Coca-Cola Ecosystem

The Coca-Cola Company
One Coca-Cola Plaza,
Atlanta, GA 30313
www.coca-colacompany.com

Outside Relationships

Regulators	Capital	Suppliers	Customers
Key U.S. and Foreign Regulators	Public Debt Holders Commercial Banks Hedge Counterparties	Key Ingredient and Packaging Suppliers	Significant North America Bottling Partners

Regulators
- Food and Drug Administration (Regulation of Food and Beverages)
- Attorneys General and Trade Regulators (Anti-Trust Law Enforcement and Promotion of Consumer Protection)
- Patent, Copyright and Trademark Offices (Intellectual Property Registrations)
- Environmental Protection Agency (Regulation and Permitting Regarding Air and Water Pollution, Disposal of Hazardous Waste, and Cleanup of Contaminated Sites)
- Attorneys General and Data Privacy Agencies (Data Protection Regulation)

Capital
- Public Debt Holders
- Commercial Banks
- Hedge Counterparties

Suppliers
- Water Suppliers (Water)
- US & China Suppliers (High Fructose Corn Syrup Supplies)
- Tate & Lyle PLC (Sucrose and Sucralose)
- NutraSweet (Aspartame)
- Cutrale Citrus Juices U.S.A. (Orange Juice and Concentrate)
- Ball Corporation (Aluminum Bottles and Cans)
- Crown Cork and Seal (Aluminum Bottles and Cans)
- Verallia (Glass Bottles)
- Indorama Ventures (PET / Plastic Resins, Preforms, Bottles and Closures)
- Steel Suppliers (Steel Bottles and Cans)
- Other Suppliers (Aseptic Fiber Packaging, Labels, Cases, Cartons, Postmix Packaging, and Carbon Dioxide)
- Other Non-Nutritive Sweetener Suppliers (Aspartame, Acesulfame Potassium, Sucralose, Saccharin, Cyclamate and Steviol Glycosides)
- Other Nutritive Sweetener Suppliers (Sucrose – i.e., Table Sugar)
- Coca Cola Bottlers' Sales & Services Company LLC (Owned by Authorized U.S. Coca-Cola Bottlers)

Customers
- Significant North America Bottling Partners: SWIRE; Coca-Cola Consolidated; Coca-Cola Beverages Florida; Liberty Coca-Cola Beverages; ARCA Continental Coca-Cola Southwest Beverages; Coca-Cola Canada Bottling Limited; Coca-Cola Beverages Northeast; Reyes Coca-Cola Bottling; Great Lakes Coca-Cola; Coca-Cola Bottling Company United

Bond Financing
Working Capital Financing
Derivatives Transactions to Hedge Foreign Currency, Commodity & Interest Rate Risks
Substantive Business Regulation
Water, Nutritive and Non-Nutritive Sweeteners, Juice and Juice Concentrate and Packaging Supplies (For Coca-Cola's Finished Products Business)
Water, Nutritive and Non-Nutritive Sweeteners, Juice and Juice Concentrate and Packaging Supplies
Sales of Concentrates, Syrups, and Finished Beverages
Promotion and Marketing Services
Procurement Services
Comprehensive Bottler Agreements (or CBAs) Under Which Bottlers Buy Finished Beverages From Coke to Distribute In Geographic Territories Retained by Coke

The Coca-Cola Company (Delaware Corporation)

Debt Structure

Debt ($40.61B @ 12/31/2020) — **Credit Ratings for Long-Term Debt: Fitch (A), Moody's (A1) and S&P (A+)**

- 2.0% Average Rate U.S. Dollar Notes Due 2023–2093 ($22,550M)
- 5.1% Average Rate U.S. Dollar Debentures Due 2022–2098 ($1,342M)
- 2.5% Average Rate Australian Dollar Notes Due 2020–2024 ($400M)
- 0.3% Average Rate Euro Notes Due 2021–2040 ($13,821M)
- 2.7% Average Rate Swiss franc notes due 2022–2028 ($1,236M)
- 5.2% Average Rate Other Debt Due Through 2098 ($615M)

Equity Structure

Equity

- Shares Repurchase Plans — *Authority:* 500 M (2012),150M (2019); *Expiration:* None
- Common Stock — *Shares Authorized:* 11.20B; *Shares Issued:* 7.04B; *Treasury Stock:* 2.738B; *Recordholders:* 197,227

Governance

Board of Directors

Herbert A. Allen (E,F,M)	Alexis M. Herman (P,T)	David B. Weinberg (A,M)
Marc Bolland (A,P	Bobby Kotick (F,M)	Committees: Audit (A); Corporate Governance (G); Executive (E); Finance (F); Management (M); Public Policy (P);Talent (T)
Ana Botín (G,F	Maria Elena Lagomasino (G,M,T)	
Christopher C. Davis (F,T)	James Quincey (E)	
Barry Diller (G,E,F,M)	Caroline Tsay (A,P)	
Helene D. Gayle (P,T)		

Management Team

James Quincey, Chairman and CEO	Brian Smith, President and COO
Lisa Chang, SVP, CPO	Manuel Arroyo, Global Chief Marketing Officer
Bradley M. Gayton SVP and Global General Counsel	Beatriz Perez, SVP and Global Chief of Communications, Sustainability and Strategic Partnerships
Robert Long SVP and Chief Innovation Officer	Nancy Quan SVP and Chief Technical and Innovation Officer
John Murphy, EVP, CFO	Barry Simpson SVP and Chief Platform Services Officer
Jennifer Mann SVP and President of Global Ventures	

Corporate Matters

IT, Engineering, Science & R&D
- Product Development
- Packaging Innovation
- Application Development
- Operations
- Network Management
- Technical Training
- Business Systems Planning
- SAP Enterprise Resource Planning System
- Database Management
- Infrastructure Systems Support
- Quality Assurance

Marketing & Brand Management
- Advertising
- Creative Services
- Marketing Research
- Media
- Promotions
- Merchandising/Licensing
- Category Management
- Channel & Customer Management
- Marketing Asset Management

Sales & Account Management
- Retail Accounts
- E Commerce
- Wholesaler Relations
- Media Relations
- Sales Analysis
- Sales Executive
- Account Executive
- Distributor Relations

Supply Chain
- Bottler Relations
- Procurement Management
- Manufacturing Management
- Health & Safety Management
- Supplier Relations
- Concentrate Distribution
- Finished Product Distribution
- Logistics

Business Management, Planning & Administration

Finance & Accounting	Communications	Human Resources
Investor Relations	Internal Communications	Hiring/Training
Internal Audit	Public Affairs	Talent & Development
Financial Strategy	Sustainability	Employee Relations
Tax	Digital Communications	Compensation and Benefits
Legal	**Business Management**	**Customer Service**
Litigation	Strategic Planning	Account Management
Contract Management	Business Development	Help Desk
IP Management	Business Tracking & Metrics	Investor & Media Relations
Governance	Administration	**Data Analytics**
Compliance	Facilities Management	Product Forecasting
Labor and Employment Law	Aviation	Logistics Efficiency
		Sales Performance

Operations

Flagship Market

North America
2020 Revenue: $11.91B (34.7%)

- Key Segment Data: Operating Margin: 21.5%; 370M+ Consumers
- Unit Case Volume by Category: Coca-Cola: 46%; Hydration, Sports, Coffee and Tea: 23%; Sparkling Flavors: 19%; Nutrition, Juice, Dairy and Plant: 13%
- 4 of the World's Top 5 Nonalcoholic Sparkling Soft Drink Brands: Coca-Cola, Fanta, Sprite, Diet Coke

Latin America
2020 Revenue: $4.11B (10.6%)

- Key Segment Data: Operating Margin: 60.5%; 650M+ Consumers
- Unit Case Volume by Category: Coca-Cola: 58%; Hydration, Sports, Coffee and Tea: 20%; Sparkling Flavors: 16%; Nutrition, Juice, Dairy and Plant: 6%

Europe, Middle East and Africa
2020 Revenue: $7.05B (16.8%)

- Key Segment Data: Operating Margin: 59.9%; 2.8B+ Consumers
- Unit Case Volume by Category: Coca-Cola: 55%; Sparkling Flavors: 26%; Hydration, Sports, Coffee and Tea: 14%; Nutrition, Juice, Dairy and Plant: 5%
- Unit Case Volume by Operating Unit: Africa: 27%; Europe: 50%; Eurasia and Middle East: 23%

Asia Pacific
2020 Revenue: $4.72B (12.8%)

- Key Segment Data: Operating Margin: 50.6%; 4.0B+ Consumers
- Unit Case Volume by Category: Coca-Cola: 33%; Sparkling Flavors: 30%; Hydration, Sports, Coffee and Tea: 29%; Nutrition, Juice, Dairy and Plant: 8%
- Unit Case Volume by Operating Unit: Greater China and Mongolia: 42%; ASEAN and South Pacific: 28%; Japan and South Korea: 17%; INSWA: 13%

Global Ventures
2020 Revenue: $2.56 B (6.0%)

- Key Segment Data: Operating Margin: (6.2%); **Global Venture's Purpose** Globally scale brands, acquisitions, and partnerships; Costa Coffee & innocent comprise 90% of Global Ventures' revenue
- Focused Brands:
  - COSTA — 100% ownership of second largest coffeehouse chain in the world serving coffee, tea, sandwiches, sweet snacks and iced drinks
  - Monster Energy — ~19% equity investment in Monster Beverage Company; earns fees by distributing Monster drinks in the United States, Canada and in other markets overseas under distribution coordination agreements
  - innocent — 90%+ ownership of company that produces smoothies and juice sold in supermarkets, coffee shops and various other outlets in the UK
  - doğadan — 20.1% ownership of Turkish herbal tea brand company that produces smoothies and juice sold in supermarkets, coffee shops and various other outlets in the UK

Bottling Investments Group (BIG)
2020 Revenue: $7.44 B (19.0%)

- Key Segment Data: Operating Margin: 4.9%; BIG's strategy: (1) identify bottling franchises that are improvable and need financial aid and support, (2) Invest capital, leadership, and resources and (3) sell to a qualified bottler after operations have been stabilized
- Geographic Footprint — Current Markets: Africa, Bangladesh, Cambodia, India, Malaysia, Myanmar, Nepal, Oman, Philippines, Singapore, Sri Lanka, Vietnam

Beverage Brands Owned and Marketed by Coca-Cola

- **Sparkling Soft Drinks** (69% of Worldwide Sales Volume): Coca-Cola; Sprite; Fresca; Thums Up; Fanta; Diet Coke/Coca-Cola Light; Coca Cola Zero Sugar; Schweppes
- **Water, Enhanced Water and Sports Drinks**: Aquarius; Dasani; Ice Dew; Powerade; Ciel; glaceau smartwater; I LOHAS; Topo Chico
- **Juice, Dairy & Plant-Based**: AdeS; fairlife; Minute Maid; Simply; Del Valle; innocent; Minute Maid Pulpy
- **Tea & Coffee**: Gold Peak; FUZE TEA; Ayataka; Costa; Georgia; Doğadan; HONEST TEA; Kochakaden

Concentrates Business: 56% of Net Operating Revenues

Coca Cola Company-Branded Concentrates, Syrups and Certain Finished Beverages
- Sale of Concentrates → Authorized Bottling Operations: Manufacture of Fountain Syrups (Non-U.S. Only) → Sale of Fountain Syrups
- Sale of Concentrates → Concentrates Combined with Sweeteners, Still or Sparking Water → Sale of Finished Beverages
- Sale of Syrups / Sale of Certain Finished Beverages → Syrups Combined with Still or Sparking Water → Sale of Finished Beverages

Packaging (Authorized Containers, such as Cans and Refillable and Nonrefillable Glass and Plastic Bottles, Bearing Coca-Cola Trademarks or Trademarks Licensed to Coca-Cola)

Beverage Delivery Chain
- Sale of Packaged Coca-Cola Products → Authorized Fountain Wholesalers → Sale of Fountain Syrups → Fountain Retailers → Sale of Coca-Cola Products → Customers
- Sale of Coca-Cola Packaged Products → Wholesalers or Other Bottlers → Sale of Coca-Cola Packaged Products → Retailers → Sale of Coca-Cola Products → Customers

Finished Products Business: 44% of Net Operating Revenues

Coca Cola Company-Branded Finished Products, Including Sparkling Soft Drinks and a Variety of Other Finished Nonalcoholic Beverages, such As Water, Enhanced Water and Sports Drinks; Juice, Dairy and Plant-Based Beverages; Tea and Coffee; and Energy Drinks
- Sale of Finished Coca-Cola Products → Distributors and Wholesalers → Sale of Finished Coca-Cola Products → Retailers → Sale of Finished Coca-Cola Products → Customers
- Sale of Coca-Cola Fountain Syrups (U.S. Only) → Fountain Retailers → Sale of Coca-Cola Fountain Syrups → Authorized Fountain Wholesalers and Bottling Partners → Sale of Coca-Cola Fountain Syrups → Fountain Retailers → Sale of Coca-Cola Fountain Syrups → Customers
- Sale of Costa Limited Branded Products

Costa Retail Outlets

Sales of Concentrates, Syrups, and Finished Beverages
Promotion and Marketing Services
Comprehensive Bottler Agreements (or CBAs) Under Which Bottlers Buy Finished Beverages From Coke to Distribute In Geographic Territories Retained by Coke

Significant Asia Pacific Bottling Partners`: COFCO; SWIRE; Coca-Cola Bottlers Japan Holdings Inc.; CCA Coca-Cola Amatil; Bottling Investments Group

Significant Europe, Middle East, and Africa (EMEA) Bottling Partners: Coca-Cola European Partners; Coca-Cola Içecek; Coca-Cola Beverages Africa; Coca-Cola Hellenic Bottling Company

Significant Latin America Bottling Partners`: Coca-Cola FEMSA; SOLAR; Coca-Cola ARCA Continental; ARCA Continental; Coca-Cola Andina

Outside Relationships

Customers	Suppliers	Capital	Regulators
Customers	Professional Services	Significant Shareholders	Securities Regulators

Customers
- Retailers
- Vending Machine Owners
- Distributors
- Wholesalers
- Retailers

Suppliers
- Professional Services: Alston & Bird (Legal); Ernest & Young (Audit); Squire Patton Boggs (Lobbying); WPP (Advertising)
- Monster Beverage Corporation

Capital
- Significant Shareholders: Berkshire Hathaway (9.31%); Vanguard Group (7.27%); BlackRock (46.58%); State Street (3.99%); Wellington Management (2.32%); Institutional Ownership 68.2%

Regulators
- Securities Regulators: US Securities and Exchange Commission (Securities Law Disclosure and Public Reporting Requirements; Anti-Bribery Law Compliance); New York Stock Exchange (Listing and Maintenance Requirements)

Securities Regulation and Stock Exchange Listing Rules
Equity Capital
Dividends and Common Stock Repurchases
Professional Services
Finished Beverage Product Sales (Fountain Syrup in US only)
Finished Beverage Product Sales
License to Distribute Monster Beverages Under Distribution and Distribution Coordination Agreements

Key Company Data (as of 12/31/2020)

Coca-Cola markets, manufactures and sells two products: beverage concentrates and syrups, including fountain syrups ("Concentrate Business"), and finished sparkling soft drinks and other non-alcoholic beverages ("Finished Product Business").

Share Information
- NYSE Ticker Symbol: KO
- Share Price: $49.97 (3/3/21)
- Annual Dividend: $1.64
- Basic Earnings Per Share: $1.79
- Market Cap: $215.3B

Financial Highlights

Income Statement
- Revenue: $33.01B
- Cost of Goods Sold: $13.43B
- Selling General and Administrative Expenses: $9.73B
- Net Income: $7.75B

Balance Sheet
- Assets: $87.30B
- Equity Method Investments: $19.27B
- Goodwill: $17.51B
- Total Liabilities: $66.01B
- Long Term Debt: $40.12B
- Total Equity: $21.28B

Free Cash Flow
- Cash from Operations: $9.84B
- Cash Used in Investing: ($1.48B)
- Cash Used in Financing: ($8.07B)

Resources
- Total Employees: 80,300
- Service Area: 220 Countries
- Equity investments in independent bottling operations

Competitors
- PepsiCo (Primary Competitor)
- Nestlé S.A.
- Keurig Dr. Pepper Inc
- Groupe Danone
- The Kraft Heinz Company
- Suntory Beverage & Food Limited
- Unilever
- AB InBev
- Constellation Brands
- Kirin Holdings
- Diageo
- Heineken Holdings

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