

Strategies used by the soft drink industry to grow and sustain sales: a case-study of The Coca-Cola Company in East Asia

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ABSTRACT

Background The market and non-market activities of the food and beverage industry contribute to unhealthy and unsustainable dietary patterns, increasingly in low-income and middle-income countries (LMICs). We aimed to describe how The Coca-Cola Company (TCCC), as the world market leader in the sugar-sweetened beverage sector, operationalises their activities in LMICs in East Asia, among the world's most highly populated yet under-researched countries, to illustrate the ways in which these activities may negatively influence health outcomes.

Methods We adopted a theoretically-guided qualitative research design and documentary analysis method. Data sources included: industry documents and web pages, marketing case studies obtained from the World Advertising Research Centre, media reports, global trade summaries and websites of industry associations. To guide data analysis, we synthesised a conceptual framework from existing commercial determinants of health literature, to describe ways in which the market and non-market activities of TCCC influence health.

Results TCCC leverages subsidiary companies and investments in international networks to expand its supply chains. The company engages in frequent political activities to minimise the implementation of nutrition policies that may impact profits. The company markets products, particularly on digital and mobile devices, often targeting children, adolescents and mothers, and undertakes public relations activities related to human rights, environmental sustainability and community and economic supports, and these public relations activities are often integrated into marketing campaigns. The identified activities of TCCC are frequently in direct contrast to efforts to improve the healthfulness of population diets in East Asia LMICs.

Conclusions A public health analysis of the market and non-market activities of corporations active in unhealthy commodity industries needs to be broad in scope to cover the diverse set of strategies used to increase their market power and influence. Governments should consider a suite of policy options to attenuate these commercial determinants of unhealthy diets.

WHAT IS ALREADY KNOWN ON THIS TOPIC

⇒ A key driver of the growing burden of unhealthy diets and related non-communicable diseases in low-income and middle-income countries is the growing reach, power and influence of the transnational ultra-processed food and beverage industry.

WHAT THIS STUDY ADDS

⇒ The Coca-Cola Company, as a case study for the actions of other ultra-processed beverage corporations, has identified low-income and middle-income countries in East Asia as a key growth market.
⇒ The Coca-Cola Company engages in a range of market and non-market activities to drive the sale of its products, including expansive supply chains, corporate political activities, broad and influential marketing campaigns and public relations activities.
⇒ The Coca-Cola Company's market and non-market activities in East Asian low-income and middle-income countries present a risk to health and may undermine health promotion efforts.

HOW THIS STUDY MIGHT AFFECT RESEARCH, PRACTICE OR POLICY

⇒ Governments should consider a suite of policy options to address the growing influence of transnational ultra-processed food and beverage corporations to improve population diets and health.

BACKGROUND

Ultra-processed foods and beverages (from hereon ultra-processed foods (UPFs)) are becoming increasingly prominent in human diets worldwide, with major implications for human and planetary health.^{1 2} Diets high in UPFs, which are typically high in fat, salt and sugar, are associated with multiple adverse health outcomes, including overweight and obesity, cardiovascular disease; cancer, type 2 diabetes, depression and all-cause mortality.³⁻⁵ Of the UPFs, sugar-sweetened beverages in particular are linked with rising

incidence and prevalence of overweight and obesity, and type 2 diabetes.^{6–8}

Countries in East Asia are experiencing an increased burden of diet-related non-communicable diseases (NCDs), including type two diabetes,^{9–13} liver disease,^{10,14} cardiovascular disease^{10–13,15} and others.^{10,12,13} This coincides with an increase in obesity prevalence and a nutrition transition: a shift in diets away from traditional foods and beverages, towards a greater consumption of animal products, caloric sweeteners, refined carbohydrates, vegetable oils and UPFs.^{16–20} Such changes in dietary patterns are accompanied by shifts in food systems, including a shift from home-production and local wet markets to supermarkets and modern convenience stores acting as the primary food retail outlets,^{11,21} new food transport, storage and processing technologies emerging^{22,23} and increased domestic production of UPFs.^{24,25} These dietary shifts also have serious implications for sustainable development.^{10,14,15,26,27} Increased consumption of UPFs has been associated with increased greenhouse gas emissions and pollution.^{28–30} As such, any actions to drive a healthy nutrition transition can support a sustainable food systems agenda.^{29,30}

A key driver of the nutrition transition and the growing burden of NCDs in Asia and other low-income and middle-income countries (LMICs) is the growing reach, power and influence of the transnational UPF industry.^{31–33} As this industry has grown worldwide, this has had direct consequences on population diets,^{31,34} overweight and obesity^{35,36} and NCDs.^{33,37} The UPF industry includes all companies involved in the production and sale of UPFs globally. This includes transnational corporations that manufacture, market and sell these products, the domestic companies that emulate them, the trade, market and political associations that represent them and suppliers of production input commodities, such as the palm oil and sugar industries.¹ Hereafter, we refer to the UPF industry as transnational and domestic corporations involved in the production, marketing and distribution of UPFs. The goal of UPF corporations is to grow profits and generate shareholder returns through a range of activities.³⁸

A growing body of literature supports the notion that the activities of unhealthy corporations and industries, including the UPF industry, can influence population health.^{31–33} In 2016, Kickbusch *et al*³⁹ described the four activities through which corporations commonly exert their influence on health; supply chains, lobbying (corporate political activities), marketing and public relations (PR). They labelled these corporate activities the ‘commercial determinants of health’, or the ‘strategies and approaches used by the private sector to promote products and choices that are detrimental to health’.³⁹ UPF corporations, among others, have worked, and continue to work, to expand into new markets and promote consumption of their products, and undermine political efforts aimed at curbing consumption of their products.^{31–33,39–42} The UPF industry is pursuing new growth opportunities in markets

of LMICs, attracted by large, young and urbanising populations with rising incomes, and as markets in high-income countries have stagnated, or even declined.^{1,31,43–45} This industry engages in a range of market and non-market strategies to drive expansion and product sales.

Market strategies can be defined as patterns of corporate activities in the market environment that are undertaken with the aim of improving corporate performance.^{38,46} In this case, improving corporate performance refers to maximising profits and shareholder returns.³⁸ Previous research has described the ways in which marketing is used by UPF corporations to increase the desirability of their products and therefore, market share and consumption,^{47–51} though more recent research has highlighted other market-based corporate activities, including those relating to supply chains.³⁸

Non-market strategies are the corporate activities designed to improve corporate performance by influencing the political, institutional and broader sociopolitical structures that shape market environments.^{38,46} A key example of the non-market activities of UPF corporations is the corporate political activities that minimise political barriers to sales and profits, and substantive research has described the underlying global and institutional drivers that support corporate political activities.^{52–57} Beyond corporate political activities, the non-market activities of UPF corporations also include the PR activities aimed at shifting policymakers’ and public perceptions.^{58,59} Though we distinguish between the market and non-market activities of UPF corporations, many corporate activities have both market and non-market dimensions.^{38,46} For example, corporate PR activities can build brand loyalty,^{39–41} a market-based activity, but also influence policy makers and public perceptions,⁵² a non-market activity.

Previous studies have examined the various market and non-market activities of the UPF industry, but these often describe single activities, such as political lobbying or digital marketing, with limited integration of the ways in which corporations leverage both market and non-market activities to influence population diets and health.^{18,25,45,60–67} East Asia is one region where corporate activities have been under-researched. The aim of this study is to describe the range of market and non-market activities used by The Coca-Cola Company (TCCC) in East Asia LMICs, and the likely impact of these activities on food systems, population diets and subsequently public health.⁶⁸ TCCC was selected as a case study for the actions of the broader ultra-processed beverage (UPB) industry as it is the largest UPB corporation in LMICs in the East Asia region.⁶⁹ To help realise this aim, this study was guided by a conceptual framework, derived from existing frameworks, which identifies specific market and non-market activities of corporations, as they relate to population health.

METHODS

We used a theoretically-guided qualitative research design,⁷⁰ and a documentary analysis method to

systematically identify and synthesise *how* TCCC operationalises corporate activities to grow, sustain and protect its markets within East Asian LMICs. To guide data analysis, we synthesised a conceptual framework from existing commercial determinants of health literature, to describe ways in which the market and non-market activities of TCCC influence health.^{38 39 52 58 59 71 72} A systematic document synthesis⁷⁰ was undertaken, searching industry documents, marketing case studies, media reports, global trade summaries and websites of country and region-specific food and beverage industry associations. TCCC's corporate activities were extracted from the documentary data sources and deductively coded according to the conceptual framework.

Context

For this study, we focused on LMICs in East Asia. We refer to East Asia as countries that fall under the traditional definitions of both the South-East Asia and East Asia regions.⁷³ LMICs are defined by World Bank lending classifications as countries with a Gross National Income between US\$1046 and US\$4095 per capita.⁷³ The countries included in this study were; Cambodia, Indonesia, Lao People's Democratic Republic, Mongolia, Myanmar, Papua New Guinea (PNG), Philippines, Timor-Leste and Viet Nam.

We focused on the largest UPB corporation in LMICs in the East Asia region as a case study for the actions of other large transnational UPB corporations. This corporation is TCCC⁶⁸ and related subsidiaries and bottling corporations as it is consistently in the top three largest corporations, in terms of UPB market share, for all included countries for which data was available.⁶⁹ TCCC is most known for its synonymous beverage product, but through development and purchasing of new brands, it now manufactures and distributes a range of soft drinks, energy drinks, sports drinks, bottled waters and other beverage products.⁶⁸ TCCC products are produced through 'bottlers' or bottling operations which produce and package TCCC products. TCCC does not directly own most of the companies that bottle its products around the world.

Instead, TCCC relies on equity stakes and franchising agreements to exert influence over the corporate governance of many of its key bottlers.⁷⁴ Through equity stakes, TCCC maintains a degree of ownership over bottlers and has a say in decision-making processes. Through franchising agreements TCCC does maintain ownership over bottlers but can set out the terms by which TCCC beverages are produced and distributed. Importantly, this ownership structure means that TCCC does not have to take full responsibility for bottling operations and associated financial risks.⁷⁵

Conceptual framework

Kickbusch *et al*³⁹ identify the four activities through which corporations exert their influence on health as supply chains, lobbying (corporate political activities),

marketing and PR. The 'Kickbusch commercial determinants of health framework'³⁹ has been critiqued for excluding corporate power, market structure and consumer agency.^{40 76 77} Recognising these limitations, we added to these constructs from other conceptual frameworks to further explore supply chain, marketing, corporate political activities and PR activities, to provide more depth to the collection and analysis of data (table 1).

Supply chains include the means by which food is produced, processed, stored, transported and distributed to and through their final place of sale and/or consumption.⁷⁸ Through their expanding supply chains, the UPF industry distributes their products to widening populations of consumers.^{39–41} Our analysis in the area of 'supply chains' was informed by a framework that describes the multiple ways in which corporations seek to control food and beverage supply chains.³⁸ However, as we were interested in TCCC's influence over downstream processes and distribution, we chose to condense this framework and contextual 'supply chain' activities as (1) activities to expand and control bottlers and other manufacturers and (2) activities to expand and control distribution networks and retailers. These have been described as two key aspects of supply chain control as it relates to the soft drink market.³⁸

We defined 'corporate political activities' as corporate attempts to influence government food and nutrition policy in ways favourable to the corporation. The UPF industry lobbies to slow down or avoid government regulations, such as taxes and marketing restrictions, that may ultimately have a negative impact on the sales of their products.^{34 39–41 52 79} The scope of our analysis of 'corporate political activities' was informed by a Corporate Political Activity framework which has previously been suggested for use in monitoring food and beverage industry corporate activity.⁵² This framework defines corporate political activities as relating to information and messaging, financial incentives, constituency building, legal strategies and policy substitution.

Through marketing, the UPF industry aims to increase the desirability of their products and therefore market share and consumption.^{47–51} The scope of 'marketing' was refined to focus on marketing 'campaigns'; organised activities designed to promote and sell a specific product or brand. Analysis of these campaigns was informed by frameworks that have identified several key components of food and beverage marketing strategies, including the target audience, the marketing technique (such as celebrity endorsements, sports sponsorship or cultural associations or alignment), the marketing media and marketing outcomes.^{71 72}

Our analysis in the area of 'PR' focused largely on examination of corporate social responsibility (CSR) initiatives conducted by TCCC. Corporations ostensibly conduct CSR activities to support consumers, employees, the community, the environment, the economy and/or human rights.^{58 59} However, taking a critical stance, we included CSR activities under the category of PR, in

Table 1 Guiding analytical framework

Corporate activities	Actions	Description
Supply chains ³⁸	Activities to expand and control bottlers and manufacturers	Purchasing rival corporations in countries of interest. Investment in subsidiary firms to control sale and distribution of products and licensing.
	Activities to expand and control downstream processes	Boosting production capabilities in countries of interest. Investment in actors and processes that improve supply chain logistics. Strategic partnerships and agreements that improve supply chain logistics.
Marketing ^{71 72}	Target audience	The primary audience that a marketing campaign aims to increase consumption.
	Marketing technique	The social or cultural levers that the marketing campaign engages to increase consumption, such as cultural engagement, sports sponsorship, celebrity endorsements.
	Marketing media	The media channel through which the marketing campaign is broadcast, such as online and social media, television, or outdoor advertising.
	Marketing outcomes	The gains that a corporation receives from a marketing campaign, including both financial and social metrics.
Corporate political activities ⁵²	Information and messaging	Framing policy debates to support corporate interests, through use of evidence, promoting alternative policies and highlighting the economic importance of the industry.
	Financial incentives	Providing donations, gifts or other financial incentives to policymakers.
	Constituency building	Amplifying industry voices through forming coalitions, and partnerships with policymakers and the community.
	Legal strategies	Litigating or threatening litigation against governments, organisations or individuals in response to policy.
	Policy substitution	Proposing and promoting industry-backed policy alternatives.
Public relations ^{58 59}	PR activities relating to the environment	Industry commitment to sustainability and preserving the environment.
	PR activities relating to consumers	Industry commitment to maximising the well-being of and value received by customers.
	PR activities relating to the community	Industry commitment to the broader community, commonly through supporting small businesses and education and training initiatives.
	PR activities relating to the company's employees	Industry commitment to maximising employee well-being.
	PR activities relating to the economy	Industry commitment to sustaining and growing the economy, and acknowledgement of industry's role within the economy.
	PR activities relating to human rights	Industry commitment to bettering human rights and advancing equality causes.
PR, public relations.		

recognition that, in many cases, the primary purpose of CSR activities is to favourably promote the reputation of a company, and, in the case of companies in unhealthy industries, may serve to distract from the negative health effects of their products.^{39–41} We conceptualised TCCC's PR activities by drawing on a PR framework that has been previously used to describe the food and beverage industry's PR activities relating to consumers, employees, the community, the environment, the economy and human rights.^{58 59}

Literature search

Data sources

Relevant data sources were identified based on prior studies examining corporate activities of the alcohol, food and beverage and the tobacco industries.^{37 80–83} We limited the search to publicly available documents published since 2000 to reflect contemporary commercial activities. Data sources included: industry documents (TCCC annual and quarterly reports, transcripts from shareholder meetings and TCCC internal communications)

obtained from TCCC's company website and the Food Industry Documents Library,⁸⁴ marketing case studies obtained from the World Advertising Research Centre (WARC),⁸⁵ media reports obtained from Factiva,⁸⁶ global trade summaries obtained from the World Trade Organization (WTO)⁸⁷ and websites of country and region-specific food and beverage industry associations of which TCCC is a member.^{88–92} The WARC database includes select, commonly award-winning, marketing case-studies.⁸⁵ These case-studies describe marketing techniques, target markets, campaign return on investment.

While food and beverage industry associations exist and operate globally, we chose to focus this search on country and region-specific groups. These were identified through an existing list of global food and beverage associations,⁹³ which was refined by country/region and by groups which included TCCC as a member. Included country-specific food and beverage industry associations were Gabungan Produsen Makanan Minuman Indonesia (GAPMMI), the Indonesia-based *Association of Indonesian Food and Beverage Entrepreneurs*⁹²; the American Chamber of Commerce in Viet Nam,⁸⁹ and the Philippines Chamber of Food Manufacturers.⁹⁰ Included regional food and beverage industry associations were the ASEAN Food and Beverage Alliance⁸⁸ and Food Industry Asia.⁹¹ The websites of these industry associations were searched for reports of activities aligning with the chosen corporate political activity framework.⁵²

Included databases (the Food Industry Documents Library,⁸⁴ WARC⁸⁵ and Factiva⁸⁶) were searched using

the keywords 'Coca-Cola' and 'Coke', combined with the names of all included countries. To narrow the scope of the articles returned from Factiva, only the first 300 most relevant articles, as sorted by Factiva, were searched for each country.

Data analysis

TCCC's corporate activities³⁹ were extracted from the documentary data sources and deductively coded according to the framework presented in table 1, facilitated by the qualitative data management software NVivo V.11.⁹⁴ Industry activities that did not align with the framework were inductively coded. Data was narratively synthesised to describe in detail TCCC's actions to influence markets in East Asian LMICs, against each of the three main corporate activities. To verify the coding framework and results, a second author coded some of the identified documents (n=11).

RESULTS

Retrieved documents included company annual and quarterly reports and meeting transcripts from TCCC's company website and the Food Industry Documents Library⁸⁴ (n=216), company emails and internal communications (n=54), marketing case studies from WARC⁸⁵ (n=67), media reports from Factiva⁸⁶ (n=260), global trade summaries (from the WTO⁸⁷) (n=3) and websites of country and region-specific food and beverage industry associations^{88–92} (n=5) (figure 1).

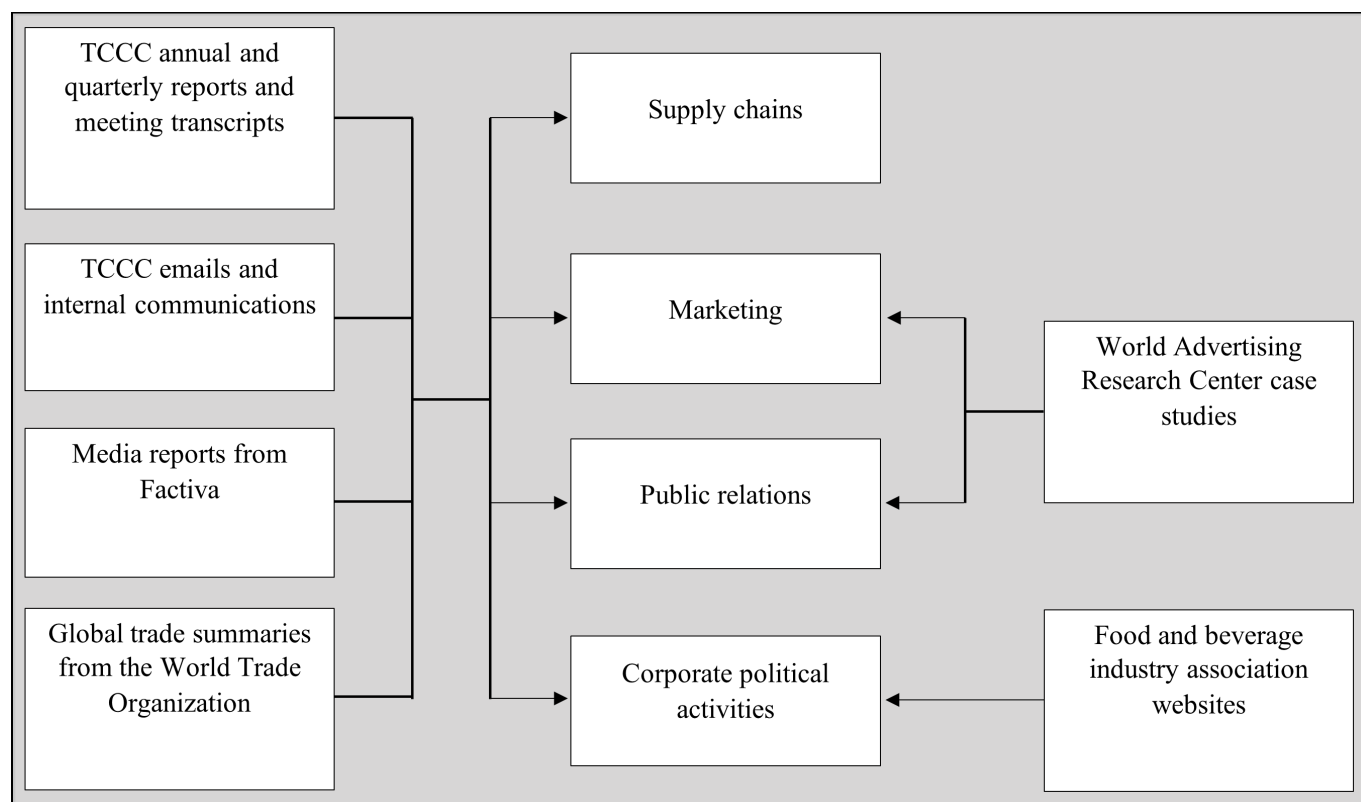


Figure 1 Data sources and corresponding inputs into conceptual framework. TCCC, The Coca-Cola Company.

Table 2 Summary of TCCC corporate activities in East Asian LMICs

Corporate activities	Actions	Example
Supply chains ³⁸	Activities to expand and control bottlers and manufacturers	TCCC reported on finalising the purchase of the remaining 65% ownership stake in <i>Coca-Cola Bottlers Philippines, Inc.</i> from <i>San Miguel Corporation</i> . ⁹⁵
	Activities to expand and control downstream processes	TCCC partnered with the Philippines Department of Trade and Industry to provide financing to sari-sari stores, the primary distribution channel for TCCC's products. ¹⁰⁵
Marketing ^{71 72}	Target audience	TCCC reports that younger consumers are the current and future driver of the success of the company. ¹²³
	Marketing technique	TCCC describes how the 'Happiest Thank You' campaign in the Philippines capitalised on feelings of gratefulness to encourage individuals to 'thank' their friends and colleagues by gifting personalised cans. ¹³²
	Marketing media	23 of the 41 marketing campaigns identified used either mobile or social media and online advertising as their primary means of marketing. For example, the 'President for Happiness' campaign in the Philippines. ¹³⁰
Corporate political activities ⁵²	Constituency building	The Philippines Chamber of Food Manufacturers' website reports on upwards of 30 meetings with government agencies between 2014 and 2021. ¹⁰⁷
	Information and messaging	The American Chamber of Commerce in Viet Nam relied heavily on evidence stating that beverage carbonation may actually be beneficial in combating obesity to oppose a proposed carbonated beverages tax. ¹¹³
	Legal strategies	The Philippines Chamber of Food Manufacturers made the claim that a proposed two-tier sugar-sweetened beverage tax was 'illegal'. ¹¹⁶
	Policy substitution	Food Industry Asia takes the stance that food and nutrition labelling should be voluntary and industry-led. ¹¹⁹
Public relations ^{58 59}	PR activities relating to the environment	TCCC reports on the creation of a US\$19 million bottle-to-bottle recycling facility in the Philippines. ¹⁴²
	PR activities relating to the community	TCCC has funded over 100 'Little Red Schoolhouses' in the Philippines. ¹³⁶
	PR activities relating to the economy	TCCC claimed that its three bottling operations in Viet Nam indirectly contributed to more than 15 000 jobs across multiple industries. ¹³⁸
	PR activities relating to human rights	TCCC details its allocation of US\$3 million to COVID-19 relief efforts in the Philippines. ¹³⁹

LMICs, low-income and middle-income countries; PR, public relations; TCCC, The Coca-Cola Company.

Table 2 summarises TCCC's corporate activities in East Asian LMICs.

Supply chain activities

Through expanding their supply chains, TCCC increases distribution networks and allows their products to be sold to a greater range of consumers.^{25 39–41} More than this, foreign direct investment by firms such as TCCC reduces costs and allows for distribution efficiencies.²⁵

A total of 33 unique supply chain activities conducted by TCCC in East Asia LMICs since 2000 were identified (online supplemental appendix 1).

Activities to expand and control bottlers and manufacturers

At the core of TCCC's supply chain control in East Asia is the ownership of controlling interests in local subsidiary bottling operations and franchising agreements with other bottlers. In East Asian LMICs, TCCC has maintained equity stakes in bottling operations, preferring to establish operations in emerging markets prior to relinquishing risk to franchisees.⁷⁴ This is the case in Cambodia, Myanmar, the Philippines and Viet Nam.

For example, in 2007, TCCC reported on finalising the purchase of the remaining 65% ownership stake in *Coca-Cola Bottlers Philippines* from *San Miguel Corporation*⁹⁵:

In December 2006, the Company entered into a purchase agreement with San Miguel Corporation and two of its subsidiaries (collectively, "SMC") to acquire all of the shares of capital stock of Coca-Cola Bottlers Philippines, Inc. ("CCBPI"). TCCC 2006 Fourth Quarter Report

Ownership of subsidiary corporations provides TCCC with widespread reach across East Asian LMICs. For example, TCCC reported on ownership of shares in subsidiary bottler, Coca-Cola Amatil. Coca-Cola Amatil's supply chains reached 86% of the population of PNG and 98% of the population of Indonesia and in 2005 approximately 51% of Coca-Cola Amatil's sales volume was TCCC Trademark Beverages.⁹⁶ Just as TCCC purchases subsidiary bottlers, it frequently sells bottling operations to subsidiary companies. TCCC reports that through the sale of bottling operations, TCCC can reduce its operational costs and make the most of financial incentives. For example, TCCC reported selling bottling operations

in Viet Nam and Cambodia to Coca-Cola Sabco, a subsidiary company, in 2004, with Coca-Cola Sabco assuming certain debts as well.⁹⁷ In 2012, TCCC repurchased these operations from Coca-Cola Sabco.⁹⁸

While TCCC still maintains equity stakes in many bottlers in East Asian LMICs, in some markets the firm has allowed franchisees to acquire strategic ownership over markets. In these cases, including Indonesia and PNG, TCCC corporation sells concentrates and syrups to franchisees, and also receives a share of profits from beverage sales through licensing.⁷⁴ Specifically, in 2021 TCCC sold its share in Coca-Cola Amatil's operations to its European partners.⁹⁹ As Coca-Cola Amatil was TCCC's primary bottler in both Indonesia and PNG, this sale represents TCCC transferring primary ownership and day-to-day control to a franchisee, though TCCC maintains substantive control through franchise agreements.⁷⁴

TCCC also engages in foreign direct investment to integrate non-TCCC corporations into TCCC supply chains. For example, TCCC reports on its acquisition of Cosmos Bottling Corporation in the Philippines.¹⁰⁰ Such purchases result in increased sales and revenue. TCCC annual reports state that the company's acquisition of Cosmos Bottling Corporation brought the corporation's 500-million-unit case sales volume to TCCC.

TCCC continually engages in foreign direct investment to advance new and existing production facilities. For example, TCCC reports on its opening of two new production lines at one of its bottling facilities in Indonesia in 2015¹⁰¹:

In April this year, Coca-Cola Amatil Indonesia, part of US beverage manufacturer the Coca-Cola Company, added two new production lines at its Cikedokan plant in Bekasi, West Java. Coca-Cola News Digest, 22 June 2015

Likewise, TCCC also reports on its opening of a new bottling plant in Myanmar as a part of a US\$200 million investment in 2013.¹⁰² TCCC implies that this investment was facilitated by the opening of Myanmar to international corporations:

We opened a new bottling plant in Myanmar as part of our planned US\$200 million investment in the country over the next 5 years. Coca-Cola is now being produced locally in Myanmar for the first time in more than 60 years. TCCC 2013 Annual Report

Activities to expand and control downstream processes

TCCC corporation invests significant funds in ensuring control over the necessary downstream actors and processes to maximise the firm's ability to distribute and sell its products. For example, TCCC recounted its investment of US\$500 million in its Indonesia operations in 2014.¹⁰³ The corporation noted that, among other things, these funds were earmarked for increasing warehouse capacities and adding TCCC-branded 'coolers' at retail outlets:

In November 2014, Coca-Cola Amatil Limited ("Coca-Cola Amatil"), an equity method investee, and the Company

announced they had reached an agreement under which the Company would invest US\$500 million for a 29% interest in PT Coca-Cola Bottling Indonesia, a subsidiary of Coca-Cola Amatil... The investment was earmarked to boost capital expenditure in Indonesia, lifting production capacity, expanding warehouses and adding coolers at retail outlets. TCCC 2014 Fourth Quarter Report

Likewise, TCCC reported on the role that their food retail and distribution activities have contributed to sales growth in the region, including in the Philippines where sales volume growth was attributed to expansion in retail outlets:¹⁰⁴

In the Philippines, through the replacement of more than 10 000 coolers and a 23-point increase in order fulfillment rates, we achieved double-digit volume growth for the year, along with our highest availability coverage and market share in 7 years. TCCC 2019 Fourth Quarter Report

TCCC control over downstream actors is not limited to financial investments. TCCC also described the benefits of partnership to their supply chains. For example, its partnership with the Philippines Department of Trade and Industry provided financing to sari-sari (convenience) stores, which are the primary distribution channel for TCCC's products.¹⁰⁵ Likewise, TCCC's partnership with Indonesian company, KarGo KarGo (a digitised highly complex business-to-business trucking logistics company) enabled improvements to distribution networks.¹⁰⁶

Corporate political activities

In addition, the UPF industry lobbies to slow down or avoid government regulations, such as taxes and marketing restrictions, that may ultimately have a negative impact on the sales of their products.^{34 39–41 52 79} Common corporate political activities include use of information and messaging to frame corporate arguments, constituency building to amplify pro-industry voices, legal opposition or threat of legal opposition to policies, policy substitution or proposing alternative policies that are favourable to industry, and offering financial incentives to policymakers.

Within the array of documents searched for this study, we found little reporting by TCCC on the firm's corporate political activities. However, we found multiple examples of corporate political activities by industry associations representing TCCC and other corporations. A total of 21 examples of corporate political activities conducted by TCCC and industry associations in East Asia LMICs since 2000 were identified (online supplemental appendix 2).

Constituency building

Analysis of industry associations' websites reveals the associations occurring between industry actors when it comes to corporate political activities. Both competing and non-competing firms have aligned under the banner of such industry associations, and this allows multiple different firms to align their opposition to policy and ensure that consistent arguments are brought to policymakers. For example, members of such industry associations would

commonly adopt the same guidelines relating to product labelling. Likewise, TCCC would often adopt similar messaging to such industry associations when arguing against a range of different food and nutrition policies. The highly concentrated nature of markets in East Asian LMICs, dominated by fewer large corporations, likely facilitates coordination.

TCCC and representing industry associations also act to form alliances with government members. For example, the Philippines Chamber of Food Manufacturers' website reports on an upwards of 30 meetings with government agencies between 2014 and 2021, and these agencies included the Food and Drugs Administration of the Philippines, the Food and Nutrition Research Institute and the National Nutrition Council.¹⁰⁷ Likewise, TCCC reports on its engagement with the Philippines president in response to the corporation's '5by20' PR exercises, with TCCC using such CSR initiatives as an opportunity to engage with government actors.¹⁰⁸

TCCC also endeavours to recruit research actors to its side. TCCC reported instances where it had sent representatives to attend academic conferences in East Asian LMICs. Further to this, we also found evidence of instances where TCCC had directly contacted researchers in the region.¹⁰⁹ TCCC also engaged with the international sustainability consultancy firm Sancroft to commission policy briefs, describing the status of policy barriers in many East Asian LMICs.¹¹⁰ Such research support was reported to allow TCCC to capitalise on political opportunities to increase profits.

Information and messaging

We found multiple examples whereby TCCC and representing industry associations used framing and messaging techniques to oppose food and nutrition policy. For example, the Philippines Chamber of Food Manufacturers operationalised media platforms to voice their opposition to a tax on sugar-sweetened beverages. The Chamber 'strongly supported the exclusion of milk products' from the tax, as they argued this would harm low-income consumers.¹¹¹ TCCC itself took a similar stance when responding to a similar policy in Indonesia, arguing that such policies would damage the beverage industry.¹¹²

The tax "could be crippling for an industry that's just getting started," said Martin Gil, head of PT Coca-Cola Indonesia, Coca-Cola Co.'s subsidiary there, adding that the decision could be the beginning of a "slippery slope where anything that contains sugar" could be taxed. Indonesian Sugar-Tax Talk Chills Drinks Industry, *The Wall Street Journal*, 2015

Likewise, the American Chamber of Commerce in Viet Nam relied heavily on evidence supporting their opposition to a proposed tax on carbonated beverages. In a 2013 letter to the Director General of the Tax Policy Department, Ministry of Finance Viet Nam, the Chamber drew on evidence favouring their argument that 'carbonation may actually be beneficial in combating obesity',

by decreasing feelings of hunger, while making no statements regarding the calorie contents of these beverages.¹¹³ The Chamber also referred to countries where similar taxation policies have been repealed.

Similarly, TCCC also takes the stance that increasing physical activity, rather than improving population diets, is key for reducing overweight and obesity. For example, TCCC is a proponent of supporting physical activity initiatives, such as the Coca-Cola Cup in the Philippines, arguing that such initiatives are indicative of the corporation's support for healthier lifestyles.¹¹⁴

[The Coca-Cola Cup] is an affirmation of our firm commitment as a Company to promote active, healthy lifestyles and support physical activity programs that inspire our youth to be healthier and happier. *Coca-Cola News Digest*, 25 November 2015

TCCC and representing industry associations also relied on messaging highlighting that education, rather than structural policies such as taxation, front-of-pack labelling and marketing restrictions, are required to address overweight and obesity. In a 2021 House of Representatives meeting, GAPMMI took the stance that 'the most important thing [for addressing overweight and obesity] is education about healthy living' rather than an 'excise tax [on sugar-sweetened beverages] that drives up selling prices'.¹¹⁵

Legal strategies

The searched documents did not report on many examples wherein TCCC and representing industry associations had relied on legal opposition to food and nutrition policies. However, there was some evidence of threats of legal action being used to oppose policy. Such threats commonly drew on a country's WTO obligations. For example, the Philippines Chamber of Food Manufacturers made the claim that a proposed two-tier sugar-sweetened beverage tax (which charged a higher rate for imported beverages) was 'illegal'.¹¹⁶ Likewise, the American Chamber of Commerce in Viet Nam made similar claims in response to a proposed carbonated beverages tax, arguing that that policy was 'designed to favor local branded beverages at the expense of foreign branded beverages', and that 'such a tax would be a clear violation of Viet Nam's WTO commitments and would send a message that Viet Nam has raised illegal barriers to foreign direct investment'.¹¹³ Sourced documents also described trade disputes arguing against trade policy barriers preventing Coca-Cola imports into PNG.¹¹⁷

Policy substitution

We identified several examples whereby TCCC and representing industry associations promoted alternative policies in East Asian LMICs. In some cases, we identified that this took the form of promotion of industry-led policy approaches, such as GAPMMI's amendment and promotion of the 'Indonesia Advertising Ethics'.¹¹⁸ More broadly, Food Industry Asia

released 'Industry Guideline and Toolkit: Voluntary Front-of-Pack Nutrition Labelling for the Food & Beverage Industry in Asia', which takes the stance that food and nutrition labelling should be both voluntary and developed by industry.¹¹⁹

TCCC and representing industry associations also act to make alternative actions to recommended and best-practice policy approaches seem effective. We observed the promotion of existing, industry-led actions as examples by which TCCC proports that government-led approaches are unnecessary. For example, in their 2014 progress report,¹²⁰ the International Food & Beverage Alliance reported on the multitude of 'health-promoting' changes made by TCCC, notably in the Philippines, to ensure that globally recommended public health policies could be framed as unnecessary. Such 'health-promoting' initiatives included product reformulation to reduce calorie and sugar content, launching of low-calorie product lines and smaller portion sizes and launching voluntary and industry-led labelling guidelines.

Financial incentives

The searched documents did not report on any use of financial incentives by TCCC or representing industry associations to influence food and nutrition policy.

Marketing activities

To maximise the power and reach of its marketing campaigns, TCCC uses a variety of media, targets a range of settings and segments of the population and uses a range of different promotional techniques.^{71 72} Understanding the marketing approach of TCCC is important, as the firm identifies marketing as necessary for increasing consumption and sales growth in East Asia LMICs¹²¹:

Early results from our turnaround in the Philippines are positive and are due in part to increased marketing investments and consumer marketing programs. TCCC 2007 Annual Report

A total of 42 unique marketing campaigns, conducted by TCCC in East Asia LMICs, were identified (online supplemental appendix 3). The majority (n=28) of these were in the Philippines and Viet Nam. This aligns with the sentiments expressed by TCCC in their 2010 annual report, where the corporation identifies the Philippines and Viet Nam as two key markets for current and future growth¹²²:

The strong brand Coca-Cola growth came from a diversity of global markets, including double-digit growth in India, Viet Nam, the Philippines... TCCC 2010 First Quarter Report

Target markets

Across the region, over half (n=25) of all campaigns identified were specifically stated as targeting teens and/or young adults. TCCC reports that younger consumers are

not only the current driver of the success of the company, but also the key to future sales¹²³:

Youth (12–29 years old) comprise 60% of non-alcoholic beverage drinkers in the Philippines. This is the segment where most of Coca-Cola's unstable consumption frequency is coming from, in favour of lower-priced competition. Winning them secures not just the current performance of the business, but also its future success. Marketing case study 'Coke: Happiest thank you', 2015

TCCC frequently adapted aspects of its marketing campaigns to target subsets of children and young adults. For example, TCCC reports on the #CokeKiss campaign in Viet Nam, which targeted young, on-the-go adults who might require a 'sugar hit' in response to energy slumps brought on by their busy lives.¹²⁴

TCCC also often targeted their marketing to primary food shoppers (most often mothers). For example, TCCC identifies the Thadingyut Festival in Myanmar, which is associated with large meals and provision of gifts, as a market penetration opportunity to reach mothers.¹²⁵ As part of this festival TCCC provided mothers in Myanmar with gift packs, which were marketed as the perfect gift to give at this cultural reconnecting of families. Gift packs were promoted across television, print channels and on social media. This campaign saw significant increases in TCCC beverages sales, and in particular sales for 'at-home' consumption. In relation to this campaign, TCCC states that:

Mums are at the heart of life in Myanmar. They make all shopping and purchase decisions and have a strong influence on the family life, even more than in other APAC countries. They are tasked with buying the perfect gifts and preparing the best feast. Marketing case study 'Coca-Cola: Thadingyut Festival Myanmar', 2017

TCCC also reports that promoting its products to be consumed with food resulted in significant returns on investment. For example, TCCC described how its 'Goes well with Food' campaign, centred around by 52 weeks of non-TV advertising to promote consumption of TCCC beverages with food, resulted in growth in beverage sales, overall brand growth and significant social media engagement¹²⁶:

As a result of the campaign, Coca-Cola increased the number of drinks sold per week by 17%, contributing to brand growth of 11%, and the campaign garnered high engagement among users, with YouTube and Facebook view-through rates that were, respectively, 30% and 60% higher than the norm. Marketing case study 'Coca-Cola: 52-week non-TV engagement to build 'Coca-Cola with food' habit', 2020

TCCC also markets through diversifying product lines to both attract a greater range of consumers and protect against barriers to, or reductions in, sales of other product lines. For example, in Viet Nam, TCCC company launched Fuzetea+ to target health-conscious consumers and to enter a rapidly growing market.¹²⁷ Also in Viet Nam was the launch of Coke Plus Coffee, combining

Coca-Cola with coffee to tap into regional purchasing trends.¹²⁸

Marketing media

TCCC marketing case studies also describe how, as the access to online platforms and media has grown and expanded worldwide, TCCC has made digital marketing a key component of its expansion to East Asian LMICs. TCCC reports that mobile phone ownership in these LMICs is often greater than television ownership, and as such TCCC is relying less on out-of-home and television advertising and more on digital advertising as its primary marketing medium. Indeed, 23 of the 41 marketing campaigns identified used either mobile or social media and online advertising as their primary means of marketing. For example¹²⁹:

In Indonesia, major brands such as Coca-Cola... are increasingly turning away from TV and looking to Facebook first when planning campaigns. Marketing case study 'Brands turn to Facebook in Indonesia', 2015

A specific example of digital marketing campaigns run by TCCC in the region is the 'President for Happiness' campaign in the Philippines. The 'President for Happiness' was a Filipino citizen who 'inspired joy and let it spread, amongst Filipinos online' by broadcasting positive messages over social media in front of a backdrop full of TCCC product placement and advertising.¹³⁰ This campaign reportedly resulted in 'brand love' increasing by 12.2%, and a 7.6% growth in TCCC sales.

TCCC also implies that, as mobile phones have become more prevalent in East Asian LMICs, the beverage conglomerate has adopted this technology as a platform for marketing. TCCC reports that mobile phone ownership in Cambodia is over 95%, providing an avenue for marketing when other media might be less accessible. TCCC deployed time-targeted virtual calls, where young celebrities would encourage consumers to drink a TCCC product. The call was accepted by 71% of the targeted individuals, and 11% of targeted individuals followed-up by visiting the product webpage.¹³¹

Unwilling to accept limitations of an emerging market, Coca Cola was keen to test the mobile waters in Cambodia. So we created Cambodia's first mobile campaign to help Coke meet its branding and marketing goals. Marketing case study 'Coca-Cola: Coke Break', 2017

Marketing techniques

TCCC marketing case studies describe the varied range of marketing techniques used by TCCC across East Asian LMICs. Many of these are tailored to specific cultural contexts. For example, TCCC identifies the Philippines as an emotive country where 'happiness' is a valued concept. As a result, all identified marketing campaigns that relied on emotional levers were conducted in the Philippines. For example, TCCC describes how the 'Happiest Thank You' campaign in the Philippines capitalised on feelings of gratefulness to encourage individuals to 'thank' their

friends and colleagues by gifting personalised cans.¹³² With a budget of less than US\$500 000, the campaign increased the number of weekly consumers of TCCC products by 1.5%-points.

As the most emotional people in the world, we knew we needed to bring out a powerful emotional truth that makes saying 'thank you' through a personalized Coca-Cola bottle mean so much more. Marketing case study 'Coca-Cola: Happiest thank you', 2015

TCCC also identifies cultural and religious events as opportunities to promote its products. For example, in Indonesia, TCCC frequently reports on its use of Ramadan to market its beverages to the Muslim population.¹³³ TCCC reports that its Ramadan-associated campaigns have resulted in a 2% increase in market share over three annual campaigns.

Sprite needed to boost its sales in Ramadan, where product relevance is decreasing, and alternative drinking products are desired. In fasting season, while other brands in Indonesia used religious imagery to communicate, Sprite wanted to be truthful to what consumers really experience during Ramadan: hunger and thirst. Marketing case study 'The Coca-Cola Company Indonesia: Sprite Ramadan: A Truth in The Truthful Month', 2017

TCCC reports on the numerous times that it has marketed through sporting events and through use of sponsorship throughout the region. For example, TCCC reports the launch of campaigns associated with the FIFA World Cup in Myanmar and Viet Nam. TCCC describes its sponsorship of the FIFA World Cup Trophy Tour in Myanmar and Viet Nam, also reporting on its development of custom FIFA World Cup cans in Viet Nam.¹³⁴

The World Cup was one of the most important occasions for Coca-Cola to drive brand love among Viet Nameese teens and youths. The strategy was to create excitement among the target audience with special cans designed for eight different countries taking part in the World Cup as a way of extending support for 'your second country'. Marketing case study 'Coca-Cola: World Cup Food Combos', 2018

TCCC describes how marketing alongside the FIFA World Cup in Myanmar resulted in over 10 million media impressions and in TCCC becoming the leading food and beverage Facebook page in the country.¹³⁵ In Viet Nam, TCCC also reports that TCCC's World Cup campaign was the highest rated social media campaign.

Public relations activities

TCCC engages in a number of PR activities in East Asia LMICs, ostensibly to support consumers, employees, the community, the environment, the economy and/or human rights.^{58 59} A total of 36 unique PR activities were identified from annual reports and other documentary sources (online supplemental appendix 4). The majority of the identified PR activities were conducted or reported since 2015 (n=21), and in the Philippines (n=15), followed by Viet Nam (n=12), noting that some

individual PR activities were conducted in multiple countries across the region.

PR activities relating to the community

TCCC's reporting of its responsibility and commitment to the community in East Asian LMICs broadly centres on programmes to support education and training, and programmes to support small businesses. As an example of the former, TCCC described how it has funded over 100 'Little Red Schoolhouses' (elementary schools, with a picture showing that these are painted in TCCC brand colours of red and white) in the Philippines.¹³⁶ TCCC also reports on its programmes to support small businesses in East Asian LMICs. For example, TCCC details its offering of US\$3.2 million in low-interest loans to 15 000 Filipino sari-sari (convenience) store owners to assist with their safe reopening in the wake of the COVID-19 pandemic.¹³⁷ TCCC identifies these stores as one of the primary retail outlets through which TCCC products are sold.

Coca-Cola Philippines partnered with government agencies and two leading micro-finance institutions to create the Rebuilding Sari-Sari Stores Through Access to Resources and Trade (ReSTART) initiative. The program allocated approximately US\$3.2 million in loan packages to some 15 000 micro-retailers so they could reopen safely. Coca-Cola 2020 Annual Report

PR activities relating to the economy

TCCC's reporting of its responsibility and commitment to the economy of East Asian LMICs is primarily through its descriptions of the jobs created by TCCC's presence. TCCC claimed in 2009 that its three bottling operations in Viet Nam were responsible for the employment of 1500 individuals directly, but indirectly contributed to more than 15 000 jobs across multiple industries.¹³⁸

PR activities relating to human rights

TCCC's reporting of its responsibility and commitment to human rights in East Asian LMICs includes support for disaster response, provision of drinking water and gender equity activities. For example, TCCC details its allocation of US\$3 million and US\$300 000 to COVID-19 relief efforts in the Philippines¹³⁹ and Viet Nam,¹⁴⁰ respectively, alongside temporarily pausing advertising in both countries. Following these activities, TCCC launched a marketing campaign in Viet Nam to share what they had done with the public.

PR activities relating to the environment

TCCC's reporting of its responsibility and commitment to the environment in East Asian LMICs covers multiple facets of environmental protection. TCCC annual reports describe TCCC's contributions to a number of clean-up programmes in the region, including a US\$11 million investment in river clean-up programmes across nine countries, including Indonesia and Viet Nam, in 2019.¹⁴¹

Recycling activities are also reported by the company, including the creation of a US\$19 million bottle-to-bottle recycling facility in the Philippines, the first in the region, in 2018¹⁴²:

Coca-Cola Beverages Philippines, the bottling arm of Coca-Cola in the Philippines, announced that it will lead the investment in a US\$19 million state-of-the art, food-grade recycling facility that will collect, sort, clean and wash post-consumer recyclable plastic bottles and turn them into new bottles using advanced technology. TCCC 2018 Annual Report

TCCC's environmental protection activities often integrate with explicit marketing activities. For example, in the Philippines, TCCC ostensibly wanted to promote environmental protection and describes its launch of the 'Living Billboard'—a TCCC branded billboard which was covered with living plants.¹⁴³ The reported aim of this activity was to commence conversations regarding pollution, however, return on investment is described in terms of media exposure:

In response, the company implemented "The Living Plant Billboard" which was a billboard in one of the country's most polluted thoroughfares covered in thousands of Fukien tea plants. The billboard generated more than US\$475 000 worth of free media in 3 months. Marketing case study 'Coca-Cola: Living plant billboard', 2012

Not all TCCC's PR activities have been successful. For example, it was reported in 2015 that TCCC's launch of an environmentally sustainable water awareness initiative (EKOCENTER) in Viet Nam was tarnished by media reports of the company's failure to comply with environmental protection laws.¹⁴⁴

DISCUSSION

TCCC's market and non-market activities in East Asia LMICs present a risk to health and may undermine health promotion efforts.^{38 39 77 145} Market activities conducted by TCCC include (1) supply-chain activities to grow its reach and supply chains, (2) marketing of products and brands, particularly on digital and mobile platforms to children, adolescents and mothers, through campaigns that, in their own estimation, grow market share, improve public perceptions and provide a positive return on investments, and (3) public relations activities related to human rights, environmental sustainability and community and economic supports, as both a marketing tool, and to position the company in a favourable light to the media, shareholders, government and the general public, while ignoring other issues related to TCCC's corporate activities. TCCC's non-market activities include association with regional industry associations, who present industry-favouring evidence, threaten legal action and engage with policymakers to amplify industry voices.

TCCC's corporate activities are closely related to the corporate power that the firm holds.^{38 77 145} Corporate

power infers on corporations the ability to influence markets, public policy, public perceptions and multiple other facets of society.^{38 77 145} There are multiple origins of corporate power, and one way of conceptualising these is as material and ideational sources.⁷⁷ Material sources of corporate power include the physical resources owned by a firm, including financial resources and means of production. Here, we have shown that TCCC is growing its material corporate power by purchasing competing businesses and production facilities, partnering with other corporations to boost supply chains, supporting key distribution networks through PR investments and using numerous strategies to protect and increase market share. Ideational sources of corporate power are the social constructs, such as norms, values, ideas and knowledge, that increase a firm's influence (eg, public perceptions of, or government influence over, a corporation).⁷⁷ Our findings show how TCCC is building its ideational corporate power across LMICs in East Asia by marketing its products, engaging in PR to shift public perceptions and whitewash its reputation, and corporate political activities to minimise barriers to the sale of its products.

TCCC's corporate power supports the firm's ability to create wealth for its shareholders and control resources, and this has in turn supported TCCC's ability to sell its harmful products.¹⁴⁶ In contrast, the proportion of TCCC's income that is redistributed to the public through income taxes has decreased. This is increasingly the case in LMICs as well.¹⁴⁶ Subsequently, TCCC's operationalisation of its corporate activities and accompanying increases in corporate power can be said to be directly influencing aspects of the nutrition transition occurring in many LMICs.

Comparisons with literature

Previous research has also described the expansion of UPF supply chains into Asia. Among East Asian LMICs, the removal of restrictions on foreign direct investment in Viet Nam has been associated with increased supply chain investments by multinational beverage corporations, which has in turn led to a quadrupling of beverage sales in this country.¹⁴⁷ Similar activities aimed at expanding supply chains have been observed in other Asian nations. For example, TCCC successfully re-entered China and India after liberalisation of these economies. The introduction of TCCC's supply chains in these countries was accompanied by reduced soft drink prices (relative to pre-liberalisation market prices) and increased consumption.⁴⁵

The corporate political activities conducted by TCCC and other transnational UPF corporations in East Asian LMICs has been relatively under-researched. However, food and beverage industry attempts to influence policy development have been documented in Thailand⁵³ and India and China (which are not LMICs).⁴⁵ In Thailand, industry particularly relied on informational and constituency building tactics as their key political activities, aligning with what we report herein.⁵³ However,

'behind the scenes' activities, such as financial incentives offered to policymakers and opposition destabilisation were not reported in the documents analysed here, and this aligns with what has been reported elsewhere.⁵³⁻⁵⁷ Industry opposition to policies in the Philippines has been described anecdotally.^{148 149} It is likely that alternative data sources, such as qualitative interviews, need to be explored to fully understand the extent of UPF and beverage corporate political activities in East Asian LMICs.

We describe how TCCC's marketing campaigns in East Asian LMICs target children, adolescents and young adults. These findings align with studies in Manila (the Philippines) and Ulaanbaatar (Mongolia) where unhealthy food advertising was shown to be highly prevalent near schools.¹⁵⁰ Similarly, in Indonesia, unhealthy food and beverage advertisements were more prevalent in locations that children commonly frequent compared with areas not frequented by children.¹⁵¹ Also in Indonesia, children have been found to be frequently exposed to unhealthy food and beverage marketing on television, more so than the higher income countries of China, Malaysia and South Korea.⁶³ We also report on the increased use of online and digital marketing by TCCC, and the frequent use of digital marketing by the UPF industry in the Philippines has been reported.^{152 153}

Our study adds to knowledge on the marketing of UPFs in the region by describing the explicit objectives of TCCC's marketing campaigns to target children, young adults and families. This is despite TCCC's, and broader the UPF industry's, pledges to protect children from the harmful impacts of unhealthy food and beverage marketing, such as the Philippine Responsible Advertising to Children Pledge.¹⁵⁴ While many of TCCC's identified marketing campaigns are not in violation of these pledges, which commonly only apply to children under the age of 12 years, they highlight how explicit TCCC is at targeting the gatekeepers of young children's diets (mothers), and older children. These findings are concerning because of the demonstrated influence of unhealthy food and beverage marketing over children's food and beverage preferences for and consumption of unhealthy products, with unhealthy food and beverage marketing shown to increase children's requests for advertised products and undermine caregivers' intentions to provide healthier foods and beverages.^{47 155-157} Our findings support evidence showing industry-led codes are ineffective at reducing children's exposure to unhealthy food and beverage marketing.¹⁵⁸⁻¹⁶¹ Our results reinforce global recommendations from the WHO and other bodies to move away from a 'child-directed' approach to marketing restrictions, and towards actions that target all marketing that children are exposed to, or which has the intention of influencing children's UPF consumption.¹⁵⁷

An interesting insight from this analysis was the use of PR by TCCC. We report on the multiple ways in which TCCC operationalises its PR activities to seemingly support human rights, environmental sustainability and

community programmes, while continuing to expand sales of products harmful to human and environmental health. This included launching of 'Little Red Schoolhouses', ostensibly to support education, funding of small and local community businesses, clean-up and anti-pollution initiatives and supporting disaster responses. Our results support an earlier study in Viet Nam where it has been described that the UPF industry engages with PR activities related to labour rights, environmental protection and philanthropy.^{162 163} PR activities are used by food and beverage corporations for a range of reasons. First, to support supply chain activities by identifying strategic and operational opportunities.^{164 165} Second, to drive consumer awareness of the corporation and its products, acting as complimentary marketing activities.¹⁶⁶ Third, to draw attention to activities and regulatory actions that are unlikely to harm profits, such as physical activity and nutrition education initiatives, and to fix reputations that are likely to have been tarnished by the unhealthy products sold by these corporations.^{166 167}

Nguyen *et al* found that the UPF industry used PR activities to improve consumer perspectives of these unhealthy corporations.¹⁶³ In Indonesia, PR activities by the UPF industry were found to increase corporations' market capitalisation relative to companies that did not disclose such PR activities.¹⁶⁸ There are inconsistencies in TCCC's PR activities. TCCC purports to be a creator of jobs and employment in East Asian LMICs. However, research shows that TCCC's profits and distributions to shareholders have increased significantly over time, with little improvements seen in workers' incomes or conditions.¹⁴⁶ While TCCC's funding of Sari-Sari stores in the Philippines in the wake of the COVID-19 pandemic may be marketed as altruistic, these stores represent a key distribution network for TCCC beverages, and it is reasonable to expect that Coke's support for these stores is likely to result in additional profits. Likewise, TCCC promotes its environmental activities, in this region and elsewhere, as evidence of its social responsibility. However, these activities seem ironic as the company is recognised as one of the largest contributors to plastic pollution globally.¹⁶⁹ TCCC also touts its support of children through the provision of a range of education and support services. Such PR activities seem in stark contrast to TCCC's marketing activities in the Philippines, which we show explicitly targets children as a key demographic segment of the market. Indeed, TCCC-funded 'Little Red Schoolhouses' in the Philippines are often painted red and white (colours of TCCC brand), with branded marketing collateral.¹⁴⁸

Implications

It is imperative that governments in East Asian LMICs look for policy options to reduce the power and influence of UPF corporations. Food policy literature points to a number of strategies that may help governments maintain power. One avenue is to directly limit corporations' abilities to consolidate corporate power through

restrictions on certain corporate activities. For example, unhealthy food and beverage marketing restrictions are likely to decrease consumer demand for unhealthy products, especially in disadvantaged and at risk population groups.³⁸ We have previously shown that policy responses to unhealthy food and beverage marketing in East Asian LMICs are limited to non-existent.²⁰ Policies might also seek to enforce better corporate reporting standards for activities related to a broad definition of sustainability.^{170 171} This would increase rigour in the way PR activities are reported on and reduce corporate use of sustainability reporting principally as a marketing tool. Governments may also look to competition-based policies, to prevent unfair trading practices by reducing the dominance of larger corporations.^{38 172 173} In a similar fashion, both upstream suppliers and downstream distributors can be supported through government policies to better combat the predatory practices of large UPF firms.^{38 172}

Governments in LMICs may need support to implement policies to reduce the negative influence of corporate market and non-market activities, and in identifying and managing conflicts of interest and corporate influence.¹⁷⁴ Transnational UPF corporations are likely to act to influence or prevent the implementation of any policies that may impact their profits and power.^{34 52 79} This highlights the importance of adhering to conflict-of-interest guidelines when developing food and nutrition policies.¹⁷⁵ Policymakers in Asia have previously highlighted the role that research can play in supporting such LMICs to resist corporate influences and ensure that implemented policies are from conflicts of interest.¹⁷⁴

Strengths and limitations

A strength of this research is that it draws on multiple documentary data sources to describe a broad range of TCCC's activities in East Asian LMICs, ensuring that coverage of TCCC's activities is likely to be comprehensive. Further, we describe the commercial determinants of unhealthy diets in a region that has previously been understudied, opening the door to future research to drive political will and support policy implementation for addressing corporate influences. Finally, we expand on the Kickbusch commercial determinants of health framework³⁹ to incorporate additional frameworks relating to supply chains,⁷⁸ marketing^{71 72} and PR.^{58 59} Including these multiple different frameworks allows a more in-depth conceptualisation of each of these corporate activities than might otherwise have been allowed by relying on the more simplistic Kickbusch framework³⁹ alone.

This research has a number of limitations. First, we chose to focus on a single UPB corporation, TCCC. It is possible that the actions of TCCC do not represent the activities of other UPF corporations in LMICs in the East Asia Pacific region. Further, there is a risk that by focusing on a single corporation we may incorrectly single-out TCCC as the corporation that most prolifically engages in these activities, which was not the intention of this

approach, nor do we collect sufficient data to compare corporations in this way. Instead, evidence suggests that UPF corporations conduct similar activities, and it is logical to focus such research on the UPF industry's most dominant corporation.¹⁴⁸ Second, we refine the scope of this research and include a select range of industry documents in this analysis, and it is possible that some documentary data sources may have been missed and subsequently that not all corporate activities have been captured. In particular, as WARC focuses on select marketing case-studies, the description of marketing activities within LMIC's in East Asia may not be representative of all countries and campaigns.⁸⁵ Future research may wish to be guided by a formalised monitoring framework, such as INFORMAS,¹⁷⁶ while focusing on a single corporate activity. Third, our theoretical framework was only informed by existing literature on supply chains, corporate political activities, marketing and PR. As such, some corporate activities, such as those relating to upstream suppliers,³⁸ were deemed to be outside the scope of this study. Future research should look to examine other corporate activities, such as more in-depth analysis of interactions with competing, upstream and downstream firms, both for TCCC as well as other UPF corporations. Fourth, many aspects of corporate political activities are conducted informally (including in Asia⁵³) and are unlikely to be detected by the desk-top methods used in this study. Future research could include interview data as an approach to assess corporate political activities, however this was beyond the scope of the current study.⁴⁵ Finally, we only captured social media and digital marketing by TCCC to the extent that it was included in the WARC database. As digital marketing by the UPF industry is increasingly prevalent in LMICs,^{152 153} future research should explore other monitoring avenues for capturing this increasingly prolific and harmful marketing avenue.

CONCLUSIONS

We have described the multiple supply chain, political, marketing and PR activities used by TCCC to drive sales of its products. Our analysis revealed a clear strategy for growth and expansion in East Asian LMICs that presents a risk to health and may undermine health promotion efforts. We have outlined a suite of policy options governments could pursue to address the growing influence of transnational UPF corporations to improve population diets and health.

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Contributors OH designed the research question, conducted data collection and analysis and drafted and revised the manuscript. He is a guarantor. ER provided feedback on the research question, conducted data analysis and revised the manuscript. CB, GS, PB and BW provided feedback on the research question and revised the manuscript. KB designed the research question and revised the manuscript.

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Appendix 1: TCCC supply chain activities in East Asian LMICs

Country/countries	Year	Type of supply chain activity	Sub-type of supply chain activity	Description of activity	Reported outcomes from a company perspective	Source	Illustrative quote
Indonesia	2000	Activities to expand and control bottlers and manufacturers	Ownership of in-region corporations and production facilities	In 2001, Company acquired a 10 percent ownership interest in a water company.		TCCC 2004 annual report	“In 2000, our Company acquired certain water trademarks in Indonesia and began including the related volume in the Company's reported unit case and gallon sales information. In 2001, our Company acquired a 10 percent ownership interest in the water company.”
Philippines	2001	Activities to expand and control bottlers and manufacturers	Ownership of in-region corporations and production facilities	Our Company acquired direct and indirect ownership interests in Cosmos effectively totalling approximately 62%. A subsequent tender offer has been made by CCBPI and our Company to the remaining minority share owners and is expected to close in March 2002.	Acquired brands had annual volume of approximately 500-million-unit cases.	TCCC 2001 annual report	“With the subsequent purchase of a majority interest in Cosmos Bottling Corporation, we are able to offer our consumers the broadest range of category-leading brands.” “In January 2002, our Company and CCBPI acquired from RFM Corp., a Philippine food and beverage concern, RFM's 83% ownership interest in Cosmos Bottling Corporation ("Cosmos"), a publicly traded Philippine beverage company. Our Company acquired direct and indirect ownership interests in Cosmos effectively totalling approximately 62%. A subsequent tender offer has been made by CCBPI and our Company to the remaining minority share owners and is expected to close in March 2002.”
Philippines	2001	Activities to expand and control bottlers and manufacturers	Ownership of in-region corporations and production facilities	CCA will sell Coca-Cola Bottlers Philippines, Inc. ("CCBPI") to SMC, which will acquire a 65% equity interest, and to the Company, which will acquire a 35% equity interest, in a share, cash and debt transaction	Upon completion of this transaction, TCCC owned 35 percent of the common shares and 100 percent of the Preferred B shares, and San Miguel owned 65 percent of the page 42 common shares of CCBPI. Additionally, as a result of this transaction, TCCC's interest in Coca-Cola Amatil was reduced from approximately 38 percent to approximately 35 percent.	TCCC 2000 annual report	“In February 2001, our Company announced it had reached agreement in principle with Coca-Cola Amatil and San Miguel Corporation ("SMC") regarding the ownership and management of bottling operations in the Philippines. Under the agreement, CCA will sell Coca-Cola Bottlers Philippines, Inc. ("CCBPI") to SMC, which will acquire a 65% equity interest, and to the Company, which will acquire a 35% equity interest, in a share, cash and debt transaction valued at A\$2.25 billion (U.S.\$1.24 billion). The consideration for CCBPI comprises the cancellation of approximately 149 million CCA shares held by our Company and 219.4

				valued at A\$2.25 billion (U.S.\$1.24 billion).			million CCA shares held by SMC at a price of A\$4.75 (U.S.\$2.62) and additional consideration of approximately A\$495 million (U.S.\$273 million) comprising cash and debt.”
Papua New Guinea, Indonesia	2001	Activities to expand and control bottlers and manufacturers.	Ownership of in-region corporations and production facilities	Ownership interest in Coca-Cola Amatil of approximately 35%.	Coca-Cola Amatil estimates that the territories in which it markets beverage products contain approximately 86% of the population of Papua New Guinea and 98% of the population of Indonesia. In 2003, Coca-Cola Amatil’s net sales of beverage products were approximately \$2.2 billion. In 2003, approximately 54 percent of the unit case volume of Coca-Cola Amatil was Coca-Cola trademark beverages, approximately 38 percent of its unit case volume was other Company trademark beverages, and approximately 8 percent of its unit case volume was beverage products of Coca-Cola Amatil.	TCCC 2001 annual report	“At December 31, 2001, our ownership interest in Coca-Cola Amatil was approximately 35%. Coca-Cola Amatil is the largest bottler of the Company's beverage products in Australia and also has bottling and distribution rights, through direct ownership or joint ventures, in New Zealand, Fiji, Papua New Guinea, Indonesia and South Korea. Coca-Cola Amatil estimates that the territories in which it markets beverage products contain approximately 99% of the population of Australia, 100% of the populations of New Zealand, Fiji and South Korea, 86% of the population of Papua New Guinea and 98% of the population of Indonesia.”
Cambodia, Vietnam	2001	Activities to expand and control bottlers and manufacturers.	Ownership of in-region corporations and production facilities	Acquisition of 75% stake in Fraser and Neave Limited.	Coca-Cola holds a majority ownership in bottling operations Cambodia and Vietnam.	TCCC 2000 annual report	“Acquisition of Fraser and Neave Limited's 75 percent stake gave our Company full ownership of F&N Coca-Cola. F&N Coca-Cola holds a majority ownership in bottling operations in Brunei, Cambodia, Nepal, Pakistan, Sri Lanka, Singapore and Vietnam.”
Cambodia, Vietnam	2004	Activities to expand and control bottlers and manufacturers.	Ownership of in-region corporations and production facilities	Sale of bottling operations in Vietnam, Cambodia, Sri Lanka and Nepal to Coca-Cola Sabco (Pty) Ltd. \$29 million sale value.		TCCC 2004 annual report	“During 2004, our Company sold our bottling operations in Vietnam, Cambodia, Sri Lanka and Nepal to Coca-Cola Sabco (Pty) Ltd. ("Sabco") for a total consideration of \$29 million. In addition, Sabco assumed certain debts of these bottling operations. The proceeds from the sale of these bottlers were approximately equal to the carrying value of the investment.”
Philippines	2007	Activities to expand and control bottlers	Ownership of in-region corporations	Acquisition of 100% stake in Coca-Cola	On February 22, 2007, the Company acquired the remaining	TCCC 2006 annual report	“In December 2006, the Company entered into a purchase agreement with San Miguel Corporation and two of its subsidiaries

		and manufacturers	and production facilities	Bottlers Philippines, Inc.	65 percent ownership interest in Coca-Cola Bottlers Philippines. Upon the closing of this transaction, the TCCC owned 100 percent of the issued and outstanding capital stock of CCBPI.		(collectively, "SMC") to acquire all of the shares of capital stock of Coca-Cola Bottlers Philippines, Inc. ("CCBPI") held by SMC, representing 65 percent of all the issued and outstanding capital stock of CCBPI. CCBPI is the Company's authorized bottler in the Philippines. The transaction is subject to certain conditions." "On February 22, 2007, the Company acquired the remaining 65 percent ownership interest in Coca-Cola Bottlers Philippines, Inc. ("CCBPI") held by San Miguel Corporation and two of its subsidiaries (collectively, "SMC") and began to implement certain initiatives to address business performance."
Mongolia	2010	Activities to expand and control bottlers and manufacturers	Investment in in-region production facilities	US\$19 million	Coca-Cola Opens new bottling plant in Mongolia (39 th worldwide)	TCCC 2010 annual report	"Coca Cola began construction in summer of 2009 on a \$19 million bottling facility in Inner Mongolia, China. Slated for completion in 2010, the 140,000-sm project will produce 576 million bottles annually. The facility is Coca Cola's 39th bottling plant worldwide."
Indonesia	2011	Activities to expand and control bottlers and manufacturers	Investment in in-region production facilities	Investment in bottling operations	Coca-Cola Amatil Indonesia targeting sales growth of 10-12% this year and is increasing production capacity to meet anticipated demand.	WARC. 2011. Marketing in Indonesia - Market Overview and Review of Best Practice	"Coca-Cola Amatil, the Australian-based bottler and distributor for Coca Cola across the Pacific region, is investing around US\$100 million in Indonesia over three years, doubling the company's investment in the country, with plans to expand into new products and categories."
Philippines	2011	Activities to expand and control bottlers and manufacturers.	Investment in in-region production facilities	Coca-Cola opened a mega bottling facility in Misamis Oriental in June 2011	The Philippines bottling operation is 1 of the 10 largest Coca-Cola bottlers across the globe	Kleiman S, Ng B S.W., & Popkin B. 2012. Drinking to our health: can beverage companies cut calories while maintaining profits? Obesity Reviews	"Coca-Cola opened a mega bottling facility in Misamis Oriental in June 2011. The Philippines bottling operation is 1 of the 10 largest Coca-Cola bottlers across the globe, creating significant employment opportunities in the area."
Vietnam	2011	Activities to expand and control bottlers and manufacturers.	Investment in in-region production facilities	USD40 million	Coca-Cola invested USD40 million to upgrade its production facilities in Hanoi.	Media reporting	"The Coca-Cola Co has said that it will invest more than US\$40m in a major upgrade of its facility in Hanoi, Vietnam over the next year."
Cambodia,	2012	Activities to	Ownership of	Acquisition of	TCCC acquired bottling	TCCC, 2012 Annual	"During the three months ended March 30,

Vietnam		expand and control bottlers and manufacturers.	in-region corporations and production facilities	bottling operations in Vietnam and Cambodia from Coca-Cola Sabco (Pty) Limited valued at USD121 million	operations in Cambodia and Vietnam	report	2012, our Company's acquisition and investment activities totalled \$121 million, which includes our acquisition of bottling operations in Vietnam and Cambodia from Coca-Cola Sabco (Pty) Limited." "In 2012, we announced multiyear investments in several key markets, including Vietnam (\$300 million)."
Philippines	2013	Activities to expand and control bottlers and manufacturers.	Ownership of in-region corporations and production facilities	Sale of majority interest in Philippine bottling operations.	TCCC sold Philippines bottling operations	TCCC, 2013 Annual report	"In 2013, the Company sold a majority interest in our previously consolidated bottling operations in the Philippines ("Philippine bottling operations")."
Myanmar	2013	Activities to expand and control bottlers and manufacturers.	Investment in in-region production facilities	Opened a new bottling plant in Myanmar	Opened a new bottling plant in Myanmar as part of a \$200 million planned investment.	TCCC, 2013 Annual report	"We opened a new bottling plant in Myanmar as part of our planned \$200 million investment in the country over the next five years. Coca-Cola is now being produced locally in Myanmar for the first time in more than 60 years." "Inaugurated our first bottling plant in Myanmar, a move that will create more than 22,000 direct and indirect jobs over the next five years."
Myanmar	2013	Activities to expand and control bottlers and manufacturers.	Ownership of in-region corporations and production facilities	Acquisition of the majority of the remaining outstanding shares of bottling operations in Myanmar	TCCC acquired bottling operations in Myanmar.	TCCC, 2013 Annual report	"During the six months ended June 28, 2013, the Company's acquisitions of businesses, equity method investments and nonmarketable securities totalled \$308 million, which primarily included our acquisition of the majority of the remaining outstanding shares of innocent and bottling operations in Myanmar."
Philippines	2014	Activities to expand and control bottlers and manufacturers	Investment in in-region production facilities	USD150 million		Media reporting	"COCA-COLA FEMSA Philippines plans to spend about \$150 million this year for the upgrade of existing plants and distribution centers in the country"
Indonesia	2014	Activities to expand and control bottlers and manufacturers Activities to	Investment in in-region production facilities Investment in storage	Investment in bottling operations	The investment was earmarked to boost capital expenditure in Indonesia, lifting production capacity, expanding warehouses and adding coolers at retail outlets.	TCCC, 2014 Annual report	"In November 2014, Coca-Cola Amatil Limited ("Coca-Cola Amatil"), an equity method investee, and the Company announced they had reached an agreement under which the Company would invest \$500 million for a 29 percent interest in PT Coca-Cola Bottling Indonesia, a subsidiary

		expand and control downstream processes	facilities Investment in retail facilities				of Coca-Cola Amatil.” “The Atlanta-based beverage giant showed its resolve in the world's fourth-most populous nation when it paid US\$500 million in April for a 29.4% stake in the Indonesian bottling operations of Australia-based Coca-Cola Amatil Ltd.”
Vietnam	2014	Activities to expand and control bottlers and manufacturers	Investment in in-region production facilities	USD300 million over 3 years	Opened new two production facilities in Vietnam as part of investment	Vietnam Investment Review. 2014. Coca-Cola opens new facilities in Vietnam	“Global beverage giant Coca-Cola on June 12 announced the inauguration of two new facilities in Vietnam as part of its US\$300-million investment planned for this market in the 2013-2015 period.”
Indonesia	2015	Activities to expand and control bottlers and manufacturers	Investment in in-region production facilities		Two new production lines at Cikedokan plant in Bekasi, West Java.	Jakarta Post. 2015. Slower sales worry soft drink-makers	“In April this year, Coca-Cola Amatil Indonesia, part of US beverage manufacturer the Coca-Cola Company, added two new production lines at its Cikedokan plant in Bekasi, West Java.”
Laos	2015	Activities to expand and control bottlers and manufacturers	Investment in in-region production facilities	USD30 million	Coca-Cola opened its first bottling plant in Laos	ThaiNamthip. 2015. Coca-Cola Bottler ThaiNamthip Opens First Coca-Cola Plant in Laos with US\$30 Million Investment	“Coca-Cola Bottler ThaiNamthip Opens First Coca-Cola Plant in Laos with US\$30 Million Investment; - Chairman and CEO of The Coca-Cola Company Muhtar Kent presides over opening of 'strategic plant that completes ASEAN presence'; - New Lao plant is Joint Venture between Thailand Coca-Cola bottler ThaiNamthip Limited and Lao firm PT Sole Co., Ltd.”
Philippines	2015	Activities to expand and control bottlers and manufacturers	Investment in in-region production facilities	USD1.2-1.3 billion		Manila Bulletin. 2015. Coca-Cola to invest \$1.3 Billion in Philippines	“Beverage giant Coca-Cola Company is investing \$1.2 billion-\$1.3 billion in the next five years in the Philippines, its 12th largest market globally, to upgrade its existing bottling plants, improve facilities and production capacity”
Philippines	2016	Activities to expand and control bottlers and manufacturers	Investment in in-region production facilities	USD800 million		Manila Standard. 2016. Coca-Cola Femsu investing \$800m to expand PH operations	“Coca-Cola Femsu Philippines Inc. is spending at least \$800 million to expand operations in the Philippines from 2016 to 2020 with immediate plans to acquire two more polyethylene terephthalate lines this year.”
Vietnam	2016	Activities to expand and control downstream processes	Retail partnerships			Tuoi Tre News. 2016. Coca-Cola beverages to be served aboard Vietnamese private airline flights	“The Vietnamese private airline and Coca-Cola Vietnam signed a deal on Wednesday to boost cooperation, including an agreement to paint Coca-Cola's logo on Vietjet's new planes and serve Coca-Cola beverages on board.”

Cambodia	2016	Activities to expand and control bottlers and manufacturers.	Investment in in-region production facilities	USD100 million		TCCC 2017 Proxy Statement Notice of Annual Meeting of Shareowners	“Mr. Finan oversaw the opening of two new bottling plants in Cambodia”
Vietnam	2017	Activities to expand and control downstream processes	Investment in storage	USD300 million	Expansion of storage facilities.	Da Nang Portal. 2017. Coca-Cola Inaugurates New Warehouse and Wastewater Treatment System in Da Nang	“Coca-Cola Viet Nam on 21 August held a ceremony to officially announce its completion of additional investment of \$300 million in Viet Nam during the 2013-2016 period. In attendance was Vice Chairman of the Da Nang People’s Committee, Mr. Tran Van Mien.”
Philippines	2018	Activities to expand and control bottlers and manufacturers.	Ownership of in-region corporations and production facilities	Acquisition of 100% stake in Coca-Cola Bottlers Philippines, Inc.	Acquired bottling operations in the Philippines, increasing income and employee numbers.	TCCC 2020 Proxy Statement Notice of Annual Meeting of Shareowners	“In December 2018, the Company acquired a controlling interest in the Philippine bottling operations from Coca-Cola FEMSA, S.A.B. de C.V. and now owns 100% of the Philippine bottling operations.”
Myanmar	2018	Activities to expand and control downstream processes	Investment in transport	Partnership with KarGo to digitise business to business trucking logistics in Myanmar.		WARC. 2018. Global to Local: Mobile in the developing world	“KarGo has digitised highly complex B2B trucking logistics in Myanmar, working with multinational companies such as Coke and Nestlé, as well as local small to mid-size businesses. KarGo is a graduate of Phandeyar, Myanmar’s first tech accelerator.”
Vietnam	2018	Activities to expand and control bottlers and manufacturers	Investment in in-region production facilities	USD300 million	Opening of a new production facility in Vietnam	GoodBev Media. 2018. Coca-Cola set to build \$300m factory in Vietnam – reports	“The Coca-Cola Company is set to open a new \$300 million production facility in Hanoi, Vietnam, according to local media reports.”
Indonesia	2019	Activities to expand and control bottlers and manufacturers	Investment in in-region production facilities	New \$24m production line in Pasuruan, East Java.	Production from Pasuruan will be distributed throughout East Java, Bali and East Indonesia.	WARC. 2019. Coke wins Indonesian cola war as Pepsi pulls out	“Coca-Cola has launched a new \$24m production line in Pasuruan, East Java. The Coca Cola Amatil plant will produce the company’s new ‘affordable small sparkling package’ (ASSP) bottles, aimed at reducing plastic waste and promoting sustainable packaging in the country. Coca-Cola Amatil is one of five Coca-Cola bottlers around the world.”
Philippines	2019	Activities to expand and control downstream processes	Investment in retail facilities	Replacement of more than 10,000 coolers and a 23-point increase in order fulfillment rates.	Led to double-digit sales growth and increased market share.	TCCC. 2019 Annual report	“In the Philippines, through the replacement of more than 10,000 coolers and a 23-point increase in order fulfillment rates, we achieved double-digit volume growth for the year, along with our highest availability coverage and market share in seven years.”

Philippines	2020	Activities to expand and control downstream processes	Investment in retail facilities	Financing of sari-sari stores and carinderias in the Philippines.	These convenience stores and cafeterias are the main distribution channels for TCCC's products.	WARC. 2020. Opportunities and new roles for brands within the many layers of Filipino community	"Coca-Cola did something similar when they partnered with the Department of Trade and Industry to provide financing to thousands of sari-sari stores and carinderias. These neighbourhood convenience stores and cafeterias, normally run by families right out of their homes, had been main distribution channels for Coca-Cola's products."
Vietnam	2020	Activities to expand and control downstream processes	Investment in retail facilities	When a shopper places an order via a free mobile app, the platform pings nearby retailers. The first store to accept the order delivers the items to the shopper's doorstep in 30 minutes or less.	Allowed continued retail during COVID-19 pandemic.	TCCC. 2020 Annual report	"The Wabi app, an online platform created at the initiative of Coca-Cola Argentina, allowed operators to stay open during the pandemic and safely serve customers without having to physically open. When a shopper places an order via a free mobile app, the platform pings nearby retailers. The first store to accept the order delivers the items to the shopper's doorstep in 30 minutes or less. Wabi is now live in 23 major cities across Latin America, as well as Kenya, Vietnam and Malaysia."
Philippines	2021	Activities to expand and control downstream processes	Investment in distribution facilities	Improved trucking logistics through a Manila distribution hub.		Manila Bulletin. 2021. Coke PH opens Mega Manila Hub in Tondo	"Coca-Cola Beverages Philippines, Inc. (CCBPI), the bottling arm of Coca-Cola in the country, opened its Mega Manila Hub in Manila Port, Tondo as part of the company's sustainability efforts by ensuring efficient logistics."

Appendix 2: TCCC supply chain activities in East Asian LMICs

Country/countries	Year	Type of corporate political activity	Sub-type of corporate political activity	Description of activity	Source	Illustrative quote
Papua New Guinea	2009	Legal strategies	Engagement with WTO regulations	WTO describes PNG trade restrictions relating to Coca-Cola.	Fiji Secretariat, Trade Policy Regime: Framework and Objectives, 2009	“In addition, in an on-going disagreement which began in 2006, PNG, which produces Pepsi, refuses to grant preferential access to Fijian exports of Coca-Cola; according to the authorities, PNG’s negative list does not exclude it from preferential tariff treatment.”
Viet Nam	2013	Information and messaging	Arguments that targeted products do not cause health issues	The American Chamber of Commerce in Vietnam argued that there are no health consequences associated with consumption of carbonated beverages.	American Chamber of Commerce in Vietnam, ‘Comments on the Proposed Excise Tax on Carbonated Beverages’	“Carbonated beverages carry no known “negative externalities”—particularly not the health externalities alleged by the VBA. As discussed earlier in this piece, there are no health complications arising from the consumption of carbonated beverages.”
Viet Nam	2013	Information and messaging	Arguments that policy will harm low-income consumers	The American Chamber of Commerce in Vietnam argued that a proposed tax on carbonated beverages would disproportionately harm lower-income consumers.	American Chamber of Commerce in Vietnam, ‘Comments on the Proposed Excise Tax on Carbonated Beverages’	“Furthermore, a tax on carbonated beverages would be a regressive tax. “The poorest consumers spend a greater proportion of their income on food and non-alcoholic beverages than wealthier households,” so a tax on carbonated beverages would place a greater burden on low-income consumers than wealthy consumers.”
Viet Nam	2013	Information and messaging	Arguments that policy will not produce expected benefits	The American Chamber of Commerce in Vietnam argued that a proposed tax on carbonated beverages would not increase government revenue.	American Chamber of Commerce in Vietnam, ‘Comments on the Proposed Excise Tax on Carbonated Beverages’	“Finally, a tax on carbonated beverages would not deliver efficient revenue generation.”
Viet Nam	2013	Legal strategies	Arguments that policy contravenes WTO obligations	The American Chamber of Commerce in Vietnam argued that a proposed tax on carbonated beverages would be ‘illegal’	American Chamber of Commerce in Vietnam, ‘Comments on the Proposed Excise Tax on Carbonated Beverages’	“If the Vietnamese government implements a tax designed to favor local branded beverages at the expense of foreign branded beverages, we believe such a tax would be a clear violation of Vietnam’s WTO commitments and would send a message that Vietnam has raised illegal barriers to foreign direct investment.”

				according to WTO regulations.		
Viet Nam	2014-present	Constituency building	Meetings with policy makers	The American Chamber of Commerce in Vietnam describes advocacy meetings and events wherein they engage with policy makers.	American Chamber of Commerce in Vietnam website, 'Advocacy'	Lists of advocacy events
Philippines	2014	Policy Substitution	Promotion of industry-led approaches to tackling overweight and obesity	The International Food & Beverage Alliance reported on 'health-promoting' changes made by TCCC in the Philippines.	International Food & Beverage Alliance, International Food & Beverage Alliance 2014 Progress Report	Published report
Regional	2014	Policy Substitution	Promotion of industry-led labelling guidelines	ASEAN Food and Beverage Alliance published guidelines for industry-led front-of-pack labelling approaches, highlighting the importance of harmonizing approaches	ASEAN Food and Beverage Alliance, 'White paper: ASEAN Harmonisation in the Food Sector'	Published Report
Regional	2014	Policy Substitution	Promotion of industry-led labelling guidelines	Food Industry Asia published guidelines for industry-led front-of-pack labelling approaches.	Food Industry Asia, 'Voluntary Front-of-Pack Nutrition Labelling for the Food & Beverage Industry in Asia'	Published Report
Philippines	2014-present	Constituency building	Meetings with policy makers	Philippines Chamber of Food Manufacturers regularly engages with policy makers, reportedly to discuss policy matters of interest.	Philippines Chamber of Food Manufacturers website, 'Activities with Food Regulators'	Screenshots of teleconferencing meetings
Indonesia	2015	Information and messaging	Arguments that policy will harm industry	TCCC argued that a sugar-sweetened beverage tax could damage the emerging	Indonesian Sugar-Tax Talk Chills Drinks Industry, The	"The tax "could be crippling for an industry that's just getting started," said Martin Gil, head of PT Coca-Cola Indonesia, Coca-Cola Co.'s subsidiary there, adding that the decision could be the

				Indonesian beverage industry	Wall Street Journal, 2015	beginning of a "slippery slope where anything that contains sugar" could be taxed."
Philippines	2015	Information and messaging	Arguments that physical activity is more important than healthy diets for improving health	TCCC promoted the Coca-Cola Cup in the Philippines as a strategy for improving health	Coca-Cola News Digest, 25 November 2015	"[The Coca-Cola Cup] is an affirmation of our firm commitment as a Company to promote active, healthy lifestyles and support physical activity programs that inspire our youth to be healthier and happier."
Philippines	2015	Constituency building	Meetings with policy makers	TCCC engaged with the president of the Philippines and other legislators at a '5by20' launch event.	TCCC email chain	"The 5by20 event yesterday with the President of the Philippines, program partners, media and over five thousand 5by20 women retailers went very well. The President talked positively about the impact to date of the 5by20 partnership program in the Philippines and hailed the women entrepreneurs for their contribution to the country's economic growth."
Indonesia	2015	Constituency building	Engagement with research groups and organisations	TCCC reported on meetings with researchers in Indonesia and engaged with allied academics to participate in these meetings.	TCCC email chain	"Please confirm that you are able to participate in the call this evening with the researcher in Indonesia?"
Regional	2016	Constituency building	Engagement with research groups and organisations	TCCC worked with Sancroft to produce regional policy briefs.	Sancroft, SRA Top Policy Issues, 2016	"To ensure that we further our knowledge, and develop appropriate strategies regarding to the Top SRA Issues, we have once again leveraged Sancroft to prepare regulatory and policy briefs."
Philippines	2017	Information and messaging	Arguments that policy will harm low-income consumers	Philippines Chamber of Food Manufacturers argued that a sweetened beverages tax would disproportionately harm lower-income consumers.	Keep milk off tax list, businessmen urge gov't, ABS-CBN News, 2017	"The Philippine Chamber of Food Manufacturers said it "strongly supports the exclusion of milk products" from the coverage of the P10 excise tax... Should milk be taxed, the chamber said prices could rise by around 30 percent, making them unaffordable for the poor."
Philippines	2017	Legal strategies	Arguments that policy contravenes WTO obligations	Philippines Chamber of Food Manufacturers associated with statements made by legislators arguing that a tax on sugar-sweetened beverages would be 'illegal' according to WTO regulations.	Proposed tax on sugar-sweetened beverages fails to pass initial Senate scrutiny, ABS-CBN News, 2017	"He said the proposed two-tier tax system for the commodity would also be considered "illegal." If passed by the Senate, this may bring the Philippines into trouble with the World Trade Organization and possibly court trade retaliation from other countries."

Regional	2017	Policy Substitution	Promotion of industry-led approaches to tackling overweight and obesity	Food Industry Asia published guidelines for industry-led approaches to tackling overweight and obesity.	Food Industry Asia, 'Tackling obesity in ASEAN: Prevalence, impact, and guidance on interventions'	Published media article
Regional	2018	Policy Substitution	Promotion of industry-led labelling guidelines	Food Industry Asia and the ASEAN Food and Beverage Alliance published guidelines for industry-led front-of-pack labelling approaches.	Food Industry Asia & ASEAN Food and Beverage Alliance, 'Nutrition labelling on prepackaged food: Impact on trade in ASEAN'	Published report
Indonesia	2021	Information and messaging	Arguments that policy will harm low-income consumers. Arguments that education is more important than taxation for addressing obesity	GAPMMI argued that the government priority for addressing overweight and obesity should be educating the public, not burdening the public with taxation.	GAPMMI Website, 'Excise Plan on Plastic Packaging & Sweetened Drinks'	"Currently, the most important thing is the education of a healthy living culture that must be built together to overcome problems. "Not by burdening the public with excise taxes that end up selling prices, especially in difficult times like the current pandemic," he said."
Indonesia	2021	Policy Substitution	Promotion of industry-led marketing restrictions	GAPMMI published the industry-led 'Indonesian Advertising Ethics Amendment 2020' on its website	GAPMMI Website, 'Indonesian Advertising Ethics Amendment 2020'	Publication of Indonesian Advertising Ethics Amendment 2020 on GAMMI Website.

Appendix 3: TCCC marking activities in East Asian LMICs¹

Campaign name	Campaign year	Country	Media	Marketing technique	Sub-technique: Product	Sub-technique: Price	Sub-technique: Culture	Sub-technique: People	Target market	Outcomes
Coke Break	2017	Cambodia	Time-targeted video calls to smart phones.	Mobile phones were hit with time-targeted video calls with local celebrities, encouraging consumers to purchase a coke.	Consumers were preferring non-carbonated beverages. Campaign aimed to position coke as a refreshing choice.	-	Campaign targeted consumers during 'slump hours' when engagement with mobile phones is high.	-	Target market was children and young adults.	This was the first mobile-based campaign in Cambodia. 71% of people accepted the time-targeted calls. Top-Of-Mind brand awareness increased.
FIFA World Cup Myanmar Trophy Tour by Coca-Cola	2015	Myanmar	Online, outdoor, print, TV, radio and social media	Large-scale promotion of Coca-Cola's sponsorship of bringing the FIFA World Cup trophy to Myanmar.	Campaign aimed to position Coca-Cola as 'the antidote to modern day woes', and a beverage of hope.	-	Campaign positioned the brand alongside the nation's passion for football.	Coca-Cola employees attended a special event and shared their experiences over social media	Myanmar's youth aged 13 to 29.	US\$1 million in airtime. Coca-Cola became the top food and beverage Facebook page in the country.
Coca-Cola: Thadingyut Festival Myanmar	2017	Myanmar	Commissioned song promoting Coca-Cola, supported by radio, TV and social media advertising.	Campaign aimed to associate Coca-Cola with the Thadingyut through a mass media campaign. Goal was to highlight Coca-Cola as an appropriate gift for family, and for at-home consumption.	Campaign aimed to position Coca-Cola as an "at-home" drinking choice for the whole family and also as a credible gifting option at Thadingyut.	-	Thadingyut is the end of the long Buddhist Lent and the full moon festival. Campaign aimed to associate Coca-Cola with this festival.	-	Overall Coca-Cola consumer group centred on youth and young adults	Budget: up to USD500k Coca-Cola's market share grew 0.4pts. Increases in brand appeal (12%-point increase) and recognition (6%-point increase) scores.
Coca-Cola Refresh and Top-Up	2017	Myanmar	Primarily mobile and social media-	Unique codes underneath bottle caps were used to send instant SMS	Campaign position Coca-Cola beverages as the ideal	Marketing campaign was introduced to	Campaign attempted to recreate the traditional	-	University students	Almost 29 million SMS entries.

¹ As taken from World Advertising Research Center: Ascential Events (Europe) Limited. WARC An Ascential Company: Ascential Events (Europe) Limited; 2021 [Available from: <https://www.warc.com/>]

			driven promotion.	notifications to winners of free mobile top-up, with promotion online and on social media.	'afternoon break' beverage, aiming to win back the budget-conscious youth.	counteract an increase in the price of Coca-Cola.	teashop break on mobile devices.			4-point increase in market share.
High Society to All Society – Coca-Cola Celebrates Myanmar's Everyday Women	2019	Myanmar	Print media and web-documentary videos, shared on social media	Campaign aimed to highlight everyday women's achievements under Coca-Cola's sustainability programs for women	-	-	Campaign aimed to shift Myanmar's international women's day narrative from well-known to 'everyday' women.	Purpose of campaign was to highlight women along Coca-Cola's supply chain	-	\$32k Pure Ad Value 3.1m Media reach
Coca-Cola Reconnects Myanmar Youth to Their Tea Culture	2019	Myanmar	Social media (through influencers)	Campaign took the form a lunch event with influencers to promote a new Coca-Cola RTD tea product.	Campaign was positioned to launch Coca-Cola's new RTD tea. Event included a chef and a historian and 'tea expert'.	-	Campaign was closely associated with the Myanmar tradition of tea.	-	Urban Youth	38 influencer posts 1.25m social media reach \$95k Pure Ad Value 3.77m estimated traditional media reach
Coca-Cola: High-So to All-So	2020	Myanmar	Print media and web-documentary videos, shared on social media	Campaign presented the success stories of 12 everyday women who had benefited from Coca-Cola's gender equality programs.	-	-	Campaign aimed to shift Myanmar's international women's day narrative from well-known to 'everyday' women.	Four of the presented stories were of employees of Coca-Cola Myanmar	-	\$41k Pure Ad Value 4.1m Media reach
Making papercraft out of Indonesia's badminton players	2014	Indonesia	Social media	Coke Indonesia supported a campaign to help badminton regain popularity with Indonesians. Coca-Cola launched papercraft versions	-	-	Campaign aligned with papercraft, with was socially popular in Indonesia at the time.	Exercise also showed the importance of having the right people on the content	-	"We made one, and it went crazy. "Everyone was commenting on it, saying, 'This is so cool, Coke

				of Badminton players. Templates were downloadable from Coca-Cola's Facebook.				creation team as the campaign was internally sourced.		is doing exactly what I love'. And then we asked them, 'Who do you want us to make next?' That's where the conversation starts."
Ramadhan campaigns	2014	Indonesia	Spend shifted from TV to online advertising	Coca-Cola shifted its Ramadan spending from TV to online spending. TV campaign launched the notion of Coke bringing the family together over Ramadan, while online content was tailored to the audience.	Campaign aimed to position Coke as a beverage that brings the family together of Ramadan.	-	Campaign aimed to associate Coca-Cola with the cultural event Ramadan.	-	-	Despite lower spend, the 2014 TV ad delivered similar reach to 2013. 2013 reach amongst was 99.1% at an efficiency of 0.88% per IDR 100 million invested. 2014 reach was 97.8%, at an efficiency of 1.05% per IDR 100 million.
Coca Cola Indonesia: The catalyst for Indonesians to reconnect during Ramadhan	2012, 2013, 2014	Indonesia	Customisable packaging, supported with TV, outdoor and digital media.	Coca-Cola redesigned its packaging to allow space for customers to write messages to friends and family during Ramadan.	Coca-Cola developed new customisable bottles for the campaign.	-	Campaign aimed to associate Coca-Cola with the cultural event Ramadan.	-	Campaign included free product distribution to mothers.	Market share during Ramadan grew by 2-9%. Campaign sold millions more cases of Coca-Cola than previous years.
The Coca-Cola Company: Take it Easy, FRESTEA Worth the Wait	2018	Indonesia	Mobile and social media campaign	Social media posts promoting Frestea were automatically linked to competitors' TV advertising, demonstrating the	Automated social media posts aimed to position Frestea as superior to competitors' messaging	-	Campaign aimed to associate Frestea with the cultural event of 'breaking fast'	-	15-29 years old young adults in urban Indonesia	Budget: less than \$200K Frestea volume grew by 3% and consumption

				superiority of Frestea.			during Ramadan.			increased by 86% 90% of competitor's TV advertising was matched with social media content.
The Coca-Cola Company Indonesia: Sprite Ramadan: A Truth in The Truthful Month	2018	Indonesia	Online video	Coca-Cola launched 'Sprite's Truth About Ramadan' video, which aimed to promote Sprite as a beverage to quench thirst and hunger during Ramadan.	Campaign aimed to position Sprite as a beverage to quench thirst and hunger during Ramadan.	Campaign included a 25% discount coupon offered at the end of the video.	Campaign aimed to position Sprite alongside the cultural period of Ramadan.	-	Indian consumers celebrating Ramadan.	11,800,000 video views. Over 48,000 coupons served to customers.
Coca-Cola Indonesia: Celebrate moments that matter with Coca-Cola	2019	Indonesia	Mobile food-apps	Partnering with GO-FOOD to promote fast-food bundles (with Coca-Cola) for sale during Indonesian football premier league matches. App home pages and ordering screens had Coca-Cola banners.	Coca-Cola is the official soft drink partner of the Indonesian Football Premier League.	Campaign was centred around food and beverage bundles on ordering apps.	Campaign aimed to align Coca-Cola with football, the most popular sport in Indonesia.	-	60% male and 40% female, age range 18 to 35 years, in the greater Jakarta area	300,000 Coca-Cola combo bundles sold. 503% in average monthly Coca-Cola transactions 150,000 customers took part in the campaign
Coca-Cola: Smile Back at Life	2010	Philippines	TV, radio, print, billboards, banners, pop and retail theatre	Campaign aimed to bombard mothers with the message that every day requires a coke and a smile, at multiple touch points along their day.	Campaign aimed to associate coke with positive feelings and 'smiles'.	Campaign aimed to overcome the barrier of Coca-Cola's higher price by marketing through non-price related levers.	Emotional wellbeing is a significant component of Philippines culture, and Coke aimed to harness this through this campaign.	-	Mothers (primary food shoppers)	Budget: <USD 250,000 Significant improvement in brand imagery amongst mothers (what it costs + 8.2ppts, for someone like me + 9.7ppts).
Coca-Cola: Drink Coke Wear a Smile	2010	Philippines	TV, radio, print, in-store, clothing, billboards	The campaign was built around the phrase 'Smile back at life, drink only Coca-Cola'. This	Campaign aimed to associate coke with positive	-	Emotional wellbeing is a significant component of Philippines	-	Teens	Budget: USD1 – 5 million +6.5% Sales Volume Growth

				was accompanied by T-shirts branded with this slogan.	feelings and 'smiles'.		culture, and Coke aimed to harness this through this campaign.			T-shirt and free coke redemption rates exceeded targets by 10%
The Coca-Cola OFW Project	2012	Philippines	Online video	Coca-Cola reunited overseas Filipino workers with their families over the Christmas period and shared videos of these reunions online.	The purpose of this campaign was to position Coca-Cola as the beverage brand most associated with Christmas in the Philippines	Campaign aimed to overcome the barrier of Coca-Cola's higher price by marketing through non-price related levers.	Brand aimed to position itself as a cultural leader during the Christmas season.	-	-	Budget <USD 500k USD 887,000 of earned media. Significant media and social media content.
Coca-Cola: Uplifting simple food-moments everyday	2012	Philippines	Television, outdoor, in-store	Coca-Cola marketed itself as the perfect beverage to consumer during 'new', everyday food moments (outside traditional mealtimes). Unique TV commercials were released each weekday, with one over the weekend.	The purpose of this campaign was to position Coca-Cola as the ideal beverage to consume with food, rather than a 'special occasion' beverage	Campaign aimed to overcome the barrier of Coca-Cola's higher price by marketing through non-price related levers.	Campaign aimed to demonstrate Coca-Cola's deep understanding of Filipino food culture.	-	-	Budget: USD 0.5 – 1 million Volume grew by 4% to 13% (market dependant) Associations: 'worth what it costs' grew by 7%; 'fits my budget' grew by 5%; 'goes well with food' grew by 9%.
Coca-Cola: Living plant billboard	2012	Philippines	Billboard	To draw attention to its CSR activities, Coca-Cola created a 'living' billboard, filled with plants, to promote its products	Campaign aimed to position the brand as one that was doing its part to save the environment.	-	Campaign was focused on environmental sustainability, which was not of high concern in the Philippines at the time.	-	-	Budget <USD 500k Total earned media: USD 475k
Coca-Cola: 3 Acts, 3 Million People	2014	Philippines	Social media	Coca-Cola shared three 'special moments' that it helped create online (i.e., a surprise birthday	Campaign aimed to associate coke with positive feelings and 'gratitude'.	-	Emotional wellbeing is a significant component of Philippines culture, and Coke aimed to	-	-	Budget: USD450 Earned media: USD11,000

				party for a Coca-Cola collector).			harness this through this campaign.			
Coca-Cola: Social Media President	2014	Philippines	Social media	Coca-Cola chose an ordinary Filipino as President for Happiness. Through social media, the president listened to his countrymen and facilitated happiness campaigns, such as Free Coke Day, Coca-Cola summer jobs, a social-powered concert and co-creating shirts.	Campaign aimed to associate coke with positive feelings and 'happiness'.	One of the campaigns launched was free Coke Day	Emotional wellbeing is a significant component of Philippines culture, and Coke aimed to harness this through this campaign.	One of the campaigns included Coca-Cola summer jobs.	-	488,983 Facebook in a year. Peak of 60% engagement rate. Significant increases in brand approval and love ratings. Sales of Coca-Cola returned to a 7.6% growth rate. PHP 194 million media value earned
Coke: Happiest thank you	2015	Philippines	Online video	A made-for-web film featured the many highly familiar scenarios when people may not be thanked, except in the video they were thanked with a named coke bottle. Consumers could then buy personalised 'share a coke' bottles.	Personalised coke bottles were launched following the campaign. Campaign aimed to position beverage as a perfect gift to say 'thanks'.	-	The campaign attempted to tap into the renewed importance of relationships in the Philippines following Typhoon Haiyan	-	12–29-year-olds	Budget <USD 500k 40% of views were organic, 73% continued to watch 370,000 Coke bottles were virtually shared Coca-Cola's consumption frequency increased.
Christmas recycling	2016	Philippines	-	Coca-Cola urged people to share ideas that could have a big impact on society. The winning idea – making inexpensive Christmas lanterns out of Coke bottles, resulted in over	Campaign aimed to associate coke with positive feelings and 'happiness'.	-	Brand aimed to position itself as a cultural leader during the Christmas season.	-	-	-

				100000 bottles being recycled.						
Coke Studio	2019	Philippines	Mobile	Coke Studio was a worldwide project aimed at the musical development of young and talented local artists and bring people closer together through music. A 30-second video was delivered to mobile phones, amplifying the excitement and anticipation for the Coke Studio concert.	-	Campaign was introduced in response to price increases caused by the SB tax in the Philippines.	-	-	Filipino teenagers aged 13 to 19	Mobile ad video completion rate of 84.93%. Brand Love on a 3-Year High. Media productivity gain of 9M USD
Coca-Cola: Wear Your Pride	2019	Philippines	Packaging, billboards, social media.	Coca-Cola changed its packaging and launched outdoor and online advertising in support of Pride march in the Philippines.	Campaign sought to differentiate Coca-Cola from its competitors by highlighting the corporation's values. Coca-Cola packaging was updated to be wearable and include all the colours of the Pride rainbow.	-	The LGBTQI+ community is well supported in the Philippines, but some issues remain. Coca-Cola wished to align itself with the fight in support of these issues.	-	-	Reached 2,586,366 people in the Philippines. USD 30,840 in earned media value. 62.4% positive brand sentiment.
Royal: Scream for a Royal	2019	Philippines	Events, online video, social media	A vending machine promising a free can of Royal (Fanta) was set up targeting teens in a school area. All teens had to scream as loudly as possible to get a free can. A	Campaign aims to position Royal (Fanta) as a fun and playful product within the category.	-	Campaign was launched through Halloween	-	Filipino teenagers	Budget <USD 500k Reached over 8 million teens Increased total brand conversations for Royal by 60%

				monster's hand grabbed theirs as they reached in to take their free can.						
2010 FIFA World Cup campaigns	2010	Vietnam	Events, Online, TV	Two key activities: A song linked to the FIFA World Cup and bringing the trophy to Hanoi and Ho Chi Minh City.	Coca-Cola was the brand most associated with the FIFA World Cup.	-	-	-	-	Coca-Cola was the brand most associated with the FIFA World Cup.
Coca-Cola: Share a Coke with Vietnamese Teens	2015	Vietnam	Packaging, TV, online, mobile, social media, outdoor	Teens were invited to buy customised cans and bottles with names of their friends, family and daily descriptors	Coca-Cola packaging was modified to include a range of names and titles.	Launch was called 'The City Attack.' In one day promoters distributed 130,000 free customised Coke cans.	-	Promoters distributed free Coke cans.	Vietnamese teenagers	Spontaneous ad awareness level rose to 85%. favourable brand score increased 11 points. Sales volume increased by 30%.
Coca-Cola: #CokeKiss	2017	Vietnam	Mobile	Consumers were invited to share photos on social media (with a #CokeKiss) and were surprised when a (virtual) Coke appeared next to their face.	Campaign aimed to position Coke as the beverage to consume during an afternoon 'slump'.	-	-	-	Vietnamese teenagers and young adults	#CokeKiss contest reached 15 million mobile teens. Campaign engagement increased 266.5%. "Past seven Days" consumption rose three points.
Coca-Cola 360 Degree Wishes	2017	Vietnam	Mobile, Outdoor	Coca-Cola provided a platform where teens could send wishes, under three themes - Love, Family or Friendship. Coca-Cola sent wishes back to the senders with complimentary	Campaign aimed to (continue to) position Coke as the preferred beverage of Tet.	-	Campaign aimed to 'reinvigorate' the rituals of Tet (Lunar New Year).	-	Vietnamese teenagers	Successfully reached 100% Vietnamese teens. 40m+ video views. Coca-Cola is still the best symbol for Traditional Tet in Vietnam.

				'Coke lucky money'.						
Fuzetea: Launching into the world of giants	2018	Vietnam	TV, Out-of-home, online, events	Coca-Cola launched a new product in Vietnam - Fuzetea+. Tv commercials, billboards, digital media and bus tours with tastings were used to promote the new product.	FuzeTea+ differentiated itself through the message of anti-oxidants and product benefits.	-	-	-	Young Adults (office workers and students)	FuzeTea+ received positive responses with high consumption intent among those who tried the product
Coca-Cola: FIFA World Cup Campaign and World Cup Food Combos	2018	Vietnam	TV, Out-of-home, mobile, online, social media	Coca-Cola launched special cans – that were designed for 8 different countries taking part in the FIFA World Cup. Partnerships with restaurants launched meal and drink combos related to the cans (i.e., German cans with German food).	Campaign was aimed at associated with the FIFA World Cup (and to position itself as the beverage to consume during matches).	Campaigned included meal and beverage combo deals.	-	-	Vietnamese teenagers	Number 1 campaign in social buzz generation. 1300 combos sold during the World Cup. Market share grew 2 points. ROI was 300%.
Coke: Coca-Cola Food Fest 2018	2018	Vietnam	Event, mobile, social media	Coca-Cola launched “Coca-Cola Food Festival” – an event to celebrate the street foods of Vietnam sponsored by the drink most associated with food.	Campaign aimed to build on Coca-Cola’s position in Vietnam as the beverage most associated with consumption with food.	-	Food festival celebrated a range of traditional Vietnamese foods.	-	Vietnamese teenagers	79,000 event attendees. 59,000 Coke bottles sold. Reach of 37 million people. ROI 331%. “Goes well with food” association benefits.
Coca-Cola: GLEE Coke partnership	2018	Vietnam	Event, mobile, online, social media	Coca-Cola released webisodes aligning with Vietnam’s GLEE remake. This was followed by a school tour.	Coca-Cola used GLEE to integrate itself into the lives of Vietnamese teenagers.	-	-	-	Vietnamese teenagers	Reached 90% of Vietnamese teens. Volume share increased 3.9pts. Increases in brand

										appreciation metrics.
Coca-Cola and Fonterra in strategic Asian alliance	2019	Vietnam	-	Coca-Cola teamed up with New Zealand dairy co-op Fonterra to launch new dairy products in Vietnam – Nutriboost.	Nutriboost is positioned as offering nutritional benefits.	-	-	-	Vietnamese teenagers	-
Coca-Cola: Coke for every Vietnamese	2019	Vietnam	Packaging, mobile	Coke released 6 custom cans with a unique code which could help the customer win gold prizes. Launched with a game that targeted mobile gaming apps.	-	-	Custom cans spoke of the history of Vietnamese cities.	-	Vietnamese teenagers	Over 5 million impression. 3-point increase in brand love. Total Engagement was 12.5%.
FuzeTea: Song in a Bottle	2019	Vietnam	Mobile	Consumers could scan FuzeTea+ logos to gain exclusive access to a newly released song.	Campaign involved custom packaging.	-	-	-	Vietnamese teenagers and young adults	10K mobile scans. 27 million views. Brand awareness doubled. Value shares grew by 23%
Coca-Cola: Uplift Vietnam AR	2019	Vietnam	TV, Out-home, social media, mobile	Coca-Cola launched a mobile-based AR experience through its limited-edition cans to show support for the Vietnam national football team in the Suzuki Cup.	Campaign involved limited-edition packaging.	-	Campaign aimed to position Coke as a beverage associated with football at a time when it was in the public eye.	-	Vietnamese teenagers and young adults	Campaign reached 79% of the population. Brand love increased by 2 points.
Coca-Cola: Extend your Tet table; create more meaningful connections this Tet	2020	Vietnam	Packaging, online, TV, mobile	Coca-Cola launched a Coke can collection with Tet blessing messages and a scannable QR code enabling consumers	Campaign involved limited-edition packaging.	-	Campaign aimed to encourage people to extend their Tet table to create merrier,	-	Vietnamese moms (aged 30–45)	Reached 19 million people. Value share increased by 3.7 points.

				to send e-cards. It then challenged consumers to extend their Tet table to neighbours and communities.			more meaningful connections.			One of the top three Tet 2020 campaigns.
Coca-Cola: Virtual Foodfest	2020	Vietnam	Event, mobile, social media	Coca-Cola launched “Coca-Cola Virtual FoodFest” in Ho Chi Minh City and Hanoi; the festival combined the best dishes from the two regions into a food and drink combo to be featured at the top of the menu at a discounted price.	Campaign aimed to build on Coca-Cola’s position in Vietnam as the beverage most associated with consumption with food.	Food and beverage combo deals were offered by food delivery services at discounted prices.	Food festival celebrated a range of traditional Vietnamese foods.	-	Vietnamese teenagers and young adults	Home consumption of Coca-Cola rose by three points. Campaign generated nearly 80,000 transactions. 100% of merchants kept Coke in their drink menu after the festival.
Coca-Cola: For the human race, for the act, not ad	2020	Vietnam	Online video, social media, TV, print	After a period of ‘media blackout’, Coca-Cola developed the campaign ‘For the Human Race’ to celebrate the unsung heroes of the COVID-19 pandemic.	-	-	Campaign aimed to capitalise on feelings of anxiety, panic and fear during the COVID-19 pandemic.	-	All Vietnamese consumers	4.6m organic reach. 119m potential total impressions. 2.5 points volume growth.
Coca-Cola: 52-week non-TV engagement to build ‘Coca-Cola With Food’ habit	2020	Vietnam	Online videos, social media, mobile, events	Coca-Cola collaborated with partners to recommend dishes paired with Coca-Cola, used time-targeting to serve content to consumers at their hungriest moments and launched weekend food festivals.	Campaign aimed to build on Coca-Cola’s position in Vietnam as the beverage most associated with consumption with food.	Weekend food festivals offered Coke at discounted prices.	Weekend food festivals served Asian street foods.	-	Vietnamese teenagers and young adults	Coca-Cola sustained its record “Goes well with food” attribute. Number of drinks per week increased 17%. Brand growth increased 11%.

Appendix 4: TCCC Public Relations activities in East Asian LMICs

Country	Year	Type of PR activity	Sub-type of PR activity	Reported value of PR expenditure	Reported benefits of PR activities to society	Source	Illustrative quotes
Philippines, Vietnam	2002	Responsibility and commitment to the community	Supporting education and training		Computer training provided in the Philippines and Vietnam.	TCCC 2002 Annual report	<p>“Our partnerships with government and non-government agencies provided computer training to students in Australia, Bolivia, China, Malaysia, the Philippines and Vietnam.”</p> <p>“The Coca-Cola Company in 2002 expanded its partnership with the United Nations to overcome the disparity in computer learning between developing and developed nations. In countries such as the Philippines, we helped establish information and communications technology “e-learning centers” to connect thousands of students to Internet-based educational programs—and to help equalize computer literacy among communities of differing socioeconomic standing.”</p>
Vietnam	2002	Responsibility and commitment to the community	Supporting small business		2000 economically challenged women in Hanoi and Ho Chi Minh City are being given opportunities to build sustainable livelihoods by establishing their own businesses.	TCCC 2002 Annual report	<p>“Almost 2,000 economically challenged women in Hanoi and Ho Chi Minh City are being given opportunities to build sustainable livelihoods by establishing their own microbusinesses. Created in 2002 by The Coca-Cola Company in support of the Vietnamese government’s poverty alleviation efforts, the program provides sales training, discounted product, and custom-built vending carts with iceboxes and street sales permits. The street-vending program is the latest in the Company’s broad “Partners in Progress” corporate citizenship initiatives in Vietnam.”</p>
Regional	2004	Responsibility and commitment to human rights	Funding disaster responses	USD15,000,000+	Assisted response to the 2004 Tsunami, amongst other disasters	TCCC 2005 Annual report	<p>“Also last year, our system donated more than \$15 million to the International Red Cross, CARE and other agencies for disaster relief efforts around the world, including the areas affected by Hurricane Katrina, the tsunami in 2004 and the Pakistan earthquake, among others.”</p>
Indonesia	2004	Responsibility and commitment to the community	Supporting education and training		Construction of schools	TCCC 2005 Annual report	<p>“Last year, we continued our efforts through our Company’s 18 local foundations and one global organization—The Coca-Cola Foundation—to fund initiatives in the countries where we operate, including the reconstruction of schools in Indonesia; Thailand’s new e-Community Learning Center; and HIV/AIDS education and awareness programs in Africa.”</p>
Philippines	2006	Responsibility and commitment	Recycling		Bottle-to-bottle recycling	TCCC 2006 Annual report	<p>“PET plastic recycling</p>

		to the environment					Our system invests in PET plastic bottle to-bottle recycling technologies at facilities located around the world, including Austria, Mexico and the Philippines.
Indonesia	2008	Responsibility and commitment to the community	Supporting small business		Supported 500 families in Indonesia with business mentoring and loans.	TCCC 2008 Annual report	Our Micro Enterprise Development Program in Indonesia has benefited 500 low-income families through mentoring of entrepreneurs by business leaders, providing access to low-interest loans and establishing a repayment formula that promotes sustainable lending for the community.”
Cambodia, Vietnam	2008	Responsibility and commitment to the community	Supporting small business		Supported 4,000 retailers, including in Cambodia and Vietnam, to establish small businesses.	TCCC 2008 Annual report	“In addition to the many community programs we support through sponsorships and donations, we also have programs across the world to help support jobs and wealth creation. Through our pushcart programs in Cambodia, Nepal, Sri Lanka and Vietnam, we have helped more than 4,000 small retailers establish their own businesses.”
Vietnam	2009	Responsibility and commitment to the economy	Creation of jobs		1,500 direct employees, 15,000 direct and indirect jobs in Vietnam.	WARC. 2009. Coca-Cola targets Vietnam Growth	“Coke currently employs 1,500 employees directly in Vietnam, but the company estimates it is creating more than 15,000 jobs around its three bottling plants in Ha Tay, Da Nang and Ho Chi Minh City.”
Vietnam	2010	Responsibility and commitment to the environment	Clean-up programs		Coca-Cola rallied 150 volunteers to clean Vung Tau beach.		“More than 150 volunteers from Coca-Cola Vietnam and Vung Tau City collected garbage along the beach in Vung Tau on Saturday morning as part of the International Coastal Cleanup campaign.”
Philippines	2012	Responsibility and commitment to the environment	Campaigning for environmental protection	<\$500,000	Living billboard absorbed approximately 46,800 pounds of carbon a year. Twitter reach measured 6,532, and, in terms of influence, 5,484,403. USD475,300 in earned media.	WARC. 2012. Coca-Cola: Living plant billboard	“Coca-Cola recently launched its global corporate thrust called Live Positively in the Philippines. It is their commitment to make a positive difference in the world by incorporating sustainability into everything that they do.” “One of the key pillars in Coca-Cola’s Live Positively programme is caring for the environment. In this pursuit, Coca-Cola saw the opportunity in partnering with WWF to actively campaign for environmental conservation – specifically, to impress the importance of clean air and minimizing engine carbon emission on the country’s main thoroughfares.” “The location where the billboard was placed was highly strategic. Placed at Northbound EDSA-Forbes, the location for the 60 x 60-foot plant billboard was chosen on the basis of where the installation could make the most meaningful impact. EDSA, Manila’s main transportation thoroughfare, is notorious among Filipino commuters not only for the traffic congestion, but also

							for the pollution caused by thousands of smoke-belching public-transportation buses that pass through every day. Recorded to reach levels of almost 313% above normal and 210% more than Metro Manila's record levels, a familiar sight among non-air-conditioned bus commuters is people covering their noses with handkerchiefs as they traverse EDSA. Choosing a location where the environmental issue of pollution was currently experienced, and was in people's consciousness, ensured the message's undeniable relevance in their everyday lives."
Myanmar	2013	Responsibility and commitment to the economy	Creation of jobs		22,000 direct and indirect jobs in Myanmar	TCCC 2013 Annual report	"Inaugurated our first bottling plant in Myanmar, a move that will create more than 22,000 direct and indirect jobs over the next five years."
Myanmar	2013	Responsibility and commitment to human rights	Gender equity activities	USD3,000,000 in 2013	Positively impacted the lives of more than 80,000 women over 6 years (prior to 2020).	WARC. 2013. The last frontier of Asia: The potential of market research to drive economic and social development in Myanmar	"As part of the Coca-Cola commitment to positive change, Coke donated \$3,000,000 to support job creation for women throughout Myanmar." "Through various empowerment, business skills & entrepreneurial training programs, Coca-Cola Myanmar have positively impacted the lives of more than 80,000 women in Myanmar over the past six years. It was the agency's job to take this and create a campaign for international women's day that would tell inspirational stories of empowerment and success, supporting corporate reputation and gender inclusion using its nationwide supply chain and reach."
Philippines	2013	Responsibility and commitment to human rights	Funding disaster responses	USD2.5 million	Funding typhoon relief aid	TCCC. 2013. Coca-Cola Contributes More Than US\$2.5 Million In Typhoon Relief Aid	"Coca-Cola Philippines and our bottling partner, Coca-Cola FEMSA Philippines, announced on Nov. 18 they were suspending brand advertising in the Philippines so that the advertising budget could be used to support the ..."
Philippines	2013	Responsibility and commitment to human rights	Provision of drinking water	\$265,565		TCCC. 2013. The Coca-Cola foundation gives back \$36 million to raise living standards worldwide	"Alternative indigenous Development Foundation, Inc., Agos Crest Ram Pump Project, Philippines, \$265,565"
Vietnam	2013	Responsibility and commitment to human rights	Gender equity activities	50 scholarships (worth VND8 million each)	Scholarships awarded to female engineering students.	AmCham Women in Engineering Scholarship 2014 Award Ceremony	"The American Chamber of Commerce in Vietnam (AmCham Vietnam – HCM City Chapter) in cooperation with Intel Products Vietnam, Coca-Cola Beverages Vietnam and Axcela Vietnam will award 50 merit-based

							scholarships (VND 8 million each) and 15 English courses at Axcela Vietnam (VND 6 million each) to female engineering students who achieved the highest results throughout ACWES 2014 assessment rounds. Total value of scholarships is worth VND 550 million.”
Indonesia	2015	Responsibility and commitment to the community	Supporting education and training		3-year high school scholarships funded for 20 students	WARC. 2015. Coca Cola Indonesia: The catalyst for Indonesians to reconnect during Ramadhan	“We created the Coca-Cola Goodness Machine in partnership with charity Coin a Chance. This online application vended virtual 'goodwill' cans to be shared with friends and family. Every can helped underprivileged children go back to school and our campaign funded 3-full year high school scholarships for 20 children.”
Vietnam	2015	Responsibility and commitment to the environment	Sustainability programs		Coca-Cola EKOCENTER launched in Ho Chi Minh City, Vietnam. EKOCENTERS provide clean water, solar water and other goods and services.	Benzinga.com. 2015. Does Coca-Cola have a Vietnam problem?	“News of the alleged violation of environmental protection laws in Vietnam comes on the heels of Coca-Cola's launch of its first Asian EKOCENTER in Ho Chi Minh City, Vietnam back in January of this year. At the time of the launch, Coca-Cola Executive Vice President Iriai Finan said the EKOCENTER, which brings solar power, safe drinking water, connectivity and a variety of goods and services to the local community, was meant to help support Vietnam's local economies. "Coca-Cola is investing in these EKOCENTERS as part of our commitment to Vietnam's social and economic development," Finan said.”
Myanmar	2017	Responsibility and commitment to human rights	Gender equity activities		24,500 economically disadvantaged women supported through business training.	Huffington Post. 2015. 5 Ways for Brands to Go Global and Resonate with Locals - Myanmar	“Also implemented a corporate social responsibility initiative based on the company's 5 by 20 program for women's empowerment. Swan Yi, Coca-Cola Myanmar's community initiative, is empowering 24,500 economically disadvantaged women through capacity building trainings in financial literacy, entrepreneurship and business management.”
Philippines	2017 (ongoing)	Responsibility and commitment to the community	Supporting education and training		More than 100 Little Red Schoolhouses supported to open across the Philippines	TCCC. 2017 Second quarter earnings release	“The Little Red Schoolhouse project was launched in 1997 to help improve basic education in impoverished areas. Today, there are more than 100 Little Red Schoolhouses across the Philippines.”
Philippines	2017	Responsibility and commitment to the community	Supporting education and training		150,000 women sari-sari store owners supported	TCCC 2017 Annual report	“Since 2011, we have supported women entrepreneurs in the Philippines who operate “sari-sari stores”—micro-enterprise neighbourhood convenience stores. The Sari-Sari Store Training and Access to Resources (STAR) Program, which focuses on making the businesses more financially sustainable, has reached more than 150,000 women. A study of the program's impact completed in 2017 found that:

							<ul style="list-style-type: none"> • 97% of women felt that the STAR Training was useful for their business management. • Business revenue increased by 17%, store income by 12%, and the store inventory grew by 20%. • 65% of women feel very confident about their future financial stability.”
Philippines	2017	Responsibility and commitment to human rights	Provision of drinking water	\$1.35 million	6,000 students will benefit from improved water access	TCCC. 2017 Second quarter earnings release	“During the quarter, The Coca-Cola Foundation awarded a \$1.35 million grant to support the installation of water systems and water treatment equipment, where needed, in 51 Little Red Schoolhouses across the Philippines. As a result, more than 6,000 students will benefit from improved water access.”
Vietnam	2017	Responsibility and commitment to the community	Supporting small business		Supporting small and medium sized businesses in Vietnam	Coca-Cola Vietnam	“Coca-Cola Vietnam has recently announced it will assist local small and medium-sized enterprises (SMEs) through a mentorship program, in line with its sustainability commitment to help improve their capabilities.”
Indonesia	2018	Responsibility and commitment to the environment	Clean-up programs		200 ‘drop boxes’ placed around Indonesia.	TCCC 2018 Annual report	<p>“The Packaging and Recycling Association for Indonesia Sustainable Environment (PRAISE) has helped formulate Indonesia’s first packaging collection and recycling initiatives. This aligns with our World Without Waste vision—helping to enable a collective and holistic approach involving stakeholders across the packaging value chain working toward a circular economy model.”</p> <p>“We are working to transform this challenge into widely shared opportunity through PRAISE, the Packaging and Recycling Association for Indonesia Sustainable Environment. This strategic partnership of industry leaders has a bold 2030 vision: to bring economic, social and environmental benefits to Indonesia by transforming packaging waste into a high-value resource.”</p> <p>“Low collection rates remain a major challenge in Indonesia due to lack of collection infrastructure and awareness. To spur structural and behavioral change, PRAISE’s Drop Box program has placed 100 collection bins across Jakarta, supported by online and offline public education. Each drop box is divided into paper and non-paper recyclables, which Waste4Change—an Indonesian social enterprise—collects, transports, and manages. Through additional support, we helped place another 100 drop boxes in locations in Bekasi, outside Jakarta.”</p>

							“PRAISE also manages Bali Bersih (Clean Bali), a pilot program that seeks to support and enable community-based recycling and reuse to minimize the amount of waste that ends up in the surrounding seas.”
Philippines	2018	Responsibility and commitment to the environment	Recycling	\$19 million	Investment in a recycling facility in the Philippines		“Coca-Cola Beverages Philippines, the bottling arm of Coca-Cola in the Philippines, announced that it will lead the investment in a \$19 million state-of-the art, food-grade recycling facility that will collect, sort, clean and wash post-consumer recyclable plastic bottles and turn them into new bottles using advanced technology. It is Coca-Cola’s first major investment in a recycling facility in Southeast Asia.”
Philippines	2018	Responsibility and commitment to the economy	Creation of jobs		10,000 employees in the Philippines	TCCC 2019 Annual report	“In December 2018, the Company acquired a controlling interest in the Philippine bottling operations from Coca-Cola FEMSA, S.A.B. de C.V. and now owns 100% of the Philippine bottling operations. As a result, approximately 10,000 employees in the Philippines are included in the calculation of the pay ratio for 2019.”
Vietnam	2018	Responsibility and commitment to the environment	Recycling		Recycling organisation launched	TCCC 2018 Second quarter earnings release	“Coca-Cola Vietnam led the launch of an industry-backed packaging recovery organization alongside other companies. The organization will initially focus on increasing recovery and recycling rates for three materials: PET, aluminum and Tetra Pak®”
Indonesia, Vietnam	2019	Responsibility and commitment to the environment	Clean-up programs	\$11 million	Nine river clean-up programs, including in Indonesia and Vietnam	TCCC 2019 Annual report	“The Coca-Cola Foundation and the Benioff Ocean Initiative at the University of California Santa Barbara’s Marine Science Institute are partnering to implement nine river cleanup programs in Panama, Vietnam, India, Indonesia, Ecuador, Mexico, Thailand, Jamaica and Kenya. Together, we have committed \$11 million over three years to support strategies that both capture plastic waste before it reaches the ocean and develop policies and communications to prevent plastic waste from entering the rivers in the first place.”
Indonesia	2020	Responsibility and commitment to the environment	Clean-up programs		Packaging recovery organisation aims to reduce plastic marine debris by 70% by 2025.	TCCC 2020 Annual report	“In Indonesia, through an industry coalition called PRAISE, we worked with peer companies and government partners to launch the country’s first Packaging Recovery Organization (PRO) to increase collection and recycling of post-consumer packaging waste. This effort is designed to be an integral part of circular economy implementation in Indonesia and to support the government’s objective to reduce plastic marine debris by 70% by 2025.”
Philippines	2020	Responsibility and commitment to human rights	Provision of drinking water		Provision of 25 community faucets for clean and	TCCC 2020 Annual report	“Coca-Cola Foundation Philippines, through its Agos Program, collaborated with Del Monte Foundation, Inc. Philippines and the local government unit of Barangay

					potable water. 61 families able to install sanitary toilets.		Kulasi in Sumilao, Bukidnon to provide farmers and their families access to clean and potable water. Before the construction of the water system, villagers had to walk to and queue up at a single faucet. Now, they have 25 community faucets, which has also allowed increased production of crops and vegetables. The project lifted the poorest community members out of extreme poverty and enabled 61 families to install sanitary toilets. By making safe water accessible to more families, projects like this also reduce the incidence of water-borne diseases.”
Philippines	2020	Responsibility and commitment to the community	Supporting small business	\$3.2 million in loan packages to some 15,000 micro-retailers so they could reopen safely. The loan packages include 30% goods and products, and 70% cash, with low service fee rates from 0.0% to less than 1%.	15,000 micro-retailers supported by ReSTART.	TCCC 2020 Annual report	<p>“Seeing an urgent need, Coca-Cola Philippines partnered with government agencies and two leading micro-finance institutions to create the Rebuilding Sari-Sari Stores Through Access to Resources and Trade (ReSTART) initiative. The program allocated approximately \$3.2 million in loan packages to some 15,000 micro-retailers so they could reopen safely. The loan packages include 30% goods and products, and 70% cash, with low service fee rates from 0.0% to less than 1%. ReSTART also distributed “safe store” kits of plastic covers, personal protective equipment and safety information guidelines for retail shops.”</p> <p>“Coca-Cola has long recognized the significant role that micro-retailers play in helping sustain the Philippine economy and our own business,” said Jonah De Lumen-Pernia, Coca-Cola Philippines Public Affairs and Communications Director. “The COVID-19 crisis did not change our commitment and in fact pushed us to go even further, ramping up our support to help their recovery. Indeed, their resilience is the nation’s resilience.”</p>
Philippines	2020	Responsibility and commitment to human rights	Funding disaster responses	\$5.5 million	Immediate relief from Typhoon Haiyan in the Philippines (and other disasters)	TCCC 2020 Annual report	<p>“The Coca-Cola Foundation provided more than \$5.5 million in immediate relief support to non-profits in 15 countries impacted by natural disasters in 2020— from forest fires in Australia to typhoons in the Philippines to earthquakes in Turkey—a 60% increase over 2019. The company’s Employee Disaster Relief Fund provided \$678,321 to associates impacted by natural disasters and COVID-19—a 695% increase over the previous year.”</p>
Philippines	2020	Responsibility and commitment to human rights	Funding disaster responses	US\$3m (₱150m)	Support for COVID relief efforts	WARC. 2020. Speed, trust and inspiration: How the client-agency	<p>“Earlier this year, the Coca-Cola Company did something quite surprising: the soda giant announced it would hit the pause button on commercial advertising in the Philippines, and re-channel US\$3m (₱150m) towards supporting COVID-19 relief efforts.”</p>

						relationship is evolving	
Vietnam	2020	Responsibility and commitment to human rights	Funding disaster responses	Hygiene supplies and beverages valued at over 7 billion VND	Support for COVID relief efforts	WARC. 2020. Coca-Cola: For the human race, for the act, not ad	<p>“In the first phase of the campaign, Coca-Cola suspended all advertising and rechannelled the budget into supporting COVID-19 relief and response efforts; the brand then developed the campaign For the Human Race to celebrate the unsung heroes, such as medical professionals, social workers and essential service staff, and launched videos on social media.”</p> <p>“On 20th March, Coca-Cola Vietnam announced that it would suspend its advertising and rechannelled the budget to support COVID-19 relief and response efforts. As a first step, the company partnered with the Vietnam Red Cross Society (VRCS) to donate hygiene supplies and beverages valued at over 7 billion VND to front-line healthcare staff, medical centres and areas currently under quarantine.”</p>
Indonesia	2021	Responsibility and commitment to the community	Supporting small business		Support for 5,000 Indonesian micro-retailers	Coca-Cola EuroPacific Partners	“As many as 5,000 Indonesian micro-retailers, the majority led by women, are set to gain greater access to finance and modernize their business operations through an innovative pilot initiative providing working capital support for a key sector at a time when the economy is being hit hard by the COVID-19 pandemic.”
Vietnam	2022	Responsibility and commitment to the environment	Provision of drinking water	USD150 000	Assistance of another \$150,000 for the World Wildlife Fund-Vietnam	Media reporting	“The Coca-Cola Foundation, the global philanthropic arm of the U.S.-based Coca-Cola Company, has announced assistance of another \$150,000 for the World Wildlife Fund (WWF)-Vietnam to enhance the natural ecosystems to control water flow and ...”
Philippines	2022	Responsibility and commitment to human rights	Funding disaster responses			Media reporting	“Responding to the call for aid following the devastation caused by Super Typhoon Odette in the Philippines in December 2021, The Coca-Cola Foundation, the global philanthropic arm of The Coca-Cola Company, has extended relief assistance to...”