assurance from KPMG for the 2022 figures.

**** CCI has obtained limited assurance from PwC for the total energy usage ratio for activities carried out within its operations for the year 2023.

***** CCI has obtained limited assurance from PwC for the total energy usage ratio for activities carried out within its operations for the year 2024.

GHG Emissions (t CO ₂ e)	2020	2021	2022	2023	2024
Türkiye					
Scope 1	41,569	44,155	47,960	47,068	36,461
Scope 2- location based	76,888	96,937	74,135	63,781	69,741
Scope 2- market based	76,888	96,937	74,135	63,781	60,917
Scope 3	523,575	1,403,678	1,411,585	1,319,996	1,407,323
Total	642,032	1,544,770	1,533,680	1,430,845	1,504,701
Jordan					
Scope 1	331,5	349,81	1482	1,058	705
Scope 2- location based	2,823	3,207	2,469	2,141	1,385
Scope 2- market based	2,823	3,207	2,469	2,141	1,385
Scope 3	10,039	10,505	68,155	57,331	35,210
Total	13,194	14,062	72,106	60,531	37,299
Kyrgyzstan					
Scope 1	1,906	2,480	3,551	3,346	3,528
Scope 2- location based	582	517	525	1,155	1,234
Scope 2- market based	582	517	525	1,155	1,234
Scope 3	2,516	2,534	34,648	59,217	50,147
Total	5,004	5,531	38,725	63,717	54,909
Tajikistan					
Scope 1	1,017	1,087	1,674	2,198	2,394
Scope 2- location based	122	157	331	298	278
Scope 2- market based	122	157	331	298	278
Scope 3	621	911	14,595	22,101	16,380
Total	1,760	2,155	16,600	24,597	19,053
Azerbaijan					
Scope 1	5,565	5,565	8,037	9,081	10,413
Scope 2- location based	10,881	10,881	12,063	13,075	14,864
Scope 2- market based	10,881	10,881	12,063	13,075	14,864
Scope 3	9,526	12,001	112,859	106,856	169,611
Total	25,972	28,447	132,959	129,012	194,889
Turkmenistan					
Scope 1	548	283	2,086	772	1,166
Scope 2- location based	1,932	2,220	1,671	1,280	1,775
Scope 2- market based	1,932	2,220	1,671	1,280	1,775
Scope 3	21,447	31,228	13,684	13,423	17,322
Total	23,927	33,731	17,441	15,474	20,263

GHG Emissions (t CO ₂ e)	2020	2021	2022	2023	2024
Kazakhstan					
Scope 1	22,132	24,520	25,014	27,412	26,606
Scope 2- location based	23,344	29,809	45,324	36,989	40,381
Scope 2- market based	23,344	29,809	45,324	36,989	40,381
Scope 3	43,492	49,091	390,533	368,392	385,446
Total	88,968	103,420	460,871	432,793	452,433
Pakistan					
Scope 1	12,644	13,914	42,950	29,555	54,086
Scope 2- location based	53,415	58,913	49,978	40,822	38,361
Scope 2- market based	53,415	58,913	49,978	40,822	38,361
Scope 3	227,795	390,088	1,079,919	936,012	893,207
Total	293,854	462,915	1,172,848	1,006,389	985,654
Iraq					
Scope 1	22,930	28,020	33,606	32,580	22,858
Scope 2- location based	12,227	11,049	8,261	9,374	18,102
Scope 2- market based	12,227	11,049	8,261	9,374	18,102
Scope 3	179,192	252,309	435,660	460,814	579,109
Total	214,349	291,378	477,527	502,767	620,069
Uzbekistan					
Scope 1	-	-	-	0,26	18,838
Scope 2- location based	-	-	-	0,67	23,531
Scope 2- market based	-	-	-	0,72	23,531
Scope 3	-	-	-	0,68	394,459
Total	-	-	-	0,44	436,827
Bangladesh					
Scope 1	-	-	-	-	15,558
Scope 2- location based	-	-	-	-	12,895
Scope 2- market based	-	-	-	-	12,895
Scope 3	-	-	-	-	112,068
Total	-	-	-	-	140,522
TÜM ÜLKELER					
Scope 1	-	-	-	-	192,613
Scope 2- location based	-	-	-	-	222,547
Scope 2- market based	-	-	-	-	213,723
Scope 3	-	-	-	-	4,060,282
OVERALL TOTAL	-	-	-	-	4,466,618 ✓

Statement of Responsibility for the Annual Report	Independent Auditor Report	Operational Performance	Financial Performance	Independent Auditor Report	Consolidated Financial Statements	Profit Distribution	CCI Reporting Guidelines	Management System Standards and Principles	Independent Assurance	Sustainability Performance Indicators	Memberships	Additional Explanations for BIST	Content Indices	Contributing to Sustainable Development Goals	Contact Information
Human Rights	Human Capital	Environmental Footprint		Anadolu Etap											

Environmental Footprint/Energy Management and Tackling Climate Crisis

Greenhouse Gas Emissions (ton CO₂)

Scope	Category	Activity	Türkiye	Jordan	Kyrgyzstan	Tajikistan	Azerbaijan	Turkmenistan	Kazakhstan	Pakistan	Iraq	Uzbekistan	Bangladesh	CCI All	%	
1	1	Stationary Combustion	21,046	59	2,342	1,919	8,208	448	21,720	10,073	14,123	16,447	12,094	108,480	2	
1	1	Transportation (Mobile Combustion)	5,054	138	263	97	835	35	2,684	4,843	1,701	1,683	317	17,650	0,40	
1	1	Leaks	10,360	507	924	378	1,371	683	2,202	39,171	7,034	708	3,147	66,484	1	
1	1	Leaks- biogenic	6,895	-	-	-	-	-	-	-	-	-	-	6,895	-	
2	2	Purchased Energy – Location-based approach	69,741	1,385	1,234	278	14,864	1,775	40,381	38,361	18,102	23,531	12,895	222,547	5	
2	2	Purchased Energy – Market-based approach	60,917	1,385	1,234	278	14,864	1,775	40,381	38,361	18,102	23,531	12,895	213,723	5	
3	3	Business Travel	1,201	21	52	23	151	7	391	646	264	329	76	3,162	0,07	
3	3	Employee commuting	148	3	6	3	19	1	48	80	33	41	9	389	0,01	
3	3	Transportation - Downstream	281,584	4,909	12,079	5,454	35,486	1,678	91,715	151,543	62,003	77,218	17,845	741,514	17	
3	3	Transportation - Downstream (CDE Energy Usage)	275,415	5,922	4,111	816	23,648	9,159	85,428	211,218	91,770	46,961	24,517	778,966	17	
3	4	Purchased goods and services	811,265	23,050	32,187	9,302	101,353	5,525	162,846	497,574	396,449	254,829	60,705	2,355,085	53	
3	4	Fuel and Energy Related Activities	25,229	416	1,246	648	8,260	892	40,653	17,447	20,179	11,932	7,135	134,038	3	
3	4	Waste	241	14	4	1	4	0	370	191	68	822	5	1,722	0,05	
3	5	Product Use Phase	6,448	287	285	-	373	-	-	13,298	5,595	-	1,094	27,381	1	
3	5	Product Use Phase- Biogenic	9,140	-	-	-	-	-	-	-	-	-	-	9,140	-	
3	5	End of life treatment	5,792	587	177	134	317	59	3,993	1,211	2,748	2,326	682	18,025	0,40	
Scope 1 Greenhouse Gas Emission (ton CO ₂ e)			36,461	705	3,528	2,394	10,413	1,166	26,606	54,086	22,858	18,838	15,558	192,613	✓	4
Scope 2 Greenhouse Gas Emission (ton CO ₂ e)-Location-based approach			69,741	1,385	1,234	278	14,864	1,775	40,381	38,361	18,102	23,531	12,895	222,547	✓	5
Scope 2 Greenhouse Gas Emission (ton CO ₂ e)-Market-based approach			60,917	1,385	1,234	278	14,864	1,775	40,381	38,361	18,102	23,531	12,895	213,723	✓	5
Scope 3 Greenhouse Gas Emission (ton CO ₂ e)			1,407,323	35,210	50,147	16,380	169,611	17,322	385,446	893,207	579,109	394,459	112,068	4,060,282	✓	91
Biogenic Emission (ton CO ₂ e)			16,035	-	-	-	-	-	-	-	-	-	-	16,035	✓	-
Scope 1-2-3 Total Greenhouse Gas Emissionn (ton CO ₂ e)-Absolute			1,504,701	37,299	54,909	19,053	194,889	20,263	452,433	985,654	620,069	436,827	140,522	4,466,618	✓	-
Scope 1-2-3 Total Greenhouse Gas Emission (gr CO ₂ e/litre)-Density			484.9	689.4	412.5	292	498.4	1,095.5	447.7	590.2	907.5	498	717	545	-	-
Greenhouse Gas Emissions (Scope 1-2-3) Change Rate (%) - Absolute Emissions			9	-31	-4	-19	84	29	17	1	22	50	n/a	18	-	
Greenhouse Gas Emissions (Scope 1-2-3) Change Rate (%) - Density			11	24	-1	-7	70	14	23	13	13	46	n/a	18	-	

Statement of Responsibility for the Annual Report	Independent Auditor Report	Operational Performance	Financial Performance	Independent Auditor Report	Consolidated Financial Statements	Profit Distribution	CCI Reporting Guidelines	Management System Standards and Principles	Independent Assurance	Sustainability Performance Indicators	Memberships	Additional Explanations for BIST	Content Indices	Contributing to Sustainable Development Goals	Contact Information
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Environmental Footprint/Energy Management and Tackling Climate Crisis

EMD Ratio (%)	2020	2021	2022	2023	2024
Türkiye	88	90	91	90	92
Jordan	27	67	67	50	71
Kyrgyzstan	69	14	26	34	70
Tajikistan	-	59	58	67	83
Azerbaijan	95	96	95	95	76
Turkmenistan	-	0	0	0	8
Kazakhstan	95	69	65	53	64
Pakistan	1	0	0	0	0
Iraq	92	88	89	55	70
Uzbekistan	-	-	32	46	66
Bangladesh	-	-	-	-	65
TOTAL	55	55	54	49	54

Total GHG Emissions Ratio (gr/L)	2020	2021	2022*	2023	2024
Türkiye	28.37	28.4	33.84	28.86	30.2
Jordan	33.13	28.17	33.65	27.75	30.1
Kyrgyzstan	23.6	22.11	25.03	23.67	29.2
Tajikistan	30.98	29.2	28.81	31.18	36.6
Azerbaijan	62.6	61.02	58.47	56.47	60.3
Turkmenistan	154.01	125.42	184.6	121.78	120.5
Kazakhstan	63.53	64.35	60.55	57.28	62.5
Pakistan	30.21	34.6	67.1	31.56	42.9
Iraq	58.91	66.97	68.47	59.64	55.0
Uzbekistan	-	-	90.4	43.93	47.3
Bangladesh	-	-	-	-	131.3
TOTAL	37.72	38.38	52.72	38.47	45.9

*Verified GHG Emissions Ratio calculations for Scope 1 exclude transportation and cold drink equipment emissions

Amounts of Nitrogen Oxides and Sulfur Oxides from Fuel Usage

Fuel Type	NO _x (ton)	SO _x (ton)
Natural Gas	212.18	0
Diesel	871.46	0.012
LPG	6.91	0.0002
Light Fuel Oil	0.41	0.0066
Total Emission	1,090.96	0.0188

Ozone Depleting Substances (CFC-11 Equivalent)

	CFC-11 Equivalent Amount (kg)
CFCs	0
HCFCs	503.0
Halons	0
Methyl Bromide	0
Carbon Tetrachloride	0
Methyl Chloroform	0

Statement of Responsibility for the Annual Report	Independent Auditor Report	Operational Performance	Financial Performance	Independent Auditor Report	Consolidated Financial Statements	Profit Distribution	CCI Reporting Guidelines	Management System Standards and Principles	Independent Assurance	Sustainability Performance Indicators	Memberships	Additional Explanations for BIST	Content Indices	Contributing to Sustainable Development Goals	Contact Information
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Environmental Footprint/Sustainable Packaging

Packaging Materials Used (tons)	Steel Crown Packaging	Steel Crown Packaging	PE Closure	Glass	Aseptic Carton	Cardboard	Aluminum Cans & Cans End	Plastic Shrink & Stretch	TOTAL	
Türkiye	2020	1,124	3,614	50,750	44,766	3,668	6,621	11,776	7,229	129,548
	2021	1,342	4,595	58,098	55,131	4,342	8,378	14,658	8,793	155,337
	2022	1,480	4,991	58,515	70,427	4,187	7,638	16,809	8,590	172,637
	2023	1,293	4,927	53,698	50,493	4,131	8,740	13,069	7,850	144,201
	2024	169	5,078	53,260	55,831	3,838	8,749	10,699	8,135	145,758
Jordan	2020	7	105	1,376	594	0	289	1,530	325	4,226
	2021	6	126	1,583	487	0	392	1,891	440	4,925
	2022	19	397	1,596	714	0	448	1,686	362	5,222
	2023	2	131	1,523	381	0	1,481	1,143	308	4,969
	2024	-	18	918	76	-	496	625	154	2,288
Kyrgyzstan	2020	0	91	3,109	0	0	433	0	331	3,964
	2021	0	285	4,047	0	0	0	0	0	4,332
	2022	0	408	3,496	0	0	237	0	975	5,116
	2023	0	426	3,536	0	0	103	0	517	4,582
	2024	-	344	5,068	-	-	114	-	474	6,001
Tajikistan	2020	0	111	1,300	0	0	82	0	120	1,613
	2021	0	0	0	0	0	0	0	0	0
	2022	0	229	1,826	0	0	180	0	311	2,546
	2023	0	242	2,260	0	0	207	0	257	2,966
	2024	-	150	1,409	-	-	102	-	125	1,786
Azerbaijan	2020	0	678	17,496	0	0	423	0	943	19,540
	2021	0	819	19,782	0	85	520	1	1,083	22,290
	2022	0	1,716	11,356	0	0	793	478	1,125	15,468
	2023	0	695	10,457	0	67	87	12	1,182	12,500
	2024	-	927	10,922	-	67	147	109	1,260	13,432
Turkmenistan	2020	0	58	579	0	0	48	0	56	741
	2021	0	101	884	0	0	75	0	82	1,142
	2022	0	60	946	0	0	3	0	45	1,054
	2023	0	86	601	0	0	27	0	66	780
	2024	-	56	688	-	-	45	-	60	849

Packaging Materials Used (tons)	Steel Crown Packaging	Steel Crown Packaging	PE Closure	Glass	Aseptic Carton	Cardboard	Aluminum Cans & Cans End	Plastic Shrink & Stretch	TOTAL	
Kazakhstan	2020	48	1,864	26,566	4,331	857	856	318	2,860	37,700
	2021	49	1,818	26,257	4,950	1,288	3,187	327	2,984	40,860
	2022	58	2,614	31,209	6,546	0	2,493	1,396	4,291	48,607
	2023	46	2,091	28,340	4,057	1,097	2,574	511	3,505	42,221
	2024	5	1,727	17,085	4,373	921	2,910	294	3,065	30,381
Pakistan	2020	1,650	3,248	58,559	9,613	0	69	935	5,524	79,598
	2021	1,630	3,218	56,371	6,998	0	4,522	1,271	6,290	80,300
	2022	2,181	4,430	64,729	12,002	0	4,210	1,311	7,496	96,359
	2023	1,238	4,301	54,356	4,158	0	3,593	708	6,252	74,606
	2024	133	3,054	44,904	4,979	-	2,685	953	4,815	61,523
Iraq	2020	0	1	83	0	0	710	46	533	1,373
	2021	118	1,397	15,504	9,068	0	20,777	8,759	2,538	58,161
	2022	156	1,158	11,155	0	0	2,495	9,906	2,193	27,063
	2023	137	1,319	11,629	12,125	0	2,335	11,677	2,562	41,784
	2024	13	980	14,364	11,345	-	2,138	13,564	2,750	45,153
Uzbekistan	2022	96	0	21,993	843	0	27	454	1,399	24,813
	2023	19	1,440	26,118	5,561	0	542	113	3,032	36,825
	2024	29	1,451	26,421	6,439	-	1,766	248	3,154	39,507
Bangladesh	2020	-	5	253	-	-	136	-	42	436
OVERALL TOTAL	2024	349	13,788	175,292	83,042	4,826	19,287	26,493	24,035	347,113

Statement of Responsibility for the Annual Report	Independent Auditor Report	Operational Performance	Financial Performance	Independent Auditor Report	Consolidated Financial Statements	Profit Distribution	CCI Reporting Guidelines	Management System Standards and Principles	Independent Assurance	Sustainability Performance Indicators	Memberships	Additional Explanations for BIST	Content Indices	Contributing to Sustainable Development Goals	Contact Information
Human Rights	Human Capital	Environmental Footprint		Anadolu Etap											

Environmental Footprint/Waste Management

Waste Ratio in Production Operations (g/L)	2020	2021	2022	2023	2024
Türkiye	3.97	3.5	3.5	3.6	4.20
Jordan	5.37	3.14	3.45	2.64	4.49
Kyrgyzstan	2.28	2.15	1.97	2.37	2.52
Tajikistan	4.32	3.82	2.64	1.94	3.25
Azerbaijan	1.03	1.15	1.05	1.06	1.30
Turkmenistan	2.49	3.23	4.04	4	3.08
Kazakhstan	1.64	2.08	2.57	2.65	2.87
Pakistan	7.83	7.51*	7.65	7.18	6.34
Iraq	4.8	4.4	4.23	3.6	3.73
Uzbekistan	-	-	7.09	3.76	4.20
Bangladesh	-	-	-	-	5.47
TOTAL	-	-	4.69	4.15	4.29

* For plants operating in Pakistan in 2021

Waste Recycling Ratio (%)	2020	2021	2022*	2023	2024
Türkiye	98.14	97.7	97	97.7	98
Jordan	95.76	92.3	93	89	90
Kyrgyzstan	98.25	98.3	98	98.7	99
Tajikistan	89.42	91.6	88	99.9	100
Azerbaijan	99.21	99.2	99	99.5	100
Turkmenistan	37.33	57.9	67	67.3	100
Kazakhstan	87.9	89.1	92	89.9	76
Pakistan	97.29	98.3*	97	97.2	98
Iraq	94.44	94.4	96	96.5	96
Uzbekistan	-	-	83	68.6	56
Bangladesh	-	-	-	-	100
TOTAL	-	-	95	94	92

* For plants operating in Pakistan in 2021

Statement of Responsibility for the Annual Report	Independent Auditor Report	Operational Performance	Financial Performance	Independent Auditor Report	Consolidated Financial Statements	Profit Distribution	CCI Reporting Guidelines	Management System Standards and Principles	Independent Assurance	Sustainability Performance Indicators	Memberships	Additional Explanations for BIST	Content Indices	Contributing to Sustainable Development Goals	Contact Information
Human Rights	Human Capital	Environmental Footprint		Anadolu Etap											

Environmental Footprint/Waste Management

Weight of Waste by Type and Disposal Method (tons)		Türkiye	Jordan	Kyrgyzstan	Tajikistan	Azerbaijan	Turkmenistan	Kazakhstan	Pakistan	Iraq	Uzbekistan	Bangladesh	Overall Total	
2020	Hazardous	Reuse	0	0.2	0	0	0.14	16.5	0	64.77	-	-	-	
		Recycle	54.3	0	1.89	0.77	3,060	0	0	0	-	-	3,117.0	
		Landfill	2.8	0	0	0	0	0	0	0	0	-	-	2.8
		Incineration	96.2	0	0	0	0	0	0.83	40.7	0	-	-	137.7
		Recovery	0	0	0	0	0	0	0	0	0.7	-	-	-
		Other	0	0	0	0	0	0	0	0	0	-	-	-
		TOTAL	153.3	0.2	1.889	0.77	3,060.00	0.14	17.324	40.69	65.47	-	-	3,257.5
	Non-Hazardous	Reuse	0	0	0	0	0	0	0	0	0	-	-	-
		Recycle	0	0	0	0		17.32	642.87	251.44	0	-	-	911.6
		Landfill	10,565.10	496.94	233.06	140.33	277.54	14.36	558.76	13,716.41	2,290.45	-	-	28,293.0
		Incineration**	174.1	22		16.61	2,219.00	24.1	167.79	348.07	156.14	-	-	3,127.8
		Recovery	418.7	0	0	0	0	0	0	0	0	-	-	418.7
		Other***	0	0	0	0	0	0	0	0	0	-	-	-
TOTAL	11,157.90	518.9	233.06	156.9	2,496.50	55.8	1,369.42	14,315.90	2,446.60	-	-	32,751.1		
2020 OVERALL TOTAL	11,311.30	519.1	235	157.7	5,556.50	55.9	1,386.00	14,356.60	2,512.10	-	-	36,090.9		
2021	Hazardous	Reuse	-	0.4	-	-	-	-	-	-	-	-	0.4	
		Recycle	0	-	6.9	3.65	6.7	-	17.7	-	48.52	-	-	83.5
		Landfill	0	-	-	-	-	-	-	-	42.1	-	-	42.1
		Incineration	614.15	-	-	-	-	-	1,139	48.9	-	-	-	664.2
		Recovery	4.07	-	-	-	-	-	-	-	-	-	-	4.1
		Other	-	-	-	-	-	-	-	-	-	-	-	-
		TOTAL	618.22	0.4	6.9	3.65	6.7	0	18.84	48.9	90.62	-	-	794.2
	Non-Hazardous	Reuse	-	-	-	-	-	23.92	713.4	270.83	-	-	-	-
		Recycle	10,957.35	312.3	286	158.22	352.9	18.01	1,036.10	15,174.79	2,680.70	-	-	30,976.40
		Landfill	240.79	26.2	-	14.14	2.9	24.5	216.02	217.14	132.69	-	-	874.4
		Incineration*	0	-	-	-	-	-	-	-	-	-	-	-
		Recovery	-	-	-	-	-	-	-	-	-	-	-	-
		Other**	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL	11,198.14	338.5	286	172.36	355.8	66.43	1,965.52	15,662.76	2,813.39	-	-	31,850.80		
2021 OVERALL TOTAL	11,816.36	338.9	292.9	176.01	362.5	66.43	1,984.36	15,711.66	2,904.01	-	-	32,725.10		

Statement of Responsibility for the Annual Report	Independent Auditor Report	Operational Performance	Financial Performance	Independent Auditor Report	Consolidated Financial Statements	Profit Distribution	CCI Reporting Guidelines	Management System Standards and Principles	Independent Assurance	Sustainability Performance Indicators	Memberships	Additional Explanations for BIST	Content Indices	Contributing to Sustainable Development Goals	Contact Information
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Environmental Footprint/Waste Management

Weight of Waste by Type and Disposal Method (tons)		Türkiye	Jordan	Kyrgyzstan	Tajikistan	Azerbaijan	Turkmenistan	Kazakhstan	Pakistan	Iraq	Uzbekistan	Bangladesh	Overall Total			
*** 2022	Hazardous	Recycle	1,067.51	-	-	0.01	-	-	46.1	0.02	4.64	-	1,118.30			
		Landfill	3.73	8.53	1.35	0.33	1.2	0	15.9	0	37.12	0	68.2			
		TOTAL	1,071.24	8.53	1.35	0.34	1.2	0	15.9	46.1	37.14	4.64	-	1,186.40		
	Non-Hazardous	Recycle	10,118.91	318.6	257	142.41	132.09	52.74	2,580.72	16,980.57	2,332.52	3,878.19	-	36,793.80		
		Landfill	325.13	23.3	5.15	18.89	1.77	25.28	236.91	432.99	86.45	809.35	-	1,965.20		
		TOTAL	10,444.04	341.9	262.15	161.3	133.86	78.02	2,817.63	17,413.56	2,418.97	4,687.54	-	38,759.00		
2022	OVERALL TOTAL	11,515.28	350.43	263.5	161.64	135.06	78.02	2,833.53	17,459.66	2,456.11	4,692.18	-	39,945.40			
**** 2023	Hazardous	Recycle	1,036.02	1.4	9.13	-	6.23	-	18.79	-	9.93	5.56	1,087			
		Landfill	0	-	-	-	-	-	-	69	-	0.07	-	69		
		Incineration	6	-	-	0.11	-	-	-	14.51	0.05	-	-	21		
	TOTAL	1,042.26	1.4	9.13	0.11	6.23	-	18.79	83.51	9.98	5.63	-	1,177			
	Non-Hazardous	Recycle	10,034.03	226.68	311.85	143.42	374.9	41.86	2,517.48	13,001.15	2,186.85	2,192.60	-	31,031		
		Landfill	248	28	4.31	0.09	2	23	284	356	78	1,000	-	2,024		
Incineration		-	-	-	-	-	-	-	-	-	-	-	-			
TOTAL	10,282	255	316	144	377	65	2,801	13,358	2,265	3,192	-	33,054				
2023	OVERALL TOTAL	11,324	256	325	144	383	65	2,820	13,441	2,275	3,198	-	34,231			
***** 2024	Hazardous	Recycle	825	-	11	1	1	-	26	2	22	4	3	895	✓	
		Landfill	4	1	-	-	-	-	1	17	-	-	-	-	23	
		Incineration	2	-	-	-	-	-	-	68	-	-	-	-	70	
	TOTAL	831	1	11	1	1	-	27	87	22	4	3	988	✓		
	Hazardous Waste %		%6	%0	%3	%0	%0	%0	%1	%1	%1	%0	%0	%3		
	Non-Hazardous	Recycle	11,913	218	320	195	507	57	2,195	10,286	2,423	2,015	819	30,948	✓	
Landfill		302	24	4	-	2	-	683	223	100	1,555	0	2,892			
TOTAL		12,215	242	324	195	509	57	2,878	10,509	2,523	3,570	819	33,841	✓		
Recyclable Waste %		%98	%90	%99	%100	%100	%100	%76	%98	%96	%56	%100	%92			
2024	OVERALL TOTAL	13,046	243	335	196	510	57	2,905	10,596	2,545	3,574	821	34,829	✓		

* Cigarette butts, toilet papers, dirty sugars, etc. were incinerated in Çorlu.

** Municipal waste in Elazığ and Hazar was used for methane production.

*** Waste data for 2022 for all CCI countries has received limited assurance by KPMG.

**** Waste data for 2023 for all CCI countries has received limited assurance from PWC, and the total amount of recycled waste is 32,118 tons.

***** Waste data for 2024 for all CCI countries has received limited assurance from PWC, and the total amount of recycled waste is 31,827 tons.

Statement of Responsibility for the Annual Report	Independent Auditor Report	Operational Performance	Financial Performance	Independent Auditor Report	Consolidated Financial Statements	Profit Distribution	CCI Reporting Guidelines	Management System Standards and Principles	Independent Assurance	Sustainability Performance Indicators	Memberships	Additional Explanations for BIST	Content Indices	Contributing to Sustainable Development Goals	Contact Information
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Environmental Footprint/Water Management

Water Usage Ratio (L/L)	2020*	2021**	2022***	2023****	2024*****
Türkiye	1.45	1.46	1.5	1.47	1.51 ✓
Jordan	1.46	1.44	1.44	1.32	1.47 ✓
Kyrgyzstan	1.68	1.64	1.67	1.7	1.69 ✓
Tajikistan	2.26	2.15	1.95	2.14	2.79 ✓
Azerbaijan	1.64	1.66	1.65	1.62	1.63 ✓
Turkmenistan	2.62	2.07	2.13	1.95	1.79 ✓
Kazakhstan	1.51	1.56	1.6	1.61	1.72 ✓
Pakistan	2.09	1.9	1.79	1.78	1.68 ✓
Iraq	1.92	1.9	2.02	1.96	1.77 ✓
Uzbekistan	-	-	3.54	1.74	1.78 ✓
Bangladesh	-	-	-	-	1.54 ✓
CCI All	1.69	1.65	1.66	1.64	1.64 ✓

* 2020 data for Türkiye and Iraq received limited assurance from KPMG and 2020 data for Azerbaijan, Kazakhstan, Kyrgyzstan, Pakistan, Tajikistan and Turkmenistan received limited assurance from Deloitte.

** The 2021 figure for Türkiye, Pakistan (for plants operating in Pakistan in 2021) and Turkmenistan have received limited assurance from Deloitte.

*** All countries operating under CCI have received limited assurance from KPMG for 2022 figure.

**** All countries operating under CCI have received limited assurance from PWC for 2023 figure.

***** All countries operating under CCI have received limited assurance from PWC for 2024 figure.

Water Withdrawal by Region (m³)	Source	2020	2021	2022	2023	2024
Türkiye	Withdrawal from Local Government (Municipality etc.)	-	-	-	-	-
	Surface Water (Source Water)	-	313,889	695,946	102,316	672,908 ✓
	Well Water	-	3,975,017	4,147,635	3,926,112	3,969,839 ✓
	Rainwater Harvesting	-	-	-	-	-
	Other	-	342,636	35,439	582,143	42,462 ✓
	Total		4,148,755	4,631,542	4,879,020	4,610,571
Jordan	Withdrawal from Local Government (Municipality etc.)	-	-	-	34,365	26,665 ✓
	Surface Water (Source Water)	-	-	-	-	-
	Well Water	-	-	-	58,588	50,490 ✓
	Rainwater Harvesting	-	-	-	-	-
	Other	-	-	-	34,983	2,130 ✓
Total		445,557	520,729	-	127,936	79,285 ✓
Kyrgyzstan	Withdrawal from Local Government (Municipality etc.)	-	-	223,708	233,446	224,528 ✓
	Surface Water (Source Water)	-	-	-	-	-
	Well Water	-	-	-	-	-
	Rainwater Harvesting	-	-	-	-	-
	Other	-	-	-	-	-
Total		188,910	222,581	223,708	233,446	224,528 ✓
Tajikistan	Withdrawal from Local Government (Municipality etc.)	-	-	-	1,482	4,483 ✓
	Surface Water (Source Water)	-	-	-	-	-
	Well Water	-	-	-	156,891	163,063 ✓
	Rainwater Harvesting	-	-	-	-	-
	Other	-	-	-	-	-
Total		82,202	97,169	117,862	158,373	167,546 ✓

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Environmental Footprint/Water Management

Water Withdrawal by Region (m³)	Source	2020	2021	2022	2023	2024
Azerbaijan	Withdrawal from Local Government (Municipality etc.)	-	-	-	587,286	638,012 ✓
	Surface Water (Source Water)	-	-	-	-	-
	Well Water	-	-	-	-	-
	Rainwater Harvesting	-	-	-	-	-
	Other	-	-	-	-	-
Total		-	-	-	587,286	638,012 ✓
Turkmenistan	Withdrawal from Local Government (Municipality etc.)	-	-	40,257	31,704	33,155 ✓
	Surface Water (Source Water)	-	-	-	-	-
	Well Water	-	-	-	-	-
	Rainwater Harvesting	-	-	-	-	-
	Other	-	-	-	-	-
Total		41,927	47,750	40,864	31,704	33,155 ✓
Kazakhstan	Withdrawal from Local Government (Municipality etc.)	-	-	1,710,210	1,633,373	1,587,826 ✓
	Surface Water (Source Water)	-	-	-	-	-
	Well Water	-	-	26,144	81,107	155,314 ✓
	Rainwater Harvesting	-	-	-	-	-
	Other	-	-	-	-	-
Total		3,835,817	4,001,718	1,736,354	1,714,480	1,743,140 ✓
Pakistan	Withdrawal from Local Government (Municipality etc.)	-	-	184,405	134,288	100,663 ✓
	Surface Water (Source Water)	-	-	-	-	-
	Well Water	-	-	3,931,289	3,191,876	2,697,619 ✓
	Rainwater Harvesting	-	-	-	-	-
	Other	-	-	-	-	-
Total		3,835,817	4,001,718	4,115,695	3,326,164	2,798,282 ✓

Water Withdrawal by Region (m³)	Source	2020	2021	2022	2023	2024
Iraq	Withdrawal from Local Government (Municipality etc.)	-	-	214,394	223,700	260,973 ✓
	Surface Water (Source Water)	-	-	589,631	666,609	577,703 ✓
	Well Water	-	-	356,355	343,863	368,258 ✓
	Rainwater Harvesting	-	-	-	-	-
	Other	-	-	-	-	-
Total		1,127,991	1,172,282	1,160,380	1,234,172	1,206,935 ✓
Uzbekistan	Withdrawal from Local Government (Municipality etc.)	-	-	537,455	539,784	418,322 ✓
	Surface Water (Source Water)	-	-	-	57,985	53,102 ✓
	Well Water	-	-	739,579	885,991	1,043,386 ✓
	Rainwater Harvesting	-	-	-	-	-
	Other	-	-	-	-	-
Total		-	-	1,277,034	1,483,760	1,514,810 ✓
Bangladesh	Withdrawal from Local Government (Municipality etc.)	-	-	-	-	-
	Surface Water (Source Water)	-	-	-	-	-
	Well Water	-	-	-	-	230,944 ✓
	Rainwater Harvesting	-	-	-	-	-
	Other	-	-	-	-	-
Total		-	-	-	-	230,944 ✓
OVERALL TOTAL	Withdrawal from Local Government (Municipality etc.)	-	-	3,449,696	3,419,428	3,294,627 ✓
	Surface Water (Source Water)	-	313,889	1,285,577	826,910	1,303,713 ✓
	Well Water	-	3,975,017	9,366,630	8,644,428	8,678,913 ✓
	Rainwater Harvesting	-	-	-	-	-
	Other	-	342,636	119,867	617,126	44,592 ✓
Total		11,276,062	12,336,373	14,222,378	13,507,893	13,321,845 ✓

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Environmental Footprint/Water Management

Amount of Recycled and Reused Water (m³)	2020	2021	2022	2023	2024
Türkiye	0	367,753	106,416	304,761	291,332
Jordan	2,274	3,197	2,436	5,337	4,050
Kyrgyzstan	490	520	0	1,100	1
Tajikistan	0	60	0	0	-
Azerbaijan	0	0	0	0	-
Turkmenistan	11,956	6,000	0	0	9,035
Kazakhstan	26,385	75,838	0	0	-
Pakistan	314	235,999	123,453	144,166	231,152
Iraq	0	8,042	0	78,464	143,226
Uzbekistan	-	-	0	5,910	7,300
Bangladesh	-	-	-	-	16
OVERALL TOTAL	41,419	697,409	232,305	539,739	686,111

Percentage of Reused and Recycled Water (%)	2020	2021	2022	2023	2024
Türkiye	0	8	2.2	7	6.2
Jordan	1.72	2.05	1.69	4	5.1
Kyrgyzstan	0.3	0.2	0	0	0.0
Tajikistan	0	0	0	0	0.0
Azerbaijan	0	0	0	0	0.0
Turkmenistan	28.5	12.6	0	0	27.3
Kazakhstan	0	0	0	0	0.0
Pakistan	0	5.9	3	4	8.3
Iraq	0	1.9	0	6	11.9
Uzbekistan	-	-	0	0	0.5
Bangladesh	-	-	-	-	0.0
OVERALL TOTAL	3.2	2.1	1.7	4	5.2

Amount and Percentage of Water Withdrawn from Regions with High or Extremely High Baseline Water Stress

Country	Plant	m³ Water	%
Türkiye	Bursa	1,018,390	8
Türkiye	Çorlu	762,061	6
Türkiye	Isparta	347,830	3
Türkiye	Sapanca	254,704	2
Jordan	Madaba	79,285	1
Kyrgyzstan	Bişkek	224,528	2
Tajikistan	Duşanbe	167,546	1
Azerbaijan	Bakü	638,012	5
Kazakhstan	Astana	714,575	5
Pakistan	Faysalabat	481,688	4
Pakistan	Gucranvala	640,023	5
Pakistan	Karaçi	100,663	1
Iraq	Hilla	577,703	4
Total Water Withdrawal in High-Risk Areas		6,007,008 ✓	45
CCI ALL Total Water Withdrawal		13,321,845 ✓	-

Statement of Responsibility for the Annual Report	Independent Auditor Report	Operational Performance	Financial Performance	Independent Auditor Report	Consolidated Financial Statements	Profit Distribution	CCI Reporting Guidelines	Management System Standards and Principles	Independent Assurance	Sustainability Performance Indicators	Memberships	Additional Explanations for BIST	Content Indices	Contributing to Sustainable Development Goals	Contact Information
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Environmental Footprint/Wastewater Management

Wastewater Quality Parameters	Maximum Allowable Limit Values	Total Pollutant Emission (ton)
5-Day Biological Oxygen Demand	<50 mg/l	173,950
pH	6.5-9	-
Total Suspended Solids	<50 mg/l	134,190
Total Dissolved Solids	<2.000 mg/l	6,958,000
Total Nitrogen	<5 mg/l	10,394.3
Total Phosphorus	<2 mg/l	4,363.66
Chlorine	0.1 mg/l	-
Temperature Variation (Receiving Water)	<5 C°	-
Dissolved Oxygen	>1 mg/l	-


Water Discharge (L/L)	2020	2021	2022	2023	2024
Türkiye	0.43	0.43	0.46	0.47	0.47
Jordan	0.46	0.44	0.43	0.38	0.47
Kyrgyzstan	0.75	0.66	0.71	0.71	0.74
Tajikistan	1.13	1.15	1.01	1.14	1.78
Azerbaijan	0.76	0.75	0.76	0.77	0.66
Turkmenistan	1.43	1.06	1.16	0.27	0.79
Kazakhstan	0.51	0.57	0.61	0.64	0.73
Pakistan	1.01	0.88	0.79	0.78	0.66
Iraq	0.92	0.63	0.8	0.52	0.75
Uzbekistan	-	-	1.74	0.49	0.73
Bangladesh	-	-	-	-	0.34
OVERALL TOTAL	-	0.62	0.67	0.55	0.61

Water Discharge by Destination (m³)	Source	2020	2021	2022	2023	2024
Türkiye	Surface water	414,965	505,422	597,582	573,911	429,568
	Organized Industrial Zone	646,660	716,252	794,668	707,835	841,252
	Municipal sewage system	171,224	175,167	89,095	186,538	172,249
	TOTAL	1,232,849	1,396,841	1,481,345	1,468,284	1,443,069
Jordan	Surface water	0	0	0	0	-
	Organized Industrial Zone	0	0	0	0	-
	Municipal sewage system	41,810	47,499	42,939	36,977	25,320
	TOTAL	41,810	47,499	42,939	36,977	25,320
Kyrgyzstan	Surface water	0	0	0	0	-
	Organized Industrial Zone	0	0	0	0	-
	Municipal sewage system	83,877	83,887	95,092	97,929	98,424
	TOTAL	83,877	83,887	95,092	97,929	98,424
Tajikistan	Surface water	0	0	0	0	-
	Organized Industrial Zone	0	0	0	0	-
	Municipal sewage system	46,101	51,957	61,254	84,156	107,124
	TOTAL	46,101	51,957	61,254	84,156	107,124
Azerbaijan	Surface water	0	0	242,717	277,581	258,331
	Organized Industrial Zone	0	0	0	0	-
	Municipal sewage system	206,421	235,629	0	0	-
	TOTAL	206,421	235,629	242,717	277,581	258,331

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Environmental Footprint/Wastewater Management

Water Discharge by Destination (m³)	Source	2020	2021	2022	2023	2024
Turkmenistan	Surface water	0	0	0	0	-
	Organized Industrial Zone	0	0	22,203	0	-
	Municipal sewage system	24,417	24,591	0	4,400	14,647
	TOTAL	24,417	24,591	22,203	4,400	14,647
Kazakhstan	Surface water	0	0	0	0	-
	Organized Industrial Zone	0	0	0	0	-
	Municipal sewage system	430,010	543,585	667,069	678,903	740,235
	TOTAL	430,010	543,585	667,069	678,903	740,235
Pakistan	Surface water	696,508	-	571,272	463,559	379,732
	Organized Industrial Zone	1,131,583	-	809,158	0	-
	Municipal sewage system	124,657	1,850,394	442,107	992,938	717,749
	TOTAL	1,952,748	1,850,394	1,822,537	1,456,497	1,097,480
Iraq	Surface water	314,027	292,148	363,329	229,287	399,713
	Organized Industrial Zone	0	0	0	0	-
	Municipal sewage system	87,756	107,003	97,504	95,784	115,537
	TOTAL	401,783	399,151	460,833	325,071	515,250

Water Discharge by Destination (m³)	Source	2020	2021	2022	2023	2024
Uzbekistan	Surface water	-	-	0	0	-
	Organized Industrial Zone	-	-	0	0	-
	Municipal sewage system	-	-	627,204	414,957	618,735
	TOTAL	-	-	627,204	414,957	618,735
Bangladesh	Surface water	-	-	-	-	51,102
	Organized Industrial Zone	-	-	-	-	-
	Municipal sewage system	-	-	-	-	-
	TOTAL	-	-	-	-	51,102
Overall Total	Surface water	1,425,500	797,570	1,774,900	1,544,338	1,518,446
	Organized Industrial Zone	1,778,243	716,252	1,626,029	707,835	841,252
	Municipal sewage system	1,216,273	3,119,712	2,122,264	2,592,582	2,610,019
	TOTAL	4,420,016	4,633,534	5,523,193	4,844,755	4,969,717 

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Environmental Footprint/Anadolu Etap

Water Withdrawal by Source KL	KL	%
Supplied by Local Authorities (Organized Industrial Zones etc.)	548,927	24
Well Water	1,704,806	76
Total	2,253,733 ✓	-
Water Usage Ratio (L water/kg fruit)	7.08 ✓	-

Water Discharge by Destination KL	KL	%
Surface water	1472,468	75
Organized Industrial Zone	494,034.3	25
Total	1,966,502.3 ✓	-

Energy Consumption by Source million MJ	Milyon MJ	%
Fossil Fuels - Plant	515.82	86
Fossil Fuels - Fleet	1.24	0.2
Grid Electricity	81.97	14
Renewable Energy	0	0
Total Energy	599.04 ✓	-
Energy Usage Ratio (MJ energy/kg fruit)	1.88 ✓	-

Amount of Waste by Type and Disposal Method (ton)	ton	%
Non-Hazardous Recycling	603	1
Non-Hazardous Landfilling	78,510	94
Hazardous Recycling/Recovery	4,825	6
Hazardous Landfilling	17	0
Total Waste Amount	83,955 ✓	-

Greenhouse Gas Emission	ton	%
Scope 1 Stationary Combustion	26,904	72
Scope 1 Mobile Combustion	53	0.1
Scope 1 Mobile Combustion- Fleet	83	0.2
Scope 1 Leaks (Coolers, etc.)	453	1
Scope 2 Purchased Electricity	9,625	26
Total	37,118 ✓	-

Statement of Responsibility for the Annual Report	Independent Auditor Report	Operational Performance	Financial Performance	Independent Auditor Report	Consolidated Financial Statements	Profit Distribution	CCI Reporting Guidelines	Management System Standards and Principles	Independent Assurance	Sustainability Performance Indicators	Memberships	Additional Explanations for BIST	Content Indices	Contributing to Sustainable Development Goals	Contact Information
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Memberships

Name of the Association	Abbreviated Name	Representative Role	TCCC/CCI	Country	Sustainability Priority/Related Field
Packaging Recovery Organization – Green Dot (ÇEVKO)	ÇEVKO	Founding Member	CCI	Türkiye	Sustainable Packaging
		Member	TCCC		
Foreign Economic Relations Board	DEIK	DEIK General Assembly Member	CCI	Türkiye	Economic Impact
		Executive Board Member, Türkiye-Azerbaijan Business Council	CCI		
		Executive Board Member, Türkiye-Turkmenistan Business Council	CCI		
		Executive Board Member, Türkiye-Kazakhstan Business Council	CCI		
		Executive Board Member, Türkiye-Pakistan Business Council	CCI		
		Executive Board Member, Türkiye-Iraq Business Council	CCI		
		Executive Board Member, Türkiye-Uzbekistan Business Council	CCI		
		Executive Board Member, Türkiye-Bangladesh Business Council	CCI		
Private Sector Volunteers Association	OSGD	Board Member	CCI	Türkiye	Volunteerism
Integrated Reporting Türkiye Association	ERTA	Alternate Board Member	CCI	Türkiye	Economic Impact, Energy Management and Climate Crisis
Turkish Quality Association	KALDER	Member	CCI	Türkiye	Product Safety and Quality
Beverage Industry Association	MEDER	Board Member	CCI	Türkiye	Water Efficiency, Sustainable Packaging, Sector
		Audit Committee	CCI		
		Alternate Board Member	CCI		
Packaged Water Manufacturers Association	SUDER	Founding Member/Board Member	CCI	Türkiye	Water Efficiency, Sustainable Packaging, Sector
		Technical Committee	TCCC		
Ethics and Reputation Society	TEID	Board Member	CCI	Türkiye	Governance
Corporate Governance Association of Türkiye	TKYD	Board Member	CCI	Türkiye	Governance

Statement of Responsibility for the Annual Report	Independent Auditor Report	Operational Performance	Financial Performance	Independent Auditor Report	Consolidated Financial Statements	Profit Distribution	CCI Reporting Guidelines	Management System Standards and Principles	Independent Assurance	Sustainability Performance Indicators	Memberships	Additional Explanations for BIST	Content Indices	Contributing to Sustainable Development Goals	Contact Information
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Name of the Association	Abbreviated Name	Representative Role	TCCC/CCI	Country	Sustainability Priority/Related Field
UN Global Compact Türkiye		Member	CCI	Türkiye	Governance
Turkish Industry and Business Association	TUSIAD	Member	CCI	Türkiye	Economic Impact
Turkish Investor Relations Society	TUYID	Vice Chairman of the Board	CCI	Türkiye	Economic Impact
Corporate Communication Professionals Association	KID	Member	CCI	Türkiye	Reputation Management
The Union of Chambers and Commodity Exchanges of Türkiye	TOBB	Representative Role	CCI	Türkiye	Sector
YenidenBiz	YenidenBiz	Company Representative	CCI	Türkiye	Diversity and Inclusion
LEAD Network Türkiye	Lead Network	Audit Committee Member	CCI	Türkiye	Diversity and Inclusion
30% Club	30% Club	Company Representative	CCI	Türkiye	Diversity and Inclusion
Business Against Domestic Violence Network	BADV	Strategy Committee Co-Chair	CCI	Türkiye	Diversity and Inclusion
American Chamber of Commerce	AMCHAM	Strategic Partner	CCI	Jordan	Governance
Business People's Association of Uzbekistan and Turkey	UTID	Member	CCI	Uzbekistan	Governance
Services Exporters' Association	HIB	Member	CCI	Türkiye	Economic Impact
Turkish Exporters Assembly	TIM	Member	CCI	Türkiye	Sustainable Packaging
Business World Plastic Initiative	IPG	Signatory/Representative Role	CCI	Türkiye	Sustainable Packaging
United Nations Global Compact	UNGC	Signatory/Representative Role	CCI	Türkiye	Governance
General Specifications	GSI	Member	CCI	Uzbekistan	Governance
Ankara Chamber of Commerce	ATO	Member	CCI	Türkiye	Economic Impact
Bursa Chamber of Commerce and Industry	BTSO	Member	CCI	Türkiye	Economic Impact
Mersin Chamber of Commerce and Industry	MTSO	Member	CCI	Türkiye	Economic Impact
Isparta Chamber of Commerce and Industry	ITSO	Member	CCI	Türkiye	Economic Impact
Izmir Chamber of Commerce	ITO	Member	CCI	Türkiye	Economic Impact
Aegean Region Chamber of Commerce	EBSO	Member	CCI	Türkiye	Economic Impact

Statement of Responsibility for the Annual Report	Independent Auditor Report	Operational Performance	Financial Performance	Independent Auditor Report	Consolidated Financial Statements	Profit Distribution	CCI Reporting Guidelines	Management System Standards and Principles	Independent Assurance	Sustainability Performance Indicators	Memberships	Additional Explanations for BIST	Content Indices	Contributing to Sustainable Development Goals	Contact Information
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Name of the Association	Abbreviated Name	Representative Role	TCCC/CCI	Country	Sustainability Priority/Related Field
Muğla Chamber of Commerce and Industry	MTSO	Member	CCI	Türkiye	Economic Impact
Hazar Chamber of Commerce and Industry	HTSO	Member	CCI	Türkiye	Economic Impact
Elazığ Chamber of Commerce and Industry	ETSO	Member	CCI	Türkiye	Economic Impact
Sakarya Chamber of Commerce	STO	Member	CCI	Türkiye	Economic Impact
Federation of Food and Beverage Associations of Turkey	TGDF	Member	TCCC	Türkiye	Sector
American Chamber of Commerce	AMCHAM	Member	TCCC	Türkiye	Governance
		Board Member		Azerbaijan	
Food Safety Association	GGD	Board Member	TCCC	Türkiye	Product Safety and Quality
Fruit Juice Industry Association	MEYED	Technical Committee	TCCC	Türkiye	Sector
Reklamverenler Association	ROK	Member	TCCC	Türkiye	Economic Impact
		Advertising Self-Regulatory Board			
UN Women-Unstereotype Alliance	UN Women	Member	TCCC	Türkiye	Diversity and Inclusion
World Business Council for Sustainable Development Türkiye	SKD	Member	TCCC	Türkiye	Economic Impact, Sustainable Packaging
Azerbaijan Turkish Businessman Association	ATIP	Board Member	TCCC	Azerbaijan	Governance
Türkiye-Azerbaijan Businessman and Industrialists Association	TUIB	Member	TCCC	Azerbaijan	Governance
Azerbaijan Food and Beverage Manufacturers Association	AGISA	Member	TCCC	Azerbaijan	Governance

Statement of Responsibility for the Annual Report	Independent Auditor Report	Operational Performance	Financial Performance	Independent Auditor Report	Consolidated Financial Statements	Profit Distribution	CCI Reporting Guidelines	Management System Standards and Principles	Independent Assurance	Sustainability Performance Indicators	Memberships	Additional Explanations for BIST	Content Indices	Contributing to Sustainable Development Goals	Contact Information
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Additional Explanations for BIST

This section has been prepared to provide additional qualitative and quantitative information regarding the environment (including biodiversity and climate change) as required by the Sustainability Index, in accordance with TCCC standards and CCI operations policies.

Environment

Environmental Policy and Reporting

The CCI Environmental Policy, the results of key performance indicators, and all environmental data in our three main focus areas (Energy Management and Tackling the Climate Crisis, Water Management, and Sustainable Packaging) are provided under the **■ Sustainable Performance Indicators - Environmental Footprint** section of this report.

In addition to the topics mentioned above, our atmospheric emissions are controlled and managed in line with national regulations and TCCC standards in all of our activities. All CCI plants (excluding water treatment plants) are covered under the "Emission Permit" as per the Air Pollution Control Regulation. Parameters such as sulfur oxides (SOx), nitrogen oxides (NOx), dust, and carbon monoxide (CO) are measured every two years, and an air emission report is prepared. Our impact assessment has shown that the air emissions from our plants are quantitatively and qualitatively insignificant. However, atmospheric and wastewater data have also been included in this section.

Environmental Management

CCI's environmental management structure and environmental management systems are explained in the **■ Responsible Sourcing** and **■ Responsible Production** sections of this report.

Environmental Management System (EMS)

CCI's Environmental Management System has been established in accordance with The Coca-Cola Operating Requirements (KORE) and the core principles and practices outlined in the TSE ISO 14001 standard. This system is built on five core principles:

1. Our Commitment to Leading in Environmental Protection

An effective environmental management program and our commitment to environmental protection require the full participation of all CCI employees. It is essential for all employees to understand and implement out the daily activities that must be complied to from an environmental perspective.

2. Compliance with Environmental Issues and Going Beyond Compliance

Our commitment to environmental protection goes beyond the legal requirements and regulations related to the environment.

3. Minimizing Environmental Impact and Identifying Opportunities

Various studies conducted globally have shown that negative environmental impacts can be reduced by using new technologies and applying recommendations from successful environmental practices. We must minimize our waste and waste management costs by responsibly implementing pollution prevention and control practices.

4. Monitoring Environmental Activities

For continuous improvement, every activity we carry out and every written document produced concerning the environment should be audited under the quality system and the Environmental Management System. If any findings emerge from audits conducted by auditors, government agencies, or TCCC's auditors, corrective and preventive actions should be taken.

5. Social Responsibility

As part of society, we use all available information to create positive impacts and fulfill our environmental social responsibilities by collaborating with public institutions, private organizations, and non-governmental organizations.

Goal Setting and Planning

At the beginning of each year, the Environmental Management System objectives and targets for the new year are determined under the leadership of the Quality and Environment Leader, with the participation of all relevant stakeholders. These objectives aim to minimize or control environmental impacts according to local regulations, company requirements, and environmental policies.

In setting these goals, in line with our continuous improvement principle, plants such as the results from previous years, long-, medium-, and short-term company strategies, legal requirements, measurability, traceability, and applicability are considered. The key environmental performance indicators and targets established are included in the CCI business plan. These goals are shared with all employees and TCCC EME OU (IB). Performance indicators related to the goals are continuously monitored throughout the year, and compliance with the targets is kept under control. Performance indicators are reported monthly to the OU, plant management, and senior management.

Environmental Management System (EMS) Audits

The Environmental Management System is audited once a year as part of the internal audit process. For any non-compliance identified during internal and external audits related to the EMS topics and daily practices, the necessary steps are taken in accordance with the relevant procedures. The Environmental Coordinator is responsible for evaluating the EMS and following up on corrective/preventive actions. The EMS is evaluated during quarterly operational meetings and annual management review meetings. Existing areas are also audited from an Environmental Management System perspective during monthly environmental checks.

Those responsible for carrying out and coordinating CCI's environmental management activities at our facilities ensure compliance with regulations and conduct at least one internal audit per year according to the relevant regulations. An audit report is prepared at the end of the internal audit. Non-compliances are tracked according to the relevant procedure, and preventive and corrective actions are implemented.

CCI plants ensure compliance with the obligations defined in the relevant regulations by regularly monitoring their activities.

To understand the effectiveness of the program, the performance of the EMS at CCI locations must be evaluated. The reported key performance indicators are as follows:

- > Water Usage Ratio (L/L)
- > Energy Usage Ratio (MJ/L)
- > Wastewater Production Ratio (L/L)
- > Solid Waste Production Ratio (g/L)
- > Solid Waste Recycling Ratio (%)
- > CO₂ Emissions (ton equivalent CO₂)

Statement of Responsibility for the Annual Report	Independent Auditor Report	Operational Performance	Financial Performance	Independent Auditor Report	Consolidated Financial Statements	Profit Distribution	CCI Reporting Guidelines	Management System Standards and Principles	Independent Assurance	Sustainability Performance Indicators	Memberships	Additional Explanations for BIST	Content Indices	Contributing to Sustainable Development Goals	Contact Information
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In addition, each plant must comply with local requirements and the limits set by TCCC regarding air emissions and wastewater discharge. All CCI plants are also regularly audited by the TCCC audit department (at least once every two years) for compliance with Environmental Management System requirements and TCCC standards.

Each CCI plant undergoes ISO 14064-1 Greenhouse Gas (GHG) verification and ISO 50001 Management System certification audits every year. Additionally, selected environmental KPIs are verified annually by a third-party auditing company. Verification statements are included in this report.

Environmental Management System Review

In line with CCI's Environmental Management System (EMS) requirements, Management Review Meetings are held at least once a year, and the environmental key performance indicators are reviewed. The environmental board meetings and annual management review meetings include the following topics:

- a. Discussion of decisions made in previous meetings,
- b. Review of Environmental Management System performance indicators,
- c. Revisions and improvements to Environmental Management System indicators,
- d. Findings from internal and external EMS audits, environmental incidents, feedback, and complaints,
- e. Corrective and preventive actions related to the Environmental Management System,
- f. Improvement suggestions for the Environmental Management System,
- g. Changes in legal requirements and company obligations,
- h. Evaluation of supplier and subcontractor activities and any non-compliance in environmental practices,
- i. Review of the environmental policy and its suitability to needs,
- j. Environmental Risk Assessment,
- k. Changes in technology, management, design, etc., that could affect environmental performance and targets.

Environmental Management System Procedures

The Environmental Coordinator is responsible for ensuring that all relevant activities comply with all applicable environmental laws and regulations. They must establish a method for implementing these laws and regulations in the workplace. The Environmental Coordinator should keep track of all updated environmental laws and assess compliance.

In addition to laws and regulations, the Environmental Coordinator must follow the KORE system and ISO 14001 standards, adapting them to the factory's Environmental Management System and ensuring its continuity.

The Environmental Coordinator also works in coordination with business unit to meet TCCC's related requests on environmental matters. CCI follows numerous procedures, all of which are standardized across all plants:

- > Environmental Management Procedure
- > Waste Management Procedure
- > Hazardous Materials and Material Safety Data Sheet (MSDS) Management Procedure
- > Wastewater Management Procedure
- > Climate Protection and Air Pollution Control Procedure
- > Water Management Procedure
- > Energy Management Procedure (ISO 50001)
- > ISO 14064-1 Greenhouse Gas (GHG) Guidance

Environmentally Compliant Environmental Operations Management Designs

When designing new packaging, products, processes, plants, or offices, it is checked whether they are fully compliant with environmental laws. In new designs, systems that are newly invented and that will better protect the environment are preferred.

Electric forklifts are primarily used in the plant. LPG forklifts are only used in open areas when necessary. Forklift maintenance is carried out regularly. Waste generated from forklift maintenance is disposed of in accordance with regulations and circular economy principles.

Waste Management

Waste generated as a result of activities at CCI locations is separated according to its types and recovered and/or disposed of in compliance with local regulations and TCCC requirements, with the priority of contributing to the circular economy. Environmental Coordinators are responsible for the waste management process in plants.

Prevention of Rainwater Contamination

Rainwater drainage channels are marked on a project plan showing all infrastructure drainage channels at CCI locations. Contamination of rainwater with harmful substances is prevented through chemical discharge or by preventing the mixing of wastewater from processes into the plant drainage channels. All employees are trained on preventing rainwater contamination.

Wastewater Management

All wastewater generated from processes and domestic wastewater at CCI locations is treated as necessary to be discharged into the receiving environment in compliance with standards (local treatment plants, neutralization, central treatment plants, etc.). In case of any non-conformity in the quality of treated water from the wastewater treatment plant managed by the plants, the necessary intervention is carried out by the Treatment Plant Operator under the supervision of the Environmental Coordinator. In plants linked to third-party managed wastewater treatment plants, the associated central treatment plants are periodically visited, and discharge water analysis results are obtained. If non-conformity is detected, corrective/preventive measures are taken.

Statement of Responsibility for the Annual Report	Independent Auditor Report	Operational Performance	Financial Performance	Independent Auditor Report	Consolidated Financial Statements	Profit Distribution	CCI Reporting Guidelines	Management System Standards and Principles	Independent Assurance	Sustainability Performance Indicators	Memberships	Additional Explanations for BIST	Content Indices	Contributing to Sustainable Development Goals	Contact Information
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Environmental Risk Assessment and Control Plan Creation

Environmental factors that pose a potential risk in terms of environmental pollution and ecological balance are identified at CCI locations. These environmental risks are scored, and control measures are determined for significant environmental risks. An action plan (Environmental Program) is prepared for medium and high risks, and it is updated in the event of an environmental incident, changes in processes, or the establishment of a new line. It is also reviewed annually in case of changes in regulations.

Noise Control

Necessary assessments are regularly carried out to determine the effects of noise on the environment and employees at CCI locations. If the noise levels identified in the assessments exceed the standards, necessary improvements are made. The goal is to reduce noise at its source.

Biodiversity

CCI's highest impacts on biodiversity stem from the water used during production. Locally, since 2012, we have been conducting Source Vulnerability Assessments (SVA) to develop a water source protection plan (Water Management Plan - WMP) to protect the water catchment areas in the regions where our plants are located and to reduce water-related risks for our system and the communities we serve. We reuse and recycle water, treat it in wastewater treatment plants, and renew it through our community projects. We fully support TCCC's ultimate goal of "returning the water used in the production of our beverages to nature."

In 2024, we submitted our ninth detailed report on our water strategy and data under the Carbon Transparency Project (Carbon Disclosure Project - CDP) Water Program.

Detailed explanations about CCI's water efficiency performance are provided in this report under the **Responsible Production-Water Management** section.

Impacts of Water Management Projects on Biodiversity

Traditional conservation activities focus on protecting specific species or their ecosystems. New approaches, such as ecosystem and biodiversity conservation, consider the multi-sectoral nature of conservation practices and aim for the sustainable use and protection of natural resources. These projects provide many benefits to nature by contributing directly and indirectly to biodiversity.

Direct Impacts:

- > Sustainable Resource Use: Efficient and sustainable water management ensures access to water for species living in both agricultural and natural areas.
- > Improvement of Soil Health: Water conservation methods and responsible fertilization programs reduce erosion and soil salinity, fostering a healthier ecosystem and increasing the diversity of microorganisms and other species in the soil.
- > Water Access for Wildlife: Artificial lagoons not only store water but also create new habitats for birds, amphibians, and aquatic species, thereby enhancing local and migratory biodiversity.
- > Revitalization of Soil Ecosystems: Sustainable agricultural techniques increase the organic matter in the soil, supporting microbial life and boosting the diversity of earthworms, microorganisms, and other soil fauna.

Indirect Impacts:

- > Conservation of Natural Ecosystems: Water conservation helps prevent the depletion of natural wetlands by reducing excessive agricultural water use, thus supporting plant and animal species dependent on these ecosystems.
- > Reduction of Climate Change Impacts: Reduced water consumption and more efficient agriculture indirectly contribute to biodiversity conservation by lowering the carbon footprint.

Detailed information about CCI's water replenishment projects is shared under the section **Corporate Social Responsibility-Water Replenishment Projects** in this report.

Wastewater Management

Plant Name	Wastewater Treatment	Discharge to Third-Party Treatment System	Discharge to the Receiving Environment
Türkiye-Ankara	+		+
Türkiye-Bursa		+	
Türkiye-Çorlu	+		+
Türkiye-Elaziğ	+	+	
Türkiye-Hazar	+	+	
Türkiye-Isparta		+	
Türkiye-İzmir		+	
Türkiye-Köyceğiz	+		+
Türkiye-Mersin	+		+
Türkiye-Sapanca		+	
Jordan-Madaba	+	+	
Kyrgyzstan-Bishkek		+	
Kyrgyzstan-Dushanbe	+	+	
Azerbaijan-Baku	+	+	
Turkmenistan - Ashgabat	+	+	
Kazakhstan - Astana	+	+	
Kazakhstan - Burundai	+	+	
Kazakhstan - Shymkent	+	+	
Pakistan- Faisalabad	+		+
Pakistan - Gujranwala	+		+
Pakistan - Karachi	+	+	
Pakistan-KPGF	+		+
Pakistan-Lahore	+	+	
Pakistan-Multan	+	+	
Pakistan-RYK	+		+
Iraq-Erbil	+		+
Iraq-Hilla	+		+
Iraq-Karbala	+	+	
Uzbekistan-Namangan		+	
Uzbekistan-Tashkent	+	+	
Uzbekistan-Urgench		+	
Uzbekistan-Samarkand	+	+	
Bangladesh-Bhaluka	+		+

Climate Change

Detailed information about CCI's climate protection performance is provided under the heading **Responsible Production-Energy Management and Climate Change Mitigation** Responsible Production-Energy Management and Climate Change Mitigation **Sustainable Performance Indicators-Environmental Footprint**.

Statement of Responsibility for the Annual Report	Independent Auditor Report	Operational Performance	Financial Performance	Independent Auditor Report	Consolidated Financial Statements	Profit Distribution	CCI Reporting Guidelines	Management System Standards and Principles	Independent Assurance	Sustainability Performance Indicators	Memberships	Additional Explanations for BIST	Content Indices	Contributing to Sustainable Development Goals	Contact Information
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Stack Gas Emissions

CCI manages all environmental impacts, including air emissions. Our goals for atmospheric emissions include increasing our efficiency values and complying with the laws on a 100% basis. Charts below show the results of CCI's 2024 stack gas emission analysis.

Number/ Source Name	Parameter (kg/hour) 2024									
	CO ₂ %	O ₂ %	CO	NOx	NO ₂	NO	SOx	SO ₂	Smoke (RM- Scale)	PM mg/ Nm ³
Rahim Yar Khan										
Source #1 (Gen.)	1.02	18.02	183	536	7	529	-	57	1	68
Source #2 (Gen.)	1.22	18.11	341	528	9	519	-	59	1	72
Source #3 (Gen.)	1.73	17.91	309	517	12	505	-	39	1	79
Source #4 (Gen.)	1.41	17.76	268	549	14	535	-	52	1	69
Source #6 (Gen.)	1.09	17.99	492	552	13	539	-	55	1	73
Source #1 (Boiler)	0.49	18.68	612	67	2	65	-	71	1	39
Source #2 (Boiler)	1.27	18.85	112	37	7	30	-	3	1	1
Karaçi										
Generator 2250 KVA	-	20	508	451	55	398	-	ND	1	65
Generator 563 KVA	3.09	15	431	250	54	197	-	ND	1	32
DDFL Boiler 1122	9.17	4.19	18	49	15	34	-	ND	1	9
Faysalabat										
Source #1 (Boiler)	6.48	12.59	79	40.33	8.67	31.67	-	30.33	1	61
Source #2 (Generator 1)	6.9	13.1	83.33	445.67	84	361.67	-	74.67	1	79
Source #2 (Generator 2)	6.63	13.83	79.33	384.33	71	313.33	-	70.33	1	72
Source #2 (Generator 3)	6.99	13.4	88.67	398.67	80.33	318.33	-	78.67	1	82
Multan										
Source #1 Boiler	8.5	11.85	42	121	7	114	-	0	1	10
Source #2 GenSet 1	8.7	12	163	279	41	238	-	125	1	84
Source #3 GenSet 2	8.9	11.57	179	256	39	217	-	137	1	91
Source #4 GenSet 3	9.1	11.22	159	234	32	202	-	132	1	79
Source #5 GenSet 4	8.2	11.47	187	288	47	241	-	159	1	96
Source #6 GenSet 5	7.63	11.65	125	240	29	211	-	128	1	74

Number/ Source Name	Parameter (kg/hour) 2024									
	CO ₂ %	O ₂ %	CO	NOx	NO ₂	NO	SOx	SO ₂	Smoke (RM- Scale)	PM mg/ Nm ³
Lahor										
Boiler #1 Natural Gas Fuel Source	-	14.2	501	270	30	240	-	15	1	30.2
Boiler #2 Diesel Fuel Source	-	15.2	275	345	35	310	-	111	1	52.5
Generator # 1	-	15.2	215	401	41	352	-	195	1	64.7
Generator # 2	-	-	-	-	-	-	-	-	-	-
Generator # 4	-	15.6	236	359	30	329	-	201	1	74.6
Generator # 5	-	15.4	220	338	28	310	-	197	1	70.9
Generator # 6	-	16.5	309	406	36	370	-	241	1	83.8
Generator # 7	-	15.4	399	300	30	270	-	214	1	82.7
Generator # 8	-	15.8	321	400	30	370	-	210	1	85.7
Generator # 9	-	14.2	241	337	36	301	-	125	1	90.5
Generator # 10	-	14.3	305	370	40	330	-	268	1	101.5
Gucranvala										
Source #1 (Boiler)	-	-	201.6	86.69	-	-	-	0	0.22	6.1
Source #2 (Boiler)	-	-	107.13	77.97	-	-	-	0	0.09	5.5
Source #3 (Generator)	-	-	125.47	459.25	-	-	-	21.2	1.52	78.4
Source #4 (Generator)	-	-	243.58	379.08	-	-	-	24.74	1.91	124.12
Source #5 (Generator)	-	-	218.58	454.57	-	-	-	15.12	1.47	120.41
Source #6 (Generator)	-	-	248.22	374.6	-	-	-	21.27	1.24	80.43
Source #7 (Generator)	-	-	243	486	-	-	-	27.54	1.09	68.77
Source #8 (Generator)	-	-	261.97	504.77	-	-	-	23.83	1.19	72.91
Source #9 (Generator)	-	-	257.42	386.13	-	-	-	9.5	1.18	74.3

Statement of Responsibility for the Annual Report	Independent Auditor Report	Operational Performance	Financial Performance	Independent Auditor Report	Consolidated Financial Statements	Profit Distribution	CCI Reporting Guidelines	Management System Standards and Principles	Independent Assurance	Sustainability Performance Indicators	Memberships	Additional Explanations for BIST	Content Indices	Contributing to Sustainable Development Goals	Contact Information
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Number/ Source Name	Parameter (kg/hour) 2024									
	CO ₂ %	O ₂ %	CO	NOx	NO ₂	NO	SOx	SO ₂	Smoke (RM- Scale)	PM mg/ Nm ³
Limit Değerleri										
Chimney Emissions Limit PEQS			800	600	-	-		1700	2	300
Brunday (g/sec)										
Gaz Generator 1	-	-	-	-	-	-	-	-	-	-
Gaz Generator 2	-	-	-	-	-	-	-	-	-	-
Gaz Generator 3	-	-	-	-	-	-	-	-	-	-
Limit	In line with the new Environmental Law that entered into force in 2021, data in Category 3 breakdown is shared according to quarterly calculation, not at source.									
Astana (g/sec)										
Steam Boiler N° 0012	-	-	-	-	-	-	-	-	-	-
Steam Boiler No. 0013	-	-	-	-	-	-	-	-	-	-
Copper Steam Boiler N° 0014	-	-	-	-	-	-	-	-	-	-
Limit	In line with the new Environmental Law that entered into force in 2021, data in Category 3 breakdown is shared according to quarterly calculation, not at source.									
Bişkek										
Steam Boiler	-	-	0.805	0.225	-	-	-	-	-	-
ASCO-CO ₂ plant	-	-	0.982	0.275	-	-	-	-	-	-
Duşanbe										
Generator + Boiler										
Aşkabat										
Source #1 (CO ₂ station)	-	-	-	-	-	0.26	-	-	-	-
Source #2 (Boiler)	1.76	-	-	-	-	0.11	-	-	-	-
Source #3 (Generator)	-	-	-	-	-	-	-	-	-	-

Number/ Source Name	Parameter (kg/hour) 2024									
	CO ₂ %	O ₂ %	CO	NOx	NO ₂	NO	SOx	SO ₂	Smoke (RM- Scale)	PM mg/ Nm ³
Madaba										
Source #1 (Gen.)	1.9	12.5	69	1,650	31	1,059	-	125	-	-
Source #2 (Gen.)	2.1	13.8	758	4,277	286	3,991	-	355	-	-
Source #3 (Gen.)	1.8	12.6	2,661	4,116	477	3,639	-	512	-	-
Source #1 (Boiler)	12.3	5.1	8	197	0	165	-	2,266	-	-
Ankara										
10 Source			1.083		2.166			30		
Bursa										
8 Source			0.156		0.1892	0.6502		0.4572		0.1747
Çorlu										
12 Source			0.02		4.307	2.755	0.045	0.149		0.046
Elazığ										
2 Source				0.82	0.9235	0.587				0.0268
Isparta										
2 Source			0.002		0.02	1				0.1407
İzmir										
2 Source			0.0157			0.5124	0.0463			0.0159
Mersin										
3 Source			0		1	0.692	0.005			0.069

Statement of Responsibility for the Annual Report Independent Auditor Report Operational Performance Financial Performance Independent Auditor Report Consolidated Financial Statements Profit Distribution CCI Reporting Guidelines Management System Standards and Principles Independent Assurance Sustainability Performance Indicators Memberships Additional Explanations for BIST **Content Indices** Contributing to Sustainable Development Goals Contact Information

Content Indices



CONTENT INDEX ESSENTIALS SERVICE

2025

GRI Content Index

Declaration of Use : Coca-Cola İçecek A.Ş. has published its report covering the period January 1, 2024 - December 31, 2024 in accordance with GRI Standards.
 GRI 1 Usage : GRI 1: Basics 2021
 Applicable GRI Sector Standards :

GRI STANDARD/OTHER SOURCE	DISCLOSURES	CHAPTER	EXCLUSIONS		
			Excluded Requirements	Reason	Explanation
General Disclosures					
GRI 2: General Disclosures 2021	2-1 Organizational details	Our Vision, Our Value Creation Approach, and Our Corporate Values, page: 8; Our Brands, page 9; Our Operating Geography, page: 10	-	-	-
	2-2 Entities included in the organization's sustainability reporting	About Our Report, page: 4-5	-	-	-
	2-3 Reporting period, frequency and contact point	About Our Report, page: 4-5; Contact Information, Back Cover	-	-	-
	2-4 Restatement of information	About Our Report, page: 4-5	-	-	-
	2-5 External Assurance	Independent Auditor Opinion, page: 200; Independent Assurance, page: 201; Independent Verification, page: 266-267	-	-	-
	2-6 Activities, value chain and other business relationships	Our Brands, page: 9; Our Operating Geography, page: 10; Stakeholder Engagement, page: 42-47; Our Value Chain, page: 62; Our Value Creation Model, page: 63; Supply Chain Management, page: 113-115	-	-	-
	2-7 Employees	Diversity and Inclusion, page: 72; Sustainability Performance Indicators, page: 286-292	-	-	-
	2-8 Workers who are not employees	Sustainability Performance Indicators, page: 292	-	-	-
	2-9 Governance structure and composition	Our Integrated Governance Model, page: 32-37	-	-	-
	2-10 Nomination and selection of the highest governance body	Mechanism for Risk Management and Internal Control, page: 185	-	-	-
	2-11 Chair of the highest governance body	Board of Directors, page: 146	-	-	-
	2-12 Role of the highest governance body in overseeing the management of impacts	Our Integrated Governance Model, page: 34-35	-	-	-
	2-13 Delegation of responsibility for managing impacts	Our Integrated Governance Model, page: 34-35	-	-	-
	2-14 Role of the highest governance body in sustainability reporting	Our Integrated Governance Model, page: 34-35	-	-	-
	2-15 Conflicts of interest	Our Ethics Management, page: 40-41	-	-	-
	2-16 Communication of critical concerns	Our Ethics Management, page: 40-41; Stakeholder Engagement, page: 43-47	-	-	-

For the Content Index - Essentials Service, GRI Services reviewed that the GRI content index is clearly presented in a manner consistent with the Standards and that references for all disclosures are correctly included and aligned with the appropriate sections in the body of the report. This service was performed on the basis of the Turkish version of the report.

Statement of Responsibility for the Annual Report	Independent Auditor Report	Operational Performance	Financial Performance	Independent Auditor Report	Consolidated Financial Statements	Profit Distribution	CCI Reporting Guidelines	Management System Standards and Principles	Independent Assurance	Sustainability Performance Indicators	Memberships	Additional Explanations for BIST	Content Indices	Contributing to Sustainable Development Goals	Contact Information
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GRI Content Index

GRI STANDARD/OTHER SOURCE	DISCLOSURES	CHAPTER	EXCLUSIONS		
			Excluded Requirements	Reason	Explanation
GRI 2: General Disclosures 2021	2-17 Collective knowledge of the highest governance body	Board of Directors, page: 146-150	-	-	-
	2-18 Evaluation of the performance of the highest governance body	Mechanism for Risk Management and Internal Control, page: 189	-	-	-
	2-19 Remuneration policies	GRI Content Index: "Equal Pay for Equal Work" policy is applied.	-	-	-
	2-20 Process to determine remuneration	GRI Content Index: Wages are determined based on market conditions, inflation, employee qualifications and individual performance.	-	-	-
	2-21 Annual total compensation ratio		2-21 a; 2-21 b; 2-21 c	Confidentiality Constraints	This information is not disclosed as there is no legal obligation to disclose remuneration and since the disclosure of such information has the potential to create a competitive disadvantage.
	2-22 Statement on sustainable development strategy	Material Sustainability Topics, page 49; Our Value Chain, page: 62; Our Value Creation Model, page: 63	-	-	-
	2-23 Policy commitments	Our Sustainability Commitments for 2030, page: 14	-	-	-
	2-24 Embedding policy commitments	Our Sustainability Commitments for 2030, page: 16-24	-	-	-
	2-25 Processes to remediate negative impacts	Stakeholder Engagement, page: 43-47; Materials Risks for CCI, page: 55-58; Our Value Chain, page: 62; Our Value Creation Model, page: 63	-	-	-
	2-26 Mechanisms for seeking advice and raising concerns	Stakeholder Engagement, page: 42-45	-	-	-
2-27 Compliance with laws and regulations	GRI Content Index: During the reporting period, no penalty for non-compliance with environmental laws and regulations was recorded.	-	-	-	
2-28 Memberships Associations	Recognition in Sustainability Indices, page: 31; Memberships, page: 320-322	-	-	-	
2-29 Approach to stakeholder engagement	Stakeholder Engagement, page: 42-47	-	-	-	
2-30 Collective Bargaining Agreements	Additional Information On Our Operations, page: 162 ; Sustainability Performance Indicators, page: 303	-	-	-	
Material Topics					
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Materiality Analysis, page: 48	-	-	-
	3-2 List of material topics	Materiality Analysis, page: 48	-	-	-
Economic Impact					
GRI 3: Material Topics 2021	3-3 Management of material topics	Materiality Analysis, page: 48; Material Sustainability Topics, page: 49; Our Value Creation Model, page: 63; Socio-Economic Impact, page: 136	-	-	-
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	Our Operating Geography, page: 10; Financial and Operational Performance Indicators, page: 13	-	-	-
	201-2 Financial implications and other risks and opportunities due to climate change	Risks and Opportunities, page: 54; Material Risks for CCI, page: 55-58	-	-	-
GRI 203: Indirect Economic Impact 2016	203-1 Infrastructure investments and services supported	Corporate Social Responsibility at CCI, page: 137-138	-	-	-
	203-2 Significant indirect economic impact	Socio-Economic Impact, page: 136	-	-	-

Statement of Responsibility for the Annual Report	Independent Auditor Report	Operational Performance	Financial Performance	Independent Auditor Report	Consolidated Financial Statements	Profit Distribution	CCI Reporting Guidelines	Management System Standards and Principles	Independent Assurance	Sustainability Performance Indicators	Memberships	Additional Explanations for BIST	Content Indices	Contributing to Sustainable Development Goals	Contact Information
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GRI Content Index

GRI STANDARD/OTHER SOURCE	DISCLOSURES	CHAPTER	EXCLUSIONS		
			Excluded Requirements	Reason	Explanation
Product Safety and Quality					
GRI 3: Material Topics 2021	3-3 Management of material topics	Materiality Analysis, page: 48; Material Sustainability Topics, page: 49; Our Value Creation Model, page: 63; Responsible Consumption, page: 105-106; Food Safety and Product Quality, page: 121	-	-	-
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impact of product and service categories	Food Safety and Product Quality, page: 121	-	-	-
	416-2 Incidents of non-compliance concerning the health and safety impact of products and services	GRI Content Index: There was no such non-compliance during the reporting period.	-	-	-
GRI 417: Marketing and Labeling 2016	417-1 Requirements for product and service information and labeling	Responsible Consumption, page: 104	-	-	-
	417-2 Incidents of non-compliance concerning product and service information and labeling	GRI Content Index: There was no such non-compliance during the reporting period.	-	-	-
	417-3 Incidents of non-compliance concerning marketing communications	GRI Content Index: There was no such non-compliance during the reporting period.	-	-	-
Preferred Supplier Management					
GRI 3: Material Topics 2021	3-3 Management of material topics	Materiality Analysis, page: 48; Material Sustainability Topics, page: 49; Our Value Creation Model, page: 63; Human Rights Along the Value Chain, page: 65; Supply Chain Management, page: 113	-	-	-
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	Supply Chain Management, page: 113	-	-	-
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	Supply Chain Management, page: 113	-	-	-
Excellence in Supply Chain					
GRI 3: Material Topics 2021	3-3 Management of material topics	Materiality Analysis, page: 48; Material Sustainability Topics, page: 49; Our Value Creation Model, page: 63; Operational Excellence in the Supply Chain, page: 116-118	-	-	-
Rich and Innovative Product Portfolio					
GRI 3: Material Topics 2021	3-3 Management of material topics	Materiality Analysis, page: 48; Material Sustainability Topics, page: 49; Our Value Creation Model, page: 63; Consumer Satisfaction, page: 97-104	-	-	-
Digitalization and Information Security					
GRI 3: Material Topics 2021	3-3 Management of material topics	Materiality Analysis, page: 48; Material Sustainability Topics, page: 49; Our Value Creation Model, page: 63; Data Security and Privacy, page: 38; Digital Development, page: 52; Operational Excellence in the Supply Chain 116-118	-	-	-
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breach of customer privacy and loss of customer data	GRI Content Index: There was no such non-compliance during the reporting period.	-	-	-

Statement of Responsibility for the Annual Report	Independent Auditor Report	Operational Performance	Financial Performance	Independent Auditor Report	Consolidated Financial Statements	Profit Distribution	CCI Reporting Guidelines	Management System Standards and Principles	Independent Assurance	Sustainability Performance Indicators	Memberships	Additional Explanations for BIST	Content Indices	Contributing to Sustainable Development Goals	Contact Information
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GRI Content Index

GRI STANDARD/OTHER SOURCE	DISCLOSURES	CHAPTER	EXCLUSIONS		
			Excluded Requirements	Reason	Explanation
Human Rights Along the Value Chain					
GRI 3: Material Topics 2021	3-3 Management of material topics	Materiality Analysis, page: 48; Material Sustainability Topics, page: 49; Our Value Creation Model, page: 63; Human Rights Along the Value Chain, page: 65-66	-	-	-
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	GRI Content Index: Not applicable	-	-	-
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	GRI Content Index: Not applicable	-	-	-
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	GRI Content Index: Not applicable	-	-	-
GRI 410: Security Practices 2016	410-1 Security personnel trained in human rights policies or procedures	GRI Content Index: All security personnel have completed the necessary legal training sessions.	-	-	-
Diversity and Inclusion					
GRI 3: Material Topics 2021	3-3 Management of material topics	Materiality Analysis, page: 48; Material Sustainability Topics, page: 49; Our Value Creation Model, page: 63; Diversity and Inclusion, page: 72-79	-	-	-
GRI 405: Diversity and Equal Opportunities 2016	405-1 Diversity of governance bodies and employees	Sustainability Performance Indicators, page: 287-298	-	-	-
	405-2 Ratio of basic salary and remuneration of women to men	Diversity and Inclusion, page: 74	-	-	-
GRI 406: Non-Discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	GRI Content Index: There were no cases of discrimination during the reporting period.	-	-	-
Talent Management					
GRI 3: Material Topics 2021	3-3 Management of material topics	Materiality Analysis, page: 48; Material Sustainability Topics, page: 49; Our Value Creation Model, page: 63; Talent Management Strategy, page: 81-82; Talent Acquisition, page: 84-86; Learning and Leadership Development, page: 87-91	-	-	-
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Sustainability Performance Indicators, page: 298	-	-	-
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Sustainability Performance Indicators, page: 303	-	-	-
	401-3 Parental leave	Sustainability Performance Indicators, page: 304	-	-	-
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Sustainability Performance Indicators, page: 301	-	-	-
	404-2 Programs for upgrading employee skills and transition assistance programs	Learning and Leadership Development, page: 86-90	-	-	-
	404-3 Percentage of employees receiving regular performance and career development reviews	Sustainability Performance Indicators, page: 302	-	-	-
Employee Engagement					
GRI 3: Material Topics 2021	3-3 Management of material topics	Materiality Analysis, page: 48; Material Sustainability Topics, page: 49; Our Value Creation Model, page: 63; Our Communication with Employees and Employee Engagement, page 93; Total Rewards, page: 94-95	-	-	-

Statement of Responsibility for the Annual Report	Independent Auditor Report	Operational Performance	Financial Performance	Independent Auditor Report	Consolidated Financial Statements	Profit Distribution	CCI Reporting Guidelines	Management System Standards and Principles	Independent Assurance	Sustainability Performance Indicators	Memberships	Additional Explanations for BIST	Content Indices	Contributing to Sustainable Development Goals	Contact Information
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GRI Content Index

GRI STANDARD/OTHER SOURCE	DISCLOSURES	CHAPTER	EXCLUSIONS		
			Excluded Requirements	Reason	Explanation
Health, Safety and Wellness					
GRI 3: Material Topics 2021	3-3 Management of material topic	Materiality Analysis, page: 48; Material Topics Related to Sustainability, page: 49; Our Value Creation Model, page:63; Occupational Health and Safety, 67-71	-	-	-
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Occupational Health and Safety, 67-68	-	-	-
	403-2 Types of injury and injury rates, occupational diseases, lost days, absenteeism, and number of work-related deaths	Occupational Health and Safety:70	-	-	-
	403-3 Occupational health services	Occupational Health and Safety, 67-68	-	-	-
	403-4 Worker participation, consultation, and communication on occupational health and safety	Occupational Health and Safety, 67-68.71	-	-	-
	403-5 Worker training on occupational health and safety	Occupational Health and Safety:69	-	-	-
	403-6 Promotion of worker health	Occupational Health and Safety, page: 67-68; Sustainability Performance Indicators, page: 278	-	-	-
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Occupational Health and Safety, 67-68	-	-	-
	403-9 Work-related injuries	Occupational Health and Safety, page: 70; Sustainability Performance Indicators, page: 283-285	-	-	-
	403-10 Work-related fatalities	Sustainability Performance Indicators, page:283	-	-	-
	Sustainable Packaging				
GRI 3: Material Topics 2021	3-3 Management of material topic	Materiality Analysis, page: 48; Material Topics Related to Sustainability, page: 49; Our Value Creation Model, page:63; Sustainable Packaging and Waste Management, page: 123-124	-	-	-
GRI 301: Materials 2016	301-2 Raw materials used	Sustainability Performance Indicators, page:310	-	-	-
	301-2 Recycled raw material	Sustainable Packaging and Waste Management, page:123-124	-	-	-
	301-3 Recovered products and packaging materials	Sustainable Packaging and Waste Management, page:124	-	-	-
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Sustainable Packaging and Waste Management, page:123-124	-	-	-
	306-2 Management of significant waste-related impacts	Sustainable Packaging and Waste Management, page: 123-124	-	-	-
	306-3 Waste generated	Sustainability Performance Indicators, page: 312-313	-	-	-
	306-4 Waste diverted from disposal	Sustainable Packaging and Waste Management, page: 123-124; Sustainability Performance Indicators, page: 312-313	-	-	-
	306-5 Waste directed to disposal	Sustainability Performance Indicators, page: 312-313	-	-	-
Energy Management and Tackling the Climate Crisis					
GRI 3: Material Topics 2021	3-3 Management of material topic	Materiality Analysis, page: 48; Material Topics Related to Sustainability, page: 49; Our Value Creation Model, page:63; Energy Management and Tackling the Climate Crisis, page: 129-134	-	-	-

Statement of Responsibility for the Annual Report	Independent Auditor Report	Operational Performance	Financial Performance	Independent Auditor Report	Consolidated Financial Statements	Profit Distribution	CCI Reporting Guidelines	Management System Standards and Principles	Independent Assurance	Sustainability Performance Indicators	Memberships	Additional Explanations for BIST	Content Indices	Contributing to Sustainable Development Goals	Contact Information
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GRI Content Index

GRI STANDARD/OTHER SOURCE	DISCLOSURES	CHAPTER	EXCLUSIONS		
			Excluded Requirements	Reason	Explanation
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Energy Management and Tackling the Climate Crisis 129; Sustainability Performance Indicators, page:305-306	-	-	-
	302-3 Energy intensity	Energy Management and Tackling the Climate Crisis, page: 129; Sustainability Performance Indicators, page: 306	-	-	-
	302-4 Reduction of energy consumption	Energy Management and Tackling the Climate Crisis, page: 129-133	-	-	-
	302-5 Reductions in energy requirements of products and services	Energy Management and Tackling the Climate Crisis, page: 130-133	-	-	-
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Sustainability Performance Indicators, page: 307-308	-	-	-
	305-2 Energy indirect (Scope 2) GHG emissions	Sustainability Performance Indicators, page: 307-308	-	-	-
	305-3 Other indirect (Scope 3) GHG emissions	Sustainability Performance Indicators, page: 307-308	-	-	-
	305-4 GHG emissions intensity	Energy Management and Tackling the Climate Crisis, page: 131; Sustainability Performance Indicators, page: 308	-	-	-
	305-5 Reduction of GHG emissions	Practices for reducing the Carbon Footprint, page:129-132	-	-	-
Water Efficiency					
GRI 3: Material Topics 2021	3-3 Management of material topic	Materiality Analysis, page: 48; Material Topics Related to Sustainability, page: 49 Our Value Creation Model, page:63; Water Management, page:125-126	-	-	-
GRI 303: Water and Wastewater 2018	303-1 Interactions with water as a shared resource	Water Management, page:125-126	-	-	-
	303-2 Management of water discharge- related impacts	Wastewater Management, page:125	-	-	-
	303-3 Water withdrawal	Sustainability Performance Indicators, page: 314-315	-	-	-
	303-4 Water discharge	Wastewater Management, page:127; Sustainability Performance Indicators, page: 317-318	-	-	-
	303-5 Water consumption	Water Management, page: 125; Sustainability Performance Indicators, page: 314-316	-	-	-
Water Replenishment					
GRI 3: Material Topics 2021	3-3 Management of material topic	Materiality Analysis, page:48; Material Topics Related to Sustainability, page: 49 Our Value Creation Model, page:63; Water Replenishment, page:128; Corporate Social Responsibility at CCI, page: 137-138	-	-	-
Sustainable Agriculture					
GRI 3: Material Topics 2021	3-3 Management of material topic	Materiality Analysis, page:48; Material Topics Related to Sustainability, page: 49 Our Value Creation Model, page:63; Supply Chain Management, page: 113-115; Corporate Social Responsibility at CCI, page: 137-138	-	-	-

Statement of Responsibility for the Annual Report	Independent Auditor Report	Operational Performance	Financial Performance	Independent Auditor Report	Consolidated Financial Statements	Profit Distribution	CCI Reporting Guidelines	Management System Standards and Principles	Independent Assurance	Sustainability Performance Indicators	Memberships	Additional Explanations for BIST	Content Indices	Contributing to Sustainable Development Goals	Contact Information
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GRI Content Index

GRI STANDARD/OTHER SOURCE	DISCLOSURES	CHAPTER	EXCLUSIONS		
			Excluded Requirements	Reason	Explanation
Biodiversity					
GRI 3: Material Topics 2021	3-3 Management of material topic	Materiality Analysis, page:48; Material Topics Related to Sustainability, page: 49 Our Value Creation Model, page: 63; Water Replenishment, page:128; Corporate Social Responsibility at CCI, page: 137-138; Additional Explanations for BIST, page:324	-	-	-
GRI 304: Biodiversity 2016	304-2 Significant impacts of activities, products and services on biodiversity	Water Replenishment, page: 123 ; Additional Explanations for BIST, page: 318	-	-	-
	304-3 Habitats protected or restored	Corporate Social Responsibility at CCI, page: 137-138; Additional Explanations for BIST, page: 318	-	-	-
Community Investments					
GRI 3: Material Topics 2021	3-3 Management of material topic	Materiality Analysis, page:48; Material Topics Related to Sustainability, page: 49 Our Value Creation Model, page:63; Socio-Economic Impact, page: 136; Corporate Social Responsibility at CCI, page: 137	-	-	-
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments and development programs	Socio-Economic Impact, page: 136; Corporate Social Responsibility at CCI, pp:137-140	-	-	-
Volunteering					
GRI 3: Material Topics 2021	3-3 Management of material topic	Materiality Analysis, page:48; Material Topics Related to Sustainability, page: 49 Our Value Creation Model, page:63; CCI Volunteers, page:141-143	-	-	-
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments and development programs	CCI Volunteers, page:141-143	-	-	-

Statement of Responsibility for the Annual Report	Independent Auditor Report	Operational Performance	Financial Performance	Independent Auditor Report	Consolidated Financial Statements	Profit Distribution	CCI Reporting Guidelines	Management System Standards and Principles	Independent Assurance	Sustainability Performance Indicators	Memberships	Additional Explanations for BIST	Content Indices	Contributing to Sustainable Development Goals	Contact Information
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UN Global Compact (UNGC) Content Index

Topics	Global Principles	Location of Disclosure
Human Rights	Principle 1 - Businesses should support and respect the protection of internationally proclaimed human rights.	Human Rights Social Development
	Principle 2- Businesses should make sure that they are not complicit in human rights abuses.	Social Development
	Principle 3 - Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.	Human Rights Along the Value Chain
Working Standards	Principle 4 - The elimination of all forms of forced and compulsory labor	Human Rights
	Principle 5- The effective abolition of child labor	Human Rights
	Principle 6- The elimination of discrimination in respect of employment and occupation	Human Rights (Diversity and Inclusion)
Environment	Principle 7- Businesses should support a precautionary approach to environmental challenges.	Environmental Footprint (Energy Management and Tackling the Climate Crisis)
	Principle 8- Businesses should undertake initiatives to promote greater environmental responsibility.	Environmental Footprint
	Principle 9 - Businesses should encourage the development and diffusion of environmentally friendly technologies.	Environmental Footprint
Anti-Corruption	Principle 10 - Businesses should work against corruption in all its forms, including extortion and bribery.	Management of Risks and Ethics

Women’s Empowerment Principles (WEPs) Content Index

Principles	Location of Disclosure
Principle 1 - Establish High-Level Corporate Leadership for Gender Equality	Social Development (Women's Empowerment)
Principle 2 – Treat All Women and Men Fairly At Work- Respect and Support Human Rights and Non-Discrimination	Social Development (Women's Empowerment)
	Human Rights (Diversity and Inclusion)
Principle 3 - Ensure the Health, Safety and Well-being of All Women and Men Workers	Human Rights (Occupational Health and Safety)
Principle 4 – Promote Education, Training and Professional Development for Women	Social Development (Women's Empowerment)
Principle 5- Implement Enterprise Development, Supply Chain and Marketing Practices that Empower Women	Social Development (Women's Empowerment)
	Human Rights (Diversity and Inclusion)
Principle 6 - Promote Equality through Community Initiatives and Advocacy	Social Development (Women's Empowerment)
Principle 7 - Measure and Publicly Report on Progress to Achieve Gender Equality	Social Development (Women's Empowerment)

Contributing to Sustainable Development Goals

Sustainable Development Goals	Targets	Chapter
SDG 1-No Poverty	1.4. By 2030, ensure that all men and women, in particular the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services, ownership and control over land and other forms of property, inheritance, natural resources, appropriate new technology and financial services, including microfinance.	Socio-Economic Impact, page: 135 Corporate Social Responsibility at CCI, page: 136-143
	1.5. By 2030, build the resilience of the poor and those in vulnerable situations and reduce their exposure and vulnerability to climate- related extreme events and other economic, social and environmental shocks and disasters.	
SDG 3-Good Health and Wellbeing	3.9.2 Mortality rate attributed to unsafe water, unsafe sanitation and lack of hygiene (exposure to unsafe Water, Sanitation and Hygiene for All (WASH) services)	Water Replenishment Projects, page: 136-137
SDG 4-Quality Education	4.3. By 2030, ensure equal access for all women and men to affordable and quality technical, vocational and tertiary education, including university.	Women's Empowerment Projects, page: 139
	4.4. By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship.	
SDG 5- Gender Equality	5.5. Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life.	Diversity and Inclusion, page: 71-78
SDG 6- Clean Water And Sanitation	6.3.1. Proportion of wastewater safely treated	Our Sustainability Commitments, page: 18 Water Management, page: 124 Wastewater Management, page: 126 Water Replenishment, page:127 Water Replenishment Projects, page:136-137
	6.3.2. Proportion of bodies of water with good ambient water quality	
	6.6. By 2020, protect and restore aquatic ecosystems including mountains, forests, wetlands, rivers, aquifers and lakes	
SDG 7- Affordable and Clean Energy	7.2. By 2030, increase substantially the share of renewable energy in the global energy mix.	Our Sustainability Commitments, page: 19
SDG 8- Decent Work and Economic Growth	8.5. By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and "equal pay for work of equal value".	Diversity and Inclusion, page: 73
SDG 9- Industry, Innovation and Infrastructure	9.4. By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities.	Our Sustainability Commitments, page: 17-20 Operational Excellence in Supply Chain, page: 115-117
SDG 10-Reduced Inequalities	10.2. By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status	Diversity and Inclusion, page: 71-78
SDG 11- Sustainable Cities and Communities	11.6. By 2030, reduce the adverse per capita environmental impact of cities, including by paying special attention to air quality and municipal and other waste management.	Waste Collection Projects, page: 138

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Sustainable Development Goals	Targets	Chapter
SDG 12- Responsible Production and Consumption	12.2. By 2030, achieve the sustainable management and efficient use of natural resources.	Our Sustainability Commitments, page: 13-23 Sustainable Packaging and Waste Management, page: 122-123
	12.4. By 2020, achieve the environmentally sound management of chemicals and all wastes throughout their life cycle, in accordance with agreed international frameworks, and significantly reduce their release to air, water and soil in order to minimize their adverse impacts on human health and the environment.	
	12.5. By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse.	
SDG 13- Climate Action	13.2. Integrate climate change measures into national policies, strategies and planning.	Energy Management and Tackling the Climate Crisis 128-133
	13.3. Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning.	
SDG 14- Life Below Water	14.2. By 2020, sustainably manage and protect marine and coastal ecosystems to avoid significant adverse impacts, including by strengthening their resilience, and take action for their restoration in order to achieve healthy and productive oceans.	Our Sustainability Commitments, page: 18 Water Management, page:122 Wastewater Management, page:124 Water Replenishment, Page: 125 Water Replenishment Projects, page:134-135 Biodiversity, page:325
SDG 15- Life On Land	15.1. By 2020, ensure the conservation, restoration and sustainable use of terrestrial and inland freshwater ecosystems and their services, in particular forests, wetlands, mountains and dry lands, in line with obligations under international agreements.	Our Sustainability Commitments, page: 18 Water Management, page:122 Wastewater Management, page:124 Water Replenishment, Page: 125 Water Replenishment Projects, page:134-135 Biodiversity, page:325
SDG 17- Partnerships For The Goals	17.14. Enhance policy coherence of sustainable development	Our Sustainability Commitments, page:13-23 Communication Platforms with Key Stakeholders, page: 42-46 Socio-Economic Impact, page:135 Memberships, page:320
	17.16. Enhance the global partnership for sustainable development, complemented by multi-stakeholder partnerships that mobilize and share knowledge, expertise, technology and financial resources, to support the achievement of sustainable development goals in all countries, in particular developing countries	
	17.17. Encourage and promote effective public, public- private, and civil society partnerships, building on the experience and resourcing strategies of partnerships	
	17.19. By 2030, build on existing initiatives to develop measurements of progress on sustainable development that complement gross domestic product, and support statistical capacity-building in developing countries	

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