



The background of the slide is a dense grid of circular frames, each containing a different beverage brand logo. The logos include: Aquarius, Powerade, Gold Peak, Minute Maid, Ciel, Simply, Coke, Fanta, Sprite, Costa, Smartwater, Coca-Cola Zero Sugar, Minute Maid Pulpy, Lemon-Dou, Thumbs Up, Fairlife, Vitaminwater, Dasani, Fresca, and Georgia. The logos are arranged in a repeating pattern, creating a textured, branded background.

Coca-Cola COMPANY

2025 SUSTAINABILITY UPDATE

FORWARD-LOOKING STATEMENTS

This presentation contains statements, estimates or projections that constitute “forward-looking statements” as defined under U.S. federal securities laws. Generally, the words “believe,” “opportunity,” “ahead,” “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, unfavorable economic and geopolitical conditions, including the direct or indirect negative impacts of the conflict between Russia and Ukraine and conflicts in the Middle East; increased competition; an inability to be successful in our innovation activities; changes in the retail landscape or the loss of key retail or foodservice customers; an inability to expand our business in emerging and developing markets; an inability to successfully manage the potential negative consequences of our productivity initiatives; an inability to attract or retain specialized or top talent with perspectives, experiences and backgrounds that reflect the broad range of consumers and markets we serve around the world; disruption of our supply chain, including increased commodity, raw material, packaging, energy, transportation and other input costs; an inability to successfully integrate and manage our acquired businesses, brands or bottling operations or an inability to realize a significant portion of the anticipated benefits of our joint ventures or strategic relationships; failure by our third-party service providers and business partners to satisfactorily fulfill their commitments and responsibilities; an inability to renew collective bargaining agreements on satisfactory terms, or we or our bottling partners experience strikes, work stoppages, labor shortages or labor unrest; obesity and other health-related concerns; evolving consumer product and shopping preferences; product safety and quality concerns; perceived negative health consequences of processing and of certain ingredients, such as non-nutritive sweeteners, color additives and biotechnology-derived substances, and of other substances present in our beverage products or packaging materials; failure to digitalize the Coca-Cola system; 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; an inability to successfully manage new product launches; an inability to maintain good relationships with our bottling partners; deterioration in our bottling partners’ financial condition; an inability to successfully manage our refranchising activities; increases in income tax rates, changes in income tax laws or the 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; 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; litigation or legal proceedings; conducting business in markets with high-risk legal compliance environments; failure to adequately protect, or disputes relating to, trademarks, formulas and other intellectual property rights; changes in, or failure to comply with, the laws and regulations applicable to our products or our business operations; fluctuations in foreign currency exchange rates; interest rate increases; an inability to achieve our overall long-term growth objectives; default by or failure of one or more of our counterparty financial institutions; impairment charges; an inability to protect our information systems against service interruption, misappropriation of data or cybersecurity incidents; failure to comply with privacy and data protection laws; evolving sustainability regulatory requirements and expectations; increasing concerns about the environmental impact of plastic bottles and other packaging materials; water scarcity and poor quality; increased demand for food products, decreased agricultural productivity and increased regulation of ingredient sourcing due diligence; climate change and legal or regulatory responses thereto; adverse weather conditions; and other risks discussed in our filings with the Securities and Exchange Commission (“SEC”), including our Annual Report on Form 10-K for the year ended December 31, 2024, which is 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.

OUR STRATEGIC EDGE: GROUNDED IN CONSUMER CENTRICITY & CUSTOMER VALUE CREATION



Shaping
a Portfolio of
Loved Brands



Transforming
Our Marketing
& Innovation
Agenda



Optimizing the
KO Ecosystem



Building
Talent and
Capabilities



Earning
Our License
to Win

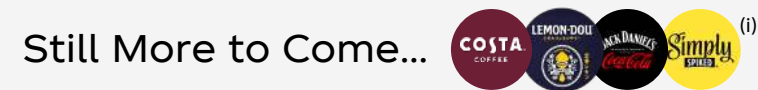
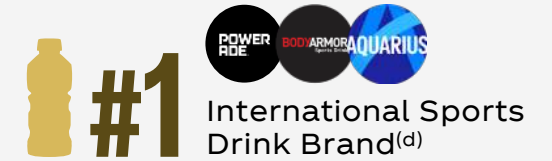
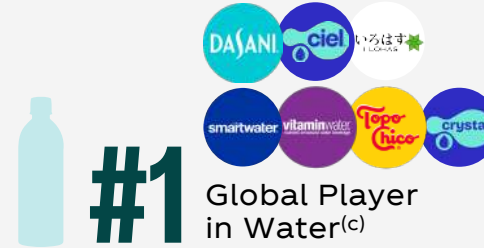
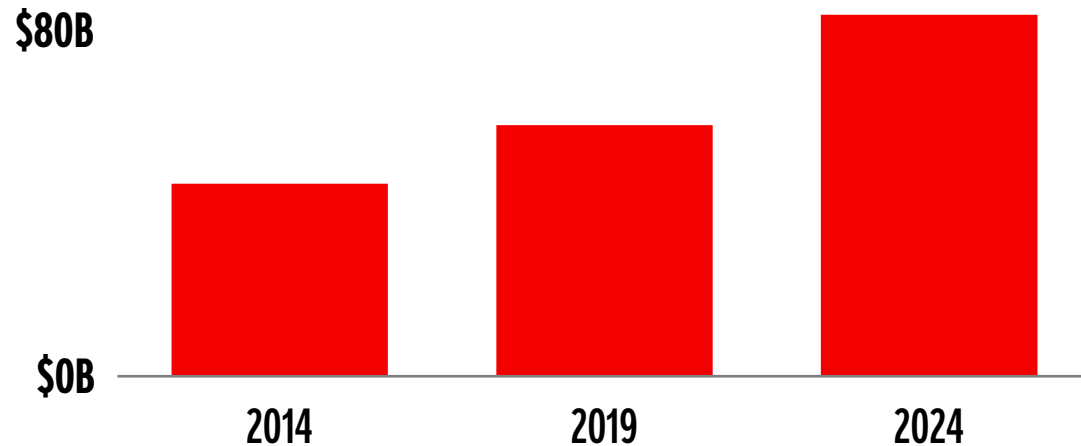
Sustainability is Embedded Across Our All-Weather Strategy

TOTAL BEVERAGE COMPANY: AN UNPARALLELED PORTFOLIO, GROUNDED IN OFFERING CHOICE TO CONSUMERS



Top Consumer Brand in the World^(a)
\$60B Retail Value Growth 2014 to 2024^(a)

KO Non-SSD Nearly Doubling Retail Value over the Decade^(b)

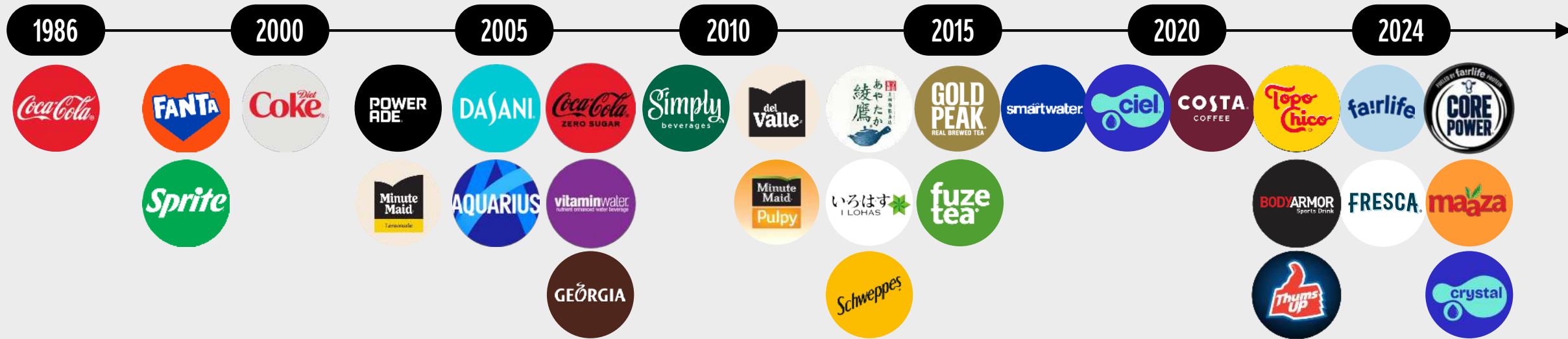


(a) Based on 2024 retail value based on internal estimates; (b) Retail value of KO non-SSD portfolio per internal estimates; (c) Based on retail value for 2024; (d) Outside of the U.S., Powerade is #1 in retail value in 2024; (e) RTD Tea category volume growth based on internal estimates; (f) Internal estimates; (g) 2024 value share based on internal estimates; (h) 2023 value share based on internal estimates, TCCC has an equity investment in Monster Beverage Corporation; (i) Based In the U.S. and Canada, Simply Spiked is produced, distributed and marketed by certain third parties under authorization from an affiliate of The Coca-Cola Company

A BUSINESS OF OUR SCALE REQUIRES EQUALLY SCALED SUSTAINABILITY AMBITIONS AND ACTIONS



30 BILLION-DOLLAR BRANDS



~75% Billion-dollar brands outside of sparkling soft drinks

30% Volume sold in 2024 low- or no-calorie

69% Portfolio with less than 100 calories per 12-ounce serving as of 2024

POWERED BY OUR PEOPLE



~200
Bottling
Partners
Worldwide



~33M
Customer
Retail
Outlets



~950
Production
Facilities



700K+
System
Employees

High Engagement on Key Levers in 2025^(a)

91%

Proud to Work at
The Coca-Cola
Company

89%

Recommend The
Coca-Cola
Company as a
Good Place to
Work.

Retaining & Growing Top Talent

70%+

Leadership Roles
Filled with Talent
Developed
Internally^(b)

400+

Short-Term
Assignments
Completed in
2024^(c)

Externally Recognized & Celebrated

#1

Employer of
Choice in Food
and Beverage for
2 Consecutive
Years^(d)

#12

+3 vs. 2024
World's Most
Admired
Companies^(e)

(a) All active, full-time TCCC employees excluding North America hourly plant and retail/attraction employees. Note: Nearly 15,000 employees participated in the survey in 2025; (b) Includes 40+ senior leader roles that had significantly changed in 2024; (c) Includes all TCCC salaried employees; (d) 2024 American Opportunity Index; (e) Fortune's 2025 listing.

**OUR SUSTAINABILITY JOURNEY:
GROUNDED IN DECADES OF ACTIONS AND INSIGHTS**



INVESTING IN THE COCA-COLA SYSTEM'S RESILIENCE AND SUCCESS



	Key Results (as of 2024)		2035 Goals
 WATER	157% of the water used in finished beverages was returned to nature and communities in 2024 ^{(a)(f)}	10% water efficiency ^(b) improvement across all system operations in 2024, compared to 2015	Foremost ingredient in nearly all our products Return GLOBALLY 100% or more of the water we use in our products to nature and the communities AND do the same in each of more than 200 basins with high water risks.
 PACKAGING	65% of our packaging was collected for recycling in 2024 ^(c) 125+ Markets with refillable packaging options	28% of recycled materials used in our primary packaging globally in 2024 18% of PET used in 2024 was recycled PET (rPET) ^(d)	Inherent value in our packaging Use 35%-40% recycled material in our primary packaging, including increasing recycled plastic use to 30%-35% globally. ^(e) Collect 70%-75%.
 EMISSIONS	28% Systemwide renewable electricity usage in 2024 (a 4% increase from previous year)		Operational efficiency Cutting our carbon emissions aligned with a 1.5°C trajectory by 2035 based on a 2019 baseline.

More Focused Investment in What Matters Most

Achieving these ambitions will require continued investments in innovation and infrastructure solutions, enabling legislation and further collaboration with bottling partners, industry peers, local governments and civil society

a) Contributing to the implementation of community and watershed “replenish” projects (that provide watershed protection and restoration, water access and sanitation, and water for productive use) across the world that yield an estimated annual volumetric water benefit equivalent to the company’s annual global sales volume. For more details, see the company’s 2024 [Environmental Update](#).

b) Water efficiency is the reduction of our water use ratio (1.78 liters of water used per liter of beverage for the Coca-Cola system in 2024) versus a 2015 baseline (1.98 for the Coca-Cola system). Certain brands may be included or excluded in the 2015 baseline year data due to joint venture or merger and acquisition activities.

c) The collection rate represents a weighted average of system-led collection rates, national collection rates or returnable bottle collection rates for select primary consumer packaging to the Coca-Cola system’s sales in units to express the percent of equivalent bottles, cans, cartons and pouches introduced into the market that were collected and refilled or collected for recycling for the year.

d) When references are made to 100% recycled PET, 100% rPET or 100% recycled plastic beverage packaging, the company is referring to the material from which the plastic bottle is made, not the cap and label, except where otherwise indicated.

e) The company will continue to comply with local regulations, including where higher percentages of recycled content are required.

f) Revision: The figure for global water replenishment on this page was updated on Jan. 30, 2026, from 163% to 157%.

SHARING OUR PROGRESS



OUR COMMITMENT



KEY TAKEAWAYS

- ✓ THE COCA-COLA ECOSYSTEM IS POISED TO DELIVER ENDURING VALUE
- ✓ POWERED BY INCREDIBLE TALENT
- ✓ DISCIPLINED INVESTMENT TO DRIVE MORE SUSTAINABLE GROWTH
- ✓ CONTINUED INNOVATION TO HELP DELIVER ON OUR PRIORITIES
- ✓ SUSTAINABILITY STRATEGY ROOTED IN GOVERNANCE, TRANSPARENCY & REPORTING

BUILT ON A SIMPLE PURPOSE

REFRESH THE WORLD.

MAKE A DIFFERENCE.