

# *The Coca-Cola Company*

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## **THE PURPOSE OF OUR COMPANY**

Team,

In December 2019, I wrote about our organization's purpose.

Our purpose remains the same: To Refresh the World and Make a Difference.

Since we first discussed the concept of Beverages for Life in 2017, we've created momentum, galvanized actions and driven growth in our business and across our system. The concept has guided our path to becoming a total beverage company.

The objective of this letter is to lay out the updated narrative - and to give context to each piece. So please take time to consider the material and continue to share your feedback and questions.

## **BACK TO THE BEGINNING**

Our company started in 1886 and grew with a purpose to refresh the world. This became refreshment not just in a physical sense but also in spirit, and not just to refresh people but also communities. Since then, we've grown enormously as a business, spreading joy, optimism and happiness. We've made a difference with our brands, beliefs and values.

Much has changed in the last 138 years. Today, we are a total beverage company. We're present in almost every beverage category, and we have more than 200 brands. Over 700,000 people in our system help deliver those brands to customers and consumers every day.

The world faces myriad challenges, and so does our business. Our success depends largely on our ability to adapt to the needs of a changing world, learning along the way.

We have to ask ourselves: Should our purpose evolve as the world evolves?

## **WE BELIEVE THE COCA-COLA COMPANY'S PURPOSE IS STILL TO REFRESH THE WORLD AND MAKE A DIFFERENCE.**

It's uniquely us. It's why we exist, and it's needed now, more than ever.

It's about how we refresh people in both body and spirit. It's about how we refresh the planet and limit the footprint we leave behind. It's about how our business system refreshes the communities we serve. It's about how we and our bottlers refresh, inspire and develop the people who work with us.

## **WE'RE ALSO CLEAR ON THE VISION FOR OUR NEXT STAGE OF GROWTH THAT IS GUIDED BY OUR PURPOSE.**

Our vision is to craft the brands and choice of drinks that people love and enjoy, to refresh them in body and spirit. And done in ways that create a more sustainable business and better shared future that makes a difference in people's lives, communities, and our planet. We will achieve this vision through bold and courageous innovation.

This has three connected pillars:

### **LOVED BRANDS.**

We craft meaningful brands and a choice of drinks that people love, enjoy and that refresh them in body and spirit.

### **DONE SUSTAINABLY.**

We grow our business in ways that achieve positive change in the world and build a more sustainable future for our planet.

### **FOR A BETTER SHARED FUTURE.**

We invest to improve people's lives, from our employees, to all those who touch our business system, to our investors, to the communities we call home.

Achieving a vision also means nurturing a culture that makes it possible. Culture is multi-faceted, though it's ultimately about the right behaviors for each situation. It's an expression of who we are.

This is hard to define in its entirety. While there are many valuable aspects of our culture, we're calling out two behaviors that make the biggest difference because they guide our actions and confirm the conscience we follow. They are:

### **ACTING WITH A GROWTH MINDSET.**

This means taking an expansive approach to what's possible. It's the essential, animating force behind building a better future.

### **BEING CLEAR ABOUT THE CONSCIENCE WE FOLLOW.**

Our world is dynamic. Our clarity of conscience means having the courage and the compass to do the right thing. We have a long history of acting with honesty and integrity. When we've fallen short, we've made corrections. People expect us to act as leaders.

## **IN DETAIL**

The following describes our purpose, vision and culture in more detail, bringing each part to life.

### **PURPOSE**

The purpose of The Coca-Cola Company is to refresh the world and make a difference.

### **VISION**

Our vision is to craft the brands and choice of drinks that people love and enjoy, to refresh them in body and spirit. And done in ways that create a more sustainable business and better shared future that makes a difference in people's lives, communities and our planet.

## LOVED BRANDS.

We craft meaningful brands and a choice of drinks that people love, enjoy and that refresh them in body and spirit.

- **Passion for people and their lives.** Everything starts with taking the time to understand people. Whether it's the end consumer or a customer, it begins with understanding their world and what could make it better.
- **Cutting-edge excellence in ingredients, innovation, design, experiences and marketing.** Our competitive advantage is rooted in being world class in these areas and applying them to make great tasting beverages. It's the magic combination that brought us Coca-Cola, and it will be the essence of each brand and partnership that succeeds in the future. It's also the foundation of our unrelenting commitment to safety and quality.
- **Investing for leadership across categories in brands that consumers love and enjoy.** We take a disciplined approach to building and optimizing our brand portfolio. From the beginning, Coca-Cola set out to refresh the world and inspire moments of happiness and optimism. Now, each brand has its own reason to be. And each brand must also play its own role in responsibly achieving our aspiration for a more sustainable, better shared future.
- **We grow our business by providing people with choices, including beverages without sugar.** We've embraced the World Health Organization's (WHO) guidelines regarding added sugar consumption. Our focus is to continue to use reformulations, smaller packages and ongoing innovations, as well as responsible marketing, to help give consumers more choices. We can grow while still decreasing our total sugar. We are investing in fundamental R&D with a broad network of partners to find more and potentially breakthrough choices that will enable us to continue delivering great tasting beverages with zero or reduced levels of sugar.
- **Acting as a network.** Few enterprises are as global and as on-the-ground in almost every country and territory as we are. Our key competitive advantage comes from this balance of scale and local knowledge. Our mindset focuses on finding the best answer for all our stakeholders, not just the best answer for a single brand, country or person. We also work together in flexible, modern ways by bringing together the best of in-market, in-person and remote options whenever possible.
- **Building and nurturing powerful partnerships to go to market.** Our partners - built on the foundation of a growing and vibrant system - use world-class commercial, execution and supply chain capabilities as well as local insights to both build and amplify the brands and to create value. These enduring, long-term local relationships are fundamental to our ecosystem and leading-edge delivery technology.

## DONE SUSTAINABLY.

We grow our business in ways that achieve positive change in the world and build a more sustainable future for our planet. We start with data and follow the science to make decisions on where we can be most effective. We have evolved our approach over time based on learnings and periodic assessment of our progress.

Water, packaging and climate challenges are interconnected, and so are the solutions we support. We seek greater value and impact by bringing partners together across industry, government and society to address shared challenges.

- **We start with water because it is essential to every person and every ecosystem, and it's the main ingredient in our products.** We aspire to give back as much water to nature

and communities as we use in our products. We focus on remaining water neutral and improving water security where it is needed most.

- **We design and collect our packaging to help reduce waste.** Our commitment to reduce waste means designing our packaging to increase the use of recycled materials, and improving the ratio of bottles and cans we recover to how many we sell. We will continue to innovate and iterate based on each community's unique infrastructure to pursue these ambitions.
- **Climate change directly impacts people, agriculture and sustainable economies.** Our work to positively impact water and packaging waste also has an impact on climate. We use an approach guided by data and science to set targets and actions to reduce our carbon footprint. And we work with our supply chain to continuously improve sustainable and ethical sourcing practices, including a continued commitment to human rights.

## **BETTER SHARED FUTURE.**

The Coca-Cola Company is for everyone. We invest to improve people's lives, from our employees to those who touch our business system, to the many communities we, our bottlers and our partners call home.

- **Invest in employees' personal growth and talent for today and the future.** We are creating a vibrant culture and developing people who help bring out the best in each other.
- **Empower people through accountability.** We are clear on responsibilities, hire great people and trust each other to get the job done.
- **Create access to equal opportunities and become more inclusive.** We embrace differences in backgrounds. We encourage authenticity, curiosity and accountability. We enable the conditions for learning, challenge, progress and growth.
- **Create value for customers big and small.** We bring brands and programs that become key parts of our customers' growth agendas and deliver with best-in-class execution. We are engaging them in joint efforts for a more sustainable future.
- **Support our communities, especially in times of need.** We continue our decades-long legacy of supporting local communities, through our business and through The Coca-Cola Foundation.
- **Deliver superior growth. Our investors range from major institutions to millions of individuals.** They invest their money in The Coca-Cola Company because they want it to grow. They believe in our vision for our future and want us to succeed. We're committed to giving them a greater return on their investment.

## **CULTURE**

We nurture a culture with a passion to refresh the world. We make a difference. This includes inspiring and supporting the growth of our people, service to our communities and constantly shaping a more sustainable business. We embrace a growth mindset and believe in continuous learning to improve our business and ourselves. We value how we work as much as what we achieve.

**Acting with courage and a growth mindset** is the part of our culture that is most needed to create the future. This is an expansive approach to what's possible and the essential animating force to building a better future. The behaviors we strive to exhibit every day include being:

- **Curious.** This is the starting point, whether it's about consumers, customers or

partners in our system, or even the world around us. It's exploring, understanding, connecting, imagining, wondering about how it could be better or different. It connects to our heritage of believing, as Robert Woodruff once said, "the future belongs to the discontented."

- **Empowered.** We take accountability, and we act. It's not a free-for-all – we need consideration and prioritization. But it's a bias for feeling empowered.
- **Inclusive.** We have an incredibly diverse network of employees, partners and operating environments around the globe. We'll draw on this talent and experience to improve our ideas. The crucible of creativity is marrying individual thought with great team interactions.
- **Agile.** In a fast-moving, omni-everything world, most of what we do should prioritize learning fast and taking a more iterative, real-world-tested approach. We embrace the practice of version 1.0, 2.0, 3.0, etc.

**Being clear about the conscience we follow.** This is the default in how we approach any situation, and it underpins our purpose. We start with facts, based in science. The reality of our success and scale is that we must lead, to be a force for progress and for good, and to use our voice when we can be most effective on the issues that impact our business. Sometimes, we are more effective through our actions than our words, using data and input to inform when we speak out, and when we don't. We are transparent. If we make mistakes, we act quickly to make things right. In our dynamic world, a clarity of conscience to do the right thing is a valuable compass.

As I think about the opportunity ahead, I am reminded that we are at our best when we are at our boldest. Please join me in continuing to live our purpose and pursuing our next stage of growth together.

Thank you,



James Quincey  
Chairman and CEO  
The Coca-Cola Company