



THE COCA-COLA COMPANY



**2016
SUSTAINABILITY
REPORT**



THE COCA-COLA COMPANY

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A YEAR OF REFLECTION

As we look back on 2016, we decided an image that illustrates global reflection would be appropriate for our Sustainability Report cover. For us, it largely was a year of reflection, listening and setting into action Our Way Forward—becoming a growth-oriented, consumer-centered, total beverage company. Whether people want less sugar, more nutrition, or fun, unexpected flavors, the beverage wheel illustrates the many ways we give people the drinks they want for all tastes, lifestyles, and diets. We also continued to pursue previously set sustainability goals, with progress shared in this report. We reflect on successes and gaps. As we look toward sustainability goals beyond 2020, we remain committed to and excited about making positive and lasting social and environmental impacts across the world.

LETTER FROM THE PRESIDENT AND CEO

IN 2016, THE COCA-COLA COMPANY BEGAN CHARTING A NEW COURSE FOR OUR FUTURE. FROM THE DRINKS PEOPLE LOVE TO HOW WE MAKE THEM AND EVERYTHING IN BETWEEN, WE'RE RETHINKING OUR PRODUCTS, OUR PURPOSE, AND OUR IMPACT ON THE WORLD.

WE'VE REFLECTED ON THE ROLE OUR DRINKS HAVE IN PEOPLE'S DAILY LIVES. PEOPLE AROUND THE WORLD HAVE AN INCREASED INTEREST IN MANAGING THE FOOD AND BEVERAGES THEY CONSUME. CONCERNS ABOUT OBESITY AND HEALTH MEAN PEOPLE NOW WANT MORE NATURAL INGREDIENTS, DRINKS WITH MORE NUTRITION AND BENEFITS, AND OFTEN LESS SUGAR.

WE'RE LISTENING TO CONSUMERS, AND WE AGREE WITH THE WORLD HEALTH ORGANIZATION THAT TOO MUCH SUGAR ISN'T GOOD FOR ANYONE. WE'VE RESPONDED WITH OUR WAY FORWARD, THE COMPANY'S LONG-TERM PLAN TO RESHAPE OUR BUSINESS BY EMBRACING PEOPLE'S EVOLVING PREFERENCES AND GIVING THEM MORE OF THE DRINKS THEY WANT.

James



James Quincey
President and Chief Executive Officer
The Coca-Cola Company

Read the full letter:

<http://www.coca-colacompany.com/stories/2016-letter-from-the-president-and-ceo-james-quincey>

LETTER FROM THE PUBLIC ISSUES AND DIVERSITY REVIEW COMMITTEE

Our commitment to Diversity and Inclusion is a key part of our growth strategy. Becoming a Consumer-centric, total Beverage company requires a shift. People with diverse perspectives, agility, and entrepreneurial mindsets are vital. Growth demands we unlock the power of our people. This includes our 11 Diversity Advisory Councils and Business Resource Groups. In 2016 our Global Women's Leadership Council, which advises senior leaders on how to accelerate the movement of talented women into roles of increasing responsibility, sponsored a significant event. In a panel discussion, fellow female directors, Helene D. Gayle, Maria E. Lagomasino and I shared stories from our professional journeys

Alexis



Alexis M. Herman
Chair, Public Issues and
Diversity Review Committee
The Coca-Cola Company

Read the full letter:

<http://www.coca-colacompany.com/stories/2016-letter-from-the-board-pidrc-chair>

LETTER FROM THE CHIEF SUSTAINABILITY OFFICER

As we continue to learn on our sustainability journey, we analyze our strengths and weaknesses. We look forward to continue working with partners to address pressing challenges. It's going to take collaboration with our employees, partners, suppliers, consumers and other stakeholders to find innovative solutions to complex challenges — whether relating to water stewardship, energy efficiency or waste prevention.

In addition to our valuable partnerships, we have learned that achieving maximum positive social and environmental impact from our sustainability efforts requires identifying and implementing integrated programs. By linking related issues, we are able to take a holistic approach with our projects. As this year's report makes clear, we've achieved significant progress but remain constructively discontent. There's much more to do, and we are ready to continue the work — together with you. Bea



Bea Perez
Senior Vice President and
Chief Public Affairs, Communications
and Sustainability Officer
The Coca-Cola Company

Read the full letter:

<http://www.coca-colacompany.com/stories/2016-letter-from-the-chief-sustainability-officer-bea-perez>

2016 SUSTAINABILITY HIGHLIGHTS

AGRICULTURE



100%

of our coffee and tea and over 50% of our lemons and beet sugar from more sustainable sources than in previous years.

HUMAN AND WORKPLACE RIGHTS



89%

of bottling partners and 90% of direct suppliers achieved compliance with our Supplier Guiding Principles.

PACKAGING AND RECYCLING



60%

of bottles and cans equivalent to what we introduced into the marketplace were refilled or recovered and recycled with our support.

CLIMATE PROTECTION



14%

estimated reduction of the CO₂ embedded in the “drink in your hand”.*

GIVING BACK



\$106M+

donated across more than 200 countries and territories.

WATER STEWARDSHIP



221B

liters of water replenished through community and watershed projects across the globe.**

WOMEN'S ECONOMIC EMPOWERMENT



1.7M

women enabled through our 5by20 initiative.

*The 14% calculation of progress toward our “drink in your hand” goal has been internally vetted using accepted and relevant scientific and technical methodologies, but those methodologies are evolving. We are working to simplify our data collection and measuring systems, and plan to have our data externally verified by an independent third party in future years. At that time, we will also revisit our estimate to ensure its accuracy and make any updates or necessary corrections, if any, to our public reporting.

**As estimated working with our third party partners.

OUR WAY FORWARD

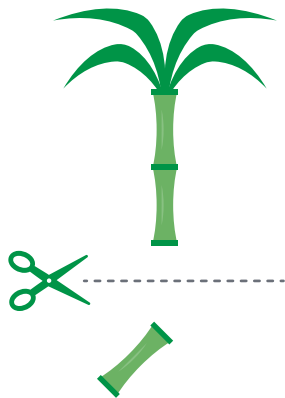
How we're keeping people at the heart of our business.

At The Coca-Cola Company, we're evolving to give people around the world more of the drinks they want and how they want them. We're providing smaller, more convenient packages; innovating and introducing new lower and no-sugar drinks; and reducing sugar in existing drinks around the world. This is our new way forward.

INSIDE THE BOTTLE

REDUCING SUGAR

We support the current recommendation by the World Health Organization that people should limit their intake of added sugar to no more than 10% of their total energy/calorie consumption. We've begun a journey toward this goal.



EVOLVING BEVERAGES

We're looking for ways to make many of our beverages better and we're also adding new, sophisticated flavors to help us keep up with consumers' rapidly evolving taste preferences.



DIFFERENT DRINKS

We may be The Coca-Cola Company, but we realize everyone doesn't drink soda. So we're making many other drinks like organic tea, coconut water, grab-and-go coffee, juices, and purified water available to more people in more places.



OUTSIDE THE BOTTLE

SMALLER, MORE CONVENIENT PACKAGES

Making smaller packages more available in 140 countries. About 40% of the Company's sparkling brands are available in packages of 250 mL (8.5 oz.) or less.



SUPPORTING INFORMED CHOICES

Putting clear, easy-to-find nutrition information on packaging to support informed choices.

NO ADVERTISING TARGETED TO CHILDREN

We're diligently following our longstanding policy not to target advertising to children under age 12—a policy that applies to all products and brands we sell, everywhere in the world.





AGRICULTURE


We set a goal to more sustainably source our priority ingredients by 2020.


Agriculture accounts for approximately half of what we spend on inputs to our products and packaging, as most of our products are based on agricultural ingredients. A healthy agricultural supply chain is essential to the well-being of communities, economies and the environment. ‘Sustainable sourcing’ to us is when our farm suppliers meet certain standards relating to human and workplace rights, environmental protection, and responsible farming management. Our priority ingredients make up 95% of our ingredient supply.

4 BEVERAGE INGREDIENT CATEGORIES

-  Fruits

-  Sweeteners

-  Coffee

-  Tea

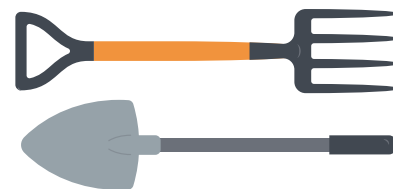


SOURCING MAP

Launched a [sourcing map](#) in 2016 that reflects over 90% of our supply volume for 12 ingredients and stories on how we create better agricultural practices at the farm level around the globe.

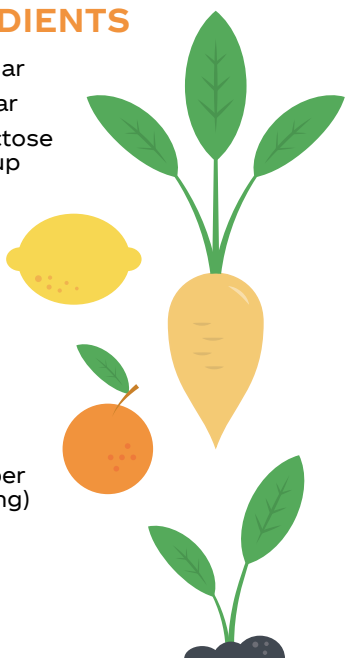
5M+ FARMERS

contributed to our agricultural supply in 2016, with support for [smallholder sourcing](#) to engagement with [industry and suppliers](#).



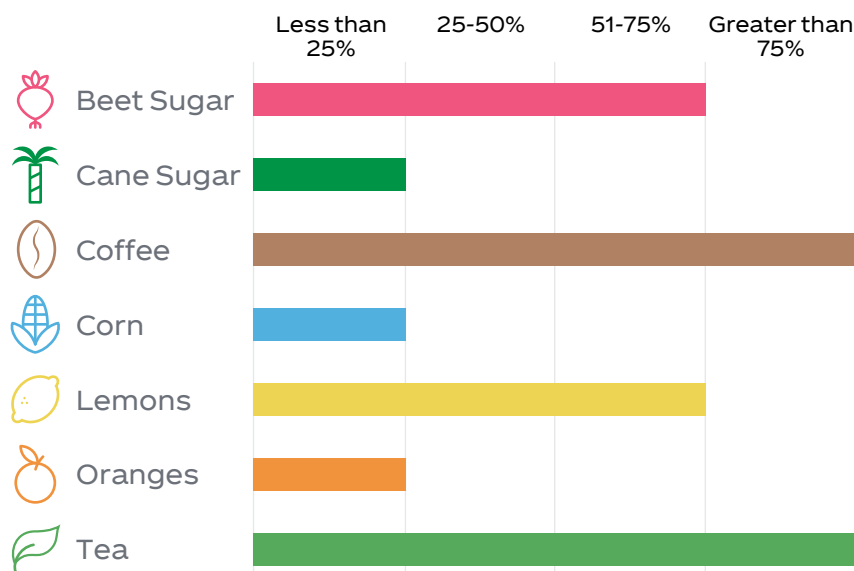
14 PRIORITY INGREDIENTS

- Cane Sugar
- Beet sugar
- High Fructose Corn Syrup
- Stevia
- Tea
- Coffee
- Oranges
- Lemons
- Grapes
- Apples
- Mangos
- Paper Fiber (packaging)
- Palm Oil
- Soy



“SUSTAINABLY SOURCED”

Ingredients more sustainably sourced by % in 2016 as measured against our Company’s published [“Sustainable Agriculture Guiding Principles”](#).



CLIMATE PROTECTION

Our goal is to reduce the carbon footprint of the Coca-Cola "drink in your hand" by 25% by 2020.

We are working to responsibly manage our manufacturing emissions and improve our energy efficiency per liter of product produced. We are also driving collaboration throughout our supply chain in an effort to reduce emissions associated with getting our products in the hands of consumers - from growing our ingredients, producing our packaging, and distributing and refrigerating our products.

OUR CARBON FOOTPRINT GOAL

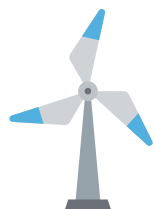
In 2013, we set a 2020 goal to reduce the carbon footprint of the Coca-Cola "drink in your hand" by

25%



In 2016, it is estimated we reduced the CO₂ embedded in the Coca-Cola "drink in your hand" by

14%*



81 operational renewable energy projects in 25 countries at the end of 2016.

2% energy efficiency improvement within our manufacturing operations in 2016.

*The 14 percent calculation of progress toward our "drink in your hand" goal has been internally vetted using accepted and relevant scientific and technical methodologies, but those methodologies are evolving. We are working to simplify our data collection and measuring systems, and plan to have our data externally verified by an independent third party in future years. At that time, we will also revisit our 2015 estimate to ensure its accuracy and make any updates or necessary corrections, if any, to our public reporting.

RESPONSIBLE REFRIGERATION

\$100M+

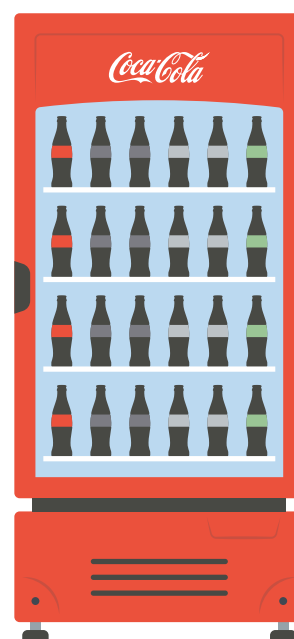
invested over the past decade to make our coolers more environmentally efficient.

2.5M

HFC-free coolers, fountains and vending machines introduced since 2009.

623K+

HFC-free coolers, fountains and vending machines introduced into the marketplace in 2016.



12B+ PlantBottle® packages distributed, which are made of up to 30% plant-based materials and have a lighter footprint on the planet than virgin PET plastic.

ESTIMATED SHARE OF CARBON ACROSS OUR VALUE CHAIN

Progress toward the "drink in your hand" goal involves reducing emissions across our manufacturing and emissions associated with growing our ingredients, producing our packaging, and distributing and refrigerating our products.



Ingredients
20 - 25%



Packaging
25 - 30%



Manufacturing
10 - 15%



Distribution
5 - 10%



Refrigeration
30 - 35%

GIVING BACK

1% of the Company’s operating income is invested back into the community through The Coca-Cola Foundation and The Coca-Cola Company.

The Coca-Cola Company has always had a strong legacy of giving back. [The Coca-Cola Foundation](#) was launched in 1984 as the global philanthropic arm of the Company. It awards grants that support local community initiatives around the world, which are aligned with the Company’s core priorities.



1.2%

of the company’s operating income was **invested back** into local communities in 2016.



\$900M+

awarded by The Coca-Cola Foundation since 1984.

\$106M+ DONATED IN 2016*

*Includes donations from The Coca-Cola Foundation & The Coca-Cola Company

97%

of The Coca-Cola Foundation grants focused on water, women and community well-being.



WATER & ENVIRONMENT

The Foundation supported water and environment programs such as The Coca-Cola Africa Foundation’s [Replenish Africa Initiative \(RAIN\)](#), which has given safe drinking water to more than 2.5 million Africans.



WOMEN

The Foundation enabled women’s economic empowerment, including in Myanmar with “[Swan Yi](#),” helping women learn about land rights, domestic violence laws, and basic financial literacy.



COMMUNITY WELL-BEING

The Foundation supported communities through education, youth development, HIV/AIDS and humanitarian/disaster relief initiatives like [Project Last Mile](#), which helped increase medicine availability.

HELPING 200+ COUNTRIES & TERRITORIES



Donations benefited **230+** organizations.

COCA-COLA CHARITABLE CONTRIBUTIONS*

Category	2014	2015	2016
Water	21%	21%	23%
Women	4%	4%	6%
Community Well-Being	67%	65%	58%
Humanitarian/Disaster Relief	2%	3%	3%
In-Kind	6%	7%	10%
Total	100%	100%	100%

*Includes donations from The Coca-Cola Foundation & The Coca-Cola Company

HUMAN & WORKPLACE RIGHTS

Respect for human rights is a core component of our business and fundamental to our ability to operate a successful global enterprise.

Our [Human Rights Policy](#) and [Supplier Guiding Principles](#) are the foundation for managing our business around the world. At The Coca-Cola Company, respect for human rights is ingrained in our culture and guides our interactions with employees, bottling partners, suppliers, customers, consumers and the communities we serve.



LEADING

100%

earned for 11th consecutive year on the Human Rights Campaign's annual [Corporate Equality Index](#).

90%

of our direct, authorized suppliers achieved compliance with our supplier guiding principles.

\$1B

in spending committed with diverse suppliers by 2020. Spent **\$631 million** in 2016.

CARING

40

human rights training programs facilitated for our bottlers, suppliers and auditors in 2016.

11

[Diversity Advisory Councils](#) and [Business Resource Groups](#) help ensure our success in embracing the similarities and differences of people, cultures and perspectives.

5

additional [third-party studies](#) developed on key human rights risks in our sugar-sourcing countries.

COLLABORATING

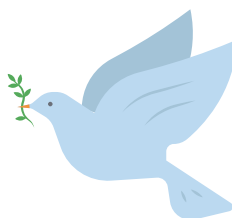
MEGA-SPORTING EVENTS PLATFORM

Worked with the Institute for Human Rights and Business (IHRB), NGOs, sports bodies, businesses, government representatives, and others in 2016 toward development of a Mega-Sporting Events Platform for Human Rights ([MSE Platform](#)).

HUMAN RIGHTS CONFERENCE

Hosted 9th [Human Rights Conference](#). Attendees included 150+ human rights experts, advocates and business leaders, in 2016.

TRUST
DIGNITY
COMMUNICATION



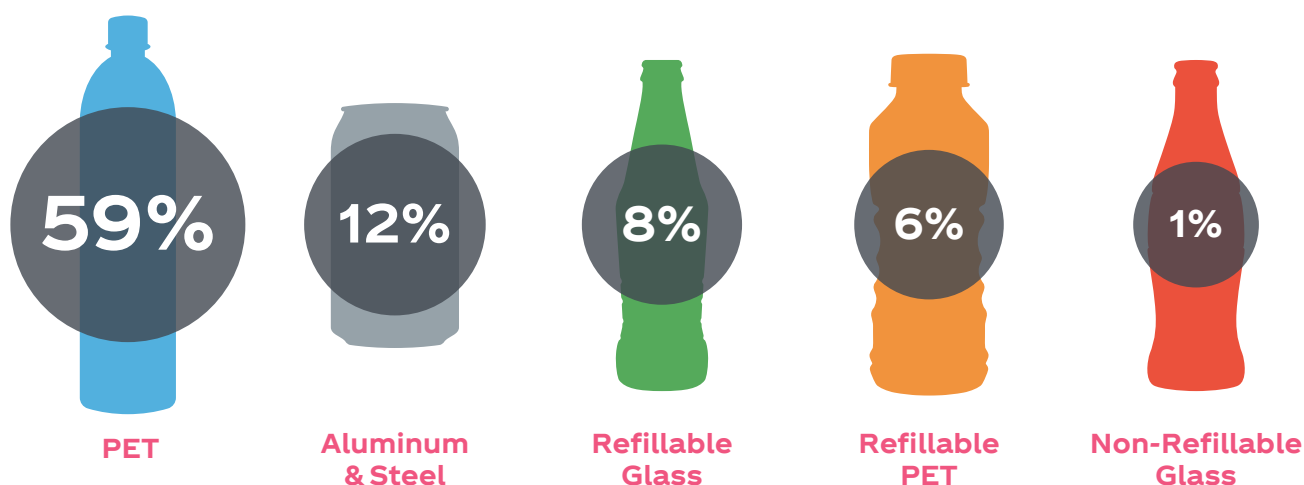
FAIRNESS
RIGHTS
RESPECT
COMMUNITY

PACKAGING & RECYCLING

We are working to do our part to prevent waste over the life cycle of our packaging.

At Coca-Cola, waste prevention extends beyond reducing packaging material to optimizing packaging efficiency; increasing renewable material use; recovering packages for reuse; and increasing recycled material use. Our long-term vision is to contribute meaningfully to the “circular economy,” in which materials are used and reused to provide ongoing value.

2016 PACKAGING MIX



The great majority of our predominant packages (bottles, cans – PET, aluminum/steel and glass) are 100% recyclable.



STATE-OF-THE-ART RECYCLING FACILITIES

\$125M+ Invested \$125M+ in the development and installation of 2 plants in Mexico, **IMER** and **PetStar**. Our PetStar plant is the largest food-grade PET bottle-to-bottle recycling plant in the world.

60% Refilled or supported the recovery and recycling of bottles and cans equivalent to nearly 60% of those that we introduced into the marketplace.



45B Distributed 45B **PlantBottle®** packages, which are fully recyclable and made of up to 30% plant-based materials, in 44 markets across 35 brands since launching the program in 2009.

Participated in collective action toward packaging solutions through collaborations with **Ellen MacArthur Foundation**, **Closed Loop Fund**, **Fost Plus**, and others.

WATER STEWARDSHIP

For every drop of water we use, we aim to give one back.

Water quality and availability are key to our business. As we work to establish a more water-sustainable business on a global scale, we have focused water stewardship efforts on the areas where we can have the greatest impact, including improving water-use efficiency and reuse, managing waste water, mitigating water risk and replenishing the water we use in our finished beverages.



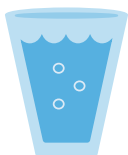
221B LITERS

Projects implemented by end of 2016 provide a replenish benefit of 221 billion liters per year through community and watershed projects across the globe.



PARTNERSHIPS

We partner with many organizations such as World Wildlife Fund (WWF), USAID, United Nations Development Programme and Global Water Challenge on programs to advance water stewardship.



3M PEOPLE

Projects helping communities gain sustained access to safe drinking water alone are estimated to have benefited nearly 3 million people as of end of 2016.

The types of projects that contributed to our replenish liters per year volume total are in 1 of 3 areas:

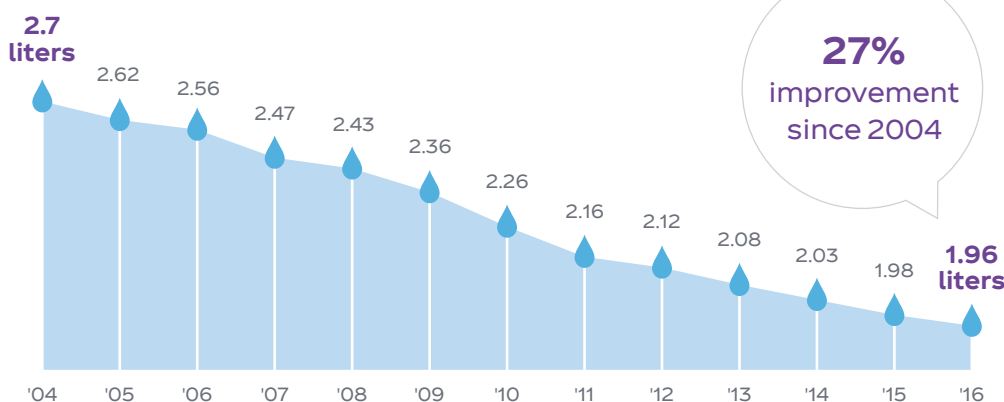
12B L/Year (6%)
Improve safe access to water and sanitation (includes installing wells, water storage facilities, purification and septic systems).

175B L/Year (79%)
Protect watersheds (includes conserving or restoring water quantity or quality).

34B L/Year (15%)
Provide water for productive use (includes efficiency projects such as rainwater harvesting or water reuse for irrigation).

USING WATER MORE EFFICIENTLY

In 2004, we were using 2.7 liters of water to make 1 liter of product. At the end of 2016, we were using 1.96 liters of water to make 1 liter of product. And we're working to potentially reduce it to 1.7 liters of water by 2020.



WOMEN'S ECONOMIC EMPOWERMENT

5by20™ aims to enable the economic empowerment of 5 million women entrepreneurs across the Company's global value chain by 2020.

5by20™ and The Coca-Cola Company are proud to continue working toward giving millions of women opportunities to build their businesses, support their families and build their communities, while inspiring more to do the same. From fruit farmers to artisans, we aim to help the women who contribute to our business system overcome the barriers they face to business success.



500,000+
WOMEN ENABLED IN 2016

1.7M+
WOMEN ENABLED SINCE 2010

WOMEN ENABLED AROUND THE WORLD

64 COUNTRIES



4 NEW COUNTRIES
ADDED IN 2016

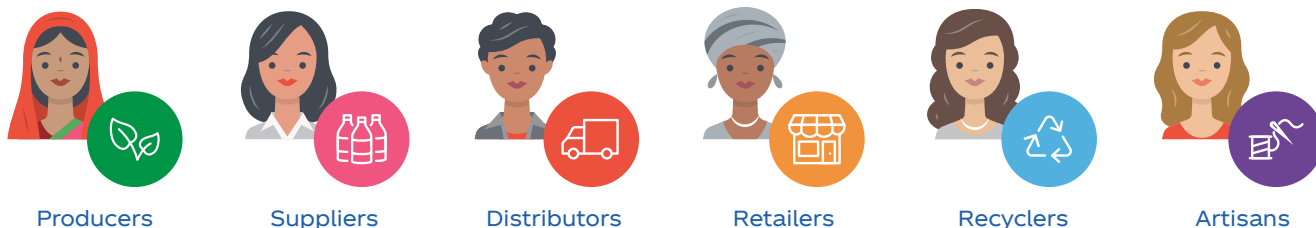
- Australia
- Guatemala
- Italy
- Poland

GLOBAL REACH

Asia Pacific	36%
Europe / Middle East / Africa	48%
Latin America	13%
North America	3%

OUR VALUE CHAIN

We strive to reach women from every point of our value chain.



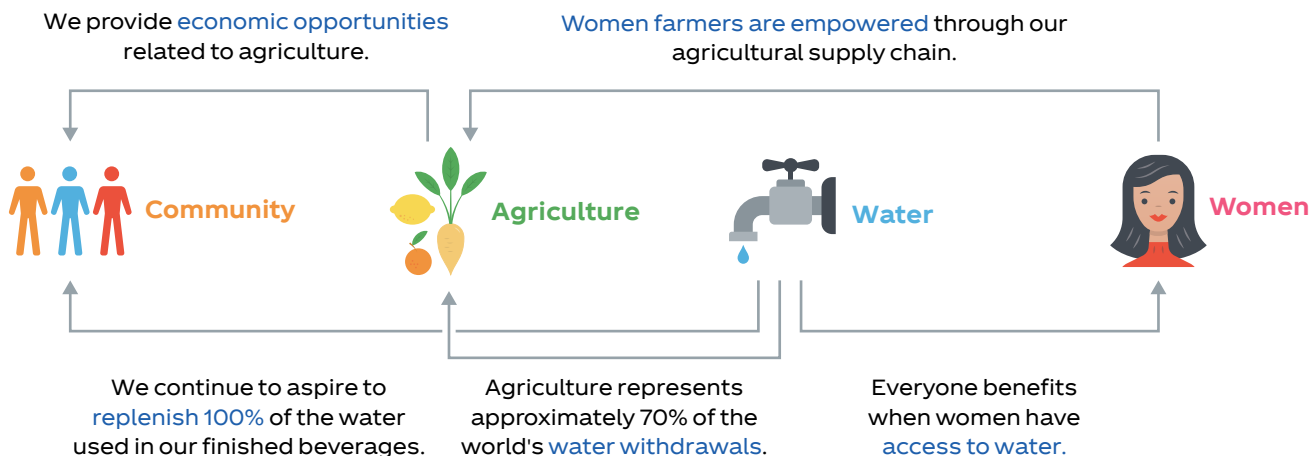
OUR KEY PARTNERS



POINTS OF INTERSECTION

In addressing sustainability issues, we consider intersections, always examining how improvement in one area could positively impact another.

In a rapidly growing world faced with environmental and social challenges, a siloed approach to sustainability is no longer an option. Achieving maximum impact from Coca-Cola sustainability efforts requires identifying and implementing integrated programs. Sustainability connection points are where we can realize the greatest gains.



CANIMALS

Artisans create **decorations**, transforming and recycling Coca-Cola beverage packaging into “animals,” such as giraffes, elephants,



Points of Intersection:

- Community
- Women
- Recycling



EKO CENTER

EKO CENTER is a cross between a community center and a general store and run mostly by local women entrepreneurs to help improve social and economic well-being.

Points of Intersection:

- Community
- Water
- Climate
- Women

CLIMATE GOAL

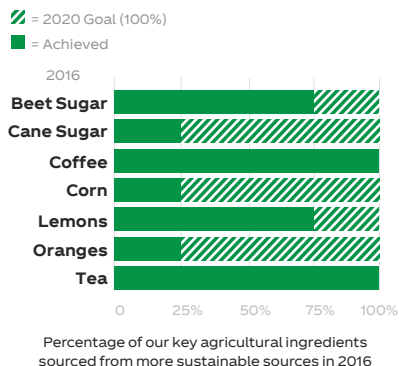
To **reduce the carbon footprint** of the “drink in your hand” by 25% by 2020, we are working to reduce emissions across 5 key areas.

Points of Intersection:

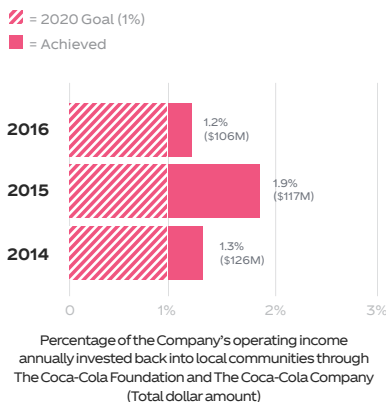
- Ingredients
- Packaging
- Manufacturing
- Distribution
- Refrigeration

2020 SUSTAINABILITY GOALS: TRACKING OUR PROGRESS

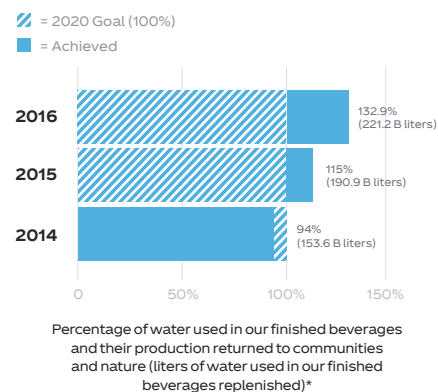
AGRICULTURE



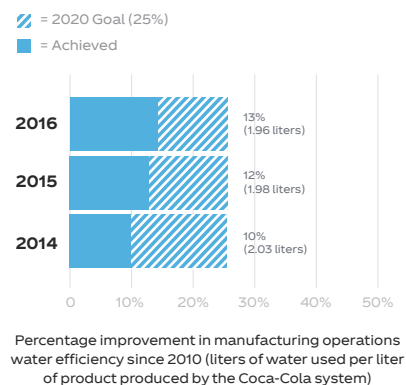
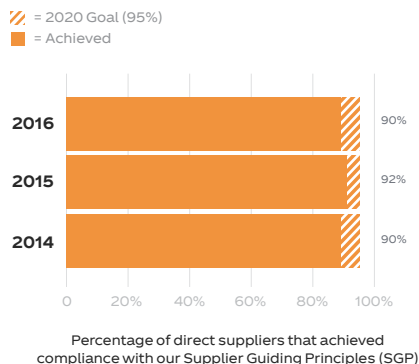
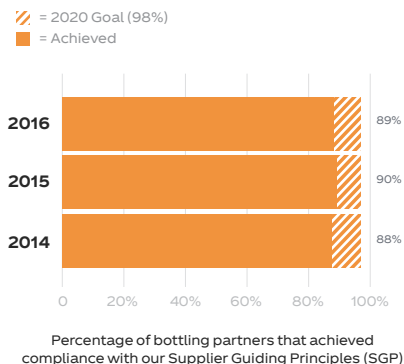
GIVING BACK



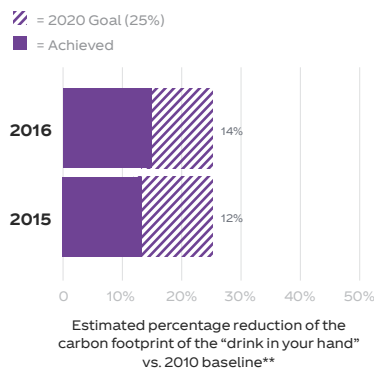
WATER STEWARDSHIP



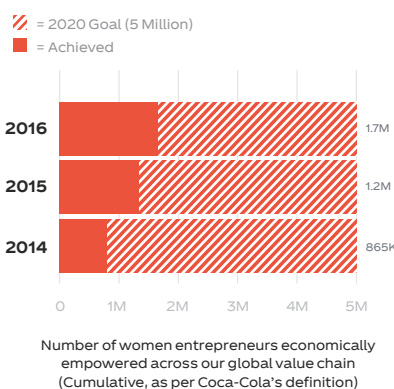
HUMAN & WORKPLACE RIGHTS



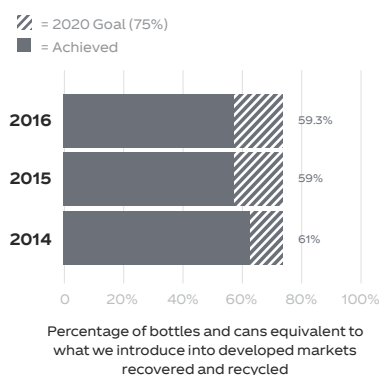
CLIMATE PROTECTION



WOMEN'S ECONOMIC EMPOWERMENT



PACKAGING & RECYCLING



* As estimated working with our many external partners and using generally accepted, independently peer reviewed scientific and technical methods. Finished beverages based on global sales volume.

** The percentage calculation of progress toward our "drink in your hand" goal has been internally vetted using accepted and relevant scientific and technical methodologies, but those methodologies are evolving. We are working to simplify our data collection and measuring systems, and plan to have our data externally verified by an independent third party in future years. At that time, we will also revisit our 2015 estimate to ensure its accuracy and make any updates or necessary corrections, if any, to our public reporting.

2020 SUSTAINABILITY GOALS: PROGRESS UPDATE

TOPIC	2020 GOAL	PROGRESS		
		2014	2015	2016
Agriculture	More sustainably source our key agricultural ingredients.	Developed the seven-step Supplier Engagement Program and convened 14 workshops.	Finalized Supplier Engagement Program guidance document; procured 100 percent of our coffee and tea from more sustainable sources; on track to more sustainably source our key agricultural ingredients by 2020.	Continued to procure 100 percent of our coffee and tea from more sustainable sources; procured 51-75 percent of our lemons and beet sugar from more sustainable sources; procured 0-25 percent of cane sugar, corn and oranges from more sustainable sources.
Climate Protection	Reduce the carbon footprint of “the drink in your hand” by 25% (vs. 2010 baseline).*	Business Units set draft reduction targets through 2020.	Estimated to have reduced the CO2 embedded in the “drink in your hand” by 12% in 2015.	Estimated to have reduced the CO2 embedded in the “drink in your hand” by 14% in 2016.
Giving Back	Give back at least 1% of the Company’s operating income (OI) annually. (%OI; Total \$)	1.3% (\$126M)	1.9% (\$117M)	1.2% (\$106M)
Human & Workplace Rights	Achieve at least 98% compliance with our Supplier Guiding Principles (SGP) among independent franchise bottling partners and 95% compliance among our suppliers.	Bottling partners: 88% Direct suppliers: 90%	Bottling partners: 90% Direct suppliers: 92%	Bottling partners: 89% Direct suppliers: 90%
Packaging & Recycling	Work with our partners to recover and recycle bottles and cans equivalent to 75% of those that we introduce into developed markets.	61%	59%	59.3%
Water Stewardship	Safely return to communities and nature an amount of water equivalent to what we use in our finished beverages and their production. (percentage of water used in our finished beverages (based on year’s sales volume) returned to communities and nature; liters of water used in our finished beverages replenished).**	94% (153.6B)**	115% (190.9B)**	132.9% (221.2B)**
	Improve water efficiency in manufacturing operations by 25%. (% Improvement since 2010; liters of water used per liter of product produced by the Coca-Cola system).	10% (2.03)	12% (1.98)	13% (1.96)
Women’s Economic Empowerment	Enable the economic empowerment of 5 million women across our global value chain (Cumulative as per Coca-Cola’s definition)	865,000	1,200,000	1,700,000

*The percentage calculation of progress toward our “drink in your hand” goal has been internally vetted using accepted and relevant scientific and technical methodologies, but those methodologies are evolving. We are working to simplify our data collection and measuring systems, and plan to have our data externally verified by an independent third party in future years. At that time, we will also revisit our 2015 estimate to ensure its accuracy and make any updates or necessary corrections, if any, to our public reporting.

**As estimated working with our many external partners and using generally accepted, independently peer reviewed scientific and technical methods.

OUR APPROACH TO REPORTING

Coca-Cola is committed to reporting comprehensively and transparently. Our complete Sustainability Report is online at Coca-Cola Journey. We invite you to explore these disclosures and core reporting elements via links on this page.



About This Report

The systems, scope and activities associated with our reporting.



Disclosure & Content Index

Our reporting against leading sustainability frameworks - GRI, UNGC, UNGP, and SDGs.



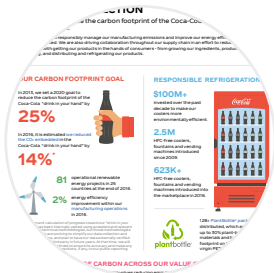
2020 Sustainability Goals

The sustainability goals that we aim to achieve by 2020.



Priority Issue Analysis

Prioritizing our issues enables us to report on those that matter most to our business and stakeholders.



Our Refreshed Reporting

How to use this report and navigate our sustainability reporting structure.



Ethics & Compliance

Our commitment to building an ethical business culture throughout the Coca-Cola system.



Stakeholder Engagement

Engaging our stakeholders informs our decisions and enhances our progress on our 2020 sustainability goals.



Corporate Governance

Guiding our performance and our commitment to good and effective corporate governance.



Our Value Chain

Working with reliable partners on sustainability programs across our value chain.



Assuring the Accuracy of Our Disclosures

Assurance provides external validation of our goals and enhances the accuracy of our disclosures.



Regional and Bottling Partner Sustainability Reports

Sharing the work of our bottling partners and business units across the system.



2016 Progress Tracker

Our progress against the sustainability goals that we aim to achieve by 2020



BEVERAGES **S**

OUR WAY FORWARD

WATER **S**TEWARDSHIP

CLIMATE PRO**T**ECTION

HUMAN & WORKPL**A**CE RIGHTS

COMMI**T**MENTS

WOMEN'S ECON**O**MIC EMPOWERMENT

THE COCA-COL**A** FOUNDATION

5**B**Y20

SUSTAINABLE AGRIC**I**CULTURE

THE COCA-COL**L**A COMPANY

GIV**I**NG BACK

REPORT**I**NG

PACKAGING & REC**Y**CLING

2016 SUSTAINABILITY REPORT