



Paint it RED! 未来を塗りかえろ。

Mission

Deliver happy moments to everyone
while creating value

Vision

- We are the preferred partner for our customers
- We win in the market through sustainable growth
- We lead a learning culture with commitment to grow
- We are the best place to work with pride for Coca-Cola

Values

- Learning
- Agility
- Result-orientation
- Integrity



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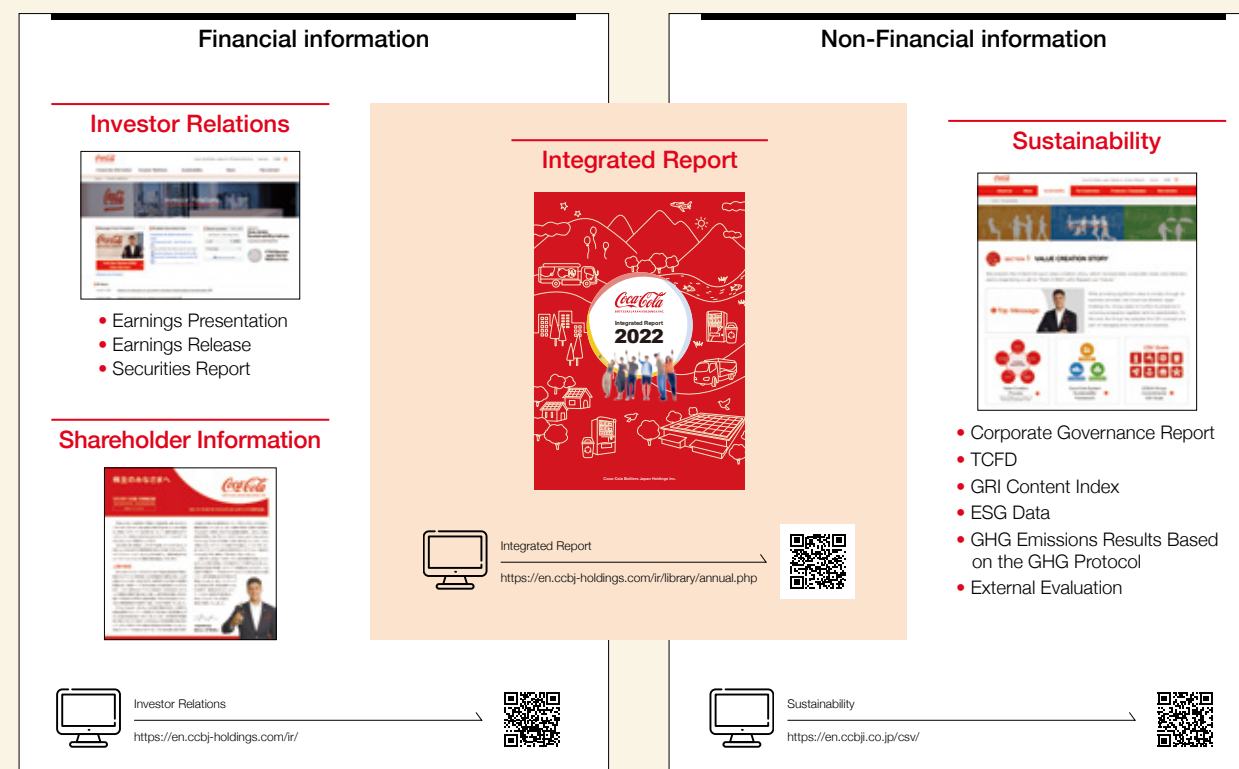
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Information Disclosure System / Editorial Policy

CCBJH Group's Information Disclosure

We disclose information in a timely and appropriate manner to enable stakeholders to better understand our business and to place their trust in the CCBJH Group. This Integrated Report is produced to broadly communicate financial and non-financial information to

our stakeholders. Comprehensive information on investor relations and our environmental, social and governance (ESG) initiatives are available on our website.



Editorial Policy

This document is provided as a report related to value creation at CCBJH based on the IFRS Foundation's International Integrated Reporting Framework and the Ministry of Economy, Trade and Industry's Guidance for Collaborative Value Creation. For sustainability information, we have referred to the GRI Sustainability Reporting Standards of the Global Reporting Initiative and the final report of the Task Force on Climate-related Financial Disclosures (TCFD).

Period covered	This report covers activities from January 2022 to the end of December 2022. (Including some activities reported in 2023) Numerical data is also for the period from January 2022 to the end of December 2022.
Scope of the report	Information presented in this report was collected from Coca-Cola Bottlers Japan Holdings Inc., Coca-Cola Bottlers Japan Inc., and the Coca-Cola Bottlers Japan Group companies* (Details on page 85 Our Group Companies).
Date of issue	June 2023
Company names	CCBJH Group (we) Coca-Cola Bottlers Japan Holdings Inc. and eight consolidated subsidiaries (Coca-Cola Bottlers Japan Inc., and the Coca-Cola Bottlers Japan Group companies). (As of December 31, 2022)
	CCBJI Coca-Cola Bottlers Japan Inc.
	CCBJI Group Coca-Cola Bottlers Japan Inc. and its Group companies

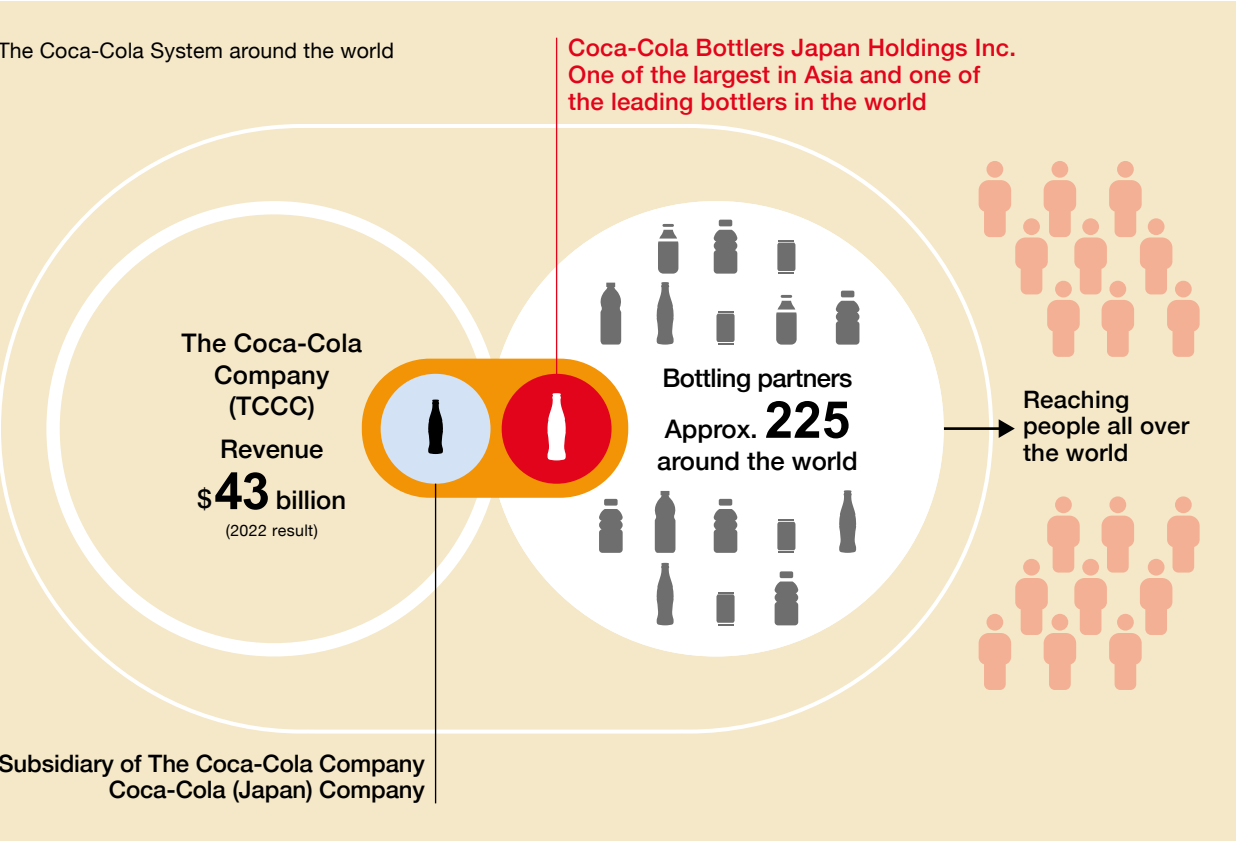
* Coca-Cola Customer Marketing Co., Ltd., Coca-Cola Bottlers Japan Vending Inc., FV Japan Co., Ltd., Kadiac Co., Ltd., Coca-Cola Bottlers Japan Business Services Inc., and Coca-Cola Bottlers Japan Benefit Inc., Bannai Saketen Inc.

Forward-Looking Statements

The plans, forecasts, business strategies, and other statements described in this document contain forecasts based on our judgment in light of the information available at the time the materials were prepared.
Note that these forecasts may differ materially from actual results due to various risks and uncertainties.
Please refer to the 2022 Full-Year Earnings Presentation for the assumptions used for earnings forecasts and precautions regarding their use.

Coca-Cola Bottlers Japan Holdings in the World

Member of the Global Coca-Cola System

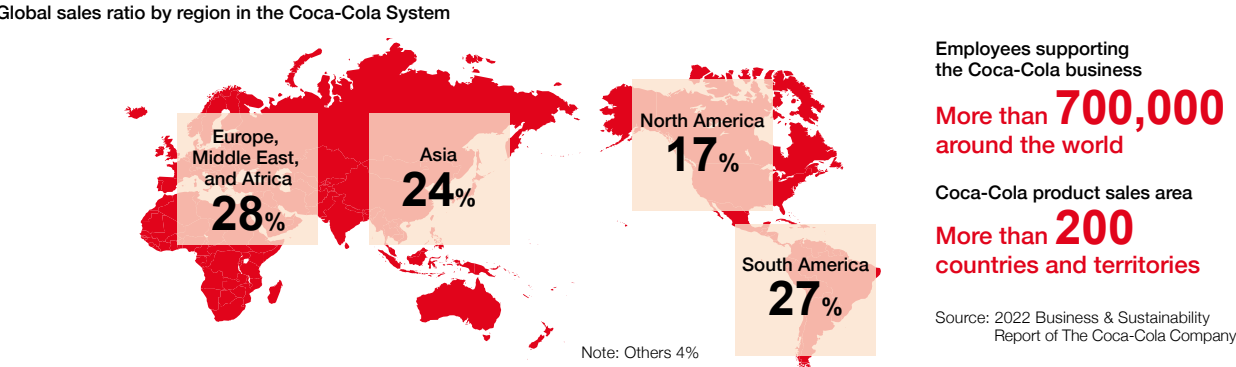


Coca-Cola Bottlers Japan Holdings Inc. (CCBJH) and the Coca-Cola System around the world

In 1886, Coca-Cola was born in Atlanta, Georgia. The franchise system established by The Coca-Cola Company allowed other companies to bottle and distribute Coca-Cola, which facilitated its expansion across the United States. In time, franchise businesses established bottling plants in every continent, leading to the worldwide distribution of Coca-Cola.

The Coca-Cola Company distributes beverage base to authorized bottling partners in specific economic regions. These bottling partners, also known as “bottlers,” mix the beverage base with carbonated or distilled water and sweeteners to create a finished beverage. The finished product is then packaged and sold. The Coca-Cola System today sells Coca-Cola and various other products in more than 200 countries and territories.

The CCBJH Group is one such bottler that has entered into a franchise agreement with Coca-Cola (Japan) Company, which is the Japanese subsidiary of The Coca-Cola Company. Our business operations encompass Tokyo, Osaka, Kyoto, and a further 35 Japanese prefectures.



Leveraging our strengths as a part of the global Coca-Cola System

The Coca-Cola System consists of The Coca-Cola Company and around 225 Coca-Cola bottling partners worldwide. It sells Coca-Cola and various other beverages in more than 200 countries and territories. This worldwide network has allowed us to accumulate tremendous knowledge and experience and is one of the key sources of our sustainable growth and competitiveness. In particular, close collaboration in terms of product development, the introduction of global standard core systems, participation in global operations, and exchange of human resources has led to the creation of synergy throughout the Coca-Cola System.

Collaboration on product development

Within the global Coca-Cola System, Japan launches the largest number of new products each year. It also plays a leading role in driving innovation throughout the Coca-Cola System. The Coca-Cola System's global product development, nurturing structure and access to powerful global brands are among our strengths. One recent example of collaboration is the global planning and development of alcoholic beverages, starting with the Coca-Cola System's first alcoholic beverage, Lemon-dou, in Japan. This was followed by the launch of Jack Daniel's & Coca-Cola in Mexico in 2022 and in Japan in April 2023. We are also working to enhance our market competitiveness by leveraging our strengths on a global scale. This includes the introduction of Costa Coffee, the No. 1* café brand in Europe, to the Japanese market.

* According to Allegra's 2021 World Coffee Portal

Global standard operations

We introduced an ERP system called CokeOne+ that covers back-office and customer service. CokeOne+ is a template of Enterprise Resource Planning (ERP) system developed by the global Coca-Cola System that enables complex business processes to be carried out on a common platform, centered on the centralized management and visualization of a wide range of information. It is helpful in strengthening management analysis capabilities, improving business quality and processes, and promoting efficiency. In addition, in the area of procurement, we are working with the Cross Enterprise Procurement Group (CEPG), the Coca-Cola system's global procurement network, to take advantage of a global procurement scale and prepare transaction guidelines based on global standards.

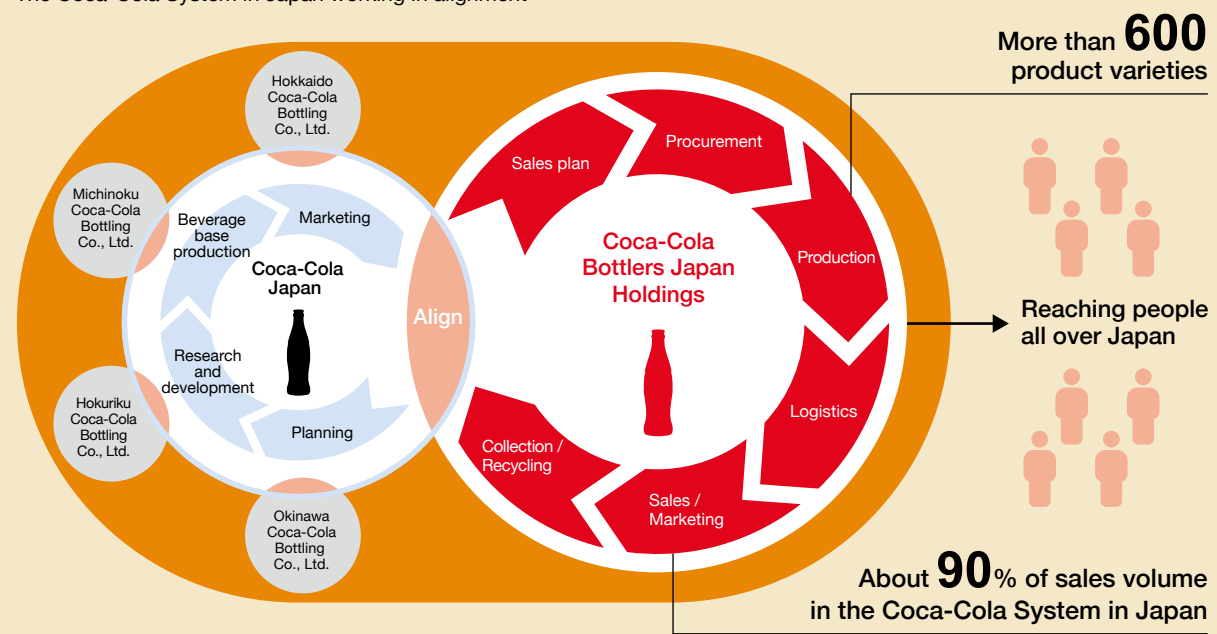
Exchange of human resources

We engage in human resource exchanges with Coca-Cola bottlers around the world, including Coca-Cola Hellenic (a bottler that does business primarily in Central and Eastern Europe), Coca-Cola FEMSA (bottler in Latin America), and Coca-Cola Beverages Philippines (a bottler that does business primarily in Southeast and Southwest Asia and India). These exchanges involve short-term appointments to share success stories and build long-term collaborative relationships. We also actively engage in intra-company communication in our daily operations, holding regular meetings at the division level with the participation of representatives from bottlers. We use these opportunities for human resource exchange to promote transformation based on global business experience, knowledge, and success stories, as well as to develop global human resources internally.

Coca-Cola Bottlers Japan Holdings in Japan

Largest Bottler in Japan

The Coca-Cola System in Japan working in alignment



Strengthening the business foundation in Japan

The Coca-Cola System in Japan comprises The Coca-Cola (Japan) Company, Limited, which is The Coca-Cola Company's Japanese subsidiary responsible for supplying beverage bases, planning and developing products, and conducting marketing activities. Bottlers and affiliates manufacture and sell the products. These companies work in close partnership to grow the Coca-Cola business by improving production efficiency, maintaining a consumer-oriented approach, responding quickly to market

needs, enhancing customer service, and ensuring quality control.

The first Japan bottler was established in 1956, and that number grew to 17 across the country. In the 1990s, bottler consolidations began and in April 2017, Coca-Cola East Company, Limited (CCEJ) and Coca-Cola West Company, Limited (CCW) merged to form Coca-Cola Bottlers Japan Inc*. Currently, ourselves and four other bottlers sell Coca-Cola and other beverages throughout Japan.

1956–1999
Expansion of
manufacturing
and sales area
17 bottlers

Tokyo	Tone
Mikuni	Sendai
Chukyo	Fuji
Kitakyushu	Sanyo
Mikasa	Kinki
Minami Kyushu	Shikoku

2015
Improved
competitiveness
through streamlining
6 bottlers

2001–2015 Corporate restructure	
CCEJ	
1999–2015 Corporate restructure	
CCW	

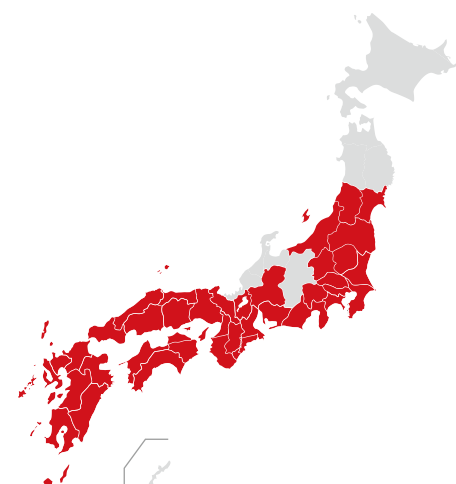
2017
Scaling up for
greater business
strength
5 bottlers

2017	
CCBJI*	

Hokkaido	Michinoku
Hokuriku	Nagano
Okinawa	

1984 Merger of two companies	
Hokkaido	Michinoku
Hokuriku	Okinawa

* Trade name changed to Coca-Cola Bottlers Japan Holdings Inc. (CCBJH) on January 1, 2018



Accumulated capital and strengths

The CCBJH Group is the largest Coca-Cola bottler in Japan, responsible for approximately 90% of the sales volume of the Coca-Cola System in Japan. Among about 225 bottling partners worldwide, we are one of the largest in Asia in terms of revenue and one of the leading bottlers in the world.

We deliver safe and high-quality Coca-Cola products to customers and business partners and provide attentive service with the aim of achieving our mission to deliver happy moments to everyone while creating value.

Manufacturing & Commercial capital	Plants 17	Sales/distribution centers About 300	Vending machines About 700,000
Intellectual capital	Brands in Japan About 40	Bottling partners worldwide About 225	
Human capital	Number of employees About 14,500		
Social capital	Sales area Tokyo, Osaka, Kyoto and 35 prefectures	Consumers in sales area About 111 million (53 million households)	
Natural capital	Water usage 13,287,000 m ³	Water replenishment rate 420%	
Financial capital	Total assets Approx. 830 billion yen	Rating A+(R&I)/AA-(JCR)	

As of December 31, 2022