

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."