The Coca-Cola Company: full audit

Part 1 facts and Part 2 opinion, kept apart.

PUBLISHED SAMPLE · A REAL AUDIT, SHARED WITH THE BUSINESS'S PERMISSION



PREPARED FOR
The Coca-Cola Company

DATE
2026-11-22

WEB
coca-colacompany.com

HOW THIS REPORT WAS MADE
Generated by the Dostal Technology audit system. It is written automatically, using AI models and public sources about The Coca-Cola Company, the business confirmed when the report was ordered.

This combined report joins the documents below, each with its own page numbering:

TL;DR	The headline findings, the top actions, where each section starts and a key to the labels	p. 2
PART 1 · FINDINGS	Facts with sources; items marked UNVERIFIED are not yet confirmed and are listed in the appendix	pp. 3–31
PART 2 · OUR TAKE	Labeled opinion, judgment and assumptions	pp. 32–48
APPENDIX	Methods, unverified items, limits, as-of	pp. 49–68

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TL;DR

Each line is from Part 1, which gives its source and date. Pages are the page numbers each part prints.

- **AI engines name the business often, ChatGPT least.** [G]
- **Pages are crawlable but thinly labelled for search.** [D]
- **No engine names it for sustainable beverage packaging.** [G]
- **Phone visits are slow on the pages tested.** [LH]
- **Tag Manager loads before a consent choice.** [PW]
- **Automated checks found accessibility barriers on the homepage.** [PW]

Top actions

#	Change	Target (recommended)
1	Close the ChatGPT gap for Powerade, smartwater and Gold Peak	Reach the 17 answers that Claude and Google Gemini each gave, on a repeat run within two quarters.
2	Expand the Gold Peak brand page	Named in most ready-to-drink coffee and tea answers on a repeat run within two quarters.
3	Tie the 'Total Beverage Company' claim to named brands in each category	More answers naming the business on a repeat run within two quarters, with juice and coffee and tea leading the gain.
4	Add Organization and Person structured data	Organization with sameAs links live on the homepage, and Person on every leadership and board profile, within one quarter.
5	Make /about-us/environment the packaging page	A title naming packaging and the company within one month; named by at least one engine for a brand-owner packaging phrasing within two quarters.
6	Rework the top of the contact page into audience-labelled routes	An audience-labelled route as the page's first link within one month.
7	Speed up the mobile pages by splitting theme.js	Raise the mobile score from its current 37 to 50 or higher, out of Lighthouse's lowest band, confirmed over repeated runs within two release cycles.
8	Give every leadership profile a name, role and company title	Every profile title follows the name, role and company pattern that runs to 55 characters on /about-us/leadership/john-murphy, within one month.
9	Harden the site, starting with accessibility	No critical or serious automated failures on the homepage, and each listed fix shipped, within one quarter.

Where each section starts

Section	Key finding	Starts on
2. Site inventory	Crawl stopped at its page cap [D]	page 2
3. Performance	Mobile performance scores are low across the pages tested [LH]	page 5
4. Security and privacy	Tag Manager loads before any consent choice	page 7
5. SEO and structured data	Crawl access is open and consistent [D]	page 9
6. Accessibility	Unnamed button fails a critical check on the homepage [PW]	page 12
7. AI findability	Engines identify the company correctly [G]	page 14
8. Competitive landscape	Twelve direct rivals found [G]	page 18
9. Market positioning	Positioned as a 'Total Beverage Company' [D]	page 20
10. Marketability	Homepage leads with the company story [D]	page 23
11. Pricing position	AriZona Beverages USA sets a $0.99 suggested retail price (UNVERIFIED) [G]	page 25
12. Geographic scope	Sold in more than 200 countries and territories [G, UNVERIFIED]	page 27
13. Financial posture	Net operating revenues of $47,941 million reported for 2025 (UNVERIFIED) [G]	page 28
14. Local position	Not applicable to a global business: The Coca-Cola Company sells across a global market	page 29

Changes in detail: Part 1 page 1. Owners and steps: action plan, Part 2 page 16. Our take on each section: from Part 2 page 2.

Key. [D] fetched page or file · [G] AI answer with web search, source not opened · [PW] real-browser session · [LH] Google Lighthouse · [HDR] response headers · [DNS] public DNS records · [I] inferred from cited evidence · **UNVERIFIED** not yet confirmed, a lead · **INFERENCE** drawn from the evidence · **UNKNOWN** not found in public sources; Part 2 is opinion. Full key: appendix page 1.

1. Executive summary

37
Homepage (/) performance score, mobile

10.3 s
Homepage (/) Total Blocking Time, mobile

20.5 s
/about-us Largest Contentful Paint, mobile

53
Unbranded AI answers naming the business

7
ChatGPT unbranded answers naming the business

19
h1 headings on the homepage (/)

- **AI engines name the business often, ChatGPT least.** The business was named in 53 unbranded AI answers across the engines asked, but in only 7 on ChatGPT, against 17 on Claude, 17 on Google Gemini and 12 on Perplexity. [G]
- **Pages are crawlable but thinly labelled for search.** 60 of 60 crawled pages on www.coca-colacompany.com declare JSON-LD, but only of type VideoObject and WebSite, and the homepage (/) has 19 h1 headings. (verified as of 2026-11-09) [D]
- **No engine names it for sustainable beverage packaging.** Asked "sustainable beverage packaging", Google Gemini, Claude, ChatGPT and Perplexity each answered without naming the business. [G]
- **Phone visits are slow on the pages tested.** The homepage (/) scores a median 37 for Lighthouse performance on mobile, with Total Blocking Time of 10.3 s on mobile, and /about-us reaches Largest Contentful Paint at 20.5 s on mobile. (verified as of 2026-11-09) [LH]
- **Tag Manager loads before a consent choice.** Google Tag Manager loads as soon as a page opens, before any consent choice is made [D], although a consent banner was detected on the homepage (/) [PW], and coca-colacompany.com sends no Content-Security-Policy header [HDR]. (verified as of 2026-11-08) [PW]
- **Automated checks found accessibility barriers on the homepage.** On the homepage (/), the axe rule button-name (critical) failed on 1 element and the color-contrast rule (serious) failed on 9 elements. (verified as of 2026-11-09) [PW]

Top 9 changes: goal, KPI and target

#	Change	Goal	KPI	Now	Target (recommended)
1	Close the ChatGPT gap for Powerade, smartwater and Gold Peak	Buyers who ask ChatGPT a drinks question meet the company's brands as often as on the other engines.	Unbranded AI answers naming the business, ChatGPT	7	Reach the 17 answers that Claude and Google Gemini each gave, on a repeat run within two quarters.
2	Expand the Gold Peak brand page	The company's coffee and tea brands appear in more AI recommendations.	Unbranded AI answers naming the business, ready-to-drink coffee and tea prompts	4	Named in most ready-to-drink coffee and tea answers on a repeat run within two quarters.

#	Change	Goal	KPI	Now	Target (recommended)
3	Tie the 'Total Beverage Company' claim to named brands in each category	Buyers and AI answers connect each recommended brand back to the company.	Unbranded AI answers naming the business, all engines	53	More answers naming the business on a repeat run within two quarters, with juice and coffee and tea leading the gain.
4	Add Organization and Person structured data	Search engines and AI answers are told who the company, its executives and its brands are.	JSON-LD types declared, homepage (/)	VideoObject, WebSite	Organization with sameAs links live on the homepage, and Person on every leadership and board profile, within one quarter.
5	Make /about-us/environment the packaging page	The company's packaging work can be found and quoted by search engines and AI answers.	Title length, /about-us/environment	11	A title naming packaging and the company within one month; named by at least one engine for a brand-owner packaging phrasing within two quarters.
6	Rework the top of the contact page into audience-labelled routes	Partners, investors and brand enquirers find the right contact route at once.	First call to action, /about-us/contact-us	Download	An audience-labelled route as the page's first link within one month.
7	Speed up the mobile pages by splitting theme.js	Investors, press, job seekers and buyers on phones reach content without a long wait.	Lighthouse performance, homepage (/), mobile	37	Raise the mobile score from its current 37 to 50 or higher, out of Lighthouse's lowest band, confirmed over repeated runs within two release cycles.
8	Give every leadership profile a name, role and company title	Journalists and investors searching for an executive see the role and company in the result.	Title length, /about-us/leadership/henrique-braun	14	Every profile title follows the name, role and company pattern that runs to 55 characters on /about-us/leadership/john-murphy, within one month.
9	Harden the site, starting with accessibility	The corporate site stays trustworthy, usable with assistive technology and free of dead ends.	Color-contrast (serious) failures, homepage (/), desktop axe test	9	No critical or serious automated failures on the homepage, and each listed fix shipped, within one quarter.

This audit reviewed The Coca-Cola Company's corporate website, which serves investors, press, job seekers and people heading to its brands. The company sells across a global market, with its home base in Atlanta, GA. The report covers site inventory, performance, security and privacy, search basics and structured data, accessibility, AI findability, competitors, market positioning, marketability, pricing, geographic scope, financial posture, and moat and runway; local position was not measured because it does not apply to a global business. The evidence rests on a crawl of 60 public pages, its cap [D], on Lighthouse lab runs, browser, header and DNS checks, on answers collected from Google Gemini, Claude, ChatGPT and Perplexity, and on public-source research that is marked UNVERIFIED where it was not confirmed.

Live-site observations in this section were verified between 2026-11-08 and 2026-11-19. The live site may have changed since.

2. Site inventory

60
Pages crawled (at cap)

0
Pages wider than a phone screen

0
Checked pages showing internal text

- **Crawl stopped at its page cap.** The crawl fetched 60 public pages on coca-colacompany.com, its cap, and none of the 60 pages checked shows internal or placeholder text. (verified as of 2026-11-09) [D]

- **Nothing answers at /blog or /faq.** Both addresses answer HTTP 404, while /contact reaches /about-us/contact-us with a 200 after a redirect. (verified as of 2026-11-09) [D]
- **Phone and email shown, no street address.** On the 30 pages checked, /about-us/contact-us shows a phone number as page text and has mailto: links; the check found no tel: link and no street address. (verified as of 2026-11-19) [D]
- **Side-scrolling rows hold controls beyond the screen edge.** On the homepage (/), 8 controls sit partly or fully outside the viewport on mobile and 8 on desktop, while none of the pages measured on mobile is wider than the viewport. (verified as of 2026-11-09) [PW]
- **Look-alike domains are outside the business record.** coca-colacompany.org, registered 2025-02-13 through Porkbun LLC, and coca-colacompany.ai, registered through GoDaddy.com, LLC with registration running to 2026-12-04, are not on the record and their ownership is not verified. [D]

This section inventories what the crawl reached on coca-colacompany.com: 60 public pages, the crawl's cap, plus contact details, social links and layout at phone and desktop widths [D][PW]. On mobile, none of the pages measured is wider than the viewport. The homepage links Instagram, Facebook, YouTube and LinkedIn profiles; no TikTok or X link appears on the pages checked. The gaps are small: /blog and /faq answer 404, and the pages checked for contact details show a phone number and mailto: links but no street address.

Related hosts

Host	Found as
investors.coca-colacompany.com	linked from the site
careers.coca-colacompany.com	linked from the site

Domains and DNS [D] (DNS lookups, the home page or the linked page fetched once, RDAP for each registered domain)

Host	DNS	HTTP	Page title	Registrar	Registered	Expires
coca-colacompany.com	A 52.14.144.171; NS ns4-09.azure-dns.info, ns1-09.azure-dns.com, ns2-09.azure-dns.net, ns3-09.azure-dns.org; MX ns1.ko.com; TXT google-site-verification, v=spf1, facebook-domain-verification	200	The Coca-Cola Company	MarkMonitor Inc.	1998-09-16	2027-09-15
www.coca-colacompany.com	A 8.232.188.110	200	The Coca-Cola Company	MarkMonitor Inc.	1998-09-16	2027-09-15
investors.coca-colacompany.com	CNAME cocacolacompany.web-geo.equisolve.com; A 13.227.47.21, 13.227.47.58, 13.227.47.96, 13.227.47.61	200	The Coca-Cola Company (KO)	MarkMonitor Inc.	1998-09-16	2027-09-15
careers.coca-colacompany.com	A 52.14.144.171	200	—	MarkMonitor Inc.	1998-09-16	2027-09-15
thecocacolacompany.com	A 52.14.144.171; NS ns3-09.azure-dns.org, ns4-09.azure-dns.info, ns1-09.azure-dns.com, ns2-09.azure-dns.net; MX ns3-old.ko.com; TXT v=spf1, other	200	The Coca-Cola Company	MarkMonitor Inc.	1998-09-16	2027-09-15
the-coca-cola-company.com	NS ns3-09.azure-dns.org, ns4-09.azure-dns.info, ns1-09.azure-dns.com, ns2-09.azure-dns.net; MX ns3-old.ko.com; TXT v=spf1	not fetched	—	MarkMonitor Inc.	2003-08-04	2027-08-04

Host	DNS	HTTP	Page title	Registrar	Registered	Expires
coca-colacompany.net	NS ns2-09.azure-dns.net, ns3-09.azure-dns.org, ns4-09.azure-dns.info, ns1-09.azure-dns.com	—	—	MarkMonitor Inc.	2019-07-06	2027-07-06
coca-colacompany.org	A 207.207.210.23, 207.207.210.36, 207.207.210.50; NS maceio.ns.porkbun.com, salvador.ns.porkbun.com, curitiba.ns.porkbun.com, fortaleza.ns.porkbun.com	—	—	Porkbun LLC	2025-02-13	2027-02-13
coca-colacompany.co	A 27.124.125.171; NS ns2.crazydomains.com, ns1.crazydomains.com	—	—	—	—	—
coca-colacompany.ai	A 13.248.169.48, 76.223.54.146; NS ns4.afternic.com, ns3.afternic.com; MX ; TXT v=spf1	—	—	GoDaddy.com, LLC	2022-12-04	2026-12-04

Site checks [D] [PW] (public pages re-read; mobile measured at 390 px)

Check	Where	Observed
Pages showing internal text	all pages checked	0
Pages wider than the phone screen	mobile (390 px)	0
Controls outside the phone screen	/ (mobile)	8
Controls outside the screen	/ (desktop)	8
Controls outside the screen	/about-us (desktop)	4
Controls outside the screen	/about-us/coca-cola-system (desktop)	1
Status	/blog	404
Status	/faq	404
Status	/contact	200 after redirect to /about-us/contact-us
tel: link / phone text / mailto: / street address	all pages checked	tel 0, phone text 1, mailto 1, address 0 pages
Links to a social profile	Instagram	linked
Links to a social profile	Facebook	linked
Links to a social profile	YouTube	linked
Links to a social profile	TikTok	not linked
Links to a social profile	X	not linked
Links to a social profile	LinkedIn	linked

Findings

- **Homepage and About rows place controls past the screen edge** [PW]: On the homepage (/), 8 interactive controls sit partly or fully outside the viewport on mobile and 8 on desktop: "Explore" links, news cards and unnamed links laid out in side-scrolling rows. On desktop, /about-us has 4 such controls, all leadership profile cards, and /about-us/coca-cola-system has 1, a press-release card. None of the pages measured on mobile is wider than the viewport, so this is a row layout, not a page that scrolls sideways. The evidence collected does not show whether Previous / Next controls bring these items into view, so that is worth confirming by keyboard and touch. (verified as of 2026-11-09)
- **Look-alike domains are not on the business record** [D]: thecocacolacompany.com is not on the business record and its ownership is not verified; it answered HTTP 200 and ended on www.coca-colacompany.com[1], and RDAP lists MarkMonitor Inc. as its registrar. RDAP lists Porkbun LLC as registrar of coca-colacompany.org, registered

2025-02-13, and GoDaddy.com, LLC as registrar of coca-colacompany.ai, whose registration runs to 2026-12-04. Neither is on the record and ownership of both is unverified. Buyers, investors and journalists who mistype the address may land on these names, so what they serve is worth watching. (verified as of 2026-11-09)

Live-site observations in this section were verified between 2026-11-08 and 2026-11-19. The live site may have changed since.

3. Performance

37
Homepage mobile performance score

4.6 s
Homepage mobile Largest Contentful Paint

10.3 s
Homepage mobile Total Blocking Time

- **Mobile performance scores are low across the pages tested.** Median Lighthouse performance on mobile is 37 on the homepage (/), 44 on /about-us, 41 on /about-us/purpose-and-vision, 45 on /about-us/leadership and 26 on /about-us/coca-cola-system. (verified as of 2026-11-09) [LH]
- **Inner pages are slow to show main content on mobile.** On mobile, /about-us reaches First Contentful Paint at a median 9.7 s and Largest Contentful Paint at 20.5 s. (verified as of 2026-11-09) [LH]
- **Homepage script work blocks the page for seconds.** On the homepage (/) on mobile, Total Blocking Time is a median 10.3 s and scripts used 28.3 s of main-thread time. (verified as of 2026-11-09) [LH]
- **Desktop is faster on inner pages, not on the homepage.** Median performance on desktop is 88 on /about-us and 84 on /about-us/purpose-and-vision, but 35 on the homepage (/) on desktop. (verified as of 2026-11-09) [LH]
- **Desktop layouts shift during load.** Median Cumulative Layout Shift on desktop is 0.183 on /about-us/coca-cola-system and 0.175 on /about-us/purpose-and-vision. (verified as of 2026-11-09) [LH]

This section ran Lighthouse lab tests [LH] on the homepage and the about-us pages, on mobile and desktop. Desktop is far better on some inner pages, reaching 88 on /about-us (desktop), but the homepage (/) on desktop scores 35.

	Performance		Accessibility		Best practices		SEO	
	desktop	mobile	desktop	mobile	desktop	mobile	desktop	mobile
/	35	37	88	90	96	96	92	92
/about-us	88	44	91	90	96	96	92	92
/about-us/purpose-and-vision	84	41	91	93	96	96	92	92
/about-us/coca-cola-system	52	26	91	93	96	96	92	92
/about-us/leadership	68	45	91	93	96	96	92	92

90–100 50–89 0–49 Bands are Lighthouse's standard score bands.

Lighthouse scores by page, category and form factor [LH] (median of repeated runs; standard Lighthouse bands)

Lighthouse timings and page weight by page and form factor (median of repeated runs)

Page	Form factor	First paint (FCP)	Main content (LCP)	Blocking time (TBT)	Script time	Page weight
/	mobile	3.7 s	4.6 s	10.3 s	28.3 s	3.4 MB
/	desktop	1.4 s	3.9 s	9.2 s	41.3 s	4.5 MB

Page	Form factor	First paint (FCP)	Main content (LCP)	Blocking time (TBT)	Script time	Page weight
/about-us	mobile	9.7 s	20.5 s	449 ms	8.2 s	5.5 MB
/about-us	desktop	841 ms	1.1 s	78 ms	4.3 s	6.4 MB
/about-us/purpose-and-vision	mobile	11.0 s	15.2 s	608 ms	8.6 s	3.2 MB
/about-us/purpose-and-vision	desktop	743 ms	835 ms	45 ms	4.2 s	4.1 MB
/about-us/coca-cola-system	mobile	9.7 s	17.0 s	7.6 s	16.7 s	3.2 MB
/about-us/coca-cola-system	desktop	797 ms	1.1 s	3.1 s	6.1 s	4.1 MB
/about-us/leadership	mobile	11.1 s	15.9 s	431 ms	7.6 s	2.7 MB
/about-us/leadership	desktop	829 ms	3.4 s	34 ms	3.4 s	4.1 MB

For all 10 rows, the back/forward cache is restorable.

Findings

- **Third-party code takes 8% of main-thread time on / (mobile)** [LH]: Lighthouse measured 2,204 ms of third-party code in 28,491 ms of main-thread time on / (mobile), both at the same simulated CPU rate. The figure counts the time Lighthouse attributes to third-party code itself; the site's own scripts and the rest of the page's work make up the remainder. The third parties Lighthouse names there are Adobe Tag Manager, Google Tag Manager, Optanon and Recite Me. On the other pages measured the share is 7% on /about-us (mobile) (604 ms of 8,334 ms), 7% on /about-us/purpose-and-vision (mobile) (596 ms of 8,734 ms), 4% on /about-us/coca-cola-system (mobile) (612 ms of 16,832 ms) and 7% on /about-us/leadership (mobile) (568 ms of 7,637 ms). (verified as of 2026-11-09)
- **Inner pages take many seconds to show their main content on mobile** [LH]: Largest Contentful Paint on mobile is 17.0 s on /about-us/coca-cola-system, 15.9 s on /about-us/leadership and 15.2 s on /about-us/purpose-and-vision. On desktop, /about-us reaches Largest Contentful Paint at 1.1 s. (verified as of 2026-11-09)
- **Script work blocks the homepage for seconds on both form factors** [LH]: On the homepage (/), Total Blocking Time is a median 10.3 s on mobile and 9.2 s on desktop, and it varied widely between runs. Scripts used 28.3 s of main-thread time on the homepage (/) on mobile and 41.3 s on desktop, and a file named theme.js is the largest single script in both measurements. On /about-us/coca-cola-system on mobile, Total Blocking Time is 7.6 s and scripts used 16.7 s of main-thread time, again led by theme.js. (verified as of 2026-11-09)
- **Largest Contentful Paint images are marked for lazy loading** [LH]: On the homepage (/) on mobile, Lighthouse's Largest Contentful Paint element is the company logo image, whose markup carries loading="lazy". Its file is 6 KB, and Largest Contentful Paint there is 4.6 s. On /about-us/leadership the element is a headshot image also marked loading="lazy", with Largest Contentful Paint at 15.9 s on mobile and 3.4 s on desktop. No Lighthouse phase breakdown was captured for these elements, so whether the lazy attribute causes the delay is not measured here. (verified as of 2026-11-09)
- **Desktop layouts shift while loading on several inner pages** [LH]: Median Cumulative Layout Shift on desktop is 0.183 on /about-us/coca-cola-system, 0.175 on /about-us/purpose-and-vision and 0.142 on /about-us/leadership. The same /about-us/purpose-and-vision page on mobile has a median that rounds to 0, so the shift is a desktop-layout issue on that page. (verified as of 2026-11-09)

Live-site observations in this section: verified as of 2026-11-09. The live site may have changed since.

4. Security and privacy

70	125	0
Days to www certificate expiry (at check)	Days to bare-domain certificate expiry (at check)	Cookies set in HTTP response

- **Tag Manager loads before any consent choice.** Google Tag Manager loads as soon as a page opens, before a choice is made, even though a consent banner is shown on the homepage (/) [D][PW]. (verified as of 2026-11-08)
- **Spoofed email from the domain is told to be rejected.** coca-colacompany.com publishes SPF v=spf1 -all and a DMARC policy of p=reject at pct=100, so receivers are asked to reject mail claiming to come from the domain. [DNS]
- **No Content-Security-Policy on www.** coca-colacompany.com sends no Content-Security-Policy header, enforced or report-only. (verified as of 2026-11-09) [HDR]
- **Encrypted, HSTS-preloaded connection on www.** www.coca-colacompany.com negotiated TLSv1.3 with a trusted certificate and sends strict-transport-security with includeSubDomains and preload. (verified as of 2026-11-09) [HDR]
- **Privacy policy page not found in the crawl.** The crawl found no privacy policy page on coca-colacompany.com; whether one exists off the crawled pages is UNKNOWN. [D]

This section read the public response headers, TLS certificates, DNS records, cookies and tag behaviour of coca-colacompany.com and www.coca-colacompany.com from the outside; nothing was logged into or scanned. Transport and email protections are strong: HSTS with preload, trusted certificates on both hosts, SPF -all and DMARC p=reject [HDR][DNS]. The www homepage sets 0 cookies in its HTTP response [HDR]. The gaps are no Content-Security-Policy, no CAA record on either host, Google Tag Manager loading before a consent choice, and a privacy policy page the crawl did not find (UNKNOWN) [D].

Security headers on the home page [HDR] (OBSERVED; "absent" means the header was not sent)

Header	Observed value
Strict-Transport-Security (HTTPS only)	max-age=31536000; includeSubDomains; preload
Content-Security-Policy	absent
X-Frame-Options (clickjacking)	SAMEORIGIN
X-Content-Type-Options	nosniff
Referrer-Policy	strict-origin-when-cross-origin
Permissions-Policy	absent
Server (software banner)	CEP

Every row of this table is for the host www.coca-colacompany.com.

Certificate, DNS, cookie and privacy checks [HDR] [DNS]

Host	Check	Observed	Status
coca-colacompany.com	TLS protocol	TLSv1.2	OBSERVED
www.coca-colacompany.com	TLS protocol	TLSv1.3	OBSERVED
coca-colacompany.com	Certificate trusted	yes	OBSERVED
www.coca-colacompany.com	Certificate trusted	yes	OBSERVED

Host	Check	Observed	Status
coca-colacompany.com	Certificate days remaining	125	OBSERVED
www.coca-colacompany.com	Certificate days remaining	70	OBSERVED
coca-colacompany.com	Certificate issuer	Amazon	OBSERVED
www.coca-colacompany.com	Certificate issuer	Google Trust Services	OBSERVED
coca-colacompany.com	SPF (email sender policy)	-all	OBSERVED
www.coca-colacompany.com	SPF (email sender policy)	absent	OBSERVED
coca-colacompany.com	DMARC (email spoofing policy)	p=reject	OBSERVED
www.coca-colacompany.com	DMARC (email spoofing policy)	absent	OBSERVED
coca-colacompany.com	CAA (allowed certificate issuers)	absent	OBSERVED
www.coca-colacompany.com	CAA (allowed certificate issuers)	absent	OBSERVED
coca-colacompany.com	Privacy policy page	not found	UNKNOWN

Tracking, consent and CSP detail [HDR] [D] (headers, page HTML, site JS and browser requests)

Host	Check	Observed
www.coca-colacompany.com	Content-Security-Policy mode	none
www.coca-colacompany.com	Cache-Control on the HTML	public,max-age=300,must-revalidate
www.coca-colacompany.com	Back/forward cache	not blocked by Cache-Control
site	Tracking tool: Google Tag Manager	loads
site	Tracking tool not found: Google Analytics 4	not found
site	Cookie-consent banner (page /)	detected
site	Cookie-consent banner (page /about-us/contact-us)	detected
site	Cookie-consent banner (all pages checked, HTML and browser)	shown
site	Loads before any consent choice	Google Tag Manager

Findings

- **Google Tag Manager loads before a consent choice is made**: A OneTrust consent banner was detected on the homepage (/) and on /about-us/contact-us [PW] and was shown in the browser on / [D]. Even so, Google Tag Manager (GTM) loads as soon as a page opens, before any choice is made, and it loads on all of the pages checked [D]. No GA4 tag was found in the page HTML, same-site scripts or browser loads checked, so what the container adds after a choice is UNKNOWN; have the consent team confirm that the container holds every non-essential tag until a visitor opts in. (verified as of 2026-11-08)
- **No Content-Security-Policy, enforced or report-only** [HDR]: coca-colacompany.com sends no Content-Security-Policy header in either enforced or report-only mode, and no Permissions-Policy header [HDR]. A content security policy is the browser-side control that limits which script sources a page may run. Starting in report-only mode shows what a policy would block before anything is enforced. (verified as of 2026-11-09)
- **Privacy policy page not found in the crawl (UNKNOWN)** [D]: The consent banner shown on / does open a Privacy Preference Center that describes cookie use, so some disclosure is present. Check that a full privacy notice is linked from every page footer and can be reached by a crawler. (verified as of 2026-11-19)
- **No CAA record on either host**: Neither coca-colacompany.com nor www.coca-colacompany.com publishes a CAA record [DNS]. The certificates in use come from different issuers, Amazon for the bare domain and Google Trust Services for www [HDR]. A CAA record naming those authorities would tell every other certificate authority not to issue for the domain. (verified as of 2026-11-09)

- **Two certificates on separate renewal dates** [HDR]: The www certificate expires on January 19, 2027, which was 70 days out at the time of the check, and the bare-domain certificate expires on March 14, 2027, which was 125 days out [HDR]. Both are currently trusted for their hostnames. Whether renewal is automated is UNKNOWN from outside, so confirm that both hosts are covered by certificate monitoring. (verified as of 2026-11-09)

Not visible from outside

- **Server patch levels: UNKNOWN**: Software versions and patching are not visible from outside and were not probed.
- **Admin accounts and access control: UNKNOWN**: Who can sign in to the site, hosting and domain accounts, and how, cannot be seen from outside.
- **Backups and incident response: UNKNOWN**: Whether backups exist and are tested cannot be observed from the public site.
- **Handling of collected personal data: UNKNOWN**: How form submissions and customer data are stored or shared is not visible outside-in.

Live-site observations in this section were verified between 2026-11-08 and 2026-11-19. The live site may have changed since.

5. SEO and structured data

60	19	0
Crawled pages with JSON-LD	h1 headings on the homepage (/)	Crawled pages set to noindex

- **Crawl access is open and consistent.** The robots.txt of www.coca-colacompany.com has 0 Disallow rules and lists a sitemap, and 0 of the 60 crawled pages carry a noindex or lack a canonical URL. (verified as of 2026-11-09) [D]
- **Structured data is generic.** 60 of 60 crawled pages on www.coca-colacompany.com declare JSON-LD, but only of type VideoObject and WebSite, and the homepage (/) JSON-LD has no sameAs links. (verified as of 2026-11-09) [D]
- **Pages carry many h1 headings.** On www.coca-colacompany.com the homepage (/) has 19 h1 headings, /about-us has 18 and /about-us/history/the-history-of-the-coca-cola-contour-bottle has 26. (verified as of 2026-11-09) [D]
- **Some pages have no meta description.** On www.coca-colacompany.com, /about-us/faq, /about-us/contact-us and /about-us/sports-and-entertainment have no meta description. (verified as of 2026-11-09) [D]
- **Profile titles are the person's name only.** /about-us/leadership/henrique-braun on www.coca-colacompany.com is titled "Henrique Braun", 14 characters, with no role or company name. (verified as of 2026-11-09) [D]

This section checked the titles, meta descriptions, headings, structured data, robots.txt and sitemap of the 60 crawled pages on www.coca-colacompany.com [D]. Crawl access is clean: robots.txt allows crawling and lists a sitemap, and every page checked declares JSON-LD. The on-page signals are weaker. The homepage (/) carries 19 h1 headings, the JSON-LD types are limited to VideoObject and WebSite, profile pages such as /about-us/leadership/henrique-braun have name-only titles, and pages such as /about-us/faq have no meta description.

Search basics by page [D] (OBSERVED by the crawl; "absent" means not found); 43 pages with a gap in the appendix

Page	Title	Meta description	H1 headings	Structured data
/	The Coca-Cola Company	We are here to refresh the world and make a difference. Learn more about The Coca-Cola Company, our brands and our purpose.	19	VideoObject, WebSite
/about-us	The Coca-Cola Company's Purpose, System, History & Brands	Learn about The Coca-Cola Company — 140+ years of history, 200+ brands, 700,000+ employees, and drinks enjoyed in over 200 countries every day.	18	WebSite
/about-us/purpose-and-vision	Purpose & Company Vision	Learn about The Coca-Cola Company's purpose to refresh the world and make a difference, and the vision guiding its brands and future.	19	WebSite
/about-us/coca-cola-system	The Coca-Cola System	Learn how The Coca-Cola Company and its bottling partners work together to deliver 2.2 billion servings a day to consumers around the world.	18	WebSite
/about-us/leadership	Our Executive Leadership Team | The Coca-Cola Company	Meet the executive leadership team at The Coca-Cola Company, including the CEO, CFO, and global officers driving innovation and growth worldwide.	20	WebSite
/about-us/board-of-directors	Our Board of Directors | The Coca-Cola Company	Meet the members of The Coca-Cola Company's Board of Directors, including executives, advisors, and leaders shaping the company's future.	19	WebSite
/about-us/environment	Environment	Explore how The Coca-Cola Company addresses water stewardship, packaging waste, emissions, and agriculture to drive long-term growth and resilience.	19	WebSite
/about-us/people-and-communities	People & Communities	Discover how The Coca-Cola Company invests in employees, communities, water, packaging, human rights, and local impact.	19	WebSite
/about-us/people-and-communities/the-coca-cola-foundation	The Coca-Cola Foundation	The Coca-Cola Foundation has awarded over $1.7 billion in grants to support water access, disaster relief, recycling, and economic prosperity worldwide.	24	WebSite
/about-us/history	Coca-Cola History	Discover how Dr. John Pemberton created Coca-Cola in Atlanta in 1886, from its first sale at Jacobs' Pharmacy to its iconic name and script.	20	WebSite
/about-us/history/the-birth-of-a-refreshing-idea	The Birth of a Refreshing Idea	Discover how Dr. John Pemberton created Coca-Cola in Atlanta in 1886, from its first sale at Jacobs' Pharmacy to its iconic name and script.	21	WebSite
/about-us/history/the-history-of-the-coca-cola-contour-bottle	The History of the Coca-Cola Contour Bottle	Discover how the iconic Coca-Cola contour bottle was created, patented, and became one of the most recognized shapes in the world.	26	WebSite
/about-us/sports-and-entertainment	Sports & Entertainment	absent	21	WebSite
/about-us/faq	FAQ - Frequently Asked Questions	absent	18	WebSite
/about-us/contact-us	Contact Us	absent	24	WebSite
/about-us/leadership/henrique-braun	Henrique Braun	Henrique Braun is Chief Executive Officer of The Coca-Cola Company, leading the company's global business across more than 200 countries and territories.	19	WebSite

Page	Title	Meta description	H1 headings	Structured data
/about-us/leadership/john-murphy	John Murphy | President and CFO | The Coca-Cola Company	John Murphy is President and Chief Financial Officer of The Coca-Cola Company, leading finance, strategy, and investor relations. He joined in 1988.	19	WebSite
43 more pages		all have a title, a meta description and structured data; 43 lack one h1 (the 43 pages with a gap are listed in the appendix under Full page lists, "SEO and structured data: Search basics by page", appendix page 8)		

Site files for search engines [D]

Allows crawling
robots.txt

537 urls
Sitemap (coca-colacompany.com)

537 urls
Sitemap (www.coca-colacompany.com)

absent
llms.txt

robots.txt: Allows crawling, the same for each of: coca-colacompany.com, www.coca-colacompany.com.

llms.txt: absent, the same for each of: coca-colacompany.com, www.coca-colacompany.com.

Findings

- **Structured data stops at WebSite and VideoObject** [D]: 60 of 60 crawled pages on www.coca-colacompany.com declare JSON-LD, but the only types found are VideoObject and WebSite. The homepage (/) JSON-LD has no sameAs links, and profile pages such as /about-us/leadership/henrique-braun declare WebSite only. Organization markup with sameAs links on the homepage (/) and Person markup on the leadership and board profiles would tell search engines and AI answers who the company and its executives are. (verified as of 2026-11-09)
- **Pages carry many h1 headings where a single clear one is expected** [D]: On www.coca-colacompany.com the homepage (/) has 19 h1 headings, /about-us has 18, /about-us/contact-us has 24 and /about-us/history/the-history-of-the-coca-cola-contour-bottle has 26. With that many top-level headings, no single heading tells a search engine what the page is about. Keeping a single h1 for the page subject and demoting the rest to lower levels would fix this. (verified as of 2026-11-09)
- **Some pages have no meta description, and the history pages share the same text** [D]: On www.coca-colacompany.com, /about-us/faq, /about-us/contact-us and /about-us/sports-and-entertainment have no meta description, so search engines must compose their own snippet. /about-us/history and /about-us/history/the-birth-of-a-refreshing-idea carry the same description text, which leaves the history hub page described as if it were the founding story alone. (verified as of 2026-11-09)
- **Name-only and single-word titles say little about the page** [D]: On www.coca-colacompany.com, /about-us/leadership/henrique-braun is titled "Henrique Braun" (14 characters), /about-us/environment is titled "Environment" (11 characters) and /about-us/contact-us is titled "Contact Us" (10 characters). By contrast, /about-us/leadership/john-murphy uses "John Murphy | President and CFO | The Coca-Cola Company" (55 characters). Applying that pattern to the other profiles, and adding the topic and company name to the short section titles, would give each result a clearer label. (verified as of 2026-11-09)

Live-site observations in this section: verified as of 2026-11-09. The live site may have changed since.

6. Accessibility

6	88	9
Axe rules failed, homepage (desktop)	Lighthouse accessibility, homepage, desktop	Low-contrast elements, homepage (serious)

- **Unnamed button fails a critical check on the homepage.** The axe rule button-name (critical) failed on 1 element on the homepage (/) in the desktop test, so a screen reader announces a button with no name. (verified as of 2026-11-09) [PW]
- **Nested controls repeat across pages.** The nested-interactive rule (serious) failed on 8 elements on the homepage (/) and on 8 elements on /about-us (serious). (verified as of 2026-11-09) [PW]
- **Low-contrast text on the homepage.** The color-contrast rule (serious) failed on 9 elements on the homepage (/), which makes that text hard to read for people with low vision. (verified as of 2026-11-09) [PW]
- **Homepage Lighthouse accessibility scores leave issues open.** The Lighthouse accessibility score for the homepage (/) is a median of 88 on desktop and 90 on mobile; the score is an automated measure, not proof of accessibility. (verified as of 2026-11-09) [LH]
- **No homepage image lacks an alt attribute.** 0 images on the homepage (/) are missing an alt attribute; the check confirms the attribute exists, not that the description is useful. (verified as of 2026-11-09) [D]

This section covers automated checks only: axe rules run in a desktop browser, Lighthouse accessibility scores, and a count of images with no alt attribute. On the homepage (/), 6 axe rules failed, 6 failed on /about-us/coca-cola-system and 5 on /about-us [PW]. The Lighthouse accessibility score for /about-us is a median of 90 on mobile and 91 on desktop [LH]. The alt check found 0 images without an alt attribute on /about-us [D], which confirms the attribute exists, not that the text describes the image. None of this shows the site is accessible; manual testing with assistive technology is still needed.

The first barriers are for screen-reader and keyboard users: buttons and links with no name, and controls nested inside other controls [PW]. The link-name rule (serious) failed on 3 elements on /about-us, so those links are announced with no destination. On /about-us/coca-cola-system the scrollable-region-focusable rule (serious) failed on 1 element, meaning a scrolling area there cannot be reached by keyboard. On the same page the region rule (moderate) failed on 660 elements, so much of the content sits outside the landmarks people use to jump around a page. The button-name rule (critical) also failed on 1 element on /about-us/coca-cola-system, repeating a failure seen on other pages. A shared header or template component is a likely cause (INFERENCE), so a single fix could clear several pages at once.

Automated accessibility rule failures [PW] (OBSERVED; elements affected per rule); 16 more rows in the appendix

Rule	Impact	Elements affected
button-name	critical	1
color-contrast	serious	9
link-name	serious	1
nested-interactive	serious	8
heading-order	moderate	3

Rule	Impact	Elements affected
region	moderate	87
16 more rows	on 3 pages (listed in the appendix under Full page lists, "Accessibility: Automated accessibility rule failures", appendix page 11)	

Every row of this table is for the page /.

Lighthouse accessibility score [LH] (median of repeated runs)

Page	Form factor	Accessibility score
/	mobile	90
/	desktop	88
/about-us	mobile	90
/about-us	desktop	91
/about-us/coca-cola-system	mobile	93
/about-us/coca-cola-system	desktop	91
/about-us/leadership	mobile	93
/about-us/leadership	desktop	91
/about-us/purpose-and-vision	mobile	93
/about-us/purpose-and-vision	desktop	91

Images without alt text [D] (crawl)

0
Images with no alt attribute

Images with no alt attribute: 0 on each of the 60 pages checked, including /, /about-us, /about-us/purpose-and-vision, /about-us/coca-cola-system and /about-us/leadership.

Findings

- **Critical: a button with no accessible name on each page tested with axe** [PW]: The button-name rule (critical) failed on 1 element on the homepage (/), 1 on /about-us (critical), 1 on /about-us/purpose-and-vision (critical) and 1 on /about-us/coca-cola-system (critical). A screen reader announces such a control only as a button, with no hint of what it does. Give it visible text or an aria-label; the repeat across pages points to a shared component (INFERENCE).
- **Serious: interactive controls nested inside other controls** [PW]: The nested-interactive rule (serious) failed on 8 elements on the homepage (/), 8 on /about-us (serious), 8 on /about-us/purpose-and-vision (serious) and 8 on /about-us/coca-cola-system (serious). Nested controls can be skipped or misannounced by assistive technology, and keyboard focus may not reach the inner control. Restructure the component so each link or button stands on its own. (verified as of 2026-11-09)
- **Serious: links with no text and a scroll area keyboards cannot reach** [PW]: The link-name rule (serious) failed on 3 elements on /about-us and on 1 element on the homepage (/) (serious), so those links are read out with no destination. On /about-us/coca-cola-system the scrollable-region-focusable rule (serious) failed on 1 element, leaving a scrolling area out of reach for keyboard users. Add link text or labels, and make the scrolling container focusable. (verified as of 2026-11-09)

- **Moderate: content outside landmarks and skipped heading levels** [PW]: The region rule (moderate) failed on 660 elements on /about-us/coca-cola-system and on 87 elements on the homepage (/) (moderate), meaning that content is not inside a landmark such as main, navigation or footer. The heading-order rule (moderate) failed on 3 elements on the homepage (/). Both make it harder for screen-reader users to skim a page and jump to the part they want. (verified as of 2026-11-09)

Limits

- **Automated checks find only part of the barriers**: Automated rules catch a share of accessibility problems. Keyboard use, screen reader flow, captions and plain language need a manual check, which this audit did not do.
- **Only the pages in the tables above were checked automatically**: Pages not listed were not tested; a passing rule here does not mean the whole site passes it.
- **Not a conformance statement**: These results do not certify the site against an accessibility standard or law.

Live-site observations in this section: verified as of 2026-11-09. The live site may have changed since.

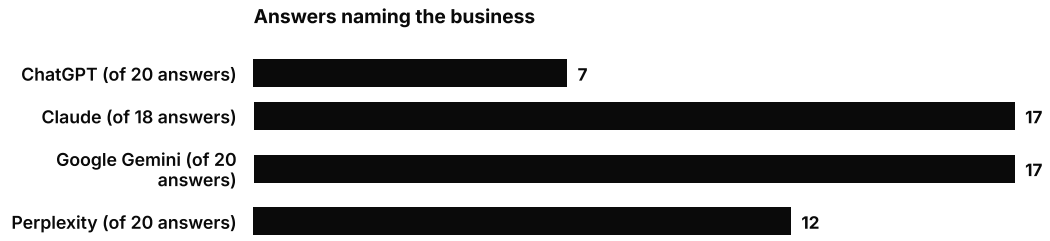
7. AI findability

53	7	8
Unbranded AI answers naming the business (of 78)	ChatGPT answers naming the business (of 20)	Brand-query answers correct (of 8)

- **Engines identify the company correctly.** 8 of 8 brand-query answers correctly described the business, and 0 of 8 described a namesake. [G]
- **No engine names it for "sustainable beverage packaging".** On this target query, Google Gemini, Claude, ChatGPT and Perplexity each answered without naming the business [G]. The engines treated it as a question about packaging suppliers: Google Gemini and Claude both named Ball Corporation first and listed Tetra Pak and Smurfit Westrock, ChatGPT named Ball Corporation and SIG, and Perplexity named TricorBraun and Smurfit Westrock. These answers show no association between the company and packaging work. [G]

This section asked Google Gemini, Claude, ChatGPT and Perplexity unbranded buyer questions about soft drinks, sparkling water, sports drinks, bottled water, juice and ready-to-drink coffee and tea, plus the business's target queries, and checked how its site treats AI crawlers. The robots.txt of www.coca-colacompany.com names 0 of the 14 AI crawlers checked, so all are allowed [D]. The weak spots are ChatGPT, juice, ready-to-drink coffee and tea, and the query "sustainable beverage packaging".

Much of this visibility comes through its brands rather than the company name: Google Gemini named it as Topo Chico for "sparkling water brands", and Claude named it as Powerade for "best sports drinks" and as smartwater for "best bottled water". The engines know the portfolio, so the gaps are category by category, and they are widest on ChatGPT.



Unbranded AI answers naming the business, by engine [G] (of the answers each engine gave)

Appearances by engine and service [G] (answers naming the business, of the answers asked)

Scope	Answers naming the business	Answers asked
All answers	53	78
ChatGPT	7	20
Claude	17	18
Google Gemini	17	20
Perplexity	12	20
bottled water prompts	7	12
juice prompts	5	12
ready-to-drink coffee and tea prompts	4	10
soft drinks prompts	8	8
sparkling water prompts	8	8
sports drinks prompts	9	12

Each prompt by engine: was the business named? [G] (one answer per cell); 5 more rows in the appendix

Prompt	Google Gemini	ChatGPT	Perplexity	Claude
best soft drinks	mentioned	mentioned	mentioned	mentioned
sparkling water brands	mentioned	mentioned	mentioned	mentioned
best sports drinks	mentioned	Not mentioned	mentioned	mentioned
best bottled water	mentioned	Not mentioned	Not mentioned	mentioned
ready-to-drink coffee and tea brands	mentioned	Not mentioned	mentioned	mentioned
best juice	mentioned	Not mentioned	Not mentioned	mentioned
what are the most recommended soft drinks?	mentioned	mentioned	mentioned	mentioned
best sparkling water	mentioned	mentioned	mentioned	mentioned
what are the most recommended sports drinks?	mentioned	Not mentioned	mentioned	mentioned
what is the most recommended bottled water?	mentioned	Not mentioned	mentioned	mentioned
best ready-to-drink coffee and tea	Not mentioned	Not mentioned	Not mentioned	—

Prompt	Google Gemini	ChatGPT	Perplexity	Claude
what is the most recommended juice?	mentioned	Not mentioned	Not mentioned	mentioned
largest beverage companies in the world	mentioned	mentioned	mentioned	mentioned
sustainable beverage packaging	Not mentioned	Not mentioned	Not mentioned	Not mentioned
beverage company stocks with dividends	mentioned	mentioned	mentioned	mentioned
5 more rows		listed in the appendix under Full page lists, "AI findability: Each prompt by engine: was the business named?", appendix page 12		

Site files AI engines read [D]

absent
llms.txt (coca-colacompany.com)

absent
llms.txt (www.coca-colacompany.com)

60 pages
Pages with JSON-LD structured data (www.coca-colacompany.com)

absent
llms-full.txt (coca-colacompany.com)

absent
llms-full.txt (www.coca-colacompany.com)

Vendors AI answers named [G] (unbranded answers naming each vendor, of 78 in all); 67 more rows in the appendix

Vendor	Answers naming it
S.Pellegrino	12
Dr Pepper	10
Gatorade	10
Pepsi	10
Evian	9
Gerolsteiner	9
Keurig Dr Pepper	9
La Colombe	9
PepsiCo	9
Spindrift	9
Starbucks	9
LMNT	8
Mountain Valley Spring Water	8
Perrier	8
Blue Bottle Coffee	7
ITO EN	7
Lakewood Organic	7

Vendor	Answers naming it
Pure Leaf	7
67 more rows	listed in the appendix under Full page lists, "AI findability: Vendors AI answers named", appendix page 12

Every count in this table is over the answers of all engines.

Brand queries [G]: For all 8 rows across four engines, what the answer described is correct.

Search presence (Brave Search API) [D]

Query	Kind	Business position
The Coca-Cola Company	Brand	1
coca-colacompany.com	Brand	1
soft drinks	Category	not in top 20
sparkling water	Category	not in top 20
sports drinks	Category	not in top 20
bottled water	Category	not in top 20

*AI crawlers in robots.txt [D]: For all 28 rows across 14 crawlers, the access is "allowed (falls under *)".*

Findings

- **No engine names it for "sustainable beverage packaging"** [G]: The engines treated it as a question about packaging suppliers: Google Gemini and Claude both named Ball Corporation first and listed Tetra Pak and Smurfit Westrock, ChatGPT named Ball Corporation and SIG, and Perplexity named TricorBraun and Smurfit Westrock.
- **The corporate site is rarely the source the engines cite**: 7 of 570 cited URLs were the business's own site and 439 of 570 were other sites, neither the business nor a competitor (both UNVERIFIED: most were classified from the cited host only). Of the 60 cited URLs opened in this run, 5 were the business's own site [D]; all were cited by Perplexity: the brand pages for Gold Peak, Ayataka, fairlife and alcohol ready-to-drink, and the brands FAQ. The engines mostly draw category answers from third-party review and list sites, so what those sites say about each brand shapes whether it is named.
- **Brand recognition and crawler access are sound**: 8 of 8 brand-query answers correctly described the business and 0 of 8 described a namesake [G]; asked "What is The Coca-Cola Company?", Google Gemini, Claude, ChatGPT and Perplexity each placed it in Atlanta, GA, its home base. 60 of 60 crawled pages declare JSON-LD (types VideoObject and WebSite), and no /llms.txt or /llms-full.txt is served. Crawler access is therefore not what holds back the weaker categories. (verified as of 2026-11-09)

Limits

- **Not queried: Google AI Overviews**: This audit did not ask Google AI Overviews, so nothing here says whether it names the business.
- **Not queried: Microsoft Copilot**: This audit did not ask Microsoft Copilot, so nothing here says whether it names the business.

Live-site observations in this section: verified as of 2026-11-09. The live site may have changed since.

8. Competitive landscape

- **Twelve direct rivals found.** PepsiCo, Keurig Dr Pepper and Nestlé are among them. [G]
- **Top full-line rivals sell foods as well as drinks.** PepsiCo generated $93,925 million in net revenue in fiscal 2025 and Nestlé states CHF 89.5 billion in 2025 sales as of February 2026, both with food lines beside their beverages (UNVERIFIED). [G]
- **Coca-Cola positions itself as a 'Total Beverage Company'.** Its corporate site states 200+ brands sold in over 200 countries across Sparkling, Hydration, Coffee & Tea, Juices, Dairy & Plant-Based and Alcohol Ready-to-Drink. [D]
- **Energy specialists sell through both cola systems.** Monster Beverage Corporation's fiscal 2025 Form 10-K attributes 15% and 10% of net sales to Coca-Cola Europacific Partners and Coca-Cola Consolidated, while Celsius Holdings, Inc. is stated to sell primarily through PepsiCo in the U.S. and Canada (UNVERIFIED). [G]
- **Coca-Cola brands share best-of lists with rivals' brands.** Southern Sweet Tea Company's July 30, 2026 Top 15 Iced Tea Brands list has The Coca-Cola Company's Gold Peak at #4 and Peace Tea at #14, with PepsiCo's Pure Leaf at #3 (UNVERIFIED). [G]

This section set The Coca-Cola Company's own positioning beside the firms public sources name around it. Its site presents a 'Total Beverage Company' with 200+ brands sold in over 200 countries [D]. The direct rivals found are full-line groups such as PepsiCo, Keurig Dr Pepper and Nestlé, plus category specialists such as National Beverage Corp. and AriZona Beverages USA (UNVERIFIED). Energy, alcohol and dairy firms overlap on single categories, and home carbonation makers such as Drinkmate are substitutes from outside the category. Sources state that the corporate sites of PepsiCo, Keurig Dr Pepper and Nestlé list no retail prices (UNVERIFIED), so the comparison rests on portfolio, reach and distribution.

Competitors found in research: direct

Competitor	Place	Who they sell to
Keurig Dr Pepper	Burlington, MA	bottlers, distributors, retailers (supermarkets, mass merchandisers, club stores, convenience stores, e-commerce, and foodservice)...
Zevia PBC	Los Angeles, CA	Zevia sells through an omni-channel network of major grocery, drug, warehouse club, mass, natural...
Talking Rain Beverage Company (Sparkling Ice)	Preston, WA	Talking Rain Beverage Company sells to national retail chains as well as foodservice and vending operators across education (schools and universities)...
Primo Brands	Tampa, FL	—
PepsiCo	—	As of fiscal 2025, PepsiCo sells its beverages and convenient foods to customers and consumers in more than 200 countries and territories...
Nestlé	—	As of fiscal 2025, Nestlé sells its food, coffee, water, nutrition...
Danone	—	operates in three health-focused categories—Essential Dairy & Plant-Based products, Waters...
National Beverage Corp.	—	—
Asahi Group Holdings, Ltd.	—	—
Ocean Spray	—	B2B food manufacturers
Polar Beverages	—	regional and national beverage brand partners
AriZona Beverages USA	—	—

Every name in this table is UNVERIFIED: reported as found, not independently confirmed.

Related firms and substitutes found in research (not direct rivals)

Related firms (some of the business's services, not its main one): Monster Beverage Corporation, Suntory Group, Celsius Holdings, Inc., ITO EN, Kirin Holdings Company, Limited, The Kraft Heinz Company, The Vita Coco Company, OLIPOP, Diageo, ZOA Energy, GURU Organic Energy Corp., Oatly Group AB, Royal FrieslandCampina N.V. and Carlsberg A/S (incl. Britvic plc). Name status: UNVERIFIED.

Company	What it is
Cutwater Spirits	single-service rival (one of the business's services)
Drinkmate	substitute from outside the category
Breville Group Limited	substitute from outside the category

Every name in this table is UNVERIFIED: reported as found, not independently confirmed.

Findings

- **PepsiCo and Nestlé pair global reach with food portfolios**: PepsiCo states, as of November 18, 2026, that its products are enjoyed more than one billion times a day in more than 200 countries and territories, with 306,000 employees. Nestlé states, as of February 2026, that its products are sold in 185 countries from 335 factories. Both add food lines (Lay's, Doritos and Quaker at PepsiCo; petcare, confectionery and medical nutrition at Nestlé), while The Coca-Cola Company's own site presents 200+ brands in over 200 countries, all in beverage categories [D]. The rivals' figures are UNVERIFIED [G].
- **Keurig Dr Pepper competes from a North American base with coffee hardware**: Keurig Dr Pepper's own site presents it as a North American beverage company in soft drinks, specialty coffee and tea, water, juice and mixers, with a single-serve coffee brewing system in the U.S. and Canada [D]. As of October 1, 2026 it states more than 150 owned, licensed and partner brands and a global coffee business spanning more than 100 markets (UNVERIFIED). Its brewers and K-Cup pods are a line The Coca-Cola Company's corporate site does not state.
- **Energy-drink specialists reach shelves through the two cola systems** [G]: Monster Beverage Corporation is an energy-drink company rather than a direct rival. Its fiscal 2025 Form 10-K states that Coca-Cola Europacific Partners and Coca-Cola Consolidated accounted for 15% and 10% of its net sales. Celsius Holdings, Inc. is stated to sell primarily through PepsiCo in the U.S. and Canada. It describes itself as PepsiCo's strategic energy category captain, with an approximate 20.7% dollar share of the U.S. ready-to-drink energy category as of Q3 2026. Both are UNVERIFIED.
- **Buyer-facing lists compare Coca-Cola brand by brand** [G]: The Coca-Cola Company's Topo Chico is recommended in Ringly's September 21, 2026 best sparkling water brands guide, alongside National Beverage Corp.'s LaCroix, Polar Beverages and Nestlé's San Pellegrino and Perrier. Southern Sweet Tea Company's July 30, 2026 Top 15 Iced Tea Brands list has Gold Peak at #4 and Peace Tea at #14, with PepsiCo's Pure Leaf at #3, AriZona Beverages USA at #9 and Keurig Dr Pepper's Snapple at #10. Sporked's February 27, 2026 list of store-bought orange juices puts Simply Orange Pulp-Free at #1. All are UNVERIFIED.
- **Challengers and outside-category substitutes lead with packaging reduction** [G]: Zevia PBC, a zero-sugar soda maker, states a mission to clean up the beverage aisle "without a plastic bottle in sight". Outside the packaged-drink category, Drinkmate positions its home carbonation systems as reducing single-use plastic, glass and aluminum can waste. Founteyn, whose capsule system is designed for offices and hospitality spaces, says it cuts single-use packaging by up to 80%. These are UNVERIFIED [G], and they bear on sustainable beverage packaging, a term we tested.

9. Market positioning

16%
Coca-Cola Zero Sugar volume growth, third quarter 2026

5%
Sparkling soft drinks volume growth, third quarter 2026

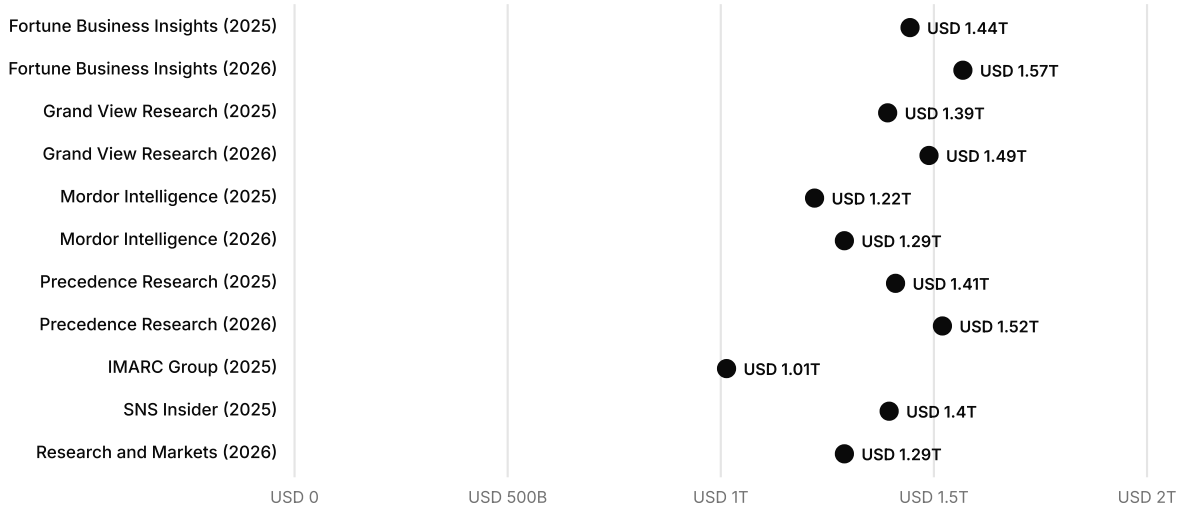
- **Positioned as a 'Total Beverage Company'.** Its corporate site states 200+ brands sold in over 200 countries across Sparkling, Hydration, Coffee & Tea, Juices, Dairy & Plant-Based and Alcohol Ready-to-Drink. [D]
- **Direct rivals reach beyond drinks or frame themselves regionally.** PepsiCo states a convenient foods and snack portfolio alongside its drinks (UNVERIFIED), and Keurig Dr Pepper's own description presents it as a North American beverage company [D].
- **Outside lists set its brands beside PepsiCo's.** Southern Sweet Tea Company's July 30, 2026 Top 15 Iced Tea Brands list places The Coca-Cola Company's Gold Peak at #4 and PepsiCo's Pure Leaf at #3 (UNVERIFIED). [G]
- **Sparkling and water drive its reported volume.** For the third quarter of 2026 The Coca-Cola Company reported global sparkling soft drinks unit case volume up 5% and water unit case volume up 8%, with sports drinks unit case volume down 3% (UNVERIFIED). [G]
- **Nearest sized market is global non-alcoholic beverages.** Published estimates of the global non alcoholic beverage market for 2026 from 5 firms range from USD 1.29 trillion to USD 1.57 trillion (UNVERIFIED). [G]

This section compared how The Coca-Cola Company presents itself on its corporate site with how direct rivals and other beverage firms describe themselves, which outside lists name its brands, and how research firms size the nearest market. Its site presents a 'Total Beverage Company' spanning sparkling through alcohol ready-to-drink [D]. Direct rivals such as PepsiCo and Nestlé state portfolios that extend into foods, nutrition or petcare (UNVERIFIED), and Keurig Dr Pepper presents itself as North American [D].

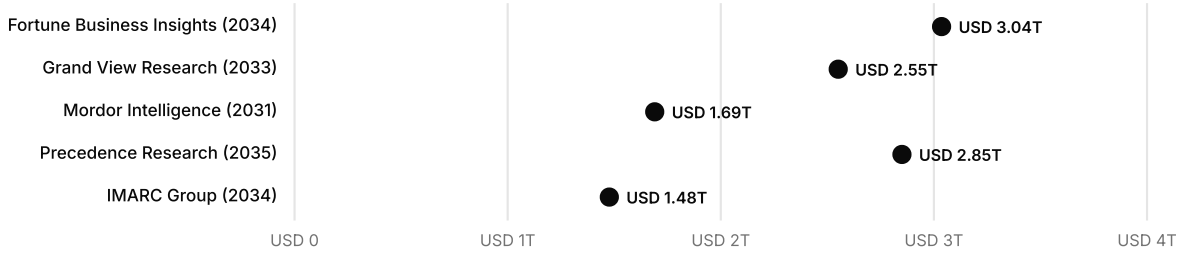
Read side by side, the stated purposes explain the difference. The Coca-Cola Company's own pages give its purpose as 'Refresh the world. Make a difference.' and a vision built on 'the brands and choice of drinks that people love' [D]. PepsiCo's stated vision pairs beverages with convenient foods under pep+ (UNVERIFIED), Danone states its aim is 'to bring health through food to as many people as possible' [D], and Nestlé states it stands for 'Good food, good life' (UNVERIFIED). For the business, choice across drinks, rather than food or health, is the anchor that sets its statement apart from these competitors.

Market size and buyers

USD 1,488.6 billion
Industry sales: Global non-alcoholic beverages market, 2026



Current estimates of the global non alcoholic beverage market by firm [G] (each firm's own figure; other markets are in the table)



Projected size of the global non alcoholic beverage market by firm [G] (each firm's own forecast for its target year)

Market size estimates (each firm's own figure; scopes and years differ): 56 rows, listed in the appendix under Full page lists, "Market positioning: Market size estimates", appendix page 14.

Demand: spend, trends, drivers and who buys (each source's own figure)

Fact	Year	Value	Source
Spend: U.S. consumer unit average annual expenditure on nonalcoholic beverages at home	2024	$714	fred.stlouisfed.org
Spend: U.S. consumer unit average annual expenditure on alcoholic beverages	2024	$643	fred.stlouisfed.org
Trend: Coca-Cola Zero Sugar global unit case volume	2026	16.0%	investors.coca-colacompany.com
Trend: Diet Coke and Coca Cola Light global unit case volume	2026	6.0%	investors.coca-colacompany.com

Fact	Year	Value	Source
Trend: Sparkling soft drinks global unit case volume	2026	5.0%	investors.coca-colacompany.com
Trend: Water global unit case volume	2026	8.0%	es.tradingview.com
Trend: Sports drinks global unit case volume	2026	-3.0%	es.tradingview.com
Trend: Juice value added dairy and plant based beverages global unit case volume	2026	0.0%	investors.coca-colacompany.com
Demand driver: FIFA World Cup 2026 global marketing and retail campaign	2026	In the second quarter of 2026, The Coca-Cola Company activated its FIFA World Cup 2026 campaign across more than 180 markets and over 20 million retail outlets, engaging more than 80 million consumers via connected packaging and contributing to 5% volume growth for Trademark Coca-Cola and 8% volume growth for Powerade during the quarter.	businesswire.com
Demand driver: Cold drink equipment placements in customer outlets	2026	As of 2026, The Coca-Cola Company identifies cold-drink equipment as one of the strongest consumption drivers in its system, with approximately 14 million units of cold-drink equipment placed across its approximately 33 million customer outlets worldwide.	investors.coca-colacompany.com
Demand driver: Fanta Halloween partnership with Universal Pictures and Blumhouse	2025	In 2025, The Coca-Cola Company partnered with Universal Pictures and Blumhouse to activate Fanta's seasonal Halloween campaign across approximately 50 markets using immersive retail activations and digital experiences.	investors.coca-colacompany.com
Who buys: 18–35 years age group in the global carbonated drinks market	2026	30.0%	fortunebusinessinsights.com
Who buys: Gen Z share of beverage spending on cola U.S.	2026	10.0%	cashnetusa.com
Who buys: Silent Generation share of nonalcoholic beverage budget spent on coffee U.S.	2026	23.5%	cashnetusa.com

Related companies (owned, invested in or partnered with the business; not competitors)

Company	Source
Coca-Cola Bottling Company United	en.wikipedia.org
Coca-Cola Consolidated, Inc.	en.wikipedia.org
Coca-Cola Europacific Partners plc	en.wikipedia.org
Coca-Cola HBC	moneyweb.co.za

For all 4 companies, the relation is "system partner (bottler or distributor)".

Findings

- **All-beverage breadth is the stated point of difference**: On its corporate site The Coca-Cola Company presents itself as a 'Total Beverage Company' across Sparkling, Hydration, Coffee & Tea, Juices, Dairy & Plant-Based and Alcohol Ready-to-Drink [D]. Direct rivals' stated portfolios run past drinks: PepsiCo states convenient foods and snacks including Lay's, Doritos, Cheetos and Quaker; Nestlé states nutrition, confectionery and petcare; Danone states Specialized Nutrition including infant and medical nutrition; and Keurig Dr Pepper states single-serve

coffee brewers and pods (all UNVERIFIED [G]). Breadth within beverages, rather than reach into food or hardware, is the difference its own pages state.

- **Global framing against rivals that frame themselves regionally**: The Coca-Cola Company's corporate site states 200+ brands sold in over 200 countries, operating on a global and local scale with its bottling partners [D]. Among direct rivals, Keurig Dr Pepper's own description presents it as a North American beverage company [D], Primo Brands positions itself as a North American branded beverage company focused on 'healthy hydration' [D], and National Beverage Corp.'s Shasta Foodservice division positions LaCroix as 'the leading sparkling water brand produced in the USA' [D]. PepsiCo's stated vision spans more than 200 countries and territories (UNVERIFIED, undated).
- **Outside lists name its brands in the same categories as PepsiCo's** [G]: Outside 'best of' lists name The Coca-Cola Company's brands category by category, and PepsiCo's brands appear in the same categories (all UNVERIFIED). Ringly's September 21, 2026 sparkling water guide recommends The Coca-Cola Company's Topo Chico, while Tandoori Kitchen's November 12, 2026 guide recommends PepsiCo's Bubly. Southern Sweet Tea Company's July 30, 2026 Top 15 Iced Tea Brands list places The Coca-Cola Company's Gold Peak at #4 and PepsiCo's Pure Leaf at #3, and Sports Drink Distributors' roster lists Powerade, vitaminwater and BODYARMOR alongside PepsiCo's Gatorade and Propel.
- **Smaller direct rivals lead with one health claim; zero sugar is the overlap**: The Coca-Cola Company's stated purpose is 'Refresh the world. Make a difference.', with a vision of 'the brands and choice of drinks that people love' [D]. Smaller direct rivals lead with a single health or ingredient claim instead: National Beverage Corp. calls itself an 'innovative, healthier refreshment company', Zevia PBC positions on zero-sugar, plant-based drinks never sold in plastic bottles, and Talking Rain Beverage Company (Sparkling Ice) positions Sparkling Ice as zero-sugar, zero-calorie flavored sparkling water (all UNVERIFIED). The overlap is zero sugar: The Coca-Cola Company reported Coca-Cola Zero Sugar global unit case volume up 16% in the third quarter of 2026 (UNVERIFIED).
- **Sparkling and water carry the growth behind the breadth claim** [G]: Published estimates of the global non alcoholic beverage market for 2026 from 5 firms range from USD 1.29 trillion to USD 1.57 trillion, and Mordor Intelligence states carbonated soft drinks led the global non-alcoholic beverages market with a 33.10% revenue share in 2025 (both UNVERIFIED). The Coca-Cola Company's reported third-quarter 2026 volumes show growth concentrated in the same places: global sparkling soft drinks unit case volume grew 5% and water unit case volume 8%, while sports drinks unit case volume declined 3% (UNVERIFIED).

10. Marketability

4	Discover Our Company
Social networks linked from the site	Homepage first call to action

- **Homepage leads with the company story.** The first call to action on the homepage (/) is "Discover Our Company", linking to /about-us. (verified as of 2026-11-09) [D]
- **Investors and job seekers have their own linked hosts.** The home page links to investors.coca-colacompany.com and to careers.coca-colacompany.com, both hosts of the business. (verified as of 2026-11-09) [D]
- **Contact page opens with a PDF download.** The first call to action on /about-us/contact-us is "Download", linking to a press-center media guidelines PDF; it is the first link, not the page's only route. (verified as of 2026-11-09) [D]
- **Leadership and board pages carry press assets.** The first conversion call to action on /about-us/leadership/henrique-braun is "Download image ⇩" and on /about-us/board-of-directors/herb-allen it is "Download bio ⇩". (verified as of 2026-11-09) [D]

- **4 social networks linked; TikTok and X are not.** The site links 4 networks (Instagram, Facebook, YouTube, LinkedIn), and no TikTok or X (Twitter) profile is linked from the site. [D]

This section read the first call to action on the corporate site's home, about, sustainability, history, leadership, board and contact pages, plus its links to the business's other hosts and its social links [D]. The homepage (/) opens with "Discover Our Company" and links to investors.coca-colacompany.com and careers.coca-colacompany.com, so investors and job seekers are routed clearly. The weaker spot is /about-us/contact-us, where the first call to action is a generic "Download" of a media guidelines PDF. The site links 4 social networks, whose profiles could not be opened to read their counts.

The corporate site serves best the audiences it gives a named destination [D]. Job seekers get the first conversion call to action on /about-us ("Join Our Team Love our stories and interested in working with us?", linking to /careers), and sustainability readers get a report as the first call to action on /about-us/environment ("Download 2025 Environmental Update"). The home page appears to use Google Tag Manager and OneTrust (INFERENCE), so the tagging and consent layer needed to measure which audience routes get used appears to be in place.

Conversion signals by page; 41 more rows in the appendix

Signal	Observed
Client proof	none
Primary CTA (/)	Discover Our Company
Primary CTA (/about-us)	Join Our Team Love our stories and interested in working with us?
Primary CTA (/about-us/environment)	Download 2025 Environmental Update
Primary CTA (/about-us/people-and-communities)	2025 People & Communities Update
Primary CTA (/about-us/people-and-communities/the-coca-cola-foundation)	Explore
Primary CTA (/about-us/history)	See “I’d Like to Buy the World a Coke”
Primary CTA (/about-us/history/the-birth-of-a-refreshing-idea)	Back to Our History
Primary CTA (/about-us/history/the-history-of-the-coca-cola-contour-bottle)	Back to Our History
Primary CTA (/about-us/sports-and-entertainment/fifa-world-cup-trophy-tour-by-coca-cola)	Follow us on Instagram
Primary CTA (/about-us/history/coca-cola-a250)	Read More
Primary CTA (/about-us/contact-us)	Download
Primary CTA (/about-us/leadership/henrique-braun)	Download image ⇩
Primary CTA (/about-us/leadership/john-murphy)	Next Leader
Primary CTA (/about-us/board-of-directors/james-quincey)	Next Leader
41 more rows	listed in the appendix under Full page lists, "Marketability: Conversion signals by page", appendix page 16

Booking path and social profiles [D] (public pages only, GET only, logged out)

Item	Observed
Social networks linked from the site, of Instagram, Facebook, YouTube, TikTok, X and LinkedIn	4
Social profile: Instagram	not opened
Social profile: Facebook	not opened
Social profile: YouTube	not opened

Item	Observed
Social profile: TikTok	not found
Social profile: X	not found
Social profile: LinkedIn	not opened

Findings

- **The homepage opens on the company story, with investors and careers a link away** [D]: The first call to action on the homepage (/) is "Discover Our Company", linking to /about-us [D]. The same page links to investors.coca-colacompany.com and careers.coca-colacompany.com, so investors and job seekers each have a direct route to their own host. No claim in this crawl measured the homepage's routes out to brand sites or to a press area, so those were not assessed. It is worth confirming they sit as visibly on the page as these links. (verified as of 2026-11-09)
- **The contact page's first action is a generic "Download"** [D]: The first call to action on /about-us/contact-us is "Download", linking to a press-center media guidelines PDF [D]. That is a single link, not the page's only route, but the label tells an investor, partner or brand enquirer nothing about where to go. If audience-labelled contact routes sit lower on the page, lift them above the download and rename the link for what it is (media guidelines). (verified as of 2026-11-09)
- **Leadership and board pages hand press their assets, but not always first** [D]: The first conversion call to action on /about-us/leadership/henrique-braun is "Download image ⇩", and on /about-us/board-of-directors/herb-allen it is "Download bio ⇩" [D]. Both are what a journalist needs. On /about-us/leadership/john-murphy and /about-us/board-of-directors/james-quincey the first call to action is the "Next Leader" pager instead, and whether a download follows on those pages was not recorded. If one does, bring it ahead of the pager so every profile opens the same way. (verified as of 2026-11-09)
- **Sustainability pages lead with report PDFs, and the Foundation page loops back to the homepage** [D]: The first call to action on /about-us/environment is "Download 2025 Environmental Update" and on /about-us/people-and-communities it is "2025 People & Communities Update"; both link to PDFs [D]. That gives investors and partners a direct path to reputation evidence, though it sends them off the page; keep the headline points in page copy beside the download where they are not already there. On /about-us/people-and-communities/the-coca-cola-foundation the first call to action is "Explore", linking to the homepage, and that label does not say what the reader will find. (verified as of 2026-11-09)
- **4 social networks are linked; TikTok and X are not** [D]: The site links 4 networks: Instagram, Facebook, YouTube and LinkedIn [D]. No TikTok or X (Twitter) profile is linked from the site; this check did no search or login, so it does not show whether such accounts exist. The linked profiles were not opened (robots.txt or a refused path), so follower and post counts were not read. On /about-us/sports-and-entertainment/fifa-world-cup-trophy-tour-by-coca-cola the first call to action is "Follow us on Instagram", linking to the TrophyTour Instagram account. If corporate TikTok or X accounts exist, link them alongside the others. (verified as of 2026-11-09)

Live-site observations in this section: verified as of 2026-11-09. The live site may have changed since.

11. Pricing position

$0.99
AriZona Beverages USA: "22 fl oz Big Can" price

$3.99
AriZona Beverages USA: "6.75 oz Juice Box 8 pack Green..." price

$24.99
AriZona Beverages USA: "22 oz Big Can 12 Pack Whipped..." price

- **AriZona Beverages USA sets a $0.99 suggested retail price.** AriZona Beverages USA prices its Big Can iced teas and juice drinks at a suggested retail price of $0.99 in the United States (UNVERIFIED). [G]

- **AriZona Beverages USA's online store lists multipack prices.** AriZona Beverages USA lists juice box multipacks at $3.99, a Sun-Maid Apple Juice multipack at $11.99 and Big Can multipacks at $24.99 on its online store (UNVERIFIED). [G]
- **Largest rivals keep prices off their corporate websites.** Sources state that PepsiCo, Keurig Dr Pepper and Nestlé do not publish product pricing on their corporate websites (UNVERIFIED). [G]
- **No Coca-Cola price on record, so its position is UNKNOWN.** This section holds no published price for The Coca-Cola Company, so it is not placed against AriZona Beverages USA's $0.99 Big Can price (UNVERIFIED). [G]

This section looked at what beverage firms named alongside The Coca-Cola Company publish about price. The listed prices in the evidence come from AriZona Beverages USA, starting at a suggested retail price of $0.99 for its Big Can in the United States (UNVERIFIED, [G]). Danone's corporate website was observed to carry strategy, governance and brand information without product pricing [D], and a source states that PepsiCo's corporate website also publishes no retail pricing (UNVERIFIED, [G]). Nothing in the evidence collected holds a published price or a stated position for The Coca-Cola Company itself, so where it sits against these prices is UNKNOWN.

Few prices appear in this evidence because several firms in the set send buyers to retailers rather than listing prices themselves. Ocean Spray's product catalog offers a Store Locator instead of prices, a source states that Zevia PBC's site links out to retailers such as Amazon and Walmart.com, and Cutwater Spirits directs buyers to retail and alcohol delivery partners (all UNVERIFIED, [G]). The Coca-Cola Company's audited site is likewise a corporate site, not where buyers buy, so any price comparison would have to be made on shelf prices that are not in this evidence.

Published prices by item

Item	Price
AriZona 22 fl oz Big Can	$0.99
AriZona 6.75 oz Juice Box 8 pack Green Tea Mucho Mango Lemon Tea Watermelon Fruit Punch	$3.99
Sun-Maid Apple Juice 12 oz. 12-pack	$11.99
AriZona 22 oz Big Can 12 Pack Whipped Strawberry Banana Juice Cocktail Hot Wheels Variety Pack	$24.99

Every row in this table is UNVERIFIED: reported as found, not independently confirmed.

For all 4 items, the competitor is "AriZona Beverages USA" and the source is drinkarizona.com.

Findings

- **The price claims in this section all come from AriZona Beverages USA** [G]: AriZona Beverages USA gives a suggested retail price of $0.99 for its Big Can iced teas and juice drinks in the United States. Its online store lists juice box multipacks at $3.99, a Sun-Maid Apple Juice multipack at $11.99 and Big Can multipacks at $24.99. All of these prices are UNVERIFIED.
- **Corporate websites in this set carry brand information, not prices**: Danone's corporate website was observed to present strategy, governance and brands without product pricing [D]. Sources state that PepsiCo, Red Bull, Asahi Group Holdings, Ltd. and Kirin Holdings Company, Limited likewise do not publish product pricing on their corporate websites (UNVERIFIED, [G]). These absences cover the corporate websites named, not the retail channels where the products are sold.
- **The Coca-Cola Company's own price position is UNKNOWN** [G]: No claim in this section holds a published price or a stated position for The Coca-Cola Company, so it cannot be placed above or below any rival. Placing the company against that price would need shelf prices for comparable packs, which are not in this evidence.

12. Geographic scope

200	60%	USD 3.4 billion
Countries and territories where products are sold (more than)	Stake retained in Indian bottler	Equity value placed on Coca-Cola Beverages Africa

- **Sold in more than 200 countries and territories.** Its media-center page states its products are sold in more than 200 countries and territories as of October 22, 2026. [G, UNVERIFIED]
- **Own US production is growing through fairlife.** Subsidiary fairlife opened a dairy processing plant in Webster, NY on August 20, 2026, and the company broke ground on August 5, 2026 on an expansion of its Coopersville, MI facility (UNVERIFIED). [G]
- **Bottling ownership is moving to partners.** The company retained a 60 percent stake in Indian bottler Hindustan Coca-Cola Beverages as of October 21, 2025 after a sale to Jubilant Bhartia Group, and Coca-Cola Consolidated repurchased all its remaining shares held by the company on November 7, 2025 (UNVERIFIED). [G]
- **Global sports partnerships carry the brands worldwide.** Sprite has been the NBA's Official Global Soft Drink Partner since March 17, 2026, and a global partnership with Paris Saint-Germain (Paris, France) has run since August 26, 2026 through 2029 (UNVERIFIED). [G]
- **A rival is adding concentrate capacity in India.** Competitor PepsiCo India inaugurated a beverage flavour and concentrate manufacturing facility in Ujjain, Madhya Pradesh, India on June 30, 2026 (UNVERIFIED). [G]

This section looked at where The Coca-Cola Company sells and makes its drinks, using the business record, its own media-center page and web research on plants, bottlers and partnerships. Its media-center page states its products are sold in more than 200 countries and territories as of October 22, 2026 [G, UNVERIFIED], with a home base in Atlanta, GA [I]. We read Sparkling, Hydration, Coffee & Tea, Juices, Dairy & Plant-Based and Alcohol Ready-to-Drink as products sold and shipped across that global market [I]. Its own physical growth shows in fairlife plants such as Webster, NY [G, UNVERIFIED].

The pattern behind the footprint is franchising [G, UNVERIFIED]: the company sells its brands worldwide while bottling partners fund new production capacity and the company sells down its bottler stakes. Reyes Coca-Cola Bottling is building a manufacturing, warehouse and distribution campus in Rancho Cucamonga, CA, expected to open in late 2027, and Coca-Cola Consolidated added a can production line at its Twinsburg, OH facility in October 2025. A source states that, following a 2025 agreement, Coca-Cola Beverages Africa is being refranchised to Coca-Cola HBC, and that as of October 21, 2025 the company had agreed to sell part of its interest. For the business this means geographic growth increasingly appears in partners' announcements, so its own corporate pages are where buyers and investors can see the full global picture together.

Where the business operates today

- **Production sites across several US states**: Bottling partners are adding their own capacity: Reyes Coca-Cola Bottling is building a campus in Rancho Cucamonga, CA, and Coca-Cola Consolidated committed on May 4, 2026 to a glass bottle line at its Indianapolis, IN facility and added a can line at Twinsburg, OH in October 2025 [G, UNVERIFIED]. Those bottler sites belong to the partners, not to the company. The home base is Atlanta, GA [I].
- **Brands sold worldwide through shipped products and bottling partners**: Global partnerships extend the brands: Sprite has been the NBA's Official Global Soft Drink Partner since March 17, 2026, and a partnership with Paris Saint-Germain (Paris, France) has run since August 26, 2026 [G, UNVERIFIED]. Bottling ownership is moving to partners: the company retained a 60 percent stake in Hindustan Coca-Cola Beverages as of October 21, 2025, and a source states its Africa bottler is being refranchised to Coca-Cola HBC [G, UNVERIFIED].

Presence signals

Atlanta, GA
Home base on the business record

Webster, NY
fairlife dairy plant open in Webster, NY (web research on fairlife, unverified)

Coopersville, MI
fairlife facility expansion under way in Coopersville, MI

Paris, France
Global partnership with Paris Saint-Germain (Paris, France)

fairlife facility expansion under way in Coopersville, MI: web research on plant investment, unverified

Global partnership with Paris Saint-Germain (Paris, France): web research on football sponsorship, unverified

13. Financial posture

USD 47.941 billion
Net operating revenues, year ended December 31, 2025

65,900
Employees worldwide

200
Countries and territories where products are sold

- **Net operating revenues of $47,941 million reported for 2025.** For the year ended December 31, 2025, the company reported net operating revenues of $47,941 million and operating income of $13,762 million (UNVERIFIED). [G]
- **Henrique Braun has been CEO since March 31, 2026.** Henrique Braun became Chief Executive Officer on March 31, 2026, succeeding James Quincey, who moved to Executive Chairman of the Board (UNVERIFIED). [G]
- **Bottler stakes are being sold down.** As of October 21, 2025, the company has agreed to sell part of its Coca-Cola Beverages Africa interest in a deal valuing the whole bottler at an equity value of $3.4 billion, and it retains 60% of Hindustan Coca-Cola Beverages (UNVERIFIED). [G]
- **Third quarter 2026 net revenues of $13.4 billion.** As of October 27, 2026, the company reported third quarter 2026 net revenues of $13.4 billion and year-to-date cash flow from operations of $12.5 billion (UNVERIFIED). [G]
- **About 65,900 employees worldwide.** The company had approximately 65,900 employees worldwide as of December 31, 2025, with approximately 8,900 of them in the United States (UNVERIFIED). [G]

This section read public filing, press, ownership and hiring signals for The Coca-Cola Company. They describe a very large business: net operating revenues of $47,941 million for the year ended December 31, 2025, and third quarter 2026 net revenues of $13.4 billion as of October 27, 2026. Its /media-center/coca-cola-company-selects-agency-partners page states that its products are sold in more than 200 countries and territories as of October 22, 2026. Leadership changed on March 31, 2026, when Henrique Braun became Chief Executive Officer, and the company continues to sell down bottler stakes. Every claim here is a grounded-search claim marked UNVERIFIED.

Read together, the signals point to a company that is narrowing what it owns while keeping its scale. Coca-Cola Consolidated bought back all remaining shares held by a Coca-Cola subsidiary for approximately $2.4 billion on November 7, 2025, and Sedef Salingan Sahin has held the newly created Chief Digital Officer role since March 31, 2026. Berkshire Hathaway is the largest institutional shareholder with a 9.3% stake as of June 30, 2026, and the careers site listed 221 open job roles as of October 30, 2026. We tested "beverage company stocks with dividends", and dated ownership and leadership facts like these are what investors look for. All of them are UNVERIFIED. No

claim in this run dates the company's founding or states a dividend figure, so this section says nothing on its age or payout.

Public signals

USD 13.762 billion
Operating income, full year FY2025

USD 13.4 billion
Revenue, one quarter Q3 FY2026

USD 12.5 billion
Operating cash flow, year to date through Q3 FY2026

8,900 employees
Employees in the United States

USD 3.4 billion
Equity value in the deal, Coca-Cola Beverages Africa

60%
Stake retained after a sale, Hindustan Coca-Cola Beverages

USD 2.4 billion
Sale proceeds, Coca-Cola Consolidated shares

9.3%
Stake held by Berkshire Hathaway

Findings

- **Refranchising keeps reducing what the company owns in bottling** [G]: As of October 21, 2025, the company has agreed to sell part of its interest in Coca-Cola Beverages Africa to Coca-Cola HBC AG, in a transaction that values the whole bottler at an equity value of $3.4 billion and leaves it a minority stake. In July 2025 it sold a stake in Hindustan Coca-Cola Beverages to Jubilant Bhartia Group and retains 60% as of October 21, 2025. On November 7, 2025, Coca-Cola Consolidated repurchased all remaining shares held by a company subsidiary for approximately $2.4 billion in cash. All three are UNVERIFIED and point the same way: toward brand ownership and away from owning bottling operations.
- **New chief executive and a new digital role since March 31, 2026** [G]: Henrique Braun became Chief Executive Officer on March 31, 2026, succeeding James Quincey, who moved to Executive Chairman of the Board (UNVERIFIED). On the same date Sedef Salingan Sahin took the newly created role of Chief Digital Officer, and Manolo Arroyo became Executive Vice President and Chief Marketing and Customer Commercial Officer (UNVERIFIED). Because the corporate site is where investors and press check who leads the company, it is worth confirming that its leadership pages show these roles.
- **Scale signals describe a global business that is still hiring** [G]: The company had approximately 65,900 employees worldwide as of December 31, 2025, of whom approximately 8,900 were in the United States (UNVERIFIED), so most of its workforce is outside the United States. The careers site listed 221 open job roles as of October 30, 2026 (UNVERIFIED), which shows hiring is continuing.

14. Local position

Not applicable to a global business: The Coca-Cola Company sells across a global market. Local position compares a business with what a searcher sees in one town (map-pack rank, place profiles, city searches, local review counts). For a global business that would rank it against neighborhood shops in its headquarters city (Atlanta, GA), which are not its competitors, so these were not measured, and neither were directory listings, where its name matches other businesses' listings in that city.

Local position does not apply to a global business, and nothing local was measured for The Coca-Cola Company.

PART 2

Our take

Everything after this page is labeled opinion, judgment or assumption.

NOT VERIFIED FACT

Site inventory

OPINION · JUDGMENT · ASSUMPTION

> VERDICT **The site is well kept on the pages reached; the gaps are small housekeeping fixes, and the clean result covers a capped sample, not the whole site.**

- **Close the dead addresses.** Redirect /blog and /faq to the closest live section, as /contact already does for /about-us/contact-us, so those visits stop ending on an error page. [I]
- **Finish the contact page.** Add the headquarters street address to /about-us/contact-us, which already gives a phone number and email links but showed no postal address on the pages checked. [I]
- **Test the scrolling rows.** Confirm by keyboard and touch that the cards sitting past the screen edge on the homepage, /about-us and /about-us/coca-cola-system can be brought into view. [I]

Assessment

- **Site content upkeep: well kept on the pages reached, with housekeeping gaps** [I]: The pages the crawl reached read as a maintained corporate site: the text check came back clean, the main address and the www host answer, and /contact already forwards to /about-us/contact-us. What remains is housekeeping, not neglect. The /blog and /faq addresses end on an error page, and redirecting each to the closest live section, as /contact already does, would close that. On the pages checked, /about-us/contact-us already gives a phone number and email links, so the one detail it lacks is a street address. Adding the headquarters postal address there would complete the page for investors, journalists and buyers. The side-scrolling rows on the homepage, /about-us and /about-us/coca-cola-system are a layout choice, since no page measured on mobile is wider than the screen. It is still worth confirming by keyboard and touch that the off-screen cards can be brought into view. Evidence: Part 1, Site inventory.

Performance

> VERDICT **A well-built corporate site with one serious weakness: it loads slowly, above all on phones, and the homepage is slow on desktop as well.**

- **Phones get the slow version.** Inner pages that paint quickly in the desktop test keep a phone visitor waiting before anything appears, so mobile should be the acceptance test for releases. [I]
- **One script leads the cost.** theme.js is the largest script in every measurement taken, so splitting and deferring it is the first job, ahead of any work on consent or tag tools. [I]
- **Smaller fixes to test.** Removing lazy loading from the main images and reserving space in the desktop layouts on the about-us pages are low-cost changes to verify with repeated runs. [I]
- **The rest is healthy.** Accessibility, best-practices and SEO results are steady across the pages tested, so the work is confined to loading speed. [I]

Assessment

- **Mobile speed: poor on every page tested, worst on inner pages** [I]: The phone visit is the weak one for investors, press, job seekers and buyers heading to the company's brands. On the inner pages the wait comes before anything is painted: the same pages paint quickly in the desktop test. Because the content is the same on

both, we infer that the mobile test's slower connection and processor expose page weight and script cost, since each page carries a multi-megabyte download. Make the mobile Lighthouse result the acceptance test for any release, starting with /about-us/coca-cola-system and the homepage (/). Re-measure over repeated runs, because the homepage results varied widely between runs. Evidence: Part 1, Performance.

- **Script work on the main thread: theme.js is the first thing to fix** [I]: In Lighthouse's script measurement, theme.js is the largest single script on each page and form factor tested. That is why the homepage (/) stays slow on desktop too. The heaviest blocking is on the homepage (/) and on /about-us/coca-cola-system, so those two are the places to profile first. Ask the team that maintains the site theme to split theme.js and to defer whatever the first screen does not need. The page's own inline script is the second-largest entry on those two pages and deserves the same review. Evidence: Part 1, Performance.
- **Loading of the main image (opinion): cheap to test, effect unproven** [I]: The homepage (/) logo on mobile and the leadership headshot on /about-us/leadership are the largest painted elements, and both are marked for lazy loading. No phase breakdown was captured, so the cause of the late paint is not measured. The homepage logo file is small and arrives quickly, so we infer its paint waits on something other than the download. Removing the lazy attribute from these two images is a low-cost change. Re-run Lighthouse afterwards rather than assuming a gain. Evidence: Part 1, Performance.
- **Layout stability: steady on mobile, needs work on desktop inner pages** [I]: Mobile layouts hold still, so the shifting is a desktop-layout matter. It is concentrated on /about-us/coca-cola-system, /about-us/purpose-and-vision and /about-us/leadership. We infer that a desktop-only component loads without space reserved for it; no audit here names the element. Have the theme team record which element moves on those three pages and reserve its dimensions. The result on /about-us/coca-cola-system varied between runs, so confirm any fix over repeated runs. Evidence: Part 1, Performance.
- **Overall site health: sound apart from speed** [I]: Accessibility, best-practices and SEO scores are steady across the pages and form factors tested, and the pages can be restored from the back/forward cache. The problem is therefore narrow: loading speed, not the general build quality of the site. The speed problem concentrates in one script and in mobile loading, so a focused piece of work on the theme should move most pages at once. These are lab runs on the homepage and the about-us pages only; they do not show what real visitors experience or how other parts of the site behave. Evidence: Part 1, Performance and Accessibility.

Security and privacy

> VERDICT **Strong on transport and email spoofing protection; the open work is a content security policy, a certificate-authority restriction and proof that tags wait for consent.**

- **Foundation holds.** The encryption and anti-spoofing controls a global consumer brand needs are in place, so effort belongs on the second layer rather than on repairs. [I]
- **Prove tags wait for consent.** Ask the owners of the OneTrust banner and the Google Tag Manager container to show that non-essential tags are held until opt-in, because what the container fires is UNKNOWN from outside. [I]
- **Add a script allow-list.** Start a Content-Security-Policy in report-only mode on www.coca-colacompany.com to see what it would block before enforcing it. [I]
- **Tie down certificate issuance.** Publish a CAA record naming Amazon and Google Trust Services and confirm that both hosts are covered by certificate monitoring. [I]

Assessment

- **Security posture from outside: strong foundation, second-layer gaps** [I]: The controls an outsider can test are sound where it matters most. Buyers, investors and journalists reach www over an encrypted, HSTS-enforced connection with a trusted certificate, and the domain's SPF and DMARC p=reject records make it hard to spoof in

email. For a global consumer brand that is the right foundation. What is missing is defence in depth. The home page sends no content security policy while a Google Tag Manager container runs on the pages checked, so nothing in the browser limits which script sources that container may bring in. Start a Content-Security-Policy in report-only mode on www.coca-colacompany.com, review what it would block, then enforce it. None of this shows a weakness being exploited. Confidence is medium because patching, access control and data handling cannot be seen from outside. Evidence: Part 1, Security and privacy.

- **Consent and tag sequencing: needs verification, not a proven breach** [I]: Google Tag Manager loading before a consent choice is not by itself a consent failure. A container can load and still hold its tags until a visitor opts in, and no Google Analytics tag was found in the page HTML, same-site scripts or browser loads checked. What the container fires before or after a choice is UNKNOWN from outside, and for a company with a global audience that unknown is the exposure. Have the owners of the OneTrust banner and the Google Tag Manager container confirm that every non-essential tag is gated on consent, and keep a pre-consent network capture as evidence. At the same time, check that a full privacy notice is linked from the footer, since the crawl did not find one and whether one exists elsewhere is UNKNOWN. Evidence: Part 1, Security and privacy.
- **Certificate issuance and renewal: working, but split and unrestricted** [I]: Both hosts present trusted certificates, so nothing is broken today. The risk is operational. The bare domain and www get their certificates from different issuers on different renewal dates, which means two renewal processes to watch. A lapse on either would put a browser warning in front of people reaching the corporate site. With no CAA record, any certificate authority may issue for the domain. Publish a CAA record on coca-colacompany.com naming Amazon and Google Trust Services. Confirm that both hosts are covered by certificate monitoring, starting with www, whose certificate expires first. Whether renewal is automated is UNKNOWN from outside. Evidence: Part 1, Security and privacy.

SEO and structured data

> VERDICT **Search engines can reach and index the crawled pages, but titles, headings and structured data tell them too little about the company, its people and its topics.**

- **Access is not the problem.** Nothing in robots.txt, the canonicals or the indexing directives holds the crawled pages back, so effort belongs on what the pages say, not on whether they can be reached. [I]
- **Identity markup comes first.** Add Organization markup with sameAs links to the homepage (/) and Person markup to the leadership and board profiles, so search engines and AI answers can tie the company and its executives to the right entities. [I]
- **Fix the templates, not single pages.** The heading and title patterns repeat across the profiles, so applying the /about-us/leadership/john-murphy title pattern and a single top-level heading at template level carries across the leadership and board pages. [I]
- **Label the environment page for packaging.** The description of /about-us/environment already names packaging waste but its title does not, so retitle it to carry the sustainable packaging theme we tested. [I]

Assessment

- **Search basics coverage: crawlable, but thinly labelled** [I]: The access side of the search basics is sound: robots.txt allows crawling and lists a sitemap, and none of the crawled pages asks to be skipped or lacks a canonical URL. The weakness is in what the pages say once reached, so the work belongs in labelling, not access. The JSON-LD on the crawled pages describes a website and its videos, not a company or its executives, which leaves search engines and AI answers to work out for themselves who The Coca-Cola Company and its leaders are.
  Adding Organization markup with sameAs links to the homepage (/) and Person markup to the leadership and

board profiles is the most useful single step. The title and heading problems look like template issues, so they are cheap to fix at scale. The pattern already used on /about-us/leadership/john-murphy (name, role, company) can be applied to name-only profiles such as /about-us/leadership/henrique-braun, and each page can keep a single top-level heading for its subject. For the sustainable beverage packaging theme we tested, /about-us/environment is the nearest crawled page: its meta description already names packaging waste, but its title does not.
Retitle that page to name packaging and the company. AI crawlers are allowed by default because robots.txt names none of those checked, and the site serves no /llms.txt. That helps visibility today, but it should be a stated decision.
Evidence: Part 1, SEO and structured data and AI findability.

Accessibility

> VERDICT **A sound automated baseline with a few repeated, fixable barriers for screen-reader and keyboard users. Fix the likely shared component first, then test manually.**

- **Fix the shared component first.** The unnamed button and nested controls repeat across the pages tested with axe, so a single repair in the header or template (INFERENCE) should clear the most severe failures at once. [I]
- **Then the page-specific barriers.** Homepage contrast, the unnamed links on the homepage and /about-us, and the keyboard-unreachable scroll area on /about-us/coca-cola-system each need their own fix and a re-run of the check. [I]
- **Scores are not assurance.** The Lighthouse scores and the alt-attribute result coexist with open critical and serious failures, so neither should be reported internally as evidence the site is accessible. [I]
- **Manual testing is still owed.** Confidence is medium because automated rules cover only part of accessibility and only a handful of pages were tested, so a keyboard and screen-reader pass should follow the fixes. [I]

Assessment

- **What the automated accessibility checks mean: Sound baseline, but repeated barriers that look fixable at the template level.** [I] The automated results point to a small set of repeatable defects, not a broken site. The same unnamed button and the same nested controls recur on the pages tested with axe. That pattern most likely traces to a shared header or template component (INFERENCE), so one fix there could clear the critical failure and the most widespread serious one across pages. That is the first job: on a corporate site, a control with no name can leave a screen-reader user unsure what it does, and a nested control may be skipped by keyboard focus.
  Next in order are the homepage contrast failures, the unnamed links on the homepage and /about-us, and the scroll area on /about-us/coca-cola-system that keyboards cannot reach. Landmarks and heading order come after those. The Lighthouse scores and the alt-attribute check are not assurance: the scores sit alongside open critical and serious failures, and the alt check confirms only that the attribute exists. Confidence is medium. The failures repeat consistently across the pages tested, but automated checks cover only part of accessibility, the axe runs used a desktop viewport on a handful of pages, and no manual testing with assistive technology was done.
  Commission that manual pass once the shared component is fixed.
  Evidence: Part 1, Accessibility.

AI findability

> VERDICT **Visibility is a portfolio strength: the engines know the brands, and the remaining gaps are narrow enough to target engine by engine and category by category.**

- **Brands carry the visibility.** The engines reach the business through Topo Chico, Powerade, smartwater and Gold Peak, so each brand's standing on third-party review and list sites decides whether a category answer includes it. [I]
- **ChatGPT is the engine to work on.** It passes over the business for sports drinks, bottled water, juice and ready-to-drink coffee and tea, so re-test those prompts on ChatGPT and prioritise Powerade, smartwater and Gold Peak there. [I]
- **The packaging target is a framing problem.** The engines answer "sustainable beverage packaging" with packaging manufacturers, so aim at phrasings where a drinks company is the natural answer. [I]
- **Access is not the constraint.** The robots.txt on www.coca-colacompany.com admits the AI crawlers checked and the engines identify the company correctly, so effort belongs on brand content and third-party coverage, not crawler settings. [I]

Assessment

- **Visibility in AI answers: strong overall, but uneven by engine and category** [I]: The engines know this business well, and they know it mainly as a portfolio. In category answers it tends to surface as Topo Chico, Powerade, smartwater or Gold Peak rather than under the company name. That is how a buyer asking a drinks question would expect to meet it. The weakness is concentrated, not general. ChatGPT names it far less often than Google Gemini, Claude or Perplexity, and juice and ready-to-drink coffee and tea trail the other categories on the engines that answered. The practical reading is to treat this as a brand-by-brand task. Work on the brands that sit in the weak categories (Simply, Gold Peak) and measure progress on ChatGPT first, since that is where the shortfall is largest. Confidence is medium. Each prompt was asked once per engine, Claude returned fewer answers than the other engines, and Google AI Overviews and Microsoft Copilot were not queried. Evidence: Part 1, AI findability.
- **ChatGPT coverage: the weakest engine, with the gap falling in specific categories** [I]: ChatGPT names the business for soft drinks, sparkling water and the company-level questions (largest beverage companies, dividend stocks). It leaves the business out of its sports drinks, bottled water, juice and ready-to-drink coffee and tea answers, and recommends Gatorade, Evian and La Colombe in those spaces. The other engines name Powerade, smartwater and Gold Peak in the same categories, so the portfolio is not unknown. ChatGPT's recommendations in those categories simply went to other brands in this run. Because each prompt was asked once, repeat the sports drinks, bottled water, juice and coffee and tea prompts on ChatGPT before treating the pattern as fixed. If it holds, start with the brands ChatGPT skipped: Powerade, smartwater and Gold Peak. Evidence: Part 1, AI findability.
- **Juice and ready-to-drink coffee and tea: thin; specialist brands take most of the recommendations** [I]: In these two categories the engines lean toward specialist or premium names. La Colombe, Starbucks, Pure Leaf, ITO EN and Blue Bottle Coffee lead for coffee and tea, and Lakewood Organic and POM Wonderful for juice. Perplexity already cites the corporate site's brand pages for Gold Peak and Ayataka, so those pages are being read. Expand them with the product detail a recommendation answer draws on. Pursue inclusion for Gold Peak and Simply on the third-party review and list sites the engines rely on for these categories. Evidence: Part 1, AI findability.
- **Fit of the "sustainable beverage packaging" target (opinion): a framing mismatch more than a visibility failure** [I]: Google Gemini, Claude, ChatGPT and Perplexity each read this query as a request for packaging suppliers. They answered with manufacturers such as Ball Corporation, Tetra Pak, SIG and Smurfit Westrock. A beverage

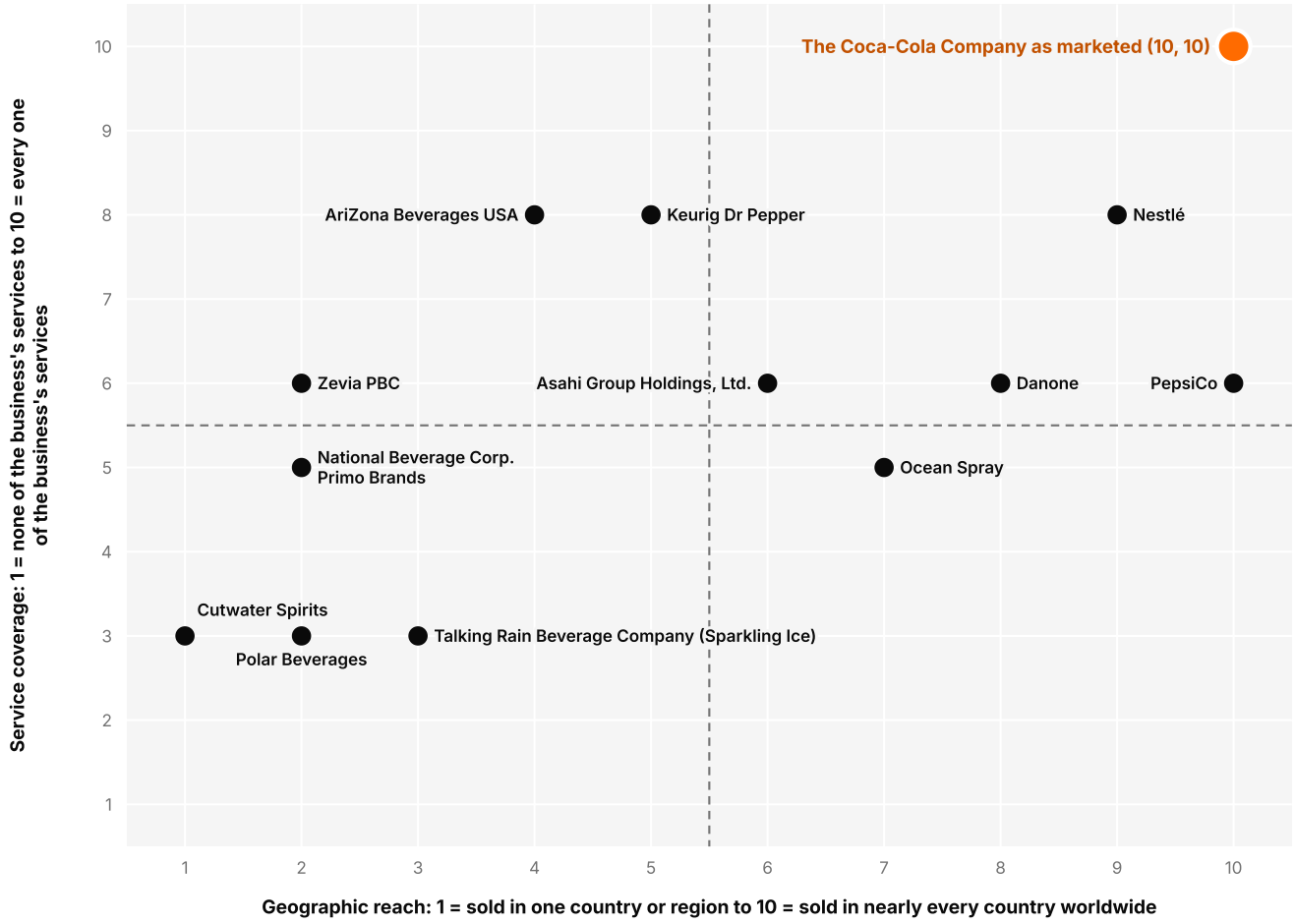
brand owner is not the kind of answer the engines give to that wording, so being absent there says little about how they view the company's packaging work. If packaging is a priority topic, aim at phrasings where a drinks company is a natural answer, such as which beverage companies lead on packaging. Test those on the same engines instead of chasing the supplier-style query. Evidence: Part 1, AI findability.

- **Sources the engines draw on: category answers lean on third-party sites, not the corporate site** [I]: The corporate site is seldom what the engines cite for category questions. Most of the cited sources are other sites, neither the business nor a competitor. For this business, the lever on category visibility is therefore what review and list publishers say about each brand, more than anything on www.coca-colacompany.com. The exception is Perplexity, which did cite the corporate site's brand pages for Gold Peak, Ayataka and fairlife, so keeping those pages specific is still worthwhile. Confidence is low. Most cited addresses were classified from the host alone and not opened (UNVERIFIED), so the mix is indicative. Evidence: Part 1, AI findability.
- **Crawler access and brand recognition: sound; not what limits the weak categories** [I]: The robots.txt on www.coca-colacompany.com leaves the AI crawlers checked free to read the site, and the engines describe the company correctly when asked by name. Nothing here needs fixing to close the category gaps. The site does not serve /llms.txt, and adding it would be housekeeping, not a remedy. One modest improvement is available. The structured data on the crawled pages is limited to VideoObject and WebSite types, so stating the brand-to-company relationship in markup on the brand pages would make the portfolio link explicit to machines. Evidence: Part 1, AI findability and SEO and structured data.

Competitive landscape

> VERDICT **Coca-Cola's all-beverage pitch sets it apart from the food-and-drink giants, but buyers meet it one brand at a time, against different specialists in each category.**

- **Crowded on two levels.** Full-line groups state comparable reach while category specialists contest individual shelves, so pressure is high but never comes from one opponent. [I]
- **The drinks-only claim is the opening.** The largest groups around it are stated to sell foods or hardware as well, which leaves the all-beverage story to Coca-Cola if it keeps that claim attached to each category. [I]
- **Guides credit the brands, not the parent.** Topo Chico, Gold Peak and Simply earn placements in outside guides alongside rivals' picks, and the corporate site's job is to tie those wins back to the group. [I]
- **Packaging and energy are the exposed flanks.** Zevia PBC and outside-category substitutes make blunt packaging claims, and energy specialists compete through bottler and distributor alignment more than brand comparison. [I]



Competitive Positioning Map (JUDGMENT): each placement is our judgment from the cited research, not a measurement

The vertical score counts how many of the business's own services a firm offers, so the business as marketed is at the top by construction; the score compares the rivals with it, and does not rate the business.

Basis for each placement (JUDGMENT, from the cited research)

Placed	Geographic reach	Service coverage	Basis
The Coca-Cola Company as marketed	10	10	Covers five of five services (Sparkling; Hydration; Coffee & Tea; Juices, Dairy & Plant-Based; Alcohol Ready-to-Drink). Its corporate site presents a 'Total Beverage Company' sold in countries worldwide across all of its own beverage categories [D].
PepsiCo	10	6	Covers three of five services. States consumer reach in countries and territories worldwide on Coca-Cola's own scale, with drinks across most of the same categories plus foods (UNVERIFIED).
Keurig Dr Pepper	5	8	Covers four of five services. Its own site presents a North American beverage company [D], with a coffee business stated to reach further abroad (UNVERIFIED).
Nestlé	9	8	Covers four of five services. States sales across most of the world's countries, with coffee and waters as its main overlap with Coca-Cola's categories (UNVERIFIED).
Danone	8	6	Covers three of five services. States sales across a wide spread of markets, overlapping mainly in waters and dairy and plant-based drinks (UNVERIFIED).
National Beverage Corp.	2	5	Covers two of five services. Sells sparkling waters, juices, energy drinks and soft drinks primarily in the United States, with Canada also named (UNVERIFIED).

Placed	Geographic reach	Service coverage	Basis
Primo Brands	2	5	Covers two of five services. Positions itself as a North American hydration company distributing across the United States and Canada (UNVERIFIED).
Asahi Group Holdings, Ltd.	6	6	Covers three of five services. States a presence concentrated in Japan and East Asia, Europe and Asia Pacific, spanning soft drinks, coffee, tea, water and alcohol (UNVERIFIED).
Ocean Spray	7	5	Covers two of five services. A farmer-owned cooperative stating product sales in many countries worldwide, with overlap limited to juices and sparkling juice drinks (UNVERIFIED).
Zevia PBC	2	6	Covers three of five services. Distributes zero-sugar sodas, energy drinks and teas through retailers in the U.S. and Canada (UNVERIFIED).
Talking Rain Beverage Company (Sparkling Ice)	3	3	Covers one of five services. States nationwide U.S. distribution with some international sales, centred on flavored sparkling water (UNVERIFIED).
Polar Beverages	2	3	Covers one of five services. An independent U.S. bottler selling seltzers, mixers and sodas to U.S. retail from a handful of state locations (UNVERIFIED).
AriZona Beverages USA	4	8	Covers four of five services. Sells teas and juice drinks across the United States, with Canada, Mexico and other international markets named (UNVERIFIED).
Cutwater Spirits	1	3	Covers one of five services. A single-service rival in canned cocktails whose stated distribution is within the United States (UNVERIFIED).

Assessment

- **What this means, stated plainly: The contest is brand by brand, not group against group.** [I] The firms competing for the same buyer change with the shelf. Ringly's September 21, 2026 sparkling water guide recommends Topo Chico beside National Beverage Corp.'s LaCroix, Polar Beverages and Nestlé's San Pellegrino and Perrier. Southern Sweet Tea Company's July 30, 2026 iced tea ranking places Gold Peak and Peace Tea among PepsiCo's Pure Leaf, AriZona Beverages USA and Keurig Dr Pepper's Snapple (all UNVERIFIED). The opening is that Coca-Cola's own site tells an all-beverage story [D], while PepsiCo and Nestlé are stated to carry food lines beside their drinks (UNVERIFIED), so it can claim the drinks category whole. Evidence: Part 1, Competitive landscape and Market positioning.
- **Competitive pressure: High, and fragmented by category.** [I] Pressure comes on two levels at once. PepsiCo and Nestlé state reach on Coca-Cola's own scale (UNVERIFIED), and Keurig Dr Pepper competes from a North American base by its own site's account [D]. Beneath them, public sources name specialists in most categories Coca-Cola's site presents [D]: National Beverage Corp., Polar Beverages and Talking Rain Beverage Company (Sparkling Ice) in sparkling water, AriZona Beverages USA in iced tea, Primo Brands and Danone in water, and Ocean Spray in juice (UNVERIFIED). None of them is stated to match the full category spread the corporate site presents. The business is rarely outflanked as a group and regularly contested as a brand. Evidence: Part 1, Competitive landscape and Market positioning.
- **Beverage-only positioning (opinion): A real distinction that the brand-level contest does not carry.** [I] Coca-Cola's corporate site presents a 'Total Beverage Company' [D], and that line is sharper than it may look. PepsiCo is stated to sell snacks beside its drinks, Nestlé is stated to sell petcare, confectionery and nutrition, and Keurig Dr Pepper is stated to sell coffee brewers and pods (UNVERIFIED). For a search such as largest beverage companies in the world, which we tested, an all-drinks portfolio is the cleanest answer among the big groups. The site already makes the claim. The useful step is to keep it attached to each category the site lists, because buyers see the comparison one category at a time. Evidence: Part 1, Competitive landscape and Market positioning.
- **Brand-by-brand comparison in buyer guides: Present, sharing the page with specialists.** [I] Outside guides credit Coca-Cola's brands. Ringly's best sparkling water guide recommends Topo Chico, Southern Sweet Tea Company's iced tea ranking includes Gold Peak and Peace Tea, and Sporked's orange juice ranking puts Simply

Orange Pulp-Free at the top and also includes Minute Maid (all UNVERIFIED). The same kind of guide carries rivals' picks: LaCroix, Polar and Nestlé's waters in Ringly, PepsiCo's Pure Leaf, AriZona and Keurig Dr Pepper's Snapple in the tea ranking, and PepsiCo's Bubly in Tandoori Kitchen's guide (UNVERIFIED). These guides judge brands, and the parent appears only as the owner. The corporate site's part in this contest is to make the link from each placed brand back to the group easy to follow, wherever it presents Topo Chico, Gold Peak and Simply. Evidence: Part 1, Competitive landscape and Market positioning.

- **Energy specialists and the bottling systems (opinion): A flank fought through distribution, not head to head.** [I] Monster Beverage Corporation is a related firm, not a direct rival. Its fiscal 2025 Form 10-K is stated to name bottlers carrying the Coca-Cola name among its largest customers, while Celsius Holdings, Inc. is stated to sell primarily through PepsiCo in the U.S. and Canada (both UNVERIFIED). Energy is therefore contested through distribution alignment as much as through brands, and the specialist aligned with PepsiCo strengthens the nearest full-line rival. Our record of the categories on Coca-Cola's corporate site names no energy line [D], so this is a flank to watch through the bottling partners the site describes. Evidence: Part 1, Competitive landscape and Market positioning.
- **Sustainable packaging message (opinion): Contested by sharper, simpler claims.** [I] Zevia PBC, a direct rival, is stated to build its pitch on cleaning up the beverage aisle "without a plastic bottle in sight" (UNVERIFIED). Drinkmate, a substitute from outside the category, is stated to position home carbonation as reducing single-use plastic, glass and aluminum can waste (UNVERIFIED). The evidence gathered for this section records Coca-Cola's sustainability stance only through its vision of a more sustainable business [D]. Whether its packaging content answers these blunter claims is not something this section's evidence settles. Sustainable beverage packaging is a term we tested, so wherever the corporate site covers packaging, the test is whether a buyer can repeat the claim as easily as Zevia's. Evidence: Part 1, Competitive landscape and Market positioning.

Market positioning

> VERDICT **Clearly differentiated as the drinks-only, every-category company; at brand level its products sit beside PepsiCo's, and the breadth claim leans on sparkling and water.**

- **Breadth within drinks is the real difference.** Its own pages state a 'Total Beverage Company', while the largest direct rivals define themselves by foods, nutrition or coffee hardware, and no placed competitor covers every one of its categories. [I]
- **PepsiCo meets it category by category.** Outside lists name both companies' brands in sparkling water, iced tea and sports hydration, so the corporate claim needs brand-level proof on coca-colacompany.com to count with buyers. [I]
- **Health-led challengers own single claims.** National Beverage Corp., Zevia PBC and Talking Rain each lead with one health or packaging line, which the business answers with Coca-Cola Zero Sugar rather than with a stated position. [I]

Assessment

- **What this means, stated plainly: PepsiCo is the real contest; breadth within drinks is the opening** [I]: The firm competing for the same buyer in the most categories is PepsiCo. Ringly's September 21, 2026 sparkling water guide and Southern Sweet Tea Company's July 30, 2026 iced tea ranking name The Coca-Cola Company's brands, while Tandoori Kitchen's November 12, 2026 guide and the same iced tea ranking name PepsiCo's in those categories (all UNVERIFIED). The opening is breadth within drinks: the business's own pages present a 'Total Beverage Company' [D], while its largest direct rivals, PepsiCo, Nestlé and Danone, state portfolios that run into foods and nutrition (UNVERIFIED). Evidence: Part 1, Competitive landscape and Market positioning.

- **Differentiation from direct rivals: clear at company level, blurred at brand level** [I]: As a company statement the difference is clear. The Coca-Cola Company's own pages state a drinks-only purpose and a 'Total Beverage Company' spanning sparkling through alcohol ready-to-drink [D], and no competitor placed on this report's positioning map covers every one of those categories. The largest direct rivals define themselves by something else: PepsiCo by convenient foods, Nestlé by nutrition, confectionery and petcare, Danone by specialized nutrition, and Keurig Dr Pepper by single-serve brewers and pods (all UNVERIFIED). Keurig Dr Pepper's and Primo Brands' own descriptions frame them as North American [D]. The difference blurs at the level where buyers choose. Outside lists set its brands beside PepsiCo's in sparkling water, iced tea and sports hydration (UNVERIFIED), so the corporate breadth claim does not by itself separate Topo Chico from Bubly or Gold Peak from Pure Leaf. The corporate site should tie the breadth claim to the named brands these lists already credit, category by category, rather than leave it as a portfolio statement.
  Evidence: Part 1, Competitive landscape and Market positioning.
- **Evidence behind the breadth claim: uneven: strongest in sparkling and water** [I]: The 'Total Beverage Company' line [D] holds as a description of range, but the growth behind it is concentrated. For the third quarter of 2026 The Coca-Cola Company reported sparkling soft drinks and water volume growing, sports drinks declining, and juice, value-added dairy and plant-based volume even (UNVERIFIED). That matters for the searches we tested in ready-to-drink coffee and tea: the reported volumes show no momentum there, so the case has to rest on brand recognition. Outside lists already supply some of that proof: Southern Sweet Tea Company's July 30, 2026 iced tea ranking names Gold Peak (UNVERIFIED). Where coca-colacompany.com presents the Coffee & Tea category, lead with Gold Peak and that recognition instead of the category label alone.
  Evidence: Part 1, Competitive landscape and Market positioning.
- **Health-led challengers: answered by product, not by positioning** [I]: Smaller direct rivals each lead with a single health or ingredient claim. National Beverage Corp. describes itself as an 'innovative, healthier refreshment company', Zevia PBC positions on zero-sugar drinks 'never sold in plastic bottles', and Talking Rain Beverage Company positions Sparkling Ice as zero-sugar flavored sparkling water (all UNVERIFIED). The Coca-Cola Company's stated purpose and vision speak of choice and a 'more sustainable business' in general terms [D] and make no such single claim. Its answer is a product: it reported Coca-Cola Zero Sugar volume growing across all geographic operating segments in the third quarter of 2026 (UNVERIFIED). Zevia's packaging line is also a pointed claim on sustainable beverage packaging, a theme we tested, and the general sustainability wording in the business's vision does not meet it with a specific claim of its own.
  Evidence: Part 1, Market positioning and Competitive landscape.

Marketability

> VERDICT **A capable corporate site that routes investors, job seekers and sustainability readers well, but leaves press, partners and contact-page visitors with vague or inconsistent first steps.**

- **Named routes work.** Where a link names its audience or its document, as with the investor and careers hosts and the sustainability reports, the visitor reaches the right place without guessing. [I]
- **Vague labels cost clarity.** The generic "Download" on /about-us/contact-us and the "Explore" link on the Foundation page do not say where they lead, so partners and enquirers get no direction at the moment they ask for it. [I]
- **Press assets are inconsistent.** Leadership and board profiles sometimes open on a download and sometimes on the "Next Leader" pager, which makes a journalist's job less predictable than it should be. [I]

Assessment

- **Audience routing on the corporate site: moderate: clear for investors, job seekers and sustainability readers, uneven for press, partners and contact-page visitors** [I]: Judged as a corporate site rather than a sales funnel,

the site works where a route names its audience. Investors and job seekers each get their own host from the home page, /about-us invites applicants to /careers, and the environment and people-and-communities pages hand over their reports directly. It weakens where the first label stops saying who it is for. The contact page opens on a generic "Download", so a partner or investor enquirer gets no cue. The Foundation page's "Explore" sends readers back to the homepage. Leadership and board profiles open inconsistently, some on a press download and others on the "Next Leader" pager.
Routes out to brand sites and to a press area were not measured in this crawl, so this verdict does not cover them. First, rename the opening link on /about-us/contact-us for what it is (media guidelines) and place audience-labelled routes above it if they sit lower on the page. Then make every leadership and board profile open on its download, and give the Foundation page a first link that names its destination.
Evidence: Part 1, Marketability.

Buyer fit (simulated buyers, automated judgment)

Buyer	Situation	Fit today
Dividend-focused retail investor (simulated)	Compares beverage company stocks for income and wants filings and dividend information from the company itself.	strong
Graduate job seeker (simulated)	Is exploring marketing and supply-chain roles at large consumer brand companies.	strong
Business journalist on deadline (simulated)	Is writing an executive profile and needs an approved headshot and bio quickly.	partial
ESG analyst (simulated)	Is screening beverage companies on packaging and community commitments for a fund or a retailer.	strong
Non-profit partnership lead (simulated)	Wants to learn how to approach The Coca-Cola Foundation about a community programme.	poor
Prospective supplier or commercial partner (simulated)	Wants the right business contact inside a global company rather than a consumer helpline.	partial
Fan looking for a brand (simulated)	Arrived on the corporate site while looking for a specific drink or a campaign.	partial
Student researching brand heritage (simulated)	Is writing about the history of an iconic consumer brand and its advertising.	strong
Governance researcher (simulated)	Is reviewing board composition ahead of a shareholder vote.	strong
Short-video follower (simulated)	Follows companies mainly on TikTok or X and expects to find the corporate account from its website.	poor

Growth ideas (opinion)

- Rework the top of /about-us/contact-us into audience-labelled routes (investors, press, partners, careers, brand enquiries) and rename the current first link as media guidelines. If such routes already sit lower on the page, lift them above the download rather than adding new ones. [I] Evidence: Part 1, Marketability.
- **Open every leadership and board profile on its press asset ("Download images" or "Download bio") ahead of the "Next Leader" pager, so journalists get the same experience on each profile.** [I] Evidence: Part 1, Marketability.
- **Replace the Foundation page's "Explore" link to the homepage with a first link that names its destination for non-profits and community partners, making the page a clearer route for partnership enquiries.** [I] Evidence: Part 1, Marketability.
- Summarise the headline packaging and environment points in page copy on /about-us/environment beside the report download, where they are not already there. That gives readers and search engines indexable text for the sustainable beverage packaging topic we tested. [I] Evidence: Part 1, Marketability.
- Bring reputation proof up to the core pages by featuring sponsorship and brand content on / and /about-us, as the FIFA page already does with its embedded brand Instagram post. Pair it with a visible route out to the brand concerned. [I] Evidence: Part 1, Marketability.
- **If corporate TikTok or X accounts exist, link them beside Instagram, Facebook, YouTube and LinkedIn.** Direct rival Ocean Spray's site appears to carry a TikTok Pixel (INFERENCE), a sign that it is measuring that audience. [I] Evidence: Part 1, Marketability.
- Set up click tracking on the home page's links to the investor relations host and the careers host, through the Google Tag Manager and OneTrust layer the home page appears to have (INFERENCE). The team can then see

which audience routes visitors actually take and reorder the home page accordingly. [I] Evidence: Part 1, Marketability.

- Support employer-brand campaigns on LinkedIn that land on /careers and on the careers host linked from the home page. Direct rival Keurig Dr Pepper's site appears to carry the LinkedIn Insight Tag (INFERENCE); whether the business's own tag container already loads it was not read, so check that first. [I] Evidence: Part 1, Marketability.
- End each history story with a next step beyond "Back to Our History", such as a related brand, the media centre or a related story like the "I'd Like to Buy the World a Coke" piece. That keeps heritage readers, students and educators moving towards the brands. [I] Evidence: Part 1, Marketability.

Pricing position

> VERDICT **Price position is unknown: no Coca-Cola price is in evidence, and AriZona Beverages USA's listings alone are too narrow a base for a budget, mid-market or premium call.**

- **No defensible placement yet.** Without shelf prices for comparable Coca-Cola packs, any tier label would be a guess; gather them on Amazon and Walmart.com before drawing a position. [I]
- **Corporate-site silence is normal.** PepsiCo, Keurig Dr Pepper, Nestlé and Danone also keep prices off their corporate websites, so the absence on coca-colacompany.com is not a gap to fix. [I]
- **A rival holds the value message.** AriZona Beverages USA's stated Big Can price gives it the only public price anchor here, in a tea category we tested. [I]

Assessment

- **Price position: unknown** [I]: The Coca-Cola Company cannot be called budget, mid-market or premium on this evidence. Nothing in the evidence collected holds a price of its own, and the only price anchor is the direct rival AriZona Beverages USA's Big Can and online-store listings (UNVERIFIED, [G]), which cover a narrow slice of iced tea and juice drinks. Any placement made now would be a guess. To settle it, collect shelf prices for comparable Coca-Cola packs on Amazon and Walmart.com, the retailers a source says Zevia PBC's site links out to, and set them beside AriZona Beverages USA's online-store listings. Evidence: Part 1, Pricing position.
- **Prices on the corporate site: absent, in line with the largest rivals** [I]: The lack of prices on a corporate site is not a weakness for The Coca-Cola Company. Danone's corporate website was observed to carry no product pricing [D]. Sources state the same of direct rivals PepsiCo, Keurig Dr Pepper and Nestlé (UNVERIFIED, [G]), and that Ocean Spray routes buyers to a Store Locator instead (UNVERIFIED, [G]). Price is set and seen at retail in this category, so adding prices to coca-colacompany.com would not change how buyers compare. The corporate site's job on price is to route buyers to the brands and their retail channels. Evidence: Part 1, Pricing position.
- **Rival's public price anchor (opinion): one rival owns the only stated price point** [I]: AriZona Beverages USA is the only direct rival here with a stated suggested retail price, for its Big Can (UNVERIFIED, [G]). In our view that gives it a clear value message in iced tea, which overlaps the ready-to-drink tea searches we tested. The Coca-Cola Company has no price statement in this evidence to set against it, so it would need to compete in those searches on brand range and availability. This reading rests on one rival's listings and should be retested once shelf prices for comparable packs are gathered. Evidence: Part 1, Pricing position.

Geographic scope

> VERDICT **Already sold worldwide, the company is cautiously ready to deepen its bottling-partner system, with the pending sale of its Coca-Cola Beverages Africa stake to Coca-Cola HBC as the trigger.**

- **Depth, not new territory.** The company already sells across its global market through shipped products, bottling partners and global sports partnerships, so the next move is carrying more of its portfolio through bottlers in markets it already serves. [I]
- **A bottler stake sale is the trigger.** The sale of a controlling interest in bottler Coca-Cola Beverages Africa to Coca-Cola HBC is the one refranchising move the evidence collected shows as still pending, and it is unverified and not shown as closed. [I]
- **Tell the system story itself.** Because capacity news comes from Reyes Coca-Cola Bottling, Coca-Cola Consolidated and Coca-Cola HBC, the media-center on coca-colacompany.com should report the partner system in one place. [I]
- **India is next in line.** A rival's new concentrate facility in India makes the Jubilant Bhartia partnership at Hindustan Coca-Cola Beverages the following place to deepen. [I]

Assessment

- **Readiness to deepen the bottling-partner system: cautiously ready** [I]: The Coca-Cola Company is cautiously ready to deepen its partner bottling system, the line most of the footprint evidence sits in. Its scope is already global: its media-center page states its products are sold in more than 200 countries and territories as of October 22, 2026, with headquarters in Atlanta, GA. We read Sparkling, Hydration, Coffee & Tea and Juices, Dairy & Plant-Based as products sold and shipped across that market. Global partnerships with the NBA for Sprite and with Paris Saint-Germain carry the brands across the same footprint (UNVERIFIED).
  Its own operating locations in the evidence collected are few by comparison: two own production sites are named, fairlife's Webster, NY plant and its Coopersville, MI facility (both UNVERIFIED), beside the Atlanta, GA home base. The rest of the footprint runs through bottling partners, and those sites are the partners' own. Reyes Coca-Cola Bottling is building in Rancho Cucamonga, CA, and Coca-Cola Consolidated is adding lines in Indianapolis, IN and Twinsburg, OH (UNVERIFIED). The trigger is a fact of that bottling system: the sale of a 75% controlling interest in bottler Coca-Cola Beverages Africa to Coca-Cola HBC.
  A source describes this refranchising as covering 14 African countries, with completion expected in the fourth quarter of 2026 (UNVERIFIED), and says the company agreed to keep a 25% stake. Nothing in the evidence collected shows the sale has closed, which is why the call stops short of ready. This sale comes ahead of the other bottler moves because those are already done: the Coca-Cola Consolidated share repurchase is complete, and Jubilant Bhartia Group has bought its stake in Hindustan Coca-Cola Beverages.
  Once the sale closes, deepening would mean using the retained stake to work with Coca-Cola HBC on carrying more of the portfolio through the African markets that bottler serves: Hydration, Coffee & Tea and Juices, Dairy & Plant-Based alongside Sparkling. It would also mean expanding the media-center on coca-colacompany.com to report the completed sale and the partner system in one place, because growth news otherwise sits in partners' announcements. PepsiCo India's new concentrate facility in Ujjain (UNVERIFIED) is a reason to give the Jubilant Bhartia partnership in India the same treatment next.
  Evidence: Part 1, Geographic scope.

Financial posture

> VERDICT **Steady at very large scale and deliberately getting lighter: bottling stakes are being sold down under new leadership while hiring continues, all on UNVERIFIED signals.**

- **Lighter, not smaller.** The bottler sales shift the company toward brand ownership, so a later drop in reported revenue or headcount would reflect bottling leaving its books, not a contracting business. [I]
- **Leadership in transition.** A new chief executive and a newly created digital role point to a change of emphasis, so confirm the leadership pages on coca-colacompany.com show these roles. [I]
- **Growth is not shown.** This run has no earlier period to compare and no dividend figure, so check that the investor pages on coca-colacompany.com carry the comparisons and dividend facts investors look for. [I]

Assessment

- **Strategic posture: steady, reshaping toward brand ownership** [I]: The public signals read as a steady business that is changing shape, not one that is expanding or shrinking. The bottler sell-downs involving Coca-Cola HBC AG, Jubilant Bhartia Group and Coca-Cola Consolidated all move it toward owning brands and away from owning bottling operations. Reported revenue and headcount may therefore fall as those operations leave its books, without the underlying business contracting. A new chief executive and a newly created Chief Digital Officer role suggest a change of emphasis at the top, and open roles on the careers site show hiring continues. This run holds a full-year figure and a quarterly figure with no earlier period to compare, so it cannot say whether revenue is growing. Every claim behind this reading is UNVERIFIED. The practical step is to confirm that the leadership and investor pages on coca-colacompany.com show the new roles and the refranchising transactions. Investors searching "beverage company stocks with dividends" will look for them there. Evidence: Part 1, Geographic scope and Financial posture.

Moat and runway

> VERDICT **Strong moat built on the bottling system and scale rather than range, and a strong runway on reported cash generation, though the financial figures are unverified in this run.**

- **Distribution is the protection.** Its own pages describe brands sold worldwide through its bottling partners, a system that is hard for a newcomer to copy. [I]
- **Range does not set it apart.** At least one rival covers every category it sells in, and better-for-you specialists are positioned where outside forecasts see growth. [I]
- **Cash supports the runway.** Reported operating income, cash flow and proceeds from bottler stake sales point to ample room to keep operating as it is, though these figures are unverified here. [I]
- **Leadership handover to watch.** The chief executive change keeps the predecessor on as Executive Chairman, which reads as orderly but is still a transition. [I]

Assessment

- **Moat (opinion): strong, from the bottling system and scale rather than range** [I]: The protection rests on what the company's own pages state: it presents itself as a "Total Beverage Company" whose brands are sold worldwide through its bottling partners, The Coca-Cola System. That distribution system, together with the scale its filings report (unverified in this run), is slow and costly for a newcomer to copy. Range of categories is not the protection: at least one rival covers every category it sells in, and PepsiCo states a comparable global reach and adds convenient foods (unverified). Pressure comes at the edges. Direct rivals Zevia PBC and National Beverage Corp. position on better-for-you drinks.

Celsius Holdings, Inc. and OLIPOP, related firms that sell in some of its categories but not its main one, take the same position in energy and prebiotic soda. An outside forecast sees free-from drinks growing while carbonated soft drinks still hold the largest share (unverified). The evidence collected holds no measure of the company's brand preference or market share, so this is an opinion on structure, not on measured brand pull. Evidence: Part 1, Competitive landscape, Market positioning and Financial posture.

- **Runway (opinion): strong, on reported cash generation (figures unverified)** [i]: On the figures its filings and results report, all unverified in this run, the company can keep operating as it is with room to spare: it reports substantial operating income and continuing cash from operations and free cash flow through the latest reported quarter. Selling stakes in bottlers to partners brings in cash and moves capital-heavy bottling off its books, though it also deepens reliance on partners it does not control. The chief executive change earlier this year looks orderly, with the predecessor staying on as Executive Chairman, and Berkshire Hathaway is reported as the largest institutional shareholder. Outside forecasts project growth in categories it sells in, including sparkling water, sports drinks and ready-to-drink coffee. The main things to watch are how the new leadership team settles and whether growth shifts toward segments where specialists are positioned. Evidence: Part 1, Financial posture and Geographic scope.

Action plan

JUDGMENT: the top nine changes of this report as a week-by-week plan. Week one starts when the report is delivered. Each change states its KPI, its target and when the KPI is checked, then lists its steps; the "See" column names the section that holds its evidence.

#		Action	Owner	When	See
1.	☐	**Close the ChatGPT gap for Powerade, smartwater and Gold Peak.** KPI: Unbranded AI answers naming the business, ChatGPT. Target: Reach the 17 answers that Claude and Google Gemini each gave, on a repeat run within two quarters. KPI check: the end of week twelve, and again at the target date. 1. Repeat the prompts on ChatGPT first.	Marketing team	Week one	AI findability, Part 1 page 14
2.	☐	**Expand the Gold Peak brand page.** KPI: Unbranded AI answers naming the business, ready-to-drink coffee and tea prompts. Target: Named in most ready-to-drink coffee and tea answers on a repeat run within two quarters. KPI check: the end of week twelve, and again at the target date. 1. Add the product detail a recommendation answer draws on to the Gold Peak brand page.	Marketing team	Week one	AI findability, Part 1 page 14
3.	☐	**Tie the 'Total Beverage Company' claim to named brands in each category.** KPI: Unbranded AI answers naming the business, all engines. Target: More answers naming the business on a repeat run within two quarters, with juice and coffee and tea leading the gain. KPI check: the end of week twelve, and again at the target date. 1. Wherever the site presents a category, lead with the credited brand so the breadth claim works at the level where buyers choose.	Brand team	Week one	AI findability, Part 1 page 14; Competitive landscape, Part 1 page 18
4.	☐	**Add Organization and Person structured data.** KPI: JSON-LD types declared, homepage (/). Target: Organization with sameAs links live on the homepage, and Person on every leadership and board profile, within one quarter. KPI check: the end of week twelve, and again at the target date. 1. Add Organization markup with sameAs links to the homepage (/) and Person markup to the leadership and board profiles.	Web developer	Weeks two to four	SEO and structured data, Part 1 page 9

#		Action	Owner	When	See
5.	☐	**Make /about-us/environment the packaging page.** KPI: Title length, /about-us/environment. Target: A title naming packaging and the company within one month; named by at least one engine for a brand-owner packaging phrasing within two quarters. KPI check: the end of week four. 1. Retitle the page to name packaging and the company, summarise the headline packaging points in page copy beside the download where they are not already there, and test phrasings where a drinks company is a natural answer.	Web developer	Weeks two to four	SEO and structured data, Part 1 page 9; AI findability, Part 1 page 14
6.	☐	**Rework the top of the contact page into audience-labelled routes.** KPI: First call to action, /about-us/contact-us. Target: An audience-labelled route as the page's first link within one month. KPI check: the end of week four. 1. Rename the first call to action on /about-us/contact-us as media guidelines and place routes for investors, press, partners, careers and brand enquiries above it, lifting them if they already sit lower on the page.	Marketing team	Weeks two to four	Marketability, Part 1 page 23
7.	☐	**Speed up the mobile pages by splitting theme.js.** KPI: Lighthouse performance, homepage (/), mobile. Target: Raise the mobile score from its current 37 to 50 or higher, out of Lighthouse's lowest band, confirmed over repeated runs within two release cycles. KPI check: the end of week four. 1. Have the theme team split theme.js and defer what the first screen does not need, with the mobile Lighthouse result as the release test.	Web developer	Weeks two to four	Performance, Part 1 page 5
8.	☐	**Give every leadership profile a name, role and company title.** KPI: Title length, /about-us/leadership/henrique-braun. Target: Every profile title follows the name, role and company pattern that runs to 55 characters on /about-us/leadership/john-murphy, within one month. KPI check: the end of week four. 1. Apply the pattern already used on /about-us/leadership/john-murphy (name, role, company) to name-only profiles such as /about-us/leadership/henrique-braun.	Web developer	Weeks two to four	SEO and structured data, Part 1 page 9
9.	☐	**Harden the site, starting with accessibility.** KPI: Color-contrast (serious) failures, homepage (/), desktop axe test. Target: No critical or serious automated failures on the homepage, and each listed fix shipped, within one quarter. KPI check: the end of week twelve, and again at the target date. 1. Fix the unnamed button, the nested controls and the low-contrast text on the homepage (/), and the other serious failure there (link-name). 2. Confirm that the Google Tag Manager container, which loads before any consent choice, holds every non-essential tag until opt-in. 3. Add a Content-Security-Policy: start in report-only mode. 4. Publish a CAA record on coca-colacompany.com, which has none.	Web developer	Weeks five to eight	Accessibility, Part 1 page 12; Security and privacy, Part 1 page 7

Methods: evidence tags and labels

This report audits coca-colacompany.com, www.coca-colacompany.com, the corporate site of The Coca-Cola Company. Its consumer brand sites are out of scope.

Tag	Meaning	Claims
[D]	Fetched directly: we requested the public page or file and read the value from the response.	491
[G]	AI-grounded: an AI model with web search returned it; we did not open the source it cited.	457
[PW]	Playwright: observed in a scripted real-browser session on the public site.	32
[LH]	Lighthouse: measured by Google Lighthouse; a score is the median of repeated runs, with the range kept.	119
[HDR]	HTTP headers: read from the response headers the server sent.	21
[DNS]	DNS: read from the public DNS records for the domain.	6
[I]	Inferred: reasoned from other evidence cited in this report rather than observed directly.	89

Label	Meaning	Items
UNVERIFIED	Reported as found but not independently confirmed; treat it as a lead, not a fact. Listed in the unverified index when the text cites it.	241
INFERENCE	A conclusion drawn from the cited evidence, not a direct observation.	4
JUDGMENT	Our assessment of what the evidence means. It sits in Part 2, apart from the facts.	65
OPINION	Our view or recommendation, not a fact. It sits in Part 2, apart from the facts.	17
OBSERVED	Seen at the time of observation; it may have changed since.	887
UNKNOWN	We could not determine it from public sources.	6

Label	Meaning	Fields
inferred from the site	We inferred these record fields from the business's own website (each value names the page we read it on). They are our reading of the site, not an entry the business made; where two of them disagree, the reading is ours to check.	services: Sparkling; Hydration; Coffee & Tea; Juices, Dairy & Plant-Based; Alcohol Ready-to-Drink (from /)

Client-provided inputs

Optional client data was not provided for this report, so it rests on public sources only. Adding data is optional; it never changes what the public sources show, and it improves the report as follows.

Optional data you can add:

- **Goals**: improves findability and growth recommendations aimed at the outcomes you want.
- **Queries you want to be found for**: improves AI and search findability measured on the queries that matter to you.
- **Notes**: improves context the public record cannot show, such as capacity, history and plans.
- **Document**: improves any other facts about the business, extracted and labelled as client-provided.

Human check: names, tiers and prices (16)

These 16 unverified names, tier names or prices the text cites (12 names, 4 prices) are listed below, each with a box to tick and the page it was read on. 25 more appear only in tables and charts and are not listed. Check each before relying on it; none is a confirmed fact.

UNVERIFIED ☐ Name to check · Competitive landscape, Executive summary: PepsiCo is a competitor named by public sources (www.pepsico.com/who-we-are/about-pepsico). [G] Not independently confirmed. Check: www.pepsico.com/who-we-are/about-pepsico

UNVERIFIED ☐ Name to check · Competitive landscape, Executive summary: Keurig Dr Pepper is a competitor named by public sources (www.keurigdrpepper.com/en/our-brands). [G] Not independently confirmed. Check: www.keurigdrpepper.com/en/our-brands

UNVERIFIED ☐ Name to check · Competitive landscape, Executive summary: Nestlé is a competitor named by public sources (www.nestle.com/brands/water). [G] Not independently confirmed. Check: www.nestle.com/brands/water

UNVERIFIED ☐ Name to check · Competitive landscape: National Beverage Corp. is a competitor named by public sources (www.nationalbeverage.com/about-us). [G] Not independently confirmed. Check: www.nationalbeverage.com/about-us

UNVERIFIED ☐ Name to check · Competitive landscape, Pricing position: AriZona Beverages USA is a competitor named by public sources. [G] Not independently confirmed. Check: drinkarizona.com/pages/about-us

UNVERIFIED ☐ Name to check · Competitive landscape: Drinkmate is a competitor named by public sources. [G] Not independently confirmed. Check: idrinkproducts.com/collections/drinkmate-omnifizz-soda-make...

UNVERIFIED ☐ Name to check · Competitive landscape, Market positioning, Executive summary: The Coca-Cola Company appears in Ringly's September 21, 2026 ranking of the best sparkling water brands via its Topo Chico brand, which is recommended as the benchmark for strong, cocktail-ready mineral carbonation. [G] Not independently confirmed. Check: www.ringly.io/nl/discover/best-sparkling-water-brands

UNVERIFIED ☐ Name to check · Competitive landscape, Market positioning, Executive summary: The Coca-Cola Company appears in Southern Sweet Tea Company's July 30, 2026 ranking of the Top 15 Iced Tea Brands, with Gold Peak ranked #4 and Peace Tea ranked #14. [G] Not independently confirmed. Check: www.southernsweetteacompany.com/blogs/iced-tea/best-iced-te...

UNVERIFIED ☐ Name to check · Competitive landscape: The Coca-Cola Company appears at #1 in Sporked's February 27, 2026 ranking of store-bought orange juices via its Simply Orange Pulp-Free brand ('Best of the Best'), and also appears in the ranking via Minute Maid. [G] Not independently confirmed. Check: sporked.com/article/best-orange-juice

UNVERIFIED ☐ Name to check · Market positioning: The Coca-Cola Company appears in Sports Drink Distributors' national roster of top sports and hydration drink brands via Powerade, vitaminwater, and BODYARMOR. [G] Not independently confirmed. Check: mrcheckout.net/sports-drink-distributors

UNVERIFIED ☐ Price to check · Pricing position, Executive summary: AriZona Beverages USA prices its 22 oz Big Can iced teas and juice drinks at a suggested retail price of $0.99 in the United States. [G] Not independently confirmed. Check: drinkarizona.com/pages/about-us

UNVERIFIED ☐ Price to check · Pricing position: AriZona Beverages USA lists its 6.75 oz. Juice Box 8-packs (in Green Tea, Mucho Mango, Lemon Tea, Watermelon, and Fruit Punch) on its online store for $3.99 USD. [G] Not independently confirmed. Check: drinkarizona.com/collections/arizona-juice-box

UNVERIFIED ☐ Price to check · Pricing position: AriZona Beverages USA lists the Sun-Maid Apple Juice 12 oz. 12-pack on its online store for $11.99 USD. [G] Not independently confirmed. Check: drinkarizona.com/collections/juices

UNVERIFIED ☐ Price to check · Pricing position: AriZona Beverages USA lists its 22 oz. Big Can 12-packs, such as Whipped Strawberry Banana Juice Cocktail and the Hot Wheels Variety Pack, on its online store for $24.99 USD. [G] Not independently confirmed. Check: drinkarizona.com/collections/variety-packs

UNVERIFIED ☐ Name to check · Geographic scope, Financial posture, Moat and runway: On November 7, 2025, Coca-Cola Consolidated, Inc. repurchased all remaining shares of its common stock held by an indirect wholly owned subsidiary of The Coca-Cola Company for approximately $2.4 billion in cash, reducing The Coca-Cola Company's common stock ownership in the bottler to 0 shares as of November 7, 2025. [G] Not independently confirmed. Check: www.publicnow.com/view/A9D22810E2C38A487C41FA7E154FF3359F36...

UNVERIFIED ☐ Name to check · Financial posture, Moat and runway: Berkshire Hathaway was the largest institutional shareholder of The Coca-Cola Company with a 9.3% ownership stake as of June 30, 2026. [G] Not independently confirmed. Check: www.kadoa.com/companies/ko

Unverified items

7. AI findability (2)

UNVERIFIED AI findability: 7 of 570 cited URLs were the business's own site (60 of 570 opened; the rest classified from the cited host only). [G] Worked out from figures shown elsewhere in this report, not read on a source of its own.

UNVERIFIED AI findability: 439 of 570 cited URLs were another site (not the business, a predecessor or a competitor) (60 of 570 opened; the rest classified from the cited host only). [G] Worked out from figures shown elsewhere in this report, not read on a source of its own.

8. Competitive landscape (35)

UNVERIFIED Competitive landscape, Market positioning, Moat and runway, Executive summary: Unlike The Coca-Cola Company, which states it is a beverage company, PepsiCo states it offers a convenient foods and snack portfolio including Lay's, Doritos, Cheetos, and Quaker alongside its drinks portfolio. [G] Not independently confirmed.

UNVERIFIED Competitive landscape, Market positioning, Executive summary: Nestlé states its portfolio spans early childhood nutrition, medical nutrition, vitamins, minerals and supplements, cereals, confectionery, and petcare in addition to beverages and waters, whereas The Coca-Cola Company focuses on beverages. [G] Not independently confirmed.

UNVERIFIED Competitive landscape, Market positioning: Keurig Dr Pepper states it offers home and commercial single-serve coffee brewing hardware (such as Keurig brewers and the Keurig Alta brewer) and K-Cup and plastic-free K-Rounds coffee pods, which The Coca-Cola Company does not state on its corporate site. [G] Not independently confirmed.

UNVERIFIED Competitive landscape: National Beverage Corp.'s LaCroix is recommended in Ringly's September 21, 2026 best sparkling water brands guide as a top budget-friendly, unsweetened flavored sparkling water. [G] Not independently confirmed.

UNVERIFIED Competitive landscape: Polar Beverages (Polar Sparkling Water) is recommended in Ringly's September 21, 2026 best sparkling water brands guide for strong carbonation and value per can. [G] Not independently confirmed.

UNVERIFIED Competitive landscape: AriZona Beverages USA (AriZona Iced Tea) is ranked #9 in Southern Sweet Tea Company's July 30, 2026 Top 15 Iced Tea Brands list and is featured in FlickOnClick's April 28, 2026 Top 20 Iced Tea Brands list as a top grab-and-go value brand. [G] Not independently confirmed.

UNVERIFIED Competitive landscape, Market positioning: Zevia states it is on a mission to clean up the beverage aisle 'without a plastic bottle in sight' by offering zero-sugar, zero-calorie, clear-colored beverages sweetened solely with purified stevia leaf extract, free of artificial sweeteners, artificial colors, or erythritol. [G] Not independently confirmed.

UNVERIFIED Competitive landscape: As of fiscal 2025, PepsiCo sells its beverages and convenient foods to customers and consumers in more than 200 countries and territories, where its products are enjoyed more than 1 billion times per day, generating $93,925 million (nearly $94 billion) in net revenue in fiscal 2025. [G] Not independently confirmed.

UNVERIFIED Competitive landscape: As of November 18, 2026, PepsiCo states that its products are enjoyed by consumers more than one billion times a day in more than 200 countries and territories around the world, generating nearly $94 billion ($93.9 billion) in net revenue in fiscal 2025 with 306,000 employees. [G] Not independently confirmed.

UNVERIFIED Competitive landscape: As of February 2026, Nestlé states on its At a Glance page that its products are sold in 185 countries, supported by 335 factories in 75 countries, around 271,000 employees, and CHF 89.5 billion in 2025 sales. [G] Not independently confirmed.

UNVERIFIED Competitive landscape: As of October 1, 2026, Keurig Dr Pepper states that its global coffee business spans more than 100 markets alongside its North American refreshment beverage business, with more than 150 owned, licensed, and partner brands and more than 50,000 employees. [G] Not independently confirmed.

UNVERIFIED Competitive landscape: In its fiscal 2025 Form 10-K, Monster Beverage Corporation states that it sells its products nationally and internationally primarily to full-service beverage bottlers/distributors (with Coca-Cola Europacific Partners and Coca-Cola Consolidated accounting for 15% and 10% of fiscal 2025 net sales, respectively), retail grocery and specialty chains, wholesalers, club stores, mass merchandisers, convenience and gas chains, drug stores, foodservice customers, value stores, e-commerce retailers, the military, and U.S. beer distributors. [G] Not independently confirmed.

UNVERIFIED Competitive landscape: Celsius Holdings, Inc. sells its products primarily through its strategic distribution partner PepsiCo in the U.S. and Canada and other distributors to supermarkets, convenience and gas stores, club stores, mass merchants, drug stores, fitness centers, gyms, foodservice providers, and e-commerce platforms, targeting active lifestyle, fitness-focused, and classic energy drink consumer cohorts. [G] Not independently confirmed.

UNVERIFIED Competitive landscape: Celsius Holdings, Inc. positions itself as a company 'born in fitness and pioneering the rapidly growing, better-for-you, functional beverage category', operating a scaled, multi-brand 'Modern Energy' portfolio and serving as PepsiCo's strategic energy category captain in the U.S. with an approximate 20.7% dollar share of the U.S. ready-to-drink energy category as of Q3 2026. [G] Not independently confirmed.

UNVERIFIED Competitive landscape: Nestlé brands San Pellegrino and Perrier are recommended in Ringly's September 21, 2026 guide to the best sparkling water brands for premium mineral water pairing with meals. [G] Not independently confirmed.

UNVERIFIED Competitive landscape, Market positioning, Executive summary: PepsiCo (via the Pepsi Lipton partnership's Pure Leaf and Brisk brands) appears in Southern Sweet Tea Company's July 30, 2026 ranking of the Top 15 Iced Tea Brands, with Pure Leaf ranked #3 and Brisk ranked #11. [G] Not independently confirmed.

UNVERIFIED Competitive landscape: Keurig Dr Pepper's Snapple is ranked #10 in Southern Sweet Tea Company's July 30, 2026 Top 15 Iced Tea Brands evaluation and is listed in FlickOnClick's April 28, 2026 Top 20 Iced Tea Brands to Know in 2026. [G] Not independently confirmed.

UNVERIFIED Competitive landscape: Drinkmate positions itself as the inventor of "the most capable home beverage carbonation systems" with proprietary Fizz Infuser technology that gives consumers the freedom to carbonate any cold beverage—not just water—while offering cost savings over store-bought carbonated drinks and reducing single-use plastic, glass, and aluminum can waste. [G] Not independently confirmed.

UNVERIFIED Competitive landscape: Founteyn positions its connected system as a smarter, sustainable, all-in-one replacement for traditional office coffee machines, water dispensers, and bottled or canned drinks that cuts single-use packaging by up to 80% and halves CO2 emissions with 'No Barista, No Problem'. [G] Not independently confirmed.

UNVERIFIED Competitive landscape: Founteyn designs its system for offices, small and medium-sized enterprises (SMEs), hospitality spaces, and growing workplace teams, with plans to cater to households in the future. [G] Not independently confirmed.

and 6 more cited in this section.

9 more are names, tier names or prices and are listed under Human check above.

9. Market positioning (9)

UNVERIFIED Market positioning: PepsiCo positions itself around its vision to "Be the Global Leader in Beverages and Convenient Foods by Winning with pep+ (PepsiCo Positive)," an end-to-end strategic transformation that places sustainability and human capital at the center of creating value and growth, creating "smiles with every sip and bite". [G] Not independently confirmed.

UNVERIFIED Market positioning: Nestlé states it stands for 'Good food, good life' and unlocks the power of food and beverages to enhance quality of life through its Nutrition, Health and Wellness strategy. [G] Not independently confirmed.

UNVERIFIED Market positioning: Danone states it operates across three core categories—Essential Dairy and Plant-based products, Waters, and Specialized Nutrition (including infant nutrition and medical nutrition for patients)—whereas The Coca-Cola Company does not state it offers infant or patient medical nutrition. [G] Not independently confirmed.

UNVERIFIED Market positioning, Moat and runway: PepsiCo states its vision is 'to Be the Global Leader in Drinks and Convenient Foods by Winning with pep+ (PepsiCo Positive)', placing sustainability at the center of its business strategy across more than 200 countries and territories. [G] Not independently confirmed.

UNVERIFIED Market positioning: PepsiCo appears in Sports Drink Distributors' national roster of top sports and hydration drink brands via Gatorade and Propel. [G] Not independently confirmed.

UNVERIFIED Market positioning, Moat and runway: National Beverage Corp. positions itself as an 'innovative, healthier refreshment company' that 'innovatively refreshes America', converting consumers to 'Better for You' thirst quenchers through creative product designs, innovative packaging, and imaginative flavors, with LaCroix positioned as the number one premium domestic sparkling water in the United States. [G] Not independently confirmed.

UNVERIFIED Market positioning: Talking Rain Beverage Company positions Sparkling Ice as a category leader in zero-sugar, zero-calorie fruit-flavored sparkling water with vitamins and antioxidants, offering a better-for-you alternative to traditional sodas across retail, education, healthcare, and corporate foodservice channels. [G] Not independently confirmed.

UNVERIFIED Market positioning: Mordor Intelligence states that carbonated soft drinks led the global non-alcoholic beverages market with a 33.10% revenue share in 2025, while plant-based milk is forecast to expand at a 5.95% CAGR from 2026 through 2031. [G] Not independently confirmed.

1 more is a name, tier name or price and is listed under Human check above.

11. Pricing position (13)

UNVERIFIED Pricing position: Ocean Spray does not publish direct-to-consumer product prices on its main product catalog at oceanspray.com, instead providing product information and a Store Locator to find retail grocers carrying its juices, Craisins dried cranberries, and snacks. [G] Not independently confirmed.

UNVERIFIED Pricing position: Zevia PBC offers zero-sugar, zero-calorie beverages across soda, energy drinks, and organic tea sweetened with plant-based stevia and never sold in plastic bottles; product prices are not publicly listed on zevia.com, which links out to external retailers such as Amazon and Walmart.com. [G] Not independently confirmed.

UNVERIFIED Pricing position: Cutwater Spirits does not list public direct-to-consumer prices on its website, instead providing product information and directing buyers to retail and alcohol delivery partners. [G] Not independently confirmed.

UNVERIFIED Pricing position: PepsiCo does not publish public retail pricing on its corporate website (pepsico.com); it manufactures, markets, and distributes beverages and convenient foods (including Pepsi-Cola, Mountain Dew, Gatorade, Lay's, Doritos, Cheetos, Quaker, and SodaStream) through authorized bottlers, contract manufacturers, and retail channels. [G] Not independently confirmed.

UNVERIFIED Pricing position: Red Bull does not publish public retail pricing on its corporate website (redbull.com); it markets Red Bull Energy Drink, Red Bull Sugarfree, Red Bull Zero, and flavored Red Bull Editions through retail and hospitality distribution channels worldwide. [G] Not independently confirmed.

UNVERIFIED Pricing position: Asahi Group Holdings, Ltd. does not publish product pricing on its corporate website (asahigroup-holdings.com); it operates as a pure holding company whose operating subsidiaries manufacture and sell beer, alcohol beverages, non-alcohol beverages, and food. [G] Not independently confirmed.

UNVERIFIED Pricing position: Kirin Holdings Company, Limited does not publish product pricing on its corporate website (kirinholdings.com); it operates as a pure holding company across three business domains: Alcoholic Beverages, Non-alcoholic Beverages & Health Science, and Pharmaceuticals. [G] Not independently confirmed.

UNVERIFIED Pricing position: Keurig Dr Pepper does not publish public product pricing on its corporate website (keurigdrpepper.com); it markets more than 150 owned, licensed, and partner beverage brands across soft drinks, coffee, water, tea, juice, and mixers through online ordering, convenience stores, club, mass, and grocery outlets. [G] Not independently confirmed.

UNVERIFIED Pricing position: Nestlé does not publish public product pricing on its corporate website (nestle.com); it manufactures and markets consumer packaged beverages and foods—including Nescafé, Nespresso, Acqua Panna, Perrier, S.Pellegrino, Nestlé Pure Life, and nutrition and pet care products—through retail and foodservice channels globally. [G] Not independently confirmed.

4 more are names, tier names or prices and are listed under Human check above.

12. Geographic scope (19)

UNVERIFIED Geographic scope: As part of The Coca-Cola Company's U.S. system infrastructure investment program running from 2026 through 2030, bottler Reyes Coca-Cola Bottling is building a $650 million, 620,000-square-foot manufacturing, warehouse, and distribution campus in Rancho Cucamonga, California expected to open in late 2027. [G] Not independently confirmed.

UNVERIFIED Geographic scope: Bottling partner Coca-Cola Consolidated invested $35 million in October 2025 to add a new can production line at its Twinsburg, Ohio manufacturing facility, where it operates shipping products to Northeast Ohio, Pennsylvania, Indiana, and Kentucky. [G] Not independently confirmed.

UNVERIFIED Geographic scope: Following a 2025 agreement, The Coca-Cola Company and Gutsche Family Investments are refranchising Coca-Cola Beverages Africa (CCBA), which operates across 14 African countries, by selling a 75% controlling interest to Coca-Cola HBC with completion expected in the fourth quarter of 2026. [G] Not independently confirmed.

UNVERIFIED Geographic scope, Financial posture, Moat and runway: As part of its ongoing bottling refranchising program, The Coca-Cola Company agreed to sell a 41.52% stake out of its 66.52% interest in Coca-Cola Beverages Africa Pty. Ltd. to Coca-Cola HBC AG in a transaction valuing 100% of Coca-Cola Beverages Africa at an equity value of $3.4 billion, while retaining a 25% stake as of October 21, 2025. [G] Not independently confirmed.

UNVERIFIED Geographic scope: The Coca-Cola Company subsidiary fairlife opened a 745,000-square-foot dairy processing plant in Webster, New York on August 20, 2026, where it operates manufacturing lines for ultra-filtered milk and protein shakes. [G] Not independently confirmed.

UNVERIFIED Geographic scope: The Coca-Cola Company broke ground on August 5, 2026 on a $650 million, 245,000-square-foot expansion adding two production lines to its fairlife production facility in Coopersville, Michigan, with completion expected in early 2028. [G] Not independently confirmed.

UNVERIFIED Geographic scope: Bottling partner Coca-Cola Consolidated announced on May 4, 2026 a $35 million expansion to add a glass bottle production line at its Indianapolis, Indiana manufacturing facility, with construction anticipated to begin in late 2026. [G] Not independently confirmed.

UNVERIFIED Geographic scope, Financial posture, Executive summary: The Coca-Cola Company stated that its products are sold in more than 200 countries and territories as of October 22, 2026. [G] Not independently confirmed.

UNVERIFIED Geographic scope: The business record states each of Sparkling, Hydration, Coffee & Tea, Juices, Dairy & Plant-Based and Alcohol Ready-to-Drink is shipped, so it is sold across its stated market (Global, sold in 200+ countries; headquarters Atlanta, GA). [I] Not independently confirmed. (5 items)

UNVERIFIED Geographic scope: The Coca-Cola Company operates a multiyear global marketing partnership with the National Basketball Association (NBA) that launched on March 17, 2026, making Sprite the league's Official Global Soft Drink Partner across its global footprint. [G] Not independently confirmed.

UNVERIFIED Geographic scope: The Coca-Cola Company operates a global partnership with football club Paris Saint-Germain that launched on August 26, 2026 and runs through 2029, including fan activations in France and worldwide. [G] Not independently confirmed.

UNVERIFIED Geographic scope, Financial posture, Moat and runway, Executive summary: In July 2025, The Coca-Cola Company sold a 40% ownership stake in its Indian bottler Hindustan Coca-Cola Beverages Pvt. Ltd. to Jubilant Bhartia Group as part of its refranchising process, retaining a 60% ownership stake as of October 21, 2025. [G] Not independently confirmed.

UNVERIFIED Geographic scope: The business record states the service area as Global (sold in 200+ countries; headquarters Atlanta, GA). [I] Not independently confirmed.

UNVERIFIED Geographic scope: Competitor PepsiCo India inaugurated a INR 12.7 billion (USD 133.5 million) beverage flavour and concentrate manufacturing facility in Ujjain, Madhya Pradesh, India on June 30, 2026, where it operates producing beverage concentrates for its drinks portfolio. [G] Not independently confirmed.

1 more is a name, tier name or price and is listed under Human check above.

13. Financial posture (11)

UNVERIFIED Financial posture, Moat and runway: The Coca-Cola Company announced leadership and organizational updates effective March 31, 2026, including appointing Sedef Salingan Sahin to the newly created role of Chief Digital Officer and naming Manolo Arroyo as Executive Vice President and Chief Marketing and Customer Commercial Officer. [G] Not independently confirmed.

UNVERIFIED Financial posture: The Coca-Cola Company had 221 open job roles listed on its careers site as of October 30, 2026. [G] Not independently confirmed.

UNVERIFIED Financial posture, Moat and runway: The Coca-Cola Company reported net operating revenues of $47,941 million in fiscal 2025 (for the year ended December 31, 2025) in its 2025 Form 10-K. [G] Not independently confirmed.

UNVERIFIED Financial posture, Moat and runway: The Coca-Cola Company reported operating income of $13,762 million in fiscal 2025 (for the year ended December 31, 2025) in its 2025 Form 10-K. [G] Not independently confirmed.

UNVERIFIED Financial posture, Moat and runway: The Coca-Cola Company reported third quarter 2026 net revenues of $13.4 billion for the period ended October 2, 2026 (as of 2026-10-27). [G] Not independently confirmed.

UNVERIFIED Financial posture, Moat and runway: The Coca-Cola Company reported year-to-date cash flow from operations of $12.5 billion and free cash flow (non-GAAP) of $11.4 billion as of the third quarter of 2026 (as of 2026-10-27). [G] Not independently confirmed.

UNVERIFIED Financial posture: The Coca-Cola Company had 4,300,723,069 shares of common stock outstanding as of February 18, 2026, according to its 2025 Form 10-K. [G] Not independently confirmed.

UNVERIFIED Financial posture: The Coca-Cola Company had approximately 65,900 employees worldwide as of December 31, 2025, according to its 2025 Form 10-K. [G] Not independently confirmed.

UNVERIFIED Financial posture: The Coca-Cola Company had approximately 8,900 employees located in the United States as of December 31, 2025, according to its 2025 Form 10-K. [G] Not independently confirmed.

UNVERIFIED Financial posture, Moat and runway, Executive summary: The Coca-Cola Company announced that its board of directors elected Henrique Braun as Chief Executive Officer effective March 31, 2026, succeeding James Quincey, who transitioned to Executive Chairman of the Board. [G] Not independently confirmed.

1 more is a name, tier name or price and is listed under Human check above.

Moat and runway (1)

UNVERIFIED Moat and runway: Fortune Business Insights projects the global sparkling water market to grow from USD 53.62 billion in 2026 to USD 136.58 billion by 2034, exhibiting a CAGR of 12.40%. [G] Not independently confirmed.

Not listed above

- 115 more are published market statistics, shown with their sources in the market tables.
- 36 more data points were collected for these sections and not used in the text; they are not listed.

Limits

- 457 claims are tagged [G]: an AI model with web search reported them, and we did not open the cited sources.
- 89 claims are inferred from other evidence rather than observed directly.
- Lighthouse scores vary from run to run; each of the 119 Lighthouse claims shown is the median of repeated runs.
- 241 claims are unverified and 0 claims are assumptions; those the text cites are listed in the unverified index, and its closing lines count the ones it does not list.
- 6 values could not be determined from public sources (UNKNOWN).
- Only public sources were consulted; nothing private or client-provided was used.
- Observations date from 2026-11-08 to 2026-11-19; anything that changed later is not reflected.
- Before assembly, an automated re-review compared each section with the evidence it cites. It adds no separate list to this report.
- Local position: map-pack ranking and place-profile standing were not measured. That they do not apply is an INFERENCE from the market the business serves, as stated when the report was ordered.

As of

As of 2026-11-19: the 1215 cited observations were made between 2026-11-08 and 2026-11-19 (UTC). The public site may have changed since.

Full page lists

The rows the sections leave out of their shorter tables, under the title each table points to. Rows a section already shows are not repeated here.

SEO and structured data: Search basics by page

Page	Title	Meta description	H1 headings	Structured data
/about-us/sports-and-entertainment/fifa-2026	The Coca-Cola Company and FIFA World Cup 2026™	Discover how The Coca-Cola Company is engaging fans at FIFA World Cup 2026™ with global campaigns, the Trophy Tour, Powerade, and a new Panini partnership.	19	VideoObject, WebSite
/about-us/sports-and-entertainment/fifa-world-cup-trophy-tour-by-coca-cola	FIFA World Cup Trophy Tour by Coca-Cola 2026	Follow the FIFA World Cup Trophy Tour by Coca-Cola across 30 countries and 75 stops as the world counts down to the 2026 FIFA World Cup.	18	VideoObject, WebSite

Page	Title	Meta description	H1 headings	Structured data
/about-us/history/coca-cola-a250	Coca-Cola X A250	The Coca-Cola Company is a signature sponsor of America250, creating nationwide opportunities for all Americans to reflect, celebrate, and look ahead.	19	VideoObject, WebSite
/about-us/leadership/manuel-arroyo	Manuel "Manolo" Arroyo	Manuel Arroyo is EVP, Chief Marketing and Customer Commercial Officer at The Coca-Cola Company, leading global brand and customer strategy.	19	WebSite
/about-us/leadership/stacy-apter	Stacy Apter	Stacy Apter is Senior Vice President and Treasurer at The Coca-Cola Company, overseeing liquidity, capital structure, and financial risk.	19	WebSite
/about-us/leadership/monica-howard-douglas	Monica Howard Douglas	Monica Howard Douglas is EVP and Global General Counsel at The Coca-Cola Company, overseeing the company's global legal function since 2021.	19	WebSite
/about-us/leadership/bea-perez	Beatriz Perez	Beatriz "Bea" Perez is EVP at The Coca-Cola Company for Communications, Sustainability & Strategic Partnerships, and Chair of The Coca-Cola Foundation.	19	WebSite
/about-us/leadership/tapaswee-chandele	Tapaswee Chandele	Tapaswee Chandele is Executive Vice President and Global Chief People Officer for The Coca-Cola Company	19	WebSite
/about-us/leadership/claudia-lorenzo	Claudia Lorenzo	Claudia Lorenzo leads Eurasia, Middle East and Emerging Multi-Markets at The Coca-Cola Company, driving growth across these regions.	19	WebSite
/about-us/leadership/luisa-ortega	Luisa Ortega	Luisa Ortega is President of the Europe Operating Unit at The Coca-Cola Company.	19	WebSite
/about-us/leadership/bruno-pietracci	Bruno Pietracci	Bruno Pietracci is President of the Latin America Operating Unit at The Coca-Cola Company.	19	WebSite
/about-us/leadership/nancy-quan	Nancy Quan	Learn about Nancy Quan, EVP and Global Chief Technical & Innovation Officer at The Coca-Cola Company, driving growth and innovation worldwide.	19	WebSite
/about-us/leadership/sanket-ray	Sanket Ray	Sanket Ray leads The Coca-Cola Company's India and Southwest Asia and Emerging Large Markets operations.	19	WebSite
/about-us/leadership/sedef-salingan-sahin	Sedef Salingan Sahin	Sedef Salingan Sahin is EVP and Chief Digital Officer at The Coca-Cola Company, leading digital transformation through technology, data, and AI.	19	WebSite
/about-us/leadership/luis-avellar	Luis Felipe Avellar	Luis Felipe Avellar is President of the Africa Operating Unit at The Coca-Cola Company.	19	WebSite
/about-us/leadership/todd-beiger	Todd Beiger	Todd Beiger is Vice President and Head of Investor Relations at The Coca-Cola Company.	19	WebSite
/about-us/leadership/derek-benz	Derek Benz	Derek Benz is Senior Vice President and Chief Information Security Officer at The Coca-Cola Company, with 27+ years of experience in cybersecurity.	19	WebSite
/about-us/leadership/selman-careaga	Selman Careaga	Selman Careaga is President of the ASEAN & South Pacific Operating Unit at The Coca-Cola Company.	19	WebSite

Page	Title	Meta description	H1 headings	Structured data
/about-us/leadership/lisa-chang	Lisa Chang	Lisa Chang is a senior advisor for The Coca-Cola Company, former EVP and Chief People Officer, and a board of directors member of The Coca-Cola Foundation.	19	WebSite
/about-us/leadership/jeff-gilbert	Jeffrey Gilbert	Jeffrey Gilbert is Vice President and Global Chief Security Officer at The Coca-Cola Company, overseeing security in more than 200 countries worldwide.	19	WebSite
/about-us/leadership/mark-harris	Mark Harris	Mark Harris is Senior Vice President, General Tax Counsel and Assistant Treasurer at The Coca-Cola Company.	19	WebSite
/about-us/leadership/jennifer-henry	Jennifer Henry	Jennifer Henry is Senior Vice President and Head of Strategy at The Coca-Cola Company.	19	WebSite
/about-us/leadership/brenda-hofmann	Brenda Hofmann	Brenda Hofmann is Senior Vice President and Chief of Internal Audit at The Coca-Cola Company, with over 30 years of experience in finance and leadership.	19	WebSite
/about-us/leadership/max-hyldebrandt	Max Hyldebrandt	Max Hyldebrandt serves as Senior Vice President and Head of Corporate Development at The Coca-Cola Company, leading global M&A, strategic investments and portfolio growth.	19	WebSite
/about-us/leadership/gilles-leclerc	Gilles Leclerc	Gilles Leclerc is President of the Greater China and Mongolia Operating Unit at The Coca-Cola Company.	19	WebSite
/about-us/leadership/jennifer-mann	Jennifer Mann	Jennifer Mann is EVP and President of The Coca-Cola Company's North America Operating Unit, with 25+ years of leadership experience.	19	WebSite
/about-us/leadership/jennifer-manning	Jennifer Manning	Jennifer Manning is Corporate Secretary and SVP, Associate General Counsel for M&A and Strategic Transactions at The Coca-Cola Company.	19	WebSite
/about-us/leadership/ellie-may	Ellie May	Ellie May is Senior Vice President, Controller and Chief Accounting Officer at The Coca-Cola Company.	19	WebSite
/about-us/leadership/bernard-mcguinness	Bernard McGuinness	Bernard McGuinness is Senior Vice President and Global Head of Flavor Supply at The Coca-Cola Company.	19	WebSite
/about-us/leadership/pamela-stewart-	Pamela Stewart	Pamela Stewart is President of The McDonald's Division at The Coca-Cola Company, leading the global Coca-Cola partnership with McDonald's.	19	WebSite
/about-us/leadership/carlos-pagoaga	Carlos Pagoaga	Carlos Pagoaga is Vice President of Global Community Affairs at The Coca-Cola Company and President of The Coca-Cola Foundation.	19	WebSite
/about-us/leadership/franck-salmon	Franck Salmon	Franck Salmon is president of the Japan and South Korea operating unit of The Coca-Cola Company.	19	WebSite
/about-us/leadership/mark-westfall	Mark Westfall	Mark Westfall is Senior Vice President and Chief Services Officer at The Coca-Cola Company.	19	WebSite
/about-us/leadership/ashna-zaheer	Ashna Zaheer	Ashna Zaheer is VP, Assistant Corporate Secretary and Head of Securities, Capital Markets and Sustainability Reporting at The Coca-Cola Company.	19	WebSite

Page	Title	Meta description	H1 headings	Structured data
/about-us/leadership/leonardo-zei	Leonardo Zei	Leonardo Zei is Vice President of Strategic Ingredient Supply at The Coca-Cola Company.	19	WebSite
/about-us/board-of-directors/james-quincey	James Quincey	James Quincey is Executive Chairman of The Coca-Cola Company, leading the Board of Directors and guiding long-term strategy and governance.	19	WebSite
/about-us/board-of-directors/herb-allen	Herb Allen	Herb Allen is President of Allen & Co. LLC and a Director of The Coca-Cola Company since 2021, with expertise in media, entertainment, and technology.	19	WebSite
/about-us/board-of-directors/bela-bajaria	Bela Bajaria	Bela Bajaria is Chief Content Officer at Netflix, Inc. and a Director of The Coca-Cola Company, overseeing global content across all languages.	19	WebSite
/about-us/board-of-directors/ana-botin	Ana Botín	Ana Botín is Executive Chair of Banco Santander, S.A. and a Director of The Coca-Cola Company since 2013, with a 39-year career in global banking.	19	WebSite
/about-us/board-of-directors/christopher-davis	Christopher Davis	Christopher C. Davis is Chairman of Davis Selected Advisers, L.P. and a Director of The Coca-Cola Company since 2018, managing $20 billion in client assets.	19	WebSite
/about-us/board-of-directors/carolyn-everson	Carolyn Everson	Carolyn Everson is Senior Advisor at Permira and a Director of The Coca-Cola Company since 2022, with prior leadership at Meta, Microsoft, and Instacart.	19	WebSite
/about-us/board-of-directors/thomas-gayner	Thomas Gayner	Thomas Gayner is CEO of Markel Group and a Director of The Coca-Cola Company since 2023, with experience in insurance, investing, and finance.	19	WebSite
/about-us/board-of-directors/max-levchin	Max Levchin	Max Levchin is Founder, Chairman and CEO of Affirm Holdings and serves on the Board of Directors of The Coca-Cola Company. He is also a PayPal co-founder.	19	WebSite

Accessibility: Automated accessibility rule failures

Page	Rule	Impact	Elements affected
/about-us	button-name	critical	1
/about-us	link-name	serious	3
/about-us	nested-interactive	serious	8
/about-us	heading-order	moderate	2
/about-us	region	moderate	17
/about-us/coca-cola-system	button-name	critical	1
/about-us/coca-cola-system	link-name	serious	1
/about-us/coca-cola-system	nested-interactive	serious	8
/about-us/coca-cola-system	scrollable-region-focusable	serious	1
/about-us/coca-cola-system	heading-order	moderate	2
/about-us/coca-cola-system	region	moderate	660
/about-us/purpose-and-vision	button-name	critical	1
/about-us/purpose-and-vision	link-name	serious	1

Page	Rule	Impact	Elements affected
/about-us/purpose-and-vision	nested-interactive	serious	8
/about-us/purpose-and-vision	heading-order	moderate	3
/about-us/purpose-and-vision	region	moderate	4

AI findability: Each prompt by engine: was the business named?

Prompt	Google Gemini	ChatGPT	Perplexity	Claude
recommend some good sports drinks	mentioned	Not mentioned	mentioned	mentioned
recommend a good bottled water	mentioned	Not mentioned	Not mentioned	mentioned
what is the most recommended ready-to-drink coffee and tea?	mentioned	Not mentioned	Not mentioned	—
recommend a good juice	Not mentioned	Not mentioned	Not mentioned	mentioned
best soft drink brands	mentioned	mentioned	mentioned	mentioned

AI findability: Vendors AI answers named

Vendor	Answers naming it
FIJI Water	7
Icelandic Glacial	7
Skratch Labs	7
Suja Organic	7
A&W Root Beer	6
Anheuser-Busch InBev	6
LaCroix	6
Polar Seltzer	6
Poppi	6
Stumptown Coffee Roasters	6
Tailwind Nutrition	6
Acqua Panna	5
Diageo	5
Evolution Fresh	5
Jarritos	5
Just Ice Tea	5
Liquid Death	5
Natalie's Orchid Island Juice Company	5
Olipop	5
RISE Brewing Co	5
San Pellegrino	5
Tejava	5
Aura Bora	4
Bubly	4
Canada Dry	4
Liquid I.V	4

Vendor	Answers naming it
Mountain Dew	4
Nestlé	4
Nuun	4
Ocean Spray	4
POM Wonderful	4
Sanzo	4
Saratoga Spring Water	4
Wandering Bear Coffee	4
Waterloo	4
Fever-Tree	3
Momentous	3
7UP	3
Ambev	3
Ball Corporation	3
Boylan Bottling Co	3
Carlsberg	3
Ceres	3
Constellation Brands	3
Crystal Geyser	3
Harmless Harvest Coconut Water	3
Heineken	3
Innocent Drinks	3
Kweichow Moutai	3
Liquid I.V. Hydration Multiplier	3
Maurten Drink Mix 320	3
Momentous Fuel	3
Mott's	3
NOOMA Organic Electrolyte Sports Drink	3
Nuun Sport	3
Orangina	3
Pop & Bottle	3
Proud Source Water	3
Science in Sport Beta Fuel	3
Skratch Labs Sport Hydration	3
Smurfit Westrock	3
Transparent Labs Hydrate	3
Tropicana	3
Vita Coco Coconut Water	3
VOSS	3

Vendor	Answers naming it
Waterloo Sparkling Water	3
Welch's	3

Market positioning: Market size estimates

Firm	Market	Year	Estimate	CAGR	Source
Fortune Business Insights	Global non alcoholic beverage	2025	USD 1,443.76 billion	8.61%	fortunebusinessinsights.com
Fortune Business Insights	Global non alcoholic beverage	2026	USD 1,568.07 billion	8.61%	fortunebusinessinsights.com
Grand View Research	Global non alcoholic beverage	2025	USD 1,391.4 billion	8.0%	grandviewresearch.com
Grand View Research	Global non alcoholic beverage	2026	USD 1,488.6 billion	8.0%	grandviewresearch.com
Mordor Intelligence	Global non alcoholic beverage	2025	USD 1,220 billion	5.57%	mordorintelligence.com
Mordor Intelligence	Global non alcoholic beverage	2026	USD 1,290 billion	5.57%	mordorintelligence.com
Precedence Research	Global non alcoholic beverage	2025	USD 1,410 billion	3.78%	precedenceresearch.com
Precedence Research	Global non alcoholic beverage	2026	USD 1,520 billion	3.78%	precedenceresearch.com
IMARC Group	Global non alcoholic beverage	2025	USD 1,013.6 billion	4.14%	imarcgroup.com
SNS Insider	Global non alcoholic beverage	2025	USD 1,395 billion	8.4%	snsinsider.com
Research and Markets	Global non alcoholic beverage	2026	USD 1,290 billion	5.57%	researchandmarkets.com
Fortune Business Insights (Ready-to-Drink Beverages Market)	Global ready to drink beverage	2025	USD 804.87 billion	6.6%	fortunebusinessinsights.com
Fortune Business Insights (Ready-to-Drink Beverages Market)	Global ready to drink beverage	2026	USD 847.69 billion	6.6%	fortunebusinessinsights.com
Mordor Intelligence (Ready-to-Drink (RTD) Alcohol Market)	Global ready to drink alcohol	2026	USD 4.25 billion	14.1%	mordorintelligence.com
Precedence Research (Ready to Drink Beverages Market)	Global ready to drink beverage	2026	USD 120.03 billion	6.5%	precedenceresearch.com
Research and Markets (Ready-to-Drink Beverages Market)	Global ready to drink beverage	2026	USD 398.65 billion	4.78%	researchandmarkets.com
Market Research Future	Global ready to drink beverage	2025	USD 152.5 billion	3.26%	marketresearchfuture.com
MetaStat Insight	Global ready to drink beverage	2025	USD 962.1 billion	8.1%	metastatinsight.com

Firm	Market	Year	Estimate	CAGR	Source
Towards FnB	Global soft drink	2026	USD 743.06 billion	5.1%	towardsfnb.com
Ken Research	Global soft drink	2025	USD 482 billion	5.0%	kenresearch.com
Grand View Research (Non-Carbonated Soft Drinks Market)	Global non carbonated soft drink	2026	USD 180.6 billion	6.4%	grandviewresearch.com
Dimension Market Research	Global carbonated soft drink	2026	USD 362.8 billion	7.8%	dimensionmarketresearch.com
Mordor Intelligence (Carbonated Soft Drinks Market)	Global carbonated soft drink	2026	USD 336.04 billion	5.53%	mordorintelligence.com
Cognitive Market Research	Global carbonated soft drink	2026	USD 372.767 billion	4.736%	cognitivemarketresearch.com
Globe Market Research	Global carbonated soft drink	2026	USD 360.7 billion	6.2%	globemarketresearch.com
Grand View Research (Ready To Drink Tea And Coffee Market)	Global ready to drink tea and coffee	2026	USD 130.3 billion	6.8%	grandviewresearch.com
IMARC Group (Ready to Drink Tea and Coffee Market)	Global ready to drink tea and coffee	2026	USD 128.9 billion	5.99%	imarcgroup.com
Renub Research	Global ready to drink tea and coffee	2025	USD 114.68 billion	6.82%	renub.com
Grand View Research (Plant-based Beverages Market)	Global plant based beverage	2026	USD 42.8 billion	13.1%	grandviewresearch.com
IMARC Group (Plant-Based Beverages Market)	Global plant based beverage	2026	USD 38.7 billion	6.88%	imarcgroup.com
Stellar Market Research	Global plant based beverage	2025	USD 24.4 billion	12.2%	stellarmr.com
Market Research Future (Plant-Based Beverages Market)	Global plant based beverage	2025	USD 33.2 billion	11.1%	marketresearchfuture.com
Towards FnB (Ready to Drink Alcoholic Beverages Market)	Global ready to drink alcoholic beverage	2026	USD 29.79 billion	6.6%	towardsfnb.com
Research and Markets (ready to drink (RTD) alcoholic beverages market)	Global ready to drink alcoholic beverage	2026	USD 27.42 billion	8.8%	researchandmarkets.com
Fortune Business Insights (U.S. non-alcoholic beverages market)	National US non alcoholic beverage	2025	USD 178.1 billion	4.78%	fortunebusinessinsights.com
Grand View Research (Bottled Water Market)	Global bottled water	2026	USD 398 billion	6.3%	grandviewresearch.com
Market Reports World	Global bottled water	2026	USD 1,060.373 billion	9.1%	marketreportsworld.com
Straits Research	Global bottled water	2026	USD 406.66 billion	7.5%	straitsresearch.com

Firm	Market	Year	Estimate	CAGR	Source
Fortune Business Insights (Bottled Water Market)	Global bottled water	2026	USD 340.41 billion	5.93%	fortunebusinessinsights.com
Precedence Research (Functional Beverages Market)	Global functional beverage	2026	USD 179.26 billion	6.44%	precedenceresearch.com
SNS Insider (Functional Beverages Market)	Global functional beverage	2026	USD 181.48 billion	5.6%	snsinsider.com
Cognitive Market Research (Functional Beverages Market)	Global functional beverage	2026	USD 234.9 billion	7.297%	cognitivemarketresearch.com
Straits Research (Functional Beverages Market)	Global functional beverage	2026	USD 181.2 billion	8.4%	straitsresearch.com
IMARC Group (Fruit Juice Market)	Global fruit juice	2026	USD 172.7 billion	3.47%	imarcgroup.com
Cognitive Market Research (Fruit Juice Market)	Global fruit juice	2025	USD 155.363 billion	4.6%	cognitivemarketresearch.com
Towards FnB (Fruit Juice Market)	Global fruit juice	2026	USD 171.69 billion	3.7%	towardsfnb.com
Market Reports World (Fruit Juice Market)	Global fruit juice	2026	USD 143.577 billion	5.1%	marketreportsworld.com
Maximize Market Research	Global fruit juice	2025	USD 165.95 billion	4.31%	maximizemarketresearch.com
Fortune Business Insights	Global non alcoholic beverage	2034 (projection)	USD 3,036.16 billion	8.61%	fortunebusinessinsights.com
Grand View Research	Global non alcoholic beverage	2033 (projection)	USD 2,551.1 billion	8.0%	grandviewresearch.com
Mordor Intelligence	Global non alcoholic beverage	2031 (projection)	USD 1,690 billion	5.57%	mordorintelligence.com
Precedence Research	Global non alcoholic beverage	2035 (projection)	USD 2,850 billion	3.78%	precedenceresearch.com
IMARC Group	Global non alcoholic beverage	2034 (projection)	USD 1,476.6 billion	4.14%	imarcgroup.com
Fortune Business Insights (Ready-to-Drink Beverages Market)	Global ready to drink beverage	2034 (projection)	USD 1,413.1 billion	6.6%	fortunebusinessinsights.com
Mordor Intelligence (Ready-to-Drink (RTD) Alcohol Market)	Global ready to drink alcohol	2032 (projection)	USD 9.38 billion	14.1%	mordorintelligence.com
Fortune Business Insights (U.S. non-alcoholic beverages market)	National US non alcoholic beverage	2032 (projection)	USD 246.9 billion	4.78%	fortunebusinessinsights.com

Marketability: Conversion signals by page

Signal	Observed
Primary CTA (/about-us/leadership/manuel-arroyo)	Next Leader
Primary CTA (/about-us/leadership/stacy-apter)	Next Leader

Signal	Observed
Primary CTA (/about-us/leadership/monica-howard-douglas)	Download images ⇩
Primary CTA (/about-us/leadership/bea-perez)	Next Leader
Primary CTA (/about-us/leadership/tapaswee-chandele)	Download images ⇩
Primary CTA (/about-us/leadership/claudia-lorenzo)	Next Leader
Primary CTA (/about-us/leadership/luisa-ortega)	Download images ⇩
Primary CTA (/about-us/leadership/bruno-pietracci)	Download images ⇩
Primary CTA (/about-us/leadership/nancy-quan)	Download images ⇩
Primary CTA (/about-us/leadership/sanket-ray)	Next Leader
Primary CTA (/about-us/leadership/sedef-salingan-sahin)	Next Leader
Primary CTA (/about-us/leadership/luis-avellar)	Next Leader
Primary CTA (/about-us/leadership/todd-beiger)	Next Leader
Primary CTA (/about-us/leadership/derek-benz)	Download images ⇩
Primary CTA (/about-us/leadership/selman-careaga)	Download images ⇩
Primary CTA (/about-us/leadership/lisa-chang)	Next Leader
Primary CTA (/about-us/leadership/jeff-gilbert)	Download images ⇩
Primary CTA (/about-us/leadership/mark-harris)	Download images ⇩
Primary CTA (/about-us/leadership/jennifer-henry)	Next Leader
Primary CTA (/about-us/leadership/brenda-hofmann)	Next Leader
Primary CTA (/about-us/leadership/max-hyldebrandt)	Next Leader
Primary CTA (/about-us/leadership/gilles-leclerc)	Download images ⇩
Primary CTA (/about-us/leadership/jennifer-mann)	Download images ⇩
Primary CTA (/about-us/leadership/jennifer-manning)	Download images ⇩
Primary CTA (/about-us/leadership/ellie-may)	Download images ⇩
Primary CTA (/about-us/leadership/bernard-mcguinness)	Download images ⇩
Primary CTA (/about-us/leadership/pamela-stewart-)	Download images ⇩
Primary CTA (/about-us/leadership/carlos-pagoaga)	Next Leader
Primary CTA (/about-us/leadership/franck-salmon)	Download images ⇩
Primary CTA (/about-us/leadership/mark-westfall)	Download images ⇩
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Primary CTA (/about-us/leadership/leonardo-zei)	Download images ⇩
Primary CTA (/about-us/board-of-directors/herb-allen)	Download bio ⇩
Primary CTA (/about-us/board-of-directors/bela-bajaria)	Download bio ⇩
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