

*Coca-Cola*

BOTTLERS JAPAN HOLDINGS INC.

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INTEGRATED REPORT 2025







**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







ハッピーなひとときを、  
ボトルから。

We bottle happy moments.

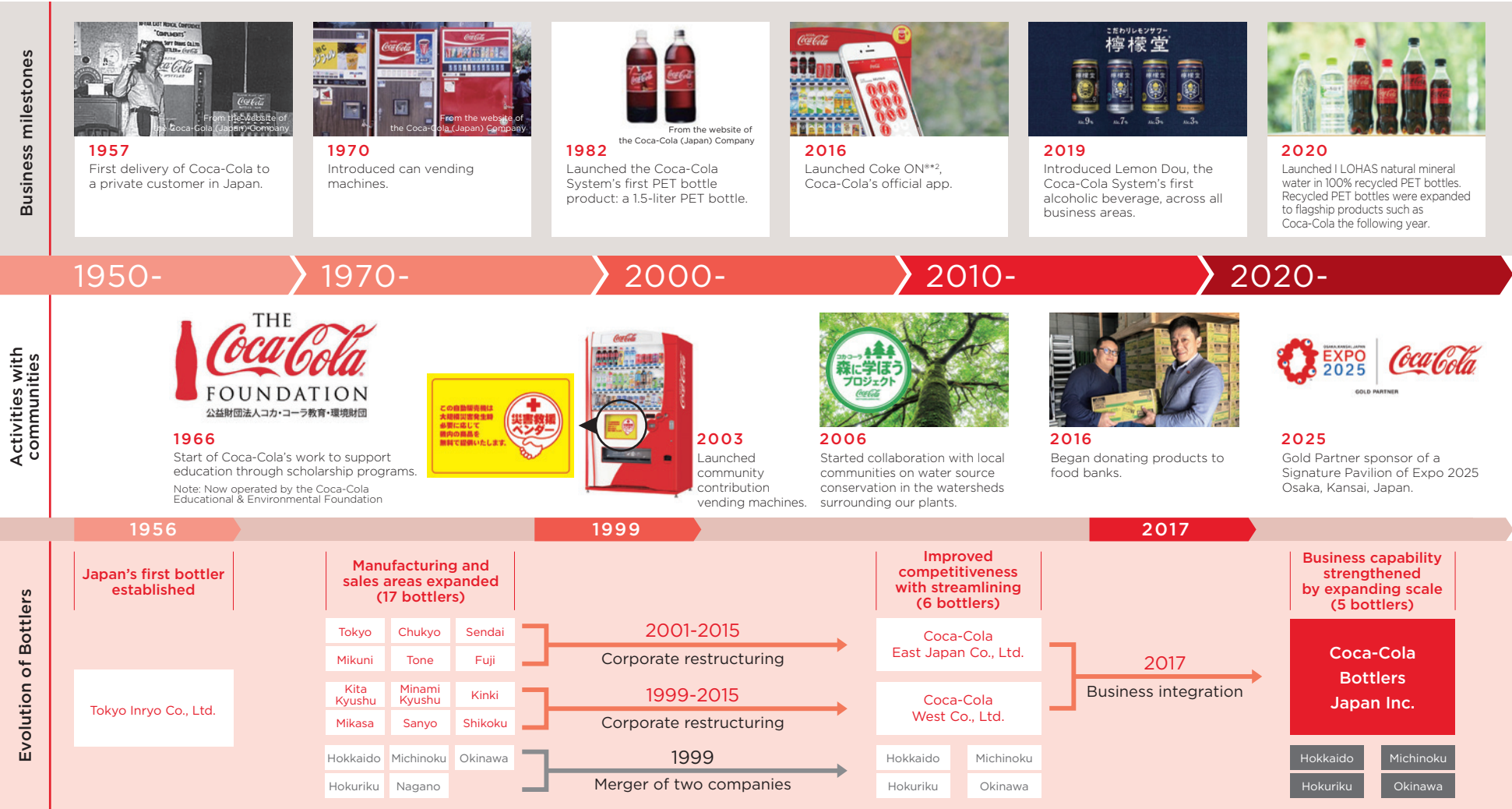
Coca-Cola Bottlers Japan Holdings is committed to providing quality in every bottle, delivering great new tastes and happy moments while creating value for every occasion. We are committed to conserving limited resources and achieving a sustainable cycle of production.

With diverse talents working together to accomplish transformation, we believe that we can create an overflowing of happiness that will enrich lives.

We continue to drive forward every day with pride in our work and mission to support people, communities, and the natural environment.

# The History of Coca-Cola Bottlers Japan

The Coca-Cola System comprises The Coca-Cola Company, which supplies concentrate and develops products, and its bottling partners (bottlers), responsible for production and sales of products in each region. The first Coca-Cola bottler in Japan was established in 1956, eventually expanding to 17 bottlers nationwide. In the 1990s a period of consolidation began amongst the bottlers. In April 2017, Coca-Cola East Japan Co., Ltd. and Coca-Cola West Co., Ltd. merged to form Coca-Cola Bottlers Japan Inc.\*1 Today, five bottlers, including our company, operate across Japan, delivering value to customers through a portfolio of beverages that includes Coca-Cola.

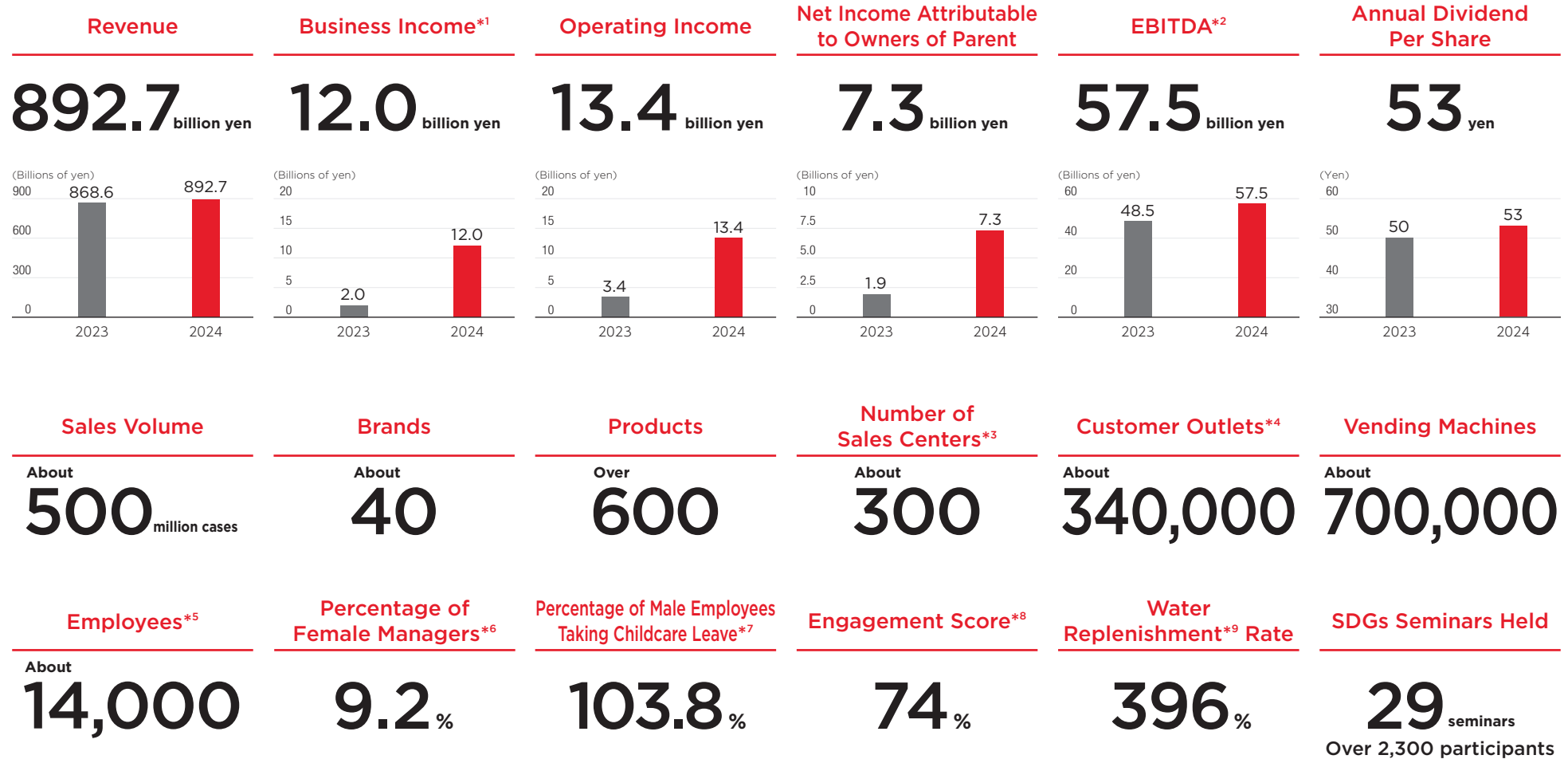


\*1 The company changed its trade name to Coca-Cola Bottlers Japan Holdings Inc. on January 1, 2018    \*2 Registered trademark of The Coca-Cola Company



# Coca-Cola Bottlers Japan by the Numbers

For items where the target period is not specified, the figures represent the full year of 2024 or the results as of the end of December 2024.



\*1 Business income is a measure of our underlying or recurring business performance, and it deducts cost of goods and SG&A from revenue, and includes other income and expenses which we believe are recurring in nature.

\*2 EBITDA = Business income + Depreciation

\*3 Including distribution centers

\*4 Supermarkets, drugstores, discounters, convenience stores, and restaurants

\*5 Excluding temporary employment

\*6 The percentage of female managers is calculated based on the provisions of the Act on the Promotion of Women's Active Engagement in Professional Life (Act No. 64 of 2015). Excluding temporary employment.

\*7 Calculated in accordance with the law, using the method stipulated by the regulations. The percentage of male employees taking childcare leave = number of male employees who took childcare leave during the fiscal year ÷ number of male employees whose spouses gave birth during the fiscal year. The calculation is based on the above formula, and for example, if a male employee whose spouse gave birth in 2023 takes childcare leave for the first time in 2024, he will be included in the numerator, which may result in exceeding 100%.

\*8 Percentage of respondents who selected a positive answer ("I think so" or "I tend to think so") out of a 5-point scale in an employee survey.

\*9 Initiative to replenish more than 100% of the water used in our final products back to nature and the local community.

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### Editorial Policy

This Integrated Report is designed to broadly communicate the value creation efforts of Coca-Cola Bottlers Japan Holdings Inc. to its stakeholders. This Integrated Report was written 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 Global Reporting Initiative (GRI)'s Sustainability Reporting Standards, the final report of the Task Force on Climate-related Financial Disclosures (TCFD), and the Taskforce on Nature-Related Financial Disclosures' (TNFD) Final Recommendation v1.0.

Period covered .....This report covers activities from January 1, 2024 to December 31, 2024.  
(Includes some activities reported in 2025. The organizational structure is based on March 26, 2025. Unless otherwise noted, data is compiled from January 1 to December 31, 2024.)

Scope of this report.....Information presented in this report was collected from Coca-Cola Bottlers Japan Holdings Inc. and its eleven consolidated subordinates\* (for details about the Group companies please see p. 79)

Date of publication .....May 2025

### Company Names

CCBJH Group (we) ..... Coca-Cola Bottlers Japan Holdings Inc. and 11 consolidated subsidiaries\*

CCBJI ..... Coca-Cola Bottlers Japan Inc.

\*Coca-Cola Bottlers Japan Inc., 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.,  
Coca-Cola Bottlers Japan Benefit Inc., Bannai Saketen Inc., NeoArc Inc.,  
CCBJI INSURANCE (SINGAPORE) PTE. LTD., and CCBJI SERVICES INDIA PRIVATE LIMITED

### 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.

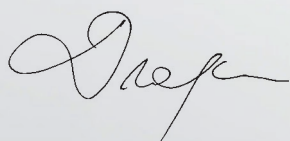
# Strengthening our foundation and driving transformation toward sustainable profit growth

## Achieving remarkable earnings recovery year by year

I am pleased to report that in 2024 we delivered outstanding results. We achieved a significant business income increase of 12 billion yen, 6 times the previous year. This was the result of top-line growth and transformation benefits, as well as increased revenue driven by the strong performance of our fully renewed Ayataka, alongside price revisions aimed to improve profitability. This shows significant progress toward achieving the goals of our strategic business plan, "Vision 2028."

Over the past few years, our earnings achieved a remarkable recovery. After posting a 14.4 billion yen loss in 2022 due to the impact of declining consumption caused by the COVID-19 pandemic, by 2023 we had made strong profit improvements and returned to profitability.

**Calin Dragan**  
Representative Director and President



One key factor behind this success was our agility in adapting to environmental changes and sustaining transformation efforts, even during the most challenging periods of the COVID-19 pandemic. We expect high commodity and utility prices, along with the weak yen, to prolong the uncertain environment. To achieve “Vision 2028”, we will pursue record-high profit levels and further cost reductions through the continued implementation of transformation. In addition to executing our top-line growth strategy aimed at maximizing profits, we will leverage technology, improve business processes, and invest in future growth as part of our efforts to strengthen our foundation for sustainable profit growth.

## Leveraging our local strength and global expertise

Having worked in many different countries, I find the Japanese beverage market to be one of the most mature and advanced in the world. However, like Japanese society, the beverage market is expected to face challenges due to an aging population. To ensure sustainable growth, we are currently analyzing the unique issues affecting each element of our value chain and exploring appropriate countermeasures.

It is no easy task to overcome every challenge and continue growing in a constantly changing market. However, we possess unique advantages.

Coca-Cola Bottlers Japan was formed in April 2017 through the merger of 12 Coca-Cola bottlers that have been operating in regions across Japan, closely involved with their local communities. Today, our business area encompasses Tokyo, Osaka, Kyoto, and 35 prefectures, making us the largest Coca-Cola bottler in the country, covering approximately 90% of the Coca-Cola system’s sales volume nationwide. The merger allowed us to carry forward the strong local trust and extensive sales networks that each bottler built up over many years. In addition, the Coca-Cola system in Japan—of which we are a part—has created globally recognized brands such as Georgia, Aquarius, and Ayataka. We also benefit from access to successful global business cases across the Coca-Cola System. This allows us to apply world-class knowledge and best practices to our business in Japan. By fully leveraging these strengths, we can continue to grow even in an uncertain market environment.

Our mission is to “Deliver happy moments to everyone while creating value.” This statement reflects our firm intention for every employee to bring happy moments to people’s daily lives through our products and services. At the same time, it expresses

our commitment to enhancing corporate value and repainting the future through innovation. By all employees keeping this mission in mind as they go about their daily work, we are able to establish a corporate culture of value creation. This, in turn, leads to accelerated transformation.

## Strengthening our foundation through digitalization and future readiness

Embracing digitalization is a key step in strengthening our business foundation to unlock further transformation benefits. With a forward-looking approach, we are adopting cutting-edge technologies and streamlining our business processes. As a beverage manufacturer, we recognize the value of strategic collaboration with technology experts. In January 2024, we established NeoArc Corporation, a joint venture with Accenture, to promote data-driven management. Although still in the early stages, this initiative aims to improve operational efficiency by combining our industry expertise with Accenture’s capabilities. Through this collaboration, we remain committed to delivering high-quality, appealing products and services.



Looking ahead, we will harness AI and other advanced tools to analyze and leverage our proprietary big data, enhancing the value we provide, improving productivity, and accelerating decision-making. For example, we receive billions of transaction data points each day from approximately 700,000 vending machines. This volume of data cannot be fully utilized through human effort alone. AI will enable us to unlock its potential to advance data-driven management practices by optimizing processes and increasing efficiency.

Japan is facing long-term demographic shrinkage, while urbanization and rising incomes are expected to increase purchasing power in major cities. Anticipating these socioeconomic changes over the coming decades is essential to identify trends that will lead to growth.

When I make decisions, I am guided by the belief that “Change is the only constant in life.” Change, whether positive or negative, is inevitable. We must embrace change, adapt proactively, and drive breakthroughs. This mindset is captured in a core message we share to drive transformation across the company: “Business as usual is not an option.” We will continue working as one team to respond to change with agility.

## Creating value to remain the preferred partner

To continue to be the preferred partner for our stakeholders, we are committed to delivering value through our unique value creation process. To this end, we view Creating Shared Value (CSV) with society as core to our management approach. This concept forms the foundation of our sustainability strategy and drives our measures to achieve our non-financial CSV Goals. As part of Vision 2028, we have integrated ESG (Environmental, Social, and Governance) initiatives and human capital enhancement into our corporate strategy.

We have identified four key environmental material issues: Packaging & Recycling (circular society), Mitigation of and adaptation to climate change, Water stewardship and Sustainable Conservation of Biological Resources. Based on these environmental priorities, we are advancing a variety of conservation initiatives. Most recently at the Expo 2025 Osaka, Kansai, we installed a vending machine that uses hydrogen as its power source, which is expected to serve as a new alternative energy. This next-generation machine, jointly developed with Fuji Electric Co., Ltd., operates without CO<sub>2</sub> emissions during in service. It is in use at the Expo site that is conceptualized to be the “People’s Living Lab,” offering visitors a firsthand look at the “vending machine of the future.” We will continue our efforts to reduce environmental impact across our entire value chain as we work toward building a sustainable business.





We place high importance on human capital, allocating significant time to its discussion at both board and management levels. Among our major targets, we achieved 100% childcare leave utilization by male employees (for leave periods exceeding one day) as of the end of 2024. We will continue strengthening our human capital by increasing the ratio of female managers and fostering an inclusive environment where all employees can be their authentic selves.

The CCBJH Group positions employee well-being as a top leadership priority, aligned with our management strategy. Guided by a policy that prioritizes employee health and safety above all, we are committed to creating a physically and mentally safe workplace—enhancing both productivity and engagement.

For governance, we strive to build and maintain a robust corporate governance structure that enhances management soundness and maximizes corporate and shareholder value. In accordance with the Corporate Governance Code, we continue to refine our organizational design and focus on developing the skills of our directors and employees, reinforcing this solid foundation.

## **Aiming to be a trusted partner for the mid- to long-term**

We are committed to maintaining high-quality standards that provide safe and secure products and services that meet the needs of all. We extend our sincere appreciation to all stakeholders, including our shareholders, for their continued support even during periods of challenging business performance. In November 2024, we announced a comprehensive shareholder return program based on “Vision 2028” to enhance shareholder value over the mid- to long-term. This was an initiative of unprecedented scale, centered on a revised dividend policy with an ambitious plan to raise dividends through 2028, alongside a program of share buybacks. As part of this initiative, we have also introduced a shareholder benefit program using Coke ON® tickets. We believe that encouraging mid- to long-term shareholding and deepening appreciation for our Company and Coca-Cola products will contribute to an increase in corporate value.

Thanks to your support, we are able to move forward even though we face challenges on a daily basis. We will continue to make progress that achieves sustainable growth and remain a trusted and attractive company. Your continued understanding and support of the CCBJH group is greatly appreciated.