REFRESH THE WORLD.
MAKE A DIFFERENCE.

UPDATED FOR SECOND QUARTER 2021
FORWARD-LOOKING STATEMENTS

This presentation may contain statements, estimates or projections that constitute "forward-looking statements" as defined under U.S. federal securities laws. Generally, the words “believe,” “expect,” “intend,” "estimate,” “anticipate,” “project,” “will” and similar expressions identify forward-looking statements, which generally are not historical in nature. Forward-looking statements are subject to certain risks and uncertainties that could cause The Coca-Cola Company’s actual results to differ materially from its historical experience and our present expectations or projections. These risks include, but are not limited to, the negative impacts of the COVID-19 pandemic on our business; obesity and other health-related concerns; evolving consumer product and shopping preferences; increased competition; water scarcity and poor quality; increased demand for food products and decreased agricultural productivity; product safety and quality concerns; perceived negative health consequences of certain ingredients, such as non-nutritive sweeteners and biotechnology-derived substances, and of other substances present in our beverage products or packaging materials; an inability to be successful in our innovation activities; an inability to realize the economic benefits for our reorganization and related reduction in workforce; an inability to protect our information systems against service interruption, misappropriation of data or breaches of security; failure to comply with personal data protection and privacy laws; failure to digitize the Coca-Cola system; changes in the retail landscape or the loss of key retail or foodservice customers; an inability to expand operations in emerging and developing markets; fluctuations in foreign currency exchange rates; interest rate increases; an inability to maintain good relationships with our bottling partners; a deterioration in our bottling partners' financial condition; increases in income tax rates, changes in income tax laws or unfavorable resolution of tax matters, including the outcome of our ongoing tax dispute or any related disputes with the U.S. Internal Revenue Service (IRS); the possibility that the assumptions used to calculate our estimated aggregate incremental tax and interest liability related to the potential unfavorable outcome of the ongoing tax dispute with the IRS could significantly change, increased or new indirect taxes in the United States and throughout the world; an inability to successfully manage the possible negative consequences of our productivity initiatives; an inability to attract or retain a highly skilled and diverse workforce; increased costs, disruption of supply or shortage of energy; increased cost, disruption of supply or shortage of ingredients, other raw materials, packaging materials, aluminum cans and other containers; increasing concerns about the environmental impact of plastic bottles and other plastic packaging materials; changes in laws and regulations relating to beverage containers and packaging; significant additional labeling or warning requirements or limitations on the marketing or sale of our products; unfavorable general economic conditions in the United States; unfavorable economic and political conditions in international markets; unfavorable outcome of litigation or legal proceedings; conducting business in markets with high-risk legal compliance environments; failure by our third-party service providers and business partners to satisfactorily fulfill their commitments and responsibilities; failure to adequately protect, or disputes relating to, trademarks, formulae and other intellectual property rights; adverse weather conditions; climate change and legal or regulatory responses thereto; damage to our brand image, corporate reputation and social license to operate from negative publicity, whether or not warranted, concerning product safety or quality, workplace and human rights, obesity or other issues; changes in, or failure to comply with, the laws and regulations applicable to our products or our business operations; changes in accounting standards; an inability to achieve our overall long-term growth objectives; deterioration of global credit market conditions; default by or failure of one or more of our counterparty financial institutions; an inability to renew collective bargaining agreements on satisfactory terms, or we or our bottling partners experience strikes, work stoppages or labor unrest; future impairment charges; multi-employer pension plan withdrawal liabilities in the future; an inability to successfully integrate and manage our company-owned or -controlled bottling operations or other acquired businesses or brands; an inability to successfully manage our franchising activities; failure to realize a significant portion of the anticipated benefits of our strategic relationship with Monster Beverage Corporation; global or regional catastrophic events; and other risks discussed in our filings with the Securities and Exchange Commission (the “SEC”), including our Annual Report on Form 10-K for the year ended December 31, 2020 and our subsequently filed Quarterly Reports on Form 10-Q, which filings are available from the SEC. You should not place undue reliance on forward-looking statements, which speak only as of the date they are made. We undertake no obligation to publicly update or revise any forward-looking statements.

RECONCILIATION TO U.S. GAAP FINANCIAL INFORMATION

The following presentation includes certain "non-GAAP financial measures" as defined in Regulation G under the Securities Exchange Act of 1934. A schedule which reconciles our results as reported under Generally Accepted Accounting Principles and the non-GAAP financial measures included in the following presentation is attached as an appendix hereto.

The 2021 outlook information provided in this presentation includes forward-looking non-GAAP financial measures, which management uses in measuring performance. The company is not able to reconcile full year 2021 projected organic revenues (non-GAAP) to full year 2021 projected reported net revenues, full year 2021 projected underlying effective tax rate (non-GAAP) to full year 2021 projected reported effective tax rate or full year 2021 projected comparable EPS (non-GAAP) to full year 2021 projected reported EPS without unreasonable efforts because it is not possible to predict with a reasonable degree of certainty the actual impact of changes in foreign currency exchange rates; the exact timing and amount of acquisitions, divestitures and/or structural changes; and the exact timing and amount of items impacting comparability throughout 2021. The unavailable information could have a significant impact on our full year 2021 reported financial results.
KEY THEMES FOR TODAY

PROGRESS ON EMERGING STRONGER

ACCELERATORS FOR GROWTH

DRIVERS OF SUSTAINABLE VALUE CREATION

OPERATING OVERVIEW
PROGRESS ON EMERGING STRONGER

TOOK ACTION TO ACCELERATE OUR TRANSFORMATION

Guided by our Purpose

- Refresh the world. Make a difference.
- Loved brands
- Done sustainably
- For a better shared future

Rooted in our Strategy

- Brand building
- Innovation / M&A
- Revenue growth management
- Resource allocation
- Margin expansion
- Asset optimization
- Cash flow generation
- Execution

Key Objectives

- Win more consumers
- Gain market share
- Strong system economics
- Strengthen stakeholder impact
- Equip the organization to win
ENCOURAGED BY THE PROGRESS WE MADE DURING 2020

<table>
<thead>
<tr>
<th>Key Objectives</th>
<th>Key Priorities</th>
<th>Key Wins</th>
</tr>
</thead>
<tbody>
<tr>
<td>Win More Consumers</td>
<td>Optimized portfolio of strong global, regional and scaled local brands</td>
<td>✓ Increased consumer base in ~35%* of markets during the year</td>
</tr>
<tr>
<td>Gain Market Share</td>
<td>Disciplined innovation framework and increased marketing effectiveness</td>
<td>✓ Revenue per innovation was 1.5x versus 2019</td>
</tr>
<tr>
<td>Strong System Economics</td>
<td>Stepped-up RGM and execution capabilities</td>
<td>✓ Gained underlying market share in both at-home and away-from-home channels</td>
</tr>
<tr>
<td>Strengthen Stakeholder Impact</td>
<td>Enhance our system collaboration and capture supply chain efficiencies</td>
<td>✓ Operationally strong bottling system with solid system alignment</td>
</tr>
<tr>
<td>Equip the Organization to Win</td>
<td>Evolve the organization and invest in new capabilities</td>
<td>✓ Improved 2 points on water stress score in MSCI ratings update and achieved “A-” score on CDP ranking</td>
</tr>
</tbody>
</table>

* Based on data collected from a selection of 18 of top 40 markets  
** Comparable (Non-GAAP)  
*** Non-GAAP; Free Cash Flow = Cash from operations minus capital expenditures
OPTIMIZED BRAND PORTFOLIO WILL DRIVE QUALITY LEADERSHIP

Optimized Brand Portfolio

1. ~400 MASTER BRANDS
2. Eliminated & Transitioned Brands represented
3. ~200 MASTER BRANDS

- Focus investments against the best opportunities to win in the marketplace
- Address critical Age Cohorts, Need States and Drinking Moments
- Target country/category combinations with greatest share and topline opportunity

Note: 2019 data
Note: The two outer donut charts represent the split of brands in terms of 2019 retail value. The innermost donut represents the split in terms of number of brands.
KEY THEMES FOR TODAY

PROGRESS ON EMERGING STRONGER

ACCELERATORS FOR GROWTH

DRIVERS OF SUSTAINABLE VALUE CREATION

OPERATING OVERVIEW
**UNPARALLELED STRENGTH TO SEIZE LONG-TERM GROWTH OPPORTUNITY**

## Long-Term Growth Opportunity

### Developed Markets
- **% of Volume Mix**:
  - Non-Commercial: 33%
  - Alcohol: 10%
  - Hot Beverages: 12%
  - Cold Beverages: 45%

### Developing & Emerging Markets
- **% of Volume Mix**:
  - Non-Commercial: 70%
  - Alcohol: 3%
  - Hot Beverages: 12%
  - Cold Beverages: 15%

## Loved Brands

- **Diversified and Optimized Brand Portfolio**:KO: All Commercial Beverages 13% Volume Share

## Pervasive Distribution

- **~$8 Billion System Capex***
- **> 20 Channels**
- **30M Customer Outlets***
- **16M Cold-Drink Assets***

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**Source:** GlobalData and internal estimates

**Source for value share positions:** Euromonitor

* *Data points are for 2019*
WHAT WE DO BEST: WORLD-CLASS MARKETING

ACCELERATORS FOR GROWTH

- Human Insights
- Networked Way of Working & Culture
- Consumer Journey Engagement: Assets, Experiences, Media, Digital, Retail
- Superior Products: Innovation / R&D
- Brand Bundle: Occasions, Design, Package & Price
- Gen-Z Centric Insights
- One Network, One Global Campaign
- Immersive Experiences Across Media
- Scaling Up Zero
- Occasion-Based Marketing

Effective Marketing
ACCELERATORS FOR GROWTH

TARGETED RESOURCE ALLOCATION

CAMPAIN OPTIMIZATION
Bigger, Higher Quality and More Effective Campaigns

MEDIA
One Global Digital Media Infrastructure

ASSETS
Aligned to Passion Points and Strategic Goals

EXPERIENTIAL PROMO & SHOPPER
Streamlined Sourcing on a Digital Platform

PRODUCTION & DEVELOPMENT
Transparent Pricing and Efficient Processes

RESEARCH
Standardized Approach – High Value Market Research

CREATIVE AGENCY
Consolidated Agency Model

ZERO-BASED REVIEWS
Ensuring Strong Return on All Spend

STEP CHANGE IN MARKETING EFFECTIVENESS AND EFFICIENCY
BIG BETS + EXPERIMENTATION DRIVE SUSTAINABLE INNOVATION

Innovation Lenses

Delivering on 1 of 3 Objectives

1. Significantly increase New Drinkers (Weekly+)

2. Significantly increase the Frequency of existing drinkers

3. Significantly increase the Value of each existing transaction (if no additional drinkers / frequency)

2021 Innovation Pipeline

BIG BETS

INTELLIGENT EXPERIMENTATION

+~40% New Projects vs. 2020

45% Value from big bets projects (25% of total projects)

+~20% Incremental GP Contribution vs. 2020 Incremental GP Contribution
### Building a World-Class Coffee Platform through Costa Accelerators for Growth

**Multiple Revenue Streams**

- **Stores**: Full retail offer showcasing hand-crafted coffee.
- **Proud to Serve**: ‘Bean & machine’ to support customers’ food & bev offer.
- **Express**: Self-Serve barista-quality coffee, on-the-go.
- **Packaged**: Coffee for at-home consumer occasions.
- **Ready-to-Drink**: Ready-to-drink coffee.

<table>
<thead>
<tr>
<th>Barista-Made</th>
<th>Served / Self-Serve</th>
<th>Self-Serve</th>
<th>Brew at Home</th>
<th>Grab &amp; Go</th>
</tr>
</thead>
</table>

**Serving Multiple Occasions**

Opportunities for expansion by capitalizing on multiple platforms to serve multiple occasions.
DIGITAL IS INTEGRAL TO EVERYTHING WE DO

ACCELERATORS FOR GROWTH

CONSUMER

- Brand Engagement
- Marketing
- Direct-to-Consumer

DATA

SYSTEM

- Connectivity
- Distribution Ecosystem
- Procurement

COMPANY

- Digitize Traditional Trade
- Partnerships
- Omnichannel Execution

- Scaled Approach
- Efficiency
- Forecasting
REVENUE GROWTH MANAGEMENT IS A RENEWED PHILOSOPHY ON SYSTEM-WIDE VALUE CREATION

**Old Mindset**
- Volume Behavior
- Leverages Momentum
- One-Off, Annual Plan
- Operational Initiatives to Drive Volume

**New Mindset**
- Value Behavior (Profit & ROIC)
- Step-Change in Growth Trend
- Multi-Year System Strategy
- Strategic Initiatives to Drive Revenue > Transactions > Volume

**Defined Strategy**
- **Consumer**
  - Premiumization (Categories / Brands / Packs)
- **Shopper**
  - Brand Stratification Based on Elasticity
- **Channel/Customer**
  - Geographic & Channel Segmentation

**Developing price/pack architectures that are appropriate to consumer & customer needs**
ACCELERATORS FOR GROWTH

REVENUE GROWTH MANAGEMENT IS DYNAMIC AND EVOLVING

Developed Markets
North America Example

Traditional 12 oz. Mini can (7.5 oz.)

<table>
<thead>
<tr>
<th>Consumer Proposition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Only 90 calories</td>
</tr>
<tr>
<td>38% less sugar</td>
</tr>
<tr>
<td>Permissibility “back into the home”</td>
</tr>
<tr>
<td>Refreshing “treat” (less liquid)</td>
</tr>
</tbody>
</table>

~2x
System Gross Profit (compared to 12 oz. packs)

~40%
Less Volume (compared to 12 oz. can)

Double-Digit
Volume Growth (ahead of 12 oz. packs)

+2pp
Transaction Growth (ahead of unit case growth for Brand Coke)

RGM Strategy Is a Natural Headwind to Unit Case Growth, but Is More than Offset by Price/Mix Accretion

Developing / Emerging Markets
Romania Example

Sleek Can Single-serve pack

<table>
<thead>
<tr>
<th>vs.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Traditional Multi-serve</td>
</tr>
<tr>
<td>Glass Bottle Single-serve pack</td>
</tr>
</tbody>
</table>

19%
System Revenue Growth (compared to 11% for traditional multi-serve)

+2pp
Shift in Volume Mix (into single-serve packs)

+1.3pp
Value Share Gains (driven by single-serve packs)

<table>
<thead>
<tr>
<th>Consumer Proposition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Convenient “on-the-go”</td>
</tr>
<tr>
<td>Lasting refreshment (carbonation)</td>
</tr>
<tr>
<td>Premium look &amp; feel</td>
</tr>
<tr>
<td>Tailoring to more consumers (bifurcation of growth)</td>
</tr>
</tbody>
</table>

RGM Strategy Is Not Only a Developed Market Initiative but Is Expanding Around the World

RGM 2.0 pilot rollout in 7 markets resulted in 6x ROI

Note: Data represents 2018 performance and is based on internal estimates.
ACCELERATORS FOR GROWTH

REVENUE GROWTH MANAGEMENT – SCALING GLOBALLY

Turning Data into Insights…

IT Framework to Support Markets

…Insights into Actions

~300 Market-Specific Initiatives

BUILDING CAPABILITIES

2016
- Capability Assessment
- RGM 2.0 Pilot
- System Alignment

2017
- RGM 2.0 Initial Rollout

2018
- +25 Market Rollout

SCALING GLOBALLY

2019
- +15 Market Rollout
- RGM Playbook Launched

2020
- +14 Market Rollout
- Pilot RGM to RTM Strategy
- V2.0 Capability Development Assessment

2021+

Building capabilities to strengthen our competitive edge in making better, faster & effective decisions
EXECUTION STARTS WITH ALIGNED AND ENGAGED PARTNERS

Case Study of North America Refranchising

International Bottlers Expanding

- SSD Transaction Packs Volume CAGR* 16%
- New $250M Facility
- Global Execution Cup Winner

Legacy Bottlers Scaling

- Outpaced NARTD Growth 3rd Consecutive Year
- 9K New Outlets Added
- Leading Bottler in U.S. Execution Index

New Bottlers Accelerating

- Net Sales Revenue CAGR* — 2x Industry
- >50% SSD Share +1.1 Points vs. ‘18
- Multi-Use Facility with E-Comm Partnerships

The system has invested ~$750M to support our innovation and RGM agenda

* 3-year CAGR (2016-2019)
Note: System investment is over three years
ACCELERATORS FOR GROWTH

CREATING VALUE WITH OUR CUSTOMERS

Consumer-Driven Category Strategies...

Case Study Example of Leading Retailer in Europe

Incremental Transactions per Week

100,000+

Net Sales Revenue per Case

+82% vs. Average

Customer Margin

2.5x vs. Average

...Driving Growth for Our Customers

Incremental Retail Value ($M) Growth in Western Europe

Utilizing power of consumer-centric collaboration to generate value for our customers

Source: Nielsen Strategic Planner Nov19 YTD. Countries included: SP, GE, GB, FR, BE, NL, SE and NO.
## ESG Priorities

### WATER
- Replenish 100%+ water used annually
- Focus on water-scarce regions

### SUGAR
- Reduce added sugar and package size

### PACKAGING
- Make 100% of our packaging recyclable by 2025
- Reduce virgin plastic by a cumulative 3 million metric tons by 2025
- 100% package collection and recycle rate by 2030
- Use 50% recycled material in our packaging by 2030

### CLIMATE
- 25% absolute emissions reduction by 2030 (Science-Based Target)
- Introducing ambition to be Net Zero Carbon by 2050

### DIVERSITY, EQUITY & INCLUSION
- 50% women-led globally by 2030
- U.S. employee population across all job levels aligned with census data by race and ethnicity by 2030
- 5by20: Empower 5 million women

## Current Goals

<table>
<thead>
<tr>
<th>WATER</th>
<th>Current Goals</th>
<th>Actions</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Replenish 100%+ water used annually</td>
<td>• Adding the target to be 100%+ replenish in high stress areas</td>
<td></td>
</tr>
<tr>
<td>• Focus on water-scarce regions</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SUGAR</th>
<th>Current Goals</th>
<th>Actions</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Reduce added sugar and package size</td>
<td>• ~125k tons added sugar removed</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>PACKAGING</th>
<th>Current Goals</th>
<th>Actions</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Make 100% of our packaging recyclable by 2025</td>
<td>• 90% packaging recyclable</td>
<td></td>
</tr>
<tr>
<td>• Reduce virgin plastic by a cumulative 3 million metric tons by 2025</td>
<td>• 60% package collection</td>
<td></td>
</tr>
<tr>
<td>• 100% package collection and recycle rate by 2030</td>
<td>• 11.5% rPET in our packaging</td>
<td></td>
</tr>
<tr>
<td>• Use 50% recycled material in our packaging by 2030</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>CLIMATE</th>
<th>Current Goals</th>
<th>Actions</th>
</tr>
</thead>
<tbody>
<tr>
<td>• 25% absolute emissions reduction by 2030 (Science-Based Target)</td>
<td>• “A-” 2020 CDP climate score</td>
<td></td>
</tr>
<tr>
<td>• Introducing ambition to be Net Zero Carbon by 2050</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>DIVERSITY, EQUITY &amp; INCLUSION</th>
<th>Current Goals</th>
<th>Actions</th>
</tr>
</thead>
<tbody>
<tr>
<td>• 50% women-led globally by 2030</td>
<td>• 34% women in senior leadership</td>
<td></td>
</tr>
<tr>
<td>• U.S. employee population across all job levels aligned with census data by race and ethnicity by 2030</td>
<td>• 5by20: 6+ million women empowered</td>
<td></td>
</tr>
<tr>
<td>• 5by20: Empower 5 million women</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

* Based on number of products in our beverage portfolio
## Circular Economy Solves for Zero Waste and Lower Carbon Footprint

<table>
<thead>
<tr>
<th>Plastic Spectrum</th>
<th>Types</th>
<th>Solution</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1</strong> HIGH-VALUE PLASTIC</td>
<td>Clear PET Bottles</td>
<td>Circular Economy</td>
</tr>
<tr>
<td><strong>2</strong> MID-RANGE PLASTIC</td>
<td>Colored PET Bottles &amp; Dirtier Waste Streams</td>
<td>Innovation / Enhanced Recycling</td>
</tr>
<tr>
<td><strong>3</strong> LOW-VALUE PLASTIC</td>
<td>Multi-Layer Packaging (e.g. Juice Boxes)</td>
<td>Alternatives / Eliminate</td>
</tr>
</tbody>
</table>

### Design || Collect || Partner

**Destination**

1. **Make**
2. **Use**
3. **Recycle**
4. **Dispose**
ACCELERATORS FOR GROWTH

ACTING WITH A GROWTH MINDSET

Growth Behaviors

EMPOWERED

V1.0, 2.0, 3.0

INCLUSIVE

CURIOUS

Value how we work as much as what we achieve
KEY THEMES FOR TODAY

PROGRESS ON EMERGING STRONGER

ACCELERATORS FOR GROWTH

DRIVERS OF SUSTAINABLE VALUE CREATION

OPERATING OVERVIEW
CONFIDENT IN OUR LONG-TERM TARGETS

DRIVERS OF SUSTAINABLE VALUE CREATION

Long-Term Growth Targets

- **Organic Revenue***: 4% to 6%
- **Operating Income****: 6% to 8%
- **Earnings Per Share****: 7% to 9%
- **Free Cash Flow***: 90% to 95%

*Non-GAAP
**Comparable currency neutral (non-GAAP)
Note: Adjusted free cash flow conversion ratio = free cash flow adjusted for pension contributions / GAAP net income adjusted for noncash items impacting comparability
## Compelling Industry

- Population
- Inflation
- Disposable Income
- Accessibility
- Consumer Choice

## Driving Accelerated Top-Line Growth

- **Industry Retail Value Growth**: ~4%
- **KO Category Mix**: (25 bps) to 0 bps
- **Emerging Markets**: 0 bps to +50 bps
- **Strategic Initiatives**: 1% to 2%
- **KO Long-Term Top-Line Growth**: 5% to 6%

## Strategic Initiatives

- Optimized Growth Portfolio
- Scaled & Disciplined Innovation Pipeline
- Effective Consumer-Centric Marketing
- Data-Driven RGM in the Marketplace
- Targeted Resource Allocation
DRIVERS OF SUSTAINABLE VALUE CREATION

DRIVING TOP-LINE... WHILE EXPANDING UNDERLYING MARGIN

**CONCENTRATE**
Grow and win in the core business with rapidly emerging new channels

**FINISHED GOODS**
Scale platforms with unique competitive advantage

**FOUNTAIN**
Optimize away-from-home platforms for future growth

**COSTA**
Drive multi-platform coffee strategy

**BOTTLING INVESTMENTS**
Capitalize on market potential and inflect performance

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Mission

**CONCENTRATE**  SG&A optimization through scale & digital productivity
**FINISHED GOODS**  Evaluate asset-light business models; Lift and shift capabilities and model to scale
**FOUNTAIN**  Trade promotion optimization; Supply Chain synergy through System Procurement Advantage
**COSTA**  Revenue synergies through expansion; Optimize fixed SG&A cost
**BOTTLING INVESTMENTS**  Trade promotion optimization; Fixed-cost productivity

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Margin Levers (e.g.)

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BALANCED RESOURCE ALLOCATION FUELS A GROWTH & PRODUCTIVITY CULTURE

**Disciplined & Targeted Spending**
- Portfolio (Leader, Challenger, Explorer)
- Geography (Developed, Developing, Emerging)
- Activity (Channel, Customer, Market)

**Marketing Optimization**
- Zero-Based Work
- Digital Productivity
- Aligned System Spend

**Leveraging the Organization**
- The Network Effect
  - Best Practice Sharing
  - Scaling Ideas

Dynamic and actively managed routines
DRIVERS OF SUSTAINABLE VALUE CREATION

FOCUSED ON MAXIMIZING FREE CASH FLOW CONVERSION

Adjusted Free Cash Flow Conversion Ratio* Target

<table>
<thead>
<tr>
<th>Year</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
<th>Long-Term Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Target</td>
<td>73%</td>
<td>96%</td>
<td>108%</td>
<td>90% to 95%</td>
</tr>
</tbody>
</table>

Key Drivers

**Capital Investments**
- Optimal Levels of Capital Investments to Maximize ROI
- Additional project evaluation and prioritization metrics

**Working Capital Management**
- Drive Continuous Improvement in Payables
  - Supply Chain Financing
- Optimize Receivables
  - AR Factoring

**Productivity Program Costs**
- Minimize Nonrecurring Costs Going Forward

*Non-GAAP; adjusted free cash flow conversion ratio = free cash flow adjusted for pension contributions / GAAP net income adjusted for noncash items impacting comparability
We strongly disagree with the U.S. Tax Court opinion and will vigorously defend our position.

Based on the technical and legal merits, including the unconstitutionality of the IRS’ retroactive imposition of tax liability, we believe we will ultimately prevail in the litigation.

If the U.S. Tax Court opinion is ultimately upheld, along with an adverse ruling on pending issues:

- We estimate ~$12 billion of aggregate incremental tax liability for all years up to and including 2020, including interest accrued through Dec. 31, 2020.

- Applying the IRS’ proposed transfer pricing methodology would increase our underlying effective tax rate* by ~3.5%.

Our intention is to be as transparent as possible throughout the process.

We continue to prioritize investing in the business to drive long-term growth, as well as supporting dividend growth for our shareowners.

* Non-GAAP
OUR CAPITAL ALLOCATION STRATEGY SUPPORTS OUR GROWTH AMBITIONS

DRIVERS OF SUSTAINABLE VALUE CREATION

CASH FROM OPERATIONS

Investing for Growth

1. Reinvest in the Business
   Capital and other investments to support the growth agenda

2. Continue to Grow the Dividend
   Continue to grow dividend as a function of free cash flow*, with 75% payout ratio over time

3. Consumer-Centric M&A
   Striking the right balance between strategic rationale, financial returns and risk profile

4. Net Share Repurchase
   Return excess cash over time

Return to Shareowners

NET DEBT LEVERAGE* TARGET: 2 to 2.5x

* Non-GAAP
## 2021 UPDATED OUTLOOK

### 2021 GUIDANCE (UPDATED)

<table>
<thead>
<tr>
<th>Metric</th>
<th>Guidance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organic Revenue*</td>
<td>+12% to +14%</td>
</tr>
<tr>
<td>Comparable EPS*</td>
<td>+13% to +15%</td>
</tr>
<tr>
<td>Free Cash Flow**</td>
<td>At least $9.0 Billion</td>
</tr>
</tbody>
</table>

### KEY PRIORITIES

- Driving growth through consumer-centric optimized portfolio
- Brand building through effectiveness and efficiency
- Strengthening bottling partnerships to enhance execution
- Working as a networked organization
- Focusing on free cash flow* generation

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* Non-GAAP
** Non-GAAP: excluding any potential payments related to the ongoing tax litigation with the IRS
Note: Free Cash Flow = Cash from operations minus capital expenditures
KEY THEMES FOR TODAY

PROGRESS ON EMERGING STRONGER

ACCELERATORS FOR GROWTH

DRIVERS OF SUSTAINABLE VALUE CREATION

OPERATING OVERVIEW
CONсолIDATED GEOGRAPHIC OVERVIEW

UNIT CASE VOLUME

- North America: 18%
- Latin America: 28%
- Asia Pacific: 23%
- Europe, Middle East & Africa: 28%
- Global Ventures: 3%

Total: 29.0 Billion

NET REVENUES*

- North America: 34%
- Latin America: 10%
- Asia Pacific: 14%
- Europe, Middle East & Africa: 28%
- Bottling Investments: 18%

Total: $33.0 Billion

OPERATING INCOME*

- North America: 26%
- Latin America: 20%
- Asia Pacific: 20%
- Europe, Middle East & Africa: 32%
- Bottling Investments: 3%
- Global Ventures: (1%)

Total: $9.8 Billion

* Comparable (non-GAAP)
** Global Ventures reported a comparable operating loss (non-GAAP) in 2020
Note: Net revenues percentages were calculated excluding amounts for Corporate and Eliminations. Operating income percentages were calculated excluding Corporate expense. All numbers are 2020.
Overview

- ~130 markets - developed, developing, emerging
- ~2.8 billion consumers
- $221 billion in industry retail value
- KO NARTD value share ~22%
- KO revenue* $6.0 billion
- KO operating income* $3.4 billion

Category Volume Mix

- Coca-Cola
- Hydration, Sports, Tea & Coffee
- Nutrition, Juice, Dairy & Plant
- Sparkling Flavors

Operating Unit Volume Mix & Key Bottlers

Europe

Eurasia & Middle East

Africa

27%

23%

50%

* Comparable (non-GAAP)
Source for industry retail value is internal estimates, NARTD and NRTD Tea & Coffee, top 40 markets globally
All numbers are 2020
**Overview**

- 39 markets - primarily developing and emerging
- ~650 million consumers
- $72 billion in industry retail value
- KO NARTD value share ~43%
- KO revenue* $3.5 billion
- KO operating income* $2.1 billion

* Comparable (non-GAAP)

**Category Volume Mix**

- Sparkling Flavors
- Hydration, Sports, Tea & Coffee
- Nutrition, Juice, Dairy & Plant
- Coca-Cola

Source for industry retail value is internal estimates, NARTD and NRTD Tea & Coffee, top 40 markets globally. All numbers are 2020
Overview

- Flagship market, includes finished goods juice and foodservice businesses
- 370+ million consumers
- $214 billion in industry retail value
- KO NARTD value share ~28%
- KO revenue* $11.5 billion
- KO operating income* $2.8 billion

Category Volume Mix

- Sparkling Flavors
- Hydration, Sports, Tea & Coffee
- Nutrition, Juice, Dairy & Plant
- Coca-Cola

* Comparable (non-GAAP)
Source for industry retail value is internal estimates, NARTD and NRTD Tea & Coffee, top 40 markets globally. All numbers are 2020.
ASIA PACIFIC

Overview

- 32 markets – developed, developing, emerging
- 4.0+ billion consumers
- $281 billion in industry retail value
- KO NARTD value share ~14%
- KO revenue* $4.7 billion
- KO operating income* $2.2 billion

Category Volume Mix

- Sparkling Flavors
- Hydration, Sports, Tea & Coffee
- Nutrition, Juice, Dairy & Plant
- Coca-Cola

Operating Unit Volume Mix & Key Bottlers

Greater China & Mongolia

Japan & South Korea

India & Southwest Asia

ASEAN & South Pacific

* Comparable (non-GAAP)
Source for industry retail value is internal estimates, NARTD and NRTD Tea & Coffee, top 40 markets globally. All numbers are 2020.
GLOBAL VENTURES

• We created a new operating segment to house the acquisition of Costa Ltd. (closed in January 2019), as well as other brands, acquisitions and investments we feel we can scale globally.

• **Global Ventures includes** Costa coffee, Monster beverages, innocent juices and smoothies, and dogadan tea.

• In terms of revenue, the majority of Global Ventures consists of Costa coffee followed by innocent. Together they are ~90% of total Global Ventures revenue.

<table>
<thead>
<tr>
<th>BUSINESS MODEL</th>
<th>ECONOMICS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>COSTA</strong></td>
<td>Coffee Retail, Food Service, and RTD</td>
</tr>
<tr>
<td><strong>MONSTER</strong></td>
<td>Distribution Coordination Agreements</td>
</tr>
<tr>
<td><strong>innocent</strong></td>
<td>Finished Goods Juices &amp; Smoothies</td>
</tr>
<tr>
<td><strong>dogadan</strong></td>
<td>NRTD Tea</td>
</tr>
</tbody>
</table>

MONSTER is a trademark and product of Monster Beverage Corporation in which TCCC has a minority investment.
Botting Investments Group comprised 18% of net revenues in 2020 vs. ~50% in 2015

Note: Net revenues percentages were calculated using comparable net revenues (non-GAAP) excluding amounts for Corporate and Eliminations.
APPENDIX

RECONCILIATIONS OF GAAP AND NON-GAAP FINANCIAL MEASURES
Operating Margin:

<table>
<thead>
<tr>
<th>Reported Operating Margin (GAAP)</th>
<th>Year Ended December 31, 2020</th>
<th>Year Ended December 31, 2019</th>
<th>Basis Point Growth</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>27.25%</td>
<td>27.07%</td>
<td>18</td>
</tr>
<tr>
<td>Items Impacting Comparability (Non-GAAP)</td>
<td>(2.36%)</td>
<td>(0.85%)</td>
<td></td>
</tr>
<tr>
<td>Comparable Operating Margin (Non-GAAP)</td>
<td>29.61%</td>
<td>27.92%</td>
<td>169</td>
</tr>
</tbody>
</table>

THE COCA-COLA COMPANY AND SUBSIDIARIES
Reconciliation of GAAP and Non-GAAP Financial Measures
(UNAUDITED)
## Free Cash Flow:

<table>
<thead>
<tr>
<th></th>
<th>Year Ended December 31, 2020</th>
<th>Year Ended December 31, 2019</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net Cash Provided by Operating Activities (GAAP)</td>
<td>$9,844</td>
<td>$10,471</td>
<td>(6)</td>
</tr>
<tr>
<td>Purchases of Property, Plant and Equipment (GAAP)</td>
<td>(1,177)</td>
<td>(2,054)</td>
<td>(43)</td>
</tr>
<tr>
<td>Free Cash Flow (Non-GAAP)</td>
<td>$8,667</td>
<td>$8,417</td>
<td>3</td>
</tr>
</tbody>
</table>

Note: Certain growth rates may not recalculate using the rounded dollar amounts provided.
**Free Cash Flow and Adjusted Free Cash Flow Conversion Ratio:**

<table>
<thead>
<tr>
<th></th>
<th>Year Ended December 31, 2018</th>
<th>Year Ended December 31, 2019</th>
<th>Year Ended December 31, 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net Cash Provided by Operating Activities</td>
<td>$7,627</td>
<td>$10,471</td>
<td>$9,844</td>
</tr>
<tr>
<td>Purchases of Property, Plant and Equipment</td>
<td>(1,548)</td>
<td>(2,054)</td>
<td>(1,177)</td>
</tr>
<tr>
<td>Free Cash Flow (Non-GAAP)</td>
<td>6,079</td>
<td>8,417</td>
<td>8,667</td>
</tr>
<tr>
<td>Plus: Cash Payments for Pension Plan Contributions</td>
<td>—</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Adjusted Free Cash Flow (Non-GAAP)</td>
<td>$6,079</td>
<td>$8,417</td>
<td>$8,667</td>
</tr>
</tbody>
</table>

**Net Income Attributable to Shareowners of The Coca-Cola Company**

<table>
<thead>
<tr>
<th></th>
<th>Year Ended December 31, 2018 $6,434</th>
<th>Year Ended December 31, 2019 $8,920</th>
<th>Year Ended December 31, 2020 $7,747</th>
</tr>
</thead>
<tbody>
<tr>
<td>Noncash Items Impacting Comparability:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Asset Impairments</td>
<td>925</td>
<td>773</td>
<td>493</td>
</tr>
<tr>
<td>Equity Investees</td>
<td>120</td>
<td>96</td>
<td>216</td>
</tr>
<tr>
<td>Transaction Gains/Losses</td>
<td>759</td>
<td>(463)</td>
<td>(933)</td>
</tr>
<tr>
<td>CCBA Unrecognized Depreciation and Amortization</td>
<td>(170)</td>
<td>(67)</td>
<td>—</td>
</tr>
<tr>
<td>Other Items</td>
<td>315</td>
<td>(148)</td>
<td>291</td>
</tr>
<tr>
<td>Certain Tax Matters</td>
<td>(92)</td>
<td>(331)</td>
<td>207</td>
</tr>
<tr>
<td>Adjusted Net Income Attributable to Shareowners of The Coca-Cola Company (Non-GAAP)</td>
<td>$8,291</td>
<td>$8,780</td>
<td>$8,021</td>
</tr>
</tbody>
</table>

**Cash Flow Conversion Ratio**

<table>
<thead>
<tr>
<th></th>
<th>Year Ended December 31, 2018 119%</th>
<th>Year Ended December 31, 2019 117%</th>
<th>Year Ended December 31, 2020 127%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adjusted Free Cash Flow Conversion Ratio (Non-GAAP)</td>
<td>73%</td>
<td>96%</td>
<td>108%</td>
</tr>
</tbody>
</table>

---

1. Cash flow conversion ratio is calculated by dividing net cash provided by operating activities by net income attributable to shareowners of The Coca-Cola Company.

2. Adjusted free cash flow conversion ratio is calculated by dividing free cash flow by adjusted net income attributable to shareowners of The Coca-Cola Company.
Projected 2021 Free Cash Flow (In Billions):

<table>
<thead>
<tr>
<th>Year Ending December 31, 2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net Cash Provided by Operating Activities (GAAP)</td>
</tr>
<tr>
<td>Purchases of Property, Plant and Equipment (GAAP)</td>
</tr>
<tr>
<td>Free Cash Flow (Non-GAAP)</td>
</tr>
</tbody>
</table>
### Net Operating Revenues by Segment:

<table>
<thead>
<tr>
<th>Segment</th>
<th>Europe, Middle East &amp; Africa</th>
<th>Latin America</th>
<th>North America</th>
<th>Asia Pacific</th>
<th>Global Ventures</th>
<th>Bottling Investments</th>
<th>Corporate</th>
<th>Eliminations</th>
<th>Consolidated</th>
</tr>
</thead>
<tbody>
<tr>
<td>Year Ended December 31, 2020</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Reported (GAAP)</td>
<td>$6,057 $</td>
<td>$3,499 $</td>
<td>$11,477 $</td>
<td>$4,722 $</td>
<td>$1,991 $</td>
<td>$6,265 $</td>
<td>$46 $</td>
<td>$(1,043)$</td>
<td>$33,014 $</td>
</tr>
<tr>
<td>Items Impacting Comparability:</td>
<td>(9)</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td></td>
<td></td>
<td>(9)</td>
<td>(15)</td>
<td></td>
</tr>
<tr>
<td>Comparable (Non-GAAP)</td>
<td>$6,048 $</td>
<td>$3,500 $</td>
<td>$11,478 $</td>
<td>$4,723 $</td>
<td>$1,991 $</td>
<td>$6,265 $</td>
<td>$37 $</td>
<td>$(1,043) $</td>
<td>$32,999 $</td>
</tr>
</tbody>
</table>

### Operating Income (Loss) by Segment:

<table>
<thead>
<tr>
<th>Segment</th>
<th>Europe, Middle East &amp; Africa</th>
<th>Latin America</th>
<th>North America</th>
<th>Asia Pacific</th>
<th>Global Ventures</th>
<th>Bottling Investments</th>
<th>Corporate</th>
<th>Eliminations</th>
<th>Consolidated</th>
</tr>
</thead>
<tbody>
<tr>
<td>Year Ended December 31, 2020</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Reported (GAAP)</td>
<td>$3,313 $</td>
<td>$2,116 $</td>
<td>$2,471 $</td>
<td>$2,133 $</td>
<td>(123)</td>
<td>$308 $</td>
<td>(1,221)</td>
<td>$8,997</td>
<td></td>
</tr>
<tr>
<td>Items Impacting Comparability:</td>
<td>-</td>
<td>10</td>
<td>215</td>
<td>-</td>
<td>-</td>
<td>13</td>
<td>-</td>
<td>238</td>
<td></td>
</tr>
<tr>
<td>Asset Impairments</td>
<td>78</td>
<td>19</td>
<td>115</td>
<td>31</td>
<td>4</td>
<td>21</td>
<td>145</td>
<td>413</td>
<td></td>
</tr>
<tr>
<td>Strategic Realignment</td>
<td>(5)</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>104</td>
<td>99</td>
<td></td>
</tr>
<tr>
<td>Productivity and Reinvestment</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>51</td>
<td>51</td>
<td></td>
</tr>
<tr>
<td>Transaction Gains/Losses</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>51</td>
<td>51</td>
<td></td>
</tr>
<tr>
<td>Other Items</td>
<td>(9)</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>6</td>
<td>(17)</td>
<td>(11)</td>
<td>(28)</td>
<td></td>
</tr>
<tr>
<td>Comparable (Non-GAAP)</td>
<td>$3,377 $</td>
<td>$2,146 $</td>
<td>$2,802 $</td>
<td>$2,165 $</td>
<td>(113)</td>
<td>$325 $</td>
<td>(932)</td>
<td>$9,770</td>
<td></td>
</tr>
</tbody>
</table>