THE COCA-COLA COMPANY
AND SUBSIDIARIES

ANNUAL REPORT

FOR THE YEAR
1966
LETTER TO STOCKHOLDERS

March 6, 1967

In 1966 new record highs in sales and earnings were established by both our domestic and foreign businesses. Consolidated net profit, after reserves, taxes, and all other charges, was $88,967,014 or $3.12 a share compared with $75,719,561 or $2.66 a share in 1965. All segments of our operation — carbonated beverages, citrus products, coffee and tea — contributed to this result.

Sales of Coca-Cola and Fanta products in the United States and around the world were at an all-time high. Fresca, a citrus-flavored soft drink, was made available to all domestic bottlers early in the year. Its introduction across the country was accompanied by gratifying consumer acceptance.

Expansion and modernization of physical plant facilities continued in 1966. Construction of a new twelve-story office building in Atlanta adjacent to our present office-factory complex was begun in November.

Your Board of Directors records with deepest regret the passing of its esteemed member, Bernard F. Gimbel, on September 29. Mr. Gimbel, Chairman of the Board of Gimbel Brothers, Inc., New York City, became a member of our Board in March 1946 and served on a number of Committees of the Board, including the Executive Committee.

On March 6, 1967, the Board of Directors raised the quarterly dividend rate from 47 1/4 to 52 3/4 per share, which represents the fifth consecutive year the dividend payment has been increased.

The consolidated balance sheet and statements of profit and loss and earned surplus follow in this report.

A separate mailing will contain a proxy form and notice of annual meeting of stockholders at 11:00 a.m., Wilmington time, on Monday, May 1, 1967, at the office of the Company, 100 West Tenth Street, Wilmington, Delaware.

For the Board of Directors

[Signatures]

Chairman President
THE COCA-COLA COMPANY AND SUBSIDIARIES
YEARS ENDED DECEMBER 31, 1966 AND 1965

CONSOLIDATED STATEMENT OF PROFIT AND LOSS

<table>
<thead>
<tr>
<th></th>
<th>1966</th>
<th>1965</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net sales</td>
<td>$979,234,393</td>
<td>$854,041,454</td>
</tr>
<tr>
<td>Cost of goods sold</td>
<td>497,326,071</td>
<td>445,465,468</td>
</tr>
<tr>
<td><strong>GROSS PROFIT</strong></td>
<td>$481,908,322</td>
<td>$408,575,986</td>
</tr>
<tr>
<td>Selling, administrative and general expenses</td>
<td>269,927,278</td>
<td>261,560,274</td>
</tr>
<tr>
<td><strong>OPERATING PROFIT</strong></td>
<td>$194,981,044</td>
<td>$147,015,712</td>
</tr>
<tr>
<td>Other income</td>
<td>9,975,392</td>
<td>9,244,517</td>
</tr>
<tr>
<td></td>
<td>$194,956,436</td>
<td>$156,260,229</td>
</tr>
<tr>
<td>Less other deductions</td>
<td>17,315,422</td>
<td>13,905,608</td>
</tr>
<tr>
<td><strong>PROFIT BEFORE TAXES ON INCOME</strong></td>
<td>$177,641,014</td>
<td>$142,354,613</td>
</tr>
<tr>
<td>Provision for taxes on income</td>
<td>88,674,000</td>
<td>76,575,000</td>
</tr>
<tr>
<td><strong>NET PROFIT</strong></td>
<td>$ 88,967,014</td>
<td>$ 75,719,561</td>
</tr>
</tbody>
</table>

CONSOLIDATED STATEMENT OF EARNED SURPLUS

<table>
<thead>
<tr>
<th></th>
<th>1966</th>
<th>1965</th>
</tr>
</thead>
<tbody>
<tr>
<td>Balance at January 1</td>
<td>$302,371,229</td>
<td>$275,053,203</td>
</tr>
<tr>
<td>Net profit for the year</td>
<td>88,967,014</td>
<td>75,719,561</td>
</tr>
<tr>
<td></td>
<td>$391,338,243</td>
<td>$350,772,764</td>
</tr>
<tr>
<td>Dividends paid in cash (per share —)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1966, $1.90; 1965, $1.70</td>
<td>54,184,316</td>
<td>48,401,536</td>
</tr>
<tr>
<td><strong>BALANCE AT DECEMBER 31</strong></td>
<td>$337,153,927</td>
<td>$302,371,229</td>
</tr>
</tbody>
</table>

See Notes to Financial Statements
# CONSOLIDATED
THE COCA-COLA COMPANY AND SUBSID

## ASSETS

### CURRENT:

<table>
<thead>
<tr>
<th>Item</th>
<th>1966</th>
<th>1965</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash</td>
<td>$54,226,695</td>
<td>$47,090,950</td>
</tr>
<tr>
<td>U.S. Government and other marketable securities — at cost (market price —</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1966, $90,461,626; 1965, $68,604,802)</td>
<td>90,550,082</td>
<td>68,690,301</td>
</tr>
<tr>
<td>Trade accounts receivable (less allowance —</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1966, $1,244,834; 1965, $1,045,423)</td>
<td>69,441,891</td>
<td>58,234,500</td>
</tr>
<tr>
<td>Inventories</td>
<td>101,652,926</td>
<td>105,782,585</td>
</tr>
<tr>
<td>Prepaid expenses</td>
<td>8,648,458</td>
<td>8,206,499</td>
</tr>
<tr>
<td><strong>TOTAL CURRENT ASSETS</strong></td>
<td>$324,520,052</td>
<td>$288,006,835</td>
</tr>
</tbody>
</table>

### MISCELLANEOUS INVESTMENTS AND OTHER ASSETS.

| Other Assets                                                        | $24,664,506| $24,993,013|

### PROPERTY, PLANT AND EQUIPMENT:

At cost:

<table>
<thead>
<tr>
<th>Item</th>
<th>1966</th>
<th>1965</th>
</tr>
</thead>
<tbody>
<tr>
<td>Land and improvements</td>
<td>$38,643,221</td>
<td>$34,138,176</td>
</tr>
<tr>
<td>Buildings</td>
<td>98,703,678</td>
<td>89,220,914</td>
</tr>
<tr>
<td>Machinery and equipment</td>
<td>221,877,517</td>
<td>194,149,824</td>
</tr>
<tr>
<td>Containers</td>
<td>40,615,125</td>
<td>31,169,666</td>
</tr>
<tr>
<td><strong>TOTAL PROPERTY, PLANT AND EQUIPMENT</strong></td>
<td>$399,839,541</td>
<td>$349,679,580</td>
</tr>
<tr>
<td>Less allowance for depreciation</td>
<td>157,081,448</td>
<td>135,018,965</td>
</tr>
<tr>
<td><strong>FORMULAE, TRADE-MARKS</strong></td>
<td>$242,758,093</td>
<td>$213,659,715</td>
</tr>
<tr>
<td>AND GOODWILL — at cost</td>
<td>$45,507,055</td>
<td>$45,179,699</td>
</tr>
<tr>
<td><strong>TOTAL FORMULAE, TRADE-MARKS AND GOODWILL</strong></td>
<td>$637,549,708</td>
<td>$571,839,262</td>
</tr>
</tbody>
</table>

*See Notes to*
### BALANCE SHEET

**IARIES—DECEMBER 31, 1966 AND 1965**

#### LIABILITIES

<table>
<thead>
<tr>
<th>Current:</th>
<th>1966</th>
<th>1965</th>
</tr>
</thead>
<tbody>
<tr>
<td>Notes payable</td>
<td>$14,254,292</td>
<td>$12,362,944</td>
</tr>
<tr>
<td>Current maturities of long-term debt</td>
<td>586,613</td>
<td>571,364</td>
</tr>
<tr>
<td>Accounts payable and accrued accounts</td>
<td>$84,244,662</td>
<td>66,444,609</td>
</tr>
<tr>
<td></td>
<td><strong>$99,085,567</strong></td>
<td><strong>$78,378,917</strong></td>
</tr>
<tr>
<td>Accrued taxes — including taxes on income</td>
<td>$67,630,718</td>
<td>$64,020,318</td>
</tr>
<tr>
<td>Less U.S. Government securities for payment of income taxes</td>
<td>27,199,073</td>
<td>25,849,910</td>
</tr>
<tr>
<td><strong>TOTAL CURRENT LIABILITIES</strong></td>
<td><strong>$139,517,212</strong></td>
<td><strong>$116,549,325</strong></td>
</tr>
<tr>
<td>Long-term debt</td>
<td>$6,107,666</td>
<td>$6,648,131</td>
</tr>
<tr>
<td>Reserve for unremitted foreign profits</td>
<td>$88,882,799</td>
<td>$80,186,048</td>
</tr>
<tr>
<td>Capital stock and surplus:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Common stock — no par value; authorized</td>
<td></td>
<td></td>
</tr>
<tr>
<td>35,000,000 shares; (issued 1966; 28,638,966 shares; 1966, 28,603,209 shares)</td>
<td>$57,619,049</td>
<td>$57,546,055</td>
</tr>
<tr>
<td>Capital surplus</td>
<td>14,094,444</td>
<td>13,312,013</td>
</tr>
<tr>
<td>Earned surplus</td>
<td>337,153,927</td>
<td>302,371,229</td>
</tr>
<tr>
<td></td>
<td><strong>$408,868,220</strong></td>
<td><strong>$373,231,229</strong></td>
</tr>
<tr>
<td>Less shares of stock held in treasury — at cost</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(1966, 114,362 shares; 1965, 102,548 shares)</td>
<td>5,826,191</td>
<td>4,775,539</td>
</tr>
<tr>
<td></td>
<td><strong>$403,042,029</strong></td>
<td><strong>$368,455,758</strong></td>
</tr>
<tr>
<td></td>
<td><strong>$667,549,706</strong></td>
<td><strong>$571,839,262</strong></td>
</tr>
</tbody>
</table>
NOTES TO 1966 FINANCIAL STATEMENTS

1. Foreign Operations. The consolidated balance sheet includes the following amounts with respect to subsidiaries and branches operating in foreign countries: Current assets $106,377,751 (including cash and securities totaling $52,697,269); property, plant and equipment at depreciated cost, $84,702,710; other assets, $11,228,125; and liabilities $78,968,942. Property accounts have been converted at rates of exchange prevailing at dates of acquisition and all other assets and liabilities at approximate rates of exchange prevailing at December 31, 1966.

It is the established policy of the Company to include in consolidated net profit the entire net profit of the Canadian subsidiaries, but to include the net profit of other foreign subsidiaries only to the extent such profits have been remitted to the Company. Accordingly, the other deductions account includes a provision for unremitted foreign profits in the amount of $8,696,751, representing foreign profits earned but not remitted in 1966.

2. Inventories are stated at the lower of cost (principally average or first-in, first-out method) or market except that inventories of certain major citrus concentrate products are stated at the lower of cost (last-in, first-out method) or market.

3. Long-Term Debt (exclusive of current maturities).
   - Mortgages, principally on grove properties at 5.4%, payable in installments through 1982 ........ $2,007,686
   - Sinking Fund Debentures 5.4%, payable in installments through January 1974 ...................... 1,800,000
   - Subordinated Debentures 5.4%, payable in installments through January 1976 .......................... 2,000,000
   - $5,107,686

4. Stock options. In 1966 the Company adopted a qualified stock option plan and reserved 400,000 shares of either or both of its treasury or authorized but unissued common stock for sale under the plan to certain officers and employees of the Company and its subsidiaries. Information relating to the outstanding options (including those granted under prior plans) is as follows: Options outstanding at January 1, 1966, 184,020 shares; options granted during the year, 215,913 shares; options exercised during the year, 38,909 shares; options cancelled during the year through death, retirement, or resignation, 350 shares; options outstanding at December 31, 1966, 360,574 shares at prices ranging generally from $19.6979 to $81.4375 per share, of which 51,439 shares were exercisable as of that date. In addition, 184,087 shares are available at December 31, 1966 for options which may be granted under the plan.

5. Depreciation. Provision for depreciation in the amount of $29,741,054 was charged to manufacturing and other expenses.
ACCOUNTANTS' REPORT

TO THE BOARD OF DIRECTORS
THE COCA-COLA COMPANY
WILMINGTON, DELAWARE

We have examined the consolidated financial statements of The Coca-Cola Company and subsidiaries as of December 31, 1966. Our examination was made in accordance with generally accepted auditing standards, and accordingly included such tests of the accounting records and such other auditing procedures as we considered necessary in the circumstances.

In our opinion, the accompanying balance sheet and statements of profit and loss and earned surplus present fairly the consolidated financial position of The Coca-Cola Company and subsidiaries at December 31, 1966, and the consolidated results of their operations for the year then ended, in conformity with generally accepted accounting principles applied on a basis consistent with that of the preceding year.

Atlanta, Georgia
February 28, 1967
BOARD OF DIRECTORS

A. A. Acklin, Atlanta, Ga.
   Retired, Former President, The Coca-Cola Company

J. Paul Austin, Atlanta, Ga.
   President, The Coca-Cola Company

C. H. Candler, Jr., Atlanta, Ga.
   President, Asa G. Candler, Inc.

Thomas H. Choate, New York, N.Y.
   General Partner, White, Weld & Co.

   Director of Various Corporations

Charles W. Duncan, Jr., Houston, Tex.
   Chairman, Advisory Board and President, Duncan Foods Co., a Division of The Coca-Cola Company; and Vice President, The Coca-Cola Company

James A. Farley, New York, N.Y.
   Chairman, Board of Directors, The Coca-Cola Export Corporation

R. W. Freeman, New Orleans, La.
   President, The Louisiana Coca-Cola Bottling Company, Ltd.

Lindsey Hopkins, Miami, Fla.
   Chairman, Board of Directors, Security Trust Company

Harrison Jones, Atlanta, Ga.
   Retired, Former Chairman, Board of Directors, The Coca-Cola Company

John T. Lupton, Chattanooga, Tenn.
   President, Dallas Coca-Cola Bottling Works and Houston Coca-Cola Bottling Company

B. H. Oehlert, Jr., Atlanta, Ga.
   Senior Vice President, The Coca-Cola Company

William E. Robinson, Greenwich, Conn.
   Retired, Former President and Chairman, Board of Directors, The Coca-Cola Company

John A. Sibley, Atlanta, Ga.
   Honorary Chairman, Board of Directors, Trust Company of Georgia

Hughes Spalding, Atlanta, Ga.
   Attorney, member of firm of King & Spalding

Lee Talley, Atlanta, Ga.
   Chairman, Board of Directors, The Coca-Cola Company

D. A. Turner, Columbus, Ga.
   Chairman, Boards of Directors, Columbus Bank & Trust Co. and W. C. Bradley Co.

George W. Woodruff, Atlanta, Ga.
   Director of Various Corporations

R. W. Woodruff, Atlanta, Ga.
   Chairman, Finance Committee, The Coca-Cola Company
OFFICERS
THE COCA-COLA COMPANY

Lee Talley . . . . . . . . . . . . . Chairman, Board of Directors
J. Paul Austin . . . . . . . . . . . President

SENIOR VICE PRESIDENTS
Charles W. Adams B. H. Oehlert, Jr.

VICE PRESIDENTS
Edward Aborn Ira C. Herbert
Ralph J. Barry M. S. Hodgson, Jr.
C. E. Boyd, Jr. William S. Judkins
R. J. Broadwater Thomas C. Law, Jr.
George A. Callard George M. Lawson
Ovid R. Davis D. A. Leslie
Fred W. Dickson John H. Ogden
Charles W. Duncan, Jr. C. A. Shillinglaw
Samuel N. Gardner J. Lucian Smith
Ralph H. Garrard John C. Staton
Roberto C. Goizueta Walter L. Susong
Richard D. Harvey James F. Williams
Fillmore B. Eisenberg . . . . . Vice President and Controller
John D. Goodloe . . . . . . . . . General Counsel
W. A. Boykin, Jr. . . . . . . . . . . Treasurer
J. W. Jones . . . . . . . . . . . . . . . . Secretary
OFFICERS OF DIVISIONS AND

MINUTE MAID COMPANY, Orlando, Florida

Henry Cragg .................. Chairman, Advisory Board
John St. John .................. President

VICE PRESIDENTS

Walter A. Bonvie .......................... Joseph Hudson, Jr.
John H. Child ................................ B. M. Middlebrooks
Horace D. Clark .......................... A. G. Munkelt
Robert Fey ................................ W. R. Roy
Paul R. Grey ................................ H. W. Schwarz
R. E. Hinton .......................... Harold D. Wakefield
W. E. Speeler ......................... Vice President, Secretary and General Counsel
John E. Nuckolls ................... Treasurer
George Borysewich ................ Controller

TENCO, Linden, New Jersey

Edward Aborn .................. Chairman, Advisory Board and President
Dudley A. Tremble ................ Executive Vice President

VICE PRESIDENTS

Edward T. Down .......................... Edward D. Reeves .......................... William R. Saltmer
George W. Peabody .................. Vice President and Secretary
Frank W. Bachmann ................ Treasurer and Controller

DUNCAN FOODS CO., Houston, Texas

Charles W. Duncan, Jr. .... Chairman, Advisory Board and President

VICE PRESIDENTS

Thomas C. Cleveland .................. L. W. McBride
J. H. Dahlberg ......................... James L. Parker
Donald R. Keough ..................... William H. Petersen
Theril L. Lund .......................... Almond Power

Pierre N. Roberts, Jr.

Samuel H. Peak ................ Vice President and Secretary
Roland G. Parker ................ Treasurer
PRINCIPAL SUBSIDIARIES

THE COCA-COLA EXPORT CORPORATION, New York, N.Y.

James A. Farley, New York . . . . . Chairman, Board of Directors
John R. Talley, New York . . . . . . . President

SENIOR VICE PRESIDENTS

M. H. Farnsworth, New York 
Max Keith, Essen

H. F. MacMillan, New York 
H. B. Nicholson, Jr., Brussels

R. M. Thomas

VICE PRESIDENTS

J. R. Carpenter, Buenos Aires 
J. R. Ennis, Sydney 
K. B. Graf, Brussels 
I. Graul, Rome 
R. L. Gunnels, New York 
C. M. Halle, Essen 
V. G. Hoppers, Beirut 
C. M. Halle, Essen 
R. C. Munsche, New York 
A. E. Killeen, Johannesburg

G. J. Marazzini, Milan 
J. W. Rintelen, New York 
W. H. Roberts, Tokyo 
Alfredo Schvab, Paris 
D. G. Sisler, Lima 
J. H. Smit, New York 
W. O. Solms, Coral Gables 
C. P. Stephens, New York 
J. M. S. de Vicuña, Madrid 
H. F. Wilds, Jr., Manila

A. S. Williams, London

H. F. MacMillan, New York . . . . . Secretary and General Counsel
R. C. Munsche, New York . . . . . Vice President and Treasurer
J. J. McGourty, New York . . . . . . Controller

COCA-COLA LTD., Toronto, Ontario, Canada.

R. E. Sewell . . . . . Chairman, Board of Directors and President

SENIOR VICE PRESIDENTS

E. W. Grant 
L. M. Hunter 
G. J. Leonidas

VICE PRESIDENTS

E. T. Griffith 
G. D. Millson 
A. B. Ballentine

G. Pelletier 
W. F. Sherer 
Vice President and Secretary

C. W. I. Jackson . . . . . . . Vice President and Treasurer
TRANSFER AGENTS

Wilmington Trust Company
Wilmington, Delaware

Morgan Guaranty Trust Company of New York
New York, New York

Trust Company of Georgia
Atlanta, Georgia

REGISTRARS

Bank of Delaware
Wilmington, Delaware

The Chase Manhattan Bank
New York, New York

The First National Bank of Atlanta
Atlanta, Georgia

DIVIDEND DISBURSING AGENT

Wilmington Trust Company
Wilmington, Delaware