



SUSTAINABILITY REPORT

«Coca-Cola Hellenic Bottling
Company Armenia» CJSC





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MESSAGE FROM THE COUNTRY MANAGER

ARTHUR SAHAKYAN

Country Manager
Coca-Cola HBC Armenia

The year 2020 has been eventful, to say the least. We could define it as the year of evolution towards a stronger corporate identity and sustainability impact. However, certain things have remained unchanged in 2020, as one of our key priorities is to become the industry leader and ensure that our product portfolio is tailored to each customer. Amidst high competition in the beverage market, we have introduced new products, such as premium spirits, which helped us strengthen our market position. In everything we do, we stay committed to the philosophy of empowering and investing in our people by helping local communities and ensuring the achievement of global sustainability goals for the better tomorrow of us all.

Since the company's inception and to this day, we stand firmly committed to meeting the expectations of our stakeholders by uniting the collective strengths, so that we

2020 has yielded superior growth results driven by the sparkling portfolio and by a wide variety of beverages offered to consumers. It is another year of success in further expanding our footprint in almost all non-alcoholic ready-to-drink categories. Among targeted innovations was Coke Energy launch for the year 2020. It is also important to highlight that our company was successful in having the best national consumer promotion even during the COVID-19 pandemic.

may realize sustainable growth goals and further increase corporate value. We seek to reduce our use of plastics and contribute to increased recycling of plastic. Although we are proud of our progress, we still have much more to do to reach our ambition. To that effect, Coca-Cola HBC Armenia has set new targets to continue to focus its efforts on sustainable packaging and recycling, carbon footprint reduction and youth empowerment initiatives. In addition, as a means of combating the COVID-19 pandemic, we are proud of the success of our disaster relief programs implemented in Armenia through The Coca-Cola Foundation, which have added value to our community well-being initiatives.

Throughout the year, as a company, we tried to be an example for everybody and do things for our customers and community. Moreover, despite the war and COVID-19 pandemic, we also managed to



protect our people, strengthen our positions in the market and enter 2021 with even better starting points than 2020.

Looking ahead to 2021, we anticipate a pandemic-related uncertainty will persist, which I am entirely sure we will cope with well. We also expect strong financial results under the circumstances and increased rates of consumer satisfaction against the previous year. Our biggest source of confidence lies in the strength, knowledge, passion and drive of our people; a growth mindset is more valuable than any strategy for us. Being honest to each other and open to identify and address our gaps, is the only prerequisite for our progress and growth.

Referring to the challenges ahead in the short and long term, we will address new opportunities in digital, simplify the way we work and create more precious time to be invested in partnerships with our customers.

At last, collaboration with the private sector, governmental and non-governmental organizations will reveal more opportunities for partnerships to build a more sustainable world. We will continue to work with stakeholders as we currently do on environmental issues and will seek opportunities to move towards positive change. We have been demonstrating exceptional work for keeping with our commitments. And we're receiving recognition for our achievements, which may also be the measurement of our sustainability progress.

KEY INDICATORS-2020

OUR BUSINESS



69%

of the total revenue was earned from sales of beverages, manufactured in Armenia at Coca-Cola HBC Armenia's factory in Yerevan



78.4%

of all suppliers were local suppliers



30.5%

of the total procurement addressable spend were made with local country suppliers



100%

of Coca-Cola HBC Armenia senior managers were Armenian citizens in 2020



57%

of Coca-Cola HBC Armenia top managers were women in 2020.

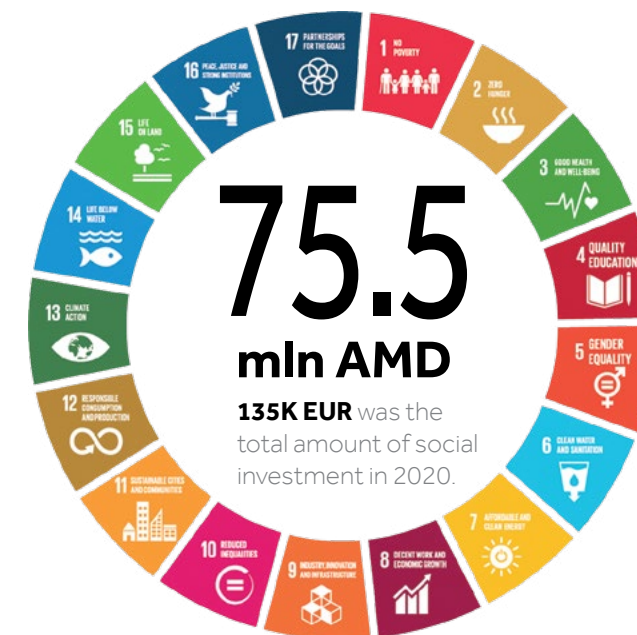
The company maintains policy inclusiveness in working environment and provides all the opportunities to people with special needs to work in the company



OUR CONTRIBUTION TO THE ECONOMY OF ARMENIA

- **AMD 18.3 billion** – total contribution of Coca-Cola HBC Armenia to the gross domestic product (GDP) of Armenia in 2020, which accounted for 0.3% of total GDP of Armenia
- **AMD 1.6** of gross value added was created in the economy of Armenia for every AMD 1 of value added generated by Coca-Cola HBC Armenia
- **1954 jobs** – total number of jobs secured in the economy of Armenia in 2020 because of Coca-Cola HBC Armenia's contribution to employment initiatives, which accounted for 0.2% of total employment in Armenia
- **4 of jobs** supported in the economy of Armenia in 2020 for 1 employee of Coca-Cola HBC Armenia
- **AMD 5.9 billion** – total contribution of Coca-Cola HBC Armenia to the labor income of population of Armenia in 2020
- **AMD 5.3 billion** – total tax paid by Coca-Cola HBC Armenia in 2020, which accounted for 0.38% of the total tax revenues of the national budget of Armenia
- **AMD 0.38 of tax** payments was generated in the economy of Armenia for every 1 dram of taxes paid by Coca-Cola HBC Armenia
- **AMD 739 million** – Coca-Cola HBC Armenia's capital investments in 2020
- **AMD 20.9 billion** – Coca-Cola HBC Armenia's capital investments over the entire period of its business presence in Armenia

OUR SOCIAL IMPACT



6

institutions were involved in environmental programs of Coca-Cola HBC Armenia in 2020

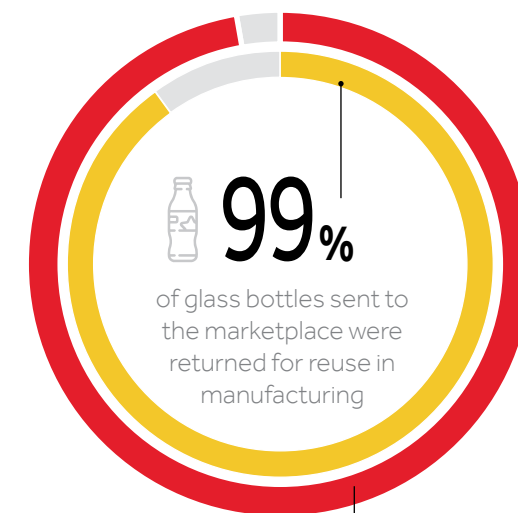
KEY INDICATORS OF RESULTS OF SOLID WASTE PROJECT IMPLEMENTATION

- **2.10 liters** of water was used to produce 1 liter of beverage – water use ratio (WUR) was 15.7% lower in 2020 compared to the base year (2010). In 2010, WUR was 2.49 l/lbp
- **0.55 MJ** of energy was used to produce 1 liter of beverage – energy intensity ratio was 29.5% lower in 2020 compared to 2010. In 2010, it was 0.78 MJ/lbp
- **52 grams of CO₂-eq** emissions per 1 liter of beverage produced – emission intensity was 42.3% lower in 2020 compared to the base year (2010). In 2020, carbon emissions were 90.08 gr/lbp

OUR ENVIRONMENTAL IMPACT

- **Support for COVID-19 pandemic.** Coca-Cola HBC Armenia purchased portable medical equipment for hospitals in the local communities. The company also supplied water of its own production to the hospitals free of charge. Donated: **82,655** bottles.
- **Support during the war.** Coca-Cola HBC Armenia provided water to the army and for bomb shelters. Donated: **46,000** bottles.
- **Youth Empowered Implementation.** An annual program that helps more than **8300** young people to refine life and business skills and find meaningful job opportunities.
- More than **300 children** and **100 elderly people** from Yerevan and Vanadzor received food parcels, because of the company support to "Orran" NGO.

551.93 tons
Total waste generated



97.4%
of all generated waste was recycled in 2020



- Coca-Cola Hellenic Bottling Company Armenia is a strategic bottling partner of The Coca-Cola Company that operates as part of the business unit Coca-Cola HBC Ukraine, Armenia and Moldova. Coca-Cola HBC Armenia manufactures final branded products by using syrup concentrates, packages and distributes them in the Armenian market.



COCA-COLA HELLLENIC
BOTTLING COMPANY ARMENIA



COCA-COLA HELLENIC BOTTLING COMPANY ARMENIA

STRATEGY AND VISION

Coca-Cola HBC Armenia's strategy and vision are to deliver sustainable growth that is resilient to downward economic trends while generating superior returns for stakeholder at higher than industry benchmarks. A strong culture of corporate responsibility and sustainability has been ingrained in our business practices and decisions for more than 20 years. To that effect, we seek to continue improving our

operational performance and achieve best practices through focused investments in advanced eco-friendly technologies and projects. We are building on the massive progress we have already made in this area. Our technology investments are going to improve our production output, while minimizing our environmental impact, CO₂ emissions and other environmental threats.

Our Mission 2025 approach to achieving sustainable growth is based on our stakeholder materiality matrix and is fully aligned with the United Nations Sustainable Development Goals (SDGs) and their targets.



reducing emissions



water use and stewardship



packaging (World Without Waste)



ingredient sourcing



nutrition



our people and communities

We stay committed to further minimizing CO₂ emissions in the supply chain, reducing water consumption during manufacturing and enhancing our recycling capabilities. Coca-Cola HBC Armenia has made significant progress in meeting the strategic goals in response to its sustainable development strategy established in 2010.



42,3%

Decreased its carbon footprint across the supply chain



16%

The Company has reduced its water consumption in manufacturing by 16%

As far as corporate responsibility, Coca-Cola HBC Armenia has ambitious long-term goals, such as developing local communities, improving the product portfolio, focusing on customer needs, offering consumers the right products for all occasions, building long-term customer relationships, and improving cost-efficiency.

COVID-19 has created an unprecedented situation where most employees are required to work from a different location, in many cases from home. The pandemic has significantly altered the preconception that agile teams must be physically gathered in an office, and it has already demonstrated that employees can be highly productive even in a remote setting.



In line with recommendations to reduce large gatherings and increase social distancing, Coca-Cola HBC Armenia has asked the majority of office-based employees to work remotely, thus ensuring that everyone has the requisite infrastructure and technology to support remote working. We have – and always will – put the health, safety and security of people first. Our approach is grounded in our company's purpose, which ensures that we continuously strive to make a difference for the people in our communities and in our workplace.

The key change in the company strategies in 2020 is the redirection of the funds in support of the COVID-19 pandemic.

We apply precautionary principles: legal compliance by monthly check of legal updates in the state registry of regulations; quality control, by applying statistical process control for predicting possible quality failures; OH&S, by providing periodic training to the employees to keep their high awareness.

➤ GOVERNANCE STRUCTURE OF THE ORGANIZATION

Senior management team /SMT/ has 7 members: Country Manager, Legal&Assets Protection Manager, Public Affairs and Communication Manager, HR Business Partner, Financial Controller, Operational Marketing & ComEx Manager and Plant Manager. SMT reports to BU senior management team in accordance with their functions.

➤ OUR VALUES

Coca-Cola HBC Armenia is driven by the following corporate values when implementing its strategy:

- Winning with customers
- Nurturing our people
- Excellence
- Integrity
- Learning
- Performing as one

These values are the main pillars of our business, manufacturing, and supply chain operations. As we grow together with our consumers, Coca-Cola HBC



Armenia wants to become a leading beverage partner for every customer by ensuring we have a beverage for every consumer moment around the clock.

➤ CONTRIBUTION TO THE SUSTAINABLE BUSINESS ENVIRONMENT

At Coca-Cola HBC Armenia, continuous growth and development are the key pillars of our business culture. We share our experience and business capabilities through meaningful partnerships with non-governmental organizations where we make every effort to promote the development of the business environment, empower local communities, and implement sustainability practices and high standards of corporate governance across Armenia.

➤ SUBSCRIPTION OR ENDORSEMENT OF SECTORAL ORGANIZATIONS OR INITIATIVES

The following is the information on sectoral organizations, externally developed economic, environmental and social charters, principles, or other initiatives to which the organization subscribes, or which it endorses.

MEMBERSHIP IN ASSOCIATIONS:

- **American Chamber of Commerce in Armenia** – Board Member, Vice President
- **AmCham Armenia, FMCG Committee, working group on Waste Management** – Chair of the group
- **European Business Association** – Board Member
- **Union of Manufacturers and Businessmen of Armenian** – Member
- **Armenian-British Business Chamber** – Vice President
- **Orran NGO** – Board Member



EXTERNAL INITIATIVES:



Sustainable Development Goals



Dow Jones Sustainability Indices



Women Empowerment Principles

> POLICIES AND ANTI-CORRUPTION

Transparent and ethical business is at the heart of our policies and the foundation of our relationship with investors and stakeholders. As such, Coca-Cola HBC Armenia has established policies and procedures to ensure that we conduct our business, at all times, in a fair and honest manner. Find more information about our company policies at <https://am.coca-colahellenic.com/en/about-us/policies0>



In 2019, Coca-Cola HBC Group of Companies updated our Anti-Bribery Policy with the main purpose to make it more accessible, understandable and user-friendly for all employees. The new iteration of the policy provides real-life scenarios of how to act whenever there are indications of corruption and elaborates on the liability for those resorting to corrupt practices.

All employees are required to learn the policies during the onboarding process and follow them for the entire period of their employment at Coca-Cola HBC Armenia. To ensure ethical conduct of business, our senior management holds meetings on a regular basis to assess the compliance with, but

not limited to, our anti-bribery policy, whistleblowing policy, code of business conduct, human rights policy, risk policy, health and wellness policy, etc., where they make decisions on conflicts of interest and review critical issues received through our whistleblowing hotline.

> ANTI-CORRUPTION

At every level of the organization, all our employees carry out their duties in accordance with the values and behaviors of our Anti-Bribery Policy and code of ethics. We have zero tolerance towards bribery

and corruption. We do not allow any form of bribery or anything that could be reasonably perceived as such. In everything we do, we adhere to the global integrity principles of Coca-Cola HBC, such as:

- » All employees, managers, Operating Committee members and Directors of Coca-Cola HBC must refrain from engaging in any form of bribery or corruption, irrespective of citizenship, domicile or location.
- » Any third party doing business for or on behalf of the company, including partners, distributors, resellers, advisors, agents, consultants, contractors, subcontractors, lawyers, sales representatives, suppliers, and vendors must follow the anti-corruption policy.
- » We have processes and mechanisms in place to combat any potential money laundering practices. We comply with the anti-money laundering laws by raising awareness and promoting compliance among our employees.

In Armenia, the operation that is under Coca-Cola HBC Armenia's control is the one located in Yerevan at the company address.

To ensure employees' awareness and capacity to fight corruption and prevent conflict of interest, all new employees should complete the training in the

Code of Business Conduct and Anti-Bribery Policy as part of their onboarding process and beyond. Training sessions for new employees are organized during the first two months following the employee enrollment and mandatory refreshment sessions are organized every 3 years. 22 new hired employees passed COBC & Anti-Bribery training in 2020.

If any employee breaches this Anti-Bribery Policy, they will face disciplinary action and dismissal for gross misconduct.

Whenever there is an indication of bribes and kick-backs, employees are encouraged to raise concerns as early as possible and report such instances to the Ethics and Compliance officer or use the dedicated anonymous "Speak Up!" line. An employee involved in corrupt practices will be subject to serious disciplinary action. Failure to report a suspected or

actual violation of Anti-Bribery Policy constitutes a breach of Anti-Bribery Policy and the Code of Business Conduct. For more details, refer to the COBC and Whistleblowing policies.

Any relationships or interests that could conflict or appear to conflict with the performance of employ-

ee's duties for the company are to be notified using the COBC Approval Portal. All notifications are treated confidentially.

Any kind of charitable donations on behalf of the company are preapproved via the company's COBC Approval Portal, where all required information is submitted.

Every year, in collaboration with the HR department, the Country Legal Manager defines a list of risk-prone employees that should additionally undergo a comprehensive session of Anti-Bribery training.

No corruption risks identified.

Furthermore, the company continuously carries out corruption risk assessments. According to the results of such an assessment in 2020, no risk of corruption was identified.

Total number and nature of confirmed incidents of corruption.

0

Total number of confirmed incidents in which employees were dismissed or disciplined for corruption.

0

Total number of confirmed incidents when contracts with business partners were terminated or not renewed due to violations related to corruption.

0

Public legal cases regarding corruption brought against the organization or its employees during the reporting period and the outcomes of such cases.

0

Active communications (business partners that the company's anti-corruption policies and procedures have been communicated to) have been frozen due to COVID-19. However, all suppliers/partners have been communicated on it via SGP signing when starting cooperation with Coca-Cola HBC Armenia.

Two court cases that CCHBCA initiated in the court against the anti-monopoly agency, which have been ongoing since 2016, are now closed by relevant court decisions. Details of such court decisions are treated as confidential and not subject to publication. Currently, CCHBCA is not engaged in any administrative or court proceedings with regard to the anti-monopoly law.

ASSESSMENT OF CORRUPTION RISKS

The assessment of corruption risks is carried out on a permanent basis during the routine activities of the Coca-Cola System in Armenia, based on identified risk assessment and risk management procedures and covers all departments. Particular attention is paid to employees who, in their job responsibilities, can potentially interact with other individuals and legal entities.



RESPONSIBLE MARKETING

We always give special attention to the community that is exposed to our marketing messages and ensure that our promotional materials contain no harmful, immoral, unethical, irresponsible or misleading content.

At Coca-Cola HBC Armenia, we believe that our advertisements should be appropriate for our target audience's age, needs, language and other sensitive contexts. In doing so, we fully comply with the Armenian legislation and Coca-Cola global guidelines on marketing and labelling matters. We are particularly careful when it comes to marketing to children under 12, and we are dedicated to using fair and ethical marketing practices at all times. Furthermore, Coca-Cola HBC Armenia recognizes the importance of limiting the effects of advertising on school-age children and avoids commercial

advertisements in primary schools. The same level of commitment is required from our third-party distributors.

In addition, responsible marketing policy of Coca-Cola HBC Armenia promotes developing industry codes of practice, such as the commitments of the Union of European Soft Beverages Associations (UNESDA). To validate our conformity with the UNESDA principles, Coca-Cola HBC Armenia engages an external auditor to verify our full compliance with both mandatory and voluntary obligations.

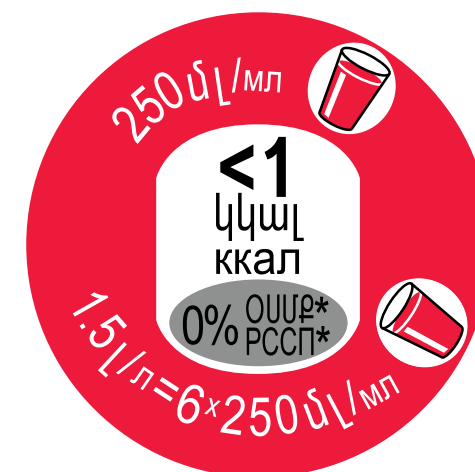
LABELLING

Labelling plays an important role in communicating our message to the end consumer. Coca-Cola HBC Armenia is committed to labelling products accurately and in compliance with applicable regulations and high transparency standards underlying our Health and Wellness Policy. A modern consumer demands a clean, user-friendly labelling that contains detailed information about ingredients, nutrition, calories, sugar, fat, saturated fat and salt content per serving. To fulfil this demand, our marketing team conducts extensive researches to provide all the needed details in our labelling, so our consumers can make an informed purchasing decision that is right for their lifestyle. In doing so, we make accurate and transparent product claims, encourage consumer engagement or feedback on our social media and provide information about the eco-friendly disposal of our packaging.

During product development, the TCCC BU R&D team together with the marketing team assess the label for compliance with the labelling regulation of the country, where the product will be filled. The label content is also assessed by a local filling operation before being printed.

All company products are covered by and assessed for compliance with the local legislation before their introduction to the market.

There were no incidents of non-compliance with regulations and/or voluntary codes concerning the product and service information and labelling in 2020.



➤ OUR PRODUCTS

Our ambition is to satisfy the needs of the domestic fast-growing market by producing, importing and delivering products of two categories: Sparkling Soft Drinks (SSD) and Non-Carbonated Beverages (NCB).

OUR PORTFOLIO OF MANUFACTURED DRINKS INCLUDES:

SPARKLING SOFT DRINKS

(PET packaging and Returnable Glass Bottles):

- Coca-Cola
- Fanta
- Sprite



NON-CARBONATED BEVERAGES

(PET packaging):

- Bonaqua still water



The portfolio of new products upcoming in 2020 includes the following imported beverages:

SPARKLING SOFT DRINKS (CAN packing):

- Schweppes (0.33L CANs were replaced by 0.25L CANs)
- Coca-Cola Coffee + Caramel

ENERGI DRINKS (CAN packing):

- Burn Mango
- Coca-Cola Energy

READY-TO-DRINK TEA (CAN packing):

- Fuze tea (0.25L CANS were replaced by 0.33L CANS)



In 2020 portfolio was extended by introduction of Premium Spirits Category

- Nemiroff





➤ CALORIES REDUCTION PROGRAM

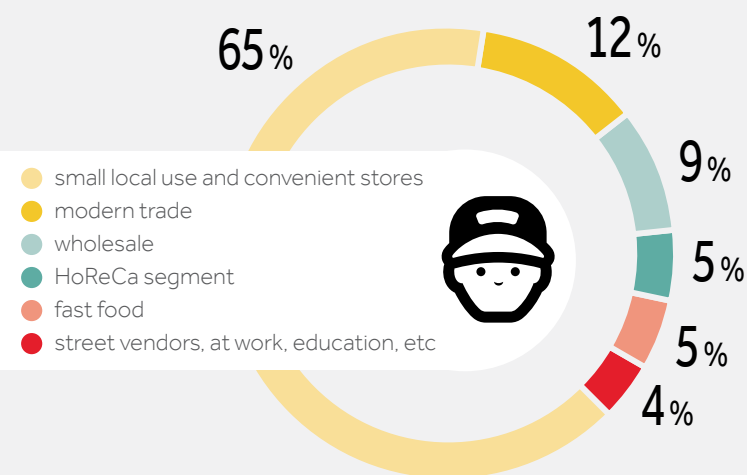
CCHBC puts calorie reduction as one of its priorities. This is the reason why the portfolio is constantly updated by sugar-free products. In 2020, we launched a new product No Sugar Coca-Cola Coffee Caramel, which is a zero-calorie product. In all the communications and promotions, we put a special emphasis and priority on Coke No Sugar mix. The trend of adding sugar-free products to the portfolio is an ongoing initiative that is going to continue in 2021 as well. Thus, considering the entire sparkling soft drinks portfolio in 2020, we have achieved the calorie reduction target.



➤ INFORMATION ON SERVED MARKETS

In 2020, CCHBC sold products in the domestic market, namely in Armenia and Nagorno-Karabakh.

Fragmented trade, including small local use and convenient stores, remained the largest sales channel, accounting for 65% of total volume contribution during the reporting period. Modern trade comes second, representing 12% of the sales channel distribution and in IC (Immediate Consumption), the HoReCa segment (hotel-restaurant-catering) and fast food are responsible for 5% of the total sales volume each. 9% of sales volume is wholesale whereas 4% is covered by other IC (street vendors, at work, education, etc.).



➤ PRODUCT QUALITY AND CONSUMER SAFETY

We recognize that the high quality and food safety of all manufactured products are key drivers of success in meeting consumer expectations. By following high international and local standards, Coca-Cola HBC Armenia aims to meet consumer expectations by delivering products of the highest possible quality.

Our Food Quality and Food Safety Policy is created to proactively address any potential product quality and safety issues. With the increased knowledge of hazards among employees and robust controls in place, Coca-Cola HBC Armenia seeks to exceed the expectations of its consumers by delivering safe and superior quality products round the clock for any occasion.

All employees who have direct contact with ingredients, packaging, manufacturing, storage and transportation are instructed in the respective policies and procedures to ensure that they are able to uphold our high standards of quality.

Every year, the company performs a Hazard Assessment of all production processes to make sure all hazards are described, reviewed and fully managed. In 2020, a full review was done in July.

There were no incidents of non-compliance with regulations and/or voluntary codes concerning the health and safety impacts of products and services in 2020.

One of the pillars of the Sustainable Development Strategy of Coca-Cola HBC is its compliance with the highest international standards of manufacturing carbonated soft drinks and still water. Every 30 minutes, products are subject to routine monitoring for such parameters as carbonation, sugar content, net content, closure application, sensory parameters, etc. The monitoring also applies to verification of the blowing quality of PET bottles and the washing quality of glass bottles, as well as the quality and safety parameters of carbon dioxide, which the company produces in-house. The washing quality is controlled by the All Surface Empty Bottle Inspector machinery, while the carbon dioxide quality is inline monitored by a specifically designed online gas chromatographer.

The company has adjusted its manufacturing processes to the Hazard Analysis and Critical Control Point (HACCP) principles – a preventive approach to food safety developed by the Codex Alimentarius of the World Health Organization. A Critical Control Point is a point in a procedure at which a control should be applied to prevent or eliminate a food hazard or mitigate it to an adequate level. By following these principles, we seek to prevent occurrence of hazards rather than attempting to inspect finished products for the effects of such hazards.

Being the key ingredient in our products, water is constantly examined for both introduced pollutants, such as pesticides, metals and oil, and natural constituents found in water that can nevertheless affect consumer's health, such as bacteria and some nutrients. At every 4-hour mark, the quality control department examines the treated water for taste, odor and smell; absence of free chlorine, turbidity, alkalinity, iron and sulfate content; potential of hydrogen (pH) and total dissolved salts. To increase the water quality when producing bottled water, the company uses the reverse osmosis system.

All our products are laboratory tested to conform to very stringent chemical and microbiological purity criteria. We proactively apply microbiological tests to ensure the safety of finished products. Food Safety control equipment is calibrated regularly in accordance with national and international standards. The company applies Statistical Process Control (SPC) methods in quality control, whereby the quality is controlled from the beginning of the production process, during the production stage and until the finished products are ready for release.

The company is dedicated to preventing instances of product quality issues through such programs as Good Manufacturing Practice, personnel hygiene program, pest control program, microbiological monitoring program, which allows for achieving high performance and good reviews from consumers.

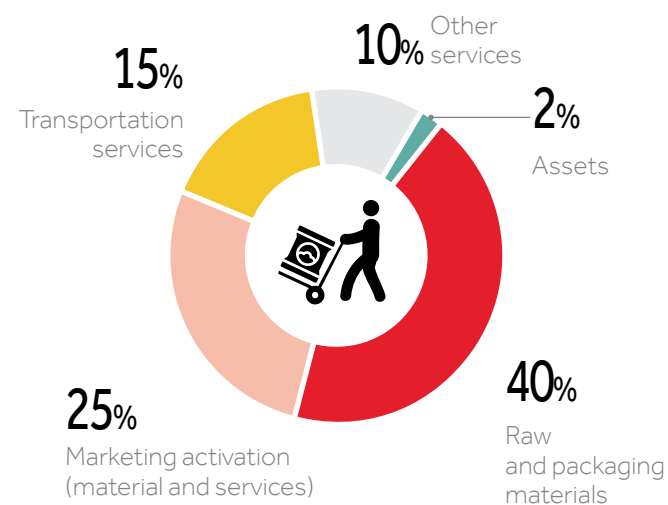
In 2020, we have successfully transitioned to a new version of Food Safety Systems Certification (FSSC 22000, version 5.0). During this transition, we updated our Food Safety Hazard Assessment methodology according to a new standard.



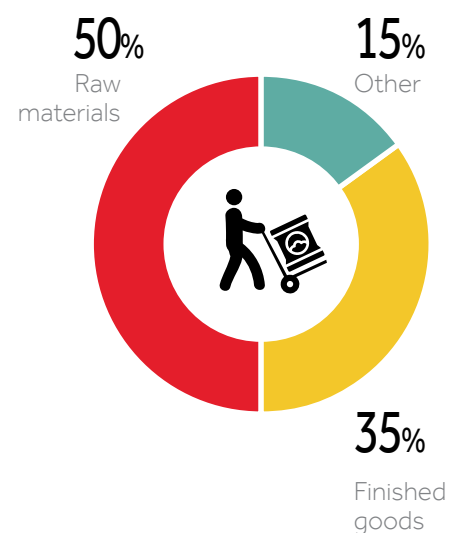
➤ OUR SUPPLY CHAIN

Being part of the global supply chain of Coca-Cola Hellenic Group ensures brand recognition inside and outside the country and that our products are

The main categories of procurement from local suppliers are as follows:



The main categories of procurement from foreign suppliers are as follows:



* Organization or person that provides a product or service to the reporting organization, and that is based in the same geographic market as the reporting organization (that is, no transnational payments are made to a local supplier) <https://www.globalreporting.org/standards/media/1005/gri-204-procurement-practices-2016.pdf>

78%

During 2020, the company worked with 333* local suppliers, which accounts for **78.4%** of the total number of suppliers and 30.5% of the Total procurement addressable spend.

readily available across Armenia. The function of the supply chain encompasses end-to-end business processes such as distribution, production and haulage planning, procurement, manufacturing and engineering, and product delivery to end customers. As we run the supply chain, we ensure that chilled products are readily available to the consumer and that our activities comply with the quality standards while holding the sustainability goals as one of our highest priorities. Our supply chain is structured in such a way so as to ensure an uninterrupted supply of the beverage while making sure that occupational hazards at the workplace and our environmental footprint are minimal.

Furthermore, Coca-Cola HBC Armenia always seeks to support the development of the country's economy by doing business with local suppliers.

Key changes in the supply chain during 2020 were implemented to address the safe workplace in terms of pandemic and psychological matters, increase agility and adaptability, manage demand, supply risks and volatility across all areas of the supply chain stream, and remote work. The final integration to the Business Unit supply chain structure ensured standardization and clarity on strategy and goals.

➤ REQUIREMENTS FOR SUPPLIERS

Coca-Cola HBC Armenia's commitment to sustainable solutions and high-quality products is not confined to internal processes alone and applies to our suppliers just as much.

For this reason, our Supplier Guiding Principles also extend to our suppliers, especially in terms of product ingredients and primary packaging material. It is mandatory that suppliers harmonize their internal standards with the Supplier Guiding Principles and work in compliance with the applicable national legislation. Furthermore, Coca-Cola HBC Armenia requires tier 1 suppliers to gain certification to the following standards: ISO 9001 on quality, ISO 14001 on environmental management and OHSAS 18001 on health and safety management.

Ingredient and packaging suppliers must also achieve certification to selected Global Food Safety Initiative (GFSI) such as FSSC 22000.

Suppliers are annually assessed for compliance with the standards of Coca-Cola HBC Armenia in a three-level assessment system:

- the initial screening against social criteria is conducted through the common platform Exiger;
- the second level assessment is conducted on an annual basis, which engages all internal stakeholders and aimed to evaluate supplier performance;
- final assessment involves EcoVadis, which evaluates both environmental and social performance.

Supply security is well ensured with a perfect balance of inventory. Several new projects and contracts re-opening bring a significant improvement on the cost of what we purchase. The performance of almost all suppliers (over 93% of TTL procurement addressable spend) was assessed. Customer service measures were significantly improved compared to 2019.

In 2020, 100% of purchased volume from suppliers compliant with the company's sourcing policy. Overall 65 new suppliers onboarded and 7 (10.8%) out of them were screened using social and environmental (5R criteria: reduce, recycle, reuse, rot, refuse) criteria. No supplier identified with a negative social, environmental, or CSR impact.

➤ PROCUREMENT MANAGEMENT

At Coca-Cola HBC Armenia, we believe that closer relationships with our suppliers create significant value and help supply chains become more resilient. The Procurement Policy governs all our activities associated with the purchasing of materials from and collaborating with suppliers.

When identifying the best supplier, attention is directed to their transparency, innovativeness, strategic alignment (such as adherence to sustainability principles), potential risks and revenue-boosting potential.

Our supplier and us align our short and long-term business objectives, set mutual targets and jointly develop a plan to achieve objectives so as to create a win-win outcome. To this end, the main goals of the Coca-Cola HBC Armenia procurement approach are securing the demand and supply of raw materials; identifying best-in-class offers and suppliers to cooperate; and ensuring all purchases meet budget and time limitations. The company's Procurement Department is responsible for the oversight and achievement of these goals.

As outlined in our Procurement Department's mandate, we prioritize sustainability in all purchasing and supply activities involving other suppliers and contractors. All potential suppliers and procurement offers are assessed for the 5R criteria: reduce, recycle, reuse, rot, refuse.

This means that a positive decision on procurement and supply will be contingent upon the environmental impact of suppliers. We always favor suppliers that invest time and effort in environmentally friendly practices over those who do not. Whenever, say, transportation services need to be purchased, the selection procedure takes into account also the environmental characteristics of a vehicle together with commercial components.

- In partnership with local suppliers,
- distributors and retailers, Coca-Cola
- HBC Armenia contributes to the economic development of Armenia



CONTRIBUTION TO ECONOMIC
DEVELOPMENT OF ARMENIA



CONTRIBUTION TO ECONOMIC DEVELOPMENT

Coca-Cola HBC Armenia pays wages to its employees and taxes to government, procures goods and services from local suppliers for the production and marketing purposes. Moreover, retailers selling Coca-Cola products earn margin.

Company's expenditures for local procurement and retailers' income from selling Coca-Cola products are transformed into the value added in the economy. Coca-Cola HBC Armenia local suppliers and retail partners pay wages to their employees, earn income and pay taxes as the result of cooperation with Coca-Cola HBC Armenia. Wages, taxes and incomes generated by Coca-Cola HBC Armenia directly as well as by its local suppliers and retailers contribute to GDP creation in Armenia. GDP contribution is measured to present the impact of Coca-Cola HBC Armenia on the economic development of Armenia.

METHODOLOGY



The methodology of socio-economic impact study is applied to measure the contribution of Coca-Cola HBC Armenia to country's GDP creation, labor incomes and taxes. The methodology accounts both for direct and indirect impact of Coca-Cola HBC Armenia.

The socio-economic impact study methodology allows to analyze the contribution of Coca-Cola HBC Armenia into Armenian economy by the following dimensions:

- **Contribution to GDP.**
- **Contribution to household incomes.**
- **Contribution to employment.**
- **Contribution to taxes.**
- **Contribution to investment.**



Economic impact study is the quantification of how initial expenditures generated by Coca-Cola HBC Armenia are multiplied in the economy and contribute to GDP creation. Economic impact is measured as the total value-added generated due to Coca-Cola HBC Armenia activities and its cooperation with local suppliers and retailers. Value added is the sum of wages, taxes and incomes which are created by (1) Coca-Cola HBC Armenia directly, (2) its local suppliers, distributors and retailers as the result of supplying goods and services to Coca-Cola HBC Armenia and selling Coca-Cola HBC Armenia products. Moreover, economic impact includes the value-added which is created due to the additional consumer spending when wages received by Coca-Cola HBC Armenia employees and employees of its partners through the whole economy are used to buy consumer goods and services by households.

Total economic impact consists of the following components which are referred to as effects:

DIRECT EFFECT is wages, social security contributions and taxes directly paid by Coca-Cola HBC Armenia to its employees and government. This is the direct contribution of Coca-Cola HBC Armenia to Armenian GDP.

INDIRECT EFFECTS are sum of wages, social security contributions, taxes and income made by Coca-Cola HBC Armenia local suppliers and trade partners as well as their suppliers and business partners further in the supply chain. Indirect effects are distributed by several rounds.

Indirect effect of the 1st round is the value added created by local companies from which Coca-Cola HBC Armenia directly procures goods and services and by retailers selling Coca-Cola HBC Armenia products. This is wages, taxes and income earned by Coca-Cola HBC Armenia direct suppliers, distributors and retailers.

Indirect effects of the 2d and 3d rounds are generated because Coca-Cola HBC Armenia local suppliers and retailers in their turn procure goods and services further in the supply chain to support their activities, suppliers of suppliers also buy goods and services and the cycle continues through the whole economy. The initial expenditures of Coca-Cola HBC Armenia and retailers'

income generate additional demand for goods and services in the economy, to which economic agents respond by increasing production thus generating value added.

INDUCED EFFECT is the result of additional consumer spending by households. Coca-Cola HBC Armenia employees and employees of its partners through the whole supply chain receive wages and spend them to buy consumer goods and services. Consumer spending due to incomes of households that can be traced to Coca-Cola HBC Armenia and its partners' activities stimulate production of consumer goods and services. Induced effect is the value-added created by consumer goods producers to meet the household demand.

The socio-economic impact of Coca-Cola HBC Armenia is calculated for 2020. Calculation is based on data provided by Coca-Cola HBC Armenia about wages and taxes paid, local procurement volumes and evaluation of retailers' margin earned from selling Coca-Cola HBC Armenia products in Armenia. In order to analyze how initial expenditures of Coca-Cola HBC Armenia and its partners are re-distributed in the economy across different economic sectors, System of National Accounts data from the Statistical Committee of the Republic of Armenia are applied.

18.3 billion AMD

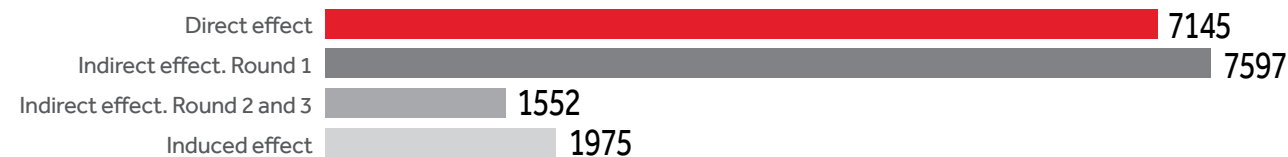
is the total contribution of Coca-Cola HBC Armenia into the Armenia economy, which corresponds to **0.3%** of GDP in 2020.

CONTRIBUTION TO GDP

The direct contribution of Coca-Cola HBC Armenia to Armenian GDP is 7.1 billion AMD.

This includes wages, social security contributions and taxes directly paid by Coca-Cola HBC Armenia in Armenia.

Direct, indirect and induced effects – components of total economic impact of Coca-Cola HBC Armenia, million AMD



The significant contribution to GDP is made by local suppliers from which Coca-Cola HBC Armenia directly procures goods and services and by distributors and retailers selling Coca-Cola HBC Armenia products. In 2020, Coca-Cola HBC Armenia cooperated with 333 local suppliers, 30 distributors and 9239 retail outlets. Due to cooperation with Coca-Cola HBC Armenia, direct local suppliers and trade partners contributed **7.6 billion AMD to GDP**.

More than half of indirect effect at the 1st round (57%) fall to the sector of wholesale and retail

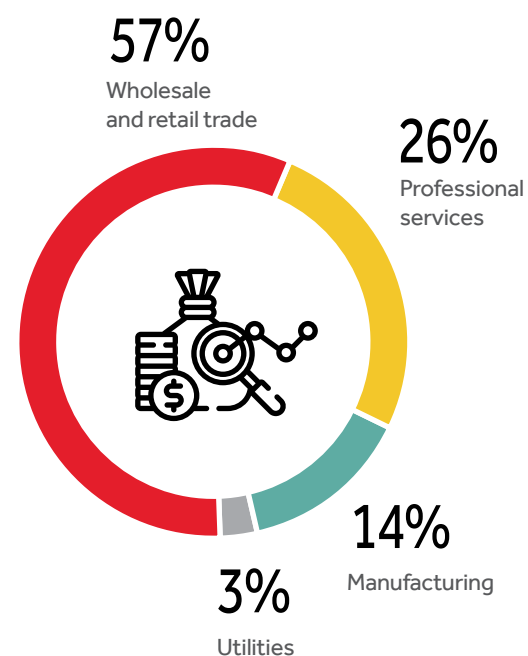
trade given the importance of Coca-Cola HBC Armenia distributors and retailers in selling Coca-Cola HBC Armenia product. One quarter of the total indirect effect at the 1st round is generated in professional services due to Coca-Cola HBC Armenia procurement. Procurement of Coca-Cola HBC Armenia from Armenian manufacturing producers results in generation of 14% of the total indirect effect at 1st round. The most important manufacturing product procured by Coca-Cola HBC Armenia locally is sugar, which in their turn support agriculture in Armenia.

1.6

billion AMD

the total indirect effect at the 2d and 3d rounds

Distribution of the 1st round of indirect effect by economic sectors

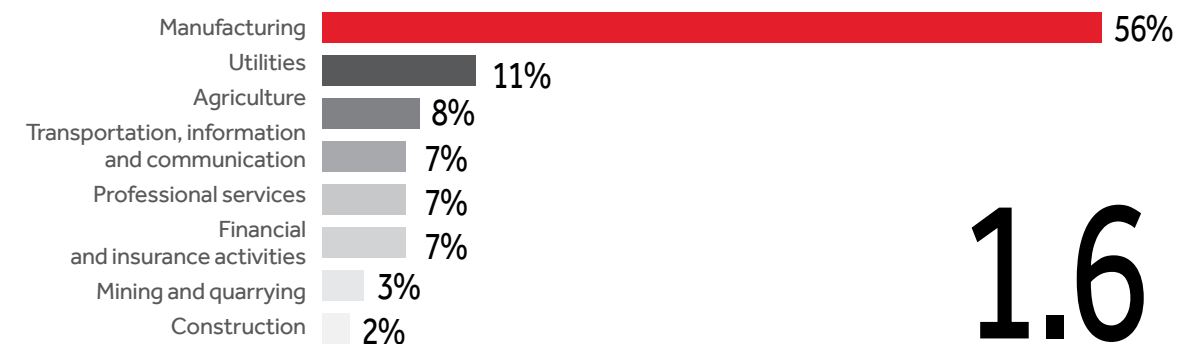


More than half (56%) of the total indirect effect at the 2d and 3d rounds fall on manufacturing, meaning that Coca-Cola HBC Armenia direct suppliers and retailers procure goods for their needs from the manufacturing sector. In addition to manufacturing, initial impulse created by Coca-Cola HBC Armenia procurement and product sales is also tracked down in utilities, agriculture, transportation, professional and financial services.



Local suppliers in order to satisfy Coca-Cola HBC Armenia requests for goods and services in their turn purchase goods and services from their business partners. Similarly, distributors and retailers selling Coca-Cola HBC Armenia products spend part of their revenue from sales to procure goods and services for their needs. As the result, initial expenditures and retailers' revenues are spread through the whole economy benefiting larger number of economic sectors.

Distribution of the 2d and 3d rounds of indirect effect by economic sectors



Finally, **2 billion AMD** of value added is generated due to household spending in consumer markets. This spending is related to wages and social payments, which are traced to activities of Coca-Cola HBC Armenia, its suppliers and retailers, suppliers of suppliers and retailers.

1.6

additional AMDs of value added are generated in the Armenian economy in 2020 per 1 AMD of the value added directly created by Coca-Cola HBC Armenia

MULTIPLIER SIZE

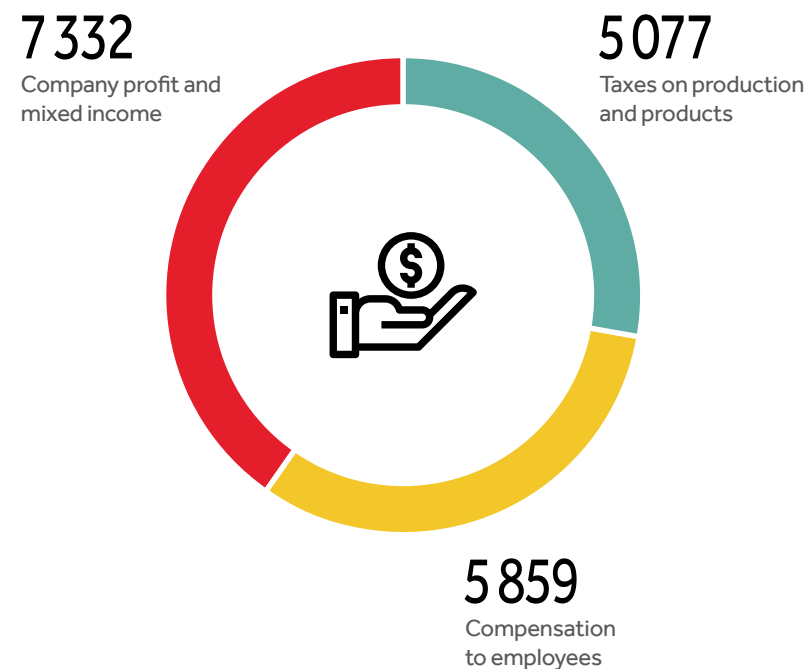
Due to indirect and induced effects, the initial expenditures by Coca-Cola HBC Armenia is multiplied in the economy creating more value added. Coca-Cola HBC Armenia local suppliers get revenue from cooperation with Coca-Cola HBC Armenia and spend part of this revenue to procure goods and services from their sup-

pliers. Similarly, distributors and retailers selling Coca-Cola HBC Armenia products purchase goods and services needed for retail operation from their business partners. At each stage, value added is generated leading to multiplication of the initial impulse created by Coca-Cola HBC Armenia.

Therefore, Coca-Cola HBC Armenia procurement and sales in Armenia supports retail trade, manufacturing, professional services and other connected sectors in Armenia, making contribution to GDP.

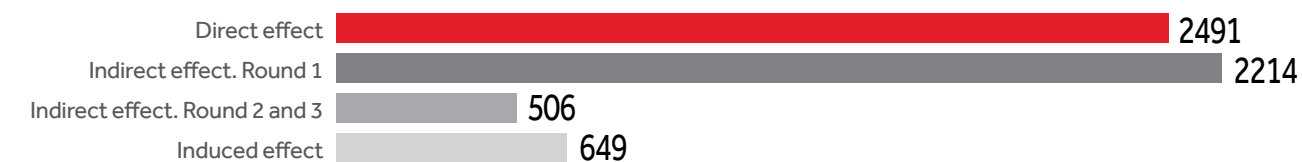
➤ CONTRIBUTION TO HOUSEHOLD INCOME

Distribution of total economic impact by value added components, million AMD



Wages and social security contributions paid directly by Coca-Cola HBC Armenia accounts for 43% of the total contribution to compensation of employees. It is followed by the compensation of employees made by direct Coca-Cola HBC Armenia suppliers, distributors and retailers which is equal to 2.2 billion AMD and accounts for 38% of the total contribution to employee remuneration. Compensation of employees generated due to indirect effect of the 2d and 3d rounds is smaller and amounts to 0.5 billion AMD. Compensation due to induced effect is also smaller and is measured at 0.6 billion AMD.

Distribution of total impact on compensation of employees by effects, million AMD



2.5

billion AMD

are paid directly by Coca-Cola HBC Armenia as wages to its employees and social security contributions. Meantime, the total contribution of Coca-Cola HBC Armenia into compensation of employees in Armenia is larger due to its integration into the economy and cooperation with local suppliers, distributors and retailers.

5.9

billion AMD

is the total contribution of Coca-Cola HBC Armenia to compensation of employees in Armenia. Employee compensation accounts for one third of the total contribution of Coca-Cola HBC Armenia and Coca-Cola HBC Armenia partners to Armenian GDP. This includes employee remuneration and social security payments paid by Coca-Cola HBC Armenia directly, by Coca-Cola HBC Armenia suppliers and retailers, suppliers of consumer goods which benefit from induced effect.

In addition to contribution to compensation of employees, Coca-Cola HBC Armenia procurement and sales contribute to the creation of gross operating surplus (profits) and mixed income in the economy which is 6.4 billion AMD. About quarter (24%) of this amount goes to depreciation of assets (consumption of fixed capital). Net operating surplus and mixed income account for remaining 76% and equal to 4.9 billion AMD. This amount includes company profits as well as income of self-employed and private entrepreneurs. Thus, Coca-Cola HBC Armenia supports microbusinesses and private entrepreneurs in Armenia.

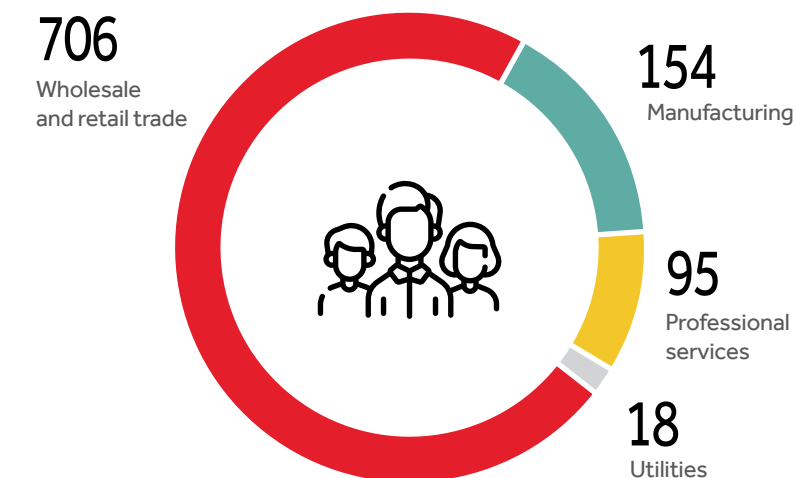
MULTIPLIER SIZE

The multiplication size is smaller comparing to similar indicator of total economic impact. The reason is the significant share of self-employed in the total employment in Armenia. According to the Statistical Committee of the Republic of Armenia, own account workers (self-employed and private entrepreneurs) accounted for 31% of total number of employed in 2019.

➤ CONTRIBUTION TO EMPLOYMENT

The largest number of jobs are connected to the direct local procurement of Coca-Cola HBC Armenia and sales of Coca-Cola HBC Armenia products. These are 974 jobs supported by Coca-Cola HBC Armenia with its direct local suppliers and retailers. Most of these jobs – 706 jobs – are in wholesale and retail trade sector; 154 jobs are supported in manufacturing and 95 jobs are related to professional services sector.

Number of jobs supported by direct, indirect and induced effects



1.4

additional AMDs of wages and social security payments are generated per 1 AMD of employee remuneration and social security contributions paid directly by Coca-Cola HBC Armenia



1954 jobs

Coca-Cola HBC Armenia activities help to support in the Armenian economy which corresponds to 0.2% of total number of employed in the economy in 2020 (including hired employees and self-employed). Out of the total number, 367 jobs are direct employees of Coca-Cola HBC Armenia. Remaining 1587 jobs are connected to Coca-Cola HBC Armenia through indirect and induced effects.

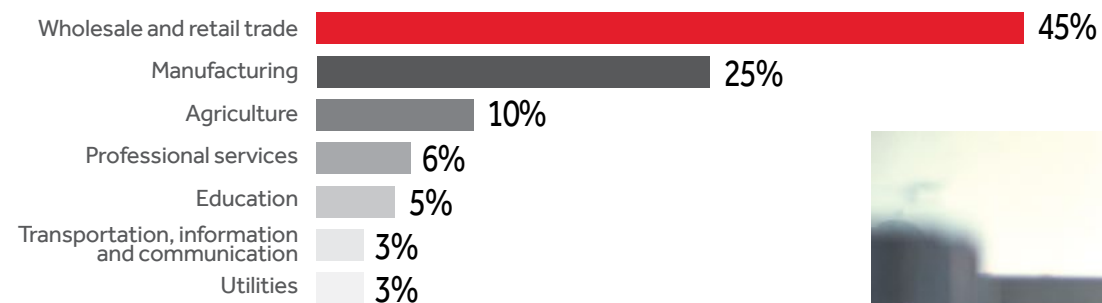
214 jobs are related to Coca-Cola HBC Armenia activities at the 2d and 3d rounds of indirect effect, when direct Coca-Cola HBC Armenia suppliers and retailers interact further with their business partners. About half of these jobs are in manufacturing.

Finally, 398 jobs are supported due to the induced effect. It represents jobs in industries which provide goods for household consump-

tion. It includes 130 jobs in agriculture, 113 jobs in manufacturing and 80 jobs in education sector. Therefore, the jobs supported indirectly by Coca-Cola HBC Armenia activities are spread across various sectors of the economy.

Summing up total number of jobs supported through direct and induced effects, about half of them is concentrated in trade sector, one quarter is in manufacturing and 10% is in agriculture.

Distribution of total number of jobs supported due to indirect and induced effects by economic sectors



4

MULTIPLIER SIZE

more jobs in the Armenian economy are related to 1 Coca-Cola HBC Armenia direct employee. In other words, each direct employee of Coca-Cola HBC Armenia helps to support 4 more workers in the economy



➤ CONTRIBUTION TO TAXES

This amount includes taxes on products and production, taxes on profits, personal income tax and social security payment made on behalf of employees. It corresponds to 0.38% of total tax and duties revenue of the State Budget of the Republic of Armenia.

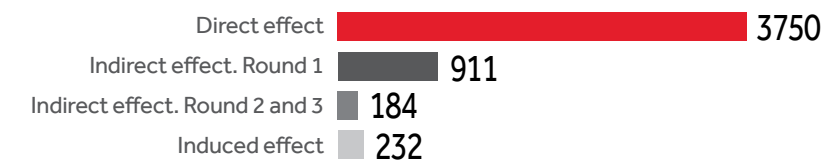
5.3

billion AMD

of taxes paid Coca-Cola HBC Armenia in 2020 in total

Taxes on products and production constitute the separate component of GDP*. Direct Coca-Cola HBC Armenia contribution to taxes on products and production equals to 3.8 billion AMD. In addition, 1.3 billion AMD of taxes on products and production are generated due to indirect and induced effects of Coca-Cola HBC Armenia activity. Total contribution to taxes on products and production which is attributed to Coca-Cola HBC Armenia activities is 5.1 billion AMD.

Distribution of total impact on taxes on products and production by effects, million AMD



SUMMARY



18.3

million AMD

(0.3% of GDP) – total contribution to the economy



1954

jobs

(0.2% of total number of employed) – total contribution to employment



5.3

billion AMD

is the amount of taxes directly paid by Coca-Cola HBC Armenia (0.38% of total tax and duties revenue of the State Budget of the Republic of Armenia).



739

million AMD

is Coca-Cola HBC Armenia capital investment.

➤ DIRECT CONTRIBUTION TO CAPITAL INVESTMENT

Coca-Cola HBC Armenia is constantly investing in production capacities and equipment. In 2020, the capital investment of the company amounted to 739 million AMD. During the entire period of company's operation in Armenia, the total amount of capital investment reached 20.9 billion AMD.

*In the System of National Accounts framework, employee personal income tax and social security payments are included into the compensation of employees, profit tax is added to gross operating surplus and mixed income. Taxes on products and production are the separate component of GDP. Taxes on products include VAT, customs and excise duty. Taxes on production include land tax, property tax, environmental tax, other taxes.

- At Coca-Cola HBC Armenia, we believe that
- our people are the determining factor to the
- company's success.



OUR PEOPLE

OUR PEOPLE

At Coca-Cola HBC Armenia, we believe that our people are the determining factor to the company's success. Their wellbeing and performance have a material impact on consumer satisfaction and, as a result, our financial performance. We see diversity and inclusive working environment as our main strength. As far as we constantly work on development of our people and culture strategy, we put emphasis on growing our top managers in-house through attraction of the right talent, increasing female leadership, unique corporate culture, diversity and strong upskilling programs.

➤ APPROACH TO EMPLOYEE MANAGEMENT

Our job as an employer is to guarantee that every employee performs to the best of their abilities and that we arrive at shared business goals as a cohesive team. We achieve this by encouraging active communication, providing equal opportunities, creating an inclusive, safe and healthy working environment for all employees. The company's approach to employee management stems from transparent and open communication, which is the only efficient way to boost productivity and involvement of employees.

Our robust corporate policies are adapted from the Coca Cola HBC standards to comply with the national legislation of Armenia. The policies guide all our activities from recruitment to termination of employment.

There is a number of policies helping the company achieve good results in employee management. The Employee Contract Management and Recruitment Policy regulates all matters related to hiring talent and ensures adherence to the terms and duties to avoid any contractual breach such as breaches of non-compete clauses or non-disclosure agreements. Maintenance of personal records is essential to defending against employment-related litigation. It is highly important to ensure that departments have effective procedures for creating and maintaining the personal records of employees. To this end, the Employee Personal Record



Management Policy outlines the definition of a "record", identifies the retention period for each type of document, designates the specific location for maintaining the records, provides details on ensuring the physical security of the records, consistent

policy implementation and compliance audits.

Policy on Change on Employment specifies the procedures for changing employment terms, including preparation of all relevant notices and orders. Matters related to the termination of employment are regulated by the Policy on Employment Termination. The Policy on Leaves of Absence elaborates on the rights and obligations of Coca-Cola HBC Armenia and its employees in respect of absences from work, annual and special leaves. The Relocation Policy lays out all the necessary information about work permits, eligibility requirements, relocation benefits, tax implications and more, so that relocating employees can make an informed decision. Furthermore, we have established a system of internal controls to assess the performance of the employee management system on an annual basis at a group level.

The company's Grievance Policy is developed to help address employee concerns in a constructive and fair manner. It provides guidelines for submitting a complaint regarding unjust treatment, harassment, and/or health and safety concerns in the workplace. Employees can also submit their suggestions and complaints via the dedicated "Speak Up!" line. The policy applies to all employees, including interns, part-time and full-time workers. The task of the HR Team is to treat all parties involved fairly throughout the grievance process, resolve it in a timely fashion, and adhere to the no-retaliation principle when employees file a complaint against management. Mediation meetings and awareness sessions involving appropriate parties are also a successful practice used at Coca-Cola HBC Armenia that helps with the amicable settlement.

In 2020, we organized multiple awareness training sessions to provide information about workplace hazards, inclusion, diversity, nature and environment for our Line Managers. The purpose of such sessions, among other things, is to help our people adapt quickly to new working reality.

In light of the COVID-19 pandemic, we organized webinars dedicated to increasing the efficiency of employees in a remote work setting, improving the management of virtual teams, organizing the onboarding process for newcomers, maintaining a positive mindset during the pandemic, etc. Furthermore, we launched the Employee Assistance Program to provide free psychological, financial & legal counseling for both employees and their family.

Gifts & Entertainment Policy together with the Code of Business Conduct and Anti-Bribery Policy helps our employees do the right thing when dealing with gifts, meals and entertainment.

Remote work procedure was further implemented in 2020 under the state of emergency conditions by COVID-19, which takes into consideration the necessity of taking certain measures for the smooth organization of business activities and ensuring the safety of our employees.

➤ GENERAL INFORMATION ABOUT OUR EMPLOYEES

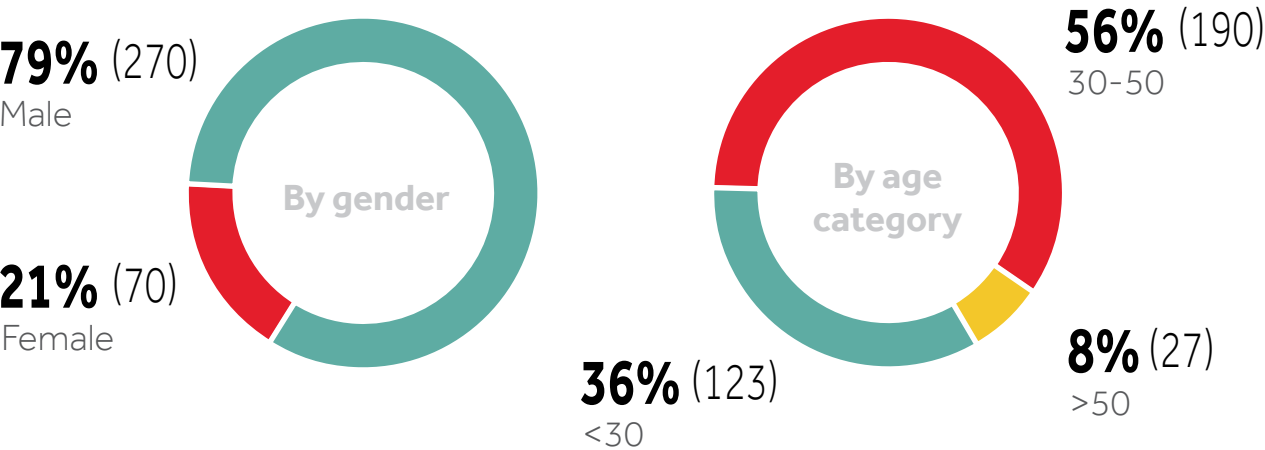
At the end of 2020, Coca-Cola HBC Armenia employees comprise 340 people: 313 (92.1%) of them are employed at the factory and office premises in Yerevan, other 27 (7.9%) – in regions. Office employees account for 60.3% of the total number of workers, factory workers – 22.4%, others are middle level management representatives – 15.3%, and top management – 2.1%. The majority of employees are middle age (30-50 – 55.9%).

Men represent 79.4% of all employees due to a significant number of male applicants in sales, factory and some other positions. Among factory work-

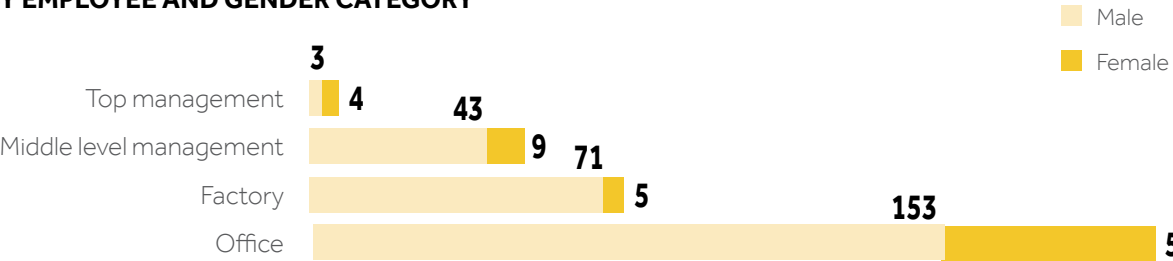
ers, the share of male professionals is the highest (93.4%), which is explained by the specifics of works and activities carried out at the factory. Women represent around half of the company's top management in 2020. Coca-Cola HBC Armenia seeks to ensure that women hold 50% of managerial positions by 2025 as a means to achieving greater diversity among employees.

In 2020, 100% of senior managers were Armenian citizens.

THE NUMBER OF EMPLOYEES BY GENDER, AGE AND EMPLOYEE CATEGORIES IN 2020 (AS OF 31.12.2020)



BY EMPLOYEE AND GENDER CATEGORY

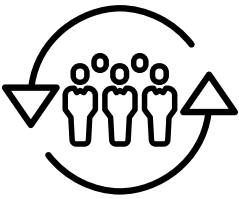


Coca-Cola HBC Armenia employees (99.4%) are full-time employees. Most employees work under permanent employment contract (96.2%).

Temporary employment contracts are provided mostly to seasonal workers engaged in distribution, manufacturing and warehouse activities.

Category	Region	Yerevan	SUM	Region, %	Yerevan, %	Total, %	Male	Female	SUM	Male, %	Female, %
Permanent	26	301	327	7.95	92.05	96.18	264	63	327	80.73	19.27
Temporary	1	12	13	7.69	92.31	3.82	6	7	13	46.15	53.85
Total	27	313	340	7.94	92.06	100	270	70	340	79.41	20.59

Category	Male	Female	SUM	Male, %	Female, %	Total, %
Full time	270	68	338	79.88	20.12	99.41
Part time	0	2	2	0	100	0.59
Total	270	70	340	–	–	100



In 2020, 23 new employees were hired while 42 employees were fired. The employment was terminated mostly due to changes in career preferences, work or study-related emigration, and low performance of employees.

In general, the employee turnover rate in 2020 was **12.3%**. Male employees show a slightly higher turnover rate (**7.9%**) compared to female employees (**4.4%**).

CHANGES IN THE NUMBER OF EMPLOYEES IN 2020

	Category	Number of new employees	Rate	Employee turnover	Rate
By age	<30	11	47.8%	16	38.1%
	30-50	11	47.8%	22	52.4%
	>50	1	4.6%	4	9.5%
By gender	Male	15	65.2%	27	64.3%
	Female	8	34.8%	15	35.7%
By region	Yerevan	22	95.7%	40	95.2%
	Region	1	4.4%	2	4.8%
By employee category	Factory workers	4	17.4%	8	2.3%
	Office workers	16	69.6%	27	7.9%
	Middle level management	3	13.0%	7	2.0%
	Top management	–	–	–	–
By employment contract	Permanent	5	21.7%	–	–
	Temporary	18	78.3%	–	–
	Total number	23	6.8%	42	12.4%

➤ HUMAN RIGHTS, DIVERSITY AND EQUAL OPPORTUNITIES

Coca-Cola HBC Armenia is committed to ensure that all employees are treated with dignity and respect. The company guarantees human rights protection and equal opportunities to all employees following the global Coca-Cola HBC Inclusion and Diversity Policy. Policy compliance is monitored by an internal control system.

Coca-Cola HBC Armenia is committed to offering equal employment opportunities for all employees free of discrimination and harassment. Our employment decisions are based on business needs, job specifications and qualifications of an incumbent without reference to his or her race, color, religious, political or other beliefs, na-

tional, social or ethnic origin, sex (including pregnancy), age, physical or other disability, gender identity or any other status protected by the local laws and regulations. We have zero tolerance towards any type of discrimination based on any of these characteristics.

The company is responsible for providing equal opportunities, as well as safe, healthy and secure workplace to all employees. The company's activities are subject to annual compliance monitoring and human rights due diligence. Breaches of the Inclusion and Diversity Policy constitute a gross misconduct and may lead to disciplinary action, including summary dismissal.



In 2020, Coca-Cola HBC Armenia achieved a number of goals in creating a more inclusive work environment and gender equality:

- in 2020, Executive Management Team consisted almost of equal number of women and men (42.9% men, 57.1% women);
- during the reporting period, there were no instances of discrimination at the company.

Coca-Cola HBC Armenia holds Diversity and Inclusion awareness training sessions on a regular basis. As part of the onboarding process, all new employees of Coca-Cola HBC Armenia are intro-

duced to the corporate human rights policy. As such, all the 23 new hires (6.8% of all employees) passed the mandatory 2-hour introduction training on various aspects of human rights in 2020.

Employees at Coca-Cola HBC Armenia are hired, trained, promoted, and compensated solely based on their qualifications, performance, skills, and experience.

The main goals of the Coca-Cola HBC Armenia in this area are to provide equal opportunities to all employees as well as to all candidates ensure diversity principles and healthy and safe

workplace environment especially during the COVID-19 pandemic. The company introduced a new internal career page that is available for all internal system users and new opportunity portal, which ensures career growth and development within CCHBC group in the place and remotely. We also involved diversity and inclusion policy introduction in "Interviewing skills for Line Managers" trainings and we present the importance of the policy in every intake meeting with hiring managers.

THE RATIO OF BASIC SALARY AND REMUNERATION OF WOMEN TO MEN BY EMPLOYEE CATEGORY IN 2020

Employee category	The ratio of basic salary and remuneration of women to men, %
Top management	44.42
Middle level management	86.96
Office	64.66
Factory	119.55

➤ LEARNING AND DEVELOPMENT

Professional development does not stop at Coca-Cola HBC Armenia just because someone landed a lucrative job. We encourage and reward employees who pursue professional development and display higher productivity. In addition, we have expanded our educational programs designed to increase capabilities, promote professional development through internal mentorships and create opportunities for both formal and informal development of our employees. In all matters concerning the education of employees, we are guided by the global practices of Coca-Cola HBC, as well as the Business Unit approach and guidelines in this area.

Furthermore, we prepare an individual development plan (IDP) for employees to assist them in achieving their short and long-term career

goals, as well as to improve their performance at the company. However, we regard IDPs as a partnership between the manager and the employee rather than an evaluation tool. Trainings and learning programs, available to employees of Coca-Cola HBC Armenia, can be implemented locally by the company, organized and implemented by the Business Unit or organized by the Group (Coca-Cola HBC).

Training programs in health and safety, as well as the standards of behavior, are set out in the Code of Business Conduct and are mandatory to all employees.

In comparison with the previous year, learning programs shifted to online format while some programs were postponed.

There are two main types of learning and development activities implemented in Coca-Cola HBC Armenia:

The company has developed a number of core leadership programs that help to develop leadership and people management skills: Passion to lead; Situational Leadership; Coaching Leadership Style for Front line leaders; Leadership Excellence and Accelerating Performance (LEAP) for Change Leaders; Excel for Function Heads.

Coca-Cola HBC Armenia also continues to organize trainings for Management Trainees hired in different years to take up leadership roles in the future.

We have also established the Fast Forward program for existing and future leaders with three levels of training: FF1 – for professionals, preparing to take a front-line leader role; FF2 – for front line leaders, preparing to take a change leader role; FF3 – for change leaders, preparing to take a function head role.

Development of functional capabilities. These types of trainings and learning programs are dedicated to teaching knowledge of business and its processes, enhancing technical skills. Functional capabilities are obtained by knowing the business processes and principles associated with a business function.

Development of leadership capabilities. Leadership development programs are a long-running effort to breach the gap between our current performance and potential by expanding our pool of leaders and equipping them with the all-permeating ability to inspire, direct and teach others. Building future leaders in-house has more than paid for itself in both company-wide returns and productivity.

All newly appointed managers participated in the trainings in 2020.

In 2020, the average number of training hours per employee in Coca-Cola HBC Armenia was 7.3, with male employees accounting for 5.9 hours and female employees accounting for 13 hours.

In addition, 23 employees were required to complete anti-bribery trainings during the reporting period. As a result, Coca-Cola HBC Armenia achieved the target of 100% employees successfully completing the training session in 2020.



AVERAGE TRAINING HOURS PER EMPLOYEE BY CATEGORY IN 2020

Category	Average hours of training
Male	5.87
Female	12.95
Total (all employees)	7.31
Top management	8.97
Middle level management	16.58
Office	5.63
Factory	9.74

Structure of employees required to complete the anti-bribery training in 2020 from the total number of employees

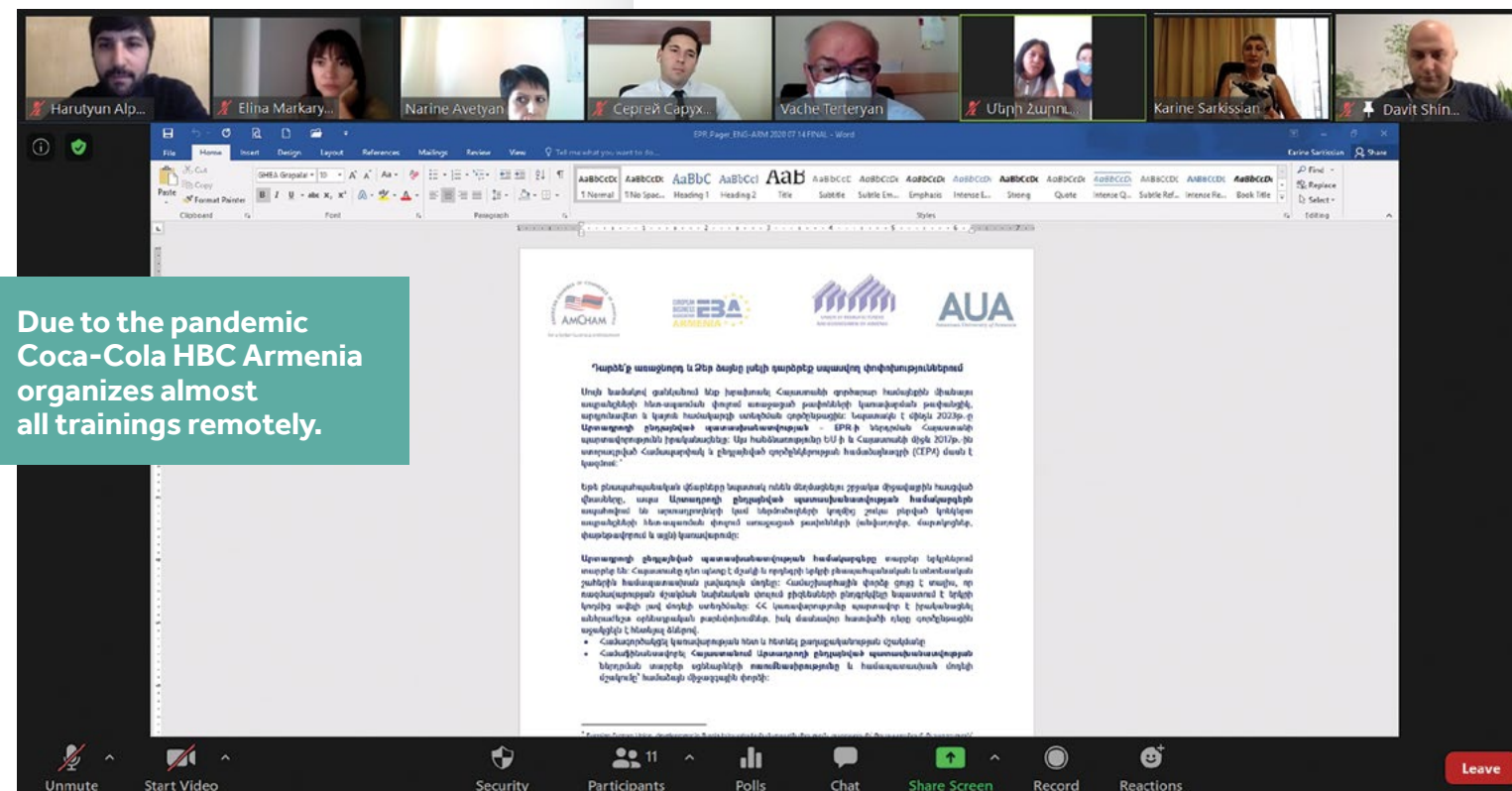
In 2020, we organized the following development and training programs.

Acceleration Centers and Core Programs for Leaders organized and implemented by Business Unit, as well as different online programs which included the following:

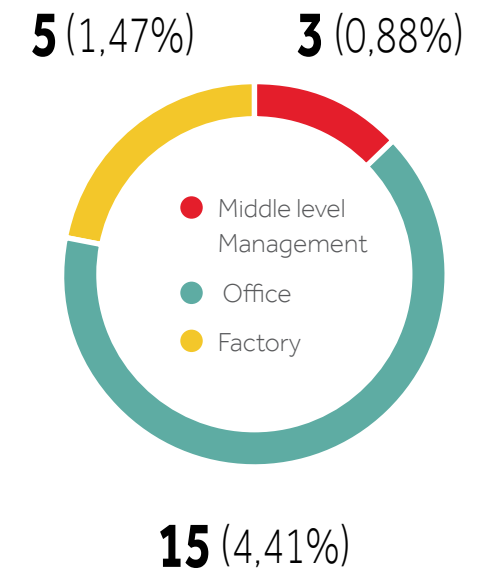
- **Fast Forward Program** for future leaders (FF1) for leaders - **15** participants;
- **CORE** (mandatory) programs for new Managers: Passion to lead - **8** participants;
- **Coaching & Mentoring** program - **7** participants;
- **Boosters** programs for performance improvement on different topics (Talent and career development, presentation & communication skills, operating in new reality, women leadership, etc.) - **44** participants;
- **A special** online learning program to improve command of the English language (eBoosters program) - **12** participants;
- **29** participants in different e-learning programs.

Local programs:

- **14** sustainability programs;
- **7** commercial programs;
- **6** Integrated Supply Chain Services (ISCS) programs.



Due to the pandemic Coca-Cola HBC Armenia organizes almost all trainings remotely.



EVALUATING EMPLOYEES' PERFORMANCE

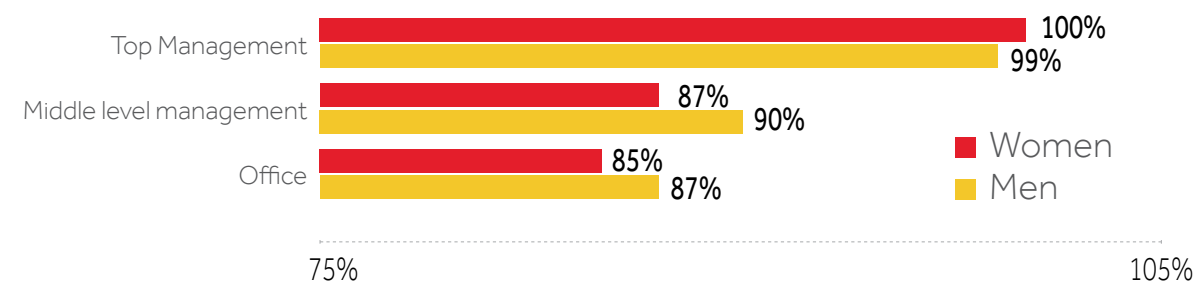
Coca-Cola HBC Armenia operates under a performance management system called Performance for Growth. The system allows ensuring that every employee and department are working effectively towards achieving shared strategic goals. Employees can receive performance review and feedback on a quarterly basis, as well as an annual review and evaluation on performance and competencies. They provide employees with an understanding of what is going well and how their success can be repeated again. The performance evaluation results, such as management reviews and one-to-one meetings, are documented and maintained on the online platform.

All top and middle-level management employees undergo performance reviews within the Performance for Growth system on a continuous basis. Factory workers and some of the office employees do not participate in performance reviews. Overall, in 2020, the participation rate in this performance management system was as follows:

- Quarterly Snapshot Q1 – **98.9%**
- Quarterly Snapshot Q2 – **99%**
- Quarterly Snapshot Q3 – **77%** (because of the war we had absent employees who were on the front line and BU decision was not to push our employees to complete the 3rd QS)
- Quarterly Snapshot Q4 and Annual, Leadership and Functional Capabilities Assessment – **100%**



Share of all employees that received regular performance and career development reviews in 2020



In 2020, the company continued to launch an "Upward feedback process", which enables employees to provide anonymous feedback to their managers on a quarterly basis by completing a special questionnaire on the online platform. In 2020, the "Upward feedback" participation rates for quarters are:

- Upward Feedback Q1 – **45.5%;**
- Upward Feedback Q2 – **56.7%;**
- Upward Feedback Q3 – **84.0%;**
- Upward Feedback Q4 – **79.2%.**

ATTRACTING AND RETAINING EMPLOYEES

At Coca-Cola HBC Armenia, we do not outsource our recruitment process, preferring to handpick the right talent through face-to-face communication. The company has built an employee-focused culture to attract the best talent from the market and constantly improves working conditions to let them grow into strong leaders inside the company. Coca-Cola HBC Armenia offers competitive pay and benefits, as well as good opportunities for professional training, career advancement, one-on-one mentorships and valuable experience in an international company. On top of that, we prioritize inclusiveness in our hiring practices, to expand our pool of candidates and let them bring a broader range of insights and experiences to the table.

We offer paid and unpaid internships, as well as a special Management Trainee program developed for attracting and developing young talents for future leadership roles. In the current context of the COVID-19 pandemic, both hiring managers and candidates have benefited significantly from moving the recruitment process to our online interviewing portal. We are the first in Armenia to have launched an online internship program for students and graduates, and the outcomes of the project were as follows:

- Positive "word of mouth", we received 93% positive feedback from participants, and they became our ambassadors in their universities, among friends, on social media.
- We have created pools for our future openings.
- We have received positive feedback not only from participants but also from our Business representatives, all business cases are shared with relevant functions for further insights & possible implementation.
- And finally, the program was an investment and recruitment of our future talents, consumers and customers.

REMUNERATION

The company remuneration policy is built in such a way to attract and retain quality people. It offers attractive terms of employment, of which remuneration and intellectually stimulating environment are all important components. At Coca-Cola HBC Armenia, we provide competitive salaries and wages by reference to the industry and labor market trends. We operate in full compliance with the applicable laws and regulations on salary, work hours, overtime and benefits. Monetary remuneration of employees encompasses monthly base salary and bonuses. Bonus payments paid to employees are linked to their performance score and achieved targets. Salaries are updated annually to reflect the skill progression of an employee.

The ratio of the standard entry level salary to the minimum salary established by law in 2020



➤ NON-FINANCIAL MOTIVATION

Gone are those days, when monetary rewards were enough to retain and motivate your employees. As such, the company goes beyond monetary incentives to stimulate good performance by building a unique relationship with employees. Coca-Cola HBC Armenia offers to its employees a wide range of non-financial benefits, such as health insurance, meal allowance, corporate transport and more. All employees qualify for non-financial incentives, regardless of their employment type. Below are some of the most popular non-financial incentives according to our employees:

The rights of employees for paid parental leave are regulated by the Law of the Republic of Armenia.

- Health insurance. All employees of the company have the right to health insurance coverage. Our health insurance plan is upgraded every year and in addition to standard medical services can include other medical services (awareness sessions on health issues, online consultations, etc.). Qualified dependents may also be added to the plan.
- One-off payments. Employees may apply for financial support whenever there is a personal or family-related event.
- Holidays and events. We organize numerous events during the year, for example the Family Day, which employees are encouraged to attend with their families, other official holidays, such as anniversaries where employee's achievements are recognized with special gifts. In 2020, due to the COVID-19 pandemic and lockdown measures, the format of celebrations had to shift to online. We held teambuilding events to maintain non-formal communication and keep employees connected during these unprecedented times.
- Benefits for children of employees. Before the start of the new school year, the company provides School Day vouchers and gifts to employees' children. For example, on June 1, the International Children's Day, children received special gifts from Coca-Cola HBC Armenia to keep them motivated during their studies.
- Celebrating success at work. Positive mindset and celebration breeds more success and adds to the satisfaction across the team. We equally celebrate both small and big accomplishments of new hires, experienced employees or the entire team.

- Free products. We provide free drinks to employees at the office and on different occasions.
- Meal allowance. Employees are provided with food coupons to use in the office canteen.
- For the New Year, we provided NY packages including branded gifts, as well as the gift card for purchasing goods from partner supermarkets.
- Provided presents to female employees on March 8 (International Women's Day) and presents for male employees on the Army Day.
- We provided monetary support to our 4 families who were affected by war.

Coca-Cola HBC Armenia encourages all employees to participate in identifying the best ways to improve the working environment. To this end, the company holds all-employee engagement surveys and cross-departmental discussions. In 2020, as a result of such discussions, we improved the work from home conditions, equipping employees with all the necessary tools for effective work (office chairs, headphones, etc.).

A Special Stress Management session with a psychologist was organized to relieve the stress of employees connected with the war situation in Armenia.

Parental leave data for 2020

	Number	%
Total number of employees that were entitled to parental leave in 2020, by gender	19	
Male	17	89.47
Female	2	10.53
Total number of employees that took parental leave in 2020, by gender	2	
Male	0	0
Female	2	100
Total number of employees that returned to work in 2020 after parental leave ended, by gender	4	
Male	0	0
Female	4	100
Total number of employees that returned to work after parental leave ended that were still employed 12 months after their return to work, by gender	0	
Male	0	0
Female	0	0

In contributing to the elimination of all forms of forced or compulsory labor, the Company strongly follows the rules established by the RA law.

➤ EMPLOYEE ENGAGEMENT SURVEY

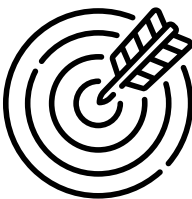


CCHBC Group conducted three COVID 19 Pulse surveys in 2020. Armenia has participated in two pulse surveys in April and in July; the third one has been canceled because the country was in war.

The surveys included questions that addressed overall feeling of employees in the COVID 19 realities; 78% of employees responded on a positive note on work and family situation, and when asked how they feel specifically about work 88% responded on a positive note with Hopeful and Confident being the top positive ranking feelings.

Feeling supported by line manager had the most major impact on overall feeling (work & family situation), 94% of employees answered positive in support by line manager in the current situation (COVID 19).

The most positive indicator (95% positive answers) related to the awareness of H&S equipment to be able to do work (e.g. safety equipment, masks, hand-gel, home office equipment etc.), which has been increased by two points in the second pulse survey (conducted in July). The awareness indicator on how COVID-19 situation is managed in the company was also high (92%) and has increased in July's pulse survey.



➤ PLANS FOR THE NEXT YEAR

Continue implementing diversity and inclusion activities in Talent Acquisition processes, focusing on gender diversity and diversity by age, experience, etc.

Increasing gender equality and ensuring achievement of Coca-Cola HBC goals for growing the personage of women across all categories of employees and reaching 50% of women managers by 2025.

Boost internal and external employer branding initiatives.

Carry on with employee engagement activities with focus on employee well-being and management support.

OCCUPATIONAL HEALTH AND SAFETY

- The employees of Coca-Cola
- HBC Armenia are the Compa-
- ny's highest value. Preventing work-related injury and health threats and providing safe and healthy working environment are its primary responsibilities.



• OCCUPATIONAL HEALTH AND SAFETY

One of the most essential elements of Coca-Cola HBC Armenia's corporate culture is to protect and take care of employees. We take a proactive approach for developing and improving our system of preventive and safety measures to flag and eliminate all potential hazards, minimize their negative impact, reduce risks to a minimum and improve the level of occupational health.

Safe working conditions and well-being of our employees are paramount to the success of Coca-Cola HBC Armenia. As we remain committed to our

fundamental principles of healthy working conditions, we have minimized greatly the incidence of work-related accidents and occupational disease.



➤ POLICIES AND GOALS IN THE AREA OF OCCUPATIONAL HEALTH AND SAFETY

In all its activities, Coca-Cola HBC Armenia is governed by national legislation, international standards and internal corporate norms in the field of occupational health and safety. These rules and regulations transcend to every party we work with — from in-house employees to agents, contractors, visitors and other parties that may be affected by our activities. However, our commitment to OH&S goes beyond mere compliance with the law for the simple logic that the safety of our people is the backbone of our success, reputation and product quality.

Our current OH&S policy fully complies with international standards for occupational health and safety and is constantly updated in response to changes in the regional and global contexts. By leveraging strong operational and managerial capabilities, Coca-Cola HBC Armenia has complete control of any potential risks to employee health, occupational hazards or work-related injuries. Consequently, a significant part of the company's success and employer attractiveness is our robust OH&S management system.



➤ OCCUPATIONAL HEALTH AND SAFETY MANAGEMENT SYSTEM

Coca-Cola HBC Armenia has implemented an effective occupational health and safety management system based on relevant international standards and many years of in-house expertise. Since 2018 the company implemented the Standard ISO 45001 at all levels of the company to ensure the higher level of safety at work.

OHS

Out of all companies within Hellenic Group, Coca-Cola HBC Armenia was the first to adopt the advanced OH&S certification system.

The overall objective of the Coca-Cola HBC occupational health and safety management system is to create safe and healthy workplaces, which is achieved by promoting industrial accident preventative efforts, establishing education and technical guidance facilities, providing technical guidance and assistance, and disseminating OH&S information and documentation.

Our intended outcome is that the trauma-free working environment and well-being of our employees will ensure a smooth and predictable operation of the entire company, including our agents and contractors.

Coca-Cola HBC Armenia is regularly audited for compliance with applicable local laws, international standards and corporate requirements related to occupational health and safety risks. In-house electricians and employees, who work with dangerous objects, are subjects to yearly qualification training by independent qualified companies to increase their awareness of about:

- how they can improve the OH&S management system, including the benefits of improved OH&S performance;
- implications of non-compliance with the requirements of the OH&S management system;
- incidents and outcomes of investigations that are relevant to them;
- their ability to remove themselves from work situations which they consider an imminent and serious danger to their life or health.

Being the industry leader, Coca-Cola HBC Armenia strives to achieve nothing less than a worldclass OH&S performance with the ultimate goal of zero work-related accidents. To arrive at this aim, we openly discuss issues with internal and external stakeholders, share best practices, while ensuring that all on-site workers are represented and heard during discussions. Our OH&S goals and objectives are updated every year to respond to the rapidly changing global context.

During 2020, major changes in the area of OH&S took place. All of them were related to COVID-19 prevention within employees. Risk assessments were done at the local level, taking into account reference guidances developed by OH&S Group and The Coca-Cola Company.

All processes used to identify work-related hazards and assess risks, where cross-contamination from “material-human” or “human-human”, were identified and prevention actions were implemented.

Coca-Cola HBC Armenia, being a socially responsible business, has confirmed its compliance with the international standard ISO 45001 Occupational Health and Safety, as confirmed by the results of an independent compliance audit.

Summary of main changes:

- special rules on transportation of employees;
- special rules on entrance of employees;
- special rules on changeover of employees;
- special rules on meeting management;
- special rules on lunch;
- remote work procedure;
- assurance of PPE and disinfectants availability;
- training of employees on new rules;
- contractors management.

100%

of employees and **100%** of contractors are covered with occupational health and safety management system in 2020.

All changes done in the scope of occupational health and safety were done related to COVID-19 management in 2020.



➤ INVOLVEMENT OF CONTRACTORS

To avert risks, Coca-Cola HBC Armenia conducts a mandatory risk assessment before hiring a contractor with particular attention to the contractor's reputation and experience of similar works, occupational health and safety policies, accident history, insurance, maintenance of plant and equipment, personnel training, compliance with environmental requirements, financial standing and more. The company has a Contractor Management procedure, it is essential to our success that contractors are able to perform the expected work and meet our internal requirements and national regulations.

There are various service providers, periodically rendering services in the territory of the company. The number of employees varies depending on the type of service. There is stickering service provision within premises of the company. The service provider employs from 8 to 15 employees, depending on season and volume of work. All employees undergo OH&S induction training and periodic surveillance visits. Violations of OH&S rules are immedi-

ately addressed to the service provider. Fines are applied. Contractors' activities are managed by the company's program on Management of Contractors.

We don't have employees within our facility, who are not covered by OH&S system.

External audits:

- ISO 45001 external audit annually;
- Human Right and Supplier Guiding Principles audit once per 4 years;
- Compliance audit by TCCC once per 4 years;
- Cycle of internal audits, to self-check and improve our processes according to the above-mentioned standards hold every year.

➤ FEEDBACK FROM EMPLOYEES

At Coca-Cola HBC Armenia, we follow an employee-centric philosophy where both managers and subordinate employees are supported through continuous dialogue and feedback loops, so they understand what is expected of them and how they can grow. A healthy feedback culture is the pillar of our long-term success.

We established a special system for reporting work-related hazards. It is called "Near Miss". Every employee is encouraged to report any hazardous condition/situation in the workplace.

The company's OH&S engineer is responsible to track all reported cases and develop prevention activities cross-functionally with responsible department managers. We established "Golden Rules" which are placed at the entrance of the company. One of the rules states **"Stop your work, if you see your workplace is hazardous"**.

45 

"Walk the Talks" visits were done during 2020 (in 2019 - 29 visits).

1125 
training hours

were introduced to employees about COVID-19 related issues in 2020.

Coca-Cola HBC Armenia has established the communication system for engaging employees of all levels and functions in the process of development and implementation of ideas regarding safe and healthy working conditions. At the same time, the company provides necessary training, resources and participation opportunities for employees to promote effective discussions. The results of such practices include clearly defined roles and responsibilities as well as active employee participation in consultations.



➤ TRAINING OF EMPLOYEES ON OCCUPATIONAL HEALTH AND SAFETY

At Coca-Cola HBC Armenia, new employees undergo induction training in occupational health and safety in all aspects of their job. Employees need to understand the production process and their ability to identify occupational hazards. That is why the company regularly organizes general health and safety training, covering basic topics related to the safety of operation processes. Furthermore, the company holds awareness trainings on major non-work-related health risks, by covering topics such as stress and ergonomics.

There is a formal "manager-employee" process, done in the company. It is called "Walk the Talk". Managers visit shop floors and discuss with employees any work-related topics, thoughts, suggestions, risks.

➤ REDUCING THE LEVEL OF INJURIES

Particular focus is directed to dangerous operational units and activities such as High&Low compressor stations, fuel stations and fire brigade management as part of occupational health and safety practices at Coca-Cola HBC Armenia. In situations when employees have to work at heights, lift weights, operate dangerous machines or handle dangerous substances, inspections are carried out on a daily basis to ensure their safety.

To minimize occupational health and safety risks, Coca-Cola HBC Armenia has established the five steps to managing hazards:

- eliminate the hazard;
- substitute the hazardous processes, operations, materials or equipment with safer ones;
- use engineering controls and reorganization of work;
- use administrative controls, including trainings;
- use personal protective equipment.

High hazardous works are controlled by the company's separate procedures:

- Fall Protection;
- Electrical Safety;
- Machine Guarding;
- Hot Work;
- Confined Space;
- Hazardous Materials;
- Respiratory Protection;
- Personal Protective Equipment;
- Flammable Liquids;
- Compressed Gases.

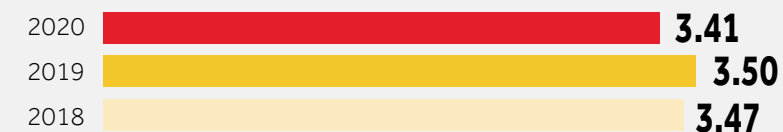
There were no work-related illnesses and incidents in 2020.

The company utilizes OH&S risk assessment methodology to determine work-related hazards, to understand their level of exposure and to determine the risk to employees' health. In case, the risk to health is significant, preventive, reducing, or eliminating actions are established to protect employees from occupational and health and safety hazards. As a result of implementing high occupational health and safety standards, Coca-Cola HBC Armenia achieved 365 days without Lost Time Accident in 2020.

The indicator of Lost Time Accident Rate (LTA)* in 2020 was 0

Coca-Cola HBC Armenia also uses the accident per million kilometers (APMK) indicator to measure the safety levels and rate of transportation-related accidents.

INDICATOR (APMK)



Coca-Cola HBC Armenia make significant efforts to reduce the level of APKM.

➤ ACCIDENT INVESTIGATION

Accident investigation is an important tool to find out the cause of the accident and prevent its occurrence in the future, to ensure compliance with legal requirements and to identify the costs associated with the accident. Investigations are carried out by experts with a strong knowledge of occupational health and safety requirements, work processes and accident causation models. The investigation teams are then tasked to look into the root cause of the accident, report findings to managerial personnel and follow-up with a plan for corrective action.

To prevent recurrence of accidents, the implementation of corrective and preventative actions is subject to supervision by top management. It is also their task to evaluate the effectiveness of such actions.

Then, we update the rules and procedures to take into account new accidents and provide corresponding training to employees, organize additional Toolbox Talks sessions and ensure that all updated information is communicated to employees and contractors.



No work-related incidents took place in 2020.

1. Lost Time Accident Rate (LTA) = Number of accidents resulting in 1 day or more away from work for 12-month period * 100 / Average number of FTE.
2. Accident per million kilometers (APMK) = number of road accidents in the reporting period * 1,000,000 / overall number of kilometers driven.

➤ RISK ASSESSMENT IN OCCUPATIONAL HEALTH AND SAFETY

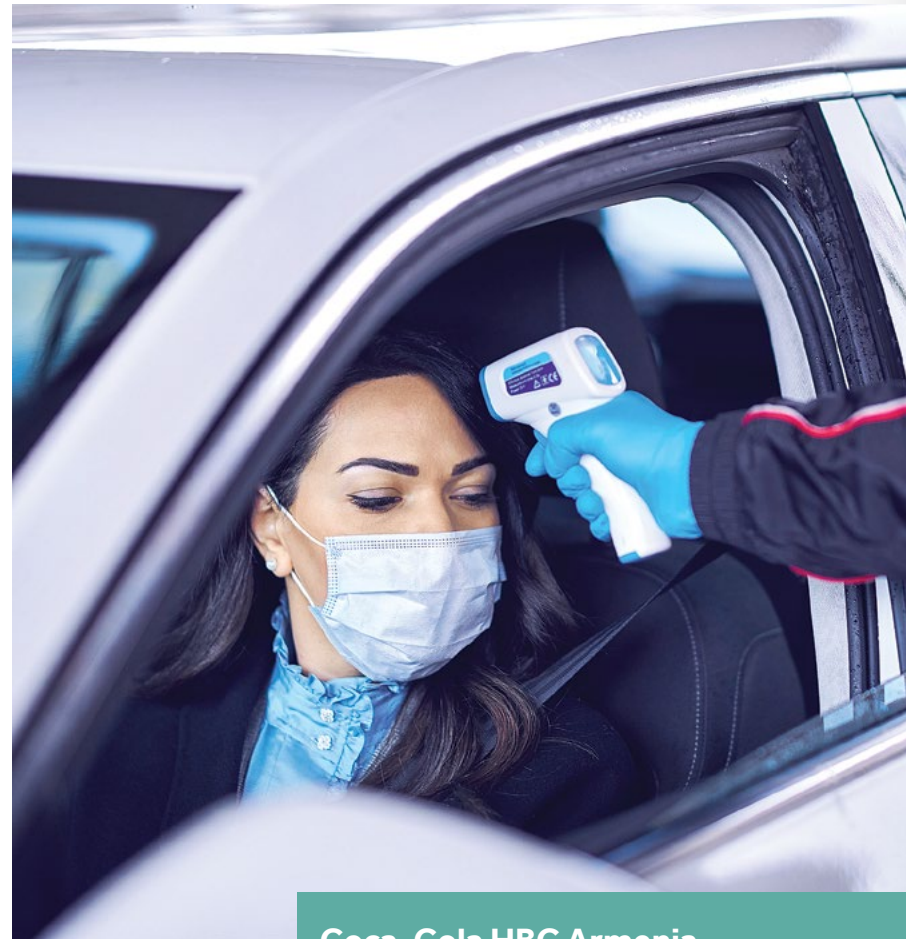
Every year, all employees engaged in manufacturing, warehouse, and distribution undergo medical checkups, covered by the company. During the check-up all possible work-related health issues are surveyed (hearing, sense of sight, ultrasound, blood and urine tests, medical practitioner survey).

OH&S Engineer periodically sends to all employees information on ergonomic tips.

The company also has First aiders and an Emergency response team, who have trained annually on their duties.

During 2020, the company launched online "COVID-19 pulse surveys", in order to see how employees feel in a new reality. The survey was collected from both employees working from home and those who come to work during the pandemic.

Based on such a detailed risk assessment approach, Coca-Cola HBC Armenia establishes control and preventive measures aiming to reduce or fully eliminate health and safety risks.



**Coca-Cola HBC Armenia
provides health insurance
to all employees.**

➤ PROMOTING HEALTHY LIFESTYLE



Health insurance package includes (conditions are applied):

- emergency medical service;
- home visit of therapist;
- inpatient treatment and care;
- cardiology care;
- endovascular neurosurgery;
- ophthalmology;
- pregnancy and childbirth;
- oncology services;
- outpatient services;
- physiotherapy (including kinesiotherapy);
- vertebrology;
- Anti-COVID-19 travel insurance;
- preventive annual check-ups;
- dental services.

To promote healthy lifestyle the company's facilities have a resting area, where employees can take a short break or play table tennis.

➤ RESPONSE TO THE COVID-19 PANDEMIC

In early 2020, the COVID-19 pandemic brought new challenges for Coca-Cola HBC Armenia and its people. We took unprecedented measures to contain the spread of the virus and ensure the safety of our employees. Our first step was to reduce the number of social contacts at the company. We initiated remote work, cancelled public events and business trips, and adopted a

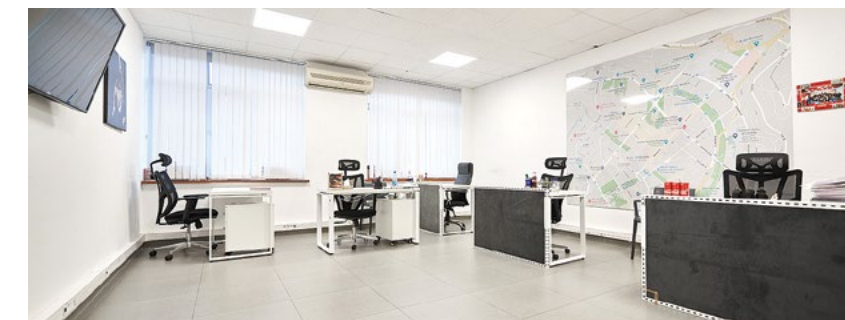
day-to-day practice of temperature screenings across all units. All employees were provided with transportation solutions for a safer commute to work and home. Furthermore, all premises – production sites and offices – were subject to disinfection on a continuous basis. We also rearranged our spaces to ensure social distancing of at least 2 meters.



In these unprecedented times, Coca-Cola HBC Armenia continues to pay full salaries to its employees and makes sure that its infected workers receive appropriate medical treatment.

COCA-COLA HBC ARMENIA HAS ESTABLISHED THE FOLLOWING RULES:

1. Always wear a facemask in the territory of the company, in a taxi or public transport.
2. Do not touch the eyes, nose or mouth with your hands.
3. Sanitize your hands after touching a mask or commonly touched surfaces.
4. Utilize facemask in specially dedicated waste bins.
5. Always keep a distance of 1.5-2m. Avoid handshakes.
6. Always work on tables with allowed signs (green light).
7. Frequently ventilate rooms.
8. Monitor your daily temperature twice a day and in case of seeing above 37.0, let your manager/supervisor know.
9. If you had contact COVID-19 positive person, let your supervisor/manager know.
10. Follow lunch and smoking rules.
In the canteen:
 - keep a distance of 1.5-2m when standing in line;
 - sit at the table alone,
 - follow the dining schedule;
 - do not store or consume food in the workplace.
11. Don't gather in more than 2 people groups both within the company or nearby the company. Conduct all meetings online.

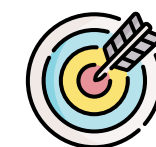


KEY ACHIEVEMENTS IN 2020 ARE:



- » no employee got sick with COVID-19 from workplace;
- » successful organization and pass of remote audits.

PLANS FOR 2021



- » Keep zero Lost Time Accident rate.
- » Implement Behavior Based Safety program in sales department.
- » Continue promoting the culture of safety and undertaking awareness initiatives across all departments, including sales department.



- Coca-Cola HBC Armenia controls the entire production and supply chains, from water treatment and syrup preparation to packaging into PET/glass bottles, warehousing and logistics.
-
-

ENVIRONMENTAL PROTECTION >

ENVIRONMENTAL PROTECTION

Coca-Cola HBC is prominent within the industry due to its focus on reducing environmental footprint through reliance on efficient technology. The company invests in numerous initiatives to waste recycling and protect environment.

In the environmental protection domain, Coca-Cola HBC Armenia gives priority to four aspects: minimization of water use, reduction of carbon footprint in the supply chain, recycling and reuse of generated waste on-site, support in marketplace waste recycling initiatives. After establishment of commitments in 2010 significant improvements took place at CCHBCA in respect to environmental

protection we are happy with the 2020 outcomes having the carbon footprint in the supply chain reduced by 42.3% across every component, from local manufacturing to refrigerators at the marketplace. Moreover, we have reduced our water consumption for production purposes by 15.7%, simultaneously increasing production volumes by 50.6% from 2010 to 2020.

MANAGEMENT APPROACH

Coca-Cola HBC Armenia adheres to the international ISO 14001 standard on environmental management in its business operations and environmental protection efforts. The Environmental Programs coordinator leads the company's initiatives to reduce the negative impact on the environment, while all employees share the responsibility of compliance with the established corporate environmental principles.

Since April 2020, most of the employees have been working remotely, which decreased the number of Near Loss cases in the factory. In total, there have been 62 instances of near losses reported in 2020, while in 2019 there were 269 cases.

Maintenance department of the plant drafts energy efficiency goals for the monthly and annual cycle, followed up by audits of energy management systems. Individual key performance indicators of energy performance are assigned to those supervising the energy and water efficiency initiatives.

Indeed, the company encourages its personnel to report any loss and unnecessary use of energy or water through the Near Loss program, by increasing employees and management awareness and culture of inefficiencies in the use of resources that need to be addressed.

Annual targets on water and energy use are established based on annual manufacturing volume and expected decrease from potential saving projects.

In 2021, main environmental protection actions will be focused on water use minimization and there will be two main projects: optimization of reverse osmosis filtration and optimization of RGB bottle washer's last rinsing process.



ALSO, IN 2020 DURING COVID-19 PANDEMIC, THE COMPANY ORGANIZED SEPARATE COLLECTION AND SAFE DISPOSAL OF FACEMASKS AND GLOVES.



USE OF PACKAGING MATERIALS

The use of packaging materials in 2020, %

Category	Tons	%
PET preforms	1 489	74.4
Cardboard (renewable)	176	8.8
PE stretch and shrink films	107	5.3
Plastic closures	105	5.2
Returnable glass bottles	78	3.9
Crowns	22	1.1
Plastic labels	21	1.0
Paper labels (renewable)	4	0.2
Total	2,002	100



99%

of glass bottles Coca-Cola Hellenic Armenia returned from a marketplace for further reuse in production (96% in 2019).

9%

of packaging materials used by the company (cardboard and paper labels) were renewable* (in the reporting period)

*According to GRI Standards, renewable material is a material that is derived from plentiful resources that are quickly replenished by ecological cycles or agricultural processes.

WASTE MANAGEMENT AND RECYCLING

Under the Environmental Management Policy, Coca-Cola HBC Armenia is committed to perpetually improving its waste management processes in the area of packaging and packaging waste, as well as the rational use of raw materials. Our waste management performance is measured and evaluated for effectiveness by respective monitoring units to comply with the national regulations and corporate requirements.

The company increased our pool of licensed recyclers to whom we send PET, paper and other collected waste as part of our waste separation system. As a means of controlling the waste management process, the company monitors the collection of waste and performance of the system through monthly audits.

Volume of waste generated in 2020, tons

Waste type	2020
Non-hazardous (recyclable)	535.83
Non-hazardous (landfilled)	14.15
Hazardous (non-recyclable)	1.95
Total	551.93

1,954 kg

of hazardous waste was generated and disposed by licensed organizations

Hazardous waste	kg
Tires	1,650
Luminescent lamps	267
Medicinal waste	24
Batteries	13
Total	1,954

Waste disposal methods are determined based on nature of waste. All recyclable ones are collected and sent for recycling, and can be reused. Non-recyclable - non-hazardous waste is utilized together with household waste.

Non-hazardous recyclable waste is sold to recycling organizations that have respective recycling facilities, or to individuals who can reuse it. Non-recyclable hazardous waste, such oils, tires, luminescent lamps, etc., are sent to licensed entities approved by Coca-Cola HBC Armenia, where the waste is appropriately managed. In 2020, the total waste generated by the company increased by 3,3% compared

97,4%

recycling of the generated waste we achieved in 2020, while our aim was 97.51%

to 2019 and amounted to 552 tons.



Total waste generated in 2018-2020, tons

2018	Non-hazardous (Recyclable)	644.25	657.56
	Hazardous	2.84	
	Non-hazardous (Landfilled)	10.47	
2019	Non-hazardous (Recyclable)	521.32	534.53
	Hazardous	1.70	
	Non-hazardous (Landfilled)	11.50	
2020	Non-hazardous (Recyclable)	535.83	551.93
	Hazardous	1.95	
	Non-hazardous (Landfilled)	14.15	

In 2020, although we aimed at the generation of 10.0 gr of waste per one liter of beverage, we achieved 11.3 grams/liter compared to 10.2 grams per liter in 2019 and 12.5 grams per liter in 2018.

Higher waste generation per liter of beverage in 2020 compared to 2019 was due to decreased production volume in 2020 taken place during lock-down period.

Waste ratio (grams of waste generated to produce 1 liter of beverage)

	Waste ratio	Changes in the index of 2020 compared to the corresponding year (%)
2020	11.3	—
2019	10.2	10.8
2018	12.5	-9.6

COMMUNITY WASTE MANAGEMENT

Coca-Cola HBC Armenia strives to take a leadership position in everything related to waste management and contribute to the social awareness of waste issues and recycling practices.

THE COMPANY’S VISION IS TO CREATE A SYSTEM WHERE EVERY BOTTLE CAN GET SECOND LIFE BY BEING REUSED AS A NEW BOTTLE.

The main purpose of the World Without Waste program stems from the three core principles:

DESIGN: to make our packaging **100%** recyclable by 2025 and use at least **50%** recycled material in our packaging by 2030. For Armenia, the compliance target by 2025 is **68 %**.

COLLECT: to collect and recycle the equivalent amount of produced primary packaging, such as a bottle or a can, for each unit sold by 2030.

PARTNER: to build a network of competitors, consumers, elected leaders, environmentalists, regulators, retailers, and stakeholders of every kind to broaden and deepen our positive environmental impact.



Under the **World Without Waste** global program, the company supports innovative recycling pilots in Armenia.

WATER

➤ WATER WITHDRAWAL AND CONSUMPTION

Water is the main ingredient in Coca-Cola HBC Armenia's products, which is why water usage is strictly regulated and managed. The total volume of water the company withdrew in 2020 was 102.343 megaliters.

We use municipal water to produce our products. The source of water is located in Akunq village. We use water for the manufacturing of CSD, still water and CO₂. After manufacturing processes, the water is discarded into WWT plant, where after series of neutralization and aeration processes is discarded to the municipal wastewater drain system. The rate of water mineralization in 2020 was expressed as the content of total dissolved salts in water and it accounts for average 86.4 mg per liter, which meets the national requirements of the Drinking Water Specifications (Ministry of Health Order №876 from 25 December 2002).

Source Water Assessment program is carried out once every 4 years. The last assessment was done in 2017 and the next one is planned in 2021. During Source Water Assessment, we organize a formal visit to our source water abstraction point and discuss with supplier whether there are risks related to water scarcity or quality. No major issues were observed during the last observation.

The company operates in water stress area with high overall risk of water resources - in accordance to Aqueduct Water Risk Atlas*. As a responsible water user, we combine efforts of various local and international stakeholders in identification of water scarcity areas and communities in Armenia and implementing actions to reduce it. In 2018, CCHBCA and USAID PURE signed the Memorandum of Understanding for the project on collaboration in the areas of improvement of water stewardship in Ararat valley communities in Armenia.

CCHBC Armenia is a Gold member of Alliance for Water Stewardship. As a member of this international alliance, we combine efforts on both reduction of water use within our premises and improvement of water governance in communities.

Since 2020, the company encourages main suppliers to join the ECOVADIS platform. The platform allows suppliers to assess their negative environmental impact and develop action plans to minimize negative impacts.

*The water use calculation is done by taking monthly measures from water meter, installed at the entry to manufacturing facility.
** <https://www.wri.org/data/aqueduct-water-risk-atlas-0>



H₂O

43.019
megaliters³
consumed Coca-Cola HBC
Armenia in 2020

In 2020, the company implemented PET line dry lubrication project.

Coca-Cola HBC Armenia's wastewater treatment practices comply with global wastewater discharge standards adopted by The Coca-Cola Company. Water effluent from the production process is processed to withdraw contaminants. Once it is purified, water become suitable for agricultural irrigation, aquatic life or other purposes. The company operates under the Permission №23 granted by the Ministry of Nature Protection (it is valid until 10.03.2022). Compliance with regulations is ensured by the Quality Control and Maintenance department. The department verifies operations of the wastewater treatment plant for compliance with the standards on a daily and weekly basis.

When Coca-Cola HBC Armenia produces a beverage, effluent waters are processed aerobically at the on-site wastewater treatment plant to remove any dangerous contaminants. Following the treatment, all effluents are discharged into municipal sewage systems. In 2020, the total volume of effluent water decreased by 1.2%* compared to 2019 and amounted to 59.324 megaliters**.

All water used in manufacturing facilities was freshwater. In 2020, the indicator of water use ratio, or volume of freshwater used to produce 1 liter of beverage, was 15.7% lower than the one in 2010 (but 0.09% higher than in 2019), accounting for 2.10 liters and 2.49 liters respectively. At the same time production volumes increased by 50.6% from 2010 to 2020.

This dynamic is explained by the water-saving measures the company implemented in the reporting period among which there was a pressure optimization in the wash machines used to rinse refillable glass bottles.

Water use ratio (liters of water to produce 1 liter of beverage)

	Water waste ratio	Changes in the index of 2020 compared to the corresponding year (%)
2020	2.10	–
2019	2.08	-1.0
2010	2.49	-15.7



➤ EFFLUENT WATER

In 2020, the total volume of generated effluent water decreased by

1,2%

The priority control parameters of wastewater treatment plant (and control limits) are:

- Biological Oxygen Demand (not more than 42.84 mg/l)
- pH (6.0 - 9.0);
- dry residual (0 - 900 mg/l);
- dissolved oxygen (>4 mg/l);
- total nitrogen (<5 mg/l);
- ammonia (<2 mg/l);
- phosphorus (<2mg/l);
- total suspended solids (<50 mg/l).

The limits are set up based on Permission of Discharge of Waste Waters, provided by MoNature Protection and The Coca-Cola Company Standards (which-ever is stricter). No incidents of non-compliance were registered in 2020.

*Water discharge in 2019 was 60.052ML
** Water use ratio = Water used – Volume of produced beverage x 0.9

ENERGY EFFICIENCY AND CLIMATE CHANGE

Energy use reduction and subsequently decrease in carbon dioxide emissions, are strategic priorities of Coca-Cola HBC Armenia. The company has reduction action plans, the plant manager and the maintenance manager are primary responsible for its implementation. The company monitors the progress in this area on a monthly basis. If monthly targets are not reached, a root cause analysis and correction actions are implemented.

In 2020, the company used only purchased electricity for manufacturing purposes, the total volume of which accounted for 4,266,433.4 thousand kW*h. As far as fuels, Coca-Cola HBC Armenia consumed 310.65 thousand cubic meters of purchased natural gas. In total, in 2020 Coca-Cola HBC Armenia's energy consumption was 26,881 GJ¹, of which

The energy intensity ratio in 2020 was 0.55 MJ of energy used to produce one liter of beverage², which is 12.7% lower compared to 2017. In 2021, we target reaching use of 0.57 MJ energy to manufacture 1 liter of beverage.

electricity accounted to 15,359GJ, LPG – 28 GJ, and natural gas – 11,494 GJ. Main energy-saving project implemented in 2020 were external areas LED lighting and installation of new, energy efficient oil-free compressor.

Energy intensity ratio (MJ of energy per liter of beverage)

	Energy intensity ratio	Changes in the index of 2020 compared to the corresponding year (%)
2020	0.55	–
2019	0.6	-8.3
2018	0.58	-5.2
2017	0.63	-12.7%
2010	0.78	-29.5%

In 2020, Coca-Cola HBC Armenia successfully decreased the emission intensity ratio (scope 1 and 2) by 42.3% in comparison to the 2010 level (90.08 gr/lbp). The total volume of direct greenhouse gas emissions (scope 1) accounted for 1,855 tons of CO₂-eq, and total volume of indirect greenhouse gas emissions (scope 2) – 680 tons of CO₂. The



1. The company didn't consumed fuel from renewable sources and didn't sell electricity, heating, cooling or steam in 2020.
2. Ratio includes electricity and natural gas consumed within organization.
3. Data is obtained on basis of Scope 1 and Scope 2 emissions calculation methodology.
4. **Scope 1** includes the activities under our operational control, mentioned in our Carbon footprint manual. In our CO₂eq factor are included: CO₂, NH₄, N₂O, HFCs, PFCs. We use Greenhouse Gas Protocol Corporate Accounting and Reporting Standard. CO₂eq factors: mobile and stationary combustion: GHG tool; Refrigerants: GWPIPCC 2007. Biogenic CO₂ was generated used and reported in 2020.
Scope 2 includes the activities under our operational control, mentioned in our Carbon footprint manual. In our CO₂eq factor are included: CO₂, NH₄, N₂O, HFCs, PFCs. We use Greenhouse Gas Protocol Corporate Accounting and Reporting Standard. CO₂eq factors: mobile and stationary combustion: GHG tool; electricity: following GHGP Scope 2 Guidance for Dual reporting (Locationbasedfactors from IEA Location-based, Market-based:from Suppliers and GOs).

company achieved the reduction of direct CO₂ emissions from products by 16% (354 tons of CO₂³ – from 2,209 tons in 2019 to 1,855 tons in 2020) as a result of optimization of product filing process. The volume of the indirect greenhouse gas emissions (scope 2) was 680 tons of CO₂-eq, which is 5.6% lower than in 2019.

Direct and indirect greenhouse gas emissions in 2020

Company emission 2020	tons of CO ₂ -eq
Scope 1 (direct emissions)	1,855
Scope 2 (indirect emissions)	680
Total	2,535

The dynamic of greenhouse gas emissions in 2017-2020, tons of CO₂-eq⁴

Year	Scope 1	Scope 2	Total	Changes in the index of 2020 compared to the corresponding year (%)
2020	1,855	680	2,535	–
2019	2,209	720	2,929	-13.5
2018	2,213	732	2,945	-13.9
2017	2,323	824	3,147	-19.4

In 2020, the intensity of greenhouse gas emissions⁵ decreased by 7.2% accounting for 52 grams of CO₂ emission per 1 liter of beverage produced, in comparison to 56.06 grams per liter of beverage in 2019.

Greenhouse gas emissions intensity ratio (grams CO₂-eq per liter of beverage)

Scope 1+2 CO ₂ emission ratio	gr/lbp	Changes in the index of 2020 compared to the corresponding year (%)
2020	52	–
2019	56.06	-7.2
2018	59.3	-12.3

We start purchasing coolers which work with R290 Freon. R290 is considered safe and does not damage the ozone layer. During the repair we use a vacuum mechanism, that excludes Freon leakage into the atmosphere.

Coca-Cola HBC Armenia consistently implements effective measures to decrease CO₂ emissions in both its manufacturing operations and the supply chain in four main areas:

- **minimization** of energy use in manufacturing through energy use reduction programs;
- **purchasing new vehicles** with higher fuel efficiency and lower carbon emission;
- **replacement** of marketplace refrigerators with more environmentally friendly models;
- **optimization** of distribution routes.

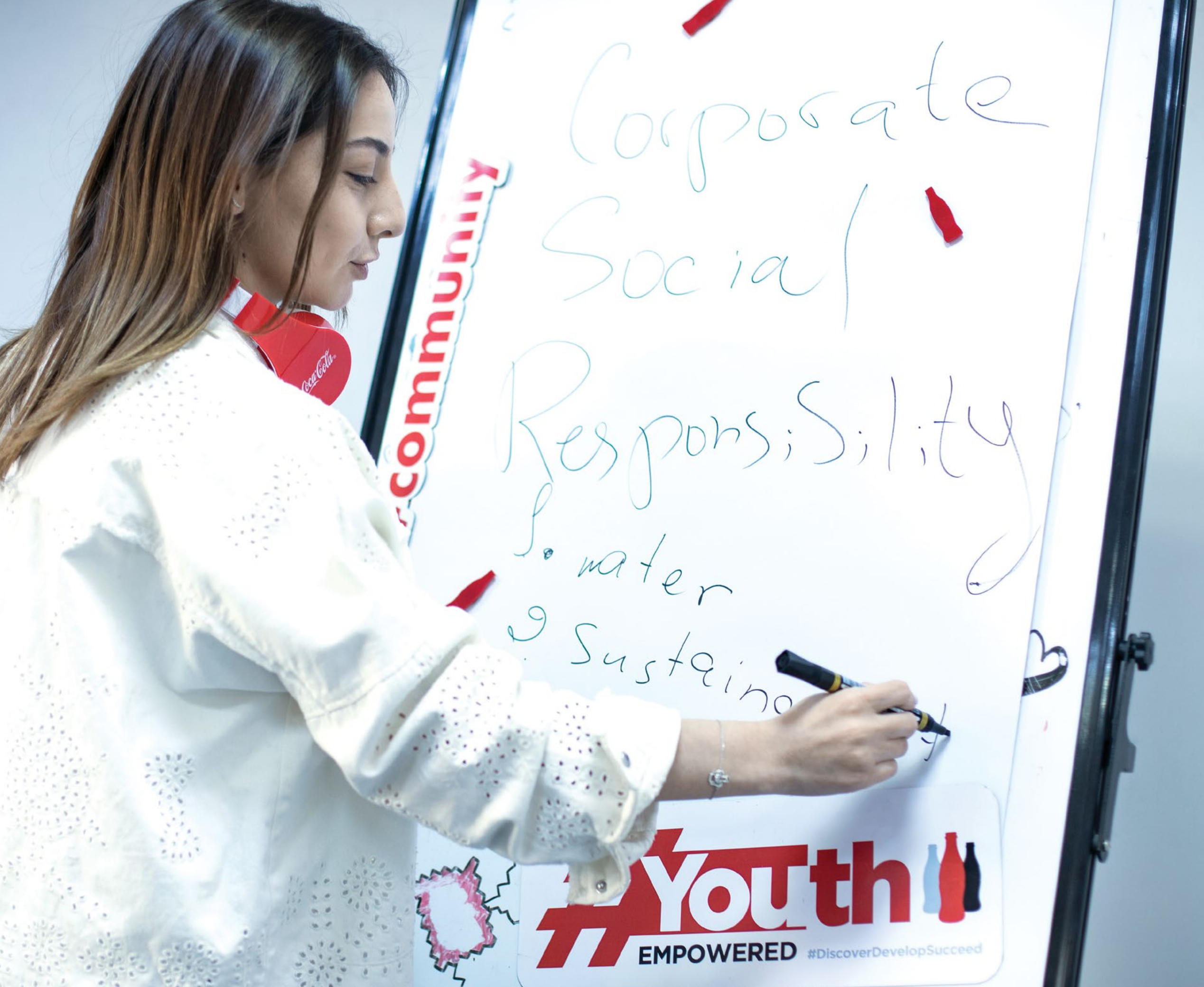
In 2020, the company purchased new equipment – refrigerators and delivery trucks that are more environmentally friendly in exploitation.

PLANS FOR THE NEXT YEAR



- » To achieve water usage level below **2.01 liter** water per liter of beverage.
- » To achieve energy use level below **0.57 MJ** energy per liter of beverage.
- » To achieve **53.9 gr** CO₂ emission (scope 1 and 2) per liter of produced beverage.
- » To sustain high recycling rate and achieve **98.02%** in 2021.

5. The intensity of greenhouse gas emissions accounts CO₂ and HFCs emissions.



DEVELOPMENT OF
LOCAL COMMUNITIES



DEVELOPMENT OF LOCAL COMMUNITIES

Coca-Cola HBC Armenia is a conscious and active member of society. One of the company's four strategic objectives is the sustainable and continuous support of local communities and investment in the cities and towns in which it operates. We realize that the success of our business depends on the welfare of the communities in which we work.



MANAGEMENT APPROACH

We aim to operate in a responsible way by engaging with stakeholders and communities for sustainable development. Over the last decade we have integrated corporate responsibility and sustainability into everything we do and being true to our purpose and mission, we continuously invest in our communities, working together on key environmental and social issues. We support communities in three strategic areas and emergency relief:

- **Youth Empowerment**
- **World Without Waste**
- **Community Well-being**

The health and safety of our employees have been always of primary attention for our company. During pandemic, it has become even more important. Coca-Cola HBC Armenia has developed new procedures to ensure the health and safety of the employees, by creating a remote working environment to assure sustainability of the business operation and established safety rules for labor protection that is aligned with local legislation and requirements.

Since COVID-19 pandemic, most of the projects and campaigns have been reshaped to online mode to support continuous implementation of the projects. Youth Empowered project shifted to online platform and COVID-19 support became one of the priorities for community well-being projects.

In 2020 investments in the communities are made in the form of commercial and in-kind contributions. Interactions with local communities of the company in the region of presence were implemented through online and offline meetings and joint events.

75.5

mIn AMD

135K EUR was the total amount of social investment

The main areas of social investment:

- **Youth Empowered Implementation.** An annual program that helps young people to refine life and business skills and find meaningful job opportunities.
- **Support for COVID-19 pandemic.** Coca-Cola HBC Armenia purchased portable medical equipment for hospitals in the local communities. The company also supplied water of its own production to the hospitals free of charge. Donated: **82,655** bottles.
- **Support during the war.** Coca-Cola HBC Armenia provided water to the army and for bomb shelters. Donated: **46,000** bottles.
- **More than 300 children and 100 elderly people** from Yerevan and Vanadzor received food parcels, because of the company support to "Orran" NGO.

To ensure the cost effectiveness of the allocated funds, we evaluate the projects at all stages of implementation. Furthermore, an environmental impact assessment is carried out annually to ensure the achievement of sustainable goals. Any findings are then communicated to stakeholders and local communities.

The company utilized Environmental Impact risk assessment, which allows understanding possible environmental risks from various departments, to assess these risks whether they are significant and in case they are significant, to design and implement prevention/elimination or reduction actions.

➤ YOUTH EMPOWERMENT

Unemployment among young people is a significant challenge in many markets. Therefore, we support enterprise educational programs and offer internships, as well as empower underprivileged young people by providing skills training and access to funds and networks.

Coca-Cola HBC Armenia highlights the importance of investing in education and science for the development of the Armenian youth. As a responsible company, Coca-Cola HBC Armenia contributes to the expansion of educational opportunities and the development of professional skills for youth.



8327

participants

were trained in 2020 within the framework of online trainings.

This three-year program started in 2018 in the frame of a memorandum of understanding signed between RA Ministry of Education and Science and Coca-Cola HBC Armenia, and aims at reduction of unemployment rate among youth.

More than 4,600 young people living in Armenia had already discovered the tools of "Life Skills" and "Business Skills" trainings within the last two years.

By restarting "Youth Empowerment" program, Coca-Cola HBC Armenia gives opportunity to young people aged from 16 to 30 to participate in "Life" and "Business" skills trainings to develop personal and professional skills, as well as invest in self-education. Considering the current situation in the framework of COVID-19 pandemic, and follow up the safety rules, the trainings were available online on Dasaran.am educational platform.

➤ VISITORS' CENTER

In 2019 Coca-Cola HBC Armenia opened to public the doors of the new Visitors' Center. First in the region, the center is equipped with innovative technologies, engaging platforms, that gave the visitors opportunity to discover interesting details from the Coca-Cola brand history, learn about the company's activities - innovative technologies, ongoing projects, corporate strategy, to see in real how the favorite beverage is being produced, and, of course, refresh themselves with their favorite drink.

Afterwards to ensure the continuity of the plant tours and constant communication with consumers and visitors, the idea of 360-degree online tours came up into life and the kick-off is April 2021.

1400

visitors

were hosted in 2020, as because of COVID-19 pandemic, the Visitor Center was closed since March till the end of the year.

➤ WORLD WITHOUT WASTE

Our environmental impact management efforts are enshrined in our World Without Waste (WWW) strategy, a document that outlines our ambition for achieving sustainable goals and requires all managers of all levels to be involved in environmental management. United by the shared vision for a better tomorrow, our goal is modern, energy-efficient and environmentally friendly production, which is why we are constantly improving our packaging material technology, recycle plastics and decrease the amount of waste going to landfill.

In the pipeline of 2020, we had WWW educational campaign to be conducted in educational institutions in Yerevan and nearest regions. The objective of the partnership was to contribute to the improvement of waste management system in the city through raising awareness and educational campaigns in Yerevan. However, the project was postponed due to the current situation in the country resulted by COVID-19 pandemic.



The most important work on the strategy WWW was carried out within the AmCham FMCG Committee Waste Management group, headed by the Coca-Cola HBC Armenia.

Going forward, the technical proposal for the assessment of the best business case model on waste management for Armenia was developed, aligned with the government within AmCham FMCG Committee Waste Management working group to further open the tender and based on the selected consultant to develop the best applicable business model for Armenia.



The Committee, established in 2019, has a mission to provide opportunities for networking, internal information activities, and consultations and cooperation with industry associations, governments and international organizations to help improve the legal framework via policy paper recommendations in the sector to be in line with international agreements /CEPA/ and global systems which Armenia is part of and has commitments.

AmCham FMCG Committee Waste Management working group members started active cooperation in order to work out and identify the best applicable business model for the establishment of household packaging waste collection and recovery pilot project to be implemented in Armenia.

AmCham FMCG Committee Waste Management approached most of the businesses in Armenia, whose business model implies waste generation put in the market to further engage in the waste management project as part of Extended Producers Responsibility. This year, online and offline meetings were held with international experts to raise awareness and raise awareness.

In that regard, we, in cooperation with American University of Armenia, European Business Association, Union of Manufacturers and Businessmen of Armenia, and private sector representatives, initiated a webinar – Open Discussion on Waste Management challenges, to engage all the relevant stakeholders, namely business chambers, industry representatives, an international organization to brainstorm and commit on the next steps on the development of the best waste management model for Armenia.



► COMMUNITY WELL-BEING

We approach the implementation of social programs in a systematic and strategic manner, and we maintain an open dialogue with the public. Coca-Cola HBC Armenia makes a major contribution to the development and improving the quality of life of local community issues.


In 2020, local community development projects were mostly related to martial law and COVID-19, support to "Orran" NGO, "Youth Empowered" project.

► EMERGENCY RELIEF

Coca-Cola HBC Armenia is always ready to provide immediate support and participate in emergencies when local communities suffer from any crises or disasters. The company works closely with the Armenian government, local and international organizations.

In April 2020 Memorandum of Understanding was signed between RA Ministry of Health and "Coca-Cola HBC Armenia". The purpose of this MoU is to establish a partnership between the participants and contribute to COVID-19 prevention activities within the framework of emergency established in the country and support health and safety of our communities.

During the COVID-19 pandemic Coca-Cola HBC Armenia has been proactively collaborating with the channels under the highest risk of losing turnover – restaurants, fast foods. Encouraged and supported their transfer from offline to online through various tools including digitization of menus, new combo

 **>56**
ths liters

of water were donated during this time.

activation, promotions on social media etc. Besides, CCHBCA has provided free one cooler load of products to support the reopening of HoReCa outlets. For wholesalers, CCHBCA has initiated a project that enables the wholesaler to have an on-line shop. After the war, CCHBCA has provided full cooler load to retail outlets affected by the war.

In accordance with the terms of the MoU between RA Ministry of Health and Coca-Cola HBC Armenia, the company regularly supplied bottled water to medical staff and infected people of "Nork" infectious clinical hospital from April to September 2020.

► RESPONSE TO COVID-19 PANDEMIC

COVID-19 pandemic is not only a massive health crisis, but it is also a humanitarian and development crisis, the solution of which requires mobilization of resources and opportunities worldwide.

The Coca-Cola Company has ceased its advertising activities around the world and has devoted all its financial resources to the fight against this epidemic. The Coca-Cola Foundation and the United Nations Development Programme (UNDP) provide global and local solutions to improve the situation. The Coca-Cola Foundation is providing additional funding and grants to communities and organizations in response to Coronavirus.

\$120 mln

the Coca-Cola Foundation has donated to fight against the pandemic globally.



The company has purchased emergency medical equipment, which due to its portability will facilitate the provision of medical care anywhere. The following medical equipment was transferred to Yerevan hospitals:

- two ultrasounds,
- a mobile X-ray machine
- and six pulse oximeters

In addition, Coca-Cola HBC Armenia supplied the hospital with protective equipment, namely:



15 200
rubber gloves



12 950
protective masks



314 liters
of disinfectant gel

The victory of a pandemic depends on the joint efforts of the government, business and community. Any support is important, so Coca-Cola HBC Armenia makes every effort to return a safe and healthy life to society.

ABOUT THIS REPORT



THE 2020 COCA-COLA HBC ARMENIA SUSTAINABILITY REPORT PRESENTS A DETAILED OUTLINE OF THE CORPORATE RESPONSIBILITY STRATEGY AND AIMS TO SATISFY THE INFORMATION NEEDS OF DIFFERENT STAKEHOLDERS ON OUR WORK WITH SUSTAINABILITY IN 2020.



The report is prepared in accordance with the requirements of the Global Reporting Initiative (GRI) Standards (Core option).

This report is prepared with the participation of Baker Tilly, which provides non-financial reporting services in accordance with the Global Reporting Initiative standards.

This is an important step towards strengthening transparency and quality of the company's information disclosures, by demonstrating leadership of Coca-Cola HBC Armenia in the promotion of the world's best reporting practices. By acting sustainably, we generate strong value for our customers, colleagues and all stakeholders.

When preparing the content of this report the company identified and analyzed key economic,

social and environmental aspects of its business performance and presented the results of this analysis in the report. By operating in a safe, responsible and respectful manner in all endeavors, Coca-Cola HBC Armenia creates value for the environment we work in. We understand that transparent Sustainability Report is the determining factor for effective communication with our stakeholders, without which successful business is impossible.

Thorough communication with stakeholders gives a fresh perspective, which allows identifying the pressing issues and gaining new ideas about how to improve the company's operation outcomes.

This report underlines Coca-Cola HBC Armenia's contribution and adherence to the UN Sustainable Development Goals. In particular, the company is dedicated to setting and implementing global environmental policies, management systems, key performance indicators and to driving the environmen-

tal sustainability as we set a positive example for the rest of the industry. Coca-Cola HBC Armenia has made good progress in reducing the environmental impact of our operations and processes. With this report, we invite you to join our journey towards a sustainable world for tomorrow.

PRINCIPLES FOR DETERMINING THE REPORT CONTENT AND QUALITY

The approach of identifying topics to be disclosed in the report was based on the GRI Standards principles for defining report content:

STAKEHOLDER INCLUSIVENESS

The report discloses topics that address stakeholders' interests and expectations. Coca-Cola HBC Armenia's communication with stakeholders is always regular, consistent and the results of such engagements were considered while preparing this report.

SUSTAINABILITY CONTEXT

The report contains an analysis of economic, social and environmental aspects of the company's sustainable development that can feed into key business processes. The company realizes that the long-term strategic planning underpins the nature of sustainability development and, thus, the report devotes significant attention to the broader consequences of its decision by assessing both direct and indirect impact on sustainable development of Armenia.

MATERIALITY

To hold Coca-Cola HBC Armenia accountable, this report focuses on material topics that has significant economic, social or environmental impacts. For this purpose, we conducted a materiality assessment of that topics in stakeholder perspectives to identify the most material topics. Key management approaches, results, goals, opportunities and future challenges in the field of sustainable development in terms of identified material topics give stakeholders the necessary information for decision making.

COMPLETENESS

An auditable trail of evidence supporting the analysis provides entire information for stakeholders to understand Coca-Cola HBC Armenia's significant impacts on sustainable development.

This report was prepared in order to achieve understanding of stakeholders by providing them with clear, complete and accurate information that they can use to trace Coca-Cola HBC Ar-

menia's performance. In preparing this report, we were guided by the GRI Standard principles for defining report quality: accuracy, balance, clarity, comparability, reliability, timeliness.

ABOUT STAKEHOLDERS

During 2020, the company had strong collaboration ties RA Government Office, RA Ministry of Health and RA Ministry of Economy.

Nº	The name of the association	Date of accession	Description of activities within the association	The purpose of membership	Position
1	The Union of Manufacturers and Businessman of Armenia	More than 10 years of membership	Proactive engagement with industry representatives within government working groups addressing relevant issues to assure positive regulatory environment for the sustainable development of the business community	Build advocacy	Member
2	American Chamber of the Commerce and Industry in Armenia	More than 10 years of membership	Close ties with the US Embassy in Armenia. Meeting with key government officials on major business issues. Frequent interactions with the US Embassy, USAID and relevant officials visiting Armenia. Regular membership meetings with prominent leaders in business, government and international financial organizations	Build advocacy	Vice President
3	European Business Association	EBA member since 2016	Advocacy through public-private dialogue platforms, through the integration and cooperation between Armenia and the European Union to improve the business environment, encourage foreign investments and improve the corresponding legislative framework.	Build advocacy	Board Member
4	Armenian British Business Chamber	AB Business Chamber member since 2017	Involvement in advocacy, public-private dialogue and initiatives to improve the business environment raise the levels of trust and foster high standards of corporate governance in Armenia.	Build advocacy	Vice President
5	Orran NGO	More than 15 years of partnership	Contributing to the community and benefiting from the socio-economic growth of the country have always been our key priorities. Our employees also act in line with our values and strive to make a difference by giving back to the communities, and we support Orran in their initiatives. During 15 years of the partnership, our goal is to change the lives of thousands of children for the better.	Develop communities	Board member

The basis for identifying and selecting stakeholders with whom to engage depends on business needs and the type of business issue we want to raise and address.

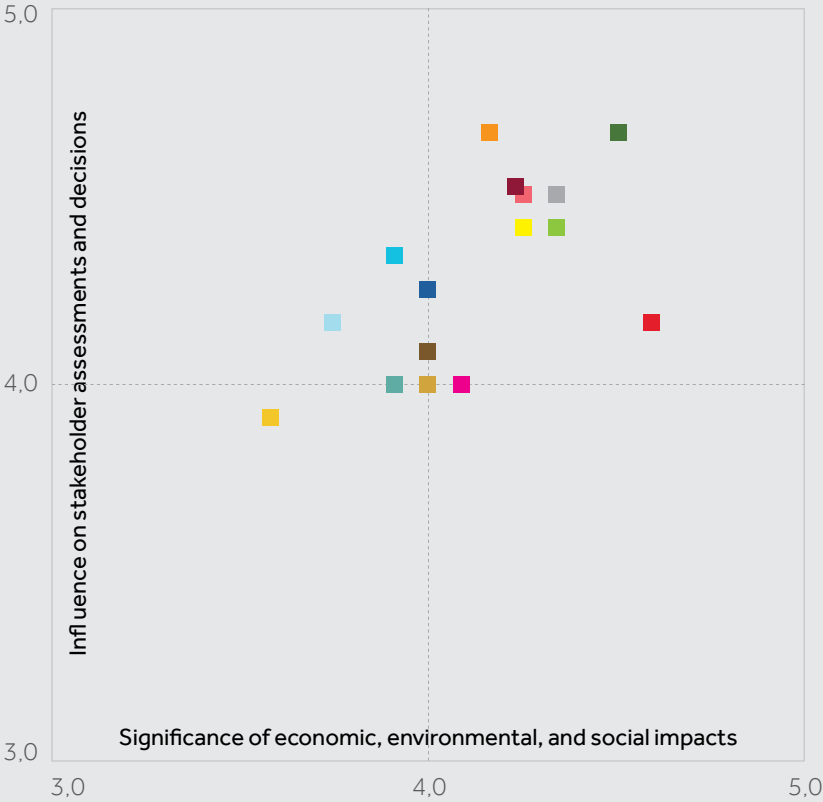
There were some changes to the practice of cooperation with stakeholders in 2020 in relation to the COVID-19 pandemic. In particular, the company communicated with stakeholders by e-mail, online meetings, and webinars. The list of material topics in comparison to the previous year was almost the same, plus the COVID-19 pandemic and the war.

STAKEHOLDER'S SURVEY

Coca-Cola HBC Armenia harmonized its materiality methodology with the requirements of the GRI Standards. This included interviewing or sending questionnaires to both internal and external stakeholders. The material topics are elaborated in detail in the relevant chapters of this report through a qualitative description of the management approach and specific performance indicators.

For the purpose of preparing Coca-Cola HBC Armenia Sustainability report 2020 an online stakeholders survey was conducted. It contained

questions concerning the importance of each sustainability aspect and the influence of Coca-Cola HBC Armenia on these topics. The stakeholder survey was carried out in two stages: identifying significant stakeholders and drawing up a list of topics relevant to both internal and external stakeholders. The survey and continuous communication with stakeholders has yielded valuable insights that were taken into account when determining material topics for the purpose of this report. The materiality matrix below represents topics that were considered material upon assessment.



- Climate change, emissions, energy use and efficiency
- Packaging, recycling and waste management
- Water stewardship
- Sustainable sourcing and supply chain management
- Corporate governance, business ethics & anti-corruption
- Responsible marketing
- Corporate citizenship, investments and involvement of local communities
- Human rights, diversity and equal opportunity
- Well-being, development and engagement of employees
- Product quality
- Health and safety of products
- Direct and indirect economic impacts
- Women's economic empowerment
- Occupational health and safety
- Counteracting the COVID-19 pandemic
- Martial law

STAKEHOLDERS GROUPS AND ENGAGEMENT FORMATS

STAKEHOLDER GROUP	INVOLVED ORGANIZATIONS	ENGAGEMENT METHODS
 Supplier / Partner	<ul style="list-style-type: none">Apaven Co. LTDHytex Plastic LLCAMPG Group LTDAlex Holding LLCUrban LSSpayka LLC	One-to-one meetings, invitation to key events and achievements celebration (on weekly basis)
 Industry association, Chamber of commerce	<ul style="list-style-type: none">AmCham ArmeniaUMBAEBAABBC Armenia	Board Meetings; network and lobby through events (on weekly basis)
 Customer /Trade Partner	<ul style="list-style-type: none">FC /Future Consumption/ – Yerevan City, Nor ZovqSASTsiranEvrikaIC /Immediate Consumption/ – KarasTashir PizzaArt Lunch	Offline and Online meetings
 Media	<ul style="list-style-type: none">Mediamax media company LLC	Daily work and media monitoring
 NGO and IGO	<ul style="list-style-type: none">Orran Benevolent NGOSOS Children's Villages ArmeniaNew Generation School NGO	Daily work, collaboration within the framework of projects
 Local partners	<ul style="list-style-type: none">McCann YerevanUNDP Armenia	Collaboration within the framework of projects
 Governmental Institutions	<ul style="list-style-type: none">RA GovernmentMinistry of HealthMinistry of EconomyMinistry of Territorial AdministrationMinistry of Environmental ProtectionMinistry of DefenseYerevan Municipality	Official letters, meetings, collaboration within projects (monthly basis)
 Embassy	<ul style="list-style-type: none">Embassy of GreeceEmbassy of US	Online and offline meetings with US Ambassador through AmCham platform
 Academic Institution	<ul style="list-style-type: none">American University of ArmeniaArmenian State University of EconomicsFrench UniversityGlobal Bridge Educational Center	Invitation to Coca-Cola Happiness Factory to plant tours

GRI STANDARDS CONTENT INDEX

Material topic	Disco- sure number	Disclosure name	Link to page	Reasons for omission, comments and references
General Disclosures				
GRI 102: General Disclosures 2016. Organizational profile	102-1	Name of the organization	–	Coca-Cola Hellenic Bottling Company Armenia CJSC
	102-2	Activities, brands, products, and services	18-20	–
	102-3	Location of headquarters	90	–
	102-4	Location of operations	15, 90	–
	102-5	Ownership and legal form	–	Coca-Cola Hellenic Bottling Company Armenia CJSC is a subsidiary of one of the world's largest producers of soft drinks, Coca-Cola Hellenic Bottling Company. Coca-Cola Hellenic Bottling Company Armenia operates as part of the business unit Coca-Cola HBC Ukraine, Moldova and Armenia.
	102-6	Markets served	20	–
	102-7	Scale of the organization	15, 38	Information, the disclosure of which can cause significant commercial risks, is not disclosed
	102-8	Information on employees and other workers	39, 53	–
	102-9	Supply chain	12-13	–
	102-10	Significant changes to the organization and its supply chain	23	–
	102-11	Precautionary Principle or approach	11	–
	102-12	External initiatives	13	–
	102-13	Membership of associations	13, 78	–
	102-14	Statement from senior decision-maker	4-5	–
GRI 102: General Disclosures 2016. Strategy	102-16	Values, principles, standards, and norms of behavior	10-12	–
GRI 102: General Disclosures 2016. Management	102-18	Management structure	12	–
GRI 102: General Disclosures 2016. Stakeholder engagement	102-40	List of stakeholder groups	80	–
	102-41	Collective bargaining agreements	–	The company doesn't have collective agreement

GRI 102: General Disclosures 2016. Stakeholder engagement	102-42	Identifying and selecting stakeholders	77-79	–
	102-43	Approach to stakeholder engagement	77-80	–
	102-44	Key topics and concerns raised	79	–
GRI 102: General Disclosures 2016. Reporting practice	102-45	Entities included in the consolidated financial statements	–	Coca-Cola Hellenic Bottling Company Armenia submits a separate financial statement in accordance with the Armenian law
	102-46	Defining report content and topic Boundaries	77	–
	102-47	List of material topics	79	–
	102-48	Restatements of information	–	There were no considerable restatements of information
	102-49	Changes in reporting	78	–
	102-50	Reporting period	–	From January 1, 2020 to December 31, 2020
	102-51	Date of most recent report	–	25.11.2020
	102-52	Reporting cycle	–	Annual
	102-53	Contact point for questions regarding the report	–	–
	102-54	Claims of reporting in accordance with the GRI Standards	–	This report has been prepared in accordance with the GRI Standards: Core option
	102-55	GRI content index	81-86	GRI Standards Content Index
	102-56	External assurance	–	The report is not subject to assurance by external independent parties
Economic Disclosures				
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	4-6, 4-16, 22-23, 26-32, 70-75, 77, 79	Please refer to sections Policies, Supply Chain, Local Impact and A More Sustainable Future on corporate website https://am.coca-colahellenic.com/
	103-2	The management approach and its components		
	103-3	Evaluation of the management approach		
GRI 201: Economic Performance 2016	201-4	Financial assistance received from government	–	Coca-Cola Hellenic Bottling Company Armenia did not receive financial assistance from the government in the reporting period
GRI 202: Market Presence 2016	202-1	Ratios of standard entry level salary by gender compared to local minimum salary	45	–
	202-2	Proportion of senior management hired from the local community	38	–
GRI 203: Indirect Economic Impacts 2016	203-1	Infrastructure investments and services supported	7, 70-75	–
	203-2	Significant indirect economic impacts	24-33	–
GRI 204: Procurement Practices 2016	204-1	Proportion of spending on local suppliers	22	–

GRI 205: Anticorruption 2016	205-1	Operations assessed for risks related to corruption	14-16	
	205-2	Communication and training about anticorruption policies and procedures	14-16, 43	
	205-3	Confirmed incidents of corruption and actions taken	14-16	
GRI 206: Anticompetitive Behavior 2016	206-1	Legal actions for anticompetitive behavior, anti-trust, and monopoly practices	16	
Environmental Disclosures				
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	4-6, 58-67, 77, 79	Please refer to sections Policies, Local Impact and A More Sustainable Future on corporate website https://am.coca-colahellenic.com/
	103-2	The management approach and its components		
	103-3	Evaluation of the management approach		
GRI 301: Materials 2016	301-1	Materials used by weight or volume	61	
	301-3	Reclaimed products and their packaging materials	61	
GRI 302: Energy 2016	302-1	Energy consumption within the organization	66	
	302-3	Energy intensity	68	
	303-1	Interactions with water as a shared resource	64-65, 68	
GRI 303: Water and Effluents 2018	303-2	Management of water discharge-related impacts	64-65	
	303-3	Water withdrawal	64	
	303-4	Water discharge	64	
	303-5	Water consumption	65	
GRI 305: Emissions 2016	305-1	Direct (Scope 1) GHG emissions	66-67	
	305-2	Energy indirect (Scope 2) GHG emissions	66-67	
	305-4	GHG emissions intensity	66-67	
	305-5	Reduction of GHG emission	66-67	
GRI 306: Effluents and Waste 2016	306-2	Waste by type and disposal method	62-63	
	306-4	Transport of hazardous waste	–	The company does not transport hazardous waste
GRI 307: Environmental Compliance 2016	307-1	Non-compliance with environmental laws and regulations	–	There were no cases of non-compliance with the environmental laws and regulations in the reporting period

GRI 308: Supplier Environmental Assessment 2016	308-1	New suppliers that were screened by using environmental criteria	23	
	308-2	Negative environmental impacts in the supply chain and actions taken	23	
Social Disclosures				
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	4-6, 20-21, 33-57, 70-75, 77, 79	Please refer to sections Policies, Local Impact and A More Sustainable Future on corporate website https://am.coca-colahellenic.com/
	103-2	The management approach and its components		
	103-3	Evaluation of the management approach		
GRI 401: Employment 2016	401-1	New employee recruitment and employee turnover	39	
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	46	
	401-3	Parental leave	46	
GRI 402: Labor/Management Relations 2016	402-1	Minimum notice periods regarding operational changes		In compliance with the Labor Code of the Republic of Armenia, Coca-Cola HBC Armenia gives its employees and their representatives a notice 4-8 weeks before the implementation of significant operational changes that could substantially affect them.
GRI 403: Occupational Health and Safety 2018	403-1	Occupational health and safety management system	50-51	
	403-2	Hazard identification, risk assessment, and incident investigation	51-56	
	403-3	Occupational health services	46, 50-57	
	403-4	Worker participation, consultation, and communication on occupational health and safety	52-56	
	403-5	Worker training on occupational health and safety	51-54	
	403-6	Promotion of employee health	56	
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	53	
	403-8	Employees covered by an occupational health and safety management system	52-53	
	403-9	Work-related injuries	55	

GRI 403: Training and Education 2016	403-10	Work-related ill health	–	No cases of work-related ill health were recorded in the reporting period
	404-1	Average hours of training per year per employee	43	
	404-2	Programs for upgrading employee skills and transition assistance programs	41-42	
GRI 404: Diversity and Equal Opportunity 2016	404-3	Percentage of employees receiving regular performance and career development reviews	44	
	405-1	Diversity of management bodies and employees	38-39	
GRI 405: Nondiscrimination 2016	405-2	Ratio of basic salary and remuneration of women to men	41	
	406-1	Incidents of discrimination and corrective actions taken	40	
GRI 408: Child Labor 2016	408-1	Operations and suppliers at significant risk for incidents of child labor	23	Child labor is prohibited under the Armenian laws and the policies of Coca-Cola Hellenic Bottling Company Armenia
GRI 409: Forced or Compulsory Labor 2016	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	23, 46	Any forms of forced labor are prohibited under the Armenian laws and the policies of Coca-Cola Hellenic Bottling Company Armenia
GRI 412: Human Rights Assessment 2016	412-2	Employee training on human rights policies or procedures	40	
	412-3	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	23	Supplier Guiding Principles, which is the obligatory appendix to all procurement contracts, contains additional obligation for suppliers to comply with human rights, occupational safety, child and forced labor, environmental impact, bribery, information security requirements, etc.
GRI 413: Local Communities 2016	413-1	Operations with local community engagement, impact assessments, and development programs	68-75	
	413-2	Operations with significant actual and potential negative impacts on local communities contracts that include human rights clauses or that underwent human rights screening	–	No operations with significant actual and potential negative impacts on local communities were identified
GRI 414: Supplier Social Assessment 2016	414-1	New suppliers that were screened by using social criteria	23	
	414-2	Negative social impacts in the supply chain and actions taken	–	No negative social impacts in the supply chain were identified in the reporting period
GRI 415: Public Policy 2016	415-1	Political contributions	–	Coca-Cola Hellenic Bottling Company Armenia does not make political contributions to political parties and/or individual politicians

GRI 416: Customer Health and Safety 2016	416-1	Assessment of the health and safety impacts of product and service categories	20-21	
	416-2	Incidents of noncompliance concerning the health and safety impacts of products and services	21	
GRI 417: Marketing and Labeling 2016	417-1	Requirements for product and service information and labeling	17	
	417-2	Incidents of noncompliance Concerning product and service information and labeling	17	
	417-3	Incidents of non-compliance concerning marketing communications	17	No cases of non-compliance concerning marketing communications were identified in the reporting period
GRI G4: Sector Disclosures	G4 FP1	Percentage of purchased volume from suppliers compliant with company's sourcing policy	23	100% of suppliers signed Supplier Guiding Principles in the reporting period
	G4 FP3	Percentage of working time lost due to industrial disputes, strikes and/or lock-outs, etc.	–	There were no industrial disputes, strikes and/or lock-outs in the reporting year
	G4 FP5	Percentage of production volume manufactured in sites certified by an independent third party according to internationally recognized food safety management system standards	6	Manufacturing and warehouse facilities of Coca-Cola Hellenic Bottling Company Armenia, where locally manufactured products are produced and stored, are maintained in compliance with internationally recognized management system standards ISO 9000, FCCS 22000

CONTRIBUTION TO THE ACHIEVEMENT OF THE UN'S SUSTAINABLE DEVELOPMENT GOALS



The implementation of Sustainable Development Goals 2015-2030, set by the United Nations General Assembly, plays a critical role in establishing strategic business objectives and operational principles of Coca-Cola HBC Armenia. The company's activities in the field of sustainable development are oriented on priority targets, identified globally by Coca-Cola Hellenic Bottling Company. To achieve targets of the Sustainable Development Goals, Coca-Cola HBC Armenia implements projects, establishes partnerships and works more closely with local communities. The company constantly monitors its impact on the environment, by seizing opportunities to improve its contribution to the sustainable development in Armenia and in the world in general.

	Priority Target	Link to section/subsection of the report	Pages
	3.4 By 2030, reduce premature mortality from non-communicable diseases by one third through prevention and treatment and promote mental health and well-being	Policies and anti-corruption/labelling our products/calories reduction program Product quality and consumer safety	17 20-21
	3.6 By 2020, halve the number of global deaths and injuries from road traffic accidents	Occupational health and safety/reducing the level of injuries	55
	4.3 By 2030, ensure equal access for all women and men to affordable and quality technical, vocational and tertiary education, including university	Our people/Learning and development Development of local communities/Youth Empowerment	41-43
	4.4 By 2030, substantially increase the number of youth and adults who have relevant skills for employment, including technical and vocational skills, decent jobs and entrepreneurship		72
	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	Our people/General information about our employees, Evaluating employees' performance, Remuneration, Human rights, diversity and equal opportunities, Plans for the next year	37-41, 44-45, 47
	6.1 By 2030, achieve universal and equitable access to safe and affordable drinking water for all	Coca-cola Hellenic Bottling Company Armenia/strategy and vision	64-65, 71
	6.3 By 2030, improve water quality by reducing pollution, eliminating dumping and minimizing release of hazardous chemicals and materials, halving the proportion of untreated wastewater and substantially increasing recycling and safe reuse globally	Environmental Protection/management approach, water Development of local communities/man-agement approach, emergency relief	65
	6.4 By 2030, substantially increase water-use efficiency across all sectors and ensure sustainable withdrawals and supply of freshwater to address water scarcity and substantially reduce the number of people suffering from water scarcity		10, 64-65
	6.5 By 2030, implement integrated water resource management at all levels, including through transboundary cooperation as appropriate		60, 64-65
	6.6 By 2020, protect and restore water-related ecosystems, including mountains, forests, wetlands, rivers, aquifers and lakes		60, 64-65

	7.2 By 2030, substantially increase the share of renewable energy in the global energy mix	Environmental protection/management approach,	64-65
	7.3 By 2030, double the global rate of improvement in energy efficiency	Energy efficiency and climate change	60, 66-67
	8.3 Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services	Our supply chain/Procurement management Contribution to economic development Environmental protection/management approach, use of packaging materials	22-23, 26-33
	8.4 By 2030, progressively improve the global resource efficiency in consumption and production and endeavour to decouple economic growth from environmental degradation, in accordance with the 10-year framework of programs on sustainable consumption and production, with developed countries taking the lead	Our people/human rights, diversity and equal opportunities, attracting and retaining employees, remuneration Development of local communities/management approach, Youth Empowerment Occupational health and safety	60-61
	8.5 By 2030, achieve full and productive employment and decent jobs for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value		40-41, 45
	8.6 By 2020, substantially reduce the proportion of youth not in employment, education or training		45, 71-72
	8.8 Protect labour rights and promote safe and secure working environments for all employees, including migrant employees, in particular women migrants, and those in precarious employment		50-57
	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	Environmental protection/Management approach, waste Management and recycling, waste Management, water, energy efficiency and climate change	58-67
	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	Our people/human rights, diversity and equal opportunities Remuneration	40-41
	10.4 Adopt policies, especially fiscal, salary and social protection policies, and progressively achieve greater equality		40-41, 45
	11.6 By 2030, reduce the adverse per capita environmental impact of cities, including the way of paying special attention to air quality and municipal and other waste management	Environmental protection/management approach, waste management and recycling, waste management, water, energy efficiency and climate change	58-67
	12.1 Implement the 10-year framework of programs on sustainable consumption and production, all countries taking action, with developed countries taking the lead, taking into account the development and capabilities of developing countries	Environmental protection/management approach, waste management and recycling, waste management, water, energy efficiency and climate change	23, 58-67, 71, 73
	12.2 By 2030, achieve the sustainable management and efficient use of natural resources		58-67, 71, 73

	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	Our supply chain /requirements for suppliers Development of local communities Contribution to the sustainable business Environment	20-21, 23, 60-63, 71, 73
	12.5 By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse		23, 60-63, 71, 73
	12.6 Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle		23
	12.7 Promote public procurement practices that are sustainable, in accordance with national policies and priorities		23
	12.8 By 2030, ensure that people everywhere have the relevant information and awareness for sustainable development and lifestyles in harmony with nature		12, 23, 70-74
	13.1 Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries	Environmental protection/management approach, energy efficiency and climate change	60, 66-67
	14.1 By 2025, prevent and significantly reduce marine pollution of all kinds, in particular from land-based activities, including marine debris and nutrient pollution	Environmental Protection/waste management and recycling Supporting local communities/World Without Waste	62-63, 73
	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 drylands, in line with obligations under international agreements	Environmental Protection/management approach, water	60, 64-65
	16.7 Ensure responsive, inclusive, participatory and representative decision-making at all levels	Coca-cola hellenic Bottling Company Armenia/strategy and vision, governance structure of the organization, policies and anti-corruption Our people/human rights, diversity and equal opportunities	10-16, 40-41
	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 the sustainable development goals in all countries, in particular developing countries	Development of local communities Coca-Cola Hellenic Bottling Company Armenia/contribution to the sustainable business Environment, subscription or endorsement of sectoral organizations or initiatives	12-13, 68-75
	17.17 Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships		12-13, 68-75

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