




Part 3

Sustainability

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Tomonoura, Setonakai National Park, Fukuyama City in Hiroshima Prefecture

Photo by Osamu Izumi  
West Japan Operation Division  
Coca-Cola Bottlers Japan Vending Inc.



Sustainability Strategy

Promoting sustainability management based on the concept of “ownership”

**Maki Kado**  
Executive Officer, Chief Business Management & Sustainability Officer  
Coca-Cola Bottlers Japan Inc.



Our sustainability strategy makes CSV the cornerstone of management

The mission of the CCBJH Group is to deliver happy moments to everyone while creating value. These words convey our strong desire to create value that brings happiness and special moments to people’s everyday lives and a better future through our employees, products, and services. To achieve this, we

have made creating shared value (CSV) a cornerstone of management. This means enhancing both economic value through business growth and social value through the resolution of social issues. This is the basis of our sustainability strategy.

Achieving the CSV Goals to realize our mission

In 2019, the Coca-Cola System in Japan announced its sustainability framework, which identifies three platforms - Inclusion, Communities, and Resources - and nine priority issues. We established non-financial CSV Goals as numerical

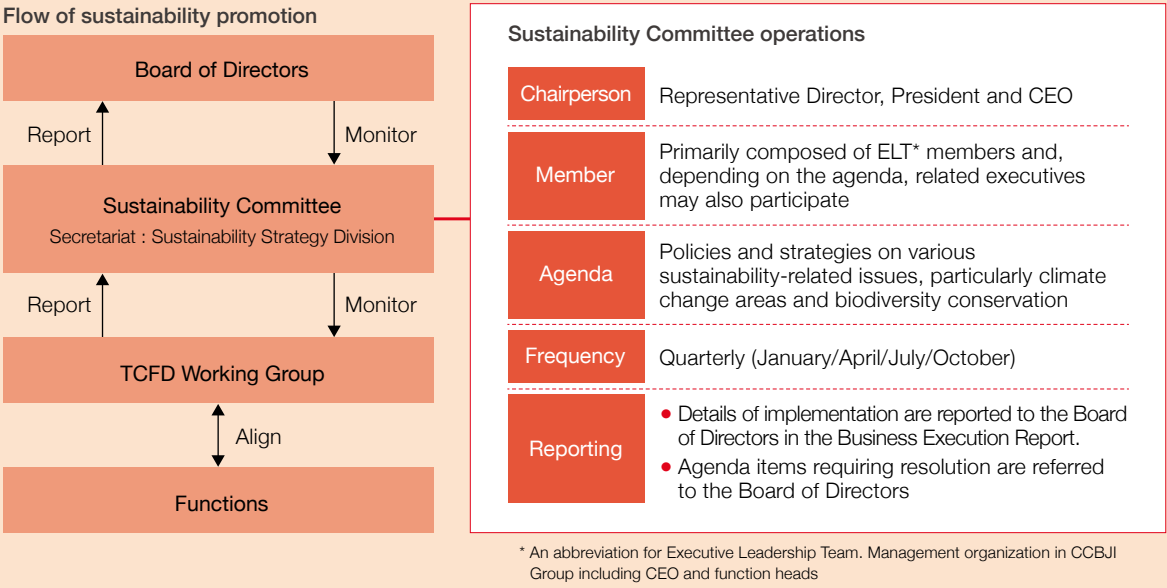
targets not only to identify but also to solve priority issues. We are steadily making progress toward achieving our goals by implementing the PDCA cycle throughout the value chain and monitoring the progress each year.

New Sustainability Committee

In 2023, we established a Sustainability Committee to strengthen the system for developing policies and strategies related to various issues including climate change and biodiversity, in line with our CSV Goals. On this committee, the Executive Leadership Team (ELT) discuss sustainability issues then communicate the decided direction and strategies to ensure all divisions carry out sustainable activities efficiently and

comprehensively. In addition, measures to address sustainability-related risks, such as climate change and biodiversity conservation, are an important priority for our Board of Directors, and we take risk selection and growth potential discussed by the Sustainability Committee into account when establishing management policies.

Sustainability Committee promotion system



Enhancing information disclosure outside the Company and fostering a sense of ownership inside the Company

We identified Mitigation of and Adaptation to Climate Change as one of our material issues. In 2022, we disclosed information in accordance with the TCFD recommendations, participated in climate change initiatives, and conducted other activities such as forest conservation and water source replenishment across our territory in cooperation with local residents and employees. We also continue to promote various horizontal recycling initiatives, including “bottle-to-bottle,” “CAN to CAN”<sup>\*1</sup>, “pallet-to-pallet”<sup>\*2</sup>, and “shell-to-shell”<sup>\*3</sup>, to effectively utilize resources.

We hold regular online study sessions and e-learning programs so that employees can understand and agree with the CSV Goals and take action in respect of our CSV goals. We are also training internal instructors to communicate our sustainability initiatives to external stakeholders.

\*1 Horizontal recycling of aluminum cans  
\*2 Light blue or black platforms used for transporting and storing products  
\*3 Cases for bottle products

Keeping up sustainability initiatives will lead to the delivery of happy moments and the creation of values

As a company that uses the irreplaceable resource of water for business, we are working to ensure its sustainability and mitigate environmental impacts to conserve the natural environment. Accordingly, we have conducted water replenishment activities, including tree-planting activities, to preserve water for decades. As a part of this, our employees actively participate in clean-up activities for water sources to

conserve and return to nature the same amount of water we use at our plants. The things we have regarded with importance and continued to do have ultimately led to solutions to social issues. We will continue striving to create values and realize a world where the air and water are clean and where everyone can enjoy happy moments and a fulfilling life by actively and continually working to address various social issues.

Initiatives Based on CSV Goals

CSV Goals: The CCBJH Group’s non-financial targets

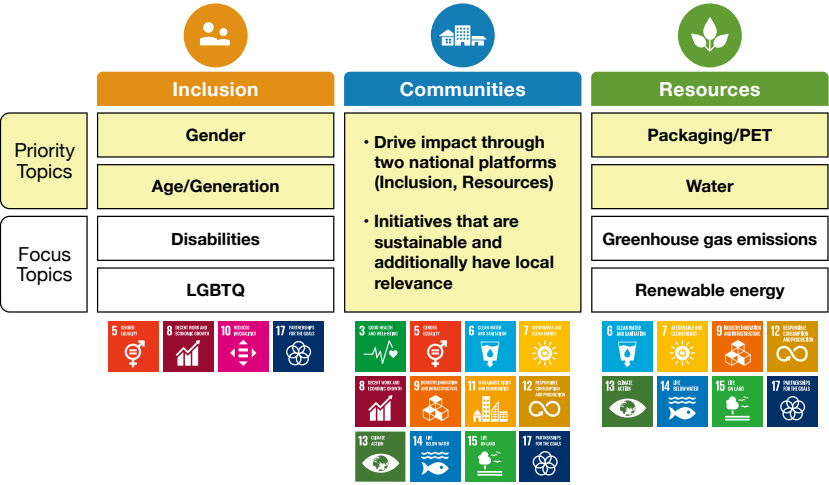
Based on the Sustainability Framework of the Coca-Cola System in Japan, the CCBJH Group established CSV Goals as non-financial targets in an effort to create a sustainable business and society while achieving our Mission. To achieve each of the CSV Goals, we are implementing initiatives throughout the value chain, checking progress, and making steady progress toward achievement.

In terms of our sustainable material\* usage rate for PET bottles, we have made strong progress in initiatives such as “bottle-to-bottle” and achieved a usage rate of 50% in 2022. We have also strengthened our partnership with local communities by concluding water source conservation agreements with forest conservation groups and local governments in water source areas of all 17 of our plants. As a result, the water replenishment rates in 2022 were well above our target.

A future area that we will focus on is Mitigation of and Adaptation to Climate Change, which we have identified as a material issue. As part of our efforts to reduce greenhouse gas (GHG) emissions, we aim to reduce Scope 1 (direct GHG emissions) and Scope 2 (indirect GHG emissions) emissions by 50% versus 2015 levels and to reduce Scope 3 (other indirect GHG emissions) by 30% versus 2015 levels by 2030, net zero in greenhouse gas emissions by 2050 across our entire value chain. We are also working to achieve our GHG reduction targets by focusing on aiding the introduction of renewable energy.

\* The total of bottle-to-bottle recycled PET materials and plant-derived PET materials

The Sustainability Framework for the Coca-Cola System in Japan



CSV Goals and status of achievement

■■■ At least 80% ■■■ 50%–79% ■■■ Less than 50%

\* Baseline year is 2015 and target year is 2025 unless otherwise stated

Sustainability framework	Key issues	Category	Target	2021 results	2022 results	Progress
Inclusion	Diversity & Inclusion	Female managers by 2025	10%	6.3%	6.6%	■■■
		Female managers by 2030	20%			■■■
Communities	Products (Tailored product development/ health support)	Low and no calorie options for core brands	100%	100%	100%	■■■
		FOSHU/functional product growth (compared to 2016)	300%	177%	146%	■■■
		Front-of-pack calorie label and straightforward nutritional information	100%	100%	100%	■■■
		Observation of The Coca-Cola Company Responsible Marketing Policy	100%	100%	100%	■■■
	Society (Contributions to the local community)	Employee volunteers	10%	3.7%	20.0%	■■■
		Participants in community programs	1,000,000	900,000	910,000	■■■
Resources	World Without Waste (Zero-Waste Society)	Sustainable materials usage <sup>*1</sup> by 2022	50%	40%	50%	■■■
		Sustainable materials usage <sup>*1</sup> by 2030	100%			■■■
		Ratio of products using sustainable materials <sup>*1</sup> by 2025 (number of bottles sold)	100%	About 90%	About 90%	■■■
		Further lightweight PET packaging by 2030 (compared to 2004)	35%	30%+	30%+	■■■
		Collection percentage compared to sales volume by 2030	100%	94.0% <sup>*2</sup>	—	■■■
		Extensive partnerships across industry and environmental organizations by 2030				
	Water	Replenishment rate, focusing on watersheds near our plants	200%	353%	420%	■■■
		Water usage reduction by 2030	30%	19%	19%	■■■
	Climate change	Scope 1 and 2 reduction in greenhouse gas emissions by 2030	50%	21%	20%	■■■
		Scope 3 reduction in greenhouse gas emissions by 2030	30%	24%	25%	■■■
		Net zero in greenhouse gas emissions by 2050				
		Promotion of renewable energy				
	Procurement / Human rights (Strengthening of business foundation)	Sustainable sourcing	100%	100%	100%	■■■
		Adherence to Supplier Guiding Principles across the CCBJH Group value chain	100%	100%	100%	■■■

<sup>\*1</sup> The total of bottle-to-bottle recycled PET materials and plant-derived PET materials  
<sup>\*2</sup> PET bottle collection rate (Source: The Council for PET Bottle Recycling “2022 Annual Report of PET Bottle Recycling”)



# Inclusion

To address the different needs of our stakeholders and ensure sustainable growth, we are focused on developing diversified human resources. In addition, we are continuing to create a working environment in which every employee can fully demonstrate their strengths, regardless of their background or values.

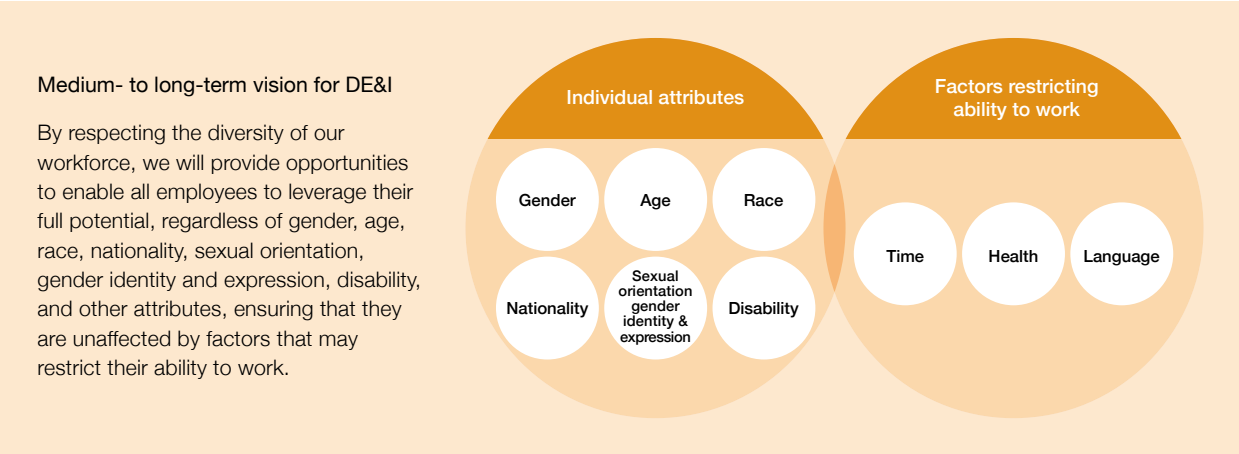
Diversity, Equity and Inclusion (DE&I)

The CCBJH Group has identified DE&I as a material issue. We recognize the value of diversity in meeting the varied needs of our business environment, customers and partners, and in driving the sustainable growth of our Group. We aim to create an inclusive workplace where every employee, regardless of their background, can demonstrate their abilities and fulfill their aspirations.

Our management structure places a high value on diversity in all aspects, including nationality, gender, age, and background. We are committed to promoting diversity management through discussions, decision-making processes, and other related activities based on a wide range of perspectives.

Our DE&I section is a dedicated unit leading the planning and promotion of Group-wide measures related to diversity. It holds bimonthly diversity forums, where ambassadors selected from each division and HR personnel share best practices and issues, resolve problems in a timely manner, and help build a better work environment.

- Group-Wide Measures for Raising DE&I Awareness**  
Achieving DE&I requires all employees to have mutual respect for differences in background, values, and thinking. Our company places great emphasis on creating a workplace free of discrimination and harassment, with strict rules against such behavior. We also provide regular practical harassment prevention training tailored to each division, in addition to training for new hires and managers. To foster an organizational culture that values and respects diversity, we offer Unconscious Bias Training and Inclusive Leadership Training.



Nationality

Our company is committed to diversity based on the idea that diversity is a driving force for growth, and we hire talented non-Japanese resources both as new graduates and mid-career hires. For non-Japanese employees, we provide training on the Japanese language, as well as support on the culture and lifestyle, to help them fully strengthen their skills and abilities. In addition, through personnel exchange programs within the global Coca-Cola System, we are learning from best practices overseas and advancing operational reforms that will lead to business growth.

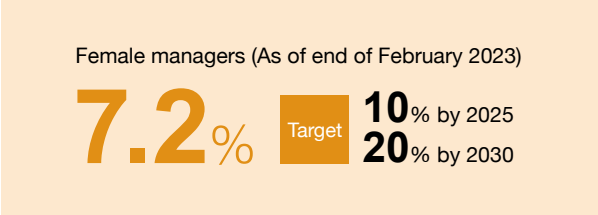


Gender

We are focused on creating an environment where women can play an active role. In addition to being an adopter of flexible work and remote work systems, we are taking a holistic approach to empowering women, including expanding the spousal maternity leave system and encouraging higher leave utilization rates.

To further cultivate female managers and manager candidates, we have established a system providing women the opportunity to systematically learn the perspectives and skills required of women as leaders by establishing training programs according to position and rank.

- Sponsorship Program (training for female director candidates)**  
This is a program for division heads aimed at cultivating female director candidates. Eligible female division heads are provided with opportunities to learn the perspectives and viewpoints necessary for management through regular individual meetings with their sponsoring officers.
- Accelerate Her (for Female Managers)**  
We have a program designed to cultivate female division heads, which targets section heads. The program selects participants from various divisions to join a six-month cross-division project. This project aims to equip participants with advanced conflict management, communication, and leadership skills necessary for division head positions. By running this project long-term, we encourage networking among section heads, creating a platform where female leaders can consult with each other without feeling isolated.
- Female Leadership Program (for Female Non-Managers)**  
This program is for general employees and aimed at cultivating female section heads. Eligible employees learn the mindset and necessary skills through approximately six months of leadership training. The goal is for each participant to identify their strengths and opportunities, and to take steps toward developing their career. Supervisor training is also provided, which builds an inclusive corporate culture that encourages the promotion of women.



- Initiatives To Encourage Male Employees To Take Parental Leave**  
To make it easier for male employees to take advantage of childcare leave system, we are working to encourage the use of male parental leave. In 2018, to promote awareness of male parental leave, we launched a project called “Papa Apron.” Our managers actively present the apron to male employees who have become fathers, congratulating them and encouraging them to take leave. We are not only focusing on creating systems, but also on implementing various strategies and measures to enable their use.



International Women's Day

Since 2023, the week including International Women's Day on March 8th is designated as an International Women's Week. We hold a panel discussion inviting external speakers and sessions to learn how to build a career from in-house female managers. This helps all employees to learn and addresss issues in achieving gender equality from an individual and organizational perspective as well as to create opportunities to encourage specific actions.





Next-generation development programs

● **Coca-Cola University Japan In-House University**  
In 2020, we established Coca-Cola University Japan (CCUJ) as an internal university to cultivate the next generation of leaders who will drive transformation and future growth of the Coca-Cola System and create new value in the beverage market. CCUJ comprises three leadership levels: division heads, section heads, and general staff. Participants from each division will undertake a six-month program to enhance their strengths in the five key capabilities essential to our growth: innovation, strategic thinking, people management, effective communication, and growth mindsets. They will also work to address real-world issues. By collaborating on projects and

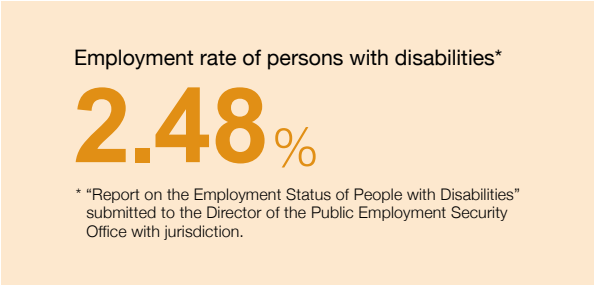
engaging in discussions with members from different divisions, participants will gain a broader perspective and grow as leaders for the next generation.

● **Global English Transformation(GET) proficiency program**  
We provide the (GET) proficiency program for employees in their 20s and 30s to more proactively communicate CCBJH Group's initiatives overseas while also absorbing knowledge from outside Japan, applying it to our daily activities, and creating business growth. Participants compete and encourage each other to progress throughout the six-month intensive program, steadily strengthening their English language skills.



Disabilities

In 2019 we established a special-purpose subsidiary to create a work environment where individuals with disabilities can demonstrate their strengths. The subsidiary offers a variety of work positions, including laundry, clerical, and sales equipment parts washing, to allow each person to demonstrate their unique qualities and abilities. We also support the activities of para-athletes and deaf athletes. In addition to participating in athletic activities, our athletes make a wide range of community contributions by giving lectures on disabilities and diversity to schools and community groups.



Uniform laundry duties, one of major tasks at the special-purpose subsidiary

Haruki Masanari  
A para-athlete during his qualifying attempt for the 2024 Paris Paralympics javelin throw

Kazuhiro Takai  
A dual decathlon and deaf track & field high jump competitor

LGBTQ

● **Internal Awareness-Raising Efforts**  
We are actively working on raising awareness, establishing systems and mechanisms, and building an ally\* network to ensure that all employees have accurate knowledge of LGBTQ issues to foster an environment where diversity is respected and discrimination is avoided, both inside and outside the company.

We have amended the definition of a spouse in our internal regulations to allow all employees to take advantage of welfare benefits, such as childcare leave and family care leave, regardless of the gender of their partners or their marital status. We also amended our Human Rights Policy to include gender identity and expression, setting forth policies not just in terms of physical traits, but also in a manner that is consistent with the diversity of “mind” and “character.” Furthermore, in 2021, we launched an LGBTQ consultation service, where not only employees but their managers can anonymously seek help and guidance on LGBTQ related topics.

\* Ally is a person who proactively understands and supports LGBTQ regardless of whether or not they are sexual minorities

● **External Activities**  
We operated an exhibit booth at Tokyo Rainbow Pride 2023 jointly with Coca-Cola Japan. At this multi-day event, our employees at the booth sold a set of Coca-Cola wrapped in rainbow wristbands commemorating the event, and displayed DE&I initiatives from CCBJH and Coca-Cola Japan.

● **Formulated the LGBTQ + ALLY HANDBOOK**  
We have introduced throughout the Coca-Cola System in Japan the “LGBTQ + ALLY HANDBOOK” that provides an easy-to-understand overview of the fundamentals regarding LGBTQ and allies, including a glossary of terms, history and current conditions. This handbook has been made available to all employees and offers free usage by any company or organization considering promoting understanding of LGBTQ issues.



Collaborative participation in Tokyo Rainbow Pride with Coca-Cola Japan (2023)

The LGBTQ + ALLY HANDBOOK



# Communities

Our aim is to develop solutions for social issues, foster sustainable communities and maintain ongoing communication with them.

## Local seminars on Sustainable Development Goals

With the momentum for Sustainable Development Goals (SDGs) gaining pace, the CCBJH Group is dedicated to taking new initiatives towards achieving these goals. As part of this commitment, we have designed a series of lectures and presentations about our CSV activities, delivered by our trained employee lecturers at schools across Japan. Moving forward, we will continue to prioritize creating communication opportunities with local communities and adopt new approaches like this to our objectives.



## Joint community projects between industry, academia, government, and the private sector

We partner with local governments, educational institutions, private organizations, and industries to support initiatives aimed at addressing local issues and achieving SDGs. Here are a few examples of our collaborations:

### • The Sendai Youth Award (Miyagi Prefecture)

Since 2017, we have collaborated with Sendai City and offered the Sendai Youth Award to recognize outstanding efforts by youth organizations that contribute to achieving a sustainable society and resolving social issues.

In the sixth award held in 2022, the target area was expanded to all of Miyagi Prefecture with the aim of creating an environment in which more young people can play an active role. Eight finalist teams that passed the preliminary screening presented their efforts in November.

### • SDGs Workshop, Mie Mirai (Mie Prefecture)

This workshop is held as a collaborative effort among Mie Prefecture, Dr. Masao Aoki's research lab, Recurrent Education Center at Mie University, the nonprofit organization MBridge and CCBJH. In this event, participants exchange ideas to increase Mie Prefecture's attractiveness and solve its problems through dialogue.

### • Challenge Internship Project (Fukushima Prefecture)

Since 2016, we have partnered with Fukushima Prefecture's Challenge Internship Project in cooperation with Saposen, a support center for organizations active in Fukushima. Through internships we support learning and other experiences for young people. We promote future city planning by helping educate young people about issues facing the region and the attractiveness of Fukushima.

### • MIYAZAKI SDGs ACTION (Miyazaki Prefecture)

This project brings together high school students, university students, and companies to learn and consider what a sustainable economy and society should look like. In 2022, CCBJH employees from our Ebino plant worked alongside local students to recycle coffee beans and tea dregs.



In April 2022, at the Asia-Pacific Water Summit in Kumamoto Prefecture, Ryuichiro Maruyama, Head of CCBJH's CSV Department, delivered a keynote lecture on the Coca-Cola System's efforts to conserve water resources.



In June 2022, our employees presented a lecture to students at Nagoya City University in Aichi Prefecture. The lecture covered the current status and issues regarding PET bottles, as well as our bottle-to-bottle initiatives. The students are conducting daily research to solve the problem of marine plastic waste.



The Sendai Youth Award's award ceremony (Miyagi Prefecture)

## Cooperation with local governments and organizations for the SDGs

We have entered into agreements on the promotion of SDGs and broader comprehensive partnership agreements with local governments and organizations in its sales areas. The aim is to create value for communities through its beverage business and work with stakeholders to address local issues.

### • Signed a Partnership Agreement on SDGs Promotion with Oyama City (Tochigi Prefecture)

In December 2022, CCBJI and Oyama City signed an agreement to promote and disseminate SDG information as well as collaborate on SDG-related efforts. As a first step a vending machine was installed at the Watarase Yusuichi Stork Community

Center to support environmental conservation activities that help people coexist with endangered Oriental storks.

### • SDG Partnerships with Saitama Prefecture

CCBJH became a registered SDG partner with Saitama Prefecture in July 2022 and endorses its unique SDG activities. In August 2022 we launched a joint project called Saitama SDGs Promotional Vending Machines. In December, we entered into an agreement with Saitama Prefecture and Saitama International Association to collaborate in the development of global human resources and donated a portion of sales to the Saitama Global Human Resources Fund.

## Replenishing local water sources and preserving local biodiversity

Water is an essential resource for our business, and we take actions to promote water replenishment around our 17 plants.

The water resource areas around our plants serve multiple functions. Not only do they store water, but also serve as habitats and nurturing grounds for plants and animals. Through Coca-Cola's "Learn from the Forest" project, we aim to educate local residents and our employees on the importance of preserving these irreplaceable water resources and biodiversity in local areas. In 2022, due to COVID-19 restrictions, we could only hold these programs in six regions: Miyagi, Ibaraki, Tokyo, Hyogo, Hiroshima, and Miyazaki Prefectures.

### Locations of watershed conservation activities

Manufacturing plants	Locations of watershed conservation activities
Zao Plant	Zao-machi, Katta-gun, Miyagi Prefecture
Saitama Plant Iwatsuki Plant	Katashina, Tone-gun, Gunma Prefecture
Ibaraki Plant	Ishioka, Ibaraki Prefecture
Tama Plant	Higashi-Kurume, Tokyo
Ebina Plant	Atsugi and Ebina, Kanagawa Prefecture
Hakushu Plant	Hokuto, Yamanashi Prefecture
Tokai Plant	Ena, Gifu Prefecture
Kyoto Plant	Ujitawara-cho, Tsuzuki-gun, Kyoto Prefecture
Akashi Plant	Tamba-Sasayama, Hyogo Prefecture
Oyama Plant	Houki-cho, Saihaku-gun, Tottori Prefecture
Hiroshima Plant	Mihara, Hiroshima Prefecture
Komatsu Plant	Saijo, Ehime Prefecture
Tosu Plant Kiyama Plant	Tosu, Sage Prefecture / Kiyama-cho, Miyaki-gun, Saga Prefecture
Kumamoto Plant	Aso, Kumamoto Prefecture / Ozu-machi, Kikuchi-gun, Kumamoto Prefecture
Ebino Plant	Ebino, Miyazaki Prefecture

### • Held the First "Learn from the Forest" Programs in the Water Resource Area Around the Tama and Akashi Plants

In April 2022, we signed an agreement on natural environment preservation with the Tokyo Metropolitan Government and the Regional Partnership Support Center. Based on this agreement,



Participants installing protective fences to protect rare plants from deer (Tamba-Sasayama, a water resource forest for Coca-Cola Bottlers Japan)

46 of our employees and affiliates participated in the inaugural Coca-Cola "Learn from the Forest" Project at the Minamisawa Green Conservation Area in Higashi-Kurume, Tokyo. This area is a vital water resource for our Tama Plant. We worked together to maintain the promenade, contributing to the preservation of a diverse natural environment since rare plants such as the *Anemone nikoensis* grow in the area.

In December, we hosted another Coca-Cola "Learn from the Forest" Project in Tamba-Sasayama, Hyogo, at the Akashi Plant water resource area forest. This was our first such event since signing the agreement in 2019.

During the event, about 50 participants, including employees and their families, learned about the importance of preserving woodland areas near human habitats and maintaining forests through activities like tree clearing. They also helped protect endangered golden orchids, listed as a Class II endangered species by the Ministry of the Environment, by installing protective fences and restoring vegetation.



Support for local communities

• **Donating Beverage Products to Food Banks\***  
We have been partnering with Second Harvest Japan, the country's first food bank, and the National Food Bank Association since 2016 to donate beverages to institutions that provide meals for children and social welfare institutions. In 2022, we donated 38,713 cases (937,852 bottles) of beverages to 24 organizations in 17 prefectures.

\* Organizations and programs that collect discarded food that is still of good quality and receive donations from companies. They then deliver the food to social welfare institutions and people who are in need.

• **Scholarship Program**  
Coca-Cola System's scholarship aid program date back to 1966. As an affiliate of The Coca-Cola Foundation, we support grant-based scholarships to foster the development of top-caliber young people who can contribute to the local community. In addition to prospective undergraduate students, students who plan to enter graduate school to work on sustainability and SDGs are also eligible for scholarships.

• **Support for the Zenshiren**  
As part of the Coca-Cola System's commitment to social participation for disabled people, including children and adults, we donate a portion of the proceeds from vending machines with the Zenshiren sticker to Zenshiren, an organization that promotes greater social participation for disabled people and increases facilities for them. This program began in 1980 and has continued for over 40 years.

• **Cooperation with Education Reform at Ichimura Nature School in Kyushu**  
We have also contributed to children's education reform by

helping to establish Ichimura Nature School in Kyushu. The school provides a natural setting where children can develop independence, social skills, proactiveness, and creativity through activities such as cultivating and harvesting crops and working together as a team. The school is located near the city of Tosu in Saga Prefecture, and students spend eight months between the end of March and the beginning of December with their peers and staff members.

Donations of products to food banks in 2022

38,713 cases

937,852 bottles



Donating beverage products to the NPO eWork Ehime (Ehime Prefecture)

Promoting employee volunteering

Based on the idea that employees are members of their local communities, we encourage employees to volunteer in ways that contribute to local communities. These ways include social welfare activities, cleanup activities, forest preservation activities, and grassland regeneration activities, and we facilitate these by providing a volunteer activity leave system.

Employee volunteers in 2022

20.0%



Cleanup activities by upcoming new hires for 2023 (Tokyo)

Participation in Love Earth Clean Up (Fukuoka)

Forest preservation activities (Hiroshima)

Sports clinics and hockey clinics held in 2022

Number of programs: 19

Number of participants: 5,160



The Coca-Cola Red Sparks Hockey Team, winners of the Prince Takamado Cup 2022 Hockey Japan League

Community support through sports

• **The Coca-Cola Red Sparks Field Hockey Team: Firmly Rooted in the Community**  
Administered by the Group the Coca-Cola Red Sparks field hockey team is based in Hiroshima City, Hiroshima Prefecture and is a member of the Hockey Japan League (HJL).  
In 2022, the team participated in three major national hockey competitions, finishing second in each. They won first place in the Prince Takamado Cup 2022 Hockey Japan League and regained the championship in the season finals after two years.  
In 2022, the team also resumed holding sports clinics and participating in community events, which had been limited due to the COVID-19 pandemic. The team also participated in the Hiroshima Sports Academy Qualifying Competition, which aims to develop athletes who can compete on the international

stage. It also held a hockey clinic in Kurihara, Miyagi Prefecture, for the first time in two years, and sent instructors to the Human Rights Sports Clinic, held at Taisho Elementary School in Taito, Tokyo. Through these activities, we contributed to the creation of a bright and vibrant community and a society where everyone can be active and healthy. In recognition of these activities, the team received the Hiroshima Prefectural Sports Association Sports Award in December 2022.  
• **Mission and Support Activities of the Company Ambassador**  
We have appointed Shotaro Tsuoka as Company Ambassador. Tsuoka aspires to join the 7-man rugby team that will represent Japan. With CCBJH's support, Tsuoka will be able to concentrate on competitions as a member of the national team.

Communication through plant tours

We value plant tours as a way to directly communicate with customers, clients, and other stakeholders. We have tour facilities at six of its 17 domestic plants: Zao Plant (Miyagi Prefecture), Tama Plant (Tokyo), Tokai Plant (Aichi Prefecture), Kyoto Plant (Kyoto Prefecture), Hiroshima Plant (Hiroshima Prefecture), and Ebino Plant (Miyazaki Prefecture).  
• **Plant Tours for New Lifestyles**  
Online plant tours were launched in June 2021 to cover live tours suspended to prevent the spread of COVID-19. These tours are available remotely from anywhere, whether at home, school, or otherwise. Online tours were enjoyed by approximately 5,000 customers in 2022.  
• **Held the First Online Summer School**  
In addition to regular plant tours, the Group held the first

summer school online in 2022. In this school, families enjoy learning about our initiatives for the SDGs, which can be used as an independent study topic. Approximately 1,000 participants joined this four-day program.  
• **Reopened In-Person Plant Tours**  
In December 2022, the Ebino Plant in Miyazaki Prefecture reopened for tours ahead of the six other plants in the area, bringing a liveliness back to the plants for the first time in two years and nine months.  
For the time being, tours will be gradually resumed, though on a limited scale and with infection control measures in place to create opportunities for face-to-face communication with customers while maintaining a hybrid structure offering online tours as well.



The first online summer school



Ebino Plant returns to holding lively tours after nearly three years



Resources

In order to make effective use of valuable resources in a sustainable manner, we will continuously devise and improve ways to contribute to the protection of the environment.

Achieving a World Without Waste (Zero-Waste Society)

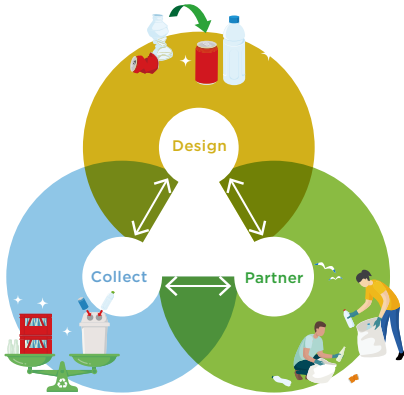
2030 Packaging Vision

In 2018, The Coca-Cola Company set a global target to reduce environmental impacts and achieve a World Without Waste. To support this goal, the Coca-Cola System in Japan established the 2030 Packaging Vision in January 2018, and updated it in July 2019 to be achieved ahead of schedule. Our aim is to reduce waste from product packagings and promote the recycling of plastic resources in Japan, in line with the vision of a World Without Waste.

Three Core Elements and Roadmap

The 2030 Packaging Vision consists of three pillars: Design, Collect, and Partner. Specific targets have been set for each of the three pillars, and we are working to achieve these by 2030.

Three core elements of 2030 Packaging Vision



Activity Results

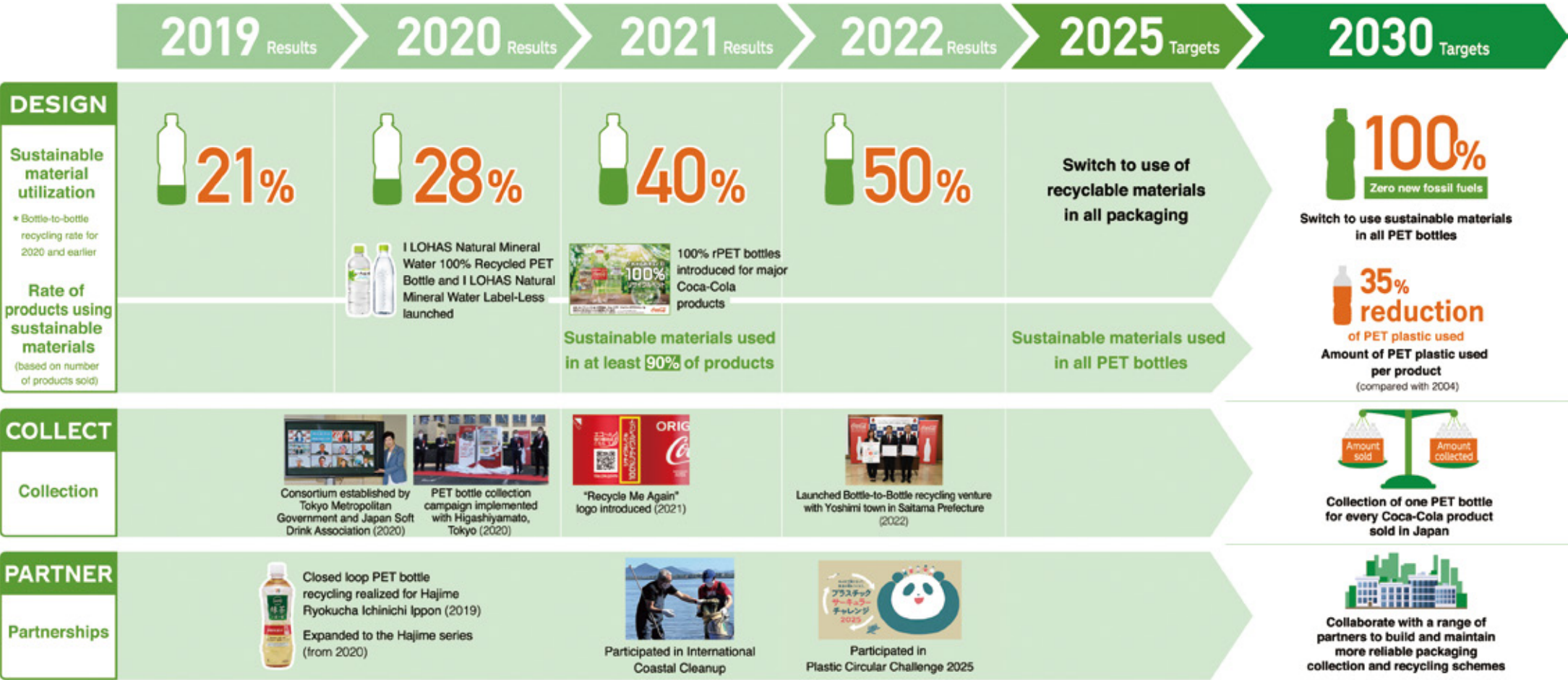
Design

- Achieved 50% sustainable materials\* for domestic soft drink PET bottles in 2022.
- Utilize sustainable materials\* in approx. 90% of our PET bottle products sold in Japan (number of bottles sold).
- As of December 2022, have introduced 100% recycled PET bottles across four brands and 44 products including flagship products such as Coca-Cola.
- Starting with I LOHAS products released in April 2020, currently manufacture 21 labelless products across 10 brands, including Ayataka, Sokenbicha, THE TANSAN STRONG From Canada Dry, Aquarius, Coca-Cola, and Georgia. We plan to steadily expand our range of labelless products in the future.
- From 2021, reduced the weight of Coca-Cola 700ml PET bottles from 42g to 27g.
- In 2022, reduced the weight of Georgia Japan Craftsman 500ml PET bottles from 19.5g to 17g, and Costa Coffee 265ml PET bottles from 29.5g to 18.5g.

\* The total of bottle-to-bottle recycled PET materials and plant-derived PET materials



2030 Packaging Vision of the Coca-Cola System in Japan



Activity Results

Collect

Partner

The goal of our Packaging Vision 2030 is to create a zero-waste society, and to help achieve this we are focusing on bottle-to-bottle recycling, which regenerates new PET bottles from used ones.

Cooperative bottle-to-bottle ventures with local governments

We are working with local governments to collect and recycle product used PET bottles. These projects aim to bring together residents, businesses, and governments to make used PET bottles collection and recycling more reliable. We have been working on making agreements for horizontal recycling of PET bottles since 2022, and as of April 2023, have made the agreements with ten municipalities. In 2023, we made agreements with Moriyama City in Shiga Prefecture and the cities of Zama and Ebina in Kanagawa Prefecture in January, Numazu City in Shizuoka Prefecture in February, Nishinomiya City in Hyogo Prefecture in March, the cities of Fukuoka and Kitakyushu in Fukuoka Prefecture in April.



Cooperative bottle-to-bottle ventures with business partners

We teamed up with Mitsubishi Estate Co., Ltd. in June 2022 to launch a bottle-to-bottle recycling program in the Marunouchi area of Tokyo. The scheme collects used PET bottles from the office shared area and turns them into new PET bottle products. Through our vending machines, we encourage office workers to recycle used PET bottles by separating them. In April 2023, we launched a new bottle-to-bottle project that collects used PET bottles from select Sugi Pharmacy Co., Ltd. stores in Aichi and Mie Prefectures, and turns them as raw materials for our new products. We plan to gradually expand the collection area over time.



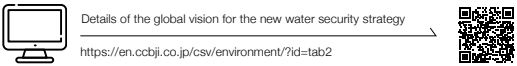
New strategy for global water security and resource stewardship in plant areas

In March 2021, the Coca-Cola Company introduced a global framework for its water security strategy, which aims to conserve sustainable water resources by replenishing water in communities and advocating for responsible water use in our operations and communities. At the CCBJH Group, we recognize the importance of water as a vital resource in our business and are committed to reducing our water use by 30% by 2030 (compared to 2015). At the same time, we are targeting a 200% water replenishment rate by 2025, in support of water resource conservation.

In the Coca-Cola System in Japan, we follow resource conservation guidelines established by Coca-Cola Japan to regularly assess the vulnerability of our water sources. We

develop conservation plans for water usage at our plants that focus on reducing water used in the manufacturing process (Reduce), reusing water (Recycle), and restoring water resources in the source area (Replenish).

We have signed water resource conservation agreements in areas around all 17 plant locations to protect water resources. We are working with local communities and experts to protect water resources, all resulting in a replenishment rate of 420% in 2022.



Major water indicators and results

Water used for manufacturing  
**13,287,000 m³**  
**+2.3%** year on year

Replenishment area  
Approx. **8,136 ha**  
**+4.1 ha** year on year

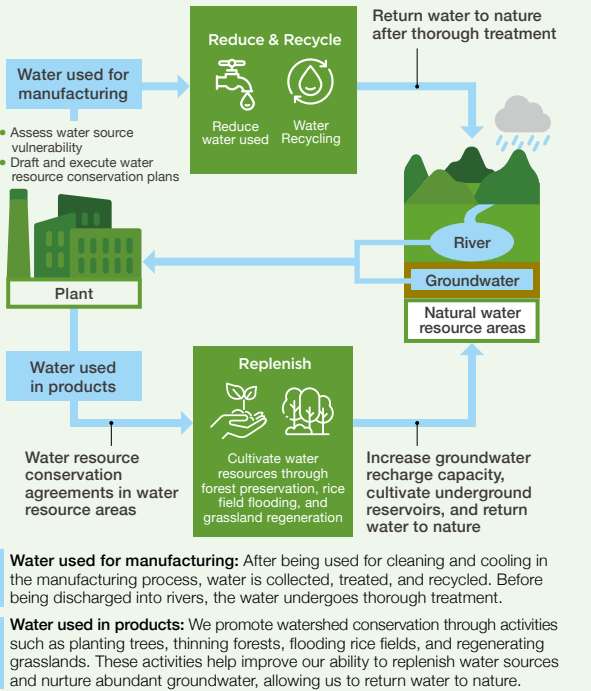
Water used in products  
**4,087,000 kL**  
**+1.9%** year on year

Replenishment rate  
**420%**  
**+67%** year on year

Water used per 1L of product (WUR: Water Use Ratio)  
**3.25 L/L**  
**+0.01** liters per product liter year on year

Water resource conservation agreements  
**17/17 plants**  
**+1 plant** year on year

Coca-Cola System's concept of the water cycle



Mitigation and adaptation to climate change by reducing greenhouse gas (GHG) emissions

The Coca-Cola System in Japan is committed to reducing greenhouse gas (GHG) emissions across our supply chains following in alignment with the Paris Agreement and scientific

evidence. Our ultimate goal is to achieve net zero GHG emissions by 2050. To help get there, we have set medium-term CSV Goals, which aim to reduce GHG emissions

across the entire Japan value chain by 50% in Scope 1 and 2, and by 30% in Scope 3 by 2030 (compared to 2015 levels). To achieve these targets, we are taking a range of actions.

Specifically, in July 2022, we launched the Akashi Mega DC, an automated distribution center with one of the largest storage and shipment capacities in the Coca-Cola System in Japan. Our goal is to create a highly efficient distribution network by gradually consolidating warehouse operations, such as sorting, picking and inventory storage, traditionally conducted at each sales center. This will help us to deliver products to business partners and vending machines while by reducing long-distance transportation and GHG emissions. We are also working to reduce plastic waste by replacing plastic with paper straws and cup lids. We have implemented recycling programs, such as CAN to CAN, horizontal recycling of collected aluminum cans from recycle boxes placed next to our vending machines to use as materials of side part of cans, pallet-to-pallet<sup>\*1</sup>, and shell-to-shell<sup>\*2</sup> programs. These programs actively collect used

aluminum cans and distribution materials for recycling. Together they help reduce GHG emissions by promoting the recycling of materials.

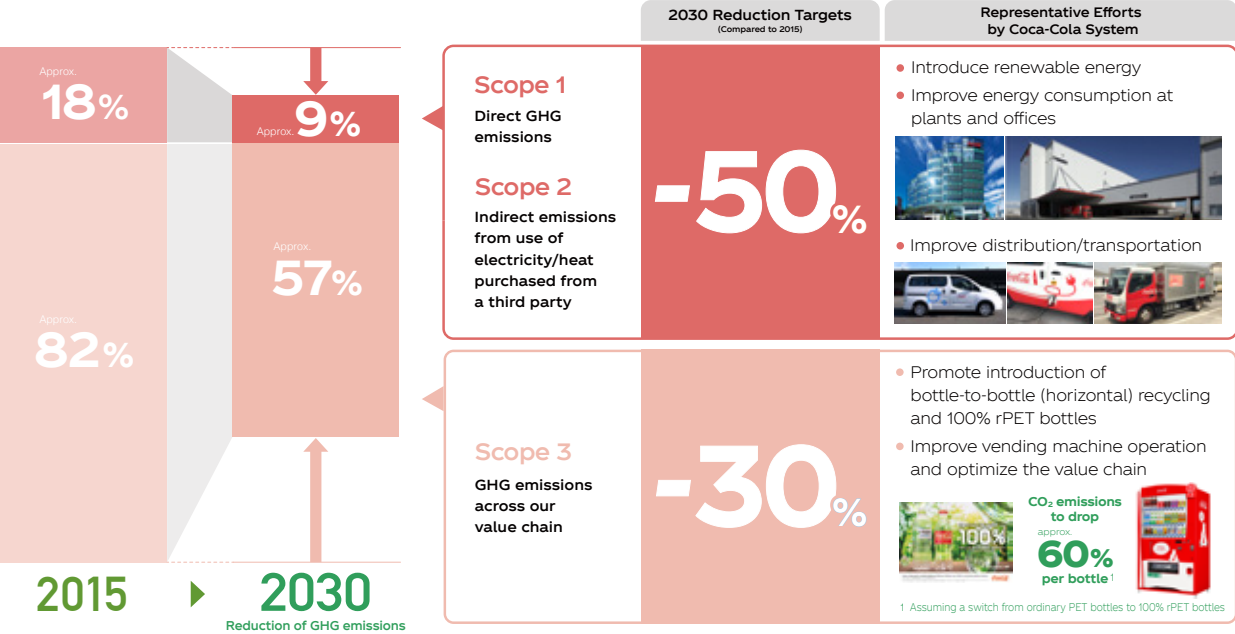
<sup>\*1</sup> Light blue or black platforms used for transporting and storing products  
<sup>\*2</sup> Cases for bottle products

Renewable Energy

Our Hakushu Plant runs on hydroelectric power provided by Yamanashi Power Plus, jointly operated by TEPCO Energy Partner, Inc. and Yamanashi Prefecture.

At other plants, we use hydroelectric and other renewable energy sources plan offered by TEPCO Energy Partner, Inc. The electricity from hydroelectric energy purchased in this plan produces no CO<sub>2</sub> during generation. We also use the Tradeable Green Certificate system, which certifies that power used in plants is electricity generated from natural energy sources. Across our business we seek ways like these to promote and use green energy.

Greenhouse gas reduction targets of the Coca-Cola System in Japan



Aluminum CAN to CAN horizontal recycling

