



the BottlingLine

Issue No. 345 • Spring/Summer 2022

2022 Schedule

CLLT Meetings

August 18
September 6–7
December 7–8

NAOU Ready To Sell Meeting

May 9–10

Financial Management / 401K Forum

July 27–29
(Sandestin, FL)

CCBA Annual Meeting

September 11–13

Mainstream Bottler Community Calls

May 19
July 21
September 22
November 4
December 15

Fall Risk Management Forum

TBD

Scan the QR code to check the CCBA website for schedule updates



Mainstream Bottlers Meet in Scottsdale, Arizona



Mainstream Bottlers convened for their Annual Spring meeting in Scottsdale, Arizona on February 3rd & 4th. Approximately 35 Bottling ownerships participated in the first in-person meeting the Association has hosted since February 2020. And - it was great to see everyone! As the system continues to evolve – this meeting remains an important benchmark for tackling key topics important to driving and optimizing our business.

Day One was kicked off by Mainstream President Bruce Long (Ozarks CCBC) and CCBA VP, Bottler Support Services and Customer Governance, Ilene Grimes. John Gould, CEO and Executive Director, with special guest Bob Sweeney, CCSWB provided an Association update followed by a Bottler Member discussion. ABA's Katherine Lugar shared a comprehensive update around key dynamics with state and local political outlooks, industry imperatives, and

environmental activity. Katherine also shared programming and work American Beverage is doing on our system and industry's behalf that has resulted in tax wins and how we as an industry can continue to tell our story.



ABA's Katherine Lugar shares an update with attendees

An outlook on commodities from Coca-Cola Bottler Sales & Services was shared by Kimberly Green. Darin Rice, (NAOU) offered key headlines to update the group on 2021 NDTP Settlement, and a view into 2022 NDTP.

Mark Rahiya and Eileen Thanner, (NAOU) shared updates on product supply chain topics, including NAOU's Supply Chain Strategic Priorities and infrastructure and transition updates. Mark and Eileen provided a detailed outlook for 2022 with Bottler collaboration and forecast routines, as well as an update on material forecasts.

Andy McMillin (NAOU) kicked off the afternoon to discuss and share highlights of another challenging year that was met with creativity, flexibility and grit across our system. **Mainstream Bottlers outpaced the U.S. in key metrics, revenue, gross profit, NARTD Share and transactions!** Andy shared growth patterns across the beverage landscape, with detailed scorecards for our system brands before discussing NAOU's vision for growth and key drivers to achieve this.

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Mainstream Bottlers Meet in Scottsdale, Arizona

(... continued from page 1)

BodyArmor Leadership provided a transition update and news on their 2022 marketing plan. The team highlighted their newest Brand Partner, Jennifer Lopez, as well as their exciting marketing campaigns for each of BodyArmor's beverage platforms, with details on their FSOP strategy that is designed to continue the momentum that has begun across this channel. Special congratulations to Coke Northeast, Clark Beverages and Durham Coca-Cola for being recognized as tops in BodyArmor growth across the Mainstream Bottling community.

Gary Mazanec, (NAOU) provided an overview with key updates to this year's Market Street Challenge process. Gary also offered updates on capability development through training, videos and selling tools and updates available to Bottlers via Total Beverage Essentials, Collaborating for Value and FSOP online resources. One more round of congratulations to the Mainstream qualifiers in the 2021 Market Street Challenge!

Suzy Higginbotham and Charles Norton reviewed key CCBA Service Offerings available to Members, of which there are many! CCBA offers and supports programs including the Financial Survey, Northern Trust Banking Program, 401k Plan, Fuel and Aluminum Hedging Programs, Property & Casualty (P&C) Program and the Learning Management System. If you do not participate in any of these offerings, you owe it to yourself to learn more by contacting Suzy or Charles.

Scott Ites (Atlantic CCBC) is our FSOP best practice ninja! Scott updated the audience on core tools and resources for growing outlets and managing changes in the evolving local fountain business agreement. Atlantic shared their comprehensive programming that includes frontline prospecting, incentives, utilizing and advocating a digital menu, customizable templates and real time reports. Scott addressed how Atlantic has integrated social media as well as how they used PICOS and eoStar to support and drive FSOP.



Ready for Cocktails!

Mainstream President, Bruce Long closed Day One and attendees were welcomed to an evening of rekindling connections while enjoying dinner and drinks!



Collaborating...

A special morning session was hosted for CASO Bottlers by Jason Butter of the Dr Pepper leadership team, followed by a CASO Bottler-only discussion and Bruce (Long) formally opening the general meeting for Day Two!

Jennifer Buckert (Monster) shared Company news and a deep look into how and why the energy category is

growing. Jennifer covered our system performance with updates on supply chain, Monster's priorities and plans for innovation.

This would not be a Mainstream meeting without a North Star discussion! David Bolton (Corinth) serves as the Vice Chairman of the North Star Steerco. David shared an update on the North Star platform and the 2022 strategic priorities that Rutherford will focus on.



... and connecting!

Two panel sessions followed. The first moderated by Charles Norton, addressed the topic - *How did the pandemic shift your paradigm?* Panel members Tiffany Olsen (Lehrkind), Darin Cook (Chesterman), Van Watson (Lufkin) and Garrett Hanna (Timber Country) shared their varied experiences and perspective that was unique for their respective markets.

This session was followed by a panel that discussed Labor Challenges on Operations, led by Ilene Grimes. Panel members Jim Dinderman (ABARTA), Ken Skutnik (Clark) and Bruce Long (Ozarks) offered learnings from their experiences.

A Bottler-only dialog followed to close out the formal discussions and address necessary follow ups coming out of the meeting.

As the day came to a close, Bruce Long wrapped up the session and addressed questions before officially adjourning the meeting.



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Mainstream Bottlers Meet in Scottsdale, Arizona

(... continued from page 2)

The Spring Mainstream Meeting offers an excellent venue for Members to stay informed on our business, connect with fellow Bottlers and System colleagues, and offer input on plans as they come together and evolve. To those who responded to the survey, your input is appreciated and we are putting it to good use as we plan ahead, and hope to see you in 2023!

Scan the QR Code below to view photos from the session and download presentations from the meeting.



Very special thanks to VERIZON,
CCBA's sponsor of the
2022 Mainstream Bottlers Meeting!

verizon



Welcome the 34th Class of Coca-Cola Scholars!

The 2022 Coca-Cola Scholars Celebration was held on April 21. We hope you were able to join the students, sponsors, and your system colleagues in officially welcoming this new class of future leaders.

From 99,403 applicants across the country to 1,609 Semifinalists to 251 Regional Finalists, the Coca-Cola Scholars Foundation (CCSF) recently announced the 2022 class of 150 NEW Coca-Cola Scholars! Each Scholar receives a \$20,000 college scholarship and joins an extended family that fosters lasting connections with the Foundation and each other.



< Scan this code to learn about the 2022 Scholars

Coca-Cola Scholar alumni stay in touch through leadership development opportunities, special events, and through their local Coca-Cola Bottlers. Alumni often unite to organize and implement community service projects that enable them to make an even greater impact together.

If you are new to having a Scholar in your territory, don't hesitate to reach out to the Coca-Cola Scholars Foundation Team for assistance.

The Coca-Cola Scholars Foundation is the largest achievement-based and corporate sponsored scholarship program in the country. With the addition of the 2022 class, the Coca-Cola Scholars Foundation will have provided more than 6,600 Coke Scholars nationwide with over \$78 million in scholarships over the course of 33 years.

We encourage you to celebrate your Coca-Cola Scholar(s) in your own way and to check out helpful tools in the Coca-Cola Scholars Bottler Toolkit, for

- A sample press release that refers readers to our website for a list of Coke Scholars. This will be posted on Wednesday, March 9
- Sample social media posts with corresponding digital assets
- A sample congratulations email template
- A Coca-Cola Scholar certificate template

You can also check out the 2022 Scholars on Instagram >



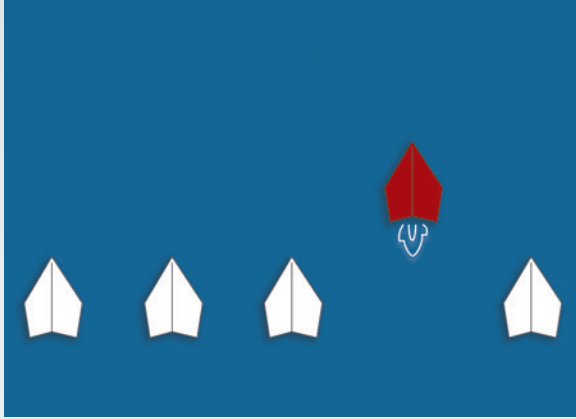
If you have any questions, please contact Jamie Williams, (jwilliams@coca-cola.com) CCSF's Director of Scholarships.



Your Family Owned Business

Why Would a Family Business Create a Board with Independent Directors?

By: Rob Sligh



The most important reason why family businesses create a Board with independent directors is better company performance in the long run. Better performance allows families to build wealth inside and outside the business, contribute to their community and causes that are important to them and create opportunities for NextGen ownership and leadership development. No wonder many business-owning families say years later that creating a Board with independent directors was one of the best decisions they ever made.

Our research shows that family businesses with independent directors on their Boards have much higher levels of Board effectiveness than those with no independent directors. Effectiveness increases with the amount of independent representation.¹ That's powerful support for creating and maintaining a family business Board with three or more independent directors.

Overall, the Board's role is to see that the company is well-led to achieve the owner's vision, values and expectations for business performance. The Board is active in providing inputs for the owners' vision, values and expectations, evaluating viability and fairness, seeing that they are measurable and evaluating leadership progress. An effective Board's demeanor is collaborative and collegial. Specifically, the Board's role is to share experiences, act as a sounding board and contribute fresh ideas and insights in areas like:

- Shareholder returns, risk and liquidity
- Ownership interests and ownership succession
- CEO selection, compensation, evaluation and succession
- Oversight of top leader development, feedback processes, compensation and succession.
- Strategic planning and competitive positioning
- Sources and uses of capital
- Sounding Board for important initiatives, divestitures and acquisitions
- Supportive guide, validator and accountability forum
- Stewards for company culture



Adapted from Building a Successful Family Business Board



Building Trust and Family Harmony

Independent directors create trust by influencing decisions like how much to reinvest in the family business, how to mitigate or diversify risk, and what portion of capital can be set aside for redemptions and what should be distributed to shareholders.

Independent directors give credence to the Board's oversight of leadership performance and compensation. Independent directors can see to it that leadership compensation is marketplace-competitive and based on performance. When leadership succession and compensation are seen as fair and objective, it helps create and maintain harmony among family owners who may be involved or not involved in the business.

For example: A multi-generation, business-owning family was experiencing disharmony. Family owners outside the business felt the family insiders were paying themselves too much at their expense. Insiders felt needed reinvestments in machinery and equipment were unduly constrained by the outsiders' insistence on higher dividends.

Fortunately, the company's independent directors had earned the trust of family members both inside and outside the business. They organized studies of peer-company returns, dividends and executive compensation and oversaw the creation of a strategic plan that specified the needs for capital investment. The result was a balanced plan for capital allocation that took all owner goals and business needs into account and brought about much better family harmony.

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Your Family Owned Business

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What is an Independent Director?

A director is independent when they are not a family member, close personal friend, professional advisor to the family or company, or a current or recent employee. An independent director is not a supplier or customer and not a financial partner with a family member in another venture. On a well-designed Board, independent directors bring skills and experiences that the family enterprise needs for the future. They have been where the enterprise wants to go in terms of things like scale, geography and new markets. They are perceived as fair by the full range of owners, family members and other stakeholders.

On effective Boards, pre-read information distills background relating to the high-level issues and opportunities to be discussed at the Board meeting. Pre-reads identify what leaders want from the Board. That way, time in the Board meeting itself is largely invested in valuable, interactive discussion.

In the context of a Board with independent directors, the Chair or CEO can spark productive experience sharing at Board meetings with a variety of prompts:

- I see this as a tough decision...
- I'm torn between two alternatives...
- I can't see any good options...
- I'm having second thoughts about our direction on this. What do you think?

Diversity and its Role in Better Board Decision-Making

Boards often look to CEOs of a company of the same size or a little larger in a market or industry with relatable characteristics. At times this amounts to adding directors by cloning themselves.

But often there are particular skills, experiences or backgrounds needed for the envisioned future of the enterprise when filling a seat on the Board. It may be in the area of corporate finance including the evaluation and integration of acquisitions. Or systems experience including cyber security or e-commerce. Or the Board may be looking to improve diversity in perspective, experience, geography, age, generation, gender, race and/or cultural background.

These are all forms of diversity that add value to a Board when they are aimed at supporting the intended future of the business enterprise. A collegial Board that listens respectfully to a variety of views and considers a broad range of options makes better decisions than Boards that essentially clone themselves when adding new members.

When to form a Board with Independent Directors?

The impetus to add independent directors to a Board takes a variety of forms:

- When the person responsible for business operations isn't the sole owner
- When other members of the family share ownership but not leadership responsibilities
- When ownership is spread across a large group of shareholders in increasingly smaller percentages
- When the business is transitioning to the second generation and beyond and ownership is seeking more effective corporate governance

But actually any time is a good time for a family business of sufficient scale to set up a Board with independent directors. After all, who doesn't want better company performance in the long run?

¹ Adapted from Jennifer Pendergast, John Ward and Stephanie Brun de Pontet. *Building a Successful Family Business Board*: Palgrave Macmillan, 2011, 17-23.

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Coca-Cola UNITED Board Elects Mike Suco as Company's Next President and CEO

The Board of Directors of Coca-Cola Bottling Company United, Inc. (UNITED), elected Michael A. Suco (Mike) as its next president and chief executive officer, effective August 1, 2022.

Mike is currently senior vice president and chief commercial officer, and will be the eighth president and CEO to lead Coca-Cola UNITED in its 120 years of operation. He will succeed John Sherman, who is retiring at the end of July.

"In a career that spans over 26 years in the Coca-Cola System, Mike has been involved in virtually every aspect of our business and has been an integral member of UNITED's leadership team. His deep understanding of our operating model, his passion for our competitive business and his unwavering commitment to our purpose and values, will serve as a solid foundation for leading our Company," said Coca-Cola UNITED Board Chairman Claude Nielsen.

"Mike's election by our Board brings invaluable continuity of leadership, strategy, and purpose to UNITED as we organize for growth and execute our strategic plan. I have every confidence that Mike, along with our talented executive leadership team, will take UNITED to ever higher levels of performance and growth for years to come." Sherman added, "I've seen Mike's leadership at work for more than two decades – his extensive experience, deep relationships, commitment to our local operating model, which begins and ends in each community and with each customer, and his belief that the secret to our success is indeed the people who make up the Coke UNITED family. I have no doubt Coca-Cola UNITED will be in great hands for the future."



Sherman, who has been president and CEO since 2016, will continue to lead the company until his retirement on July 31, 2022, after which he will remain on the company's Board of Directors.

Coca-Cola UNITED, based in Birmingham, Alabama, underwent an epic transformation between 2014 and 2017, when it more than tripled in size and scope, revenues, number of customers and employees. Mike played an integral role in that transition, leading the integration of the largest individual market territory, Atlanta. "I am humbled by the trust our Board has placed in me, and I am honored to succeed John Sherman and those leaders who have come before me," Suco said. "We have an amazing team, and I believe intensely in our culture of shared leadership and our local operating model. We have many opportunities in front of us for growth and success, and I look forward to carrying on the legacy of service to our associates, customers and communities that has been the foundation of Coca-Cola UNITED for 120 years."

Mike joined Coca-Cola UNITED in 2000 and has held numerous management and executive positions during those two decades. He began his career with the Coca-Cola System in 1996 as a market development manager for The Coca-Cola Company. He was based in Birmingham and served as corporate vice president of operational marketing and commercial leadership, developing and implementing channel, category, and brand strategies for customers and consumers. From 2016 to 2021, he was Vice President of the company's East Region, based in Atlanta, and responsible for sales and distribution within the state of Georgia and more than \$1 billion in revenues for Coca-Cola UNITED.

Suco was named Senior Vice President and Chief Commercial Officer for Coca-Cola UNITED in March 2021, with responsibility for national retail sales, marketing, on premise, revenue growth management and eCommerce.

Mike grew up in Jacksonville, Alabama, where his family moved after immigrating from Cuba to the United States in 1962. He has a B.S. in Business Administration from Jacksonville State University and began his career with The Ernest and Julio Gallo Winery in 1991.

Mike has a long history of community engagement, both in Birmingham and in Atlanta, including leadership and board affiliations with Oglethorpe University, Fernbank Museum of Natural History, Georgia Beverage Association, Hispanic Business Council, Fiesta Hispanic Cultural Festival, YMCA of Greater Birmingham, The Boy Scouts of America and the Petroleum and Convenience Marketers of Alabama. Mike and his wife Shelley have two children, Bella and Michael, Jr.

We know our Members join us in congratulating Mike in his new role and thanking John Sherman for his leadership!

Coca-Cola UNITED Names Mike Lurker Vice President of Supply Chain and Operations



Coca-Cola Bottling Company United, Inc. (UNITED) named Mike Lurker Vice President of Supply Chain and Operations effective Jan. 1, 2022.

Mike succeeds Stan Ellington, who announced his retirement last year. He is responsible for all areas of supply chain, including warehousing, logistics, manufacturing, product fulfillment, engineering, fleet, facilities, quality assurance and sustainability.

Mike joined UNITED in 2004 as Operations Manager in Birmingham and later became Plant Manager in Baton Rouge, Louisiana. Mike previously spent two decades with Coca-Cola Consolidated, where he began his career as a material handler. "We are fortunate to have Mike, a proven executive with almost four decades of experience, lead our supply chain and operations at a most critical and challenging time in our business," said John Sherman, President and CEO of Coca-Cola UNITED. "But even more impressive than his experience and expertise, is Mike's passion for and deep commitment to our associates and our customers. He will continue our legacy of quality and excellence in all we do."

Mike and his wife, Jackie, reside in the Birmingham area and have two sons, William and Jacob. In his spare time, he enjoys deep sea fishing, playing guitar, golfing and serving with the correction ministry at his church.

We know you join CCBA in congratulating Mike on his new role!



Heartland Coca-Cola Names Shellie Clausen VP/GM of Hometown Operations

Heartland Coca-Cola has named Shellie Clausen as Vice President and General Manager of Hometown Operations. In her new role, Shellie will continue to report to Heartland Coca-Cola's President, Charles Wyant. Shellie joined Heartland Coca-Cola in May 2017 as the company's General Counsel.

"When I joined Heartland, we were a newly created company," Clausen said. "It has been very exciting and rewarding to collaborate with the great people of Heartland, as well as our communities, and to know that I've played in role in our success."

Shellie will now lead strategic and tactical sales operation plans across 17 locations throughout the Midwest. A graduate of the University of Iowa, she is a member of both the Kansas and Missouri Bar Associations.

Please join us in congratulating Shellie!



Please join us in Congratulating our Coke Florida Colleagues!



Paul Pheffer Promoted to Vice President, Finance and Controller

Coca-Cola Beverages Florida announced the promotion of **Paul Pheffer** to Vice President, Finance. Paul began his career at Coke Florida in 2017 as Controller.

In his new role as Vice President, Paul will continue to serve as the Company's Controller and Chief Accounting Officer and oversee all Treasury activities, Tax activities and support increased financial interactions with affiliated companies. Paul will also play an increased role in designing and implementing new digital capabilities in the Finance organization, including the expansion of intelligent automation and the implementation of new integrated planning, reporting, and consolidation capabilities.

Paul is a licensed Certified Public Accountant, Certified Internal Auditor, and he holds a degree in Accounting and Corporate Finance from the Miller College of Business at Ball State University.



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COMMUNITY & MEMBER Updates



Please join us in Congratulating our Coke Florida Colleagues! (... continued from page 7)

Tod Hoyme Promoted to Lead Foodservice and On-Premise Business

Coca-Cola Beverages Florida has promoted **Tod R. Hoyme** to Group Vice President, Foodservice and On-Premise (FSOP). Tod leads the execution of sales, business development, and account management for customers in all FSOP channels.



The Coke Florida FSOP business includes relationships and partnerships with customers in sports and entertainment such as the Tampa Bay Buccaneers and the World Equestrian Center in Ocala; tourism, amusement, and recreation such as LEGOLAND® Florida Resort in Winter Haven; military and government organizations like the Army and Air Force Exchange Service; colleges and universities including the University of South Florida, University of Central Florida and the University of Miami; hospitality; and healthcare facilities.

Beginning his Coke Florida career in 2018 as Director, Foodservice and On-Premise, Tod most recently served as Vice President, Foodservice and On-Premise – Intermediaries, where he led the execution of several key strategic initiatives. Since 2020, Tod has also provided leadership to the company's Vending Services operations. He holds a B.S. in Communications and Business from Texas Christian University and resides in Tampa with his wife Carrie.



Karla Radtke Named Coke Florida Vice President, Chief of Staff

Karla Radtke began 2022 as Vice President and Chief of Staff to the Chairman and CEO, Troy Taylor for Coca-Cola Beverages Florida.

Karla has extensive experience, having held a variety of roles across the Coca-Cola system for nearly 30 years. Her experience includes tenure with Coca-Cola Enterprises, Coca-Cola Refreshments, and Coca-Cola North America in sales, sales operations, marketing, commercial operations, and supply chain.

Troy Taylor, Coke Florida Chairman and CEO expressed his excitement and shared that Karla is well-positioned to work closely and collaborate with their executive leadership team and other leaders across the business.

Many of our Members know Karla and join CCBA in welcoming her back to our Coca-Cola System!

Congratulations to Coke Florida's David Cross, who was named by his peers as one of the top human resources professionals in the world during the 2022 OnConferences Icon Awards in January

The **OnCon Icon Awards** recognize the top HR professionals in the entire world. This prestigious award recognizes those who are making a considerable impact on their organization through exceptional leadership, strong contributions to their professional community, through thought leadership, and innovation in their roles and careers.



CONGRATULATIONS DAVID CROSS

SVP, Human Resources
and Administration,
for being named one of
the Top 100 Human
Resources Professionals at
the OnCon Icon Awards



Coca-Cola UNITED Announces New Executive Appointments



Bo Taylor – Senior Vice President, Central Region and Operational Transformation

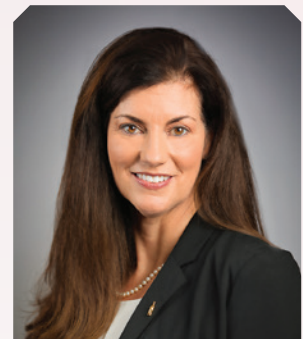
In **Bo's** expanded role, he will lead critical operational and "go to market" initiatives that are part of UNITED's long-term strategic plan. In addition, he will continue to be the executive responsible for some 3,000 associates located in 23 sales centers throughout Alabama, the Tennessee Valley, the Florida panhandle and parts of Georgia. Bo will continue to be based in Birmingham.

Bo Taylor joined UNITED in 1990 as Sales Center Manager in Brunswick, Georgia, following five years in Atlanta with Coca-Cola Enterprises. In 1999, he became Birmingham Division Vice President, and in 2014, Central Region Vice President, playing an instrumental role in UNITED's refranchising efforts.

Susanne Hall – Senior Vice President and Chief Commercial Officer

As Senior Vice President and Chief Commercial Officer, **Susanne** will succeed Mike Suco, who will become UNITED president and CEO effective August 1, 2022. Susanne, who will be based in Atlanta, will oversee national retail sales, marketing, on premise, revenue growth management, eCommerce and planning and analysis. She will also lead coordination with The Coca-Cola Company and other Coca-Cola Bottlers on critical commercial topics.

Susanne joined UNITED in 2015 as Vice President of Transition and Integration planning, leading the company's refranchising efforts. In 2016, she assumed her current role as West Region Vice President, leading approximately 2,600 associates in 12 sales centers spanning most of the state of Louisiana and South Mississippi. Susanne has been with the Coca-Cola system since 1996 and has held senior level positions in finance, category management, sales and operations.



Lucas Gambino – Senior Vice President, General Counsel and Secretary

Lucas has been named Senior Vice President, General Counsel and Secretary. He joined UNITED in 2018 as Vice President and General Counsel after spending 18 years in banking and corporate law as a partner with Maynard Cooper & Gale. Prior to that, Lucas worked for Sirote & Permutt law firm in Mobile, Alabama. Lucas will continue to be based in Birmingham.

Gianetta Jones – Senior Vice President and Chief People Officer

Gianetta has been named Senior Vice President and Chief People Officer. Gianetta began her career with UNITED in 2007 as Human Resources Director for the company's East Region. In 2015, she was promoted to Corporate Director of Human Resources, and in 2018, she was promoted to Vice President of Human Resources. Gianetta was named Chief People Officer in 2020. Prior to joining UNITED, Gianetta held leadership positions in the healthcare and automotive industries. She will continue to be based in Birmingham.



COMMUNITY & MEMBER Updates



Coke Florida Makes History with Black History Month Celebration!

Coca-Cola Beverages Florida delivered a monumental 2022 Black History Month. The programming, aligned with its education and economic empowerment community priorities, included technology donations, a historic golf tournament for minority golfers, and a speaker series.



Coke Florida continued its tradition of technology donations to urban communities, donating 200 laptops across the state to students and community computer labs like the Little Haiti Cultural Center in Miami. Since 2017, Coke Florida has donated over \$500,000 in computer technology.

As the largest Black-owned business in Florida, Coke Florida was proud to serve as Presenting Sponsor for the Inaugural Jim Thorpe Invitational at the renowned Omni Orlando Resort at ChampionsGate. A partnership with the United Golfers Association and hosted by PGA Champion Jim Thorpe, the event invited professional black golfers and Elite Junior Minority Golfers to compete and participate in educational seminars covering workforce opportunities in the golf industry and efforts to increase diversity in the sport.



The #WeAreBlackHistory speaker series, Becoming Coke Florida, assembled Coke Florida leaders who played a vital role in the company becoming the first Black-owned Bottler to enter the Coca-Cola system in over 60 years.

The insightful series moderated by Percy L. Wells, II, Group Vice President, Public Affairs, Government Relations, and Communications, featured Troy Taylor, Coke Florida Chairman and CEO; Thomas Benford, President and Chief Operating Officer; David Cross, Senior Vice President, Human Resources and Administration; Terrence Gee, Senior Vice President, Enterprise Transformation and Chief Information Officer; and Deborah Pond, Senior Vice President, General Counsel.

Coke Florida Partners with the University of Miami for its Annual Sustainability Summit

In March, Coca-Cola Beverages Florida partnered with the University of Miami Herbert Business School for the 5th Annual Chief Sustainability Summit & Symposium. Sustainability professionals from various

business industries, researchers, faculty, and students came together to discuss the latest developments and trends in sustainable business. The Coke Florida team, led by Erin Black, Vice President, Sustainability, Risk Management, and Facilities, provided insights on sustainability from the supply chain perspective and shared the company's sustainability initiatives and partnerships around recycling, water stewardship, resiliency, and litter and waste reduction.



Coca-Cola UNITED Celebrates Opening of Panama City Sales Center



Panama City Coca-Cola Bottling Company, a sales center of Coca-Cola Bottling Company United, Inc., (UNITED), celebrated the grand opening of its new \$10 million facility in March.

The 24,000-square-foot space houses a sales and distribution center, warehouse, fleet maintenance operation and administrative offices – a benefit to both associates and customers. Importantly, this new facility represents a 13 percent increase in local jobs (82 to 94 associates), a 17 percent increase in customers (1,162 to 1,400) and a 36 percent increase in consumers (220,000 to 300,000).

Panama City Coca-Cola is one of the newest members of the Coca-Cola UNITED family, joining the company in November 2017.

Coca-Cola UNITED President and CEO John Sherman, who over the years has attended numerous celebrations, said in his remarks that no grand opening was more special or gratifying than today's event in Panama City. "Nearly 42 months ago, the nation watched in horror as Hurricane Michael fiercely bore down on this community, leaving catastrophic devastation in its wake," Sherman said, adding that the former Panama City Coca-Cola facility suffered severe damage in the storm. "As we watched this community rebuild, this is what you have taught us all – never underestimate the power of the human spirit and never question the importance of teamwork. After seeing the damage to our facility, we committed to each other that we would begin immediately planning for this day. And here we are!" Sherman said.

Panama City Coca-Cola delivers more than 2.9 million cases of beverages from the vast Coca-Cola portfolio to its customers across Northwest Florida annually. The local Bottler's distribution territory spans seven counties along the Emerald Coast, stretching east from Rosemary Beach to Eastpoint, and north from Vernon to Bristol.

After remarks by Coca-Cola UNITED executives and local government officials, the official ribbon cutting and lunch followed. (COVID-19 protocols were adhered to onsite.)



Coca-Cola UNITED associates and community guests gathered outside the new Panama City Coca-Cola facility March 24 for a ribbon cutting ceremony.



Coca-Cola UNITED Celebrates Facility Upgrades at Evergreen Sales Center

Coca-Cola UNITED hosted a ribbon cutting and open house to celebrate its investment of more than \$450,000 in its Evergreen, Alabama sales and distribution center March 9.

"I can tell you without exception that no grand opening is more special or more gratifying to me, personally or professionally, than Evergreen, Alabama. This is where I grew up as part of a nurturing family and as part of a wonderful, caring community," said Claude Nielsen, Coca-Cola UNITED board chairman and Evergreen native. "Our Evergreen Sales Center is a great place for our outstanding team to work, and it will be a center where we will compete and win the marketplace every day, and we will continue to grow."

The enhanced operations at Evergreen Coca-Cola represent a 70 percent increase in local jobs (22 to 38 associates), a 60 percent increase in customers (400 to 640) and a 57 percent increase in consumers (70,000 to 110,000). Acquired by Coca-Cola UNITED in 2014, Evergreen Coca-Cola serves customers and consumers throughout South Alabama and Northwest Florida.



Cola UNITED associates and community guests gathered outside Evergreen Coca-Cola March 9 for a ribbon cutting ceremony celebrating more than \$450,000 in facility upgrades.

COMMUNITY & MEMBER Updates



Coca-Cola Consolidated, Inc. Acquires Distribution Rights from Coca-Cola Bottling Company of Washington, N.C., Inc.

Coca-Cola Consolidated, Inc. purchased the distribution rights for certain beverages sold and distributed by Coca-Cola Bottling Company Washington, N.C., Inc. ("Washington, NC Coca-Cola"), effective January 1, 2022.

This purchase transferred the rights to distribute, market, promote and sell certain beverages currently sold by Washington, NC Coca-Cola, including trademark brands of The Coca-Cola Company and its partners, such as Monster Energy Drinks and BODYARMOR sports drinks. The purchase also included rights for certain Dr Pepper products.

"Coca-Cola Bottling Company of Washington, NC and its predecessors have proudly served the world's best beverage brands since 1910," said Braxton B. Dawson, Jr., President & CEO of Washington, NC Coca-Cola. "My father purchased the business in 1956, and for 65 years, our family has been honored to serve our customers and this community. We love the Coca-Cola business, so we are delighted that Coke Consolidated will continue to build on this rich legacy of service and excellence."

J. Frank Harrison, III, Chairman & CEO of Coca-Cola Consolidated, Inc., said, "Coke Consolidated shares a similar history with Washington, NC Coca-Cola. We have always cultivated deep roots in the communities we serve. We are truly honored to engage with Washington, NC Coca-Cola's employees as well as the customers and consumers in and around the Washington community. We look forward to sharing the latest Coke brands as well as our timeless favorites and working together to serve the Washington community."

Time to Celebrate...

A Milestone Message



CCBA President, Charlie Bitzer (ABARTA Coca-Cola) presenting John Gould, CCBA Executive Director and CEO at the Spring 2022 Board of Governors Meeting with an anniversary pin to celebrate!

Exactly ten years ago in the April/Spring 2012 issue of The Bottling Line, Members welcomed John Gould to The Coca-Cola Bottlers' Association. Those ten years have certainly passed quickly!

John joined The Coca-Cola Company in 1990, so boasts over 30 years in our Coca-Cola system! Since his first day forward on March 12, 2012, John has led The Coca-Cola Bottlers' Association with focus, compassion, and humility. He never ceases to bring value to our Members and their businesses.

We KNOW our Members join the CCBA staff in congratulating John on his 10-year CCBA anniversary!



Time to Celebrate...

A new member joins the Messinger, Bitzer and House/Frierson families!

Introducing...



Grey Lewis Messinger

December 2, 2021

4 lbs. 13 oz.

16.9 inches

Proud Parents:

Trevor & Jen Messinger

High Country Coca-Cola



Introducing...

Blake Roehr Bitzer

December 24, 2021

6 lbs. 12 oz.

19.1 inches

Proud Parents:

Nick & Laura Bitzer

Proud Grandparents:

Charlie & Shelley Bitzer

ABARTA Coca-Cola



Introducing...

Charlotte Patterson House

December 31, 2021

7 lbs. 1 oz.

19 inches

Proud Parents:

Charles & Anna House

Proud Grandparents:

Dwight & Trudy Frierson

Orangeburg Coca-Cola



In Memoriam

We know you join CCBA in sharing condolences with the Graham family.



Richard Newell Graham

Union City Coca-Cola Bottling Company
June 15, 1947 – February 21, 2022

Richard Newell Graham, 74, of Union City, Tennessee, died Monday, February 21, 2022.

Mr. Graham was born June 15, 1947, son of the late Hardy Moore Graham and Cora Lee (Poindexter) Graham. He was a lifelong resident of Union City and Obion County. After graduating from Union City High School, he attended Ole Miss, where he graduated in 1969. While in college, he was a member of the Pi Kappa Alpha fraternity and served as a pledge master. Upon graduation from Ole Miss, he was commissioned an Ensign in the US Navy. He served aboard USS Lexington CVT16 and on an Admirals staff in Seoul, Korea, being discharged as a Lieutenant.

He then returned to Union City in 1972 to take on operations for Union City Coca Cola Bottling Company, where he has maintained an active role until recent years, when his son Richard, Jr. rose to a lead operations role.

Mr. Graham never met a stranger and enjoyed participating in his community. He served as president of Union City Jaycees in 1975, and was chairman of Chimes for Charity, which was judged project of the year for Tennessee Jaycees, and judged second in the nation at the National Jaycee Convention. He was also president of Union City Arts Council, chairman of University of Tennessee Martin (UTM) Development Committee, a director of Commerce Union Bank of Union City, director and later Chairman of the Board of First State Bank, Director, First Vice President, and later Chairman of the Board of Meridian, Mississippi Coca Cola Bottling Company. He served as President of CC Coin Caterers, Graham Acres, Reelfoot Ordnance LLC, CEO of Union City Coca Cola Bottling Company, Director of Montrose, LLC, GAM LLC, Senior Warden of St. James Episcopal Church and treasurer for over 40 years. Richard was a life member of the NRA, held FFL and SOT licenses, a life member of American Legion, member of the VFW, President of Coca-Cola Bottlers Association of Tennessee, Who's Who in Finance and Industry, member of Union City Rotary Club and elected as a Paul Harris Fellow. He also served on Union City Rotary Scholarship Committee for many years.

Newell and his wife Bette, supported many local charities including Rotary Scholarships, St. James Episcopal Church, UTM Music Department, UTM Rifle Team, UTM Equestrian Team, United Way, Masquerade theater, NW Tennessee Young Life Ministries, Chimes for Charity, VFW, Discovery Park of America, St. Columba Episcopal Retreat, National WWII Museum, Ole Miss Law School and Ole Miss Fast Track Program.

Newell also enjoyed traveling, military history, wine, firearms, gardening, hunting, fishing and spending time with family. He was preceded in death by his son, Stanford Moore Graham; parents, Hardy Moore Graham and Cora Lee (Poindexter) Graham; and brother, Hardy Poindexter Graham.

Newell is survived by his wife, Bettie Rene (Young) Graham, and son, Richard Newell Graham, Jr. (wife Anna Katherine Long), and their four children, Priscilla Daisye Byrd (Eric Jordan Winkler, fiancé), Katherine Josephine Anderson, Stella Pearl McWhorter and Newell Poindexter McKay.

In lieu of flowers, the family asks that donations be made to St. James Episcopal Church, PO Box 838, Union City, TN, 38281, or to a charity of donor's choice.

We know you join CCBA in sharing condolences with the Deardorff and extended Tyler families



Amy Jo Deardorff

October 23, 1951 – January 29, 2022

Amy Jo (Tyler) Deardorff passed away at the age of 70 on January 29, 2022. She was born to James and the late Dorothy Tyler on October 23, 1951, in Atlantic, Iowa, and was the oldest of five children. After graduating from Atlantic (Iowa) High School in 1969, Amy went on to graduate from the University of Iowa in December of 1972. She then married John Deardorff on December 28, 1972, and they were blessed with two children, Beth and Tyler. Amy was fun-loving, and a devoted wife and mother.

Amy is survived by her husband of 49 years, John Deardorff; daughter, Beth Deardorff (Goeffrey Green); son, Tyler Deardorff (Shelby Vandemark); father, James Tyler; sisters: Jayne Tyler, Lu Ann Roby (Robert), and Sue Rawlins (David); brother, Kirk Tyler (Janel); brothers-in-law, Mark Deardorff (Janice) and Scott Deardorff (Christi); sister-in-law, Chris Colletti (Lawrence); and many nieces and nephews. She is preceded in death by her mother, Dorothy Tyler.

Amy believed in volunteerism and was active in many organizations, including Aksarben Women's Ball Committee, Completely Kids, Friends of Children's Hospital, Kicks for a Cure, Nebraska Children's Home, Omaha Children's Theater, Omaha Symphony Debutante Ball, P.E.O., Town Hall, and Women's Center for Advancement. Amy was also an active member of St. Luke United Methodist Church. She loved to travel the world, play golf, and cheer on her beloved Iowa Hawkeyes. In lieu of flowers, memorials may be made to Kicks for a Cure and Completely Kids.

Her warm smile will be missed by her family and many friends.

Member Resources

Annual Financial Survey: How Does Your Bottler Compare?

For more than 20 years, the Association has led completion of a Bottler Financial Survey. In 2021, after the introduction of the System Health initiative, the Association developed and launched a new Financial Survey tool. **Every Bottler** is invited to participate in the survey process, and in 2021, participation increased over 70% to **29 Bottlers!**

"The impact of refranchising was not contemplated when the previous survey tool was built" stated Jeff Ryan, Director of Finance & Administration for CCBA. "It thus lacked the flexibility to accommodate new bottler participation. Our goal with the transformation of the survey tool was to enable all Bottlers to participate, facilitate a simpler submission process, while collecting data that is most meaningful to Bottlers."

Each participating Bottler receives a custom reporting package that allows for benchmarking and the sustained ability to monitor System Health. The reporting package includes comparisons of each Bottler's financial data and metrics to Bottlers of a similar size & market type and to all participating Bottlers. The package also includes several selected performance graphs.

The security and confidentiality of each Bottler's data is of paramount importance. Bottler data is stored on a restricted CCBA server using a randomly generated numeric code vs ownership name. All reports are password protected and distribution is limited to designated bottler leadership. Only the particular bottler ownership sees reporting at the bottler ID# level; benchmark reporting is non-identifiable aggregations of bottlers with similar attributes.

The 2021 Financial Survey will launch in early May with summary results presented at the CCBA Financial Forum in July 2022. Please contact Jeff Ryan at jryan@cbanet.com to learn more!

"This past year, the transformation to an Excel-based input sheet made the survey much easier to complete and only took a few hours. The data collected was more meaningful and helped show where we may have room for improvement. I highly recommend the Financial Survey to any bottler not currently participating."

--- Wendy Aguilar, Controller
Coca-Cola Bottling Company of Yakima & Tri-Cities

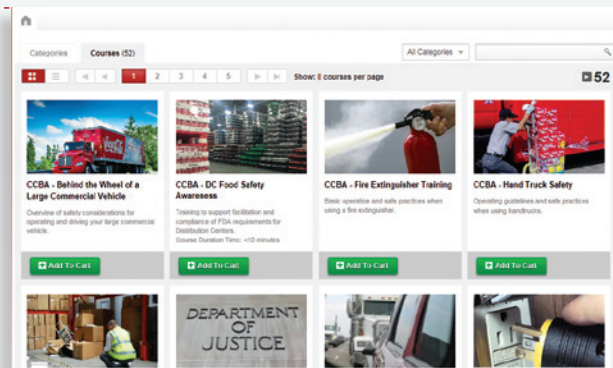
About Learning

Did you know your Association provides access to a comprehensive Learning Management System (LMS) for its Members? An LMS is a software application or platform that provides the framework to handle your organization's learning processes. It's where you house, deliver, and track your company's training content. An effective training and development program is an investment in people, and people are the Coca-Cola System's greatest asset.

CCBA partnered with industry leaders, Digital Chalk and Visify to offer Members a valuable LMS program that is customizable to your organizational requirements. This LMS includes access to over 100 courses that cover a broad array of safety topics with related reference materials and resources, as well as a complementary library of marketing, sales and sustainability learning content provided by The Coca-Cola Company. Additionally, a selection of modules covering standard HR topics are included in the program. In 2022, thirteen new courses were added:

1. Harassment Awareness Training
2. Medications & Safety Training for Managers
3. Reasonable Suspicion Training for Supervisors
4. Drug & Alcohol Awareness for Employers
5. Workplace Compliance: Avoiding Discrimination: 5 Keys
6. Americans With Disabilities Act for Manager
7. Fair Labor Standards Act (FLSA) for Managers
8. Family Medical Leave Act for Managers
9. Family Medical Leave Act for Military
10. Cyber Security: Your Responsibility
11. Crisis Management: Preparing in Advance
12. Firing Legally
13. Managing Unconscious Bias When Hiring

Access to supplementary training content can also be purchased and used through the platform, according to your organization's needs. The CCBA Learning Management program is available at an exclusive rate for participating Members. Contact Charles Norton at 678-539-2304 (cnorton@cbanet.com) or Linda Peluso at 678-539-2309 (lpeluso@cbanet.com) for more information!



Time to Celebrate...

Congratulations to Our Happy Couple!



December 31, 2021 was an extra special New Year's eve! Robert Clark's son Houston was married in Orange Beach, AL. Houston and his new bride, Madison are living in Bowling Green, KY where Houston works for Clark Beverage Company, joining his sister, Bailey as the second 5th generation family member to work for the company.

Just look at that groomsman cake!

We know our Members join CCBA
in wishing the very best
to Houston and Madison!



Member Resources

The Coca-Cola Employee Disaster Relief Fund – Our System's Connection During Crisis



As Coca-Cola Bottlers know, our system has a long history of supporting communities in their time of need. We wanted to remind Members of The Coca-Cola Employee Disaster Relief Fund, created to help employees who are facing financial hardship immediately after a natural disaster or epidemic.

The fund relies on donations from employees, Bottlers, The Coca-Cola Company and The Coca-Cola Foundation.

The need is great and your generosity has been epic.



To donate directly to the Coca-Cola Employee Disaster Relief Fund, you may text CEDAF to 71777 or:

< Scan the QR code to donate to the Coca-Cola Employee Disaster Relief Fund

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If you have stories or information about your Bottling organization or employees that you want to include in our next edition of the Bottling Line, contact Linda Peluso at the Association at 678-539-2309 or lpeluso@ccbanet.com.