### Appendix 1: TCCC supply chain activities in East Asian LMICs

<table>
<thead>
<tr>
<th>Country/countries</th>
<th>Year</th>
<th>Type of supply chain activity</th>
<th>Sub-type of supply chain activity</th>
<th>Description of activity</th>
<th>Reported outcomes from a company perspective</th>
<th>Source</th>
<th>Illustrative quote</th>
</tr>
</thead>
<tbody>
<tr>
<td>Indonesia</td>
<td>2000</td>
<td>Activities to expand and control bottlers and manufacturers</td>
<td>Ownership of in-region corporations and production facilities</td>
<td>In 2001, Company acquired a 10 percent ownership interest in a water company.</td>
<td></td>
<td>TCCC 2004 annual report</td>
<td>“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.”</td>
</tr>
<tr>
<td>Philippines</td>
<td>2001</td>
<td>Activities to expand and control bottlers and manufacturers</td>
<td>Ownership of in-region corporations and production facilities</td>
<td>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.</td>
<td>Acquired brans had annual volume of approximately 500-million-unit cases.</td>
<td>TCCC 2001 annual report</td>
<td>“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 Philppine food and beverage concern, RFM's 83% ownership interest in Cosmos Bottling Corporation (&quot;Cosmos&quot;), 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.”</td>
</tr>
<tr>
<td>Philippines</td>
<td>2001</td>
<td>Activities to expand and control bottlers and manufacturers</td>
<td>Ownership of in-region corporations and production facilities</td>
<td>CCA will sell Coca-Cola Bottlers Philippines, Inc. (&quot;CCBPI&quot;) 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</td>
<td>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.</td>
<td>TCCC 2000 annual report</td>
<td>“In February 2001, our Company announced it had reached agreement in principle with Coca-Cola Amatil and San Miguel Corporation (&quot;SMC&quot;) regarding the ownership and management of bottling operations in the Philippines. Under the agreement, CCA will sell Coca-Cola Bottlers Philippines, Inc. (&quot;CCBPI&quot;) 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</td>
</tr>
<tr>
<td>Country</td>
<td>Year</td>
<td>Activities</td>
<td>Ownership</td>
<td>Ownership</td>
<td>Consideration</td>
<td>Report</td>
<td>Details</td>
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<tr>
<td>Papua New Guinea, Indonesia</td>
<td>2001</td>
<td>Activities to expand and control bottlers and manufacturers.</td>
<td>Ownership of in-region corporations and production facilities</td>
<td>Ownership interest in Coca-Cola Amatil of approximately 35%.</td>
<td>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.</td>
<td>TCCC 2001 annual report</td>
<td>“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.”</td>
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<tr>
<td>Cambodia, Vietnam</td>
<td>2001</td>
<td>Activities to expand and control bottlers and manufacturers.</td>
<td>Ownership of in-region corporations and production facilities</td>
<td>Acquisition of 75% stake in Fraser and Neave Limited.</td>
<td>Coca-Cola holds a majority ownership in bottling operations Cambodia and Vietnam.</td>
<td>TCCC 2000 annual report</td>
<td>“Acquisition of Fraser and Neave Limited's 75 percent stake gave our Company full ownership of F&amp;N Coca-Cola. F&amp;N Coca-Cola holds a majority ownership in bottling operations in Brunei, Cambodia, Nepal, Pakistan, Sri Lanka, Singapore and Vietnam.”</td>
</tr>
<tr>
<td>Cambodia, Vietnam</td>
<td>2004</td>
<td>Activities to expand and control bottlers and manufacturers.</td>
<td>Ownership of in-region corporations and production facilities</td>
<td>Sale of bottling operations in Vietnam, Cambodia, Sri Lanka and Nepal to Coca-Cola Sabco (Pty) Ltd. $29 million sale value.</td>
<td></td>
<td>TCCC 2004 annual report</td>
<td>“During 2004, our Company sold our bottling operations in Vietnam, Cambodia, Sri Lanka and Nepal to Coca-Cola Sabco (Pty) Ltd. (&quot;Sabco&quot;) 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.”</td>
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<tr>
<td>Philippines</td>
<td>2007</td>
<td>Activities to expand and control bottlers</td>
<td>Ownership of in-region corporations</td>
<td>Acquisition of 100% stake in Coca-Cola</td>
<td>On February 22, 2007, the Company acquired the remaining</td>
<td>TCCC 2006 annual report</td>
<td>“In December 2006, the Company entered into a purchase agreement with San Miguel Corporation and two of its subsidiaries</td>
</tr>
<tr>
<td>Country</td>
<td>Year</td>
<td>Activities to expand and control bottlers and manufacturers</td>
<td>Investment in in-region production facilities</td>
<td>Investment in bottling operations</td>
<td>Bottlers</td>
<td>Production facilities</td>
<td>Owners</td>
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<tr>
<td>Mongolia</td>
<td>2010</td>
<td>Activities to expand and control bottlers and manufacturers</td>
<td>Investment in in-region production facilities</td>
<td>Investment in bottling operations</td>
<td>Coca-Cola Opens new bottling plant in Mongolia (39th worldwide)</td>
<td>TCCC 2010 annual report</td>
<td>US$19 million</td>
</tr>
<tr>
<td>Indonesia</td>
<td>2011</td>
<td>Activities to expand and control bottlers and manufacturers</td>
<td>Investment in in-region production facilities</td>
<td>Investment in bottling operations</td>
<td>Coca-Cola Amatil Indonesia targeting sales growth of 10-12% this year and is increasing production capacity to meet anticipated demand.</td>
<td>WARC. 2011. Marketing in Indonesia - Market Overview and Review of Best Practice</td>
<td></td>
</tr>
<tr>
<td>Philippines</td>
<td>2011</td>
<td>Activities to expand and control bottlers and manufacturers</td>
<td>Investment in in-region production facilities</td>
<td>Investment in bottling operations</td>
<td>Coca-Cola opened a mega bottling facility in Misamis Oriental in June 2011</td>
<td>Kleiman S, Ng B S.W., &amp; Popkin B. 2012. Drinking to our health: can beverage companies cut calories while maintaining profits? Obesity Reviews</td>
<td></td>
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<tr>
<td>Vietnam</td>
<td>2011</td>
<td>Activities to expand and control bottlers and manufacturers</td>
<td>Investment in in-region production facilities</td>
<td>Investment in bottling operations</td>
<td>Coca-Cola invested USD40 million to upgrade its production facilities in Hanoi.</td>
<td>Media reporting</td>
<td>USD40 million</td>
</tr>
<tr>
<td>Cambodia</td>
<td>2012</td>
<td>Activities to expansion and control bottlers and manufacturers</td>
<td>Ownership of bottlers</td>
<td>Acquisition of bottling facilities</td>
<td>TCCC acquired bottling</td>
<td>TCCC, 2012 Annual</td>
<td></td>
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<tr>
<td>Country</td>
<td>Year</td>
<td>Activities to expand and control bottlers and manufacturers.</td>
<td>Ownership of in-region corporations and production facilities</td>
<td>Investment in in-region bottling facilities</td>
<td>Acquisition of the majority of the remaining outstanding shares of bottling operations in Myanmar</td>
<td>Operation/Investment in Cambodia and Vietnam</td>
<td>Media Reporting</td>
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<td>Vietnam</td>
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<td>expand and control bottlers and manufacturers.</td>
<td>in-region corporations and production facilities</td>
<td>bottling operations in Vietnam and Cambodia from Coca-Cola Sabco (Pty) Limited valued at USD121 million</td>
<td>operations in Cambodia and Vietnam</td>
<td>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).”</td>
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<tr>
<td>Philippines</td>
<td>2013</td>
<td>Activities to expand and control bottlers and manufacturers.</td>
<td>Ownership of in-region corporations and production facilities</td>
<td>Sale of majority interest in Philippine bottling operations.</td>
<td>TCCC sold Philippines bottling operations</td>
<td>TCCC, 2013 Annual report</td>
<td>“In 2013, the Company sold a majority interest in our previously consolidated bottling operations in the Philippines (&quot;Philippine bottling operations&quot;).”</td>
</tr>
<tr>
<td>Myanmar</td>
<td>2013</td>
<td>Activities to expand and control bottlers and manufacturers.</td>
<td>Ownership of in-region corporations and production facilities</td>
<td>Investment in in-region production facilities</td>
<td>Opened a new bottling plant in Myanmar as part of a $200 million planned investment.</td>
<td>TCCC, 2013 Annual report</td>
<td>“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.”</td>
</tr>
<tr>
<td>Myanmar</td>
<td>2013</td>
<td>Activities to expand and control bottlers and manufacturers.</td>
<td>Ownership of in-region corporations and production facilities</td>
<td>Investment in in-region production facilities</td>
<td>Acquisition of the majority of the remaining outstanding shares of bottling operations in Myanmar</td>
<td>TCCC, 2013 Annual report</td>
<td>“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.”</td>
</tr>
<tr>
<td>Philippines</td>
<td>2014</td>
<td>Activities to expand and control bottlers and manufacturers</td>
<td>Investment in in-region production facilities</td>
<td>Investment in bottling operations</td>
<td>USD150 million</td>
<td>Media reporting</td>
<td>“COCA-COLA FEMSA Philippines plans to spend about $150 million this year for the upgrade of existing plants and distribution centers in the country”</td>
</tr>
<tr>
<td>Indonesia</td>
<td>2014</td>
<td>Activities to expand and control bottlers and manufacturers</td>
<td>Investment in storage</td>
<td>Investment in bottling operations</td>
<td>The investment was earmarked to boost capital expenditure in Indonesia, lifting production capacity, expanding warehouses and adding coolers at retail outlets.</td>
<td>TCCC, 2014 Annual report</td>
<td>“In November 2014, Coca-Cola Amatil Limited (&quot;Coca-Cola Amatil&quot;), 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”</td>
</tr>
<tr>
<td>Country</td>
<td>Year</td>
<td>Activities to expand and control bottlers and manufacturers</td>
<td>Investment in in-region production facilities</td>
<td>ROW Investment</td>
<td>Description</td>
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<tr>
<td>Vietnam</td>
<td>2014</td>
<td>Activities to expand and control downstream processes</td>
<td>Facilities Investment in retail facilities</td>
<td>USD300 million over 3 years</td>
<td>Opened new two production facilities in Vietnam as part of investment</td>
<td>Vietnam Investment Review. 2014. Coca-Cola opens new facilities in Vietnam</td>
<td></td>
</tr>
<tr>
<td>Indonesia</td>
<td>2015</td>
<td>Activities to expand and control bottlers and manufacturers</td>
<td>Investment in in-region production facilities</td>
<td>USD30 million</td>
<td>Two new production lines at Cikedokan plant in Bekasi, West Java.</td>
<td>&quot;In April this year, Coca-Cola Amatil Indonesia, part of US beverage manufacturer Coca-Cola Company, added two new production lines at its Cikedokan plant in Bekasi, West Java.&quot;</td>
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<tr>
<td>Laos</td>
<td>2015</td>
<td>Activities to expand and control bottlers and manufacturers</td>
<td>Investment in in-region production facilities</td>
<td>USD30 million</td>
<td>Coca-Cola opened its first bottling plant in Laos</td>
<td>&quot;ThaiNamthip, 2015. 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.&quot;</td>
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<tr>
<td>Philippines</td>
<td>2015</td>
<td>Activities to expand and control bottlers and manufacturers</td>
<td>Investment in in-region production facilities</td>
<td>USD1.2-1.3 billion</td>
<td>Coca-Cola opens its first bottling plant in Philippines</td>
<td>Manila Bulletin. 2015. Coca-Cola to invest $1.3 Billion in Philippines</td>
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<tr>
<td>Philippines</td>
<td>2016</td>
<td>Activities to expand and control bottlers and manufacturers</td>
<td>Investment in in-region production facilities</td>
<td>USD800 million</td>
<td>Coca-Cola Femsa 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.</td>
<td>Manila Standard. 2016. Coca-Cola Femsa investing $800m to expand PH operations</td>
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<tr>
<td>Vietnam</td>
<td>2016</td>
<td>Activities to expand and control downstream processes</td>
<td>Retail partnerships</td>
<td></td>
<td>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.</td>
<td>&quot;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.&quot;</td>
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<tr>
<td>Country</td>
<td>Year</td>
<td>Activities to expand and control bottlers and manufacturers</td>
<td>Investment in in-region production facilities</td>
<td>USD million</td>
<td>Remarks</td>
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<tr>
<td>Cambodia</td>
<td>2016</td>
<td>Activities to expand and control bottlers and manufacturers.</td>
<td>Investment in in-region production facilities</td>
<td>USD100 million</td>
<td>TCCC 2017 Proxy Statement Notice of Annual Meeting of Shareowners</td>
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<tr>
<td>Vietnam</td>
<td>2017</td>
<td>Activities to expand and control downstream processes</td>
<td>Investment in storage</td>
<td>USD300 million</td>
<td>Expansion of storage facilities.</td>
<td></td>
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<tr>
<td>Philippines</td>
<td>2018</td>
<td>Activities to expand and control bottlers and manufacturers.</td>
<td>Ownership of in-region corporations and production facilities</td>
<td>Acquisition of 100% stake in Coca-Cola Bottlers Philippines, Inc.</td>
<td>TCCC 2020 Proxy Statement Notice of Annual Meeting of Shareowners</td>
<td></td>
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<tr>
<td>Myanmar</td>
<td>2018</td>
<td>Activities to expand and control downstream processes</td>
<td>Investment in transport</td>
<td>Partnership with KarGo to digitise business to business trucking logistics in Myanmar.</td>
<td>WARC. 2018. Global to Local: Mobile in the developing world</td>
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<tr>
<td>Vietnam</td>
<td>2018</td>
<td>Activities to expand and control bottlers and manufacturers.</td>
<td>Investment in in-region production facilities</td>
<td>USD300 million</td>
<td>Opening of a new production facility in Vietnam</td>
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<tr>
<td>Indonesia</td>
<td>2019</td>
<td>Activities to expand and control bottlers and manufacturers</td>
<td>Investment in in-region production facilities</td>
<td>New $24m production line in Pasuruan, East Java.</td>
<td>WARC. 2019. Coke wins Indonesian cola war as Pepsi pulls out</td>
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<tr>
<td>Philippines</td>
<td>2019</td>
<td>Activities to expand and control downstream processes</td>
<td>Investment in retail facilities</td>
<td>Replacement of more than 10,000 coolers and a 23-point increase in order fulfillment rates.</td>
<td>Led to double-digit sales growth and increased market share.</td>
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Mr. Finan oversaw the opening of two new bottling plants in Cambodia.

“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.”

“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.”

“The Coca-Cola Company is set to open a new $300 million production facility in Hanoi, Vietnam, according to local media reports.”

“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.”

“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.” |