

# OUR MANAGEMENT

## CORPORATE OFFICERS

M. Douglas Ivester <sup>1</sup>  
Chairman,  
Board of Directors,  
and Chief Executive Officer

James E. Chestnut  
Chief Financial Officer

Joseph R. Gladden, Jr.  
General Counsel

David M. Taggart  
Treasurer

Gary P. Fayard  
Controller

Susan E. Shaw  
Secretary

### Senior Vice Presidents

Anton Amon <sup>1</sup>  
William P. Casey <sup>1</sup>  
James E. Chestnut <sup>1</sup>  
Ralph H. Cooper <sup>1</sup>  
Douglas N. Daft <sup>1</sup>  
Charles S. Frenette <sup>1</sup>  
John J. Gillin  
Joseph R. Gladden, Jr. <sup>1</sup>  
George Gourlay <sup>1</sup>  
Timothy J. Haas <sup>1</sup>  
Earl T. Leonard, Jr. <sup>1</sup>  
Jack L. Stahl <sup>1</sup>  
Carl Ware <sup>1</sup>

### Vice Presidents

Carolyn H. Baldwin  
William I. Bruner, Sr.  
Lawrence R. Cowart  
William J. Davis  
Daniel B. Dennison  
Randal W. Donaldson  
Gary P. Fayard <sup>1</sup>  
Charles B. Fruit  
William S. Herald  
James E. Higgins  
Janet A. Howard  
Juan D. Johnson  
Ingrid S. Jones

Carl K. Kooyoomjian  
William R. Newton  
Linda K. Peek  
Mary M.G. Riddle  
Judith A. Rosenblum  
Connell Stafford, Jr.  
David M. Taggart  
Charles L. Wallace  
Michael W. Walters <sup>1</sup>  
Steve M. Whaley

<sup>1</sup> Officers subject to the reporting requirements of Section 16 of the Securities Exchange Act of 1934.

## OPERATING OFFICERS

### Africa Group

Carl Ware  
President

Stuart A. Eastwood  
Northern Africa Division

Donald R. Knauss  
Southern Africa Division

### Greater Europe Group

William P. Casey  
President

Gavin J. Darby  
Central European Division

Cem M. Kozlu  
Southern Eurasia Division

José J. Nuñez-Cervera  
Iberian Division

Michael A. O'Neill  
Nordic & Northern  
Eurasia Division

John P. Sechi  
German Division

John K. Sheppard  
Northwest European  
Division

### Latin America Group

Timothy J. Haas  
President

Stuart F. Cross  
Brazil Division

Jorge O. Hurtado  
Andean Division

Glenn G. Jordan  
River Plate Division

Willis E. Lowe  
Central America &  
Caribbean Division

José Octavio Reyes  
Mexico Division

Brent D. Willis  
VeneCol Division

### Middle & Far East Group

Douglas N. Daft  
President

A.R.C. Allan  
Middle East & North  
Africa Division

Steve K.W. Chan  
China Division

C. Patrick Garner  
Southeast & West  
Asia Division

Michael W. Hall  
Japan Division

James G. Harting  
Philippines Division

Mary E. Minnick  
South Pacific Division

Donald W. Short  
India Division

### North America Group

Jack L. Stahl  
President

Andrew P. Angle  
Coca-Cola USA  
Operations

Jeffrey T. Dunn  
Coca-Cola Fountain

Anthony G. Eames  
Coca-Cola Ltd., Canada

### The Minute Maid Company

Ralph H. Cooper  
President

Michael A. Clarke  
Minute Maid International

Larry S. McWilliams  
U.S. Future Consumption

James A. Miller  
Immediate Consumption

Shawn A. Sugarman  
The Minute Maid Company  
Canada Inc.

## OUR BOARD

**Herbert A. Allen** <sup>2,3,4</sup>

President and  
Chief Executive Officer  
The investment banking firm  
Allen & Company  
Incorporated

**Ronald W. Allen** <sup>3,5</sup>

Consultant to, Advisory Director,  
and former Chairman of the  
Board, President and  
Chief Executive Officer  
Delta Air Lines, Inc.

**Cathleen P. Black** <sup>1,6</sup>

President  
Hearst Magazines

**Warren E. Buffett** <sup>1,2</sup>

Chairman of the Board  
and Chief Executive Officer  
The diversified  
holding company  
Berkshire Hathaway Inc.

**M. Douglas Ivester** <sup>3</sup>

Chairman, Board of Directors,  
and Chief Executive Officer  
The Coca-Cola Company

**Susan B. King** <sup>4,6</sup>

Leader in Residence  
Hart Leadership Program  
Duke University

**Donald F. McHenry** <sup>1,5,6</sup>

Distinguished Professor  
in the Practice of Diplomacy  
at the School of Foreign Service  
Georgetown University

**Sam Nunn** <sup>2,3</sup>

Partner in the law firm of  
King & Spalding

**Paul F. Orefice** <sup>2,4,5</sup>

Former Chairman of the Board  
The Dow Chemical Company

**James D. Robinson III** <sup>5,6</sup>

Chairman and  
Chief Executive Officer  
The private venture investment firm  
RRE Investors, LLC  
Chairman  
The investment banking firm  
Violy, Byorum & Partners Holdings, LLC

**Peter V. Ueberroth** <sup>1,4</sup>

Investor  
Managing Director  
The management company  
The Contrarian Group, Inc.

**James B. Williams** <sup>2,3</sup>

Chairman of the Executive  
Committee, former Chairman of the  
Board and Chief Executive Officer  
SunTrust Banks, Inc.

<sup>1</sup> Audit Committee

<sup>2</sup> Finance Committee

<sup>3</sup> Executive Committee

<sup>4</sup> Compensation Committee

<sup>5</sup> Committee on Directors

<sup>6</sup> Public Issues Review Committee

# SHARE-OWNER INFORMATION

## COMMON STOCK

Ticker symbol: KO

The Coca-Cola Company is one of 30 companies in the Dow Jones Industrial Average.

Share owners of record at year end: 388,641

Shares outstanding at year end: 2.47 billion

## STOCK EXCHANGES

### Inside the United States:

Common stock listed and traded: New York Stock Exchange, the principal market for our common stock.

Common stock traded: Boston, Chicago, Cincinnati, Pacific and Philadelphia stock exchanges.

### Outside the United States:

Common stock listed and traded: The German exchange in Frankfurt and the Swiss exchange in Zurich.

## DIVIDENDS

At its February 1999 meeting, our Board increased our quarterly dividend to 16 cents per share, equivalent to an annual dividend of 64 cents per share. The Company has increased dividends each of the last 37 years.

The Coca-Cola Company normally pays dividends four times a year, usually on April 1, July 1, October 1 and December 15. The Company has paid 311 consecutive quarterly dividends, beginning in 1920.

## SHARE-OWNER ACCOUNT ASSISTANCE

For address changes, dividend checks, direct deposit of dividends, account consolidation, registration changes, lost stock certificates, stock holdings and the Dividend and Cash Investment Plan, please contact:

Registrar and Transfer Agent  
First Chicago Trust Co., a division of EquiServe  
P.O. Box 2500  
Jersey City, NJ 07303-2500  
Toll-free: (888) COKESHR (265-3747)  
For hearing impaired: (201) 222-4955  
E-mail: [fctc\\_cocacola@em.fcncbd.com](mailto:fctc_cocacola@em.fcncbd.com)  
Internet: [www.equiserve.com](http://www.equiserve.com)

## DIVIDEND AND CASH INVESTMENT PLAN

The Dividend and Cash Investment Plan permits share owners of record to reinvest dividends from Company stock in shares of The Coca-Cola Company. The Plan provides a convenient, economical and systematic method of acquiring additional shares of our common stock. All share owners of record are eligible to participate. Share owners also may purchase Company stock through voluntary cash investments of up to \$125,000 per year.

At year end, 73 percent of the Company's share owners of record were participants in the Plan. In 1998, share owners invested \$41 million in dividends and \$98 million in cash in the Plan.

If your shares are held in street name by your broker and you are interested in participating in the Dividend and Cash Investment Plan, you may have your broker transfer the shares to First Chicago Trust Co. electronically through the Direct Registration System.

For more details on the Dividend and Cash Investment Plan please contact the Plan Administrator, First Chicago Trust Co., or visit the investor section of our Company's Web site, [www.thecoca-colacompany.com](http://www.thecoca-colacompany.com), for more information.

## SHARE-OWNER INTERNET ACCOUNT ACCESS

Share owners of record may access their accounts via the Internet to obtain share balance, current market price of shares, historical stock prices and the total value of their investment. In addition, they may sell or request issuance of Dividend and Cash Investment Plan shares.

For information on how to access this secure site, please call First Chicago Trust Co. toll-free at (877) 843-9327. For share owners of record outside North America, please call (201) 536-8071.

## ANNUAL MEETING OF SHARE OWNERS

April 21, 1999, 9 a.m. local time

The Playhouse Theatre  
Du Pont Building  
10th and Market Streets  
Wilmington, Delaware

## CORPORATE OFFICES

The Coca-Cola Company  
One Coca-Cola Plaza  
Atlanta, Georgia 30313

## INSTITUTIONAL INVESTOR INQUIRIES

(404) 676-5766

## INFORMATION RESOURCES

### Publications

**The Company's Annual Report, Proxy Statement, Form 10-K and Form 10-Q reports are available free of charge upon request from our Industry & Consumer Affairs Department at the Company's corporate address, listed above.**

### Internet Site

You can find our stock price, news and earnings releases and more financial information about our Company on our recently expanded Web site, [www.thecoca-colacompany.com](http://www.thecoca-colacompany.com).

### Hotline

The Company's hotline, (800) INVSTKO (468-7856), offers taped highlights from the most recent quarter and may be used to request the most recent quarterly results news release.

### Audio Annual Report

An audiocassette version of this report is available without charge as a service to the visually impaired. To receive a copy, please contact our Industry & Consumer Affairs Department at (800) 571-2653.

### Duplicate Mailings

If you are receiving duplicate or unwanted copies of our publications, please contact First Chicago Trust Co. at (888) COKESHR (265-3747).

# GLOSSARY

**Bottling Partner or Bottler:** Businesses — generally, but not always, independently owned — that buy concentrates or syrups from the Company, convert them into finished packaged products and sell them to customers.

**The Coca-Cola System:** The Company and its bottling partners.

**Concentrate or Beverage Base:** Material manufactured from Company-defined ingredients and sold to bottlers for use in the preparation of finished beverages through the addition of sweetener and/or water.

**Consolidated Bottling Operation (CBO):** Bottler in which The Coca-Cola Company holds controlling ownership. The bottler's financial results are consolidated into the Company's financial statements.

**Consumer:** Person who consumes Company products.

**Cost of Capital:** Blended cost of equity and borrowed funds used to invest in operating capital required for business.

**Customer:** Retail outlet, restaurant or other operation that sells or serves Company products directly to consumers.

**Derivatives:** Contracts or agreements, the value of which is linked to interest rates, exchange rates, prices of securities, or financial or commodity indices. The Company uses derivatives to reduce its exposure to adverse fluctuations in interest and exchange rates and other market risks.

**Dividend Payout Ratio:** Calculated by dividing cash dividends on common stock by net income available to common share owners.

**Economic Profit:** Income from continuing operations, after taxes, excluding interest, in excess of a computed capital charge for average operating capital employed.

**Economic Value Added:** Growth in economic profit from year to year.

**Fountain:** System used by retail outlets to dispense product into cups or glasses for immediate consumption.

**Free Cash Flow:** Cash provided by operations less cash used in investing activities. The Company uses free cash flow along with borrowings to pay dividends and make share repurchases.

**Gallon Sales:** Unit of measurement for concentrates (expressed in equivalent gallons of syrup) and syrups sold by the Company to its bottling partners or customers.

**Gross Margin:** Calculated by dividing gross profit by net operating revenues.

**Interest Coverage Ratio:** Income before taxes, excluding unusual items, plus interest expense divided by the sum of interest expense and capitalized interest.

**KO:** The ticker symbol for stock of The Coca-Cola Company.

**Market:** Geographic area in which the Company and its bottling partners do business, often defined by national boundaries.

**The Minute Maid Company:** Company operating group responsible for producing, marketing and distributing juice and juice-drink products.

**Net Debt and Net Capital:** Debt and capital in excess of cash, cash equivalents and marketable securities not required for operations and certain temporary bottling investments.

**Operating Margin:** Calculated by dividing operating income by net operating revenues.

**Per Capita Consumption:** Average number of 8-ounce servings consumed per person, per year in a specific market. Company per capita consumption is calculated by multiplying our unit case volume by 24, and dividing by the population.

**Return on Capital:** Calculated by dividing income from continuing operations — before changes in accounting principles, adjusted for interest expense — by average total capital.

**Return on Common Equity:** Calculated by dividing income from continuing operations — before changes in accounting principles, less preferred stock dividends — by average common share-owners' equity.

**Serving:** Eight U.S. fluid ounces of a beverage.

**Share of Sales:** Company's unit case volume as a percentage of the total unit case volume of the soft-drink category of the commercial beverages industry.

**Soft Drink:** Nonalcoholic carbonated beverage containing flavorings and sweeteners. Excludes flavored waters and carbonated or noncarbonated teas, coffees and sports drinks.

**Syrup:** Concentrate mixed with sweetener and water, sold to bottlers and customers who add carbonated water to produce finished soft drinks.

**Total Capital:** Equals share-owners' equity plus interest-bearing debt.

**Total Market Value of Common Stock:** Stock price at year end multiplied by the number of shares outstanding at year end.

**Unit Case:** Unit of measurement equal to 24 eight-U.S.-fluid-ounce servings.

**Unit Case Volume:** Number of unit cases sold by bottling partners to customers; considered an excellent indicator of the underlying strength of soft-drink sales in a particular market. Company unit case volume primarily includes products reported as gallon sales and other key products owned by our bottlers. Excludes products distributed by The Minute Maid Company.

**Environmental Statement:** The Coca-Cola Company is dedicated to environmental excellence. While our environmental impact is small, we are committed to managing that impact in a positive manner — just as we would any other business issue. One of the ways we do this is through The Coca-Cola Environmental Management System. Compliance, waste minimization, pollution prevention and continuous improvement and identification of cost savings are all hallmarks of TCCEMS. We have achieved significant progress in areas such as source reduction, recovery and recycling, water and energy conservation and wastewater quality. We also help support an extensive network of environmental organizations, including Keep America Beautiful, Keep Australia Beautiful, The Nature Conservancy, The Georgia Conservancy, Keep Britain Tidy, South Africa's Collect a Can program, the Brazilian Business Commitment for Recycling and The Center for Marine Conservation. These efforts are helping us protect and advance our business through continued environmental leadership.

**Equal Opportunity Policy:** The Coca-Cola Company and its subsidiaries employ nearly 29,000 people worldwide (down from nearly 30,000 in 1997, due primarily to sales of certain Company-owned bottling operations). We maintain a long-standing commitment to equal opportunity, affirmative action and valuing the diversity of our employees, share owners, customers and consumers. The Company strives to create a working environment free of discrimination and harassment with respect to race, sex, color, national origin, religion, age, sexual orientation, disability, being a special disabled veteran or being a veteran of the Vietnam era, as well as to make reasonable accommodations in the employment of qualified individuals with disabilities. The Company maintains ongoing contact with labor and employee associations to develop relationships that foster responsive and mutually beneficial discussions pertaining to labor issues. These associations have provided a mechanism for positive industrial relations. In addition, we provide fair marketing opportunities to all suppliers and maintain programs to increase transactions with firms that are owned and operated by minorities and women.



Now and always, all of us at The Coca-Cola Company are grateful to the people who make it possible for us to uncap the opportunities surrounding us — our share owners, our customers, our consumers and our bottling partners.