

## **THE COCA-COLA COMPANY**

The Coca-Cola Company operates in more than 200 countries and markets more than 500 brands and 3,500 beverage products. These products include sparkling and still beverages, such as waters, juices and juice drinks, teas, coffees, sports drinks and energy drinks. We have four of the world's top five nonalcoholic sparkling beverage brands: Coca-Cola, Diet Coke, Fanta and Sprite.

## **THE COCA-COLA SYSTEM**

We are a global business that operates on a local scale in every community where we do business. We are able to create global reach with local resources because of the strength of the Coca-Cola system, which comprises our Company and our bottling partners—nearly 300 worldwide.

Our Company sources ingredients; manufactures and sells concentrates, beverage bases and syrups to our bottling operations; owns the brands; and is responsible for consumer brand marketing initiatives. Our bottling partners and some Company operations manufacture, package, merchandise and distribute the finished branded beverages to our customers and vending partners, who then sell our products to consumers.

Our bottling partners work closely with customers—grocery stores, restaurants, street vendors, convenience stores, movie theaters and amusement parks, among many others—to execute localized strategies developed in partnership with our Company. Through effective collaboration, we are able to sell our products to consumers at a rate of 1.7 billion servings a day.

The Coca-Cola system is not a single entity from a legal or managerial perspective, and the Company does not own or control most of our bottling partners. In October 2010, we acquired the North American operations of Coca-Cola Enterprises Inc. (CCE) and sold our Company's Norway and Sweden bottling operations to a new entity, Coca-Cola Enterprises, Inc. (New CCE). The Company does not have any ownership interest in New CCE. We believe this acquisition will result in an evolved franchise system that will enable us to better serve the unique needs of the North American market. The creation of a unified operating system will strategically position us to readily market and distribute our products in North America.

## COMPANY EQUITY STAKE IN LARGE BOTTLING PARTNERS

### Coca-Cola FEMSA, S.A.B. de C.V.

(Coca-Cola FEMSA)

Coca-Cola FEMSA is the largest independent Coca-Cola bottler in the world. Coca-Cola FEMSA operates in Mexico and also in eight countries in Central America and South America.

Percent of Company's 2010 Worldwide Unit Case Volume

10%

Our Ownership Interest as of December 31, 2010

32%

### Coca-Cola Hellenic Bottling Company S.A.

(Coca-Cola Hellenic)

Coca-Cola Hellenic is the second-largest independent bottler of Coca-Cola beverages, operating in 27 countries in Europe and in Nigeria—serving a population of approximately 560 million people.

Percent of Company's 2010 Worldwide Unit Case Volume

8%

Our Ownership Interest as of December 31, 2010

23%

### Coca-Cola Amatil Limited

(Coca-Cola Amatil)

Coca-Cola Amatil is one of the largest independent Coca-Cola bottlers in the Pacific region, with operations in Australia, Fiji, Indonesia, New Zealand and Papua New Guinea.

Percent of Company's 2010 Worldwide Unit Case Volume

2%

Our Ownership Interest as of December 31, 2010

30%

## COCA-COLA ENTERPRISES INC. TRANSACTIONS

On October 2, 2010, we acquired the North American operations of CCE and sold our Company's Norway and Sweden bottling operations to New CCE. The Company does not have any ownership interest in New CCE. Upon completion of the CCE transaction, we combined the management of the acquired North American business with the management of our existing foodservice business, Minute Maid and Odwalla juice businesses, North America supply chain operations and Company-owned bottling operations in Philadelphia, Pennsylvania, into a unified bottling and customer service organization called Coca-Cola Refreshments (CCR). In addition, we reshaped our remaining Coca-Cola North America operations into an organization that primarily provides franchise leadership and consumer marketing and innovation for the North American market. As a result of the transaction and related reorganization, our North American businesses operate as aligned and agile organizations with distinct capabilities, responsibilities and strengths. CCR represented 18 percent of the Company's 2010 worldwide unit case volume. New CCE (existing European operations plus acquired Norway and Sweden bottling operations) represented 5 percent of the Company's 2010 worldwide unit case volume.

## THE COCA-COLA COMPANY



**Global Workforce** **139,600<sup>1</sup>**

• North America Coca-Cola Refreshments	3,800 66,900
• Latin America Bottling Investments	2,100 10,300
• Europe Bottling Investments	2,500 11,200
• Eurasia & Africa Bottling Investments	2,400 7,400
• Pacific Bottling Investments	2,500 30,500

<sup>1</sup> Corporate associates are included in the geographic area in which they work. Bottling Investments is an operating group with associates located in four of our geographic operating groups. Numbers are approximate and as of December 31, 2010.