

# INVESTOR PRESENTATION

June 2023



# Forward Looking Statements

This presentation includes forward-looking statements including, but not limited to, statements regarding Coca-Cola İçecek's ("CCI") plans, objectives, expectations and intentions and other statements that are not historical facts. Forward-looking statements can generally be identified by the use of words such as "may," "will," "expect," "intend," "estimate," "anticipate," "plan," "target," "believe" or other words of similar meaning. These forward-looking statements reflect the current views and assumptions of management and are inherently subject to significant business, economic and other risks and uncertainties. Although management believes the expectations reflected in the forward-looking statements are reasonable, at this time, you should not place undue reliance on such forward-looking statements. Important factors that could cause actual results to differ materially from CCI's expectations include, without limitation: changes in CCI's relationship with The Coca-Cola Company and its exercise of its rights under our bottler's agreements; CCI's ability to maintain and improve its competitive position in its markets; CCI's ability to obtain raw materials and packaging materials at reasonable prices; changes in CCI's relationship with its significant shareholders; the level of demand for its products in its markets; fluctuations in the value of the Turkish Lira or the level of inflation in Türkiye; other changes in the political or economic environment in Türkiye or CCI's other markets; adverse weather conditions during the summer months; changes in the level of tourism in Türkiye; CCI's ability to successfully implement its strategy; and other factors. Should any of these risks and uncertainties materialize, or should any of management's underlying assumptions prove to be incorrect, CCI's actual results from operations or financial conditions could differ materially from those described herein as anticipated, believed, estimated or expected. Forward-looking statements speak only as of this date and CCI has no obligation to update those statements to reflect changes that may occur after that date.

# Overview Of CCI

# Key Investment Highlights



**Excellent brand portfolio**  
that we continue to innovate



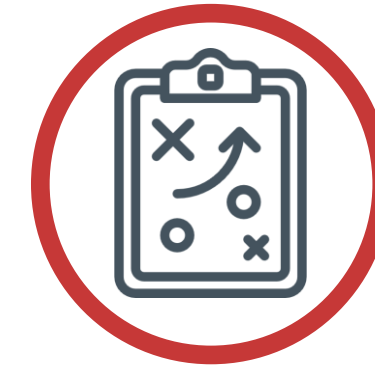
**Vast potential of our operating markets**  
that offer NARTD growth opportunity



**Ecosystem of digital and physical capabilities**  
that leads to improved employee, consumer and customer experience



**Strong system alignment**  
that is improving everyday with TCCC



**Great people and excellent execution**  
that helps accelerating quality growth



**Resilient business with proven track record**  
with expansion & growth in emerging markets

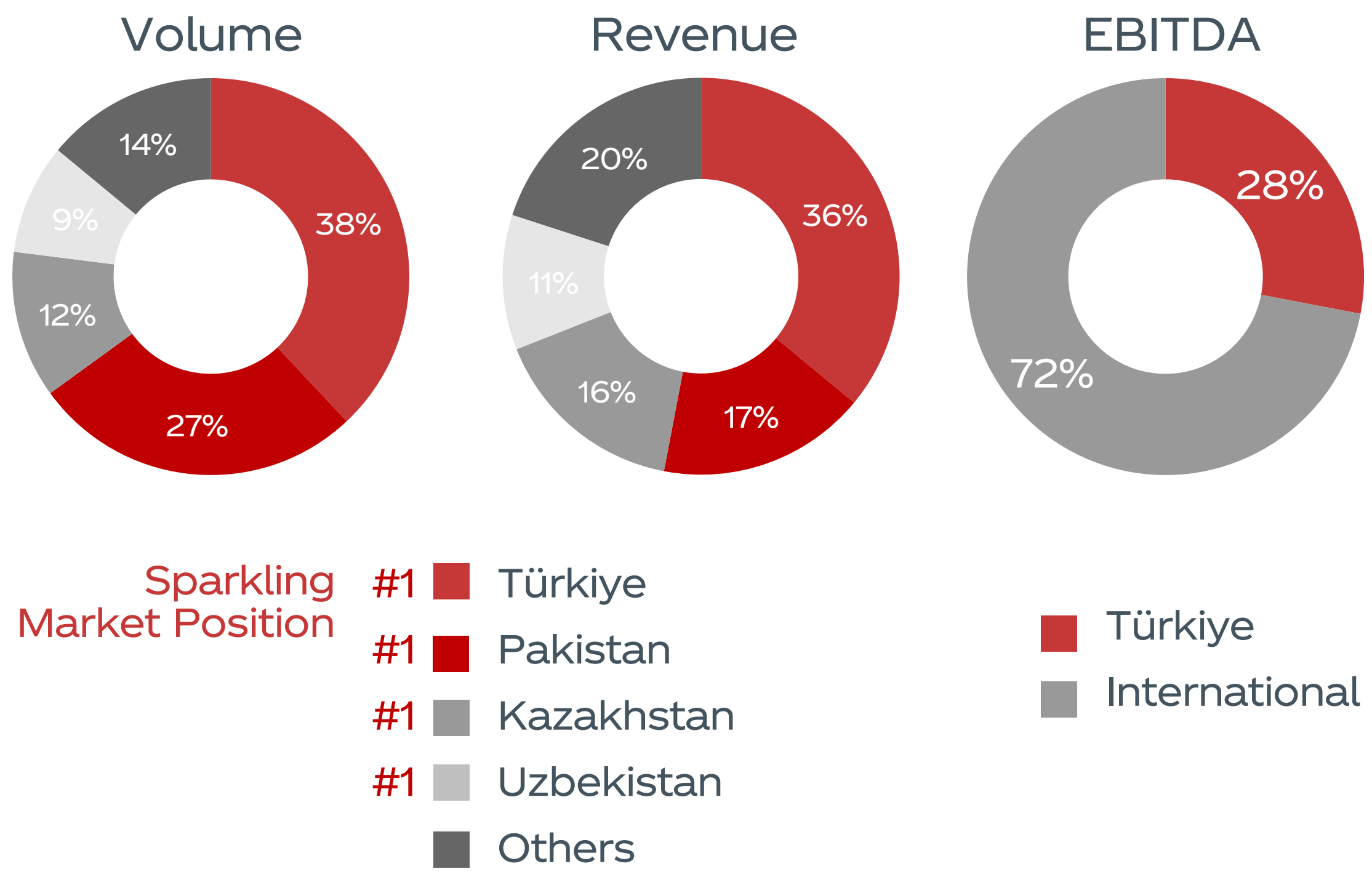


**Disciplined financial management**  
that lead the way to increasing shareholder value



**Commitment to ESG**  
to build a responsible & sustainable business

# A Multinational Beverage Company...



Figures reflect FY22 numbers (1) Unit case, 1 UC equals 5.678 liters. Production plant and capacity figures represent most recent numbers.

# ... With a Successful Track Record of Growth



Volume  
**5x**

**10%**  
CAGR  
2005 - 2022



Revenue  
**45x**

**25%**  
CAGR  
2005 - 2022



EBITDA  
**52x**

**26%**  
CAGR  
2005 - 2022



318 MN UC

1,577 MN UC

2005

2006 - 2007

2008

2012

2021

2022

Single country

Central Asia and North Iraq

JV Pakistan

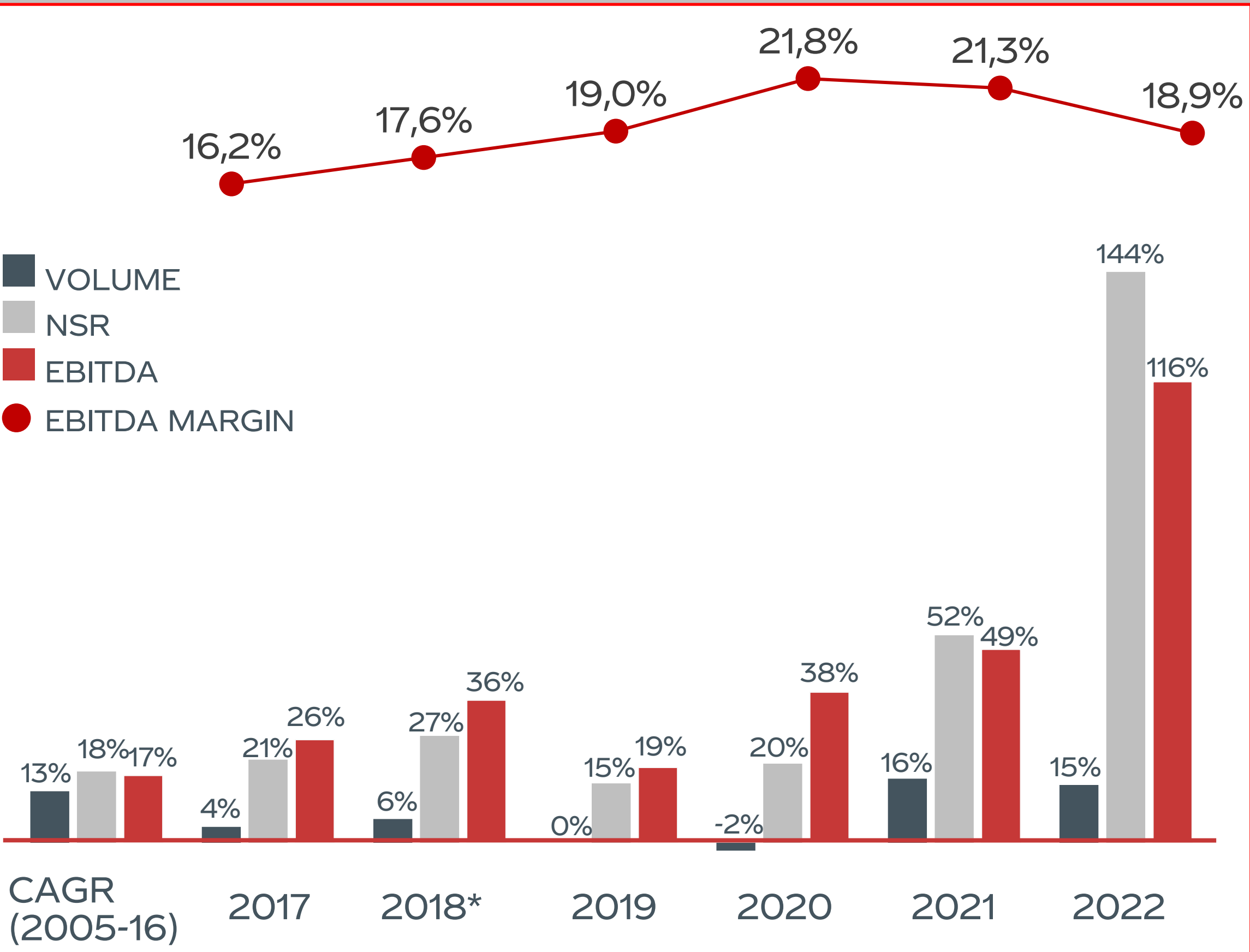
South Iraq

Uzbekistan

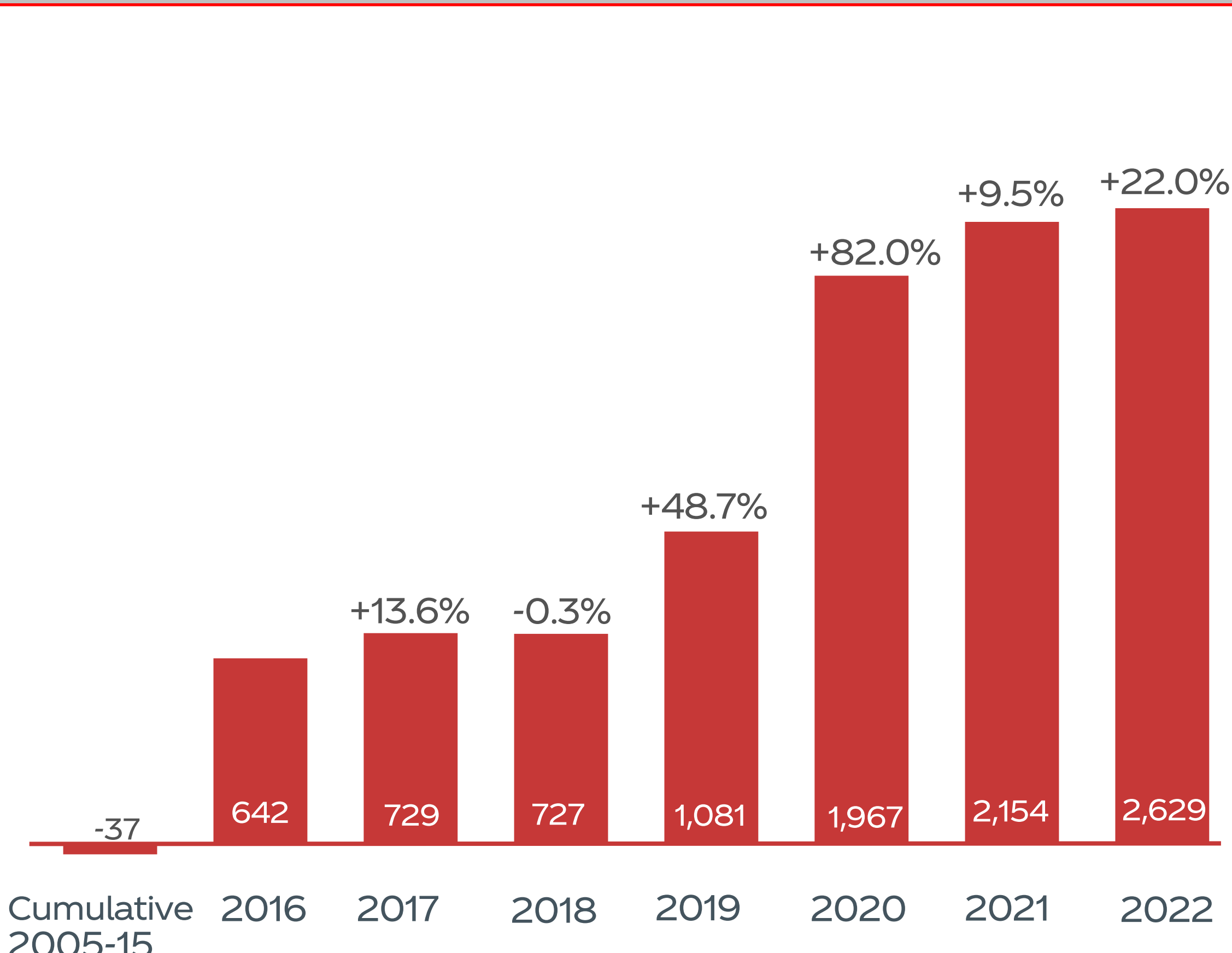
A regional bottler...

# Resulting In a Rising Performance

Sustainable Growth y/y%



Solid Free Cash Flow (TL million) y/y%



\*Includes TFRS 15 adjustments

# ...With The Right Focus

## Right Price



- Regional Strategies
- Effective discount and trade promotion management

NSR > PCE growth

## Right Portfolio



- Portfolio expansion
- Portfolio innovation
- Portfolio diversification



## Right Mix



- IC Portfolio Availability
- Optimum price/pack architecture

IC SHARE  31.7% in Türkiye (FY22)

## Right Channel



- Channel prioritization
- Clear channel roles & objectives
- Segmented execution



# 1Q23 Financial Results

# 1Q23 in Review

Delivering In Line with Expectations Despite Unforeseen Challenges

## Operational Performance



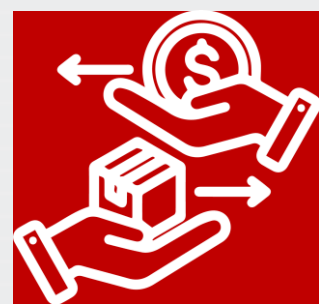
**Volume  
(UC)**

**1Q23**  
million  
**353**  
+6.3% y/y



**IC  
Share**

**1Q23**  
%  
**24.3**  
-180 bps y/y



**# Of  
Transactions**

**1Q23**  
billion  
**2.6**  
+3.3% y/y

## Financial Performance



**Net  
Sales  
Revenue  
(TL)**

**1Q23**  
billion  
**15.6**  
+79.5% y/y



**EBIT  
(TL)**

**1Q23**  
billion  
**2.3**  
+76.4% y/y



**Net  
Income  
(TL)**

**1Q23**  
million  
**1.0**  
+64.2% y/y

# Balanced Growth with Double Digit Core Sparkling Performance

## Double digit growth in both Sparkling & Stills

Sparkling  
y/y

+10%



Stills  
y/y

+6%



Water  
y/y

-15%



## Growth is led by categories and launches of strategic value to CCI

Coca-Cola™  
y/y

Double digit  
Coca-Cola™ growth



Energy  
y/y

+40% energy  
drinks expansion



Iced Tea  
y/y

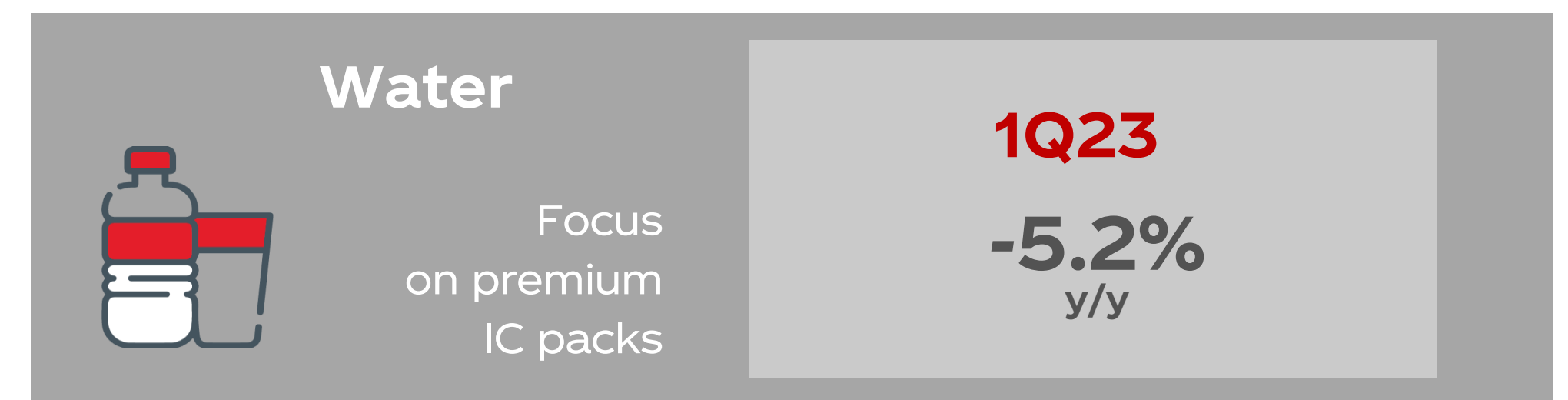
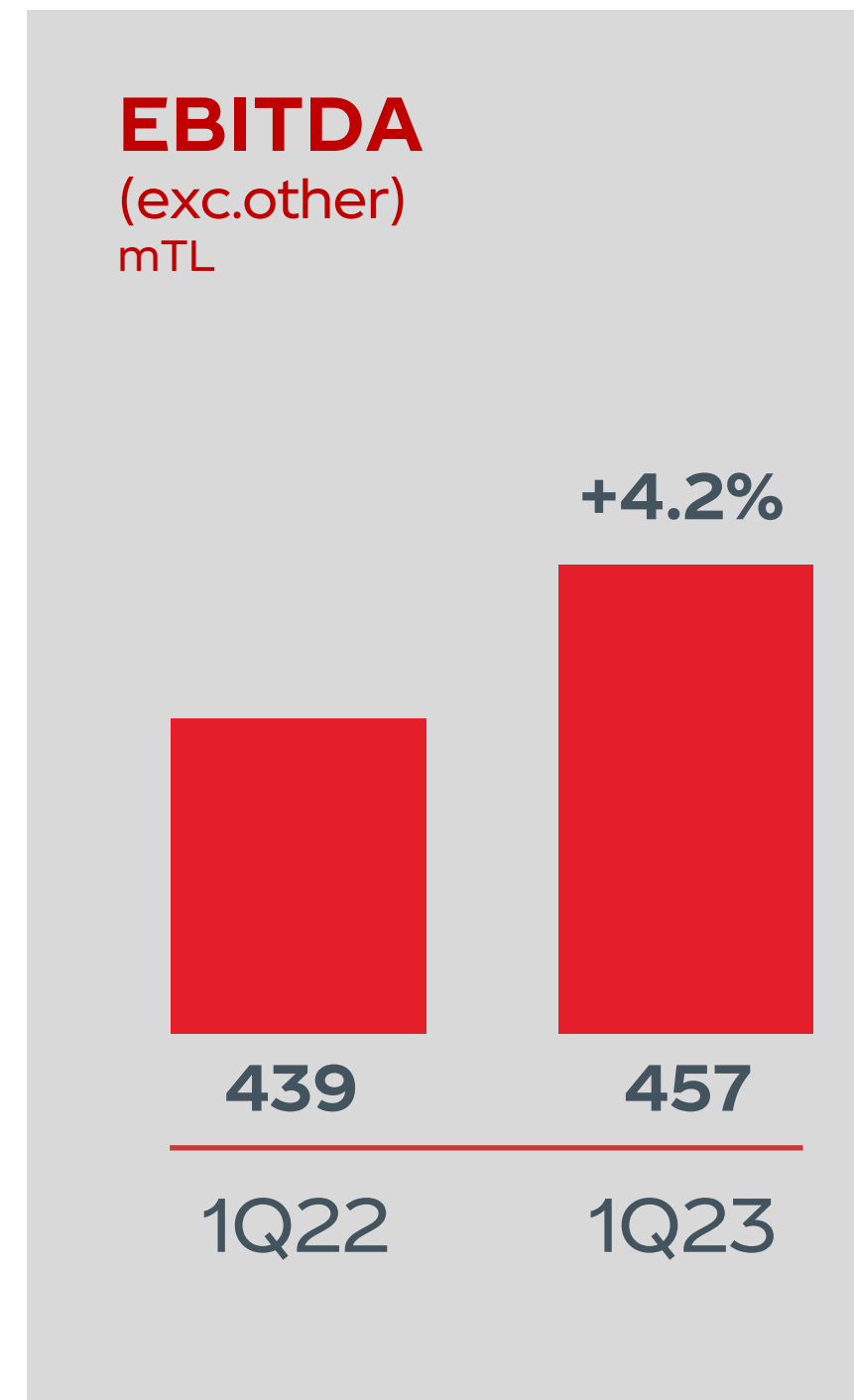
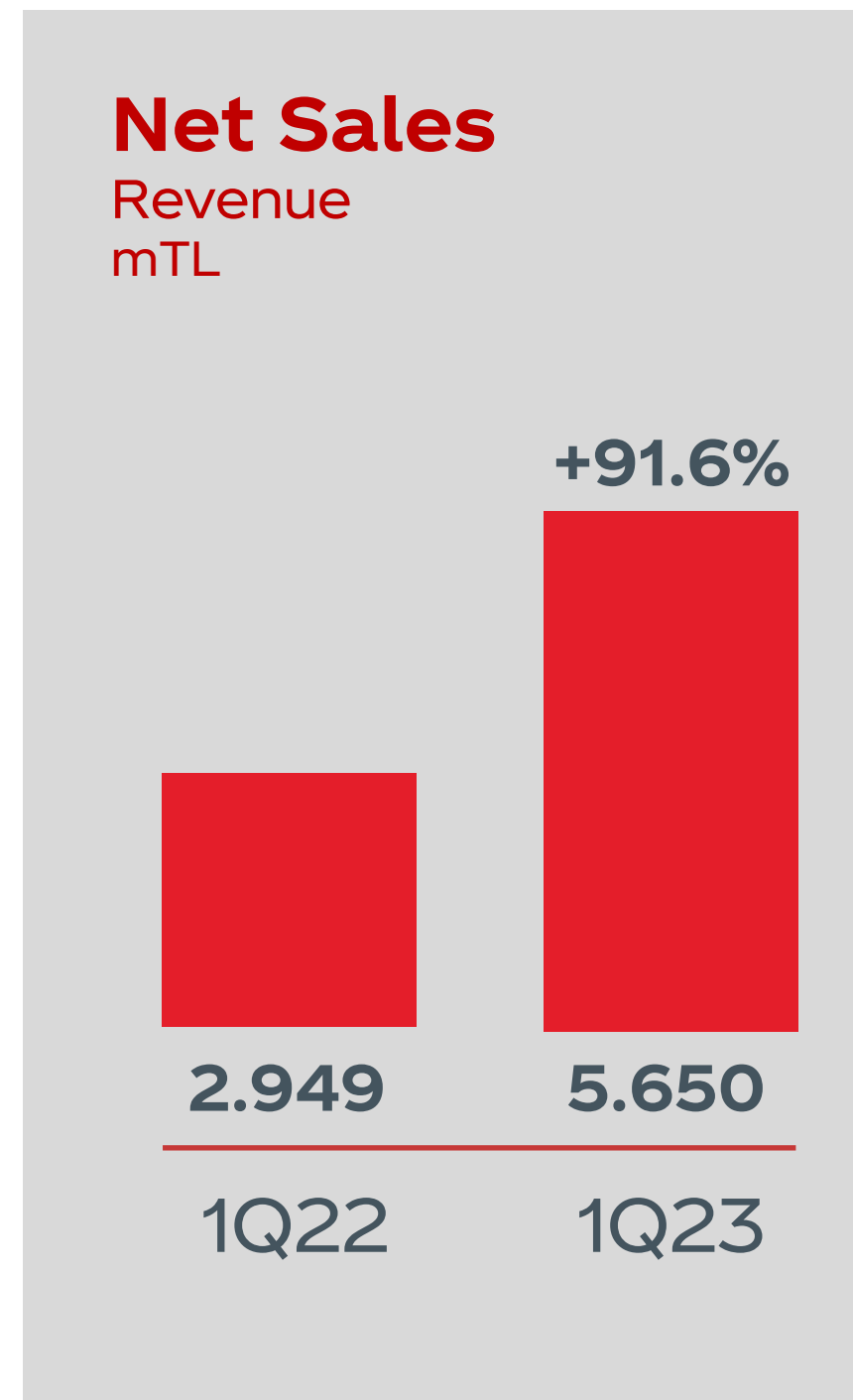
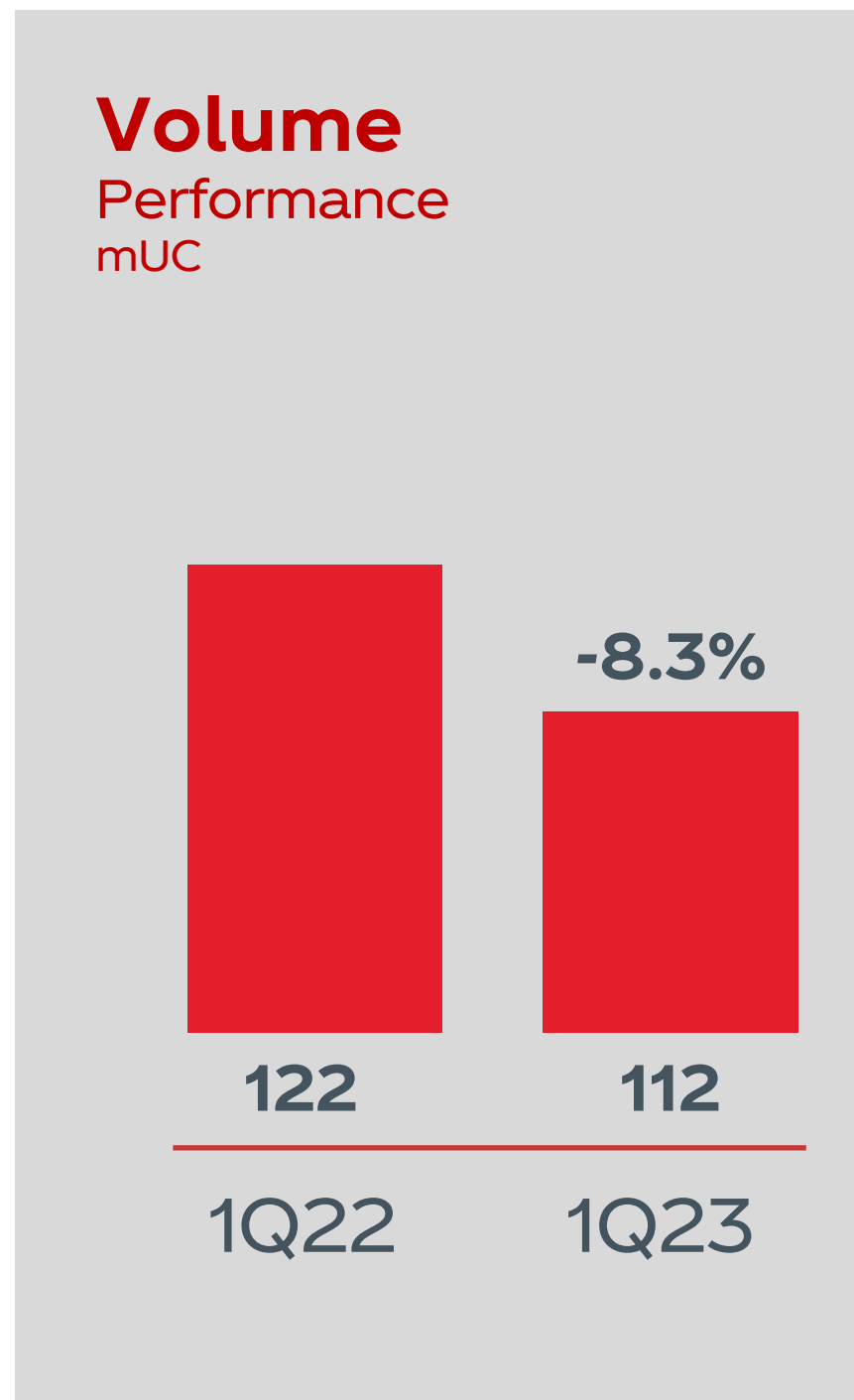
High teens  
contribution  
from Iced Teas





# Türkiye:


## Difficult Start to the Year with Devastating Earthquake

 **32%** Share of Volume in Total CCI



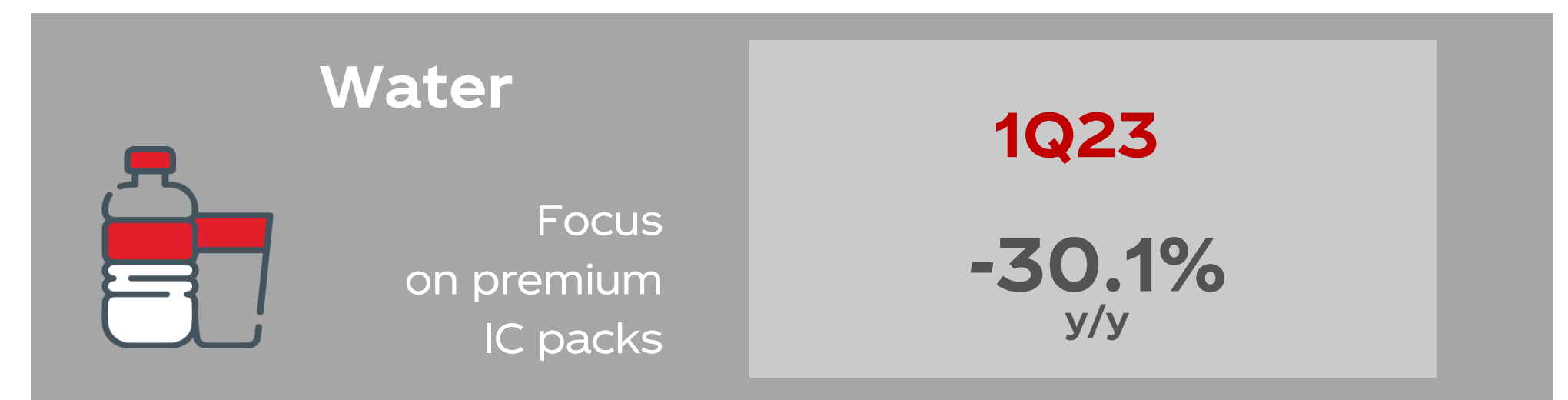
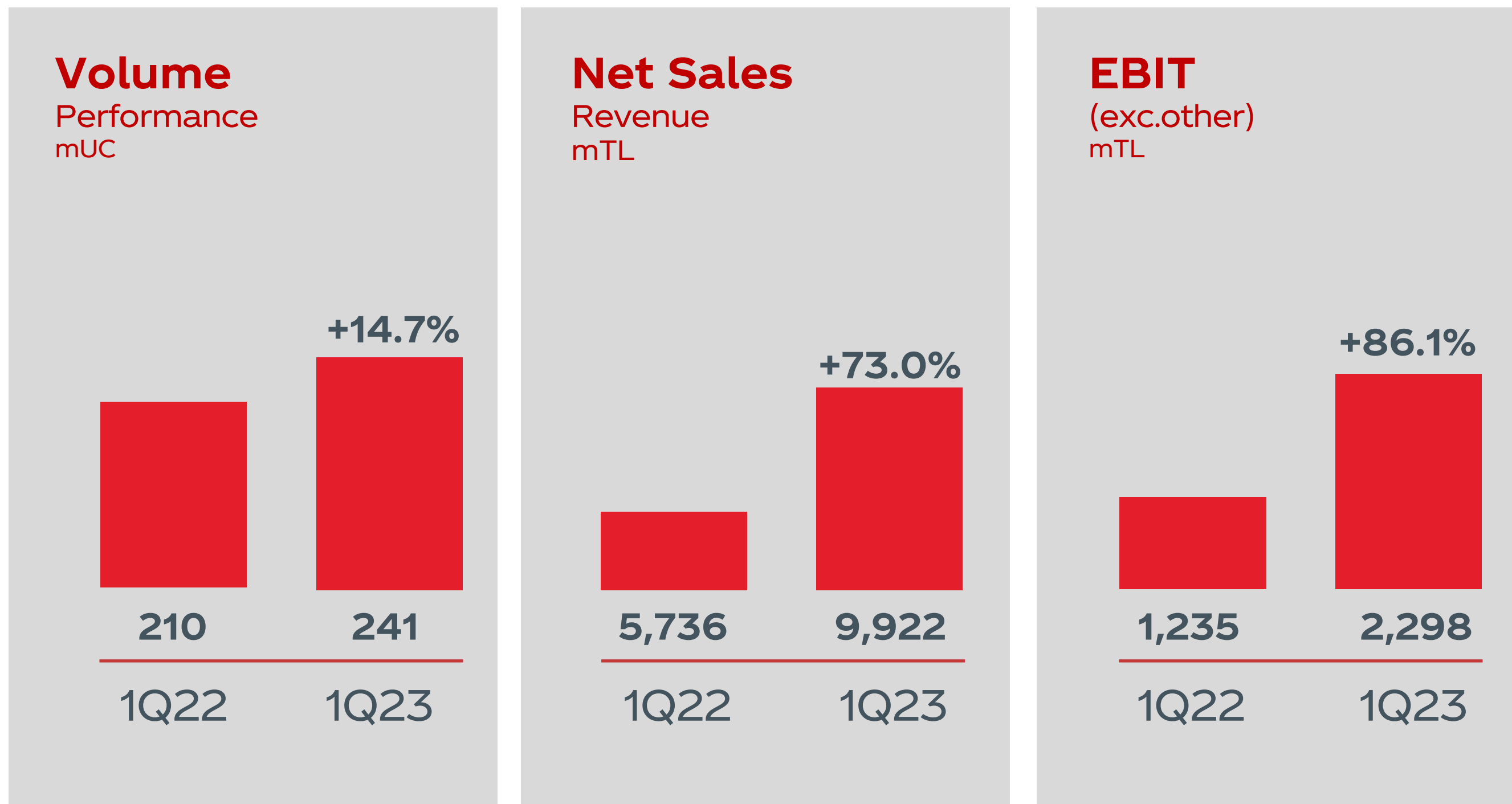
 Gradual volume recovery after the initial weeks of the earthquake


 333 bps IC share expansion to 34.9%


 The highest ever 1st quarter On-Premise channel performance reaching 30% of total channel mix


# International: Key Markets Registered Solid Growth

 **68%** Share of Volume in Total CCI



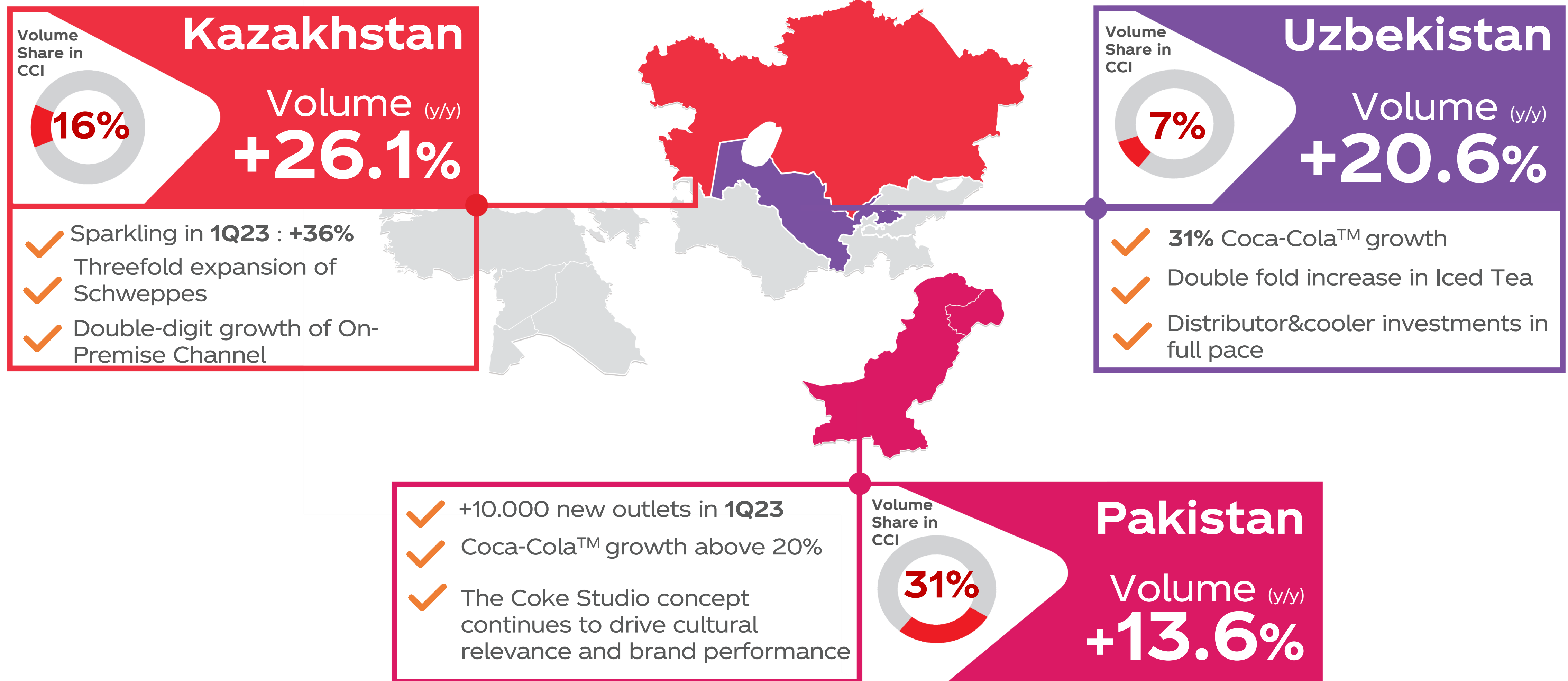
 Coca-Cola™ growth above 20%

 Energy drink volumes increased threefold

 Double digit at-home and out of home channel growth performance

# Key International Markets

## Momentum Continued in 1Q23



# Uzbekistan

## One Year After Acquisition: Successful Integration In a High Potential Market



### ...Then



- Insufficient capacity
- Basic 'wholesaler model'
- Limited portfolio: mostly Sparkling, limited Stills
- Basic Execution
- Underindexed\* cooler coverage
- Primarily manual records

### Now...



- Expanded capacity
- Segmented Route To Market
- Portfolio diversification started
- Improved execution
- Continuous investments in coolers
- Digital foundation is operational

### Achievements in 2022



- Quality Growth Algorithm in place in 2022
- Dynamic pricing leading to margin improvement
- Implementation of CCI Digital technology

### Further Opportunities to Grow

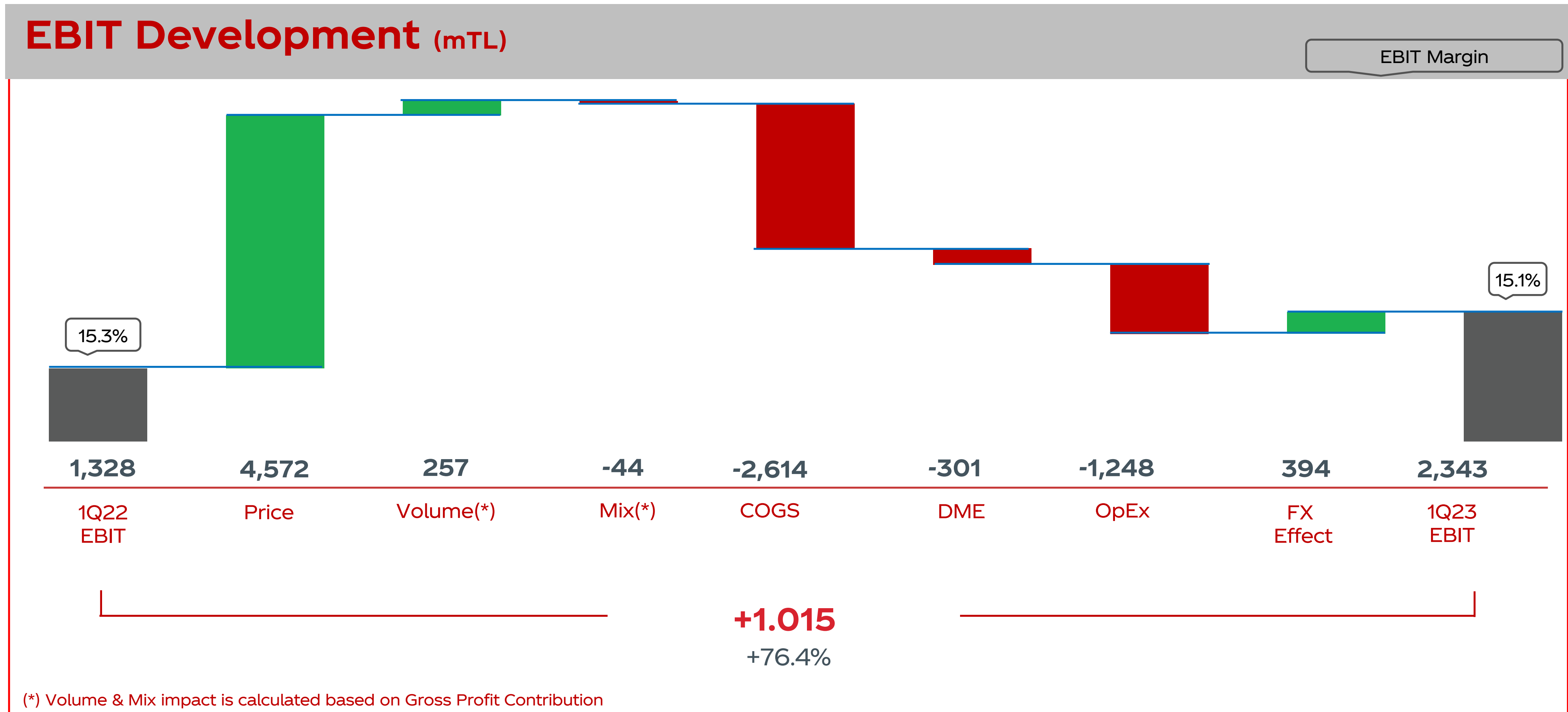


- New capacity & plant investments
- Further portfolio diversification
- Untapped regional opportunities

\* As compared to market share

# Positive Business Momentum and Strong Pricing

Mitigate Cost Pressures



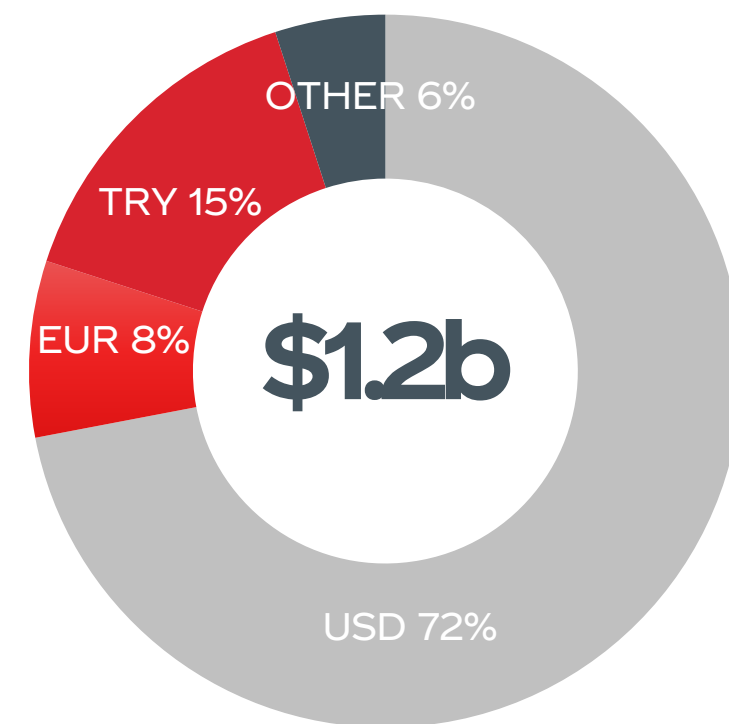


# Balance Sheet & Risk Management

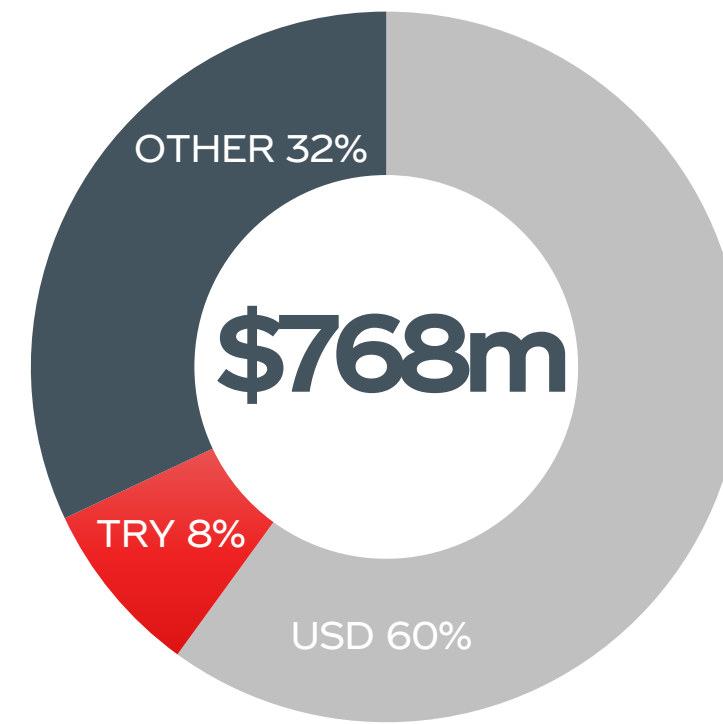
# Disciplined Financial Management

## Preserving Cash and Securing Liquidity

### Debt Profile

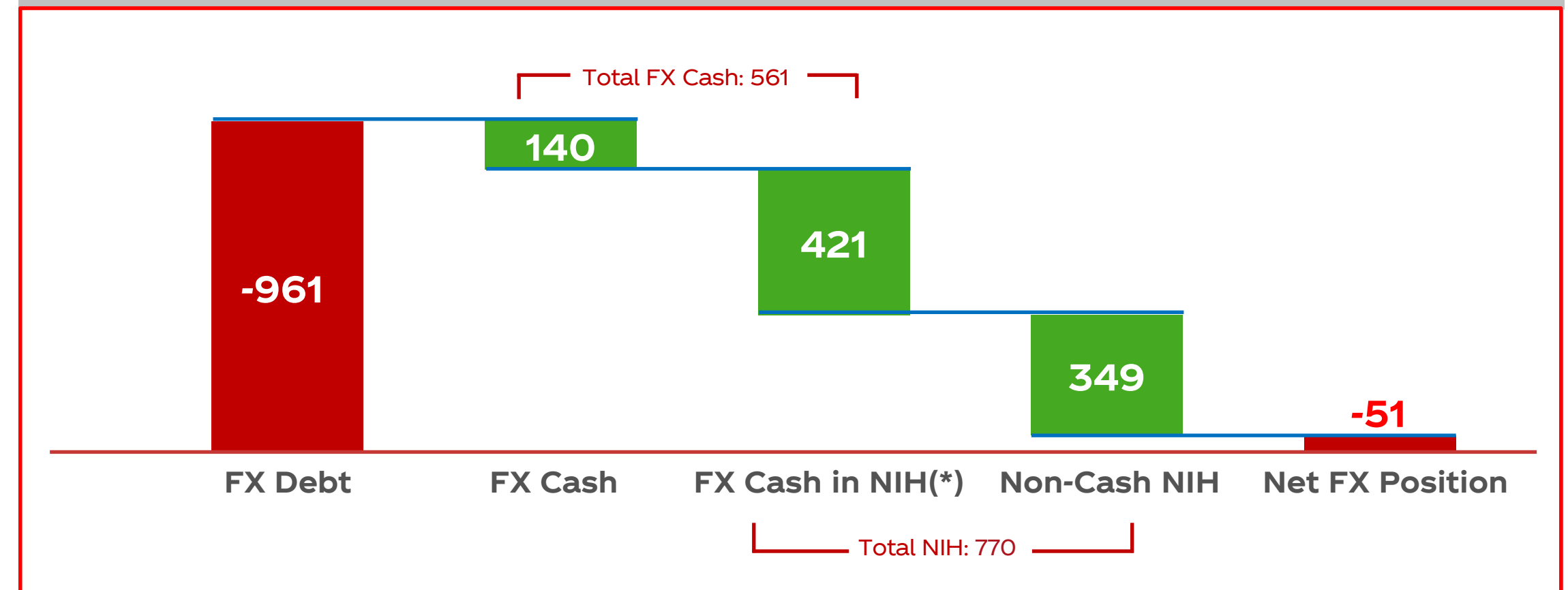


### Cash Profile

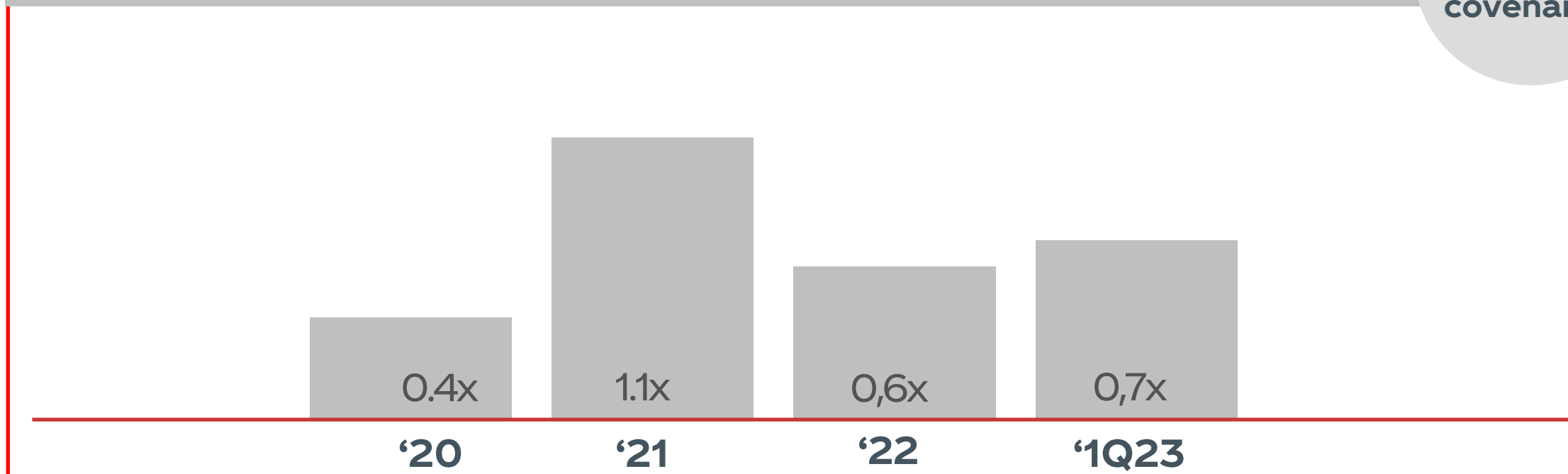


96% Fixed interest

### Net FX Position (mUSD)

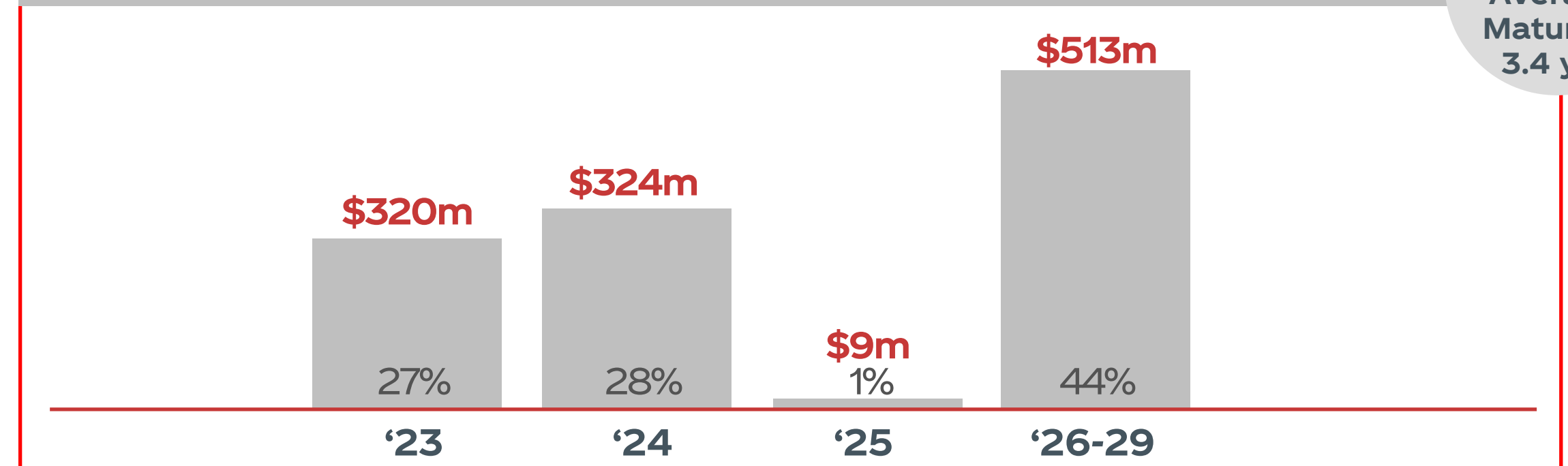


### Net Debt / EBITDA



Significant headroom under covenants

### Maturity



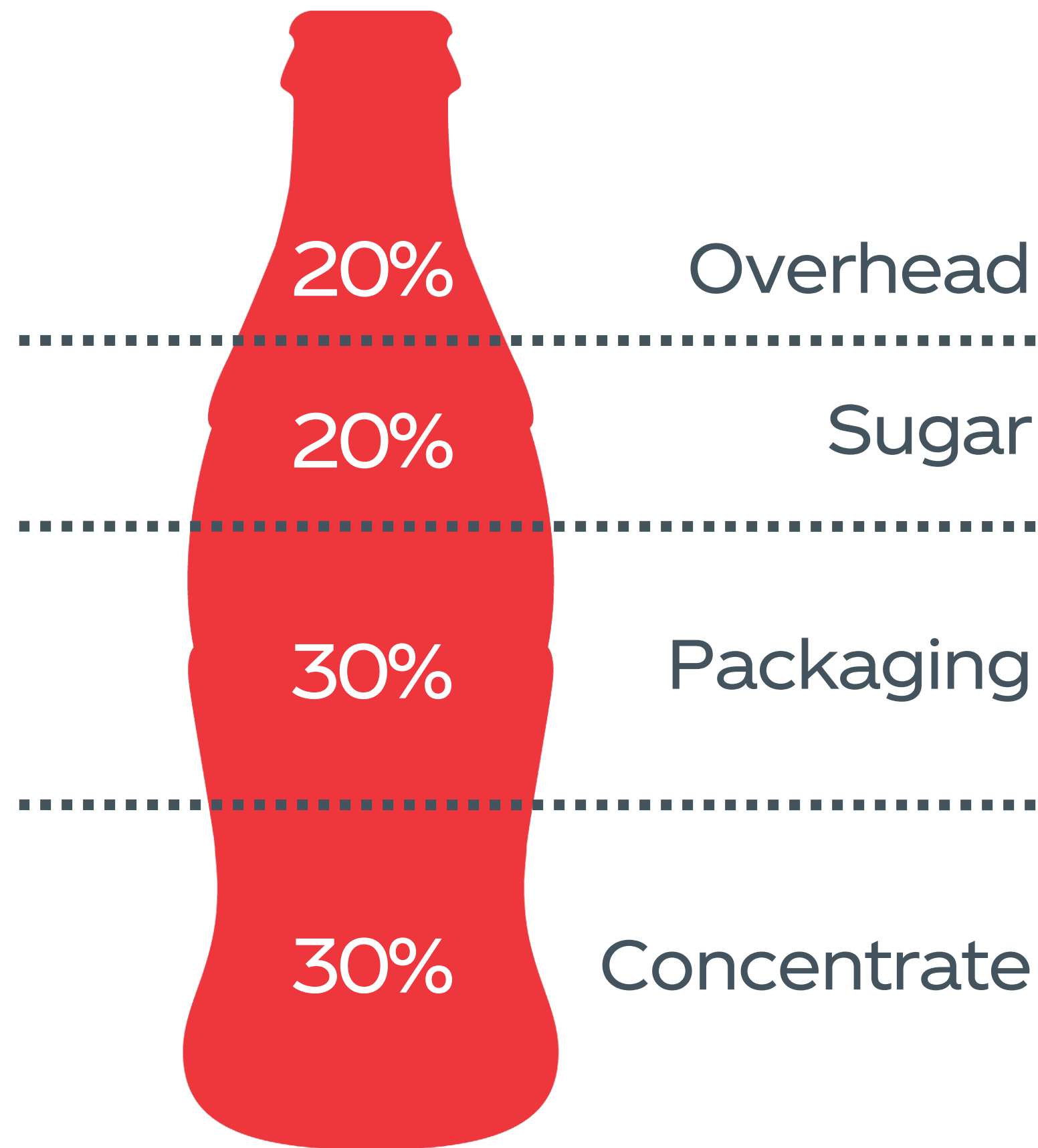
(\*) NIH: Net Investment Hedge

# Proactive Hedging

## Increase Long Term Visibility

### Balanced Cost Base

COST OF SALES



### Proactive Risk Policy

HEDGING & PRE-BUY RATES

	SUGAR	ALUMINIUM	RESIN
2023	89%	100%	64%
2024	75%*	15%	10%

\*in markets where financial hedge is available

# 2023FY Guidance

# 2023 Guidance



## SALES VOLUME

Mid to high single-digit volume growth on a consolidated basis

---

Flat to mid-single digit in Türkiye

---

High single to low double-digit growth in the international operations



## NET SALES REVENUE (\* Consolidated FX-neutral basis

The high 40s to low 50s percentage FX-neutral NSR growth



## EBIT MARGIN

Flat to a slight expansion



## WORKING CAPITAL FREE CASH FLOW

Low-single-digit Working Capital/Sales at YE

---

Absolute growth in FCF in TRY terms vs. 2022 despite higher capex budget



## CAPEX / SALES

High single digit as a percentage of consolidated net sales revenue.

# Strategic Priorities

# Clear Strategic Framework

## Our Vision

Be the Best FMCG Company Across our Markets

## Values



ACCOUNTABILITY



PASSION



TEAM WORK



INTEGRITY

- ◇ Costumer oriented organization
- ◇ Value creative customer solutions
- ◇ Competitive service mindset

- ◇ Holistic beverage Company
- ◇ Commercial excellence

- ◇ Corporate governance
- ◇ Environmental footprint
- ◇ Social approval

- ◇ Capability & leadership
- ◇ Loyal, diverse and inclusive
- ◇ One Team culture with high performance



# Strategic Priorities

## In Core Business to Create Value



### Accelerate “Quality” Growth

- Revenue Growth Management (RGM)
- Expand Sparkling & Stills
- Increase frequency and price mix
- Regional strategies and customized offerings



### Be the Best in FMCG Execution

- Win at the Point of Sale
- Increase outlet coverage
- Right Execution Daily
- Use of advanced data analytics
- Excellent route to market capability



### Win with Our People

- Integrated Talent Strategy
- Leadership Development
- High Performing Team
- Transformation to “OnePeople”
- Keep investing in our people



### Digital for Industry Leadership

- Digital transformation
- Building an ecosystem of solutions and infrastructure based on digital capabilities

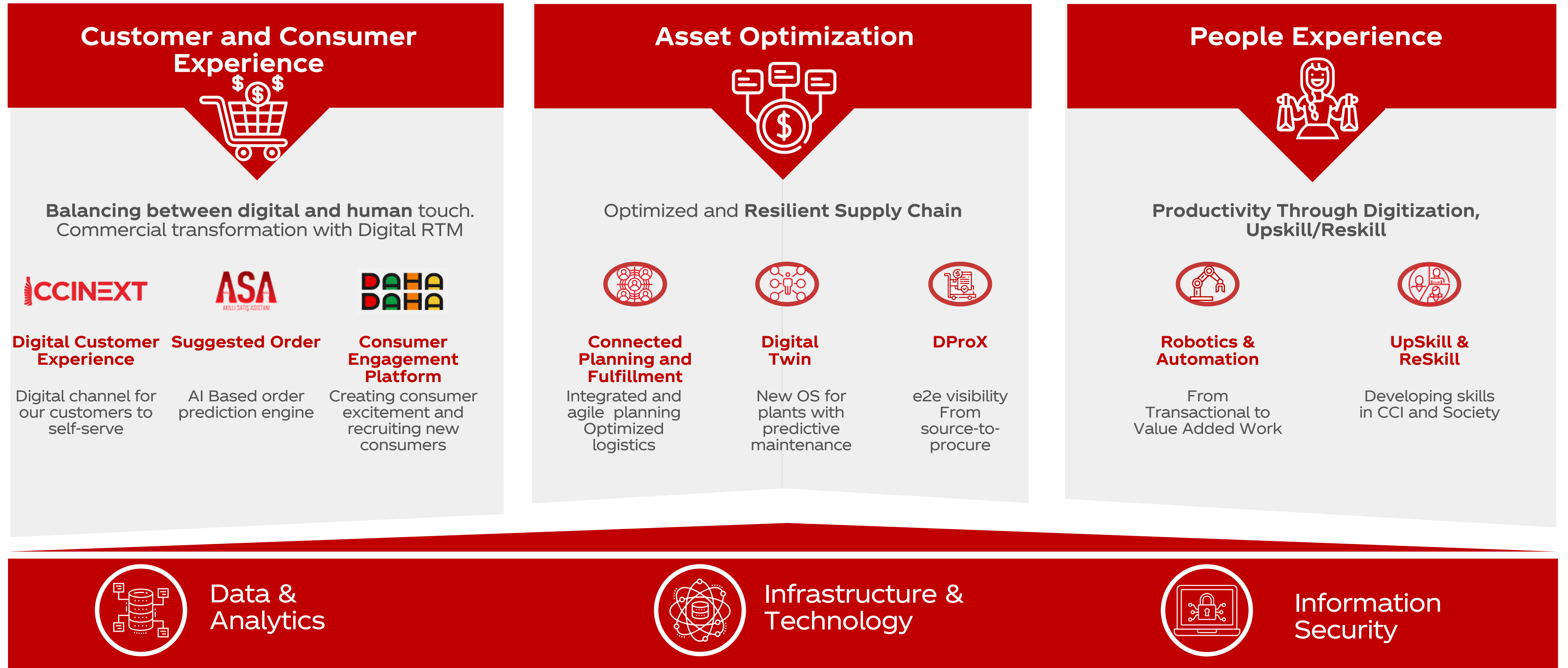


### Win with Stakeholders

- Creating value for all the stakeholders and the planet
- Tracking sustainability targets closely
- Transforming to a more sustainable business model



# Integrated Digital Model for Value Creation



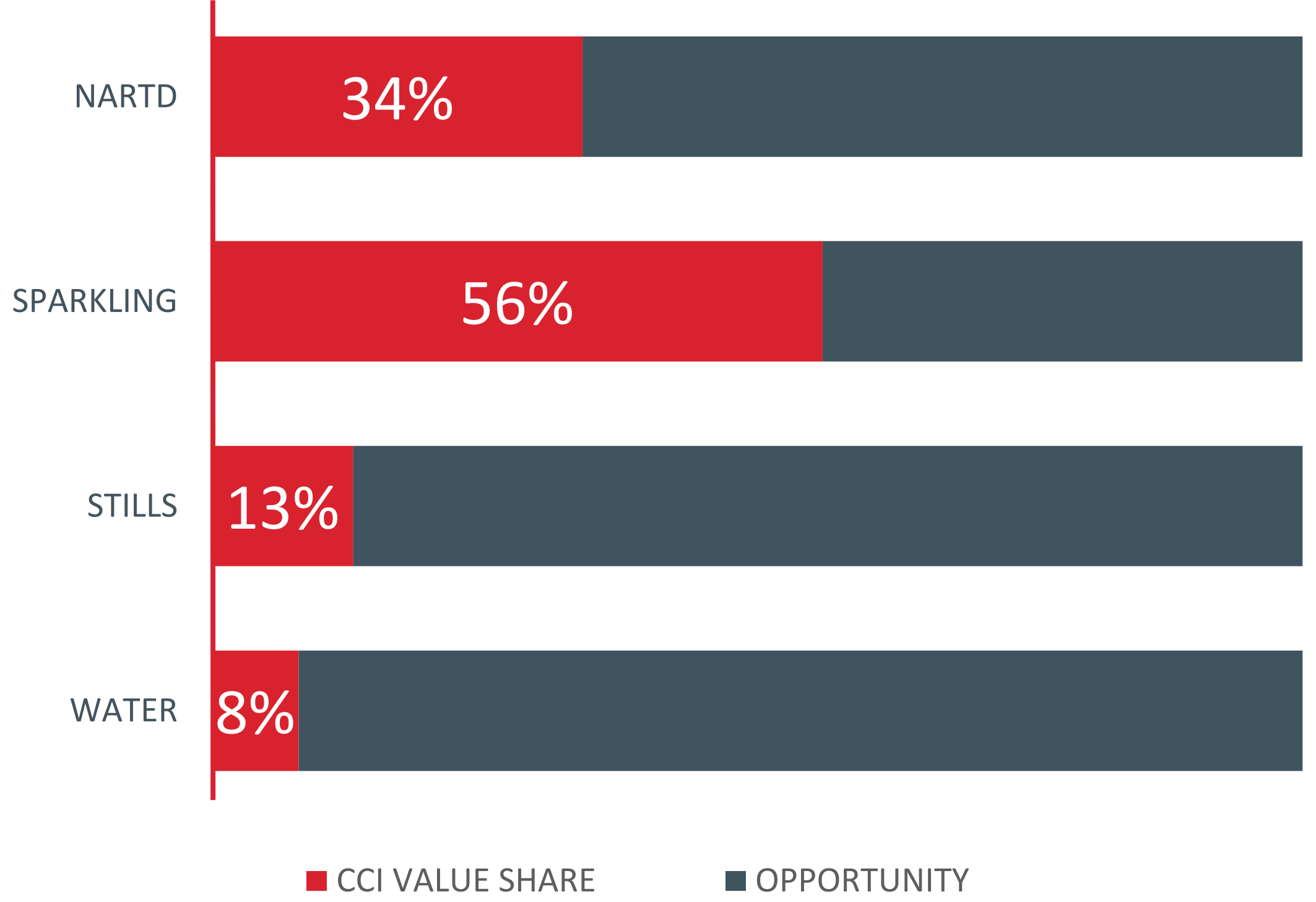
# Growth Opportunities

# NARTD Value Growth Opportunity

**INDUSTRY VALUE GROWTH**  
**+\$10BN 8% CAGR**  
 2022 - 2027E



**TOTAL NARTD INDUSTRY IN CCI COUNTRIES:**  
**\$21.4BN (2022)**



Source: GlobalData (Industry Estimates); CCI&TCCC Assumptions (Category Shares)  
 \* NARTD includes Sparkling, Juices, Packaged Water, RTD Tea & Energy Drinks

# More Room for Growth...

YOUNG POPULATION IN CCI COUNTRIES

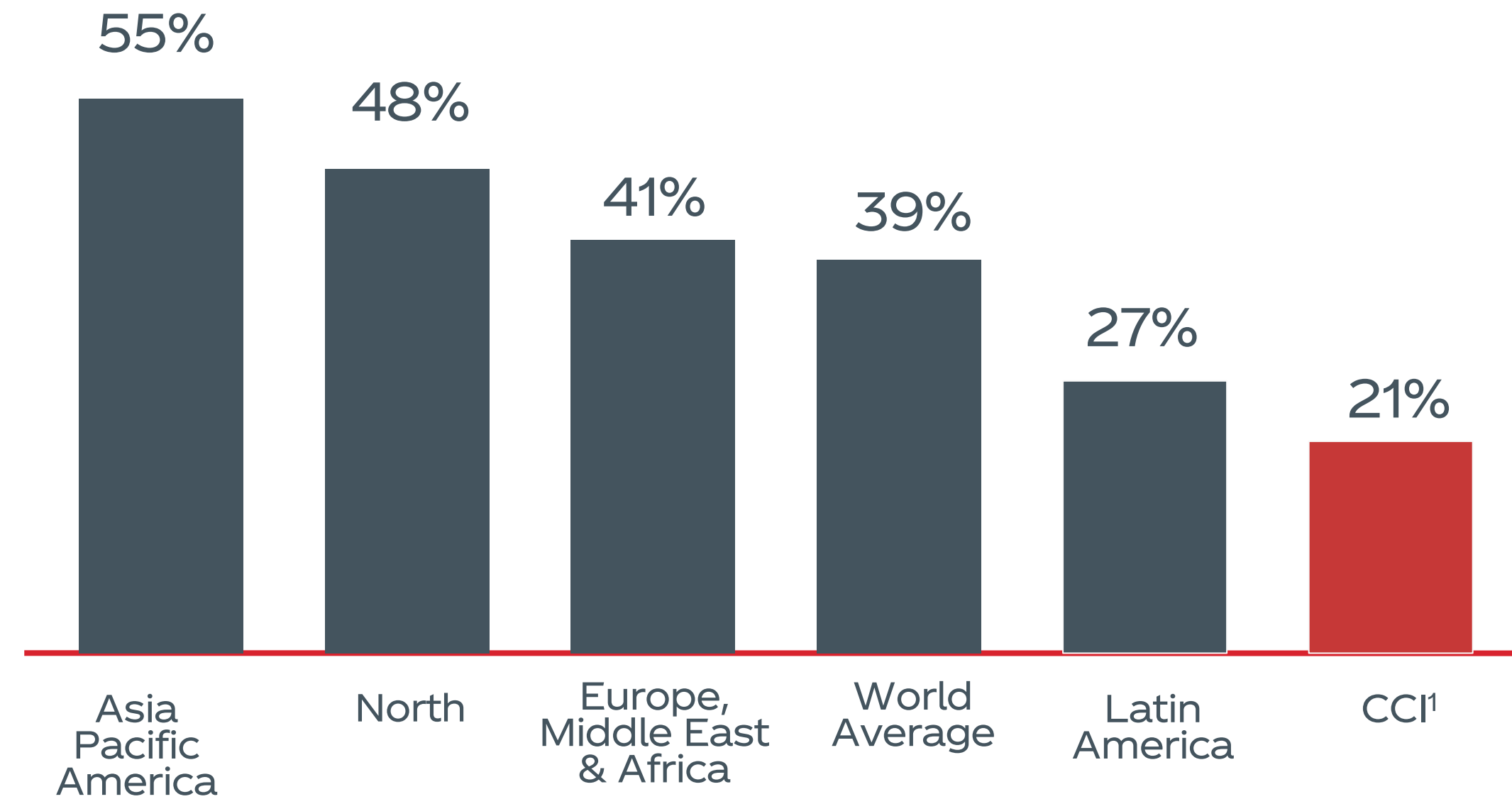
~59%

Teen Recruitment Opportunity!



Source: Population Statistics from World Bank (young population represented as under 30); GlobalData (Industry Estimates); CCI Volume

Share of Immediate Consumption (IC) Packages in Sparkling (FY22)

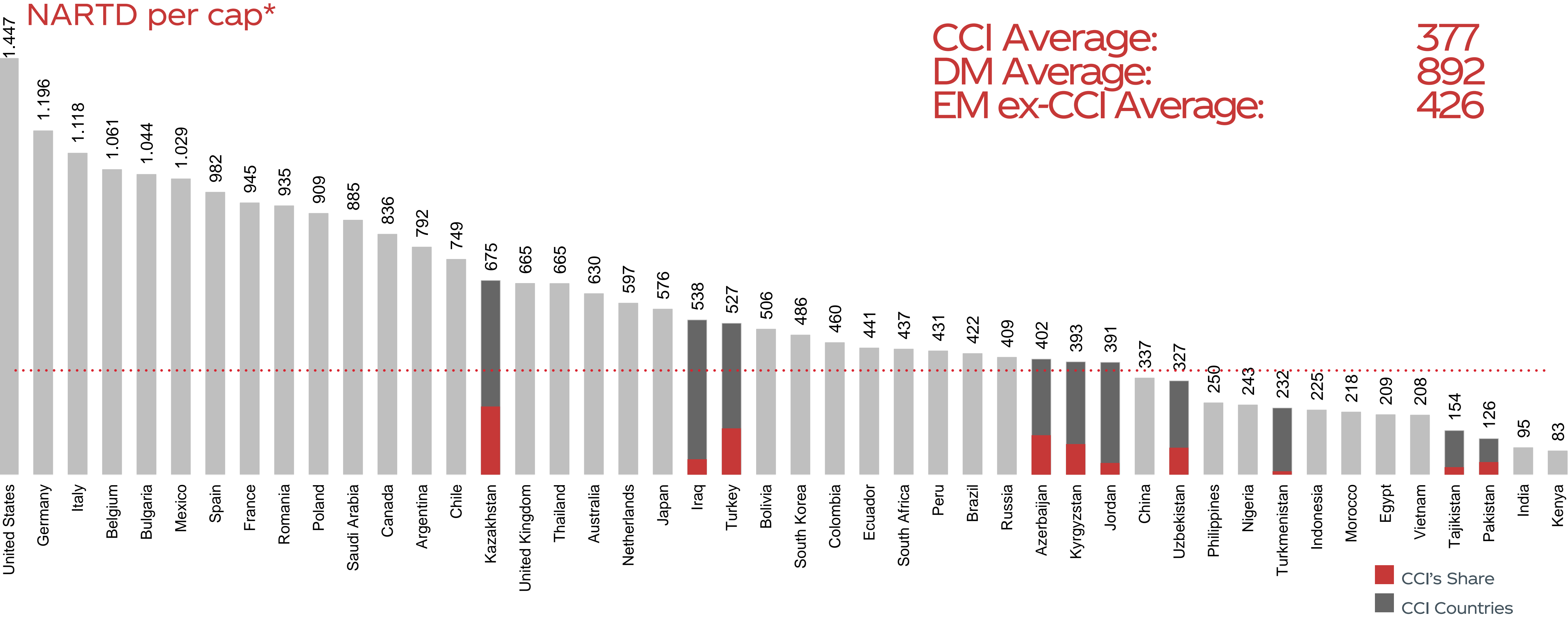


IC Packages ~2X HIGHER NSR PER CASE<sup>1</sup>

~1.5X GROSS MARGIN VS. FC<sup>1</sup>

<sup>1</sup> Based on CCI analysis for Türkiye operations

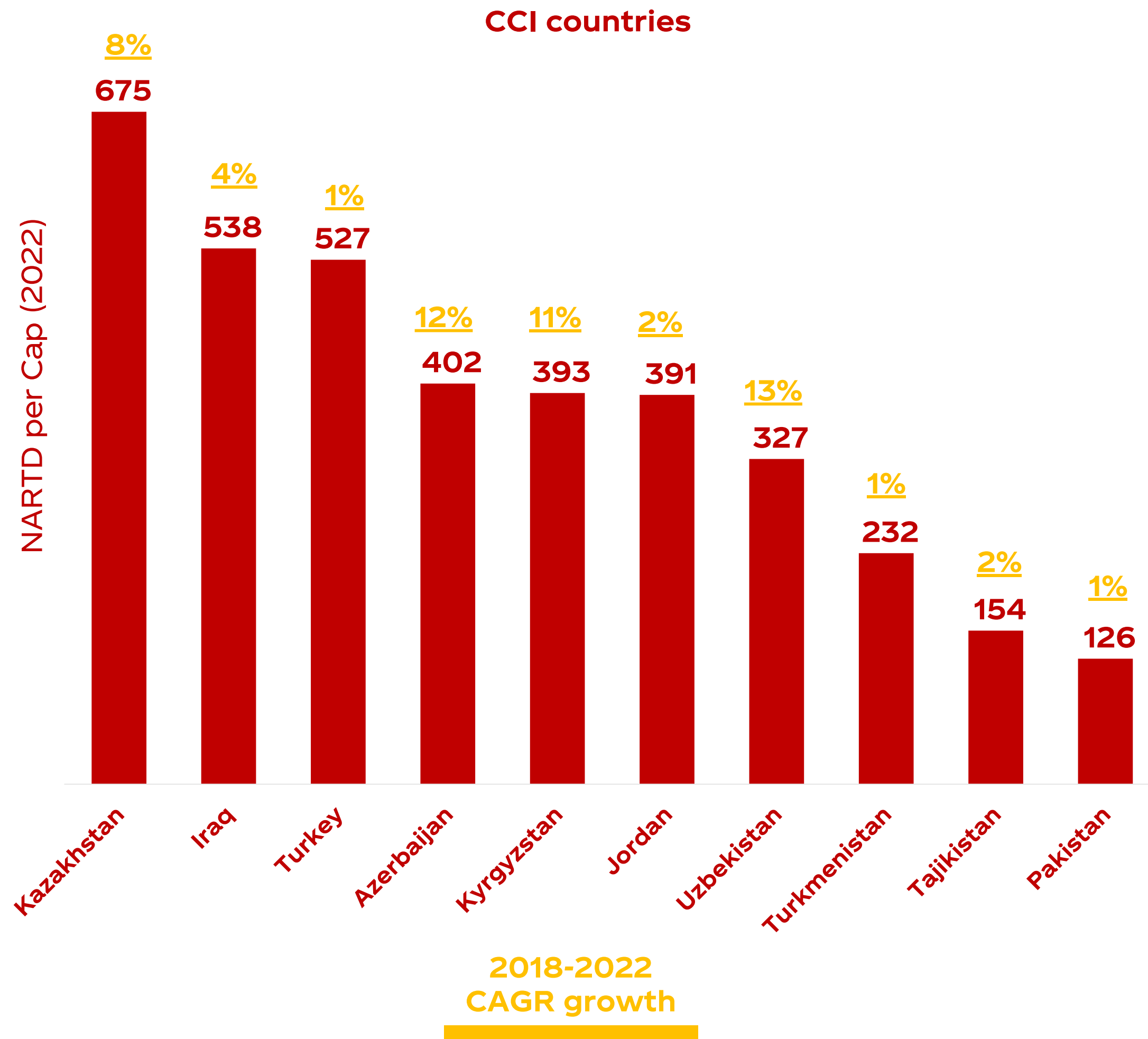
# Lower Per Caps in CCI Countries



Source: GlobalData (Industry Estimates); IHS Markit (Population); CCI Volume; All figures as of 2022  
 \* NARTD includes Sparkling, Juices, Packaged Water, RTD Tea & Energy Drinks; Per cap per year in terms of number of 8-ounce servings



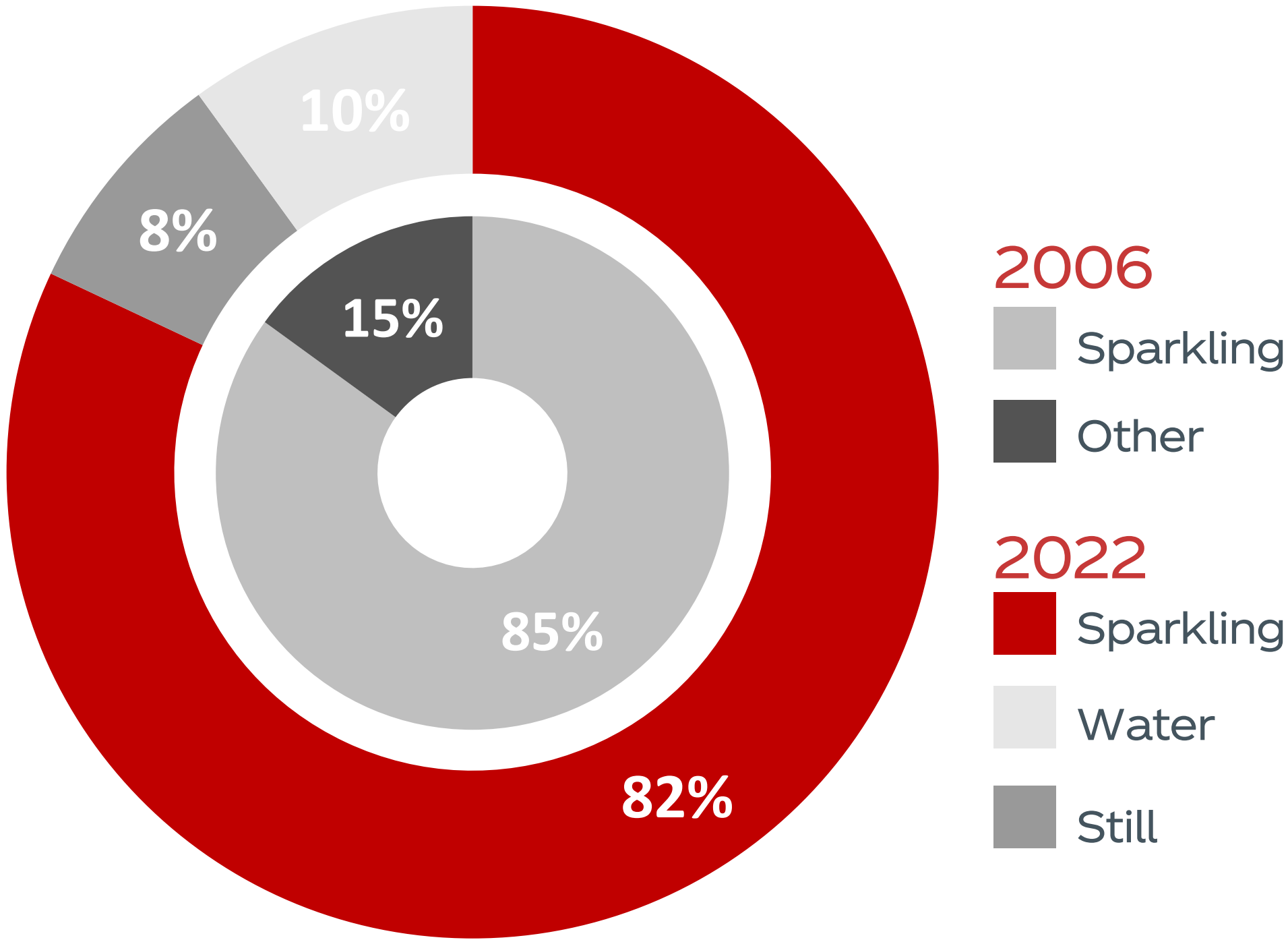
# Significant per Cap Growth in Operating Geographies



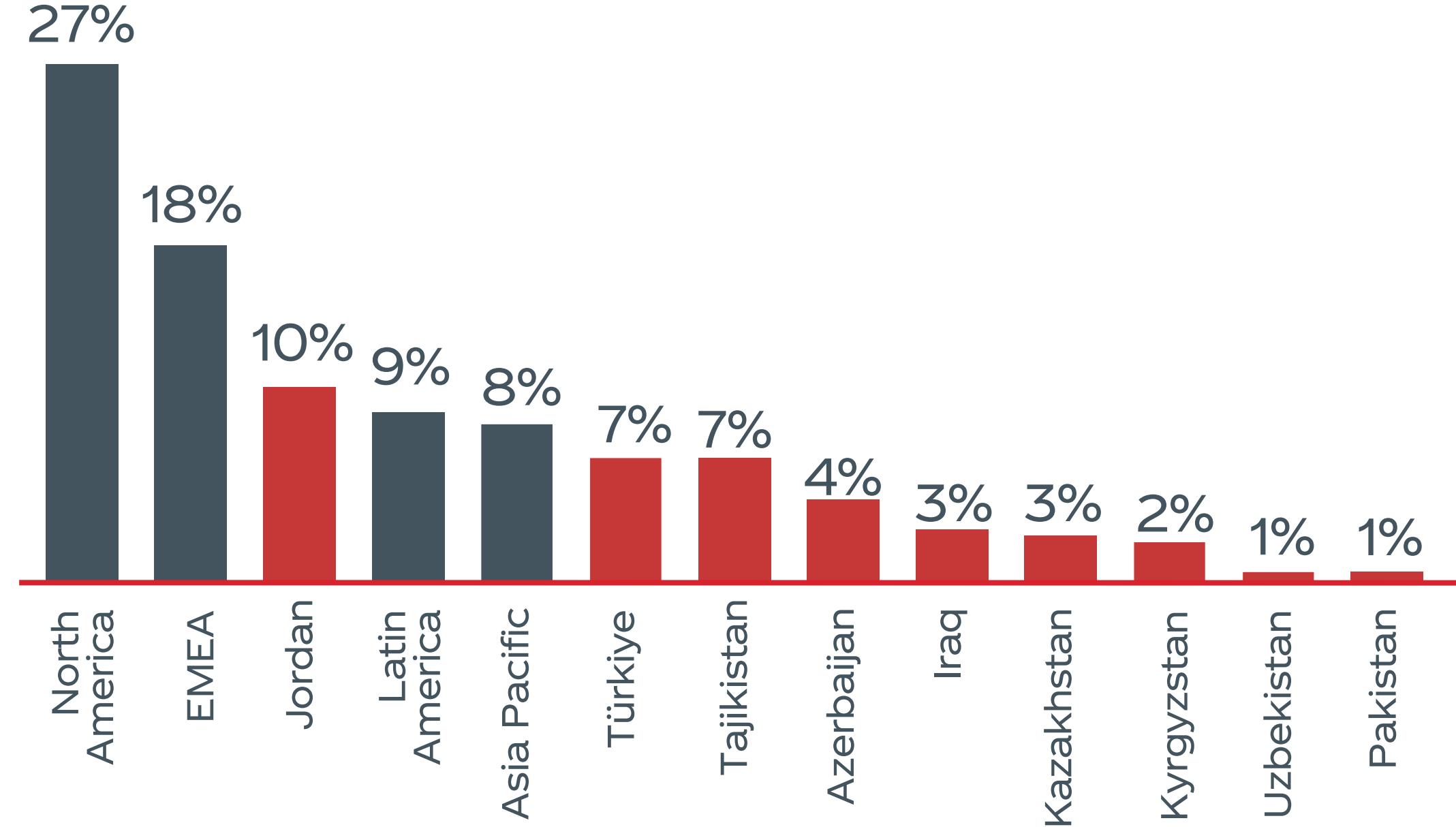
- NARTD per Cap grew **8%** in 2022 in CCI countries
- Between 2018-2022 (CAGR%):
  - CCI countries, **~6%**
  - World-ex CCI, **1%**
  - DM markets, **flat**
  - EM markets (ex-CCI), **1%**

# More Room To Diversify Product Portfolio

## Category Breakdown



## Share of Low/No Calorie in Sparkling Volume (2022)



✓ Increasing Household Penetration

✓ Resilient growth in No Sugar

Source: GlobalData (Industry Estimates); CCI Volume

# Capital Allocation Policy



# Disciplined Capital Allocation



## ORGANIC GROWTH

Optimum  
CapEx  
Allocation

---

CapEx/Sales  
~6.2% (2022)

- Capacity Expansion
- Cooler placements
- Maintenance



## INORGANIC GROWTH

Selective M&A  
Strategy

---

Bolt-on  
acquisitions

- Strategic fit
- Value creation
- Reasonable proximity



## DELEVERAGING

Debt  
Repayment

---

Optimum debt  
repayment

- Solid balance sheet
- Improving leverage metrics



## SHAREHOLDER RETURN

Dividends

---

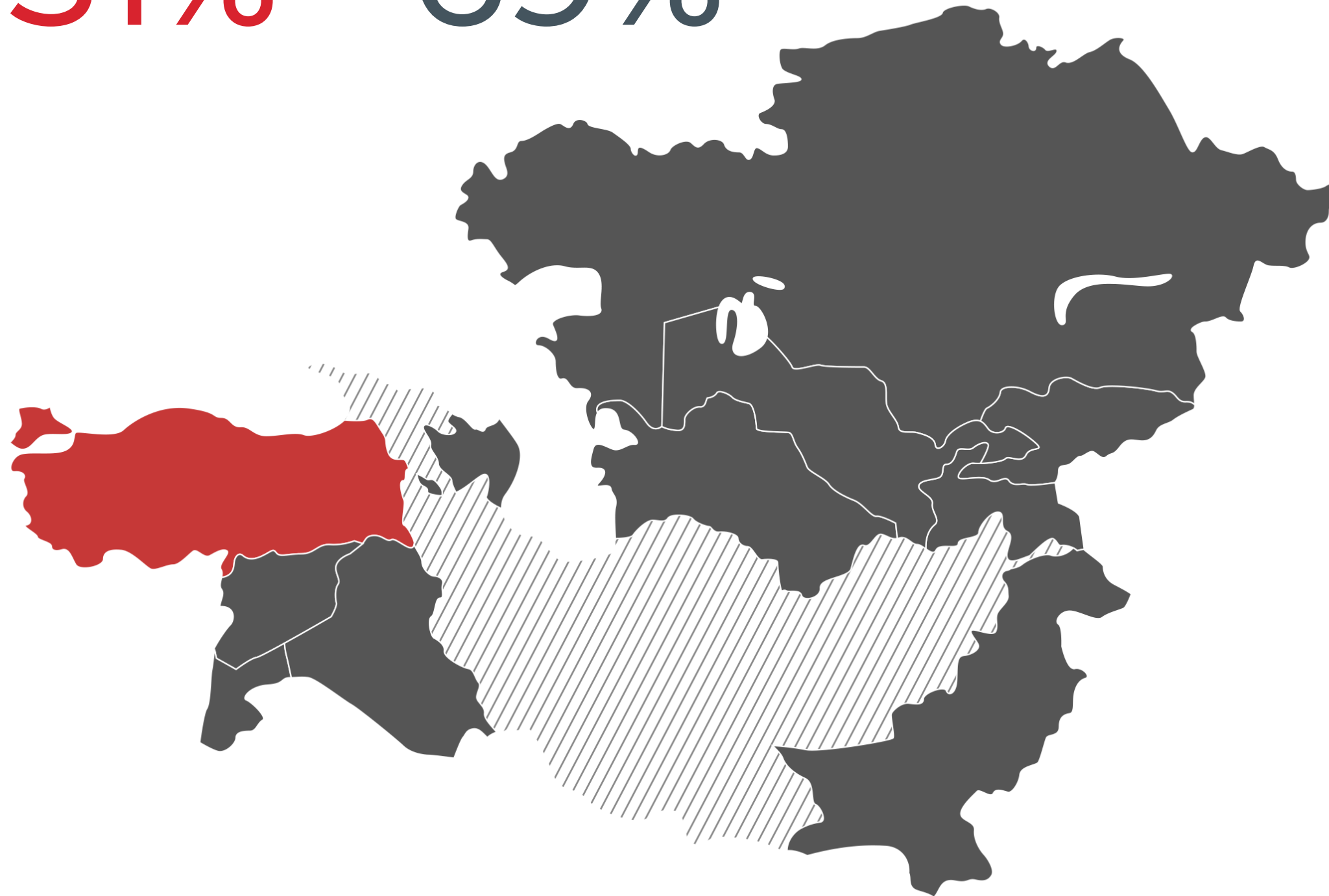
Sustainable  
dividend policy

- Increasing payout ratio
- Higher dividend yield

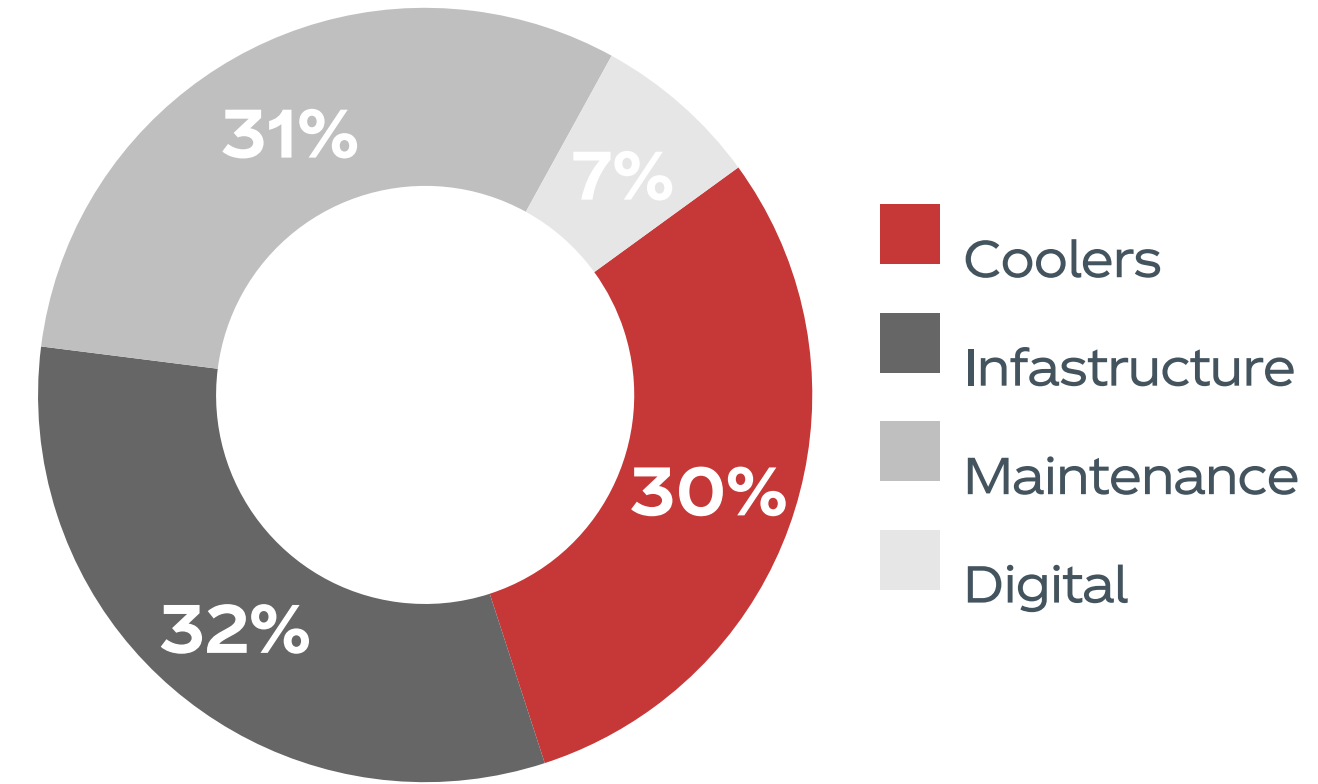
# Smart Capex Management

## By Region

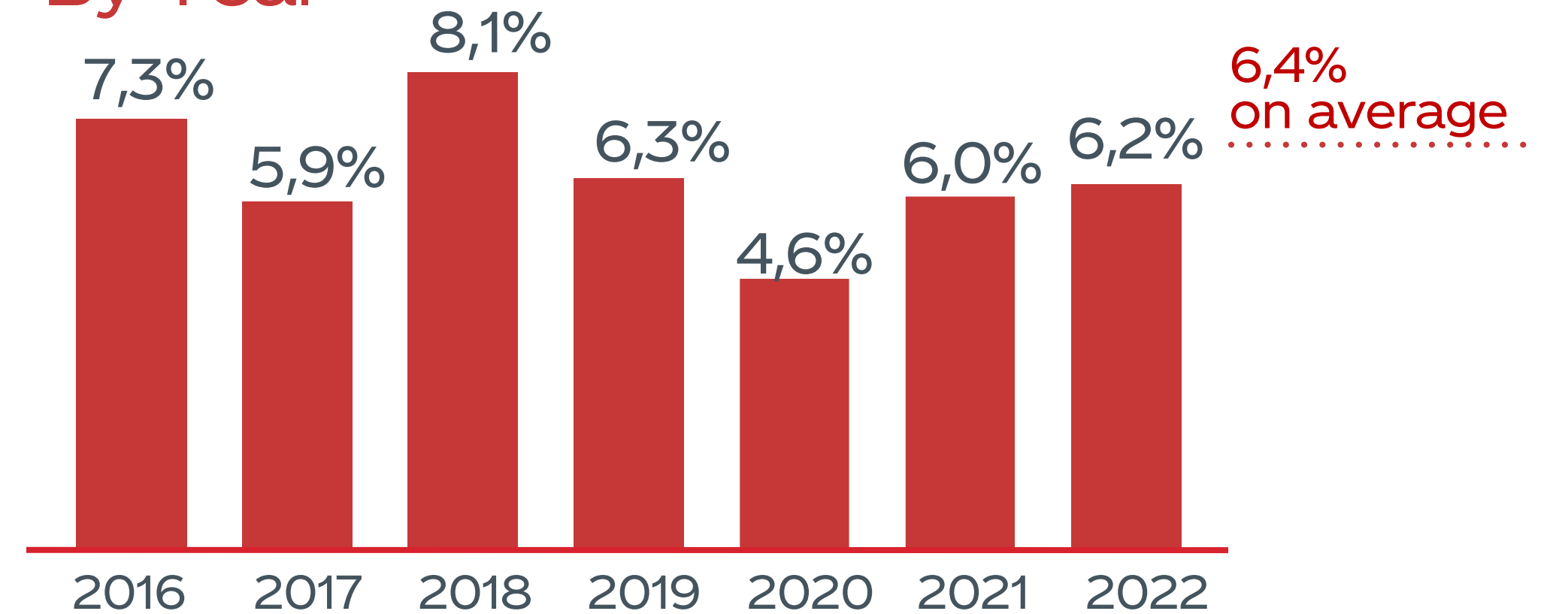
Türkiye **31%** International **69%**



## By Category



## By Year



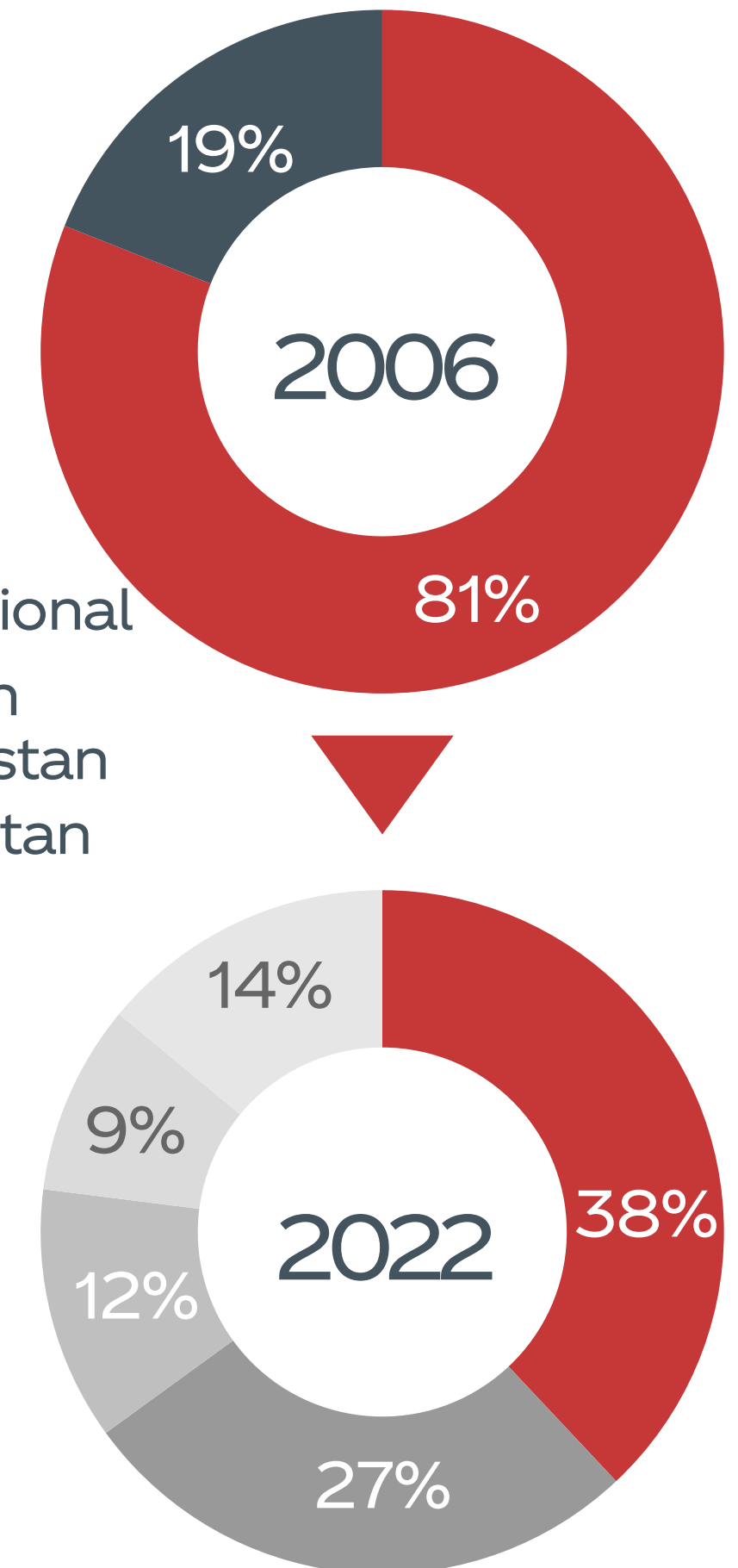
# Prudent Approach to Geographical Expansion

Guiding principles for geographical expansion

- MANAGEMENT CONTROL & FULL CONSOLIDATION RIGHTS
- REASONABLE PROXIMITY
- COMPLEMENTARY MARKET DYNAMICS
- ROIC > WACC



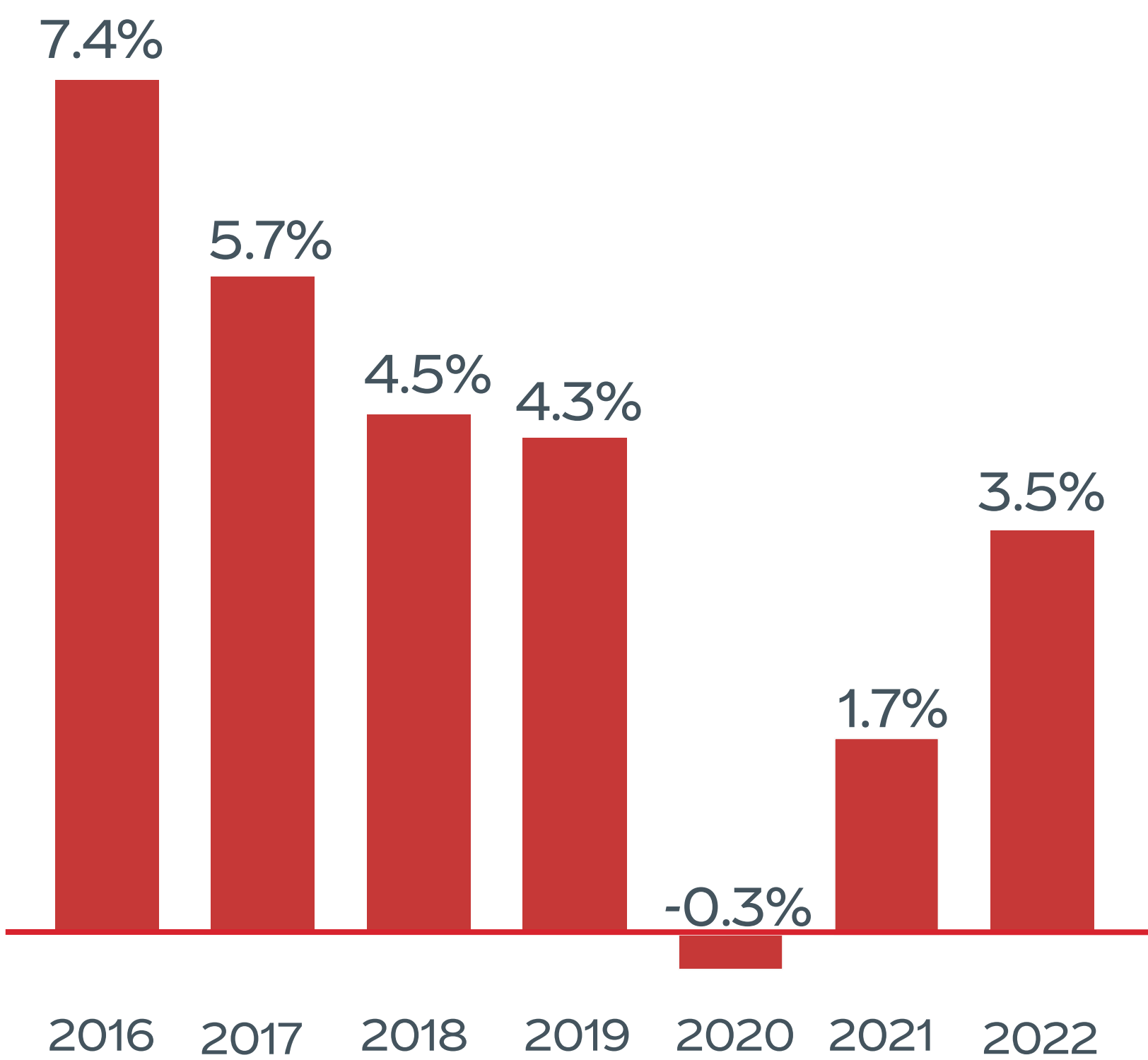
Volume Breakdown



# Pillars of Strong FCF

## Improving Working Capital Efficiency

### Net Working Capital/NSR\* Full Year



### DSO      DSI      DPO



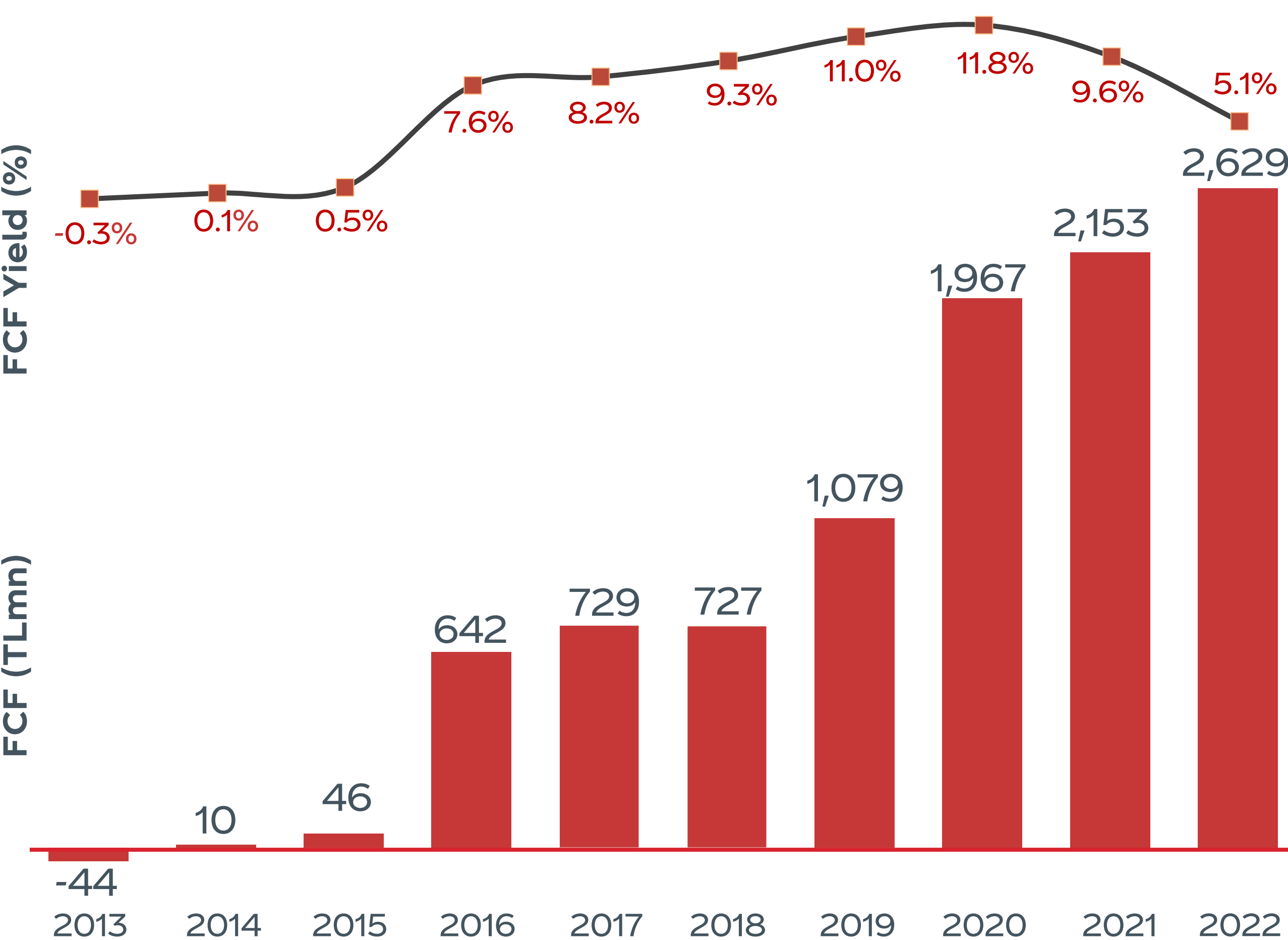
Year	DSO	DSI	DPO
2016	30 Days	47 Days	51 Days
2017	29 Days	43 Days	57 Days
2018	27 Days	48 Days	64 Days
2019	27 Days	50 Days	68 Days
2020	24 Days	42 Days	56 Days
2021	26 Days	42 Days	64 Days
2022	24 Days	51 Days	54 Days



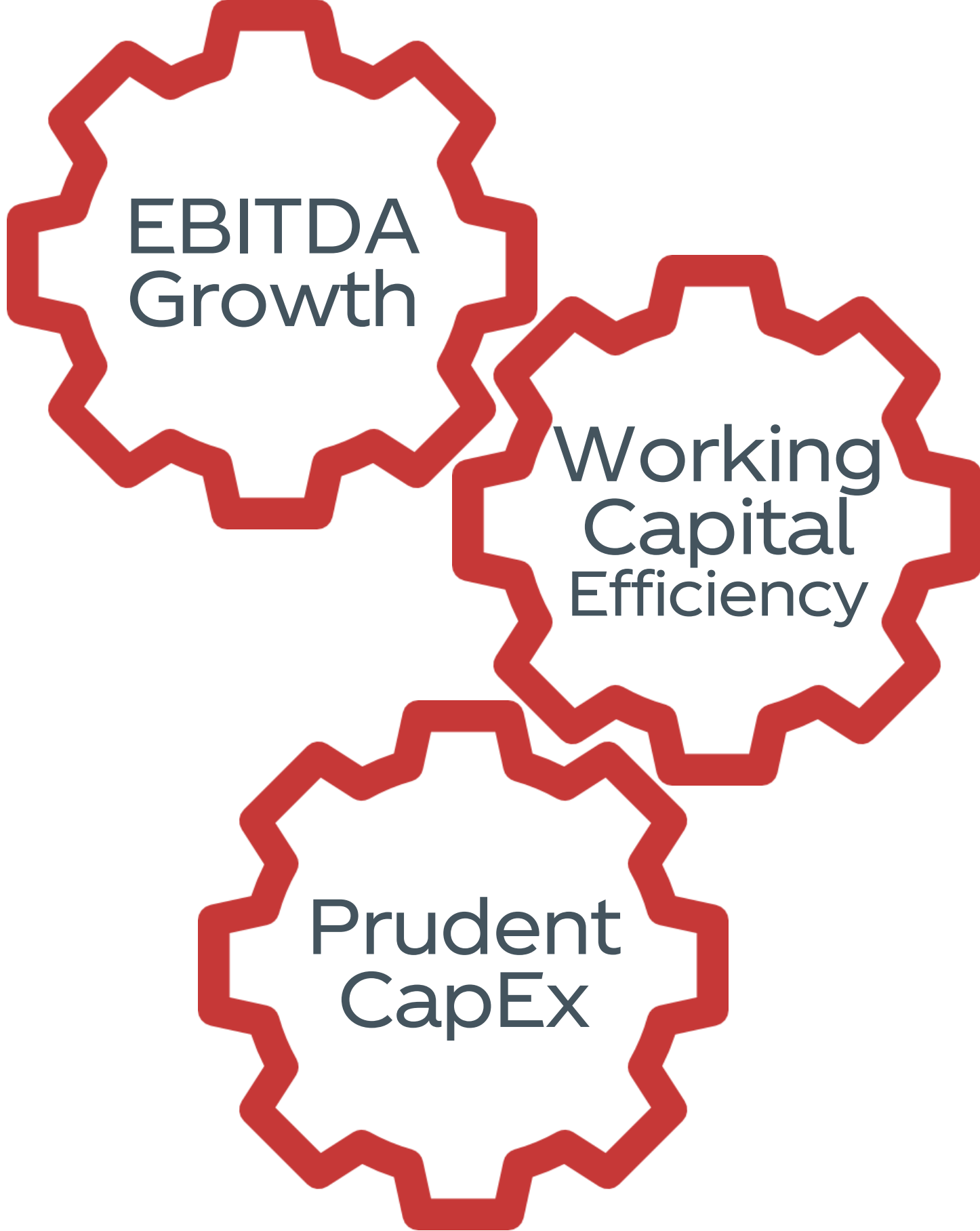
\*Net Sales Revenue

# Track record of Improving Free Cash Flow Generation

Free Cash Flow and FCF Yield\*

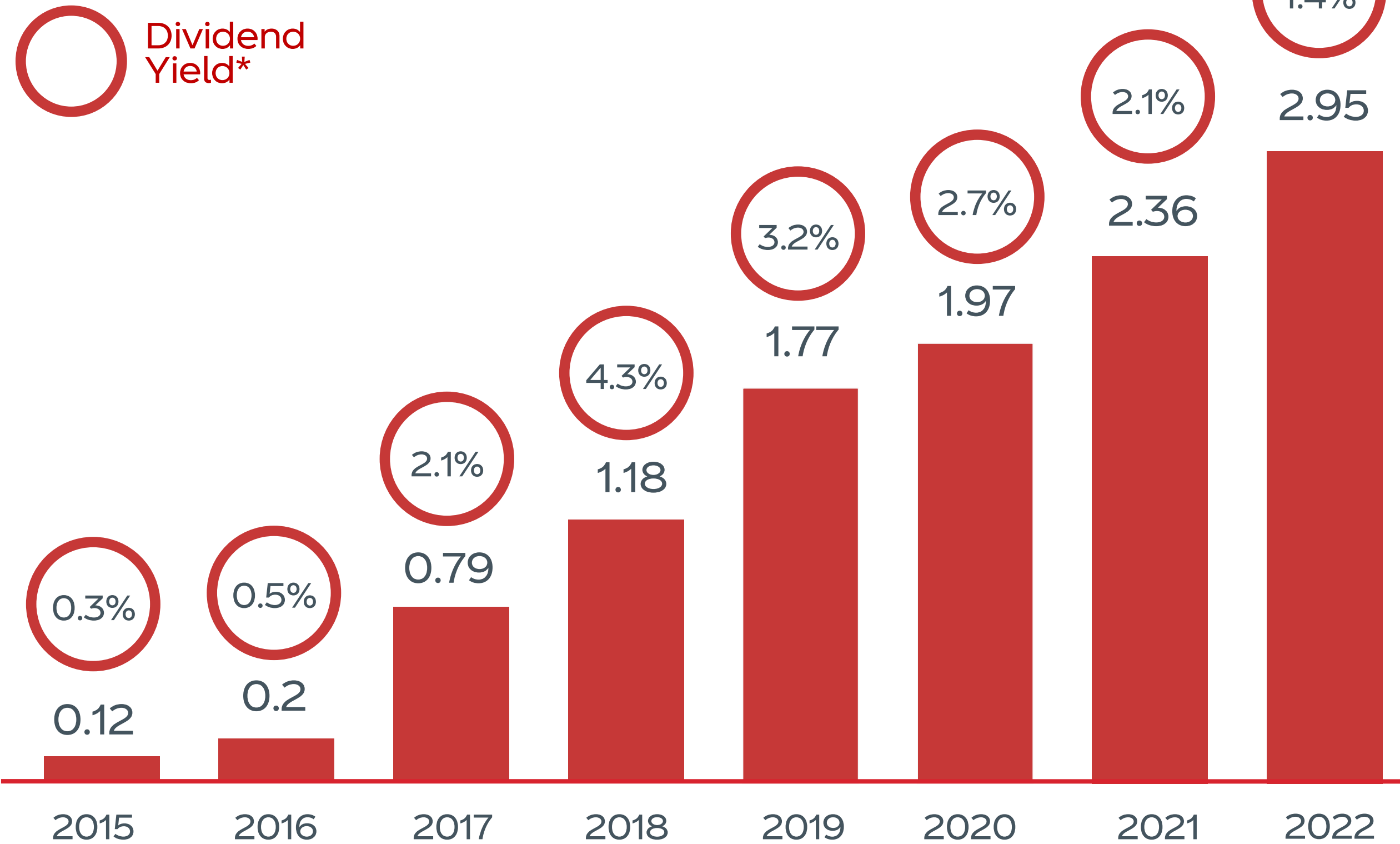


\*Free cash flow yield based on year-end market capitalization



# Consistent dividend pay out

Dividend per Share  
(TL per 100 shares)



CCI DIVIDEND DISTRIBUTION POLICY IS BASED ON:



NET DISTRIBUTABLE INCOME



FREE CASH FLOW GENERATION



CAPEX AND OTHER FUNDING NEEDS FOR GROWTH



PREVAILING MACROECONOMIC CONDITIONS

(\*)Dividend yield based on year-end market capitalization

# Efficient Capital Allocation

## In line with Strategic Priorities



### Sustainable Procurement

- Major Fruit concentrate & Puree player in Türkiye
- Synergies on procurement of key ingredients for juices

### Revenue Diversification

- Majority of revenues from export markets
- Hard Currency income generation

### Value Accretive from Day 1

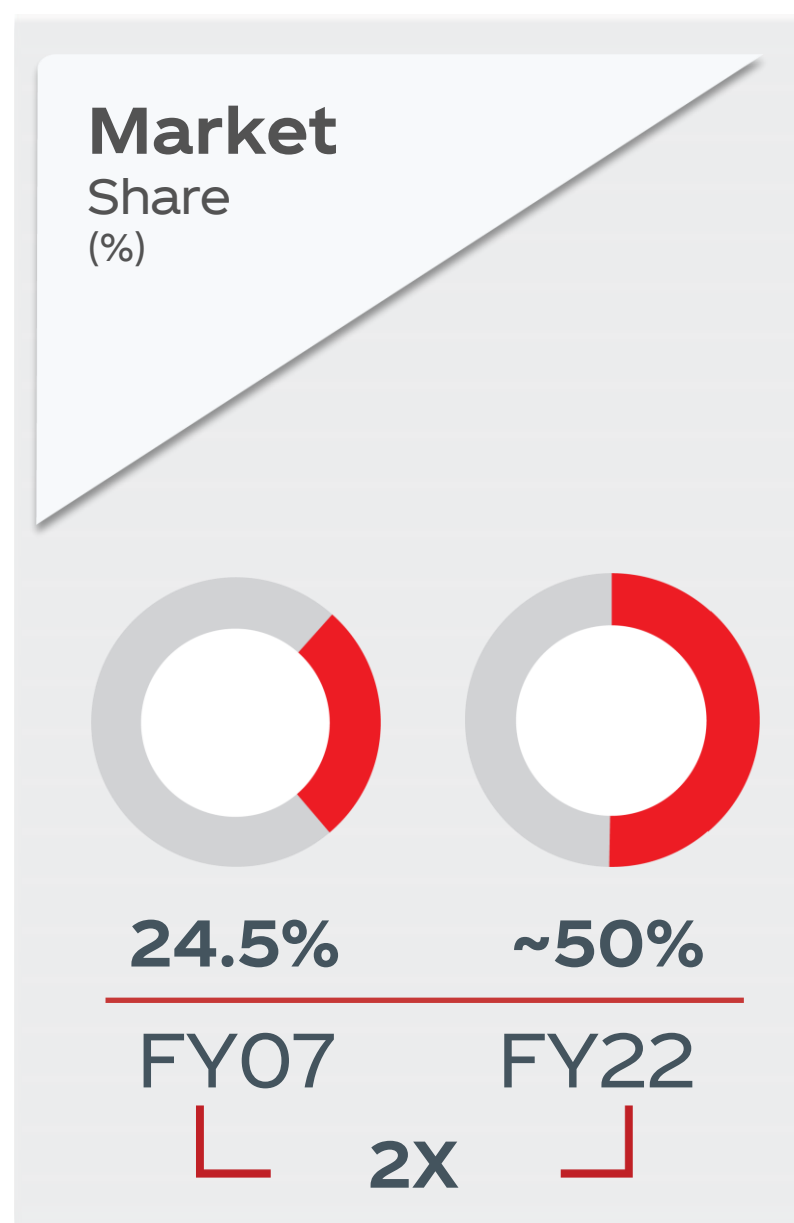
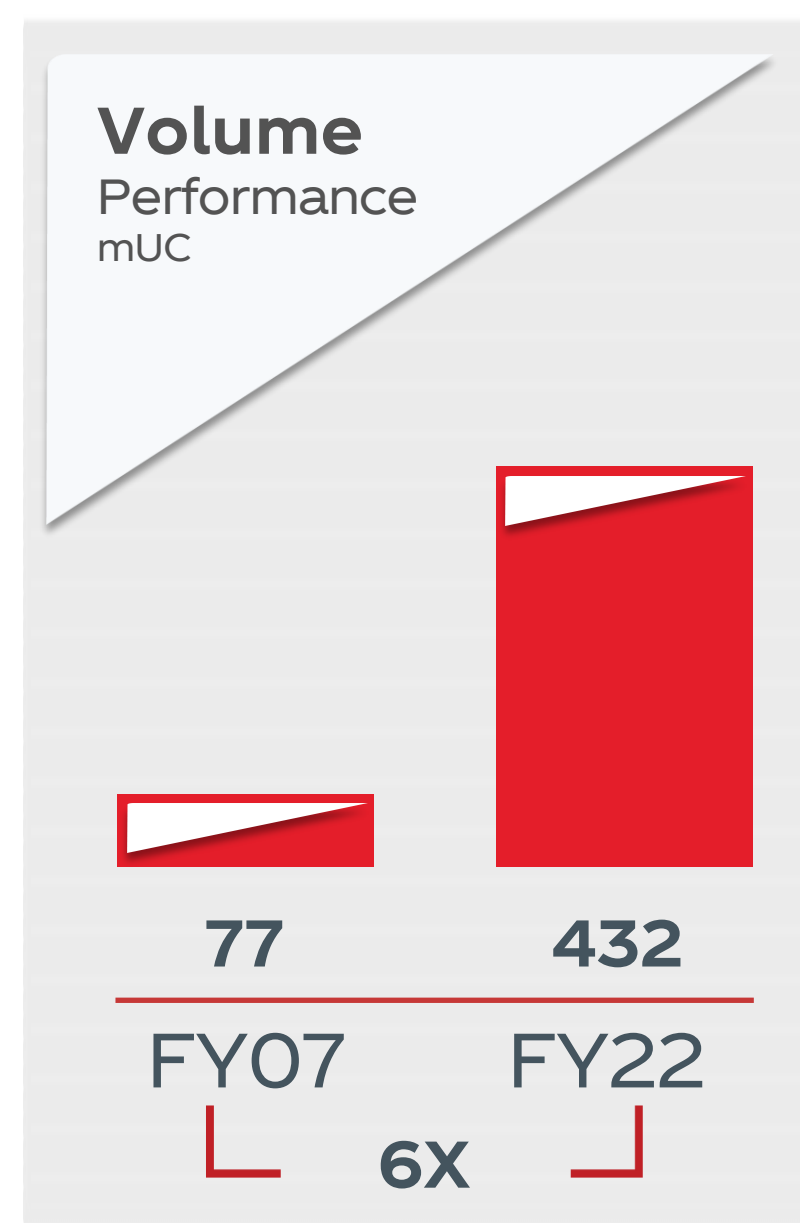
- Profitable operations
- Margin accretive to CCI



### Milestones

**2008**  
49.7% share acquired

**2022**  
49.7% share agreed to be acquired from TCCC



- ### Significant Further Growth Potential Ahead
- World's 10<sup>th</sup> largest SSD\* market
  - 5<sup>th</sup> most populated country
  - One of the fastest growing markets
  - Further penetration opportunities
  - Contribution to QGA\*\*

\*Sparkling Soft Drinks  
\*\*Quality Growth Algorithm

# Credit Rating



# Solid Credit Ratings

## S&P GLOBAL

---

## FITCH

---

### Issuer Rating

---

BB+

BBB-

### Outlook

---

Negative

Positive

### Last revision

---

23.09.2022

01.07.2022

### Strengths

- Leading market shares in growing markets
- Well-known brands
- Track record of profitable growth
- Very low debt leverage
- Positive free operating cash flow
- Prudent leverage, funding, and hedging policy

- Resilient financial profile
- Strong operational profitability
- Well managed FX risks
- Sound cash generation
- Conservative capital structure
- Strategic relationship with TCCC

### Challenges

- Rising risks to Türkiye's economy with extreme currency volatility and rising inflation, amid mixed policy signals

- Weak operating environment

# ESG

# Shareholder Structure & Composition Of The Board of Directors

Anadolu Efes Biracılık ve Malt Sanayi A.Ş.

50.3%

The Coca-Cola Export Corporation

20.1%

Özgörkey Holding A.Ş.

1.0%

Free Float and Other

28.6%



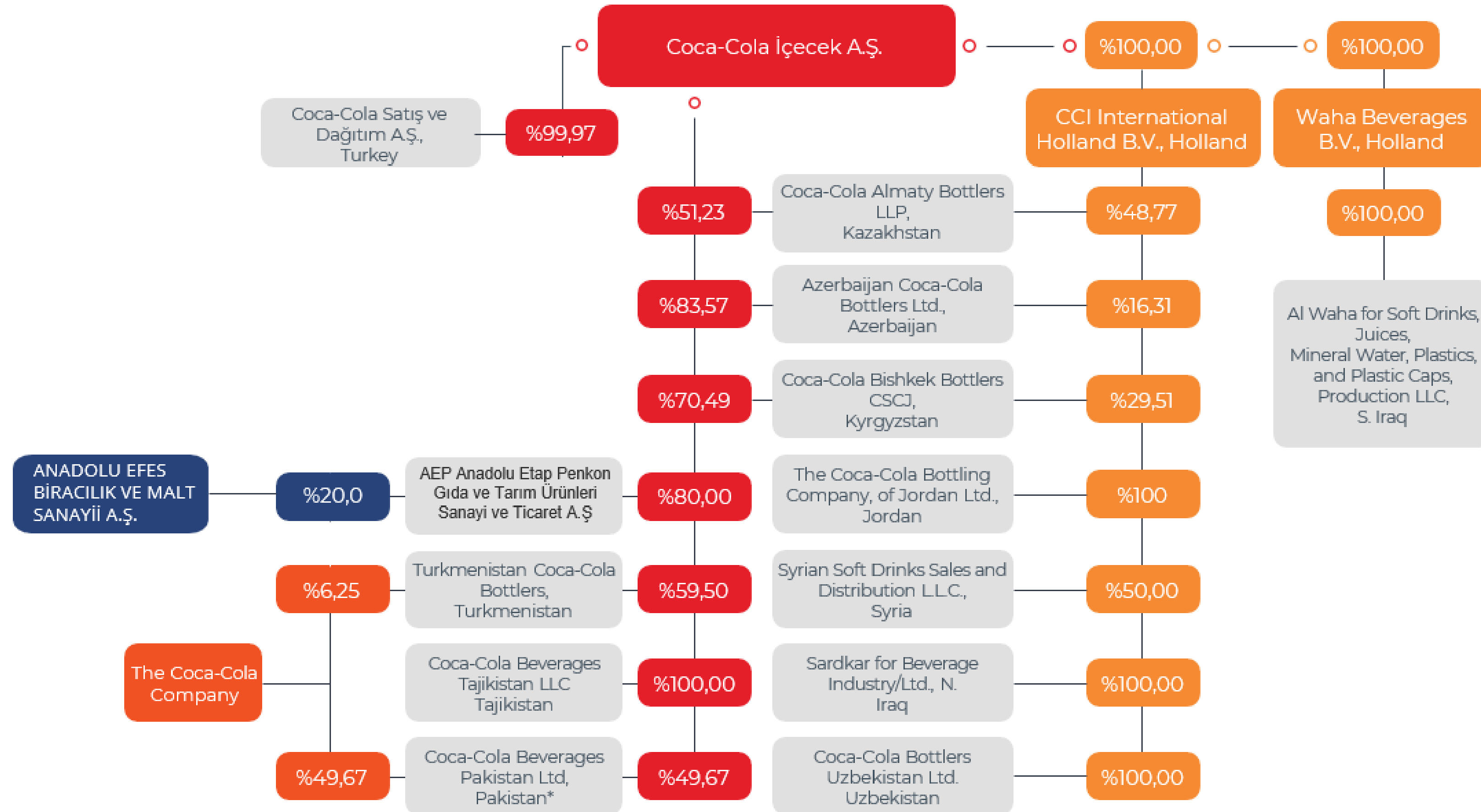
## Composition of BoD

## 12 Members

- 12 of whom are non-executive
- 4 of whom are independent

Note: AG Anadolu Grubu Holding A.Ş. is the ultimate controlling party of CCI. AG Anadolu Grubu Holding A.Ş. holds 43% and Anheuser Busch InBev SA/NV holds 24% of Anadolu Efes' share capital. TCCC holds 20.1% of CCI's outstanding share capital (through TCCEC)

# Subsidiary Structure



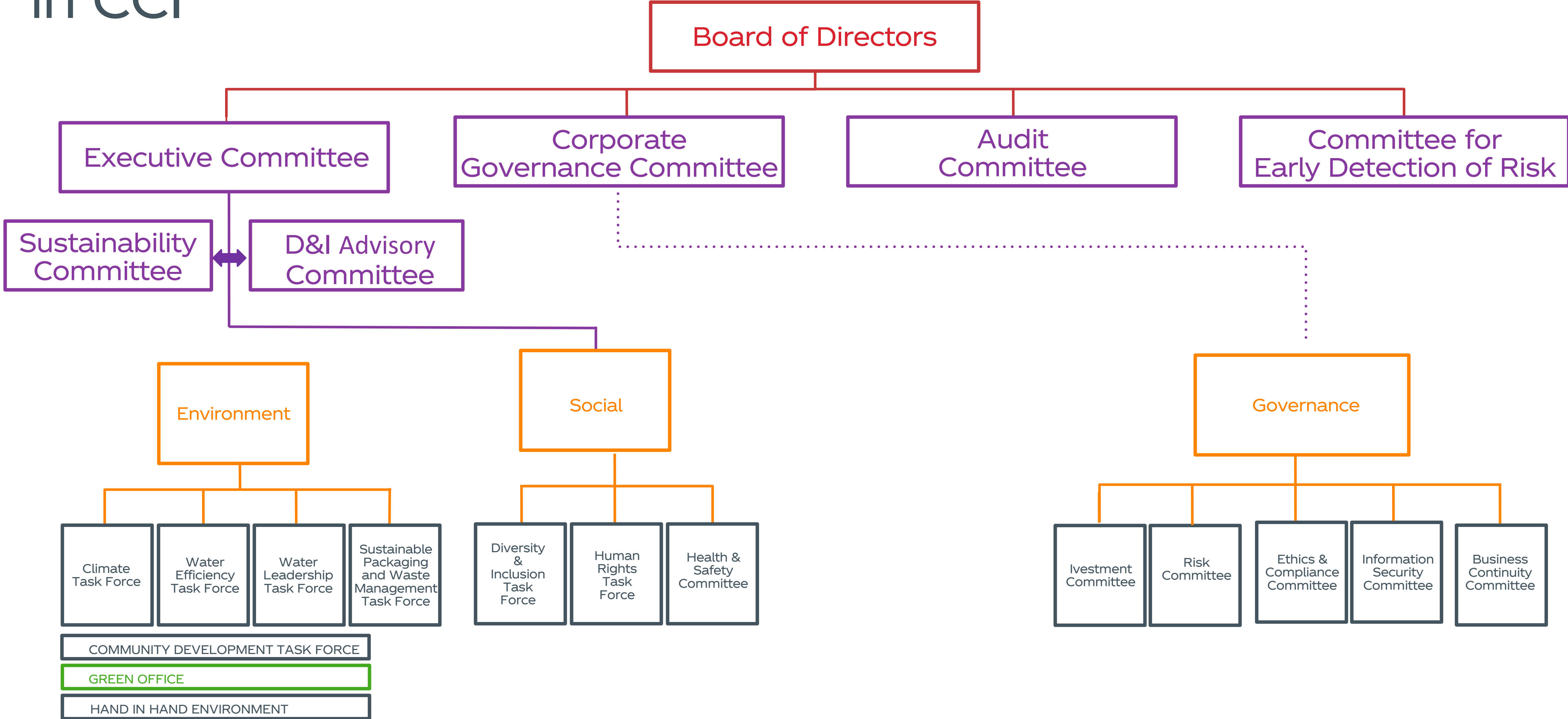
\*CCI's Board of Directors, at its meeting on December 20th, 2022, approved the acquisition of 49.67% of CCBPL by CCIHBV against payment of a total amount of US\$300 million in cash for the mentioned stake. The purchase price is determined through bilateral negotiations with TCCC in reference to an independent valuation report. CCBPL's valuation indicates an Enterprise Value ("EV") of USD 635 million.

Following the share transfer, CCI will, directly and indirectly, own a 99.34% stake in CCBPL.

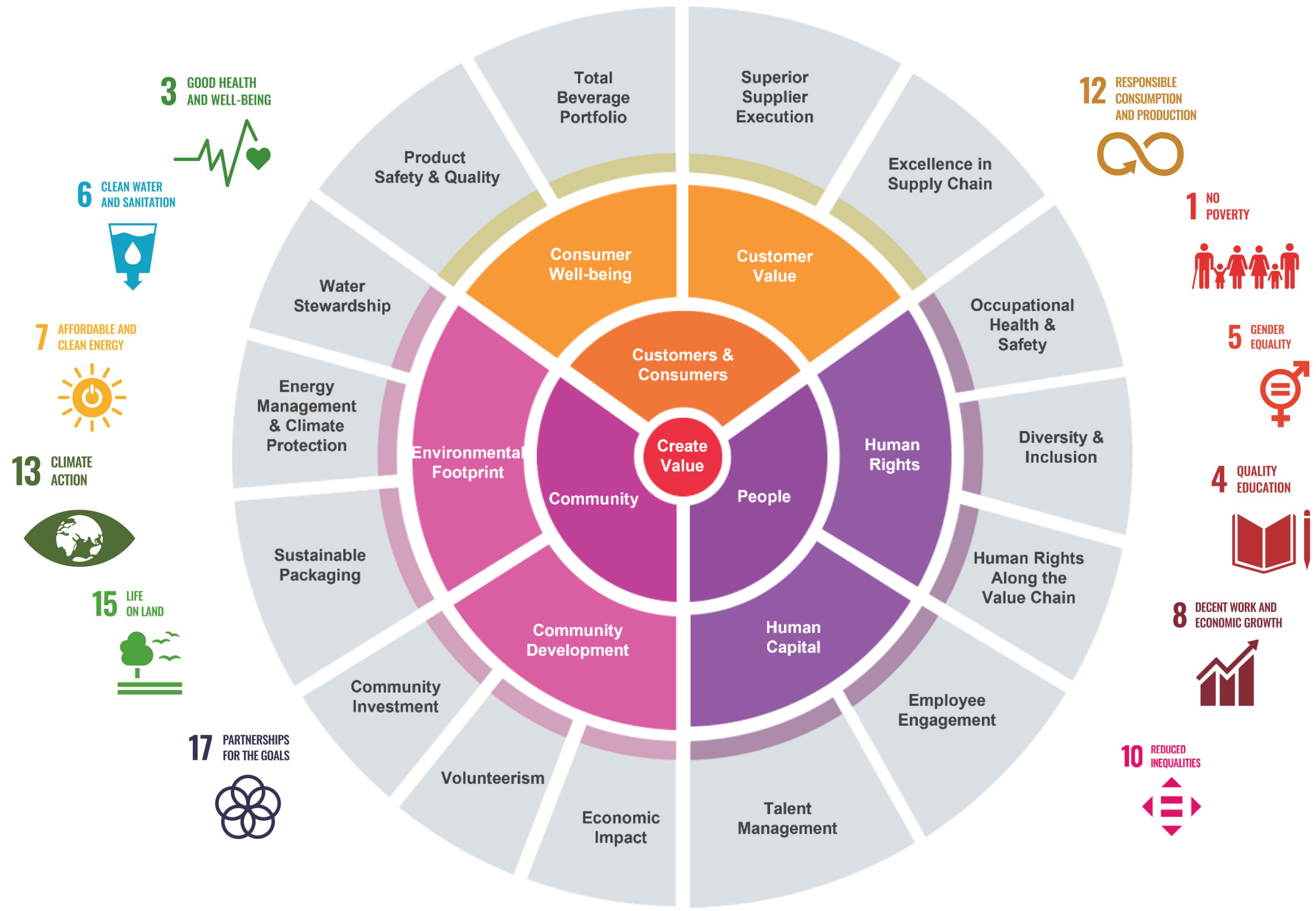
# CCI's Sustainability Journey



# ESG Organization in CCI



# Our Focus & Sustainable Development Goals



# Sustainability 2030 Roadmap

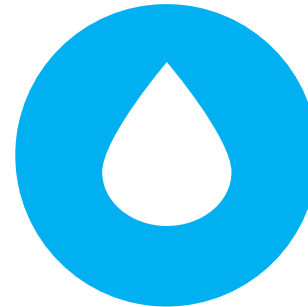
## PACKAGING



**Commitment #1:** Continue to make 100% of our packaging recyclable and use at least 50% recycled material by 2030

**Commitment #2:** Collect and recycle a bottle or can for each one we sell in Türkiye, Pakistan and Kazakhstan; initiate collection programs in other countries

## WATER



**Commitment #3:** Increase water efficiency by 20% by 2030

**Commitment #4:** Aim for water neutrality and help secure water availability in water-stressed locations through community projects

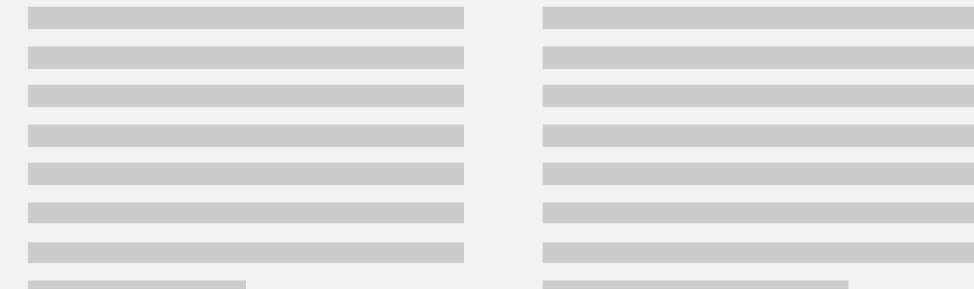
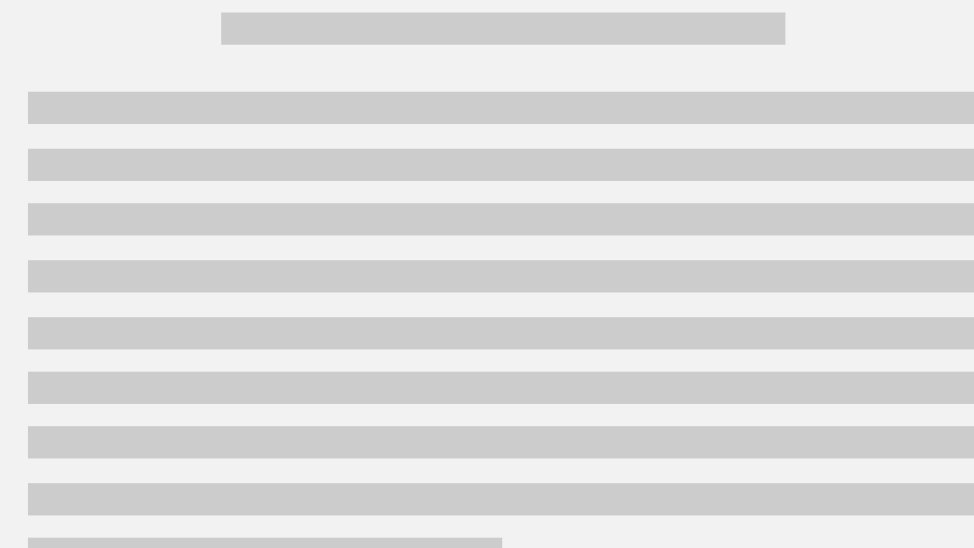
## CLIMATE



**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 litre of product by 50% by 2030 while growing the business

### 2030 SUSTAINABILITY ROADMAP



## HUMAN RIGHTS

**Commitment #7:** (Establish mechanisms to) Ensure that CCI's distributors and priority suppliers are %100 compliant with CCI Human Rights Policy.



## DIVERSITY

**Commitment #8:** Ensure that 35% of new hires; 40% of managerial positions and 50% of Excomm members are women by 2030



## COMMUNITY

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



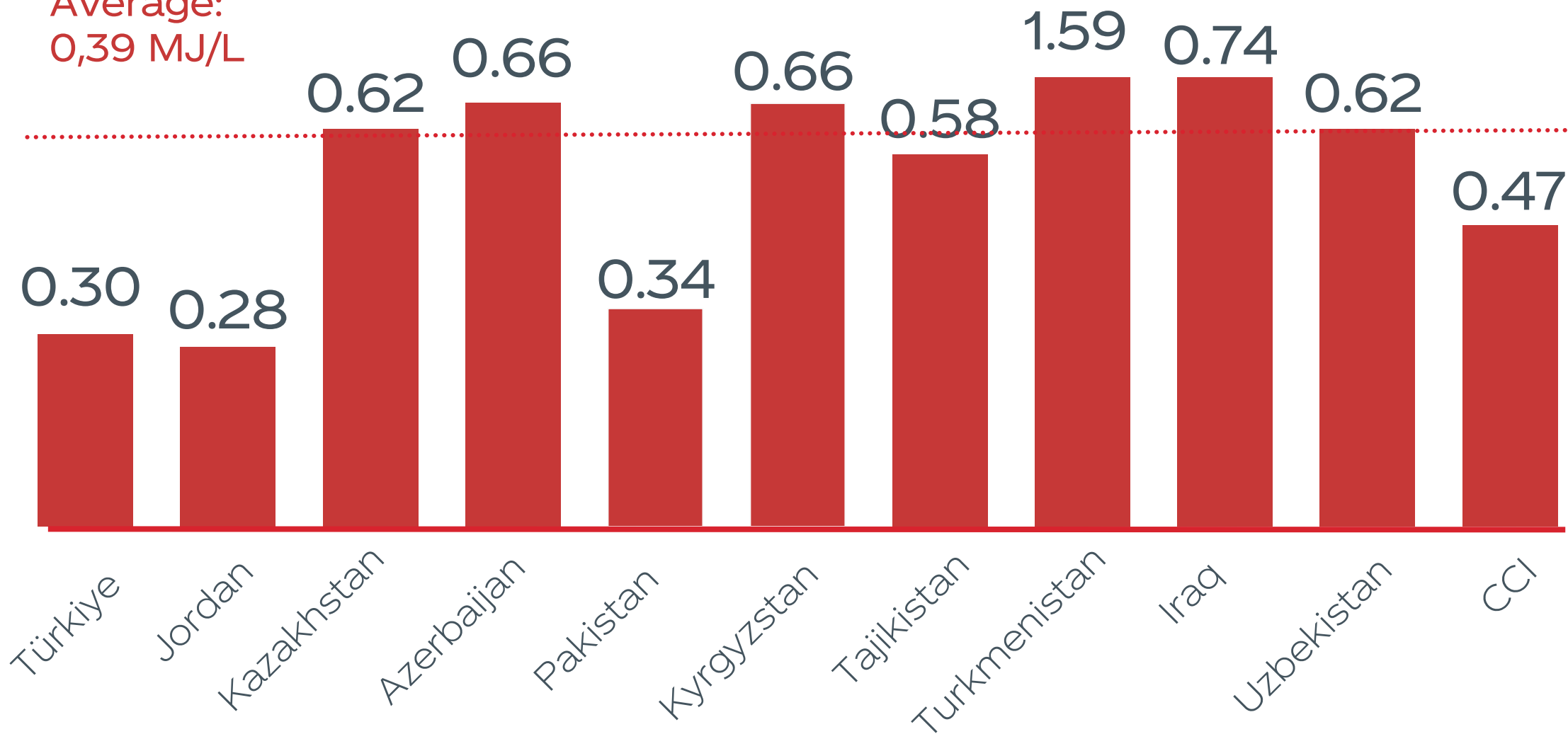
# Environmental Footprint

## ENERGY MANAGEMENT & CLIMATE PROTECTION

### Production

Total Energy Usage Ratio (MJ/L) (2022)

TCCC  
Average:  
0,39 MJ/L



### Transport & Distribution

#### “Route Optimization Project”

Road Net program reduced mileage travelled by **1.35 million kilometers**, leading approximately to **1,400 tons** of less GHG emissions and a fuel savings of **\$650K** every year since 2016.

In 2022, we started the Project in Uzbekistan as well.

#### “Electric Forklifts”

We prevented **1000 tons** of CO<sub>2</sub>e from leaking the atmosphere by buying new electric forklifts in 2022.

### Cooling Practices

By using cold drink equipment with Energy Management Device (EMD), we can reduce energy consumption up to **42%**.

Thanks to EMD equipped and HFC-free cold drink equipment that we purchased in the last 10 years, we prevented **2.5 million tons of CO<sub>2</sub>** emissions.

As a result of best practices carried out throughout the value chain, we prevented **608,000 tons** of CO<sub>2</sub> emissions in 2022

✓ Logistics improvements

✓ Cooler emission reductions

✓ Smarter use of technology

✓ Returnable glass bottles practices

✓ Electricity Forklifts

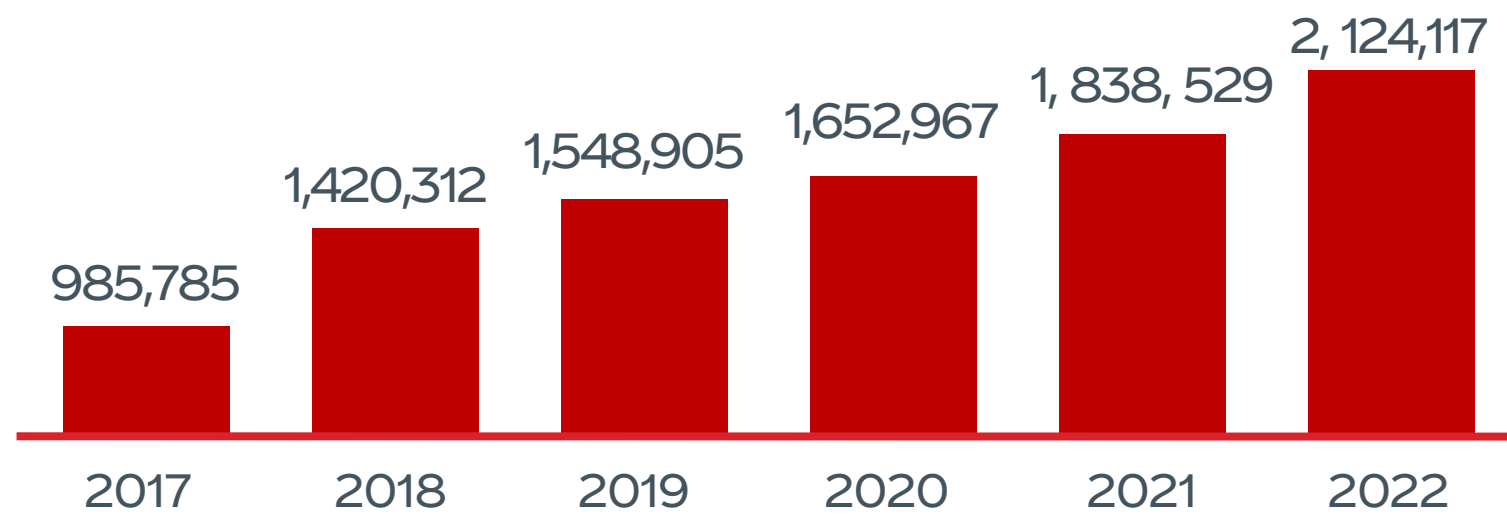
2022 Data is not public yet, and is subject to change until further notice



# Water Management

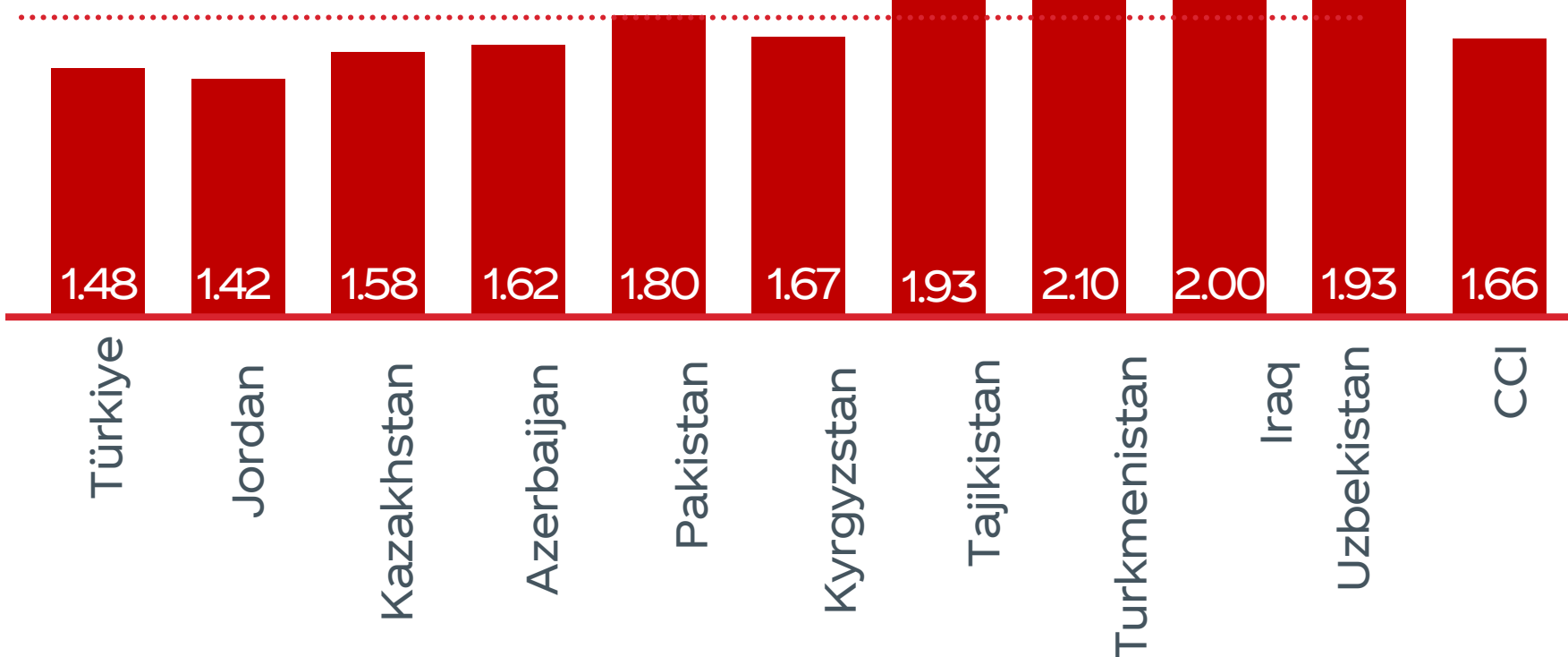
## SAVE & REDUCE

Water Savings Across CCI (m<sup>3</sup>)



Water Usage Ratio (L/L)  
TCCC Average

1.85 L/L

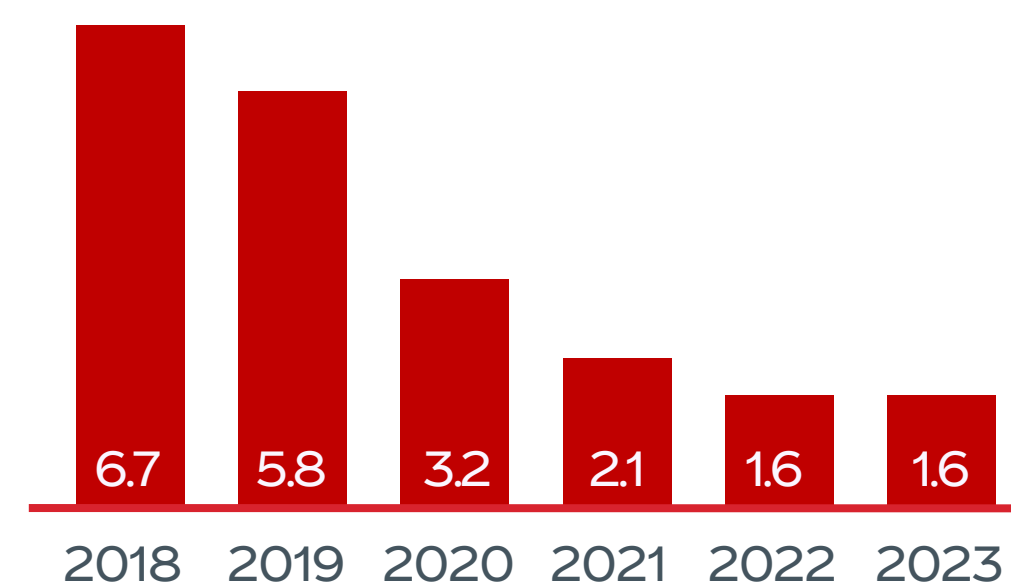


## REUSE

### We recycle and reuse

Recycled and reused  
234,741 m<sup>3</sup>  
of water in CCI in 2022

Recycled and Reused Water (1000 m<sup>3</sup>)



## REPLENISH

We conduct  
Local Source Water Vulnerability  
Assessment (SVA)  
and develop  
Water Management Plan (WMP)

13 Leadership Location  
for replenishment projects

- Bursa
- Çorlu
- Sapanca
- Faysalabad
- Lahor
- Karaçi
- Madaba
- Astana
- Bakü
- Erbil
- Bişkek
- Duşanbe
- Aşkabat

Türkiye, Pakistan and Jordan on the first phase

2022 Data is not public yet, and is subject to change until further notice

# Sustainable Packaging

## REDUCE

### Lightweight Practices

Implementing lightweight programs in Türkiye since 2008; In Kazakhstan, Azerbaijan and Kyrgyzstan since 2010.

Since 2015, we expanded the best practices to other plants

**20%** Lighter Glass Bottles in Weight

In 2022, **1,025 tons** of resin is saved with our lightweight practices in 8 CCI countries

## REUSE

### Returnable Glass Bottles

Glass bottles can be used up to **8 times**

In 2022, **373,324 tons** of CO<sub>2</sub> was avoided via returnable glass bottle practices

This equals to the amount absorbed by **~6.2 million** seedlings

## RECYCLE

Our Packaging is already **100% Recyclable**

In 2022, we used **6%** r-PET (recycled PET) content in Türkiye

In Türkiye, we used **50% recycled plastic** in 1 LT of Sparkling beverages,; in 500 ML of water; and juices and iced teas.

Used **25% recycled HDPE** (high density polyethylene) in our plastic crates.

CCI Pakistan **%100 r-PET** production for Coca-Cola 2.25L.

For our transparent water labels, we used **50% r-PET**

## POST-CONSUMER PACKAGING WASTE RECYCLING

### Post-Consumer Material Collection

Cross functional Sustainable Packaging Task Force established

Teaming up with TCCC, local communities, NGOs, industry peers and consumers

One of the Co-Founders of **Collect & Recycle (CORE) Alliance** In Pakistan



We are a signatory to the Business Initiative for Plastic (IPG) and pledged to reduce **850 tons of plastic by 2023**



All CCI Türkiye plants and the Headquarter operate as **"ZERO WASTE"**



We joined the worldwide "10x20x30" initiative of World Resources Institute (WRI), which calls for a **50% reduction in food loss and waste by 2030.**

2022 Data is not public yet, and is subject to change until further notice

# Community-1

## WOMEN EMPOWERMENT

We have been a signatory to the UN Women's Empowerment Principles (WEP) since 2015

### My Sister Program

Since 2015, reached **450,000 women** with trainings, mentorship programs, and grants.

In 2022, a total of **3,000,000TL grant** support was to 60 entrepreneur women.

#### AWARDS OF MY SISTER PROJECT IN 2022

- PRIDA Communications Awards
- Mediacat Felis
- Mercury Excellence Awards
- Best Business Awards
- Golden Compass Türkiye Public Relations Awards



2022 Data is not public yet, and is subject to change until further notice

### The Belestery Program

Trained more than **50,000 women**, Created more than **100 businesses** in Kazakhstan to improve women's business skills

### The Coozin Project

A digital platform that enables women to establish their own small businesses with zero starting capital.

So far, reached to **1,400** in Uzbekistan and Tajikistan.

### Women Forklift Operators

We work towards creating new employment opportunities for women.

**14 women employees** in Türkiye and Kazakhstan started to work as the forklift operators

## YOUTH EMPOWERMENT

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

### 3.2.1 Move!

(Kazakhstan, Kyrgyzstan)

Aims to support young people to develop solutions with the goal of a sustainable life

#### Grants for

**4** finalists in Kazakhstan

**5** finalist in Kyrgyzstan

### Sales For Young Leaders

Young leaders shared their sales, marketing and production strategies to reach the Turkmen sales market. The winners, presented gifts.

### The Nobel Fest

Students and young scientists from all over the world met with Nobel Prize winners and distinguished scientist.

More than **10,000 people** participated to the Festival in 2022

# Community-2

## WATER STEWARDSHIP

---

FOCUS ON WATER STRESS AREAS

We attach particular importance to water related issues

### Paani Safe Water Initiative

44%\* of the total population in Pakistan has no access to safe drinking water; 33%\*\* of deaths are due to water borne diseases

Launched in 2015, Paani Initiative provided clean water to **1,100,000 people** with **35 plants** across Pakistan



### WADA Tajdid Project

Improved water access for **75,000 individuals** and saved water **750 Million Liters** water per year in Iraq

### Cleaning Water Irrigation Canal

Cleaning & Dredging the Irrigation Canal nearby Hilla Plant in Iraq across **3,600 acres of agricultural lands**

### Access to Safe Drinking Water in Rural Areas

With UNDP and TCCC; CCI is planning to provide access to safe and clean drinking water in Rural Areas of Uzbekistan.

It is aimed to provide clean water to **1,100** people.

## WASTE MANAGEMENT

---

Transition to a circular economy is a priority focus area

### Go Wasteless

To promote waste recycling in the HORECA sector & reduce their environmental impact in Uzbekistan.

More than **120 HORECA accounts** will be able to recycle **1,650 tons of PET** in a year.

### Waste Net

To create a waste network for recycling and improving collection in Kyrgyzstan by establishing cooperation between collectors and HORECA sector.

**34,000 USD** provided to **9 businesses**.

### HORECA Pet Collection

CCI Azerbaijan, joined forces for PET bottle collection initiative in Baku for HORECA industry.

**35 tons of plastic** collected and transferred to recycling In the first phase,

2022 Data is not public yet, and is subject to change until further notice

\*Pakistan Council of Research in Water Resources (PCRWR)

\*\*Pakistan's Waters at Risk Report

# Consumer Well-Being



- Well-diversified product portfolio
- Increasing focus on Low/No calorie
- Expansion in Stills, Energy Drinks & Coffee
- Innovation

## PASSED

all food safety and quality audits in 2022

All CCI plants obtained Food Safety System Certification

**FSSC 22000** Standard

# Customer Value

## Superior Execution

We are investing in developing our people and technologies to provide the best experience for our business partners; customers and distributors and win with the customer

- Satisfaction Surveys
- Customer Interaction Center
- Joint Business Plan Meetings
- "Right Execution Daily (RED)" System

CCI Türkiye's 2022 distributor satisfaction survey score was

# 88%

2022 Data is not public yet, and is subject to change until further notice

## Best Customer Experience Award (Best B2B CX)

With Telsel project

## Distributor Satisfaction Score 88

1,075 tons of CO2 emissions avoided with solar panel systems at our 7 Distributors in Türkiye

## Excellence in Supply Chain

Operational Excellence (OE) with the long-term intention of meticulously improving our business processes and systems

The OE Model is based on Lean Six Sigma methodologies and applied to all company functions

1,605  
OE Projects\*

821  
certifications

78.8mn  
savings\*

\* (2008-2022)

# People First

Human Rights integrated to our practice affecting various stakeholders

## Human Rights Policy

CCI launched its first Human Rights Policy in 2018, a continuation of the existing CCI Workplace Rights Policy



Integrating human rights and workplace rights into all of our practices, corporate values, and sustainability strategy



Human rights trainings in **10 local languages** targeting all CCI employees

&

More than **5,000 employees** **1,550 Hours** Human Rights Trainings

&

International Human Rights Day Celebrations across CCI

## Supplier Guiding Principles

Supplier Guiding Principles (SGP) determine the social, environmental, ethical and economic minimums TCCS expect from their suppliers.

Compliance with **Laws and Regulations**

**Freedom of Association and Collective Bargaining**

**Health and Safety**

Demonstration of **Compliance**

**Work Hours And Overtime**

**Wages and Benefits**

Environment

Non-discrimination

**ZERO TOLERANCE ON**

**CHILD LABOR**

**FORCED LABOR**

**ABUSE OF LABOR**

SGP Audit Results for CCI Plants

**%98**

2022 Data is not public yet, and is subject to change until further notice



# Human Rights

## Health and Safety

Health and safety issues managed through the Coca-Cola Operating Requirements (KORE)

In order to strengthen our periodic controls, we have been carrying out **Hand-in-Hand Safety Program** which integrated into **Life Saving Rules**

**Wellbeing weeks**

Our Safety Maturity Index (SMI) is **73.59%**

In 2022, we provided our employees with **105,406 hours of** Occupational Health and Safety training.



## Diversity and Inclusion

### Diversity and Inclusion Advisory Board

### CCI Diversity and Inclusion Manifesto

**128 managers received**  
**“From Bias To Inclusion” training**

#### Gender

- Launched Gender Inclusive Language and Communication Guideline
- Lead Network CEO Pledge signed
- Launched «Business Against Domestic Violence Policy»
- Gender Pay Gap Internal Audit completed
- Women Forklift Operators program: 14 women in Türkiye and Kazakhstan

#### Generation

- Next Talents
- The U30+ Strategy Camp → 40 Young Future Leaders

#### Culture

- “Leaders in the Field” meetings
- Mentorship programs: Lead to Lead. Reverse Mentorship

2022 Data is not public yet, and is subject to change until further notice

# Human Capital

## Talent Management

---

- CCI Talent Management Principles
- My Career Platform
- CCI Career Navigation Framework
- Talent Readiness Index (TRI) improvement

## Talent Acquisition

---

- “CCI Next Talent” Internship Program  
In Türkiye, Kazakhstan, Pakistan and Kyrgyzstan,  
**100 Next Talents**  
continue their journeys in different functions

## Learning & Leadership Development

---

Our employees received a total of **112,508 hours of training** through classroom and online platforms.

## Employee Engagement

---

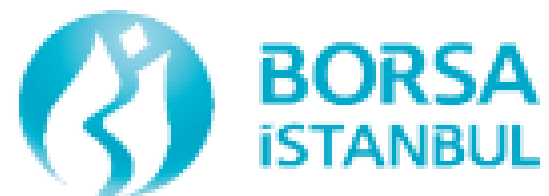
- “You Are the Value” program
- “Value Play Shop” program
- CCI Employee Engagement Surveys



**TEAMWORK** **PASSION** **ACCOUNTABILITY** **INTEGRITY**

# Proactive in Transparency and Accountability

## Inclusion in leading ESG Indices



## Recognition & Awards



## Continuous Commitment



# Appendix

# Country Data 2022

	Population (mn) <sup>(1)</sup>	GDP per cap, PPP (USD 000) <sup>(2)</sup>	Per capita NARTD consumption (8 ounce servings) <sup>(3)</sup>	CCI's Market Share in Sparkling (%) <sup>(4)</sup>	CCI's Market Position in Sparkling <sup>(5)</sup>	Capacity (mn UC)	Capacity Utilization Rate <sup>(6)</sup>
Türkiye	85.3	31.8	527	66	1	723	82%
Pakistan	235.8	5.2	126	52.4	1	492	85%
Kazakhstan	19.2	23.9	675	49.6	1	233	83%
Iraq	44.5	9.3	538	34.3	2	163	62%
Uzbekistan	34.6	7.5	327	45.6	1	138	84%
Azerbaijan	10.4	17.9	402	72.4	1	76	75%
Kyrgyzstan	6.6	4.7	393	54.1	1	25	94%
Jordan	11.3	9.0	391	15.6	2	34	53%
Tajikistan	10	3.8	154	65.7	1	20	52%
Turkmenistan	6.4	15.4	232	41	1	26	13%
Syria	22.1	3.3	-	-	-	-	-

Source: (1) & (2) HIS Markit, (3) GlobalData Industry Estimates & HIS Markit, Non-Alcoholic RTD Beverages include Sparkling, Juices, Packaged Water, Energy Drinks, Iced/RTD Tea Drinks and Sports Drinks, (4) & (5) \* Nielsen / GlobalData (formerly known as Canadean) / CCI Internal System \* (4) & (5) için Veri Kaynağı Detayları; TR/KZ: Nielsen Retail Panel, YTD Oct'22; PK/IQ/UZ/AZ/KG/JO/TJ/TM GlobalData Industry Estimates & CCI Internal Volume Best Estimate for FY'2022

# Back-up Community Snapshot

## PROJECT TYPE

---

### YOUTH EMPOWERMENT

## PROJECTS

---

- 3.2.1. Move
- Coca Cola Belestery
- Olympic Moves Program
- Coca Cola Grassroots Football Tournament
- New Generation Project

## COUNTRIES

---

- Türkiye, Kazakhstan
- Kazakhstan
- Azerbaijan
- Azerbaijan
- Azerbaijan

### WOMEN EMPOWERMENT

- My Sister Program
- Successful Woman Successful Future
- UNDP Women's Empowerment Program

- Türkiye, Azerbaijan
- Azerbaijan
- Azerbaijan

### WATER STEWARDSHIP

- Paani Safe Water Initiative
- Harran Night Irrigation Project
- Konya Agriculture of the Future

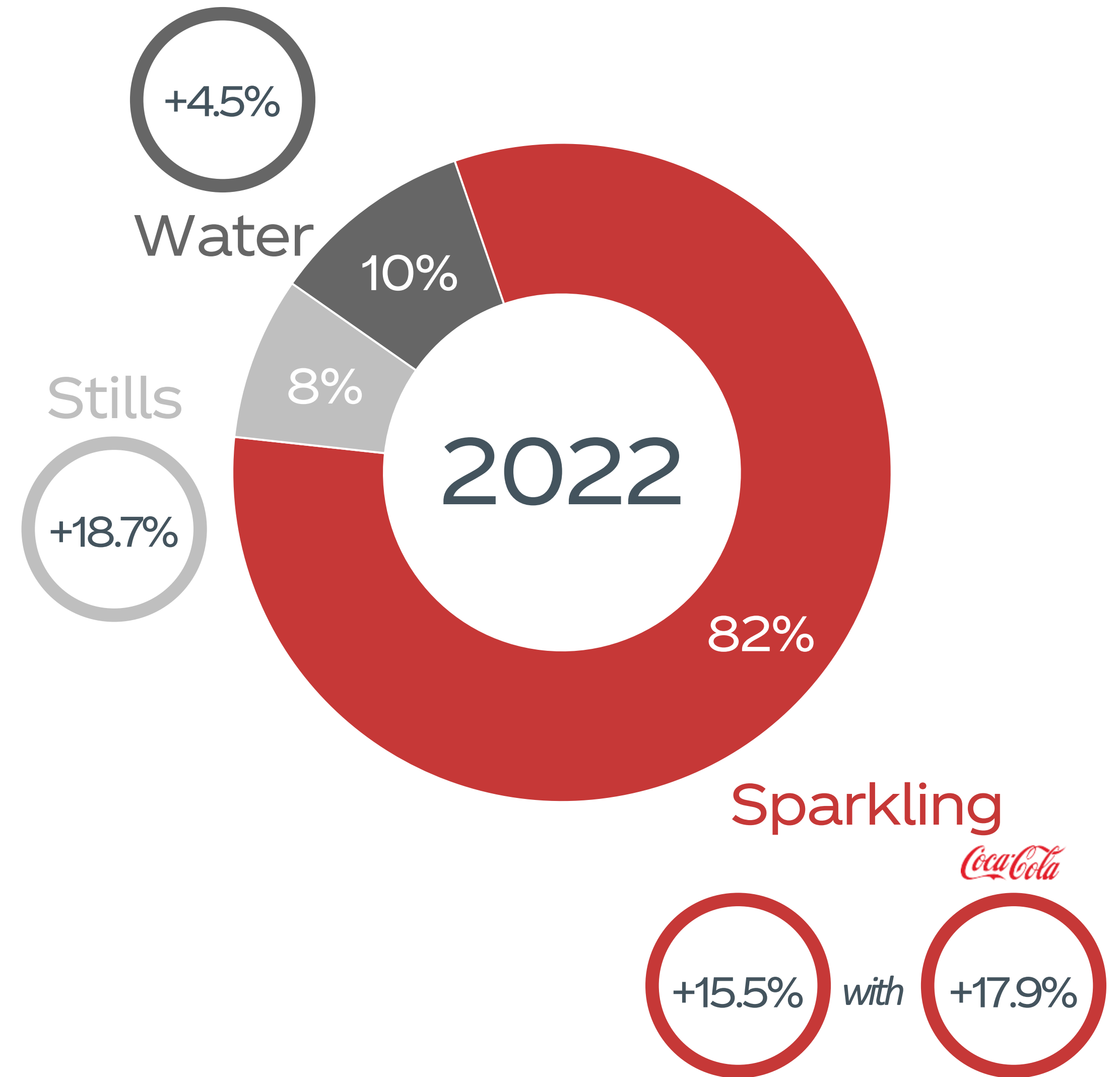
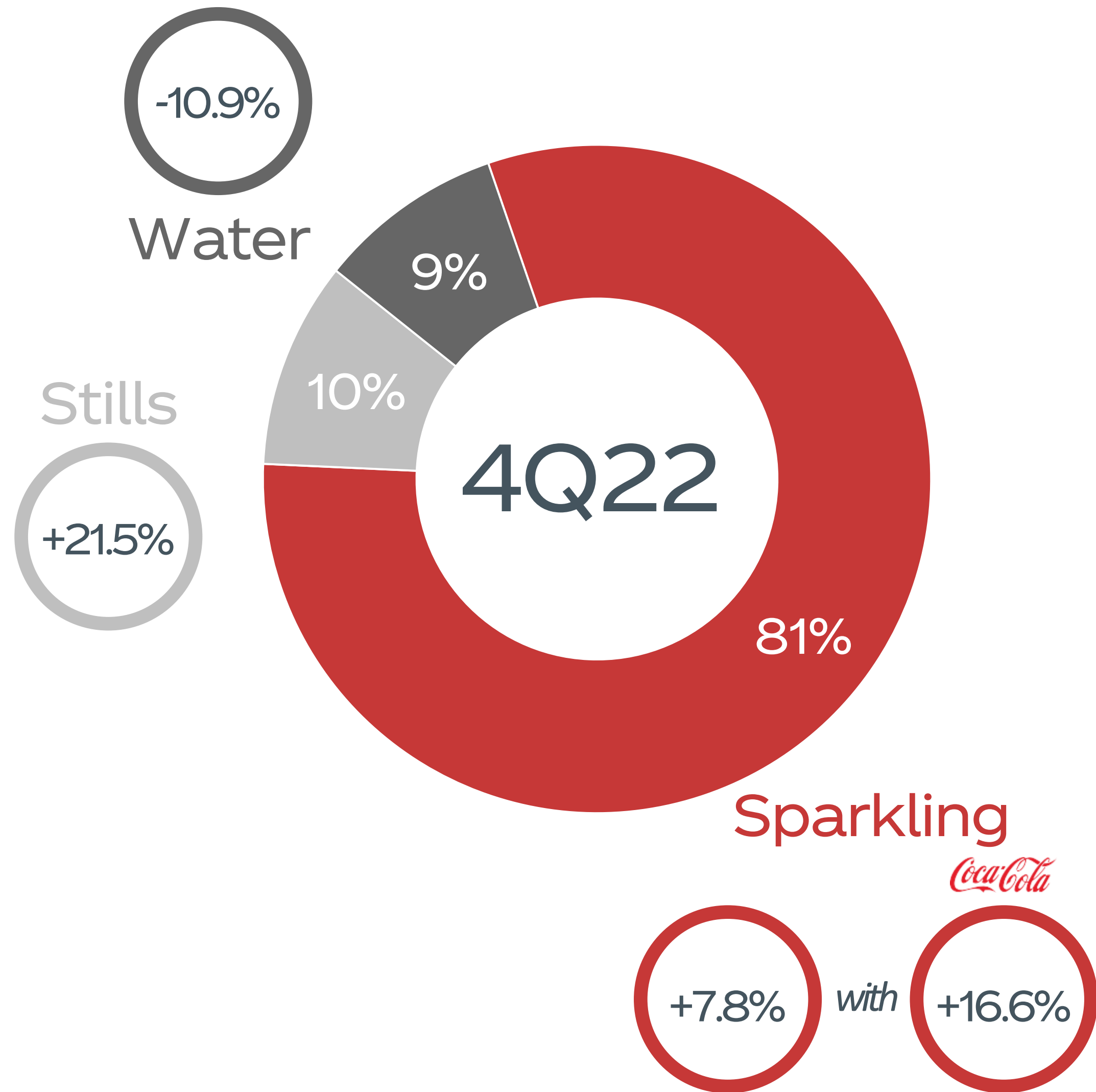
- Pakistan
- Türkiye

### WASTE MANAGEMENT

- Recycling Project with WWF
- Kollekt App
- Temiz Olkem
- Issyk Kul Coastal Cleanup Project

- Pakistan
- Türkiye
- Azerbaijan
- Kyrgyzstan

# Category Performance



# INVESTOR PRESENTATION

June, 2023

For more information, please  
contact [cci-ir@cci.com.tr](mailto:cci-ir@cci.com.tr).

