



\*This response was amended to reflect the Company’s Science-Based Target, following the submission of our initial response, which is below.

## Welcome to your CDP Climate Change Questionnaire 2019

### C0. Introduction

#### C0.1

**(C0.1) Give a general description and introduction to your organization.**

The Coca-Cola Company (NYSE: KO) is a total beverage company, offering over 500 brands in more than 200 countries and territories. In addition to the company’s Coca-Cola brands, our portfolio includes some of the world’s most valuable beverage brands, such as AdeS soy-based beverages, Ayataka green tea, Dasani waters, Del Valle juices and nectars, Fanta, Georgia coffee, Gold Peak teas and coffees, Honest Tea, innocent smoothies and juices, Minute Maid juices, Powerade sports drinks, Simply juices, smartwater, Sprite, vitaminwater and ZICO coconut water. We’re constantly transforming our portfolio, from reducing sugar in our drinks to bringing innovative new products to market. We’re also working to reduce our environmental impact by replenishing water and promoting recycling. With our bottling partners, we employ more than 700,000 people, bringing economic opportunity to local communities worldwide.

#### C0.2

**(C0.2) State the start and end date of the year for which you are reporting data.**

	Start date	End date	Indicate if you are providing emissions data for past reporting years
Row 1	January 1, 2018	December 31, 2018	No

## C0.3

### **(C0.3) Select the countries/regions for which you will be supplying data.**

Argentina  
Bangladesh  
Brazil  
Cambodia  
Canada  
Chile  
China  
Comoros  
Costa Rica  
Egypt  
Ethiopia  
France  
Ghana  
India  
Indonesia  
Ireland  
Japan  
Kenya  
Malaysia  
Mayotte  
Mexico  
Mozambique  
Myanmar  
Namibia  
Nepal  
Pakistan

Philippines  
Puerto Rico  
Republic of Korea  
Singapore  
South Africa  
Sri Lanka  
Swaziland  
Turkey  
United Republic of Tanzania  
United States of America  
Viet Nam

## C0.4

**(C0.4) Select the currency used for all financial information disclosed throughout your response.**

USD

## C0.5

**(C0.5) Select the option that describes the reporting boundary for which climate-related impacts on your business are being reported. Note that this option should align with your consolidation approach to your Scope 1 and Scope 2 greenhouse gas inventory.**

Operational control

## C-AC0.6/C-FB0.6/C-PF0.6

**(C-AC0.6/C-FB0.6/C-PF0.6) Are emissions from agricultural/forestry, processing/manufacturing, distribution activities or emissions from the consumption of your products – whether in your direct operations or in other parts of your value chain – relevant to your current CDP climate change disclosure?**



	Relevance
Agriculture/Forestry	Elsewhere in the value chain only [Agriculture/Forestry/processing/manufacturing/Distribution only]
Processing/Manufacturing	Both direct operations and elsewhere in the value chain [Processing/manufacturing/Distribution only]
Distribution	Both direct operations and elsewhere in the value chain [Processing/manufacturing/Distribution only]
Consumption	Elsewhere in the value chain only [Agriculture/Forestry/processing/manufacturing/Distribution only]

### C-AC0.6b/C-FB0.6b/C-PF0.6b

**(C-AC0.6b/C-FB0.6b/C-PF0.6b) Why are emissions from agricultural/forestry activities undertaken on your own land not relevant to your current CDP climate change disclosure?**

Row 1

**Primary reason**

Do not own/manage land

**Please explain**

At The Coca-Cola Company, we rely on agricultural ingredients for our products. However, the Company does not own or manage its own land, and agricultural ingredients are sourced through suppliers.

### C-AC0.7/C-FB0.7/C-PF0.7

**(C-AC0.7/C-FB0.7/C-PF0.7) Which agricultural commodity(ies) that your organization produces and/or sources are the most significant to your business by revenue? Select up to five.**

**Agricultural commodity**

Sugar



**% of revenue dependent on this agricultural commodity**

60-80%

**Produced or sourced**

Sourced

**Please explain**

In addition to water, the principal raw materials used in our business are nutritive and non-nutritive sweeteners. In the United States, for example, the principal nutritive sweetener is high fructose corn syrup ("HFCS"), which is nutritionally equivalent to sugar. The principal nutritive sweetener used by our business outside the United States is sucrose, i.e., table sugar. Our selection of "sugar" above represents a combination of both HFCS and sucrose as described here.

We make our branded beverage products available to consumers globally through our network of Company-owned or -controlled bottling and distribution operations, independent bottling partners, distributors, wholesalers and retailers. The Coca-Cola Company markets, manufactures and sells beverage concentrates, sometimes referred to as "beverage bases," and syrups, including fountain syrups (we refer to this part of our business as our "concentrate business" or "concentrate operations"), as well as finished sparkling soft drinks and other nonalcoholic beverages (we refer to this part of our business as our "finished product business" or "finished product operations").

However, most of our branded beverage products are manufactured, sold and distributed by independent bottling partners, to whom The Company sells beverage concentrates. The nutritive sweeteners used in the finished products are therefore purchased, in some cases by The Company and in other cases by its independent bottling partners. This split of nutritive sweetener sourcing notwithstanding, the number stated above refers to the % of our finished product volumes that would be impacted in one way or another (directly or indirectly) by any material impact to this agricultural commodity.

Our Company generally has not experienced any difficulties in obtaining its requirements for nutritive sweeteners.



## C1. Governance

### C1.1

**(C1.1) Is there board-level oversight of climate-related issues within your organization?**

Yes

#### C1.1a

**(C1.1a) Identify the position(s) (do not include any names) of the individual(s) on the board with responsibility for climate-related issues.**

Position of individual(s)	Please explain
Board-level committee	<p>The Public Issues and Diversity Review Committee (PIDRC) of the Company's Board of Directors bears the highest level of direct responsibility for climate change within The Coca-Cola Company. The Committee is established by the Board to aid the Board in discharging its responsibilities relating to the Company's positions on sustainability, corporate social responsibility and public issues of significance, which may affect shareowners, the Company, the business community and the general public; and to perform such other duties as may be delegated by the Board and consistent with the charter, including the nature and scope of the Company's sustainability goals and the Company's progress toward achieving those goals.</p> <p>The PIDRC is chaired by the Chair and Chief Executive Officer of New Ventures, LLC. She has been a Director of The Coca-Cola Company since 2007.</p>

#### C1.1b

**(C1.1b) Provide further details on the board's oversight of climate-related issues.**



Frequency with which climate-related issues are a scheduled agenda item	Governance mechanisms into which climate-related issues are integrated	Please explain
Scheduled – all meetings	<ul style="list-style-type: none"> <li>Reviewing and guiding strategy</li> <li>Reviewing and guiding major plans of action</li> <li>Reviewing and guiding risk management policies</li> <li>Reviewing and guiding annual budgets</li> <li>Reviewing and guiding business plans</li> <li>Setting performance objectives</li> <li>Monitoring implementation and performance of objectives</li> <li>Overseeing major capital expenditures, acquisitions and divestitures</li> <li>Monitoring and overseeing progress against goals and targets for addressing climate-related issues</li> </ul>	<p>Climate-related issues receive direct oversight from the Board because we believe effective stewardship in this area is a part of our social responsibility as a corporation and is essential to our success as a business.</p> <p>In 2018, the Board held six meetings, and committees of the Board held a total of 34 meetings. Overall attendance at such meetings was approximately 95%. Each Director attended 75% or more of the aggregate of all meetings of the Board and the committees on which he or she served during 2018. (Proxy, p. 32) Review of climate-related issues is scheduled at a minimum of one full-Board meeting annually, and all Public Issues and Diversity Review committee meetings. The charter states that as part of its authorities and responsibilities, the Committee will review the nature and scope of the Company’s sustainability goals and the Company’s progress toward achieving those goals. The Committee will receive at least annually, presentations by the Chief Public Affairs, Communications and Sustainability Officer, and others as required, related to the accomplishment of the Company’s sustainability goals. The Board reviews and provides guidance on risks via a well-defined Enterprise Risk Management process, into which climate-related risks are incorporated. The Board set as a priority for the Company’s CEO the implementation of the World Without Waste initiative, which aims to collect and recycle one bottle for each bottle the Company produces by 2020. (Proxy, p. 50) The initiative also intends to increase the amount of available rPET, which will significantly reduce carbon emissions in the packaging production process. To monitor performance against the Company’s strategic goals and leadership objectives, the Board receives regular updates and actively engages in dialogue with our Company’s senior leaders.</p>



		<p>These updates occur monthly, and a report is generated for the Public Issues and Diversity Review Committee quarterly.</p> <p>Boardroom discussions are enhanced with “hands-on” experiences, such as market visits, which provide Directors an opportunity to see strategy execution first hand. (Proxy, p. 27)</p>
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## C1.2

**(C1.2) Provide the highest management-level position(s) or committee(s) with responsibility for climate-related issues.**

Name of the position(s) and/or committee(s)	Responsibility	Frequency of reporting to the board on climate-related issues
Other C-Suite Officer, please specify Chairman of the Board and Chief Executive Officer	Both assessing and managing climate-related risks and opportunities	More frequently than quarterly
Other C-Suite Officer, please specify SVP, Chief PAC & Sustainability Officer	Both assessing and managing climate-related risks and opportunities	More frequently than quarterly

## C1.2a

**(C1.2a) Describe where in the organizational structure this/these position(s) and/or committees lie, what their associated responsibilities are, and how climate-related issues are monitored (do not include the names of individuals).**

Climate-related issues are monitored and managed at the local level by Public Affairs Managers, Sustainability Managers, and Quality, Safety, and Environment Managers. Doing so is an evaluated component of these managers’ performance. The rationale for placing responsibility at the local level is that assessment and management of issues should be performed by employees who are based in the relevant regions and who are familiar with the business, political and physical environments. We believe they are best suited to identify, understand, and respond to climate-related issues. Data is collected from these managers and is aggregated at the market, Business Unit, and global level, and communicated to leadership at each of these levels. The Corporate center provides oversight, support, and global coordination of sustainability efforts, including those that are climate-related. Managers have the responsibility to ensure that established climate-related initiatives are implemented and on-track, to make the necessary





adjustments if they are not on-track, and to report on these efforts to global leadership. Responsibility is shared between Public Affairs, Communications & Sustainability and Technical managers as climate-related issues span these two areas.

Managers report to Business Unit Public Affairs and Communications (PAC) Vice Presidents, who report directly to the Business Unit Presidents, who in turn report to TCCC's President & Chief Executive Officer. Business Unit Presidents are ultimately responsible for implementing climate-related actions in their respective geographies. PAC Vice Presidents also report to regional PAC Directors, who report to TCCC's Chief Public Affairs, Communications and Sustainability Officer, who in turn reports directly to the CEO.

At the global level, climate-related risks and opportunities are assessed and issues are managed by the Company's Vice President for Global Public Policy, Environmental Sustainability, and Social Impact, and a team of specialists in these respective areas, including Climate, Water, and Sustainable Agriculture. The Vice President reports directly to the Chief Public Affairs, Communications, and Sustainability Officer, who is part of the corporate executive team reporting directly to the Chairman & CEO and Board of Directors. The Vice President and Chief Officer's respective performance evaluations are linked to the assessment and management of climate-related risks and opportunities.

Assessment and management of these issues is assigned at the local levels described above to gain the benefit of local knowledge and proximity to climate-related issues in each market. Responsibility is also assigned at the global level to ensure coordination across Business Units, the sharing of best practices, and an open channel for informing and communicating with the Chairman & CEO and Board of Directors.

## C1.3

**(C1.3) Do you provide incentives for the management of climate-related issues, including the attainment of targets?**

Yes

### C1.3a

**(C1.3a) Provide further details on the incentives provided for the management of climate-related issues (do not include the names of individuals).**



**Who is entitled to benefit from these incentives?**

Chief Executive Officer (CEO)

**Types of incentives**

Monetary reward

**Activity incentivized**

Other, please specify

World Without Waste program

**Comment**

The development of the Company's World Without Waste plan (to help collect or recycle a bottle or can for each one it sells by 2030) is a key accomplishment under the Chief Executive Officer's leadership responsibilities. (Proxy, p. 50)

Our pay-for-performance philosophy awards executives in a way that motivates them to operate the Company's business in a profitable and sustainable manner. Our philosophy is built upon the understanding that there is a long-standing link between the sustainability of our business and the sustainability of the communities we serve. We also know that progress toward non-financial goals that are critical to our business and reflect our commitment to sustainability also adds value for our shareowners and other stakeholders.

Role of non-financial results in pay programs: While we believe the majority of incentive pay should be based on financial metrics tied to our long-term business strategy, progress toward non-financial goals that are critical to our business, including our sustainability focus areas, also adds value for our shareowners and other stakeholders. We started to take these areas into account in a more structured way in 2016 as part of the annual incentive program (see page 53 of our 2017 Proxy Statement).

Compensation Decisions: Annual Incentive: The individual performance amount was determined based on annual performance highlights described above. The key accomplishments above were the primary driver of the individual performance determination, and the Committee also considered progress in our sustainability focus areas.

Individual Performance Amounts: An Individual Performance Amount is awarded based on an assessment of an executive's individual performance throughout the year. For the Named Executive Officers, consideration is given for contributions toward the Company's strategic



initiatives on People, Planet, Productivity, Partners, Portfolio, and Profit. This also includes quantitative and qualitative factors (for example, each executive's contribution to overall Company results and attainment of business/operating unit goals) and other priorities such as volume and value share, total shareholder return and sustainability. The Committee continues to increase focus on individual performance through the lens of non-financial initiatives that benefit the long-term strength of the Company.

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**Who is entitled to benefit from these incentives?**

Corporate executive team

**Types of incentives**

Monetary reward

**Activity incentivized**

Emissions reduction target

**Comment**

Both our Chief PAC and Sustainability Officer (CPACSO) and the Chief Technical Officer (CTO) are part of the corporate executive team and their performance is linked to climate protection performance.

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Compensation Decisions: Annual Incentive: The individual performance amount was determined based on annual performance highlights



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Individual Performance Amounts: An Individual Performance Amount is awarded based on an assessment of an executive's individual performance throughout the year. For the Named Executive Officers, consideration is given for contributions toward the Company's strategic initiatives on People, Planet, Productivity, Partners, Portfolio, and Profit. This also includes quantitative and qualitative factors (for example, each executive's contribution to overall Company results and attainment of business/operating unit goals) and other priorities such as volume and value share, total shareholder return and sustainability. The Committee continues to increase focus on individual performance through the lens of non-financial initiatives that benefit the long-term strength of the Company.

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**Who is entitled to benefit from these incentives?**

All employees

**Types of incentives**

Recognition (non-monetary)

**Activity incentivized**

Emissions reduction project

**Comment**

TCCC and its bottling partners have internal awards to recognize employees and project teams across The Coca-Cola System who achieve energy efficiencies, emissions reductions and internal efficiency target and emissions achievements as part of their personal or team performance and excellence. As an example, our Quality, Safety and Environment Pillar within our Technical function hosts an annual award, open to all employees from across the Coca-Cola System participating in relevant projects, in which 3 winning projects are chosen in the Environment category, which contribute to significant progress in achieving our 2020 environment goals. Each of our environmental goals are either directly or indirectly linked to our overall emissions reduction goal across the full value chain.

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**Who is entitled to benefit from these incentives?**



Environment/Sustainability manager

**Types of incentives**

Recognition (non-monetary)

**Activity incentivized**

Emissions reduction target

**Comment**

TCCC and its bottling partners have internal governance structures to facilitate communication and strategy, share best-practice, and recognize achievements within our bottling operations across the globe. There are monthly conference calls to convene relevant staff globally on energy efficiency, energy reduction, and renewable energy projects facilitated by our global technical team, as well as a global environmental council, which convenes monthly and annually in-person to share best practice and recognize achievements, as well as formulate strategies on progressing emissions reduction and energy reduction on a monthly basis. This organization sits within the global supply chain organization and its achievements are recognized within that structure, as well as feeding into the global supply chain strategy.

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**Who is entitled to benefit from these incentives?**

Environmental, health, and safety manager

**Types of incentives**

Recognition (non-monetary)

**Activity incentivized**

Energy reduction target

**Comment**



## C2. Risks and opportunities

### C2.1

**(C2.1) Describe what your organization considers to be short-, medium- and long-term horizons.**

	From (years)	To (years)	Comment
Short-term	0	2	
Medium-term	2	5	
Long-term	5	10	

### C2.2

**(C2.2) Select the option that best describes how your organization's processes for identifying, assessing, and managing climate-related issues are integrated into your overall risk management.**

Integrated into multi-disciplinary company-wide risk identification, assessment, and management processes

### C2.2a

**(C2.2a) Select the options that best describe your organization's frequency and time horizon for identifying and assessing climate-related risks.**

	Frequency of monitoring	How far into the future are risks considered?	Comment
Row 1	Six-monthly or more frequently	>6 years	The Company has multiple routines to ensure potential key risks including climate change are evaluated regularly. At the local level, risk management process leads facilitate the identification of new and emerging risks, ensure on-going dialogue, and track progress of risk treatments. The prioritization process considers risk likelihood and consequence, which can include but is not limited to materiality, financial impact,



			<p>business disruption and/or reputation. Top risks resulting from this process are shared and discussed with Company leadership. Centrally, a Risk Steering Committee, a cross-functional team of senior leaders, meets every other month to discuss potential key risks and ensure effectiveness of risk treatment plans. The Risk Steering Committee also completes a comprehensive strategic risk assessment to prioritize the Company's top enterprise risks. Each business unit, function or department is responsible for actively managing and monitoring their respective risks.</p>
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## C2.2b

### (C2.2b) Provide further details on your organization's process(es) for identifying and assessing climate-related risks.

Inherent in the Board's responsibilities is an understanding and oversight of the various risks facing the Company, including climate-related risks. Effective risk oversight is an important priority of the Board, which has implemented a risk governance framework designed to understand critical risks in the Company's business and strategy, allocate responsibilities for risk oversight among the full Board and its committees; evaluate the Company's risk management processes and whether they are functioning adequately, facilitate open communication between management and Directors, and foster an appropriate culture of integrity and risk awareness. The Board implements its risks oversight function both as a whole and through delegation to Board committees, which meet regularly and report back to the full Board. (Proxy, p. 27-8)

The Audit Committee of the Board of Directors oversees the Enterprise Risk Management program and discusses all top risks at the April meeting of the Board of Directors each year. Then, in subsequent meetings the full Board of Directors and/or appropriate committees review in greater detail those risk themes which are deemed most significant. (Proxy, p. 27-8)

While the Board and its committees oversee risk management, Company management is charged with managing risk. The Company has robust internal processes and an effective internal control environment that facilitate the identification and management of risks and regular communication with the Board. These include, but are not limited to, an Enterprise Risk Management program and Risk Steering Committee, and a comprehensive internal and external audit process. The Board and the Audit Committee monitor and oversee the evaluation of the effectiveness of the internal controls and the risk management program. Management communicates routinely with the Board, Board committees and individual Directors on the significant risks identified and how they are being managed. Directors are free to, and indeed often do, communicate directly with senior management. (Proxy, p. 27-28)



At the corporate center, the company assesses climate-related risk according to the recommended framework by the Taskforce for Climate-related Financial Disclosure (TCFD), according to transitional and physical risks, identifying the most material climate-related risks to our business. This process is conducted through a internal and external interviews, and extensive data review with third party experts, and will be updated regularly, after our initial exercise in 2018. The criteria for determining material impacts was whether, across the 10-year timeframe of this study using relevant climate scenarios and literature, whether there was sufficient evidence to suggest that there could be direct or indirect impacts on the key strategic priorities of our business that relate either to future growth, operational sustainability and continuity.

Additionally, each operating unit is required to develop a risk register, in which the top 3 to 8 risks are listed. The register must include context surrounding the risk, key drivers, assessed likelihood of materialization, consequences of materialization, and an action plan to eliminate or mitigate the risk. The register must be updated at minimum every six months and submitted to the Corporate center semi-annually via the Risk Connect tool. This is done by members of various business functions at the operating unit level, including Public Affairs, Technical, QSE (Quality, Safety, and Environment), and Finance. A dedicated risk management professional curates the risk register, assesses the submitted risks with subject matter experts across the Corporate Center, and presents them to the Board of Directors.

We define 'substantive impact' as an event that will probably occur or we expect to occur within a three year horizon and has the potential to result in a materially adversely affect our business, financial condition, results of our operations (as defined in our 2018 10K pages 9-20) and result in catastrophic loss to the environment or community services and well-being of the communities we serve.

The risk management process described above applies to all enterprise risks, including, but not limited to those that are climate-related. Apart from this process, Quality, Safety & Environment managers and their Public Affairs, Communications, and Sustainability counterparts monitor climate-related risks that are specific to their markets, as well as the implementation of climate-related company initiatives. Risks, and their corresponding mitigation strategies, are incorporated into local business planning and are communicated to regional and global leadership via regularly scheduled phone calls and visits by regional leadership and established communications routines with the corporate center.

## **C2.2c**

**(C2.2c) Which of the following risk types are considered in your organization's climate-related risk assessments?**





	Relevance & inclusion	Please explain
Current regulation	Relevant, always included	<p>At an enterprise level, The Coca-Cola Company conducts an annual enterprise risk assessment, based on our internal risk taxonomy, which includes 5 broad risk areas, which further divide into 22 risk categories. The impacts of climate change, as a potential key driver of a number of these risk categories, are integrated into this assessment at the detailed risk category level, in order to capture the diverse and cross-cutting impact that climate change impacts could have on our business.</p> <p>The link to our enterprise risk taxonomy was informed by our climate-related risk assessment conducted in 2018. We conducted a thorough assessment of our climate-related risk, both for physical risks and transition risks. For physical risks, both acute and chronic physical risks were considered, and for transition risks, we considered immediate and long-term policy risk, legal, technology, market and reputational risk.</p> <p>The scope of this assessment covered not only our direct operations but also our full value chain, including our supply chains for ingredients and packaging sourcing, as well as our downstream customers and communities.</p> <p>For policy, the potential of both immediate, and medium-to-long term risk of GHG pricing emerged as one of our top 8 risks, both from the standpoint of our own direct emissions at our facilities, and the cost of potential pricing to our suppliers and customers.</p> <p>Additionally, potential water-related policy was also flagged, as water withdrawal caps and pricing can affect price of ingredients &amp; raw materials as well as ability to manufacture in bottling facilities.</p>
Emerging regulation	Relevant, always included	<p>At an enterprise level, The Coca-Cola Company conducts an annual enterprise risk assessment, based on our internal risk taxonomy, which includes 5 broad risk areas, which further divide into 22 risk categories. The impacts of climate change, as a potential key driver of a number of these risk categories, are integrated into this assessment at the detailed risk category level, in order to capture the diverse and cross-cutting impact that climate change impacts could have on our business.</p> <p>The link to our enterprise risk taxonomy was informed by our climate-related risk assessment conducted in 2018. We conducted a thorough assessment of our climate-related risk, both for physical risks and transition risks. For physical risks, both acute and chronic physical risks were considered, and for transition risks, we considered immediate and long-term policy risk, legal, technology, market and reputational risk.</p>



		<p>The scope of this assessment covered not only our direct operations but also our full value chain, including our supply chains for ingredients and packaging sourcing, as well as our downstream customers and communities.</p> <p>For policy, the potential of both immediate, and medium-to-long term risk of GHG pricing emerged as one of our top 8 risks, both from the standpoint of our own direct emissions at our facilities, and the cost of potential pricing to our suppliers and customers.</p> <p>Additionally, potential water-related policy was also flagged, as water withdrawal caps and pricing can affect price of ingredients &amp; raw materials as well as ability to manufacture in bottling facilities.</p>
Technology	Relevant, always included	<p>At an enterprise level, The Coca-Cola Company conducts an annual enterprise risk assessment, based on our internal risk taxonomy, which includes 5 broad risk areas, which further divide into 22 risk categories. The impacts of climate change, as a potential key driver of a number of these risk categories, are integrated into this assessment at the detailed risk category level, in order to capture the diverse and cross-cutting impact that climate change impacts could have on our business.</p> <p>The link to our enterprise risk taxonomy was informed by our climate-related risk assessment conducted in 2018. We conducted a thorough assessment of our climate-related risk, both for physical risks and transition risks. For physical risks, both acute and chronic physical risks were considered, and for transition risks, we considered immediate and long-term policy risk, legal, technology, market and reputational risk.</p> <p>The scope of this assessment covered not only our direct operations but also our full value chain, including our supply chains for ingredients and packaging sourcing, as well as our downstream customers and communities.</p> <p>Technology risk was assessed, but aside from some minor scenarios, this area did not emerge as a major risk area for our business. Modest likelihood that technology involving the production of our packaging materials and cold drinks equipment would be impacted, or the possibility that our own investments in cold drinks equipment may be impacted due to more climate-friendly technology.</p>
Legal	Relevant, always included	<p>At an enterprise level, The Coca-Cola Company conducts an annual enterprise risk assessment, based on our internal risk taxonomy, which includes 5 broad risk areas, which further divide into 22 risk categories. The impacts of climate change, as a potential key driver of a number of these risk categories, are integrated into this assessment at the detailed risk category level, in order to capture the diverse and cross-cutting impact that climate change impacts could have on our business.</p>



		<p>The link to our enterprise risk taxonomy was informed by our climate-related risk assessment conducted in 2018. We conducted a thorough assessment of our climate-related risk, both for physical risks and transition risks. For physical risks, both acute and chronic physical risks were considered, and for transition risks, we considered immediate and long-term policy risk, legal, technology, market and reputational risk.</p> <p>The scope of this assessment covered not only our direct operations but also our full value chain, including our supply chains for ingredients and packaging sourcing, as well as our downstream customers and communities.</p>
Market	Relevant, always included	<p>At an enterprise level, The Coca-Cola Company conducts an annual enterprise risk assessment, based on our internal risk taxonomy, which includes 5 broad risk areas, which further divide into 22 risk categories. The impacts of climate change, as a potential key driver of a number of these risk categories, are integrated into this assessment at the detailed risk category level, in order to capture the diverse and cross-cutting impact that climate change impacts could have on our business.</p> <p>The link to our enterprise risk taxonomy was informed by our climate-related risk assessment conducted in 2018. We conducted a thorough assessment of our climate-related risk, both for physical risks and transition risks. For physical risks, both acute and chronic physical risks were considered, and for transition risks, we considered immediate and long-term policy risk, legal, technology, market and reputational risk.</p> <p>The scope of this assessment covered not only our direct operations but also our full value chain, including our supply chains for ingredients and packaging sourcing, as well as our downstream customers and communities.</p> <p>Our assessment of market risk did not emerge as a major risk area for our business. Potential that uncertainly around the cost of electricity, fuel and water, poses a risk to operations and ability to manage costs. An additional possible risk was evolving consumer preferences that may result in expectations for companies to help manage impacts of chilled products.</p>
Reputation	Relevant, always included	<p>At an enterprise level, The Coca-Cola Company conducts an annual enterprise risk assessment, based on our internal risk taxonomy, which includes 5 broad risk areas, which further divide into 22 risk categories. The impacts of climate change, as a potential key driver of a number of these risk categories, are integrated into this assessment at the detailed risk category level, in order to capture the diverse and cross-cutting impact that climate change impacts could have on our business.</p> <p>The link to our enterprise risk taxonomy was informed by our climate-related risk assessment conducted in 2018. We conducted a thorough assessment of our climate-related risk, both for physical risks and transition risks. For physical risks,</p>



		<p>both acute and chronic physical risks were considered, and for transition risks, we considered immediate and long-term policy risk, legal, technology, market and reputational risk.</p> <p>The scope of this assessment covered not only our direct operations but also our full value chain, including our supply chains for ingredients and packaging sourcing, as well as our downstream customers and communities.</p> <p>Reputational risk did emerge as a potential long-term risk for the company. While currently latent, there is reputational risk due to consumers possibly associating the company and sector with water stress, fossil fuel use (through plastics) and other climate-related challenges.</p>
Acute physical	Relevant, always included	<p>At an enterprise level, The Coca-Cola Company conducts an annual enterprise risk assessment, based on our internal risk taxonomy, which includes 5 broad risk areas, which further divide into 22 risk categories. The impacts of climate change, as a potential key driver of a number of these risk categories, are integrated into this assessment at the detailed risk category level, in order to capture the diverse and cross-cutting impact that climate change impacts could have on our business.</p> <p>The link to our enterprise risk taxonomy was informed by our climate-related risk assessment conducted in 2018. We conducted a thorough assessment of our climate-related risk, both for physical risks and transition risks. For physical risks, both acute and chronic physical risks were considered, and for transition risks, we considered immediate and long-term policy risk, legal, technology, market and reputational risk.</p> <p>The scope of this assessment covered not only our direct operations but also our full value chain, including our supply chains for ingredients and packaging sourcing, as well as our downstream customers and communities.</p> <p>Acute physical risk was assessed and resulted in a number of potential risks being identified. Disruption to manufacture and distribution, damage to key production facilities could result in significant off line periods and reduced supply. Additionally, one-off events can impact crop availability in certain areas, and disrupt consumers in the specific area of the event. However, as a global company with a network of contingency and alternative supply routes, these one-off events are generally considered less material.</p>



<p>Chronic physical</p>	<p>Relevant, always included</p>	<p>At an enterprise level, The Coca-Cola Company conducts an annual enterprise risk assessment, based on our internal risk taxonomy, which includes 5 broad risk areas, which further divide into 22 risk categories. The impacts of climate change, as a potential key driver of a number of these risk categories, are integrated into this assessment at the detailed risk category level, in order to capture the diverse and cross-cutting impact that climate change impacts could have on our business.</p> <p>The link to our enterprise risk taxonomy was informed by our climate-related risk assessment conducted in 2018. We conducted a thorough assessment of our climate-related risk, both for physical risks and transition risks. For physical risks, both acute and chronic physical risks were considered, and for transition risks, we considered immediate and long-term policy risk, legal, technology, market and reputational risk.</p> <p>The scope of this assessment covered not only our direct operations but also our full value chain, including our supply chains for ingredients and packaging sourcing, as well as our downstream customers and communities.</p> <p>Chronic physical risk was assessed and resulted in a number of potential risks being identified. As climate change impacts affect levels of water stress and water scarcity, changes to water availability for key facilities can have implications for production capacity. Water scarcity can also have implications for quality and availability of key ingredients and packaging raw materials. Fundamental climatic changes will affect sourcing regions and availability of key ingredients and raw materials. Chronic weather changes have the potential to change the sourcing landscape and limit the quality and available of ingredients – particularly crops with sensitive growing conditions. Changes to weather patterns can also impact manufacture and distribution and consumers &amp; communities.</p>
<p>Upstream</p>	<p>Relevant, always included</p>	<p>At an enterprise level, The Coca-Cola Company conducts an annual enterprise risk assessment, based on our internal risk taxonomy, which includes 5 broad risk areas, which further divide into 22 risk categories. The impacts of climate change, as a potential key driver of a number of these risk categories, are integrated into this assessment at the detailed risk category level, in order to capture the diverse and cross-cutting impact that climate change impacts could have on our business.</p> <p>The link to our enterprise risk taxonomy was informed by our climate-related risk assessment conducted in 2018. We conducted a thorough assessment of our climate-related risk, both for physical risks and transition risks. For physical risks, both acute and chronic physical risks were considered, and for transition risks, we considered immediate and long-term policy risk, legal, technology, market and reputational risk.</p> <p>The scope of this assessment covered not only our direct operations but also our full value chain, including our supply</p>



		<p>chains for ingredients and packaging sourcing, as well as our downstream customers and communities.</p> <p>We have identified a number of possible vulnerabilities in our supply chain as a result of climate change impacts. Some of these include; one-off extreme weather events that can impact crop availability in certain areas, and disrupt consumers in the specific area of the event. However, as a global company with a network of contingency and alternative supply routes, these one-off events are generally considered less material.</p> <p>Impacts to water availability can have implications for quality and availability of key ingredients and packaging raw materials. Fundamental climatic changes will affect sourcing regions and availability of key ingredients and raw materials. Chronic weather changes have the potential to change the sourcing landscape and limit the quality and available of ingredients – particularly crops with sensitive growing conditions.</p>
Downstream	Relevant, always included	<p>At an enterprise level, The Coca-Cola Company conducts an annual enterprise risk assessment, based on our internal risk taxonomy, which includes 5 broad risk areas, which further divide into 22 risk categories. The impacts of climate change, as a potential key driver of a number of these risk categories, are integrated into this assessment at the detailed risk category level, in order to capture the diverse and cross-cutting impact that climate change impacts could have on our business.</p> <p>The link to our enterprise risk taxonomy was informed by our climate-related risk assessment conducted in 2018. We conducted a thorough assessment of our climate-related risk, both for physical risks and transition risks. For physical risks, both acute and chronic physical risks were considered, and for transition risks, we considered immediate and long-term policy risk, legal, technology, market and reputational risk.</p> <p>The scope of this assessment covered not only our direct operations but also our full value chain, including our supply chains for ingredients and packaging sourcing, as well as our downstream customers and communities.</p> <p>For our downstream customers and communities, we have also identified potential risks; Changes to weather patterns can also impact manufacture and distribution and consumers &amp; communities. In particular, damage to distribution to infrastructure due to extreme weather events could result in disruption to distribution.</p>

## C2.2d

### **(C2.2d) Describe your process(es) for managing climate-related risks and opportunities.**

The Company has multiple routines to ensure potential key risks, including climate change, are evaluated on a regular basis. At the local level, risk management process leads facilitate the identification of new and emerging risks, ensure on-going leadership team risk dialogue, and track progress of risk treatments (mitigation strategies and action plans). The prioritization process considers risk likelihood and consequence to the business, which can include but is not limited to materiality, financial impact, business disruption and/or reputation. Top risks resulting from this process are summarized, shared, and discussed with Company leadership. Centrally, a Risk Steering Committee, which is comprised of a cross-functional team of senior leaders, meets every other month to discuss potential key risks and ensure the effectiveness of risk treatment plans and strategies for top risks. The Risk Steering Committee also completes a comprehensive strategic risk assessment to prioritize the Company's top enterprise risks. Each business unit, function or department is responsible for actively managing and monitoring their respective risks throughout the year. Relevant risks that could materially affect our business and financial results are disclosed in the Annual Report on Form 10-K. This includes risks and uncertainties relating to global climate change and its potential impacts to our business, such as those related to energy consumption, water consumption, process emissions and wastes, fleet operations, packaging waste, natural hazards, among many others.

The prioritization process of risk is supported by a standard 5-point assessment scale for both likelihood and consequence, which results in the creation of a heat-map summary report. Business Continuity Plans for our plants are developed based on this semi-annual Risk Assessment process that identifies the a) likelihood of a risk event and b) impact of that risk event should it occur. The combination of those two components results in a "risk level score" which drives our Business Continuity Planning requirements by Plant. Higher risk plants require more detailed BCPs.

In 2018, building on our work with BSR in 2016/17 to create a framework for climate resilience at The Coca-Cola Company, we conducted a thorough climate-related risk priority assessment. The assessment was conducted in partnership with DNV GL and Coca-Cola European Partners and was conducted in alignment with the recommendations of the Taskforce for Climate-related Financial Disclosures. It assessed Acute physical, Chronic physical and Transitional risks across a 10-year timescale, through a host of internal and external information and interviews, and identified both a BAU and 2 degree scenario for scenario analysis.

The identified priority climate-related risks were:

- Changes to weather and precipitation patterns limiting the availability of ingredients and raw materials
- Extreme weather events disrupting production and limiting distribution



- Water scarcity disrupting sourcing and/or production
- GHG and/or water regulations increasing COGS (GHG) or disrupting production (Water)
- Changes to consumer perceptions affecting corporate reputation

The assessments have informed the Enterprise Risk Management team's risk framework and strategy development, and will continue to be integrated into the corporate Enterprise Risk Management process, through which the climate-related impacts to the relevant business risks above will be captured as an input to the severity of our potential exposure to the risks stated above, and subsequently compared against all other enterprise priority risks.

In areas identified as potential risks or opportunities based on our risk assessment methodologies, we conduct targeted programs, often through our partnerships with key stakeholders. Our North America business unit, together with The Coca-Cola Foundation, has worked with the World Wildlife Fund (WWF) to expand river restoration and replenishment work in Big Bend (on the US/Mexico border) by engaging and empowering women of riverside communities in water and natural resource conservation work. The first phase aimed to eradicate giant cane (*Arundo donax*), increase the footprint of local tributary riparian forest by 25%, and conduct at least three women-focused workshops. Between June 2017 and May 2018, over 11 km (nearly 7 miles) along the Black Gap reach was treated for giant cane. Additionally, over 2,100 riparian trees were planted along the reach of Terlingua Creek. WWF convened several meetings with riverside community members and organized an all-women's skills workshop, including a river trip. WWF also attended meetings with the Raramuri communities in the upper Rio Conchos to understand the design of their water catchment system, as a way to transfer this knowledge to riverside communities in the Rio Grande/Rio Bravo. This was one of our key projects to help build resilience against climate-related impacts.

## C2.3

**(C2.3) Have you identified any inherent climate-related risks with the potential to have a substantive financial or strategic impact on your business?**

Yes

## C2.3a

**(C2.3a) Provide details of risks identified with the potential to have a substantive financial or strategic impact on your business.**



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**Identifier**

Risk 1

**Where in the value chain does the risk driver occur?**

Supply chain

**Risk type**

Physical risk

**Primary climate-related risk driver**

Chronic: Changes in precipitation patterns and extreme variability in weather patterns

**Type of financial impact**

Increased operating costs (e.g., higher compliance costs, increased insurance premiums)

**Company- specific description**

In our climate-related risk priority assessment, conducted in partnership with DNV GL and Coca-Cola European Partners and in alignment with the recommendations of the TCFD, we assessed Acute physical, Chronic physical and Transitional risks across a 10-year timescale, through a host of internal and external information and interviews, and identified both a BAU and 2 degree scenario for scenario analysis.

One of the identified top priority climate-related risks was:

"Changes to weather and precipitation patterns limiting the availability of ingredients and raw materials."

Our business uses a significant volume of corn-derived sweetener, high fructose corn syrup, as a sweetener in our beverages in many of key markets, including the United States of America. If the production of corn is impacted, a significant portion of our product portfolio in this market will be directly impacted, through cost and availability impacts of a key ingredient.

This specific risk item focuses on our purchased corn-derived sweeteners, which are grown in the United States. Based on our climate-related priority risk assessment, we understand that the chronic physical impacts of climate change, namely changes in precipitation patterns,



temperature variability and changes in weather patterns, are expected to have a significant impact on our agricultural supply chains. If we take the exposure of this specific supply chain, our exposure as a business would be on the products in our US market, which contain high-fructose corn syrup as a sweetener.

We therefore consider the climate change impacts and the associated impact on water and weather-related risks in the growing (i.e. sourcing) of this raw material to be a critical risk to monitor and understand.

**Time horizon**

Long-term

**Likelihood**

More likely than not

**Magnitude of impact**

Medium

**Are you able to provide a potential financial impact figure?**

Yes, an estimated range

**Potential financial impact figure (currency)**

**Potential financial impact figure – minimum (currency)**

1,604,000,000

**Potential financial impact figure – maximum (currency)**

4,623,000,000

**Explanation of financial impact figure**

This is the amount of current revenue that is dependent specifically on corn sourced from the United States, which is the scope of this risk calculation.



Assumptions below:

- Net operating revenue (public data) for North America Operating Group is used as an input.
- USA revenue breaks down proportional to its UC volume share within the NA OG.
- Global percentage of low or no-calorie beverages in our portfolio (27%) is applicable as an average to the USA market.
- Low end of range = exposed to risk only in locations of extremely high water stress.
- High end of range = exposed to risk in locations of both high and extremely high water stress.

Estimated exposure was calculated by taking North America Operating Group revenue, multiplying the volume share of USA, and further applying % of portfolio that use corn-derived sweetener, based on assumption above. We then multiply the % of our corn that we believe may be exposed to risk due to water stress based on climate change impacts.

**Management method**

In 2013, we set a goal to more sustainably source our priority ingredients by 2020. Corn is one of our priority ingredients, in the form of High Fructose Corn Syrup. We require that our suppliers meet our 15 Sustainable Agriculture Guiding Principles (SAGP), which establish the framework for progress and are integrated into governance procurement processes.

Specifically on corn, we advance our sustainable sourcing through membership in Field to Market: The Alliance for Sustainable Agriculture, through which we work on more sustainable corn production in the United States. With our four biggest corn suppliers, we are aiming to fulfill a 2014 commitment to expand the application of Field to Market's Fieldprint® Platform, a data-driven tool that quantifies water use, energy use, greenhouse gas emissions and other measures of sustainability performance. The target is to engage corn farmers representing 1 million acres by 2020, which would position The Coca-Cola Company with 100% more sustainable corn production in the U.S. market. As a result of such work, our global % of corn sourced from sustainable sources has moved into the 51 - 75% range, up from 0 - 25% in 2016 and 2017.

Ingredient is one of The Coca-Cola Company's biggest suppliers of corn syrup. The supplier also uses the SAI Platform as a global benchmark and references all efforts with local growers to this universal standard.

**Cost of management**

300,000,000

**Comment**

This number only represents the funding The Coca-Cola Company has invested in community water projects. However, the total costs of implementing our broader strategy in water leadership, including water efficiency improvements and waste water treatment and other water risk management projects is not included.

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**Identifier**

Risk 2

**Where in the value chain does the risk driver occur?**

Direct operations

**Risk type**

Physical risk

**Primary climate-related risk driver**

Chronic: Changes in precipitation patterns and extreme variability in weather patterns

**Type of financial impact**

Reduced revenue from decreased production capacity (e.g., transport difficulties, supply chain interruptions)

**Company- specific description**

In our climate-related risk priority assessment, conducted in partnership with DNV GL and Coca-Cola European Partners and in alignment with the recommendations of the TCFD, we assessed Acute physical, Chronic physical and Transitional risks across a 10-year timescale, through a host of internal and external information and interviews, and identified both a BAU and 2 degree scenario for scenario analysis.

One of the identified top priority climate-related risks was:

- Water scarcity disrupting sourcing and/or production

From time to time, water-related impacts may occur at facilities of The Coca-Cola Company and/or the Coca-Cola system (e.g., the cost to procure water supply may increase, local water supply may be threatened, qualitatively or quantitatively).



In 2018, in parallel with the climate-related risk assessment above, we worked with WRI on a global Enterprise Water Risk Assessment, including all production facilities globally and 9 of our priority commodities and their sourcing regions. In light of the climate-related risks identified in our assessment, this work provides a holistic, global view of our exposure to systemic water related hazards, including baseline water stress, projected water stress to 2030, water quality challenges and access to water and sanitation (WASH) challenges, for direct operations and key agricultural commodities.

For this response, we have chosen India as a target geography, and chosen to estimate our exposure specifically on the production facilities owned by The Coca-Cola Company. A number of facilities across India have been identified to be located in areas of high water stress, based on our assessment with WRI aqueduct. 9 facilities in India were identified, spread across Maharashtra, Gujarat, Tamil Nadu, Telangana, Rajasthan, Jammu and Kashmir, Uttar Pradesh and Karnataka.

While no significant impacts were identified in the reporting year, given the level of baseline water stress identified, there is a likelihood that, without any mitigation activity, the production or production capacity of these facilities could be affected by a number of potential risks, such as rising costs, community conflicts, government regulations and others.

**Time horizon**

Medium-term

**Likelihood**

More likely than not

**Magnitude of impact**

Medium-high

**Are you able to provide a potential financial impact figure?**

Yes, an estimated range

**Potential financial impact figure (currency)**

**Potential financial impact figure – minimum (currency)**

758,000,000

**Potential financial impact figure – maximum (currency)**

1,247,000,000

**Explanation of financial impact figure**

The amount listed here is the value of current business revenue that is dependent on only the production facilities OWNED BY The Coca-Cola Company, located in India.

Assumptions below:

- Net operating revenue (publicly reported) for the BIG Operating Group is used as a starting point.
- Assumes that revenue impact breaks down proportional to share of volume produced at a production facility. Much of this volume information is publicly available information.
- The low end of the range assumes that only locations with Extremely High water stress are exposed.
- The high end of the range assumes that locations with both High and Extremely High water stress are exposed.
- Estimated exposure was calculated by taking BIG Operating Group revenue, multiplying the volume share of India, and further multiplying the proportion of total volume of the market, that are produced at the facilities in focus.

**Management method**

We closely monitor the impact of our water use, and require all plants to comprehensively evaluate local source water vulnerabilities and risk. As discussed in other parts of this disclosure, each facility is required to complete a comprehensive risk assessment, composed of 72 risk factors across 21 risk categories on water-related issues, in which the salient issues surrounding our operations in India are comprehensively addressed.

For example, at Mehandiganj plant in Varanasi district of Uttar Pradesh, local NGOs and Hindustan Coca-Cola installed the first rainwater harvesting project nearly 15 years ago. Since then, the partnership has commissioned 38 rainwater harvesting structures to recharge ground water. We continue to improve water efficiency in our plants including introducing water reuse technology. We also take an active role in helping make water available to those who need it by partnering with local communities on safe water access and infrastructure programs. In many cases, we have provided water infrastructure where none has previously existed. We support water access programs because it's the right thing to do and it's good for our business. We build plants near cities where we can sell our products and where there are water sources.

This number below represents the aggregate investment in community water projects globally. Investments in this area continue. We have replenished 191 billion liters in 2015, 221 in 2016, 248 in 2017 and 257 in 2018).

**Cost of management**

300,000,000

**Comment**

This number only represents the funding The Coca-Cola Company had invested in community water projects globally as of 2015 year-end. Investments in this area continue, as seen by the growing volume we have replenished to communities (191 billion liters in 2015, 221 in 2016, 248 in 2017 and 257 in 2018). However, the total costs of implementing our broader strategy in water leadership, including water efficiency improvements and waste water treatment and other water risk management projects is not included.

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**Identifier**

Risk 3

**Where in the value chain does the risk driver occur?**

Supply chain

**Risk type**

Transition risk

**Primary climate-related risk driver**

Policy and legal: Increased pricing of GHG emissions

**Type of financial impact**

Increased operating costs (e.g., higher compliance costs, increased insurance premiums)

**Company- specific description**

In our climate-related risk priority assessment, conducted in partnership with DNV GL and Coca-Cola European Partners and in alignment with the recommendations of the TCFD, we assessed Acute physical, Chronic physical and Transitional risks across a 10-year timescale, through a host of internal and external information and interviews, and identified both a BAU and 2 degree scenario for scenario analysis.

One of the identified top priority climate-related risks was:



"GHG regulations increasing COGS."

There are currently only a handful of GHG emissions pricing policies or schemes in which the Food and Beverage sector is directly covered. As it relates to our Scope 2 and 3 emissions, many of the key commodities that we source are, or will be covered in carbon pricing policies.

There is a risk that, as an increasing number of carbon pricing policies are introduced around the world and the existing schemes continue to increase the equivalent cost per tonne of carbon, these costs either impact our system as direct costs, or as indirect costs through increased prices of our key sourced commodities, such as energy, metal, plastic, glass and others.

**Time horizon**

Long-term

**Likelihood**

More likely than not

**Magnitude of impact**

Medium-low

**Are you able to provide a potential financial impact figure?**

Yes, an estimated range

**Potential financial impact figure (currency)**

**Potential financial impact figure – minimum (currency)**

68,640,000

**Potential financial impact figure – maximum (currency)**

735,930,000

**Explanation of financial impact figure**



The stated figure is an estimate, based on our estimated business-as-usual emissions scenario in 2030, which assumes no emissions reduction activity or intervention between now and 2030. The figure is an estimate for the annual oncost to the system as a result of potential GHG emissions pricing policies.

We have used the top end of the projected GHG emissions pricing range stated in the IEA's World Energy Outlook "New Policies" scenario for 2030 as the low end of our range (USD 33/mT CO<sub>2</sub>e), and we have used the projected 2030 GHG emissions pricing stated in REMIND IAM 2degree scenario (USD 68/mT CO<sub>2</sub>e) for the high end of our range.

For direct emissions, we applied these prices assuming that 50% - 100% of our operations globally will be covered.

For indirect emissions, we applied a percentage range of these prices, assuming that a not-negligible portion of the increased costs will be passed on through the supply chain to our global system.

### **Management method**

Our emissions reduction target, to reduce the carbon footprint of the "drink in your hand" by 25% from 2010 to 2020, has helped to mitigate both our emissions in our direct operations, as well as the consumption of energy and emissions across our value chain.

Working towards this goal, many of our bottling partners have implemented ambitious renewable electricity or energy goals, and many have achieved significant volumes to date. For example, Coca-Cola European Partners have achieved 100% renewable electricity in operations for 2018.

Some of the key goals at our bottling partners are below:

Coca-Cola FEMSA - 85% clean generation by 2020

Arca Continental - 30% renewable energy by 2020

Hindustan Bottling - 40% energy by 2018

Coca-Cola Hellenic - 40% energy by 2020

Coca-Cola European Partners - 100% electricity by 2020, 40% energy by 2020.

Our World Without Waste initiative has a global goal to source 50% of our packaging from recycled materials, which will dramatically reduce our packaging emissions, and will contribute to meeting our emissions targets. In 2018, we used 9% recycled material in our PET plastic globally, up from 7% in 2017. We have had a long-standing program to reduce the emissions of our refrigeration equipment as well, and 80% of our newly purchased refrigeration equipment in 2018 were HFC-free, up from 65% in 2017.



**Cost of management**

100,000,000

**Comment**

This cost of management figure refers to the total amount of investment by The Coca-Cola Company related to the development of energy efficiency, low impact and natural refrigerants for refrigeration equipment. Refrigeration equipment are a key component that contributes a significant portion of our direct and indirect GHG emissions. It has also proven to be the greatest source of opportunity for emissions reduction as we monitor our performance against our 2020 emissions reduction target.

**C2.4**

**(C2.4) Have you identified any climate-related opportunities with the potential to have a substantive financial or strategic impact on your business?**

Yes

**C2.4a**

**(C2.4a) Provide details of opportunities identified with the potential to have a substantive financial or strategic impact on your business.**

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**Identifier**

Opp1

**Where in the value chain does the opportunity occur?**

Direct operations

**Opportunity type**

Resource efficiency

**Primary climate-related opportunity driver**

Use of recycling

**Type of financial impact**

Other, please specify

Reduced operating costs in the long term

**Company-specific description**

Bottlers of our beverage products presently offer and use nonrefillable recyclable containers in various markets around the world. Some of these bottlers also offer and use refillable containers, which are also recyclable. Legal requirements apply in various jurisdictions requiring that deposits or certain ecotaxes or fees be charged in connection with the sale, marketing and use of certain beverage containers. While the precise requirements imposed by these measures vary, if these measures are designed in a way that effectively increases the collection and recycling of nonrefillable containers, supports the use of increased recycled content in our packaging and supports the efficient use of refillable containers where they are used, we consider this as an opportunity to drive towards our 2030 goals to collect one package for every one we put on the market and include an average of 50% recycled content all of our primary packaging globally, driving a significant reduction in emissions associated with the packaging of our products, which we currently report within our Scope 3 emissions.

Specifically, packaging accounts for roughly one third of the carbon footprint across our value chain. Of this one third, our calculations show that roughly half can be attributed to aluminum cans and just under a quarter each can be attributed to plastic and glass. While the exact figure is dependent on the packaging material as well as the technology and infrastructure in use, recycling saves a significant amount of energy and emissions in comparison with virgin materials. In addition, we are optimistic about a cost benefit in the long term, as costs for collection and recycling become competitive with virgin materials, with the potential of additional costs being associated with extractive or fossil-fuel derived materials due to their impact on the climate and environment.

Furthermore, in light of the focus on this issue in the media and by civil society actors and consumers, our continued engagement and ambitious goal setting in this area will not only help to reduce emissions within our value chain, but also serve to protect corporate reputation and the value of our brands.

**Time horizon**

Current

**Likelihood**

Very likely



**Magnitude of impact**

Medium-high

**Are you able to provide a potential financial impact figure?**

Yes, a single figure estimate

**Potential financial impact figure (currency)**

324,520,000

**Potential financial impact figure – minimum (currency)**

**Potential financial impact figure – maximum (currency)**

**Explanation of financial impact figure**

Approximately 88% of our volume is currently being served in recyclable packaging. We estimate that 56% of that amount is currently being collected for recycling and/or refill.

By collecting and recycling the outstanding amount, we believe this unlocks opportunities for further growth of our business. For every 1% of revenue growth, based on 2018 earnings figures, the amount above is the potential financial impact. This does not mean that we expect this amount of growth. This number is simply a benchmark for further calculations and estimates.

**Strategy to realize opportunity**

Our strategy to realize this opportunity is our global World Without Waste program, as well as initiatives in place around the sustainability of our packaging.

- In 2018, \$15 million was committed to invest in Circulate Capital, an investment management firm dedicated to incubating and financing companies and infrastructure that prevent the flow of plastic waste into the world's oceans, particularly in South Asia & Southeast Asia.
- All 17 Business Units (geographical) have each developed their action plans, aligned with the global targets.
- Our R&D team is evaluating new recycling technologies on an ongoing basis and recently, DEMETO (developers of the gr3n technology for



chemical recycling), announced that The Coca-Cola Company joined their Industrial Advisory Board.

- In Mexico, our bottled water brand, Ciel, is now available in a 100% recycled PET bottle, using recycled material recycled through a collection and conversion infrastructure financed by our company and bottlers. In Australia, our Mount Franklin water brand is also now available in 100% rPET, and we are launching our water brand in Hong Kong in 100% rPET later this year.

- In the innovation space, we have expanded our “package-less” delivery model for beverages, our innovative Freestyle technology to more than 50,000 machines serving 14 million drinks daily, with continued expansion into Europe and Latin America.

**Cost to realize opportunity**

0

**Comment**

We currently put 226 billion units of packaging onto the market each year. (In our sustainability report, our packaging portfolio totals to 225.4, due to rounding) We estimate that 56% of that amount is currently being collected for recycling and/or refill.

We will work to ensure that the remaining 44% of our volume is further collected and recycled. Applying a universal net cost of collection per package, we can arrive at an estimated cost. However, assumptions vary significantly for a net cost of collection, with a number of potential variables to be considered, and cannot be disclosed here.

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**Identifier**

Opp2

**Where in the value chain does the opportunity occur?**

Direct operations

**Opportunity type**

Energy source

**Primary climate-related opportunity driver**

Use of lower-emission sources of energy



**Type of financial impact**

Reduced exposure to future fossil fuel price increases

**Company-specific description**

The Coca-Cola Company's syrup and juice production plants, bottling plants, and distribution facilities, as well as our independent bottling partners' bottling plants and distribution facilities use a significant amount of electricity, natural gas and other energy sources for operation. An increase in the price, disruption of supply or shortage of fuel and other energy sources in countries in which we have concentrate plants, or in any of the major markets in which our Company-owned or -controlled bottlers, or independent bottling partners' bottling plants operate, would increase our operating costs and negatively impact our profitability.

Across our entire Coca-Cola system, driven by the potential for increased energy security, financial incentives, or through emissions reduction and sustainability considerations, both our own operating facilities and some of our major bottling partners have invested in renewable energy projects, with some of our major bottling partners announcing renewable energy and electricity targets. The Coca-Cola Company's progress is described in the "Strategy to Realize Opportunity" question. One example of a bottling partner within the Coca-Cola System making important progress is Coca-Cola Amatil in Fiji, which has launched a project in 2017 that generates around 40 percent of its Suva manufacturing facility's total energy requirements from the sun, following the installation of over 3,860 solar panels on the roof of the building. The 1.1 megawatt solar system produces 1,408,000 kilowatt hours of energy per year, saving 974 tons of CO2 annually – the equivalent of saving 414,722 liters of diesel per year or planting 24,964 trees. When the second stage of the project is complete, it is anticipated 80 percent of the site's energy needs will be solar powered.

**Time horizon**

Medium-term

**Likelihood**

More likely than not

**Magnitude of impact**

Medium

**Are you able to provide a potential financial impact figure?**

Yes, an estimated range

**Potential financial impact figure (currency)**

**Potential financial impact figure – minimum (currency)**

35,211,000

**Potential financial impact figure – maximum (currency)**

145,112,000

**Explanation of financial impact figure**

The figures above are potential savings based on our possible exposure to GHG emissions pricing in the future. On our direct and Scope 2 emissions, based on our current estimates of how GHG emissions pricing policies may affect our system in the future, we expect that a conversion to renewable energy will avoid the costs above, in the year 2030. The numbers above are not cumulative, but is the per annum cost.

We used future projections of emissions in the year 2030 for both our Scope 1 and 2 emissions, and compared them with a scenario of renewable energy transition within our system. Using top end of carbon price projections for 2030 in the IEA WEO New Policies scenario as the low end of our range, and carbon prices for 2030 in the REMIND IAM 2C scenario as the high end of our range, we calculated this estimated avoidance of cost.

**Strategy to realize opportunity**

We have created a Clean Energy Toolkit to help our local teams make informed decisions on potential investment opportunities, and we have been working locally in several markets to embrace renewable energy initiatives.

CPS, the concentrate arm of Coca-Cola, has 9 live renewable energy projects across 7 plants. In 2017, the solar installation in Pakistan went live, providing about 9% of the plant's total energy, and in India, 7% of the plant's total energy use and more than 10% of electricity comes from the new solar installation. This will double when the additional solar panels begin producing in the second phase of the project.

Many of our bottling partners have implemented ambitious renewable electricity or energy goals, and many have achieved significant volumes to date. For example, Coca-Cola European Partners have achieved 100% renewable electricity in operations for 2018.

The number below includes a very high-level estimate of the capital outlay required to achieve a portion of the total renewable energy required



to achieve the opportunities. We expect a significant amount of any renewable energy transition to be realized through contracts, rather than capital investment, which we did not factor into this number.

Coca-Cola FEMSA - 85% clean generation by 2020

Arca Continental - 30% renewable energy by 2020

Hindustan Bottling - 40% energy by 2018

Coca-Cola Hellenic - 40% energy by 2020

Coca-Cola European Partners - 100% electricity by 2020, 40% energy by 2020.

**Cost to realize opportunity**

164,720,000

**Comment**

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**Identifier**

Opp3

**Where in the value chain does the opportunity occur?**

Customer

**Opportunity type**

Energy source

**Primary climate-related opportunity driver**

Use of new technologies

**Type of financial impact**

Reputational benefits resulting in increased demand for goods/services

**Company-specific description**





As a beverage company, sustainable refrigeration is a key opportunity for The Coca-Cola Company. International agreements may include mandatory requirements and/or incentives that increase the return of low-carbon technology investments. Future regulations on energy pricing may impact company operations and make our energy efficiency and renewable energy investments more competitive; climate change regulations could influence the cost of refrigerants and improve the return of our eKOfreshment (sustainable refrigeration) program.

Refrigeration is the single biggest estimated source of our system's carbon emissions footprint. The company has approached this as an innovation opportunity and has worked to improve the environmental performance of our refrigeration equipment. Since 2000, we have improved our cooling equipment energy efficiency by 40 percent; and we have eliminated 75 percent of direct greenhouse gas (GHG) emissions by transitioning to HFC-free insulation foam for new equipment.

**Time horizon**

Current

**Likelihood**

Very likely

**Magnitude of impact**

Medium-high

**Are you able to provide a potential financial impact figure?**

Yes, a single figure estimate

**Potential financial impact figure (currency)**

324,520,000

**Potential financial impact figure – minimum (currency)**

**Potential financial impact figure – maximum (currency)**

**Explanation of financial impact figure**



Strong partnerships with our customers are key in driving the success of our business. Given that a vast majority of our cold drinks equipment are on-site at our customers' retail outlets, reputational and energy efficiency gains from our cold drinks equipment initiatives will have a positive impact on our partnerships with customers and with consumers.

With each 1% of revenue growth that this opportunity could drive, the financial impact is listed above, based on our 2018 net operating revenue.

**Strategy to realize opportunity**

A major focus for improvement has been phasing out hydrofluorocarbon (HFCs) refrigerants, using natural refrigerant fluids, in our cold-drink equipment across our global value chain. In 2018, The Coca-Cola Company and its bottlers introduced 886,693 units of HFC-free refrigeration equipment, adding up to a total of around 4 million HFC-free coolers and vending machines that we have introduced into the marketplace since the program began.

In addition, we have more than 5.6 million intelligent energy management devices in use on our refrigeration equipment, reducing customer electricity consumption and saving them an estimated \$400 million annually and delivering corresponding emissions reductions of approximately 3.1 million metric tons per year.

All told, the Coca-Cola system has invested more than \$100 million over the past decade to make our coolers more environmentally responsible. We have certified 280 cooler models as meeting our performance standards. More than three-quarters of these certified models are more energy-efficient than legacy models, and 60 percent have a higher cooling capacity. Nearly 40 percent are certified to perform in hot or humid conditions.

**Cost to realize opportunity**

100,000,000

**Comment**

**C2.5**

**(C2.5) Describe where and how the identified risks and opportunities have impacted your business.**



	Impact	Description
Products and services	Impacted for some suppliers, facilities, or product lines	<p>Over the past several years we have seen several production facilities across our global system affected by extreme weather events, disrupting production and distribution of goods.</p> <p>In 2018 a production facility in Japan experienced a flood, and in years previous, facilities in Puerto Rico suffered severe disruption due to Hurricane Maria. In both cases, impact to the business included damage to assets, lost production and revenue, activation of alternative, more costly emergency supply routes in addition to others. In the short term the impact of these individual incidents are often less than 0.1% of global volume, given the ability of our system to activate alternative supply routes. The probability of a significant impact on our operations is currently low.</p>
Supply chain and/or value chain	Impacted for some suppliers, facilities, or product lines	<p>The Coca-Cola Company and our bottling partners use a number of key ingredients that are derived from agricultural commodities such as sugarcane, corn, sugar beets, citrus, coffee and tea in the manufacturing and packaging of our beverage products. Increased demand for food products and decreased agricultural productivity in certain regions of the world as a result of changing weather patterns may limit the availability or increase the cost of such agricultural commodities and could impact the food security of communities around the world. Both our sustainable agriculture program and our economic empowerment programs are focused on economic opportunity and environmental sustainability to address these agricultural challenges, to make a strategic impact on food security through joint efforts with bottlers, farmers, communities, suppliers and key partners, as well as through our increased and continued investment in sustainable agriculture and the affordability of our products. As a result, not only do we help to build a stronger, more efficient agricultural supply, but we also connect with and empower the communities in which we operate.</p>
Adaptation and mitigation activities	Impacted for some suppliers, facilities, or product lines	<p>Water is a limited natural resource in many parts of the world, and our Company recognizes water availability, quality and sustainability, for both our operations and also the communities where we operate, as one of the key challenges facing our business. Climate change may exacerbate water scarcity and cause a further deterioration of water quality in affected regions, which could limit water availability for the Coca-Cola system's bottling operations.</p> <p>Juice and juice concentrate from various fruits, particularly orange juice and orange juice concentrate, are the principal raw materials for our juice and juice drink products. The citrus industry is impacted by greening</p>



		<p>disease and the variability of weather conditions. In particular, freezing weather or hurricanes in central Florida may result in shortages throughout the industry. In addition, greening disease is reducing the number of trees and increasing grower costs and prices.</p> <p>The prices for many key raw materials, particularly ingredients, packaging materials, aluminum cans and other containers fluctuate depending on market conditions. Substantial increases in the prices of our - or our bottling partners' - ingredients, packaging materials, aluminum cans and other containers to the extent they cannot be recouped through increases in the prices of finished beverage products, could increase our and our bottling partners' operating costs and reduce our profitability. Increases in the prices of our finished products resulting from a higher cost of ingredients, other raw materials, packaging materials, aluminum cans and other containers could affect affordability in some markets and reduce Coca-Cola system sales.</p> <p>An increase in the cost, a sustained interruption in the supply, or a shortage of some of these ingredients, packaging materials, aluminum cans and other containers may be caused by events such as natural disasters or power outages, which could increase in frequency as a result of climate change and negatively impact our net operating revenues and profits.</p>
Investment in R&D	Impacted	<p>As a beverage company, sustainable refrigeration is a key opportunity for The Coca-Cola Company. International agreements may include mandatory requirements and/or incentives that increase the return of low-carbon technology investments. Future regulations on energy pricing may impact company operations and make our energy efficiency and renewable energy investments more competitive; climate change regulations could influence the cost of refrigerants and improve the return of our eKOfreshment (sustainable refrigeration) program.</p>
Operations	Impacted for some suppliers, facilities, or product lines	<p>The Coca-Cola Company derives a significant portion of our revenues from sales of concentrates and syrups to independent bottling partners and, therefore, the success of our business depends on our bottling partners' financial strength and profitability. Our bottling partners' financial condition is affected in large part by conditions and events that are beyond our and their control, and among them is the potential disruptions of bottling operations that may be caused by natural disasters or other catastrophic events, which may increase in frequency as a result of climate change. A deterioration of the financial condition or results of operations of one or more of our major bottling partners could adversely affect our net operating revenues from sales of</p>



		<p>concentrates and syrups; and, if such deterioration involves one or more of our major equity investee bottling partners, could also result in a decrease in our equity income and/or impairments of our equity method investments.</p> <p>Our Company's business is subject to laws and regulations relating to the protection of the environment. Changes in applicable laws or regulations or evolving interpretations thereof, including increased or additional regulations to limit carbon dioxide and other greenhouse gas emissions as a result of concern over climate change, may result in increased compliance costs, capital expenditures and other financial obligations.</p> <p>The Coca-Cola Company's syrup and juice production plants, bottling plants, and distribution facilities, as well as our independent bottling partners' bottling plants and distribution facilities use a significant amount of electricity, natural gas and other energy sources for operation. An increase in the price, disruption of supply or shortage of fuel and other energy sources in countries in which we have concentrate plants, or in any of the major markets in which our Company-owned or -controlled bottlers, or independent bottling partners' bottling plants operate, would increase our operating costs and negatively impact our profitability.</p> <p>The Company's own syrup and concentrate facilities continue making progress on increasing renewable energy use, driven by many of these risks above. There are currently 9 projects across 7 plants, including a large-scale solar project in planning, as well as mid-sized projects in India and Pakistan.</p>
Other, please specify	We have not identified any risks or opportunities	No others identified

## C2.6

**(C2.6) Describe where and how the identified risks and opportunities have been factored into your financial planning process.**

	Relevance	Description
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<p>Revenues</p>	<p>Impacted for some suppliers, facilities, or product lines</p>	<p>The Coca-Cola Company derives a significant portion of our net operating revenues from sales of concentrates and syrups to independent bottling partners and, therefore, the success of our business depends on our bottling partners' financial strength and profitability. Our bottling partners' financial condition is affected in large part by conditions and events that are beyond our and their control, and among them is the potential disruptions of bottling operations that may be caused by natural disasters or other catastrophic events, which may increase in frequency as a result of climate change. A deterioration of the financial condition or results of operations of one or more of our major bottling partners could adversely affect our net operating revenues from sales of concentrates and syrups.</p> <p>As owners of some of the most valuable brands globally, consumer perception of our brands and products is critical to our performance as a business. Today, we are operating in a world that is under increasing scrutiny from a variety of stakeholders, including customers, communities, civil society, governments and investors. Technology-driven transparency is opening up a company's activity to examination by consumers and other stakeholders. Consumers and stakeholders today ask more about the products they purchase, and the companies they purchase from. They also expect companies to manage their impacts on the world, including their contribution to climate change. Stakeholder expectation for companies such as ours to act on climate change is high enough that any perceived inaction on climate change could have significant impacts on our corporate reputation and on the demand for our products and contribute to lower sales, which could have an adverse effect on our performance results.</p> <p>Consumers are taking into account a company's environmental stewardship performance when making purchasing decisions. The more proactive we are the more we can increase our sales to consumers that show a preference for increased environmental stewardship. For example, The Coca-Cola Company has invested in PlantBottle™ technology as a way to reduce the material carbon impact of petroleum-based plastics, and we consider this to be a potential opportunity.</p>
<p>Operating costs</p>	<p>Impacted for some suppliers, facilities, or product lines</p>	<p>Our Company's business is subject to various laws and regulations in the numerous countries throughout the world in which we do business, including laws and regulations relating to the protection of the environment. Changes in applicable laws or regulations or evolving interpretations thereof, including increased or additional regulations to limit carbon dioxide and other greenhouse gas emissions as a result of concern over</p>

		<p>climate change, may result in increased compliance costs, capital expenditures and other financial obligations for us and our bottling partners, which could affect our profitability, or may impede the production, distribution, marketing and sale of our products, which could affect our net operating revenues.</p> <p>The Coca-Cola Company and our bottling partners use a number of key ingredients that are derived from agricultural commodities such as sugarcane, corn, sugar beets, citrus, coffee and tea in the manufacture and packaging of our beverage products. Increased demand for food products and decreased agricultural productivity in certain regions of the world as a result of changing weather patterns may limit the availability or increase the cost of such agricultural commodities and could impact the food security of communities around the world.</p> <p>The prices for many key raw materials, particularly ingredients, packaging materials, aluminum cans and other containers fluctuate depending on market conditions.</p> <p>An increase in the cost, a sustained interruption in the supply, or a shortage of some of these ingredients, packaging materials, aluminum cans and other containers may be caused by events such as natural disasters or power outages, which could increase in frequency as a result of climate change and negatively impact our net operating revenues and profits.</p>
<p>Capital expenditures / capital allocation</p>	<p>Impacted for some suppliers, facilities, or product lines</p>	<p>Our Company's business is subject to various laws and regulations in the numerous countries throughout the world in which we do business, including laws and regulations relating to the protection of the environment. Changes in applicable laws or regulations or evolving interpretations thereof, including increased or additional regulations to limit carbon dioxide and other greenhouse gas emissions as a result of concern over climate change, may result in increased compliance costs, capital expenditures and other financial obligations for us and our bottling partners, which could affect our profitability, or may impede the production, distribution, marketing and sale of our products, which could affect our net operating revenues.</p>
<p>Acquisitions and divestments</p>	<p>Not yet impacted</p>	<p>The Coca-Cola Company derives a significant portion of our net operating revenues from sales of concentrates and syrups to independent bottling partners and, therefore, the success of our business depends on our bottling partners' financial strength and profitability. While under our agreements with our bottling partners we generally have the right to unilaterally change the prices we charge for our concentrates</p>



		and syrups, our ability to do so may be materially limited by our bottling partners' financial condition and their ability to pass price increases along to their customers. Our bottling partners' financial condition is affected in large part by conditions and events that are beyond our and their control, and among them is the potential disruptions of bottling operations that may be caused by natural disasters or other catastrophic events, which may increase in frequency as a result of climate change. A deterioration of the financial condition or results of operations of one or more of our major bottling partners could adversely affect our net operating revenues from sales of concentrates and syrups; and, if such deterioration involves one or more of our major equity investee bottling partners, could also result in a decrease in our equity income and/or impairments of our equity method investments.
Access to capital	Not yet impacted	The Coca-Cola Company derives a significant portion of our net operating revenues from sales of concentrates and syrups to independent bottling partners and, therefore, the success of our business depends on our bottling partners' financial strength and profitability. While under our agreements with our bottling partners we generally have the right to unilaterally change the prices we charge for our concentrates and syrups, our ability to do so may be materially limited by our bottling partners' financial condition and their ability to pass price increases along to their customers. Our bottling partners' financial condition is affected in large part by conditions and events that are beyond our and their control, and among them is the potential disruptions of bottling operations that may be caused by natural disasters or other catastrophic events, which may increase in frequency as a result of climate change. A deterioration of the financial condition or results of operations of one or more of our major bottling partners could adversely affect our net operating revenues from sales of concentrates and syrups; and, if such deterioration involves one or more of our major equity investee bottling partners, could also result in a decrease in our equity income and/or impairments of our equity method investments.
Assets	Impacted for some suppliers, facilities, or product lines	The Coca-Cola Company derives a significant portion of our net operating revenues from sales of concentrates and syrups to independent bottling partners and, therefore, the success of our business depends on our bottling partners' financial strength and profitability. While under our agreements with our bottling partners we generally have the right to unilaterally change the prices we charge for our concentrates and syrups, our ability to do so may be materially limited by our bottling partners' financial condition and their ability to pass price increases along to their customers. Our bottling partners' financial condition is affected in large part by conditions and events that are beyond our and their control, and among them is the potential





		<p>disruptions of bottling operations that may be caused by natural disasters or other catastrophic events, which may increase in frequency as a result of climate change. A deterioration of the financial condition or results of operations of one or more of our major bottling partners could adversely affect our net operating revenues from sales of concentrates and syrups; and, if such deterioration involves one or more of our major equity investee bottling partners, could also result in a decrease in our equity income and/or impairments of our equity method investments.</p>
Liabilities	We have not identified any risks or opportunities	<p>The Coca-Cola Company derives a significant portion of our net operating revenues from sales of concentrates and syrups to independent bottling partners and, therefore, the success of our business depends on our bottling partners' financial strength and profitability. While under our agreements with our bottling partners we generally have the right to unilaterally change the prices we charge for our concentrates and syrups, our ability to do so may be materially limited by our bottling partners' financial condition and their ability to pass price increases along to their customers. Our bottling partners' financial condition is affected in large part by conditions and events that are beyond our and their control, and among them is the potential disruptions of bottling operations that may be caused by natural disasters or other catastrophic events, which may increase in frequency as a result of climate change. A deterioration of the financial condition or results of operations of one or more of our major bottling partners could adversely affect our net operating revenues from sales of concentrates and syrups; and, if such deterioration involves one or more of our major equity investee bottling partners, could also result in a decrease in our equity income and/or impairments of our equity method investments. However, from the perspective of climate change impacts, we have not identified significant risks in this area.</p>
Other	We have not identified any risks or opportunities	No others identified.

## C3. Business Strategy

### C3.1

**(C3.1) Are climate-related issues integrated into your business strategy?**

Yes

#### C3.1a

**(C3.1a) Does your organization use climate-related scenario analysis to inform your business strategy?**

Yes, qualitative

### C-AC3.1b/C-CE3.1b/C-CH3.1b/C-CO3.1b/C-EU3.1b/C-FB3.1b/C-MM3.1b/C-OG3.1b/C-PF3.1b/C-ST3.1b/C-TO3.1b/C-TS3.1b

**(C-AC3.1b/C-CE3.1b/C-CH3.1b/C-CO3.1b/C-EU3.1b/C-FB3.1b/C-MM3.1b/C-OG3.1b/C-PF3.1b/C-ST3.1b/C-TO3.1b/C-TS3.1b) Indicate whether your organization has developed a low-carbon transition plan to support the long-term business strategy.**

In development, we plan to complete it within the next 2 years

#### C3.1c

**(C3.1c) Explain how climate-related issues are integrated into your business objectives and strategy.**

i.

Climate-related issues influence our strategy across our supply chain, both from an adaptation and mitigation perspective.

The potential impacts of climate change are a key driver of our sustainability initiatives such as our program in water leadership, sustainable sourcing, packaging sustainability and circular economy, women's empowerment, as well as in the operational continuity at our plants and at our bottling partners. Building on our work with BSR in 2016/17 to create a framework for climate resilience, we conducted a thorough climate-related risk priority assessment in 2018, which was fully aligned with the recommendations of the Taskforce for Climate-related Financial Disclosures (more below).

From a mitigation perspective, the reputational benefits among consumers and stakeholders as well as the potential short or long-term cost benefits of our ongoing work to reduce GHG emissions across the value chain continue to influence our business strategy. This applies to our work across the value chain, including with our ingredients sourcing, packaging and circular economy strategies, energy efficiency and renewable energy investments in our manufacturing and distribution networks, as well as our work in refrigeration equipment. For each of these programs, governance structures are in place with bottling partners and business units to integrate strategies into the local context of the respective areas of the business.

ii.

The Coca-Cola Company is working to reduce GHG emissions across our value chain by working across the Coca-Cola system, including in our manufacturing processes, packaging, delivery fleet, refrigeration equipment and ingredient sourcing. This is reflected in our Coca-Cola System goal to reduce the carbon footprint of the "drink in your hand" by 25% by 2020, against a 2010 baseline, which directly influences business strategy by incentivizing low-carbon decisions across our value chain.

In addition, this value chain framework we use to define our GHG emissions targets has been applied in the process of developing our strategies around adaptation and climate resilience to ensuring consistency and maximize the effectiveness of the framework.

iii.

Packaging accounts for roughly one third of the GHG emissions across our value chain. As such, there is a significant abatement opportunity through recycling and the use of recycled materials. In addition, there is a potential long-term opportunity, as costs of recycling and recycled material use could become competitive with virgin materials, if materials begin to incur costs associated with their climate impact. In 2017, our Company prepared a waste and circular economy strategy called World Without Waste, with an official launch in January 2018. The program set goals for our business to help collect a package for every one we sell, and to move towards 50% recycled material use in all of our consumer packaging globally by 2030.

All 17 Business Units have developed action plans aligned with global targets, and we have made progress in engaging our packaging suppliers through the CDP supply chain program to understand opportunities for reducing emissions. We have also launched 100% recycled material packaging in our water brands Ciel in Mexico and Mount Franklin in Australia, with plans for many others in 2019.

iv.

In 2018, (a) the need for adaptation and (b) policies favoring renewable energy and (c) cost and reputational benefits of progressing towards emissions reduction targets have influenced our business strategy.

(a) In partnership with DNV GL and Coca-Cola European Partners, we conducted an enterprise-level climate-related risk assessment, as well as identifying appropriate climate scenarios for our business to conduct further in-depth scenario analysis. The assessment was aligned with the

recommendations of the Taskforce for Climate-related Financial Disclosures, and assessed Acute physical, Chronic physical and Transitional risks across a 10-year timescale, through a host of internal and external information and interviews, and identified both a BAU and 2 degree scenario for scenario analysis.

The identified priority climate-related risks were:

- Changes to weather and precipitation patterns limiting the availability of ingredients and raw materials
- Extreme weather events disrupting production and limiting distribution
- Water scarcity disrupting sourcing and/or production
- GHG and/or water regulations increasing COGS (GHG) or disrupting production (Water)
- Changes to consumer perceptions affecting corporate reputation

The assessments were integrated in the Enterprise Risk Management team's risk framework and strategy development and will continue to inform corporate Enterprise Risk Management process, through which the climate-related impacts to the relevant business risks above will be captured as an input to the severity of our potential exposure and subsequently compared against all other enterprise priority risks.

(b) Policies favorable to renewable energy have driven decisions on solar investments. In India and Pakistan, our concentrate business CPS launched on-site solar generation projects, leveraging tax-incentive investment policies. In Pakistan, the installation provides about 9% of the total energy, and in India, roughly 7% of the energy and 10% of the electricity. This will double with the capacity planned in phase 2.

Favorable economic policies for renewable energy appear to be among the most important indicators for renewable energy uptake at our bottling partners as well. Coca-Cola European Bottlers achieved 100% renewable electricity in direct operations. Coca-Cola Amatil derived 56.3% of its energy from renewable and low-carbon sources including natural gas, announcing a 3.5MW expansion in their solar capacity across their production facilities in Australia.

(c) Emissions reductions targets and the associated benefits of reducing emissions, such as energy savings and reputational benefits, have also driven decisions .

Our program for energy efficiency in our manufacturing sites across the system (including bottling partners) continues. Through this program, the system energy efficiency has improved 23% since 2004. Our collaboration with the World Wildlife Fund on a Top 10 Energy Efficiency practices program for our plants has been a key driver. 801 facilities had enrolled in this program, and 1/3 of these facilities have completed the program and over half have implemented 7 out of 10 energy efficiency measures.

As the largest source of our GHG emissions, we will continue to reduce the footprint of our refrigeration equipment. Since 2000 we have improved energy efficiency by 40% and eliminated 75% of direct GHG emissions by transitioning to HFC-free. In 2018, The Coca-Cola Company and its bottlers



introduced 886,693 units of HFC-free refrigeration equipment, exceeding a total of 3 million since the program began, saving customers 3.1 million tonnes of emissions annually.

### C3.1d

**(C3.1d) Provide details of your organization’s use of climate-related scenario analysis.**

Climate-related scenarios	Details
IEA NPS REMIND	<p>In 2017 The Coca-Cola Company, in partnership with Business for Social Responsibility (BSR), began developing a Strategy Framework for Building Climate Resilience across the TCCC global system and value chain, based on long-term assessments of climate change impacts, by applying various scenarios and potential impacts based on climate vulnerability assessments and other inputs.</p> <p>In 2018, building on our work with BSR in 2016/17 to create a framework for climate resilience at The Coca-Cola Company, we conducted a thorough climate-related risk priority assessment. The assessment was conducted in partnership with DNV GL and Coca-Cola European Partners and was conducted in alignment with the recommendations of the Taskforce for Climate-related Financial Disclosures. It assessed Acute physical, Chronic physical and Transitional risks across a 10-year timescale, through a host of internal and external information and interviews, and identified both a BAU and 2 degree scenario for scenario analysis.</p> <p>Our assessment considers a 2030 timeline (10+1years). The scenarios have 2040 timelines, but these are extrapolated down to 2030, where appropriate. The 2030 timeline was chosen, as our current sustainability targets expire in 2020, and this timeline is most likely to be in line with our thinking beyond 2020.</p> <p>The identified priority climate-related risks are split between the two scenarios.</p> <p>In a "BAU" world, the following are the top priority risks:</p> <ul style="list-style-type: none"> <li>- Changes to weather and precipitation patterns limiting the availability of ingredients and raw materials</li> <li>- Extreme weather events disrupting production and limiting distribution</li> <li>- Water scarcity disrupting sourcing and/or production</li> </ul> <p>In a "2-Degree" world, the following are considered the primary risks, as well as some of the above risks, to a lesser degree, continuing to</p>

have impacts:

- GHG and/or water regulations increasing COGS (GHG) or disrupting production (Water)
- Changes to consumer perceptions affecting corporate reputation

The selected scenarios were chosen on the basis that they contain the most relevant data points for our business to conduct further analysis based on these numbers. Assumptions around energy demand, population growth, and carbon pricing were relevant. Additionally, we assessed the likelihood and frequency by which these scenarios will be updated and also, the comparability to other datasets was considered.

For the REMIND model, data integrity, and the choice of UNEP FI and a number of financial institutions to adopt the model for assessing default risks from climate change was also considered.

Our internal functions considered as part of our scenario analysis include the major functions each impacted by the priority risks indicated above. These include, but are not limited to, our procurement function, R&D team, bottling partners and technical functions, as well as risk management, finance and insurance functions .

At this time, we have completed an assessment of the top priority risks against the two scenarios (BAU and 2-degrees), and the results are summarized in the top priority risks listed above. Some high level financial risk estimates have been derived, based on estimates of how carbon pricing may impact our total system, including bottling partners, across our value chain. Our initial estimates provide a wide range of between 69 million to 736 million as the potential impact, with a variety of inputs considered.

The exercise has informed the development of a global enterprise risk management framework, including the impact of climate-related events as a key input to the suite of business risks across the enterprise. Additionally, the focus on water-related impacts under the BAU scenario has helped establish a clear link to our global water sustainability strategy.

Specifically, as a result of this insight above, we expect that our water sustainability strategy over the coming years will begin to feature climate resilience as a key pillar.

## C4. Targets and performance

### C4.1

**(C4.1) Did you have an emissions target that was active in the reporting year?**

Intensity target

### C4.1b

**(C4.1b) Provide details of your emissions intensity target(s) and progress made against those target(s).**

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**Target reference number**

Int 1

**Scope**

Scope 1+2 (market-based) + 3 (upstream and downstream)

**% emissions in Scope**

100

**Targeted % reduction from base year**

25

**Metric**

Other, please specify

Grams CO<sub>2</sub>e per liter of sold beverage

**Base year**

2010



**Start year**

2013

**Normalized base year emissions covered by target (metric tons CO2e)**

5,225,412

**Target year**

2020

**Is this a science-based target?**

No, but we anticipate setting one in the next 2 years

**% of target achieved**

84

**Target status**

Underway

**Please explain**

We continue to evaluate and make changes in our operations and throughout the Coca-Cola system value chain to reduce our climate impact. This target is a Coca-Cola System level target, including The Coca-Cola Company and its bottling partners. The target brings our diverse sustainability initiatives under one goal to reduce the carbon footprint of the "drink in your hand" by 25 percent by 2020. Progress toward reducing the greenhouse gas emissions across our manufacturing processes, packaging formats, delivery fleet, refrigeration equipment and ingredient sourcing is now being measured toward the "drink in your hand" goal.

The calculation of progress toward our "drink in your hand" goal has been internally vetted using accepted and relevant scientific and technical methodologies, which are aligned with GHG Protocol scopes 1, 2 and 3. Due to the nature of our franchise bottling system, in this CDP response, our manufacturing emissions are normally split between Scopes 1 and 2 for company-owned facilities and Scope 3 for bottling partner facilities. However, in our "drink in your hand" calculations, we consider the full Coca-Cola system (including franchise bottling partners) in the calculation of our manufacturing, distribution and refrigeration emissions.





**% change anticipated in absolute Scope 1+2 emissions**

0

**% change anticipated in absolute Scope 3 emissions**

0

## C4.2

**(C4.2) Provide details of other key climate-related targets not already reported in question C4.1/a/b.**

## C4.3

**(C4.3) Did you have emissions reduction initiatives that were active within the reporting year? Note that this can include those in the planning and/or implementation phases.**

Yes

## C4.3a

**(C4.3a) Identify the total number of initiatives at each stage of development, and for those in the implementation stages, the estimated CO2e savings.**

	Number of initiatives	Total estimated annual CO2e savings in metric tonnes CO2e (only for rows marked *)
Under investigation	5	
To be implemented*	9	85
Implementation commenced*	64	2,886
Implemented*	25	164,226
Not to be implemented	0	

## C4.3b

(C4.3b) Provide details on the initiatives implemented in the reporting year in the table below.

---

**Initiative type**

Energy efficiency: Processes

**Description of initiative**

Process optimization

**Estimated annual CO2e savings (metric tonnes CO2e)**

1,902

**Scope**

Scope 2 (market-based)

**Voluntary/Mandatory**

Voluntary

**Annual monetary savings (unit currency – as specified in C0.4)**

909,137

**Investment required (unit currency – as specified in C0.4)**

440,700

**Payback period**

1-3 years

**Estimated lifetime of the initiative**

Ongoing

**Comment**

Multiple energy efficient upgrades have been installed at the Ballina and Egypt CPS Plants. These upgrades include the installation of smart controls on the chilled water heat exchangers, variable state drives on pumps, and optimizers on variable state drive controls. These upgrades are the process of being installed at multiple other CPS facilities, including; Midi, Manaus, Costa Rica, Singapore, and Shanghai.

---

**Initiative type**

Energy efficiency: Processes

**Description of initiative**

Refrigeration

**Estimated annual CO2e savings (metric tonnes CO2e)**

1,666

**Scope**

Scope 2 (market-based)

**Voluntary/Mandatory**

Voluntary

**Annual monetary savings (unit currency – as specified in C0.4)**

2,526,869

**Investment required (unit currency – as specified in C0.4)**

0

**Payback period**

<1 year

**Estimated lifetime of the initiative**



Ongoing

**Comment**

At the CPS Ballina and Egypt facilities, temperature set points have been optimized to prevent unnecessary "over cooling" and reduce energy consumption at multiple points throughout the facilities. Additional process enhancements include allowing product to air cool post processing for 6 hours prior to refrigeration and turning off evaporators in the juice truck loading areas. These upgrades are in the process of being installed at multiple other CPS facilities, including; Midi, Manaus, Costa Rica, Singapore, and Shanghai.

---

**Initiative type**

Energy efficiency: Building fabric

**Description of initiative**

Other, please specify

Energy saving - heating

🗨 Building thermal connected

**Estimated annual CO2e savings (metric tonnes CO2e)**

158

**Scope**

Scope 2 (market-based)

**Voluntary/Mandatory**

Voluntary

**Annual monetary savings (unit currency – as specified in C0.4)**

1,436,140

**Investment required (unit currency – as specified in C0.4)**

644,100

**Payback period**

<1 year

**Estimated lifetime of the initiative**

Ongoing

**Comment**

The building thermal has been connected at the CPS Ballina and Egypt facilities. The building thermal is in the process of being connected at multiple other CPS facilities, including; Midi Manaus, Costa Rica, Singapore, and Shanghai.

---

**Initiative type**

Energy efficiency: Building services

**Description of initiative**

Lighting

**Estimated annual CO2e savings (metric tonnes CO2e)**

750

**Scope**

Scope 2 (market-based)

**Voluntary/Mandatory**

Voluntary

**Annual monetary savings (unit currency – as specified in C0.4)**

456,096

**Investment required (unit currency – as specified in C0.4)**

282,100

**Payback period**

1-3 years

**Estimated lifetime of the initiative**

Ongoing

**Comment**

LED lighting has been installed throughout the CPS Ballina, Egypt, Ameenpur, and Vijaywada facilities. Installation of LED lighting is in the process of being installed at multiple other CPS facilities, including; Midi Manaus, Costa Rica, Singapore, and Shanghai.

---

**Initiative type**

Low-carbon energy purchase

**Description of initiative**

Other, please specify

Boiler switch to CNG

🗨 Boiler switch to CNG

**Estimated annual CO2e savings (metric tonnes CO2e)**

120,478

**Scope**

Scope 1

**Voluntary/Mandatory**

Voluntary

**Annual monetary savings (unit currency – as specified in C0.4)**

311,439

**Investment required (unit currency – as specified in C0.4)**

0

**Payback period**

<1 year

**Estimated lifetime of the initiative**

Ongoing

**Comment**

The boiler at the Sanand and Aranya plants have been switched to CNG fuel resulting in energy efficiencies.

---

**Initiative type**

Low-carbon energy purchase

**Description of initiative**

Solar PV

**Estimated annual CO2e savings (metric tonnes CO2e)**

39,217

**Scope**

Scope 2 (market-based)

**Voluntary/Mandatory**

Voluntary



**Annual monetary savings (unit currency – as specified in C0.4)**

565,500

**Investment required (unit currency – as specified in C0.4)**

0

**Payback period**

<1 year

**Estimated lifetime of the initiative**

Ongoing

**Comment**

Solar PPA (power purchase agreement) at Bididi, Aranya, Vijayawada, Ameenpur and Chitoor plants

---

**Initiative type**

Low-carbon energy installation

**Description of initiative**

Solar PV

**Estimated annual CO2e savings (metric tonnes CO2e)**

55

**Scope**

Scope 2 (market-based)

**Voluntary/Mandatory**

Voluntary





**Annual monetary savings (unit currency – as specified in C0.4)**

7,500

**Investment required (unit currency – as specified in C0.4)**

105,000

**Payback period**

11-15 years

**Estimated lifetime of the initiative**

Ongoing

**Comment**

Installation of a solar rooftop on the Neman Plant.

**C4.3c**

**(C4.3c) What methods do you use to drive investment in emissions reduction activities?**

Method	Comment
Internal incentives/recognition programs	<p>The Coca-Cola Company collaborated with WWF (World Wildlife Fund) to develop a Top 10 Energy Efficiency practices program for our plants to implement. By the end of 2017, 801 plants had registered in the Top 10 program, and 1/3 of the plants had completed the energy efficiency top 10 challenge, entitling them to public recognition for the plants and/or organizations that successfully completed all practices, helping bottlers yield reputation value from their environmental work. Additionally, more than 50% of the plants have implemented 7 out of 10 energy efficiency measures.</p> <p>Implementing the top 10 projects at all plants will contribute toward our 2020 value-chain carbon target to reduce the emissions from “the drink in your hand” by 25%.</p>
Other	<p>TCCC and its bottling partners have internal governance structures to facilitate communication and strategy, share best-practice, and recognize achievements within our bottling operations across the globe. There are monthly conference calls to</p>



	<p>convene relevant staff globally on energy efficiency, energy reduction, and renewable energy projects facilitated by our global technical team, which convenes monthly and annually in-person to share best practice and recognize achievements, as well as formulate strategies on progressing emissions reduction and energy reduction on a monthly basis. In 2016, a clean energy assessment, conducted through this governance structure, provided strategic, locally-relevant insights into drivers and barriers to clean energy investments at our bottling partners, allowing the Company to build insights on clean energy, as well as develop a toolbox to provide Business Units and bottling partners with financial and technical assessment capabilities on clean energy investments to develop locally-relevant strategies. Additionally, an energy risk assessment framework and model has been developed through the collaborative governance structure, which allows insight into local and regional energy risks and investment opportunities, which are then aggregated and fed into business strategy.</p> <p>Commercial Products Supply (CPS), the concentrate and beverage-base arm of Coca-Cola, has initiated nine renewable energy projects across seven plants, including in India and Pakistan, where mid-sized solar projects are active. In Pakistan, on average, the solar installation provides about 9 percent of the plant's total energy. In 2017 in India, 126,100 kilowatt hours were produced by solar, which makes up about 7 percent of the plant's total energy use and more than 10 percent of electricity consumption. This will almost double when the additional solar panels begin producing in the second phase of the project. The feasibility of larger-scale projects are currently under examination by the team.</p> <p>Several of our bottling partners have their own renewable energy commitments. While these partners are not owned by the Company, their efforts are captured under the manufacturing pillar of our "drink in your hand" goal, and are critical in helping deliver results as a system.</p>
--	---

## C4.5

**(C4.5) Do you classify any of your existing goods and/or services as low-carbon products or do they enable a third party to avoid GHG emissions?**

Yes

## C4.5a

**(C4.5a) Provide details of your products and/or services that you classify as low-carbon products or that enable a third party to avoid GHG emissions.**

---

### Level of aggregation

Group of products

### Description of product/Group of products

PlantBottle packaging is a type of PET plastic that looks, functions and recycles like traditional PET plastic, but does so with a lighter carbon footprint. It is partially made from renewable biomass instead of petrochemicals. Because the carbon in the renewable biomass is derived from carbon dioxide that is removed from the atmosphere, customers that sell our products packaged in PlantBottle packaging are avoiding emissions from packaging that otherwise is manufactured with non-renewable petroleum-based PET.

### Are these low-carbon product(s) or do they enable avoided emissions?

Low-carbon product and avoided emissions

### Taxonomy, project or methodology used to classify product(s) as low-carbon or to calculate avoided emissions

Other, please specify

LCA, third party verified

### % revenue from low carbon product(s) in the reporting year

0

### Comment

Since the program has been introduced, Plantbottle has been sold in over 40 markets and in 35 brands. For commercial reasons, we are unable to disclose % revenue of products using this low carbon product.



**Level of aggregation**

Company-wide

**Description of product/Group of products**

Use of recycled PET in our packaging uses significantly less carbon than virgin PET. In 2017, we set a target to move towards including an average of 50% recycled PET globally in all of our primary packaging by 2030. We are working hard to make progress against this target.

In Mexico, our bottled water brand, Ciel, is now available in a 100% rPET bottle, which builds on the extremely strong collection and conversion infrastructure that our system has financed over the past decade. In Australia, our Mount Franklin water brand is also now available in 100% rPET. Each of these is a brand with significant volume, and there are many more plans in the pipeline with roll out scheduled in 2019.

**Are these low-carbon product(s) or do they enable avoided emissions?**

Low-carbon product and avoided emissions

**Taxonomy, project or methodology used to classify product(s) as low-carbon or to calculate avoided emissions**

Other, please specify  
LCA - third party

**% revenue from low carbon product(s) in the reporting year**

0

**Comment**

For commercial reasons, we are unable to disclose % revenue of products using this low carbon product.

**Level of aggregation**

Product

**Description of product/Group of products**

Coca-Cola Freestyle machines are fountain-like beverage dispensing machines that allow users to select from a large variety of beverages. The machines mix the beverages at the time of order, and dispense them into cups, reducing emissions associated with packaging, as well as



plastic waste. We continue to expand this “package-less” delivery model for beverages to more than 50,000 machines serving 14 million drinks daily, with continued expansion into Europe and Latin America. Based on a 2013 LCA study we estimate that every 1,000 L sold via our Freestyle machines saves the environment 110 Kg of CO2 emissions.

**Are these low-carbon product(s) or do they enable avoided emissions?**

Avoided emissions

**Taxonomy, project or methodology used to classify product(s) as low-carbon or to calculate avoided emissions**

Other, please specify

LCA - third party

**% revenue from low carbon product(s) in the reporting year**

0

**Comment**

For commercial reasons, we are unable to disclose the % revenue from this product.

## C5. Emissions methodology

### C5.1

**(C5.1) Provide your base year and base year emissions (Scopes 1 and 2).**

**Scope 1**

---

**Base year start**

January 1, 2004

**Base year end**

December 31, 2004



**Base year emissions (metric tons CO2e)**

573,143

**Comment**

**Scope 2 (location-based)**

---

**Base year start**

January 1, 2004

**Base year end**

December 31, 2004

**Base year emissions (metric tons CO2e)**

885,145

**Comment**

**Scope 2 (market-based)**

---

**Base year start**

January 1, 2004

**Base year end**

December 31, 2004

**Base year emissions (metric tons CO2e)**

885,145

**Comment**



## C5.2

**(C5.2) Select the name of the standard, protocol, or methodology you have used to collect activity data and calculate Scope 1 and Scope 2 emissions.**

The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised Edition)

## C6. Emissions data

### C6.1

**(C6.1) What were your organization's gross global Scope 1 emissions in metric tons CO<sub>2</sub>e?**

**Reporting year**

---

**Gross global Scope 1 emissions (metric tons CO<sub>2</sub>e)**

707,152

**Start date**

January 1, 2018

**End date**

December 31, 2018

**Comment**

### C6.2

**(C6.2) Describe your organization's approach to reporting Scope 2 emissions.**

**Row 1**

---



**Scope 2, location-based**

We are reporting a Scope 2, location-based figure

**Scope 2, market-based**

We are reporting a Scope 2, market-based figure

**Comment**

**C6.3**

**(C6.3) What were your organization's gross global Scope 2 emissions in metric tons CO<sub>2</sub>e?**

**Reporting year**

---

**Scope 2, location-based**

800,918

**Scope 2, market-based (if applicable)**

765,503

**Start date**

January 1, 2018

**End date**

December 31, 2018

**Comment**



## C6.4

**(C6.4) Are there any sources (e.g. facilities, specific GHGs, activities, geographies, etc.) of Scope 1 and Scope 2 emissions that are within your selected reporting boundary which are not included in your disclosure?**

Yes

### C6.4a

**(C6.4a) Provide details of the sources of Scope 1 and Scope 2 emissions that are within your selected reporting boundary which are not included in your disclosure.**

---

**Source**

Direct emissions from stationary fuel consumption for warehouses and offices

**Relevance of Scope 1 emissions from this source**

Emissions are not relevant

**Relevance of location-based Scope 2 emissions from this source**

No emissions excluded

**Relevance of market-based Scope 2 emissions from this source (if applicable)**

No emissions excluded

**Explain why this source is excluded**

Under materiality threshold

---

**Source**

Indirect emissions from warehouses and offices due to use of electricity/heat/steam

**Relevance of Scope 1 emissions from this source**

No emissions excluded

**Relevance of location-based Scope 2 emissions from this source**

Emissions are not relevant

**Relevance of market-based Scope 2 emissions from this source (if applicable)**

Emissions are not relevant

**Explain why this source is excluded**

Under materiality threshold

## C6.5

**(C6.5) Account for your organization's Scope 3 emissions, disclosing and explaining any exclusions.**

**Purchased goods and services**

---

**Evaluation status**

Relevant, calculated

**Metric tonnes CO<sub>2</sub>e**

24,580,947

**Emissions calculation methodology**

Our calculations include key packaging and ingredient materials, including PET bottles, closures, and labels, aluminum and steel cans and can-ends, as well as glass bottles and crowns, sweeteners (including sugar), Carbon dioxide for carbonation, and other key agricultural ingredients.



Volumes of each item are collected from our operations and bottling partners across the globe, and a global average emissions factor for each material is applied to calculate emissions. For packaging, the end-of-life impact is included, using a 50:50 allocation methodology between usage of recycled material and rates of recovery. The methodology is vetted internally and applied according to accepted international standards such as the GHG protocol. In addition, the data received from our bottling partners is reviewed internally for errors, and emissions factors are selected based on criteria such as source credibility or adherence to internationally and scientifically accepted methodologies. However, neither the data nor the methodology behind this calculation have been verified externally.

**Percentage of emissions calculated using data obtained from suppliers or value chain partners**

100

**Explanation**

As part of our efforts to refine the methodology for tracking against our commitment to reduce the carbon footprint of the “drink in your hand” by 25%, we are working to simplify our data collection and measuring systems as well as preparing data and processes for calculating our progress against this target to be ready for independent third party verification.

**Capital goods**

---

**Evaluation status**

Not relevant, calculated

**Metric tonnes CO2e**

1,799,000

**Emissions calculation methodology**

The emissions value for Capital Goods is a combined figure of our estimates of emissions from production of our manufacturing and operations equipment, as well as from the production of our cold drinks and immediate consumption equipment. For manufacturing and operations equipment, 10 % of the total manufacturing GWP (including equipment, electricity and fuels, all scopes) was attributed to the equipment. This number was chosen based on interviews with experts on LCAs for the beverage sector, as well as through a literature scan on best practice. For Cold drinks and immediate consumption equipment, Biointelligence Service Preparatory Studies for Eco-design, Commercial refrigerators and freezers, 2007, provides GWP data for production, use and waste phases for coolers and vendors. This data was divided by the lifetime of the equipment for annual estimates. Ecodesign for

Commercial Refrigeration, JRC science and policy report Preparatory study update Final report, 2014 suggests 8-10 years as equipment lifetime. Based on numerous considerations, the lifetime of CDE equipment was adjusted to 10 years. The annual emissions data for production was then multiplied by the number of coolers and vendor units for emissions estimates. For fountains, an average ratio of production emissions over emissions from electricity consumption was applied to the actual electricity consumption of fountain equipment.

**Percentage of emissions calculated using data obtained from suppliers or value chain partners**

100

**Explanation**

The emissions value for Capital Goods is a combined figure of our estimates of emissions from production of our manufacturing and operations equipment, as well as from the production of our cold drinks and immediate consumption equipment. Our cold drinks and immediate consumption equipment include not only those owned by The Coca-Cola Company, but also by our independent bottling partners. In our materiality analysis, emissions from capital goods in our manufacturing and operations were estimated to be 671,000 tonnes CO<sub>2</sub>e, and emissions from capital goods in the total Coca-Cola system's cold drinks and immediate consumption equipment was estimated to be 1,128,000 tonnes CO<sub>2</sub>e. The sum of these two numbers, as well as the individual values were all under our materiality threshold and this item is therefore considered not relevant.

**Fuel-and-energy-related activities (not included in Scope 1 or 2)**

---

**Evaluation status**

Not relevant, explanation provided

**Explanation**

According to the GHG Protocol Scope 3 Guidance, this item is not applicable. Emissions relevant to our System generated within our value chain are reported within other Scope 3 items, and the energy consumption of our immediate consumption equipment, or cold drinks refrigeration equipment across The Coca-Cola system is captured within "Processing of sold products."

**Upstream transportation and distribution**

---

**Evaluation status**

Not relevant, explanation provided

### Explanation

This item is included in the emissions factors we apply to calculate emissions of our packaging and ingredient raw materials. The screening of the emissions factors applied to our packaging and ingredients reported in Purchased Goods and Services include an assessment of the system boundaries defined in the LCA's which form the basis of the factors. We define, where possible according to data availability, system boundaries which include the transportation and distribution of materials upstream of our operations.

### Waste generated in operations

---

#### Evaluation status

Not relevant, calculated

#### Metric tonnes CO2e

0

#### Emissions calculation methodology

Volume of waste generated at bottling facilities was split into volume recycled, volume landfilled and all others (including volume of waste that is recovered but not recycled). These were multiplied by a material-specific global average emissions factors for recycling, and landfilling, respectively, sourced from a proprietary third-party expert database. Volume categorized under all other was considered to have no net impact.

#### Percentage of emissions calculated using data obtained from suppliers or value chain partners

100

#### Explanation

The actual value for this response is a negative value. However, the ORS does not allow for negative values. The credits from recycling outweigh the impact of landfilling which results in a negative GWP figure. However, the figure is below the materiality threshold and is therefore considered not relevant.

### Business travel

---

#### Evaluation status

Relevant, calculated

**Metric tonnes CO2e**

142,413

**Emissions calculation methodology**

Kilometers are calculated from travel agency records and emissions factors are applied against three categories of flight distances, short, medium and long-haul, as well as in each class of travel, ranging from economy to first. When the flight class is unspecified the average GHG emission factor is applied. The relevant travel agencies provide the records to a third-party data aggregator that provides the total air miles flown to TCCC.

**Percentage of emissions calculated using data obtained from suppliers or value chain partners**

100

**Explanation**

Business travel emissions are calculated by a third party based on guidelines specified by the UK Department for Environment Food and Rural Affairs (DEFRA) and the Department of Energy and Climate Change (DECC), from corporate travel based on air miles flown. Business Travel emissions are reported based on information provided by our primary global travel agents to a third party data aggregator. Travel booked outside of our primary agents (i.e. booked using websites or local travel agents) are not included. TCCC determines this to be immaterial due to the fact that it is not allowed by the TCCC Travel & Expense Policy.

**Employee commuting**

---

**Evaluation status**

Not relevant, explanation provided

**Explanation**

At current, The Coca-Cola Company will report business travel emissions, though not employee commuting, as emissions for commuting for The Coca-Cola Company employees as a proportion of total emissions, are not deemed significant.

**Upstream leased assets**

---



**Evaluation status**

Not relevant, explanation provided

**Explanation**

To the best of our knowledge, this item is not applicable to emissions calculations of The Coca-Cola Company, according to the GHG Protocol Scope 3 Guidance.

**Downstream transportation and distribution**

---

**Evaluation status**

Relevant, calculated

**Metric tonnes CO2e**

2,790,975

**Emissions calculation methodology**

Data collected via internal TCCC collection system, Stewardship Data Warehouse. Utilized GHG Protocol established methods and factors from IPCC. Includes total System fleet emissions minus The Coca-Cola Company fleet emissions.

**Percentage of emissions calculated using data obtained from suppliers or value chain partners**

63

**Explanation**

Fleet emissions from indirect operations result from the combustion of fuels in distribution vehicles not owned by the company, and within the operational control of our bottling partners. The methodology for calculating emissions from this source is identical to "Scope 1: Fleet."

**Processing of sold products**

---

**Evaluation status**

Relevant, calculated



**Metric tonnes CO2e**

21,387,871

**Emissions calculation methodology**

TCCC recognizes a default refrigerant annual loss rate of 1.5 percent of charge. TCCS cold drink equipment (coolers, vending machines and fountain dispensers) throughout its sales territories range from Countertop, 1 Door (100-300L), 1 Door (>300L), 2 Doors, 3 Doors, 4 Doors, Chest (Reach In), Open (Air Curtain), Open Top, and Specialty. Refrigerants include CFC, HFC, HCFC, CO2. The size of vending machines can vary from a 0-300 can machine, 300-500 cans, 500+ cans, and others. The breakdown of the refrigerant type used within our fleet of coolers assumed in our calculations is based on 2010 data. Given our progress in introducing HFC-free and CO2 equipment, this breakdown may have changed.

The cold drink equipment inventory is estimated through internal processes administered by Corporate departments including Commercial Leadership, Marketing and Finance. The commercial data used for units of cold drink equipment are requested quarterly from our bottling system for the top markets. Of the those that respond, results account for approximately 85% of total sales volume. The remaining 15% is reported under a “Rest of World” total. The data also includes a breakdown of the equipment type, and the proportion of system cold drink equipment that is owned by TCCC is estimated using facility production volume from the reporting year.

**Percentage of emissions calculated using data obtained from suppliers or value chain partners**

100

**Explanation**

Immediate consumption equipment is surveyed regularly from the Coca-Cola system. Survey was last conducted in 2011 covering 2010 data, and separated The Coca-Cola Company from the Bottler-owned equipment. This value represents all emissions associated with Bottler-owned equipment, including electricity consumption and refrigerant losses, as well as emissions associated with electricity consumption for equipment owned by The Coca-Cola Company. The breakdown of the refrigerant type used within our fleet of coolers assumed in our calculations is based on 2010 data. Given our progress in introducing HFC-free and CO2 equipment, this breakdown may have changed.

**Use of sold products**

---

**Evaluation status**

Not relevant, explanation provided



**Explanation**

Emissions from the usage of our cold drink equipment, both Company-owned and bottler-owned are reported under Fuel- and Energy-Related Activities Not Included in Scope 1 or Scope 2, rather than under Use of Sold Products. To the best of our knowledge, and according to the GHG Protocol Scope 3 Guidance, there are no further emissions, which require evaluation under this item.

**End of life treatment of sold products**

---

**Evaluation status**

Not relevant, explanation provided

**Explanation**

Emissions from End-of-Life Treatment of Sold Products are included in the calculation methodology of packaging under Purchased Goods and Services. To the best of our knowledge, and according to the GHG Protocol Scope 3 Guidance, there are no further emissions, which require evaluation under this item.

**Downstream leased assets**

---

**Evaluation status**

Not relevant, explanation provided

**Explanation**

To the best of our knowledge, this item is not applicable to emissions calculations of The Coca-Cola Company, according to the GHG Protocol Scope 3 Guidance.

**Franchises**

---

**Evaluation status**

Relevant, calculated

**Metric tonnes CO2e**

4,426,432

**Emissions calculation methodology**

Data collected via internal TCCC collection system, Stewardship Data Warehouse. Utilized GHG Protocol established methods and factors from IPCC. Includes total manufacturing Scope 1 + 2 Coca-Cola System emissions minus The Coca-Cola Company Scope 1 + 2 emissions.

**Percentage of emissions calculated using data obtained from suppliers or value chain partners**

95

**Explanation**

Manufacturing emissions from indirect operations arise from activities that emit GHGs from the combustion of fuels at bottling partner facilities. The methodology and emission factors for calculating emissions from this source follows GHG Protocol guidance, and is identical to the methodology applied to the Manufacturing emissions reported within Scope 1 and 2.

**Investments**

---

**Evaluation status**

Not relevant, explanation provided

**Explanation**

To the best of our knowledge, this item is not applicable to emissions calculations of The Coca-Cola Company, according to the GHG Protocol Scope 3 Guidance.

**Other (upstream)**

---

**Evaluation status**

Not relevant, explanation provided

**Explanation**

To the best of our knowledge, this item is not applicable to emissions calculations of The Coca-Cola Company, according to the GHG Protocol Scope 3 Guidance.

## Other (downstream)

---

### Evaluation status

Not relevant, explanation provided

### Explanation

To the best of our knowledge, this item is not applicable to emissions calculations of The Coca-Cola Company, according to the GHG Protocol Scope 3 Guidance.

## C-AC6.6/C-FB6.6/C-PF6.6

(C-AC6.6/C-FB6.6/C-PF6.6) Can you break down your Scope 3 emissions by relevant business activity area?

Yes

## C-AC6.6a/C-FB6.6a/C-PF6.6a

(C-AC6.6a/C-FB6.6a/C-PF6.6a) Disclose your Scope 3 emissions for each of your relevant business activity areas.

---

### Activity

Agriculture/Forestry

### Scope 3 category

Purchased goods and services

### Emissions (metric tons CO<sub>2</sub>e)

12,893,979

### Please explain

This value represents the total emissions associated with all product ingredients included in our emissions calculations. This value therefore includes sweeteners, fruits, and other agricultural ingredients. The number is calculated by multiplying the total volume of each ingredient with

its appropriate factor of GHG emissions per unit of ingredient associated with the growing and processing of each ingredient.

## C6.7

**(C6.7) Are carbon dioxide emissions from biologically sequestered carbon relevant to your organization?**

No

## C-AC6.8/C-FB6.8/C-PF6.8

**(C-AC6.8/C-FB6.8/C-PF6.8) Is biogenic carbon pertaining to your direct operations relevant to your current CDP climate change disclosure?**

No

## C-AC6.9/C-FB6.9/C-PF6.9

**(C-AC6.9/C-FB6.9/C-PF6.9) Do you collect or calculate greenhouse gas emissions for each commodity reported as significant to your business in C-AC0.7/FB0.7/PF0.7?**

---

### **Agricultural commodities**

Sugar

**Do you collect or calculate GHG emissions for this commodity?**

Yes

### **Please explain**

Nutritive Sweetener volumes (sugar and HFCS) are collected from our operations and bottling partners across the globe, and a global average emissions factor for each type of sugar or nutritive sweetener is applied to calculate emissions. The methodology is vetted internally and applied

according to accepted international standards such as the GHG protocol. In addition, the data received from our bottling partners is reviewed internally for errors, and emissions factors are selected based on criteria such as source credibility or adherence to internationally and scientifically accepted methodologies. However, neither the data nor the methodology behind this calculation have been verified externally.

## C-AC6.9a/C-FB6.9a/C-PF6.9a

**(C-AC6.9a/C-FB6.9a/C-PF6.9a) Report your greenhouse gas emissions figure(s) for your disclosing commodity(ies), explain your methodology, and include any exclusions.**

### Sugar

---

**Reporting emissions by**

Unit of production

**Emissions (metric tons CO<sub>2</sub>e)**

0.59

**Denominator: unit of production**

Metric tons

**Change from last reporting year**

About the same

**Please explain**

The number reported here represents the average GHG emissions required for the growing and processing of cane sugar that goes into our product, per metric tonne.

We track this each year and integrate this into the calculation of our total sugar, and ingredient Scope 3 emissions. This value is taken from external and third-party verified LCA information and tailored to our internal system supply chains.

## C6.10

**(C6.10) Describe your gross global combined Scope 1 and 2 emissions for the reporting year in metric tons CO<sub>2</sub>e per unit currency total revenue and provide any additional intensity metrics that are appropriate to your business operations.**

---

**Intensity figure**

0.00004623

**Metric numerator (Gross global combined Scope 1 and 2 emissions)**

1,472,655

**Metric denominator**

unit total revenue

**Metric denominator: Unit total**

31,856,000,000

**Scope 2 figure used**

Market-based

**% change from previous year**

88

**Direction of change**

Increased

**Reason for change**

The increase is primarily due to the impacts of refranchising, and the acquisition of bottling facilities, primarily in Africa.

---



**Intensity figure**

23.52

**Metric numerator (Gross global combined Scope 1 and 2 emissions)**

1,472,655

**Metric denominator**

full time equivalent (FTE) employee

**Metric denominator: Unit total**

62,600

**Scope 2 figure used**

Market-based

**% change from previous year**

67

**Direction of change**

Increased

**Reason for change**

The increase is primarily due to the impacts of refranchising, and the acquisition of bottling facilities, primarily in Africa.

---

**Intensity figure**

0.3

**Metric numerator (Gross global combined Scope 1 and 2 emissions)**

1,472,655

**Metric denominator**



unit of production

**Metric denominator: Unit total**

4,947,641

**Scope 2 figure used**

Market-based

**% change from previous year**

35

**Direction of change**

Increased

**Reason for change**

The increase is primarily due to the impacts of refranchising, and the acquisition of bottling facilities, primarily in Africa.

## C7. Emissions breakdowns

### C7.1

**(C7.1) Does your organization break down its Scope 1 emissions by greenhouse gas type?**

Yes

### C7.1a

**(C7.1a) Break down your total gross global Scope 1 emissions by greenhouse gas type and provide the source of each used greenhouse warming potential (GWP).**

Greenhouse gas	Scope 1 emissions (metric tons of CO2e)	GWP Reference
Other, please specify	16,153	IPCC Fourth Assessment Report (AR4 - 100 year)



HFC-134a		
Other, please specify HCFC-22	2,530	IPCC Fourth Assessment Report (AR4 - 100 year)
Other, please specify CFC-12	5	IPCC Fourth Assessment Report (AR4 - 100 year)
CO2	688,824	IPCC Fourth Assessment Report (AR4 - 100 year)
Other, please specify R-600 (isobutane)	0	IPCC Fourth Assessment Report (AR4 - 100 year)
Other, please specify R-290 (propane)	0	IPCC Fourth Assessment Report (AR4 - 100 year)

## C7.2

**(C7.2) Break down your total gross global Scope 1 emissions by country/region.**

Country/Region	Scope 1 emissions (metric tons CO2e)
Argentina	151
Bangladesh	7,527
Brazil	399
Cambodia	24,738
Canada	2,267
Chile	109
China	622
Comoros	3,572
Costa Rica	207
Egypt	163

Ethiopia	40,867
France	2,009
Ghana	16,822
India	69,433
Indonesia	25
Ireland	8,238
Japan	630
Kenya	16,168
Malaysia	4,392
Mayotte	292
Mexico	403
Mozambique	14,555
Myanmar	7,988
Namibia	5,132
Nepal	13,622
Pakistan	101
Philippines	96,603
Puerto Rico	1,597
Republic of Korea	62
Singapore	0
South Africa	151,912
Sri Lanka	1,334

Swaziland	846
Turkey	14,715
Uganda	13,216
United Republic of Tanzania	14,720
United States of America	135,796
Viet Nam	26,264
Other, please specify Corporate Aircraft	7,863
Other, please specify Rest of World - Refrigerants	1,794

### C7.3

**(C7.3) Indicate which gross global Scope 1 emissions breakdowns you are able to provide.**

By business division

By activity

### C7.3a

**(C7.3a) Break down your total gross global Scope 1 emissions by business division.**

Business division	Scope 1 emissions (metric ton CO2e)
Commercial Product Supply	14,800
Bottler Investments Group	153,295
Coca-Cola North America	118,109
Syrup	33,576

TCCC	106
Immediate Consumption Equipment	18,683
International Airspace - Corporate Aircraft	7,863
Fleet (Distribution)	360,719

### C7.3c

**(C7.3c) Break down your total gross global Scope 1 emissions by business activity.**

Activity	Scope 1 emissions (metric tons CO2e)
Manufacturing	319,887
Fleet (distribution)	360,719
International Airspace - Corporate Aircraft	7,863
Immediate Consumption Equipment	18,683

### C-AC7.4/C-FB7.4/C-PF7.4

**(C-AC7.4/C-FB7.4/C-PF7.4) Do you include emissions pertaining to your business activity(ies) in your direct operations as part of your global gross Scope 1 figure?**

Yes

### C-AC7.4b/C-FB7.4b/C-PF7.4b

**(C-AC7.4b/C-FB7.4b/C-PF7.4b) Report the Scope 1 emissions pertaining to your business activity(ies) and explain any exclusions. If applicable, disaggregate your agricultural/forestry by GHG emissions category.**

---

**Activity**



Processing/Manufacturing

**Emissions (metric tons CO2e)**

319,887

**Methodology**

Default emissions factor

**Please explain**

Scope 1 emissions include emissions associated with manufacturing, corporate aircraft and immediate consumption equipment losses. Direct emissions from stationary fuel consumption at warehouses, distribution centers and offices, CO2 loss during production and AC/Chiller emissions are excluded from the reported Scope 1 emissions.

Manufacturing emissions from direct operations arise from TCCC-owned/controlled activities that emit GHGs from the combustion of fuels. TCCC currently tracks the following fuels: light fuel oil (LFO, diesel, distillate fuel oil), heavy fuel oil (HFO, residual fuel oil), kerosene, propane (LPG), natural gas, coal, landfill gas, biofuels, biomass, wastewater treatment plant gas, and other fuel sources specified by the facility. CO2 loss during production is derived from the CO2 purchased as an ingredient for our products. Therefore, this item is captured in Scope 3, Purchased Goods & Services, which includes the full volume of our purchased CO2 in 2018.

Emissions Factors: Intergovernmental Panel on Climate Change Guidelines for National Greenhouse Gas Inventories (2006)

- Emissions from standalone (i.e., not co-located) warehouses, distribution centers, and offices (based on emissions being lower than threshold of five percent of total Scope 1, 2 and 3 emissions)

---

**Activity**

Distribution

**Emissions (metric tons CO2e)**

360,719

## Methodology

Default emissions factor

## Please explain

Direct emissions from stationary fuel consumption at warehouses, distribution centers and offices, CO2 loss during production and AC/Chiller emissions are excluded from the reported Scope 1 emissions.

Fleet emissions from direct operations result from the combustion of fuels in company-owned and company leased distribution vehicles. Fuel use by the distribution fleet is determined from purchasing data collected. Fleet fuel data is collected by fuel type and then converted into diesel equivalents, from which emissions are calculated. Where data is unavailable or incomplete, average emissions intensities (grams CO2 per liter produced/delivered) and sales volume for the organizational unit are used to extrapolate emissions for the distribution fleets.

TCCC recognizes a default refrigerant annual loss rate of 1.5 percent of charge. TCCC cold drink equipment (coolers, vending machines and fountain dispensers) throughout its sales territories range from Countertop, 1 Door (100-300L), 1 Door (>300L), 2 Doors, 3 Doors, 4 Doors, Chest (Reach In), Open (Air Curtain), Open Top, and Specialty. Refrigerants include CFC, HFC, HCFC, CO2. The size of vending machines can vary from a 0-300 can machine, 300-500 cans, 500+ cans, and others. The breakdown of the refrigerant type used within our fleet of coolers assumed in our calculations is based on 2010 data. Given our progress in introducing HFC-free and CO2 equipment, this breakdown may have changed.

The cold drink equipment inventory is estimated through internal processes administered by Corporate departments including Commercial Leadership, Marketing and Finance. The commercial data used for units of cold drink equipment are requested quarterly from our bottling system for the top markets. Of the those that respond, results account for approximately 85% of total sales volume. The remaining 15% is reported under a "Rest of World" total. The data also includes a breakdown of the equipment type, and the proportion of system cold drink equipment that is owned by TCCC is estimated using facility production volume from the reporting year.

Emissions Factors:

Fleet - Intergovernmental Panel on Climate Change Guidelines for National Greenhouse Gas Inventories (2006)

Immediate Consumption Equipment Refrigerant Loss -

Intergovernmental Panel on Climate Change, 2006 "Fourth Assessment Report" (GWP100 years)



**Activity**

Distribution

**Emissions (metric tons CO2e)**

7,863

**Methodology**

Default emissions factor

**Please explain**

Corporate Aircraft emissions, Scope 1.

Corporate aircraft data are collected in the Professional Flight Management (PFM) system as TCCC employees schedule corporate aviation flights. Corporate aircraft emissions are calculated using the mass of aviation fuel used and relevant emissions factors.

Emissions Factors:

Intergovernmental Panel on Climate Change, 1999, Aviation and the Global Atmosphere, Section 7.8.1. Databases on fuel properties

Corporate aircraft data are collected in the Professional Flight Management (PFM) system as TCCC employees schedule corporate aviation flights. Corporate aircraft emissions are calculated using the mass of aviation fuel used and relevant emissions factors.

Emissions Factors:

Intergovernmental Panel on Climate Change, 1999, Aviation and the Global Atmosphere, Section 7.8.1. Databases on fuel properties

<https://archive.ipcc.ch/ipccreports/sres/aviation/110.htm>

**C7.5**

**(C7.5) Break down your total gross global Scope 2 emissions by country/region.**

Country/Region	Scope 2, location-based (metric tons CO2e)	Scope 2, market-based (metric tons CO2e)	Purchased and consumed electricity, heat, steam or cooling (MWh)	Purchased and consumed low-carbon electricity, heat, steam or cooling accounted in market-based approach (MWh)
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Argentina	1,486	1,494	3,437	0
Bangladesh	5,772	5,801	8,931	15
Brazil	1,101	1,107	7,980	0
Cambodia	5,288	5,315	0	2,882
Canada	1,115	1,121	6,487	0
Chile	1,054	1,059	2,069	0
China	3,674	3,692	5,097	0
Comoros	49	49	114	0
Costa Rica	26	26	1,889	0
Egypt	1,432	1,439	2,710	0
Ethiopia	3	3	8,956	0
France	552	609	9,183	0
Ghana	1,847	1,856	8,157	0
India	208,241	164,685	249,469	279
Indonesia	646	649	771	0
Ireland	9,171	14,283	18,994	0
Japan	1,606	1,614	2,568	0
Kenya	4,183	4,205	18,341	257
Malaysia	32,152	32,316	42,687	0
Mayotte	295	297	692	0
Mexico	2,049	2,060	3,838	0
Mozambique	868	872	11,900	0



Myanmar	8,677	8,721	21,421	0
Namibia	549	552	7,723	0
Nepal	0	0	7,186	0
Pakistan	277	278	615	82
Philippines	75,794	76,181	108,881	0
Puerto Rico	5,178	5,204	13,176	0
Republic of Korea	334	336	558	0
Singapore	3,451	3,469	7,624	0
South Africa	169,283	170,146	149,983	589
Sri Lanka	5,569	5,598	7,981	0
Swaziland	1,642	1,650	3,847	0
Turkey	861	865	1,611	0
Uganda	11,448	11,506	26,823	0
United Republic of Tanzania	4,446	4,469	14,412	0
United States of America	205,648	206,696	412,766	0
Viet Nam	25,151	25,280	60,807	0

## C7.6

**(C7.6) Indicate which gross global Scope 2 emissions breakdowns you are able to provide.**

By business division

By activity

## C7.6a

**(C7.6a) Break down your total gross global Scope 2 emissions by business division.**

Business division	Scope 2, location-based emissions (metric tons CO2e)	Scope 2, market-based emissions (metric tons CO2e)
Commercial Product Supply	33,175	37,603
Bottler Investment Group	504,842	464,999
Coca-Cola North America	223,930	223,930
Syrup	38,223	38,223
TCCC	748	748

## C7.6c

**(C7.6c) Break down your total gross global Scope 2 emissions by business activity.**

Activity	Scope 2, location-based emissions (metric tons CO2e)	Scope 2, market-based emissions (metric tons CO2e)
Manufacturing	800,918	765,503

## C7.9

**(C7.9) How do your gross global emissions (Scope 1 and 2 combined) for the reporting year compare to those of the previous reporting year?**

Increased

## C7.9a

**(C7.9a) Identify the reasons for any change in your gross global emissions (Scope 1 and 2 combined) and for each of them specify how your emissions compare to the previous year.**



	Change in emissions (metric tons CO2e)	Direction of change	Emissions value (percentage)	Please explain calculation
Change in renewable energy consumption	39,272	Decreased	5	Changes in renewable energy consumption are outlined in questions C4.3a and C4.3b. The change in emissions is the sum of emission reductions from solar power purchase agreements plus the solar rooftop installation.
Other emissions reduction activities	124,854	Decreased	14	Other emissions reduction activities are outlined in questions C4.3a and C4.3b. The change in emissions is the sum of emissions reduction that are not related to the change in renewable energy consumption.
Divestment				
Acquisitions	318,171	Increased	36	Emissions were calculated for acquired facilities and compared to the total emissions reported for 2017.
Mergers				
Change in output	26,152	Increased	3	Sales volume increased by 3% at a System Level. It is assumed that this would represent a 3% increase in emissions.
Change in methodology	304,552	Increased	35	The methodology for calculating Fleet emissions was updated. Based on the new methodology, there is an approximate increase in emissions of 35%.
Change in boundary				
Change in physical operating conditions				
Unidentified				
Other				



## C7.9b

**(C7.9b) Are your emissions performance calculations in C7.9 and C7.9a based on a location-based Scope 2 emissions figure or a market-based Scope 2 emissions figure?**

Market-based

## C8. Energy

### C8.1

**(C8.1) What percentage of your total operational spend in the reporting year was on energy?**

More than 0% but less than or equal to 5%

### C8.2

**(C8.2) Select which energy-related activities your organization has undertaken.**

	Indicate whether your organization undertakes this energy-related activity
Consumption of fuel (excluding feedstocks)	Yes
Consumption of purchased or acquired electricity	Yes
Consumption of purchased or acquired heat	No
Consumption of purchased or acquired steam	Yes
Consumption of purchased or acquired cooling	No
Generation of electricity, heat, steam, or cooling	Yes

### C8.2a

**(C8.2a) Report your organization's energy consumption totals (excluding feedstocks) in MWh.**



	Heating value	MWh from renewable sources	MWh from non-renewable sources	Total MWh
Consumption of fuel (excluding feedstock)	HHV (higher heating value)	171,016	1,234,853	1,405,869
Consumption of purchased or acquired electricity		53,182	1,203,421	1,256,603
Consumption of purchased or acquired steam		257	12,476	12,733
Consumption of self-generated non-fuel renewable energy		3,847		3,847
Total energy consumption		228,301	2,450,752	2,679,053

### C8.2b

**(C8.2b) Select the applications of your organization’s consumption of fuel.**

	Indicate whether your organization undertakes this fuel application
Consumption of fuel for the generation of electricity	Yes
Consumption of fuel for the generation of heat	Yes
Consumption of fuel for the generation of steam	No
Consumption of fuel for the generation of cooling	No
Consumption of fuel for co-generation or tri-generation	Yes

### C8.2c

**(C8.2c) State how much fuel in MWh your organization has consumed (excluding feedstocks) by fuel type.**

**Fuels (excluding feedstocks)**



Other, please specify

Light fuel oil

**Heating value**

HHV (higher heating value)

**Total fuel MWh consumed by the organization**

251,509

**MWh fuel consumed for self-generation of electricity**

**MWh fuel consumed for self-generation of heat**

**MWh fuel consumed for self-cogeneration or self-trigeneration**

**Comment**

---

**Fuels (excluding feedstocks)**

Heavy Gas Oil

**Heating value**

HHV (higher heating value)

**Total fuel MWh consumed by the organization**

168,877

**MWh fuel consumed for self-generation of electricity**



**MWh fuel consumed for self-generation of heat**

**MWh fuel consumed for self-cogeneration or self-trigeneration**

**Comment**

---

**Fuels (excluding feedstocks)**

Kerosene

**Heating value**

HHV (higher heating value)

**Total fuel MWh consumed by the organization**

21

**MWh fuel consumed for self-generation of electricity**

**MWh fuel consumed for self-generation of heat**

**MWh fuel consumed for self-cogeneration or self-trigeneration**

**Comment**



---

**Fuels (excluding feedstocks)**

Natural Gas

**Heating value**

HHV (higher heating value)

**Total fuel MWh consumed by the organization**

714,510

**MWh fuel consumed for self-generation of electricity**

**MWh fuel consumed for self-generation of heat**

**MWh fuel consumed for self-cogeneration or self-trigeneration**

**Comment**

---

**Fuels (excluding feedstocks)**

Coal

**Heating value**

HHV (higher heating value)

**Total fuel MWh consumed by the organization**

49,715





**MWh fuel consumed for self-generation of electricity**

**MWh fuel consumed for self-generation of heat**

**MWh fuel consumed for self-cogeneration or self-trigeneration**

**Comment**

---

**Fuels (excluding feedstocks)**

Propane Liquid

**Heating value**

HHV (higher heating value)

**Total fuel MWh consumed by the organization**

50,221

**MWh fuel consumed for self-generation of electricity**

**MWh fuel consumed for self-generation of heat**

**MWh fuel consumed for self-cogeneration or self-trigeneration**

**Comment**



---

**Fuels (excluding feedstocks)**

Liquid Biofuel

**Heating value**

HHV (higher heating value)

**Total fuel MWh consumed by the organization**

171,016

**MWh fuel consumed for self-generation of electricity**

0

**MWh fuel consumed for self-generation of heat**

**MWh fuel consumed for self-cogeneration or self-trigeneration**

**Comment**

**C8.2d**

**(C8.2d) List the average emission factors of the fuels reported in C8.2c.**

**Coal**

---

**Emission factor**

89.93

**Unit**

kg CO2 per GJ

**Emission factor source**

IPCC GCV (HHV)

**Comment**

**Heavy Gas Oil**

---

**Emission factor**

73.5

**Unit**

kg CO2 per GJ

**Emission factor source**

IPCC GCV (HHV)

**Comment**

**Kerosene**

---

**Emission factor**

68.27

**Unit**

kg CO2 per GJ

**Emission factor source**

IPCC GCV (HHV)

**Comment**

**Liquid Biofuel**

---

**Emission factor**

0

**Unit**

kg CO2 per GJ

**Emission factor source**

IPCC GCV (HHV)

**Comment**

**Natural Gas**

---

**Emission factor**

50.49

**Unit**

kg CO2 per GJ

**Emission factor source**

IPCC GCV (HHV)

**Comment**

## Propane Liquid

---

**Emission factor**

59.4

**Unit**

kg CO2 per GJ

**Emission factor source**

GHG Protocol GCV (HHV)

**Comment**

## Other

---

**Emission factor**

70.4

**Unit**

kg CO2 per GJ

**Emission factor source**

IPCC GCV (HHV)

**Comment**

Light Fuel Oil

## C8.2e

**(C8.2e) Provide details on the electricity, heat, steam, and cooling your organization has generated and consumed in the reporting year.**

	Total Gross generation (MWh)	Generation that is consumed by the organization (MWh)	Gross generation from renewable sources (MWh)	Generation from renewable sources that is consumed by the organization (MWh)
Electricity	1	1	3,847	3,847
Heat	0	0	0	0
Steam	0	0	0	0
Cooling	0	0	0	0

## C8.2f

**(C8.2f) Provide details on the electricity, heat, steam and/or cooling amounts that were accounted for at a low-carbon emission factor in the market-based Scope 2 figure reported in C6.3.**

### **Basis for applying a low-carbon emission factor**

Off-grid energy consumption from an on-site installation or through a direct line to an off-site generator owned by another company

### **Low-carbon technology type**

Solar PV

### **Region of consumption of low-carbon electricity, heat, steam or cooling**

Asia Pacific

### **MWh consumed associated with low-carbon electricity, heat, steam or cooling**

3,847

**Emission factor (in units of metric tons CO<sub>2</sub>e per MWh)**

0

**Comment**

On-Site Solar

---

**Basis for applying a low-carbon emission factor**

Off-grid energy consumption from an on-site installation or through a direct line to an off-site generator owned by another company

**Low-carbon technology type**

Biomass (including biogas)

**Region of consumption of low-carbon electricity, heat, steam or cooling**

Africa

**MWh consumed associated with low-carbon electricity, heat, steam or cooling**

257

**Emission factor (in units of metric tons CO<sub>2</sub>e per MWh)**

0

**Comment**

Purchase of heat/steam generated with biomass.



## C9. Additional metrics

### C9.1

(C9.1) Provide any additional climate-related metrics relevant to your business.

## C10. Verification

### C10.1

(C10.1) Indicate the verification/assurance status that applies to your reported emissions.

	Verification/assurance status
Scope 1	Third-party verification or assurance process in place
Scope 2 (location-based or market-based)	Third-party verification or assurance process in place
Scope 3	Third-party verification or assurance process in place

### C10.1a

(C10.1a) Provide further details of the verification/assurance undertaken for your Scope 1 and/or Scope 2 emissions and attach the relevant statements.

---

**Scope**

Scope 1

**Verification or assurance cycle in place**





Annual process


**Status in the current reporting year**

Complete

**Type of verification or assurance**

Limited assurance

**Attach the statement**

 TCCC 18 - CDP - Accountants' report on reviews.pdf

**Page/ section reference**

Pages 1, 2: Accountant's Letter. Appendix - Schedule of Selected Greenhouse Gas Emissions Indicators The Coca-Cola Company Schedule of Selected Greenhouse Gas Emissions Indicators For the year ended December 31, 2018.  
Detailed descriptions of sources and methodology.

**Relevant standard**

Attestation standards established by AICPA (AT105)

**Proportion of reported emissions verified (%)**

49

---

**Scope**

Scope 2 location-based

**Verification or assurance cycle in place**

Annual process


**Status in the current reporting year**

Complete

**Type of verification or assurance**

Limited assurance

**Attach the statement**

 TCCC 18 - CDP - Accountants' report on reviews.pdf

**Page/ section reference**

Pages 1, 2: Accountant's Letter. Appendix - Schedule of Selected Greenhouse Gas Emissions Indicators The Coca-Cola Company Schedule of Selected Greenhouse Gas Emissions Indicators For the year ended December 31, 2018.  
Detailed descriptions of sources and methodology.

**Relevant standard**

Attestation standards established by AICPA (AT105)

**Proportion of reported emissions verified (%)**

100

## C10.1b

**(C10.1b) Provide further details of the verification/assurance undertaken for your Scope 3 emissions and attach the relevant statements.**

---

**Scope**

Scope 3- at least one applicable category

**Verification or assurance cycle in place**

Annual process

**Status in the current reporting year**

Complete

**Attach the statement**

 TCCC 18 - CDP - Accountants' report on reviews.pdf

**Page/section reference**

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Detailed descriptions of sources and methodology.

**Relevant standard**

Attestation standards established by AICPA (AT105)

## C10.2

**(C10.2) Do you verify any climate-related information reported in your CDP disclosure other than the emissions figures reported in C6.1, C6.3, and C6.5?**

No, we do not verify any other climate-related information reported in our CDP disclosure

## C11. Carbon pricing

### C11.1

**(C11.1) Are any of your operations or activities regulated by a carbon pricing system (i.e. ETS, Cap & Trade or Carbon Tax)?**

No, but we anticipate being regulated in the next three years

### C11.1d

**(C11.1d) What is your strategy for complying with the systems in which you participate or anticipate participating?**

In South Africa, effective June 2019, the government has announced a carbon tax, which will impact the food and beverage sector.

There are a number of allowance mechanisms, which incentivize activity in reducing our direct emissions from fuel use and process and fugitive emissions. We plan to work with our internal teams to understand the impact of this tax and introduce effective initiatives towards reducing the impact of this tax. This tax was not implemented in the reporting year for this response. Therefore we have chosen not to select "Yes." However, we expect that there will be an increase in carbon taxes and ETS's which impact our business in the future.

## C11.2

**(C11.2) Has your organization originated or purchased any project-based carbon credits within the reporting period?**

No

## C11.3

**(C11.3) Does your organization use an internal price on carbon?**

No, but we anticipate doing so in the next two years

## C12. Engagement

### C12.1

**(C12.1) Do you engage with your value chain on climate-related issues?**

Yes, our suppliers

Yes, our customers

### C12.1a

**(C12.1a) Provide details of your climate-related supplier engagement strategy.**



**Type of engagement**

Information collection (understanding supplier behavior)

**Details of engagement**

Collect climate change and carbon information at least annually from suppliers

Other, please specify

Encourage recycled material use in packaging and GHG emissions reduction activities

**% of suppliers by number**

10

**% total procurement spend (direct and indirect)**

70

**% Scope 3 emissions as reported in C6.5**

70

**Rationale for the coverage of your engagement**

Nearly half of our carbon footprint across the value chain is with our ingredients and packaging that we purchase (Scope 3 purchased goods and services). As such, in order for us to reduce our emissions impact, as well as meet our value chain emissions reduction target, it is critical that we engage our suppliers.

By commodity, the largest impacts to our value chain carbon footprint are with aluminum, sugar and PET plastic, and glass. We prioritize these suppliers in our engagement through CDP supply chain, as we seek to understand their current state of activity in GHG emissions reduction, such as target-setting, use of renewable energy and energy efficiency activities.

In addition, through our broader sustainability strategy which includes our "World Without Waste" program on circular economy and sustainable packaging, we have a global goal to include at least 50% recycled material in all primary packaging by 2030, as well as work to collect the equivalent amount of all packaging that we put onto the market. Additionally, our work with sugar suppliers through certification schemes and value chain partners such as Bonsucro and SAI have shown that there are significant carbon benefits associated with more sustainable growing of agricultural crops.



### **Impact of engagement, including measures of success**

We estimate that through our broader sustainability program, we can reduce a significant amount of carbon in our scope 3 purchased goods and services. We expect that our World Without Waste goals as well as moving towards more sustainably grown agricultural ingredients across our key commodities will help drive at least half of the future reduction opportunities across our value chain.

Our goals in this area include 50% recycled material use in our packaging by 2030, 100% sustainably sourced priority agricultural ingredients.

In 2018, we achieved 9% recycled material use across all plastic bottles globally.

We also engage our suppliers to report through CDP supply chain to gain visibility of the carbon impact across our value chain.

It is essential that we establish accurate measurements for capturing the carbon benefits within our supply chain, and this is one key measurement of success as we move forward.

Another measure of success is the breadth of our supply base that adopts climate-friendly practices, through targets, uptake of climate-friendly initiatives etc. Ultimately, we measure success by the amount of GHG emissions we are able to reduce as a result of our supplier engagement activities.

### **Comment**

## **C12.1b**

**(C12.1b) Give details of your climate-related engagement strategy with your customers.**

---

### **Type of engagement**

Education/information sharing

### **Details of engagement**



Share information about your products and relevant certification schemes (i.e. Energy STAR)

**% of customers by number**

3

**% Scope 3 emissions as reported in C6.5**

0

**Please explain the rationale for selecting this group of customers and scope of engagement**

In 2018, we responded to 3 key customer requests through CDP Supply Chain, in order to share our emissions information, as well as the share of their emissions as part of our GHG emissions.

**Impact of engagement, including measures of success**

Our customers' requests to understand our GHG emissions and climate protection strategy provides a benchmark from which to understand the ambition level of our own targets and programs, as well as understanding how we as a business may better support the emissions reduction efforts of our customers.

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**Type of engagement**

Collaboration & innovation

**Details of engagement**

Other – please provide information in column 5

**% of customers by number**

0

**% Scope 3 emissions as reported in C6.5**

0

**Please explain the rationale for selecting this group of customers and scope of engagement**

We continuously engage with all of our customers on innovations such as Platbottle, or on our cold drinks equipment. PlantBottle is PET packaging partially made from plants. The carbon reduction is made possible through the absorption of CO<sub>2</sub> during the growth of the plant based material. LCA studies completed by Coca-Cola and verified by third parties show carbon-related reductions or savings in the range of 7.5% to 15% for PlantBottle® 1.0 PET plastic versus traditional fossil-based PET plastic. PlantBottle is also commercially recyclable. It is the only plastic in the market today that is made from plants and can meet our quality requirement of being recyclable. PlantBottle is part of our broader journey towards realizing our first zero-carbon, closed-loop packaging system. Our cooler fleet has an ongoing program for innovation, of which energy efficiency and natural or HFC refrigerants are key elements. As we share these innovations with our customers, we continue to offer opportunities both for reducing emissions and electricity consumptions in their stores.

#### **Impact of engagement, including measures of success**

Both our Plantbottle program and refrigeration equipment programs experience strong progress. We measure success in terms of the number of Plantbottles we distribute, as well as the number of new HFC-free refrigeration equipment we or our bottling partners purchase, which provides an indication of the uptake of these innovations at our customer sites. Plantbottles, bringing the total to more than 60 billion since program inception. Plantbottle is introduced in over 40 markets and in 35 brands. In addition, we placed 886,693 units of HFC-free refrigeration equipment. These placements mean 80 percent of all coolers introduced in 2018 were HFC-free, with approximately 4 million pieces of HFC-free cooling equipment introduced since 2009.

### **C-AC12.2/C-FB12.2/C-PF12.2**

**(C-AC12.2/C-FB12.2/C-PF12.2) Do you encourage your suppliers to undertake any agricultural or forest management practices with climate change mitigation and/or adaptation benefits?**

Yes

### **C-AC12.2a/C-FB12.2a/C-PF12.2a**

**(C-AC12.2a/C-FB12.2a/C-PF12.2a) Specify which agricultural or forest management practices with climate change mitigation and/or adaptation benefits you encourage your suppliers to undertake and describe your role in the implementation of each practice.**





**Management practice reference number**

MP1

**Management practice**

Agroforestry

**Description of management practice**

Working in 207 countries facing diverse challenges, Coca-Cola recognizes that multiple solutions are required to positively impact the sugarcane sector and meet its sourcing goal. The Company is committed to working with Bonsucro and others to realize supply chain improvements. Fifteen of Coca-Cola's top bottlers, representing approximately 85 percent of the Coca-Cola system's sugar purchases, have committed to unique plans to reach the 2020 target, and there are a variety of sugar stakeholder management and engagement, and procurement activities underway in all geographies.

Efforts include supporting pilot suppliers in Mexico to assess Bonsucro readiness; collaborating with Bonsucro to certify suppliers and Brazil; sourcing 100 percent Bonsucro-certified sugar through Azunosa in Honduras; recognizing the Smartcane standard in Australia and encouraging suppliers there to achieve Bonsucro certification; and working with suppliers in Africa to ensure global recognition of local programs.

In addition, Coca-Cola is using its influence as a major buyer of sugar to help protect the land rights of local communities.

For example, Coca-Cola Morocco and UN Women (The United Nations Entity for Gender Equality and the Empowerment of Women), with support from The Coca-Cola Foundation, are aiming to build capacity and technical knowledge among women farmers, especially in terms of agro-ecological, climate change resilient practices, as well as training women farmers to manage their cooperatives and income-generating activities. The initiative, Addressing Climate Change through Sustainable Agriculture and Women Empowerment, champions sustainable agriculture and women empowerment to address climate change impacts.

The program, which launched in 2017, is initially supporting and strengthening several groups of women farmer leaders in the regions of Ouarzazate in south-central Morocco and Essaouira on Morocco's Atlantic coast, with guidance, training, skills, and the provision of essential equipment, to overcome barriers hindering economic growth and to build resilience to climate impacts.

**Your role in the implementation**

Procurement

**Explanation of how you encourage implementation**

(i) Since establishing the 2020 100% sustainable sourcing commitment, the company has defined Sustainable Agriculture Guiding Principles (SAGP) and criteria, which lay out sustainable sourcing expectations for our suppliers. We have developed roadmaps in eight priority sourcing regions and are currently implementing these roadmaps with our bottlers and suppliers. We are integrating sustainable sourcing requirements into supplier contracts and suppliers must establish plans for meeting expectations set forth in the SAGP by 2020.

(ii) Sustainability agriculture is managed through our procurement team. Through a variety of methods, such as CDP supply chain, personal visits and supplier conferences, this team is able to prioritize initiatives in support of the achievement of our 2020 100% SAGP compliance target, which applies to priority ingredients in key sourcing markets, and includes several sweeteners, fruits and other commodities.

**Climate change related benefit**

Increasing resilience to climate change (adaptation)

**Comment**

**C-AC12.2b/C-FB12.2b/C-PF12.2b**

**(C-AC12.2b/C-FB12.2b/C-PF12.2b) Do you collect information from your suppliers about the outcomes of any implemented agricultural/forest management practices you have encouraged?**

Yes

**C12.3**

**(C12.3) Do you engage in activities that could either directly or indirectly influence public policy on climate-related issues through any of the following?**

Direct engagement with policy makers

Trade associations

Other



## C12.3a

**(C12.3a) On what issues have you been engaging directly with policy makers?**

Focus of legislation	Corporate position	Details of engagement	Proposed legislative solution
Other, please specify F-gases	Support	Most new, commercial refrigeration equipment on the market today uses HFC (hydrofluorocarbon) refrigerant, a category of potent greenhouse gases. But safe, reliable, efficient, HFC-free options exist for many end uses already. We have expressed this position globally in the context of the Montreal Protocol deliberations, regionally regarding the EU F-gas legislation and most recently in the US as a signer of the American Business Act on Climate in the lead-up to COP21. The Company was also actively engaged in Paris at COP21 with our bottler Coca-Cola Enterprises, now Coca-Cola European Partners.	The Company will continue to work with US DOE, US EPA, and US Congress on appropriate solutions for our business.

## C12.3b

**(C12.3b) Are you on the board of any trade associations or do you provide funding beyond membership?**

Yes

## C12.3c

**(C12.3c) Enter the details of those trade associations that are likely to take a position on climate change legislation.**

**Trade association**

Consumer Goods Forum

**Is your position on climate change consistent with theirs?**

Consistent

**Please explain the trade association's position**

As an active member, we understand The Consumer Goods Forum position to be that climate change is a major strategic threat, one which could affect our customers and their habitats, our businesses and the wider economy and society.

**How have you influenced, or are you attempting to influence their position?**

Our Company was instrumental in securing an HFC-free commitment on behalf of the full CGF membership in 2010 and helped coordinate three Refrigeration Summits for CGF Members to advance progress on these commitments.

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**Trade association**

Refrigerants, Naturally!

**Is your position on climate change consistent with theirs?**

Consistent

**Please explain the trade association's position**

As an active, founding member of the organization, we understand Refrigerants, Naturally!'s position to be that we do not consider the use of HFC refrigerants (including unsaturated HFCs) as medium- or long-term alternatives since the global warming potential of these substances is high and therefore does not support a business as usual scenario.

**How have you influenced, or are you attempting to influence their position?**

We are founding members of Refrigerants, Naturally! and helped craft the policy positions.

## C12.3e

**(C12.3e) Provide details of the other engagement activities that you undertake.**

As part of the lead up to and duration of COP21 and at COP22 we participated in a number of engagement activities. Some examples include participating in the We Mean Business Road to Paris Commitments including "Reduce short-lived climate pollutant emissions and "Low Carbon Technology Partnerships Initiative." We joined the White House-initiated American Business Act on Climate Pledge to demonstrate our "support for action on climate change and the conclusion of a climate change agreement in Paris that takes a strong step forward toward a low-carbon, sustainable future. We served as one of 40 American companies and NGOs to sign onto a campaign advocating for low-carbon initiatives in the US under the



umbrella Business Backs a Low-Carbon USA. We were a signatory of Ceres Climate Leadership Statement 40 American companies and NGOs to sign onto a campaign advocating for low-carbon initiatives in the US. We are engaged with Caring for Climate and the Caring for Climate Business Forum during COP21. As part of our engagement during COP21, we exhibited as a part of the public facing exhibition at Grand Palais in Paris and ran a series of Climate related articles on our external company website. At COP22, we participated in panels at the Sustainable Innovation Forum. We are signatories to “We are Still In,” and actively participated in COP23. Delegates attended the Sustainable Innovation Forum and our Senior Director for Environmental Impact spoke as a panelist on our climate commitments.

We are engaging regularly on an ongoing basis with the World Wildlife Fund on the development of Science-based Targets for The Coca-Company.

## C12.3f

**(C12.3f) What processes do you have in place to ensure that all of your direct and indirect activities that influence policy are consistent with your overall climate change strategy?**

Our Sustainability, Legal, Public Affairs, Technical, Bottlers, cross-functional teams and other functions ensure consistency of direct/indirect activities with our overall climate change strategy through regular dialogue, routines and strategy review processes. All policy engagement activities are reviewed to ensure they are supportive and consistent with the Company’s climate protection strategy.

## C12.4

**(C12.4) Have you published information about your organization’s response to climate change and GHG emissions performance for this reporting year in places other than in your CDP response? If so, please attach the publication(s).**

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**Publication**

In mainstream reports

**Status**

Complete

### Attach the document

 Coca-Cola-Business-and-Sustainability-Report.pdf

### Page/Section reference

pages 41, 42: SDG alignment

Pages 43, 44: Emissions reduction and Climate protection activity

Page 45: Climate resilience and risk; TCFD-aligned climate-related risk assessment

Pages 46 - 58: Financial performance

Pages 59 - 63: Metrics

### Content elements

Governance

Strategy

Risks & opportunities

Emissions figures

Emission targets

Other metrics

### Comment

No further comments.

## C13. Other land management impacts

### C-AC13.2/C-FB13.2/C-PF13.2

**(C-AC13.2/C-FB13.2/C-PF13.2) Do you know if any of the management practices mentioned in C-AC12.2a/C-FB12.2a/C-PF12.2a that were implemented by your suppliers have other impacts besides climate change mitigation/adaptation?**

No



## C14. Signoff

### C-FI

**(C-FI) Use this field to provide any additional information or context that you feel is relevant to your organization's response. Please note that this field is optional and is not scored.**

No further information.

### C14.1

**(C14.1) Provide details for the person that has signed off (approved) your CDP climate change response.**

	Job title	Corresponding job category
Row 1	The Coca-Cola Company, Chairman and CEO	Chief Executive Officer (CEO)

## SC. Supply chain module

### SC0.0

**(SC0.0) If you would like to do so, please provide a separate introduction to this module.**

None

### SC0.1

**(SC0.1) What is your company's annual revenue for the stated reporting period?**

	Annual Revenue
Row 1	31,856,000,000

## SC0.2

**(SC0.2) Do you have an ISIN for your company that you would be willing to share with CDP?**

No

## SC1.1

**(SC1.1) Allocate your emissions to your customers listed below according to the goods or services you have sold them in this reporting period.**

---

**Requesting member**

McDonald's Corporation

**Scope of emissions**

Scope 1

**Allocation level**

Company wide

**Emissions in metric tonnes of CO<sub>2</sub>e**

6,660

**Uncertainty (±%)**

10

**Major sources of emissions**

Production and distribution, by TCCC-owned facilities and fleet.

**Verified**

No





**Allocation method**

Allocation based on the volume of products purchased

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

---

**Requesting member**

Tesco

**Scope of emissions**

Scope 1

**Allocation level**

Company wide

**Emissions in metric tonnes of CO<sub>2</sub>e**

54

**Uncertainty (±%)**

10

**Major sources of emissions**

Production and distribution, by TCCC-owned facilities and fleet

**Verified**

No

**Allocation method**

Allocation based on the volume of products purchased

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

---

**Requesting member**

McDonald's Corporation

**Scope of emissions**

Scope 2

**Allocation level**

Company wide

**Emissions in metric tonnes of CO<sub>2</sub>e**

13,320

**Uncertainty (±%)**

10

**Major sources of emissions**

Electricity purchased for production, by TCCC-owned facilities

**Verified**

No

**Allocation method**

Allocation based on the volume of products purchased

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

---

**Requesting member**

Tesco

**Scope of emissions**

Scope 2

**Allocation level**

Company wide

**Emissions in metric tonnes of CO<sub>2</sub>e**

442

**Uncertainty (±%)**

10

**Major sources of emissions**

Electricity purchased for production, by TCCC-owned facilities

**Verified**

No

**Allocation method**

Allocation based on the volume of products purchased

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

---

**Requesting member**



McDonald's Corporation

**Scope of emissions**

Scope 2

**Allocation level**

Company wide

**Emissions in metric tonnes of CO2e**

187,406

**Uncertainty (±%)**

10

**Major sources of emissions**

Production and distribution, by franchised bottling partners' facilities and fleet.

**Verified**

No

**Allocation method**

Allocation based on the volume of products purchased

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

---

**Requesting member**

Tesco

**Scope of emissions**

Scope 3

**Allocation level**

Company wide

**Emissions in metric tonnes of CO<sub>2</sub>e**

28,317

**Uncertainty (±%)**

10

**Major sources of emissions**

Production and distribution, by franchised bottling partners' facilities and fleet.

**Verified**

No

**Allocation method**

Allocation based on the volume of products purchased

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

## SC1.2

**(SC1.2) Where published information has been used in completing SC1.1, please provide a reference(s).**



## SC1.3

**(SC1.3) What are the challenges in allocating emissions to different customers, and what would help you to overcome these challenges?**

Allocation challenges	Please explain what would help you overcome these challenges
Diversity of product lines makes accurately accounting for each product/product line cost ineffective	<p>Attributing Scope 3 ingredient and packaging emissions, which are calculated on a basis of volumes purchased, requires recalculation and estimations when reallocating by products and product types.</p> <p>Furthermore, attribution of Scope 1 and 2 manufacturing emissions to specific product types and product volumes is challenging.</p>

## SC1.4

**(SC1.4) Do you plan to develop your capabilities to allocate emissions to your customers in the future?**

Yes

### SC1.4a

**(SC1.4a) Describe how you plan to develop your capabilities.**

We are working to improve the efficiency of our data collection processes internally, as well as the transparency and visibility of our supply chain data. This will enable more accurate estimates and allocations to each customer according to sales volume.

## SC2.1

**(SC2.1) Please propose any mutually beneficial climate-related projects you could collaborate on with specific CDP Supply Chain members.**

## SC2.2

**(SC2.2) Have requests or initiatives by CDP Supply Chain members prompted your organization to take organizational-level emissions reduction initiatives?**

No

## SC3.1

**(SC3.1) Do you want to enroll in the 2019-2020 CDP Action Exchange initiative?**

Yes

## SC3.1a

**(SC3.1a) Identify which member(s), if any, have motivated you to take part in Action Exchange this year.**

McDonald's Corporation  
Restaurant Brands International  
Tesco  
Walmart, Inc.

## SC3.1b

**(SC3.1b) Select the types of emissions reduction activities that your company would like support in analyzing or in implementing in the next reporting year.**

Energy efficiency: Building fabric  
Energy efficiency: Building services  
Energy efficiency: Processes  
Fugitive emissions reductions  
Low-carbon energy purchase  
Low-carbon energy installation  
Process emissions reductions



Transportation: fleet  
 Product design  
 Waste recovery

### SC3.1c

**(SC3.1c) As part of Action Exchange, would you like facility level analysis?**

No

### SC3.2

**(SC3.2) Is your company a participating supplier in CDP’s 2018-2019 Action Exchange initiative?**

No

### SC4.1

**(SC4.1) Are you providing product level data for your organization’s goods or services?**

No, I am not providing data

## Submit your response

**In which language are you submitting your response?**

English

**Please confirm how your response should be handled by CDP**

	Public or Non-Public Submission	I am submitting to	Are you ready to submit the additional Supply Chain Questions?
I am submitting my response	Public	Investors Customers	Yes, submit Supply Chain Questions now





**Please confirm below**

I have read and accept the applicable Terms