

A Letter from Our President and CEO



Muhtar Kent,
President and Chief Executive Officer

DEAR FELLOW STAKEHOLDER:

I am writing this letter at an important time for our Company, our bottling partners, our industry and the world. Over the past four years, The Coca-Cola Company and the Coca-Cola system have made significant progress in developing and executing a clear strategy, energizing our people, transforming our business, and bringing refreshment and moments of happiness to consumers 1.5 billion times each day.

Looking ahead, we see a bright future with millions of potential new consumers entering the middle class, thirsty for the world's favorite beverages. We see the possibility for a variety of innovative new beverages that cater to our consumers' evolving lifestyles and life-stage needs. At the same time, we are keenly aware that serious challenges—from climate change and water scarcity to poverty and infectious disease—threaten the strength of our business and the communities we serve.

THE EXPANDING ROLE BUSINESS MUST PLAY

We have seen through our own experiences—time and again—that our business in any market is only as strong and sustainable as the communities in which we operate. Borrowing from my days of studying statistics in university, there is a clear “one-to-one regression” in terms of strong, sustainable businesses and strong, sustainable communities.

For our Company and our bottling partners, sustainability reflects an understanding of the role our business must play in society if we are to be successful in the 21st century.

This understanding is expressed in our renewed focus on productivity and efficiency, the goals we have set as a system, and the ways in which we are engaging with stakeholders and communities on issues such as water stewardship; energy and climate protection; sustainable packaging; active, healthy living; workplace rights; and community development. We continue to take actions across our Company and the Coca-Cola system to minimize waste, maximize profit, and advance our operations, while working to be better global citizens.

STRONGER PARTNERSHIPS

The partnerships we have established with organizations such as the U.S. Agency for International Development (USAID), World Wildlife Fund (WWF) and the United Nations Development Programme (UNDP) enable us to support sustainable communities while sharing best practices that allow us to improve the way we run our business.

By working together with USAID on community water initiatives, for example, we are now helping more than 250,000 people in more than 20 countries gain access to safe drinking water. Under our partnership with WWF, we are working to measurably conserve seven of the most critical freshwater river basins, spanning some 20 countries. And in 2006, we joined the United Nations Global Compact and became a signatory of the United Nations CEO Water Mandate in 2007.

Our View:

Our business is only as strong and sustainable as the communities in which we operate.

In today's complex world, the roles and responsibilities of our Company are expanding.

We are further developing stakeholder and community relationships to address issues and opportunities.

Our sustainability efforts are an important component in helping us attract and retain talented associates.

LOCAL BUSINESS

We believe that our Company and our system are local businesses on a global scale. Everywhere we operate in more than 200 countries, we rely on local associates, bottling partners and business partners to provide our consumers with the highest-quality beverages and our communities with an active, caring and engaged corporate neighbor.

We all have a responsibility to take care of the communities in which we live and work. In cooperation with our bottling partners, we share a commitment to continually build our business in a way that is economically, environmentally and socially sustainable for both the Coca-Cola system and for the communities in which we operate.

That means supporting economic development, being a responsible employer and having a workforce that reflects the diversity of our communities. An example of our work to support economic development is our new Manual Distribution Centers pilot project in Africa, which hires and trains local entrepreneurs who are engaged in distributing our products. To date, this program has generated more than 7,500 jobs and created an even stronger positive economic impact on communities across East Africa.

INSPIRED ASSOCIATES

Along our journey, we have received many positive reactions and many new challenges from stakeholders, which we welcome. Perhaps one of the most visible changes has been in the attitudes of

our associates as we meet with them around the world. They tell us they are proud to be part of a company that engages in issues at work in the same way they engage with societal issues in their own lives. This holds true for the associates of our bottling partners, too.

There is no question that our efforts across the sustainability spectrum are helping us attract and retain the best and brightest people throughout the Coca-Cola system. The better our people, the stronger our Company and our bottling partners can become today and tomorrow.

IN CONCLUSION

While we note many accomplishments in this report, we do not claim perfection, and we do not intend this report to be the final word. Instead, we hope it sparks dialogue and encourages action from our associates, bottling partners, customers, consumers and community members, so that together we can *act, inspire* and *make a difference* as a Company and as a system.

We know our journey is just beginning; we are committed to our efforts, and we welcome your feedback.

Sincerely,



MUHTAR KENT, PRESIDENT AND CHIEF EXECUTIVE OFFICER
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