



## Growth Strategies to Enhance Corporate Value

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Representative Director,  
Vice President, and CFO  
**Bjorn Ivar Ulgenes**

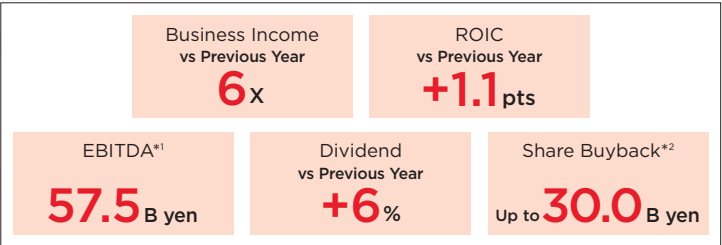
# To make further progress toward our strategic business plan “Vision 2028,” we will improve profitability and invest in growth from a mid- to long-term perspective

## Building on the strong performance of the previous year, we will drive profit growth and strengthen the foundation in 2025

The 2024 domestic nonalcoholic ready-to-drink (NARTD) beverage market seemed to remain at the same level as the previous fiscal year on a volume basis due to the negative impact on demand from the price revisions of soft drink companies, despite the benefits of the continued increase in

traffic and the heat wave. The business environment remained uncertain due to factors such as rising commodity and utility prices, along with a depreciated yen affecting consumer behavior and business. Under these circumstances, we positioned 2024 as “the year of strong profit build up,” and were proud to deliver excellent results. Revenue grew 2.8% year-on-year, outpacing volume growth. In addition to the success of fully renewed Ayataka, the impact of price revisions aimed at improving profitability contributed significantly.

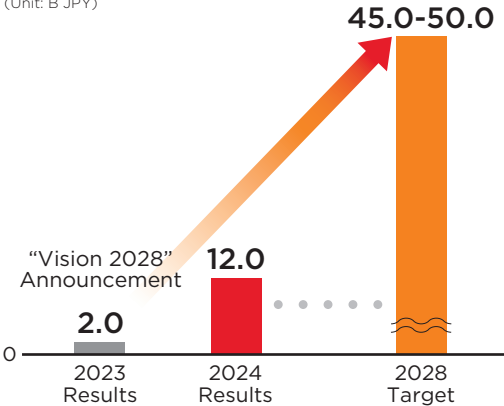
### Good progress toward “Vision 2028,” achieved six times previous year’s business income in 2024



### Solid start toward achieving “Vision 2028” with focus on profitability and capital efficiency

\*1 EBITDA = Business Income + Depreciation  
\*2 Period for share buyback: November 11, 2024 - October 31, 2025

### Business Income Progress (Unit: B JPY)





Business income increased sixfold over the previous year to 12 billion yen. This was the result of profit contributions from top-line growth, the effect of cost reductions through transformation across all areas, improved manufacturing efficiency, and appropriate cost management including investment for sustainable growth. We are on track to achieve the profit targets of “Vision 2028.”

We made capital investments at appropriate levels in

line with the policy set forth in “Vision 2028.” In addition to investing in sales equipment to support future profit growth, we expanded manufacturing capacity, optimized our supply chain network, and strengthened IT systems. One example of our IT investment is the use of technology in the vending machine business. We reviewed and improved the entire vending machine business operation by utilizing IT, from optimizing replenishment routes, product assortments and

pricing based on location, to selecting ideal installation sites. These efforts enhanced operational efficiency, reduced costs, and contributed to revenue growth at the same time.

We have positioned 2025 as “the year of achieving both profit growth and strengthening our foundation.” Building on the strong performance of 2024, we will simultaneously promote profit generation and strengthen the foundation for sustainable profit growth toward “Vision 2028.”

Our main strategies are “profit growth driven by top-line expansion” and “accelerating further transformation,” both underpinned by deeper use of data and insights. In the commercial field, guided by a profitability-focused policy, we will pursue profit-oriented commercial activities—including price revisions—and implement a top-line growth strategy centered on maximizing profits such as through marketing activities that emphasize Return on Investment (ROI). In transformation, we will advance data-driven management to further reduce costs and strengthen our foundation through technology adoption and end-to-end process improvement, generating value across Commercial, Supply Chain, Back Office, and IT functions.

Based on these policies, the Company aims to achieve revenue growth of 1.5% and business income of 20 billion yen in fiscal year 2025, approximately 1.7 times higher than the previous year. Transformation efforts are expected to contribute 5.2 billion yen in annual profit.

We also plan to make approximately 35 billion yen in capital investments to support growth initiatives. We will continue to emphasize ROI and return on invested capital (ROIC) by carefully selecting projects in areas such as sales equipment and IT that lead to profit growth.

Strategic Direction for 2025

Achieving both profit growth and strengthening foundation

Building on strong 2024 earnings and achievements, promote simultaneously generating profit and strengthening foundation for sustainable growth toward “Vision 2028”

Profit growth driven by top-line expansion	Accelerate further transformation
<ul style="list-style-type: none"><li>• Profitability-focused commercial activity</li><li>• Growth strategy tailored to channel characteristics</li><li>• Invest in strengthening growth foundation</li></ul>	<ul style="list-style-type: none"><li>• Steady generation of cost savings</li><li>• Strengthening foundation with technology</li><li>• End-to-end process improvements</li></ul>
Improve capital efficiency through appropriate management and use of capital	

Revenue <b>+1.5%</b> vs Previous Year	Business Income <b>About 1.7X</b> vs Previous Year	Transformation Savings <b>5.2 B yen</b>	Annual Dividend (Plan) <b>+8%</b> vs Previous Year
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## Company-wide awareness of ROIC contributes to moving forward to achieving “Vision 2028”

One of the key metrics we set out in “Vision 2028” is ROIC of 5% or more. Through continuous profitability-focused activities, the ROIC concept has spread throughout the company, and is useful in making decisions such on capital investment that leads to profit growth. Such decisions include executing strategies according to customers or areas, as well as installing vending machines based on business insights. It is no exaggeration to say that ROIC-focused thinking is now deeply embedded in our corporate culture. ROIC standards are applied across key areas such as product portfolio enhancement, marketing activities, efficient use and consolidation of assets—including manufacturing facilities and distribution networks—and inventory optimization. As a result of these efforts, ROIC improved by 1.1 points in 2024 compared to the previous year, and we plan to



achieve a further improvement of approximately 1 point in 2025.

With regard to capital structure—the foundation of these activities—I believe that equity and debt should be used in optimal balance. A sound balance sheet, with an appropriate mix of equity and debt, enables us to consistently return value to shareholders while investing in the company’s future growth. Growth investments drive future profits, which in turn enhance shareholder value. As of the end of 2024, the equity ratio attributable to owners of the parent stood at 58%. However, to further increase shareholder value, it is essential to invest in growth opportunities and improve ROIC. From this perspective, we will continually assess the appropriate capital structure for the future. We will continue to review and refine our capital structure to ensure it remains optimal and aligned with our goals.

To use these resources efficiently and effectively, we will promote carefully selected capital investment that leads to profit growth, reduce product inventories and fixed assets through transformation, and make effective use of existing assets. Through these initiatives to optimize the balance sheet and improve capital efficiency, we aim to achieve an ROIC of 5% or more, as set forth in “Vision 2028.”

## Implement a comprehensive shareholder return program of unprecedented scale

In November 2024, we announced a comprehensive shareholder return program aimed at increasing shareholder value over the medium to long term. As part of this, in February 2025, we announced our decision to introduce a shareholder benefit program using Coke ON® drink tickets. These are unprecedented shareholder returns, including an ambitious plan to progressively increase dividends towards 2028, based on “Vision 2028.”

Under our revised dividend policy, the basic policy is to

actively and steadily return profits to shareholders. We aim to achieve a consolidated dividend payout ratio of 40% or more and a consolidated Dividend on Equity (DOE) ratio of 2.5% or more in 2028. During the relevant period we will introduce a progressive dividend, with the annual dividend per share to be maintained or increased each year over the previous year. The year-end dividend for the fiscal year 2024 (the first of the revised policy), was 3 yen per share higher than the same period of the previous fiscal year. The annual dividend was 53 yen per share, an increase of 6% from the previous fiscal year. As for the annual dividend per share for 2025, based on the progressive dividend policy, we plan to increase the dividend by 4 yen from the previous year to 57 yen, aiming for the second consecutive year of dividend increase. In addition, we have implemented a share buyback and are currently pursuing repurchases of up to a maximum of 20 million shares or 30 billion yen, which accounts for 11% of the total number of issued shares (excluding treasury shares).

As for price-to-book ratio (PBR), a key indicator of shareholder value, we saw a significant improvement from the time of severe business performance a few years ago. As of the end of 2024, it improved to reach almost 1 times. We will continue to work to improve shareholder value by further enhancing profitability and increasing dividends based on our progressive dividend policy.

To realize “Vision 2028,” we will continue to promote profit growth and capital efficiency improvements by implementing key initiatives such as top-line growth through price revisions and product mix optimization, cost reduction through transformation, investment in areas with growth potential, and the sale of fixed assets. We will strengthen shareholder returns as well. Through these initiatives, we will move forward with the aim of increasing shareholder value over the mid- to long-term.

## Promoting profitability-focused commercial strategy



Executive Officer,  
President of Retail Company  
Coca-Cola Bottlers Japan Inc.

**Alejandro Gonzalez Gonzalez**

Executive Officer, Head of Executive Office  
Coca-Cola Bottlers Japan Holdings Inc.  
Executive Officer,  
President of Food Service Company  
Chief Business Strategy Officer  
Coca-Cola Bottlers Japan Inc.

**Maki Kado**



### Implementation of effective and efficient strategies aligned with channel characteristics

In 2024, under a newly-structured commercial structure centered on the Vending, Over the Counter (OTC)\*, and Food Service channels, we achieved revenue growth that exceeded sales volume growth. Our continued transformation efforts are now producing results, with the execution of a profitability-focused commercial strategy. Amid prolonged rising commodity and utility prices along with foreign exchange volatility, we implemented two rounds of price revisions in May and October as key initiatives to improve profitability.

With regard to product initiatives, we focused on strengthening our core categories and implemented key measures to support the growth of Coca-Cola, Ayataka, I LOHAS, Georgia, and other major brands. A particular focus was placed on Ayataka, which underwent its first full renewal in seven years. We expanded sales space and reinforced marketing efforts, resulting in increased market share in the tea category. These efforts also helped broaden our target consumer base and contributed to the growth of the sugar-free tea segment. For Georgia, we renewed the THE series and introduced a new product—Zeitaku Milk Coffee—made with premium domestic milk to further strengthen the Georgia brand. For Aquarius, we launched Aquarius Oral Rehydration Solution, our first product to receive labeling approval as a Food for Special Dietary Uses – foods for medical uses (individual evaluation form), in response to increasingly diverse customer needs.

Building on the momentum from 2023, price revisions led to improved wholesale revenue per case across all channels, resulting in steady, profitable revenue growth. In the Vending channel, while sales volume declined due to factors such as price revisions, we successfully improved unit price per case and achieved growth in monetary share. In the OTC segment, convenience stores remained highly competitive, but we achieved volume growth through the launch of new products, customer-exclusive offerings, and tailored marketing initiatives. In Supermarkets and Drugstores & Discounters, we pursued sales activities that captured opportunities for market expansion. In the Food Service channel, we achieved volume growth by capturing rising demand for dining out and acquiring new accounts while responding to market needs. In addition, online sales volume grew thanks to efforts to strengthen the product lineup and acquire users on a scheduled delivery plan.

In 2024, continued strategic and disciplined sales activities contributed to improved profitability. Furthermore, the two rounds of price revisions also supported profitability gains, made possible through strong, trust-based relationships with customers.

### Sustainable top-line growth with profitability

In 2025, we aim to further improve profitability by enhancing our sales strategy with a focus on four strategic Commercial pillars: enhance portfolio edge, further vending transformation, execute profitability-focused commercial activities, and strengthen customer partnership.

\*OTC: Abbreviation for Over The Counter. Supermarket, Drugstores / Discounters, Online, Convenience stores, Retail, etc.

1. Enhance portfolio edge

We will focus particularly on our core categories of sparkling, tea, and coffee, driving both revenue growth and improved profitability. Through collaboration with the Coca-Cola (Japan) Company, we will introduce strategic new products and packaging tailored to specific consumption occasions, further strengthening our competitive edge in the market.

2. Further vending transformation

We will pursue transformation by fully leveraging technology and making investments that will lead to mid- to long-term growth. We will use tools such as Coke ON® to increase user traffic to the vending machine channel. At the same time, we will focus on profitability and strive to achieve both revenue growth and operational efficiency through product lineup optimization with an awareness of profit and end-to-end process transformation to improve productivity.

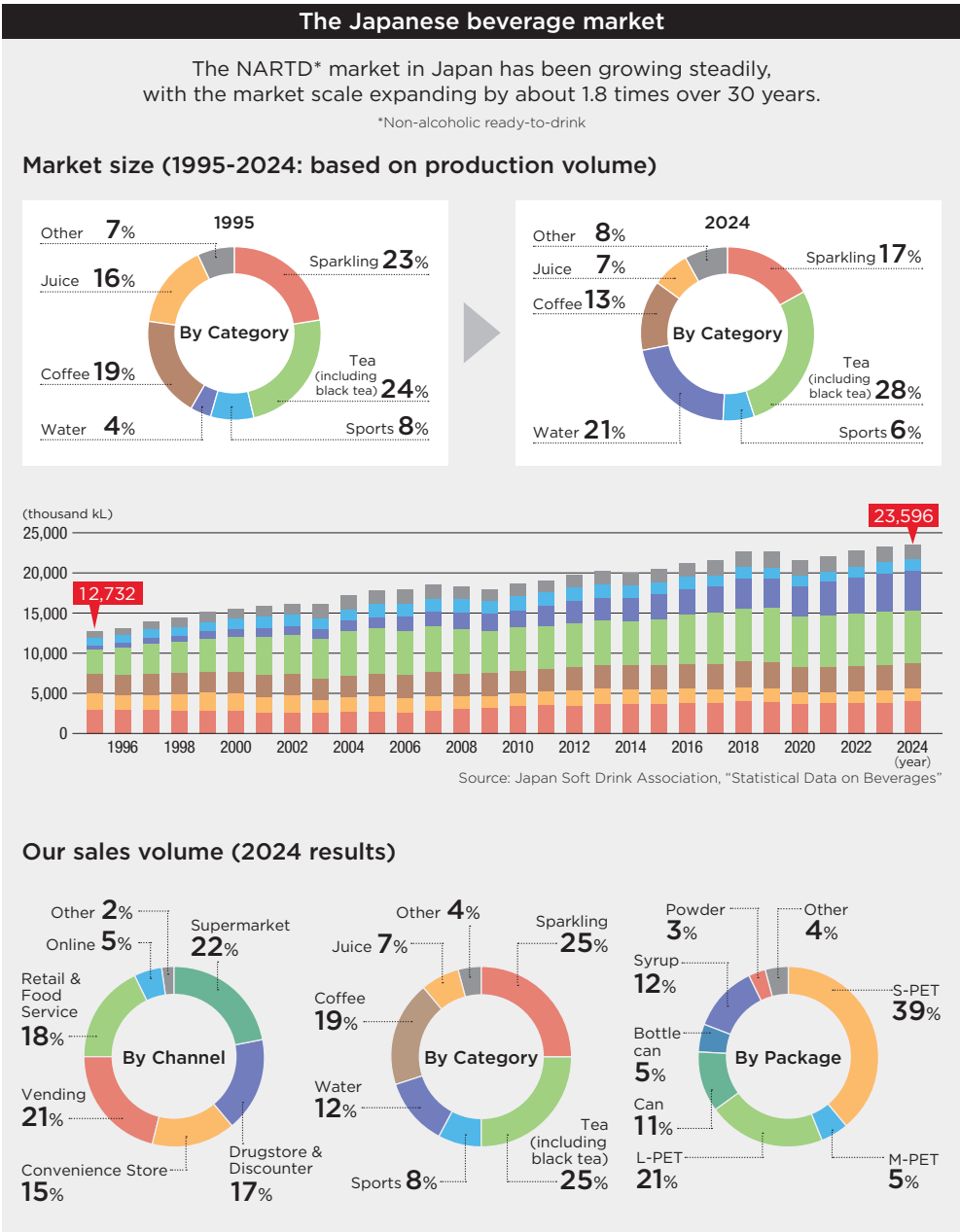
3. Profitability-focused commercial activities

We will execute appropriate growth strategies by each channel and package, aiming to maximize the benefits of price revisions. We will implement marketing activities guided by ROI and incorporate a mid- to long-term perspective. We will also improve the accuracy of the profit management process by enhancing profit visibility by account.

4. Strengthen customer partnership

We will implement strategies tailored to the customer characteristics in each channel to deepen engagement. We will build strategic partnerships with key customers and establish a cross-functional commercial structure that fully leverages our strengths. We will also formulate strategies tailored to the characteristics of each area and strengthen initiatives accordingly.

We will continue to drive strategic partnerships with customers while delivering attractive products and quality services that align with consumer needs. In 2025, we will accelerate top-line growth with profitability through a variety of initiatives.



(thousand kL)

25,000

20,000

15,000

10,000

5,000

0

1996

1998

2000

2002

2004

2006

2008

2010

2012

2014

2016

2018

2020

2022

2024 (year)

12,732

23,596

Source: Japan Soft Drink Association, "Statistical Data on Beverages"

Our sales volume (2024 results)

By Channel

Supermarket 22%

Online 5%

Retail & Food Service 18%

Vending 21%

Convenience Store 15%

Drugstore & Discounter 17%

Other 2%

By Category

Sparkling 25%

Tea (including black tea) 25%

Sports 8%

Water 12%

Coffee 19%

Juice 7%

Other 4%

By Package

S-PET 39%

L-PET 21%

M-PET 5%

Can 11%

Bottle can 5%

Syrup 12%

Powder 3%

Other 4%

## Beverage Industry Trends and Our Approach

Our company aims to create value and achieve sustainable growth through increased sales and improved profitability by offering products (brands, sizes, and packaging) tailored to our consumers’ needs and consumption occasions.

### Responding to growing health consciousness

In response to increasing consumer health awareness and needs, we are expanding our lineup of Foods for Specified Health Uses (FOSHU) and Foods with Function Claims (FCC)\*1. Our FOSHU offerings include Coca-Cola Plus, which helps suppress fat absorption from meals and moderates the rise in post-meal triglycerides. In the FCC category, we offer Ayataka Koi Green Tea, which contains tea catechins reported to reduce both visceral and subcutaneous fat. In 2024, we launched two new products to support consumer health. Yakan no Koi Mugicha from Sokenbicha contains tiliroside derived from rose hips, reported to help reduce body fat in individuals with a high BMI. We also introduced Karada Sukoyakacha W+, a FOSHU product that has been approved for labeling to its claim to help reduce visceral fat, in addition to existing functions.



\*1 Details on FOSHU and Foods with Function Claims  
<https://www.coca-cola.com/jp/ja/health-and-wellbeing/tokuho>

### Deployment of sustainable packaging

We are actively promoting our “bottle-to-bottle” initiative, which collects used PET bottles and recycles them into new ones. As of now, 100% recycled PET bottles are used for 35 products\*2 across three brands, including Coca-Cola. To make recycling more convenient, we also offer 42 labelless products across eight brands\*2, eliminating the need to remove labels before disposal. In addition, we are advancing a “CAN to CAN” initiative, which involves collecting used aluminum cans from recycling boxes placed next to vending machines and reusing the material in new aluminum packaging. Currently, three of our products feature packaging made entirely from 100% recycled aluminum.



\*2 Production results in 2024

### Implementation of price revisions

Given the prolonged impact of rising commodity and utility prices along with foreign exchange volatility, the upward trend in costs associated with business activities continues. In response, we have implemented multiple price revisions since 2022 as a key measure to improve profitability, while making efforts to maintain shipping prices following the price revision. In 2024, we revised prices for PET bottle products (small, medium, and large sizes) and canned products in both May and October. For 2025, we plan to continue with price revisions, starting with juice products in May, followed by revisions across all product categories—including coffee—in October. Going forward, we will continue to strive for operational efficiency improvements and cost reductions through corporate efforts, while maintaining appropriate product pricing and providing added value through our beverages.





## Initiatives by Category

We offer optimal product portfolios across categories, including sparkling, tea, coffee, water, sports drinks, and juices. At the same time, we implement Coca-Cola’s unique campaigns and promotions to enhance product competitiveness in each category.



### Sparkling

In 2024, sales volume and revenue both saw growth, driven by campaigns that emphasized meal-time drinking occasions, with Coca-Cola leading the way.

In 2025, Coca-Cola will focus on strengthening its brand through year-round campaigns such as “Coke × Chicken” and experiential campaigns unique to the brand. Fanta has revived its popular “Teacher Series” campaign to attract its core demographic of teens and young adults. Canada Dry has redesigned its packaging with a modern, upscale design to position itself as a carbonated beverage enjoyed by adults and will strengthen its presence in the Food Service channel.

### Coffee

In 2024, Georgia relaunched its “THE Series” and launched a digital promotion called AI Song Maker, enriching user interaction experiences and strengthening sales through interactive content.

In 2025, three 500 ml PET bottle coffee products have launched under the Georgia brand in February. Each variant features updated flavors and packaging designed to reflect the preferences of its target demographic. Additionally, we will launch the “My Day Begins with Georgia” campaign. By leveraging newly established social media platforms, we aim to deliver a coffee experience that encourages positivity and self-expression. The campaign aims to reinforce Georgia’s identity as a brand that supports and connects with everyday life.



### Tea

The tea category achieved positive growth in both sales volume and revenue in 2024, owing to contributions from “Ayataka,” which underwent its first full renewal in seven years, and “Yakan no Koi Mugicha from Sokenbicha.”

In 2025, we aim to further energize the Ayataka brand through initiatives such as the “Onigiri Shokudo Ayataka-ya” campaign and the full-scale renewal of Ayataka Koi Green Tea. Additionally, for Yakan no Mugicha from Sokenbicha, we refreshed the taste and packaging design in April and collaborated with the popular anime Crayon Shin-chan to launch an original campaign, among other efforts to strengthen sales.



### Water & Sports

Under the brand theme of “Water that naturally changes the future,” I LOHAS continued to earn strong support among consumers in 2024 through campaigns and experiential events centered on the theme of water circulation. Additionally, in June Aquarius Oral Rehydration Solution ORS was officially approved for labeling as a Food for Special Dietary Uses. With this approval, the product packaging was redesigned to include the new labeling, contributing to stronger sales.

In 2025, I LOHAS adopted the key message “Tomorrow will surely be another good day” and refreshed the taste and packaging design of its main flavored water products in April to strengthen the brand. Aquarius underwent its first full renewal in 20 years in April. With a more refreshing aftertaste, it will continue to support active individuals in their hydration needs as the No. 1\* sports drink brand, driving growth in the category.

\*Intage SRI+ Sports Drink Market, Cumulative Sales Value, January 2024 - December 2024



## Initiatives by Channel

We deliver Coca-Cola products to consumers through a wide range of sales channels. We carefully tailor our sales activities, encompassing product assortment and sales approach, to the unique characteristics of each channel.

### Vending Machines (VM)

In 2024, we achieved further growth in value share by leveraging our strong market share base to install vending machines in high-profit locations, optimize product assortments for each machine, and implement digital initiatives through the official Coca-Cola app, Coke ON®. Additionally, as part of our transformation efforts, we focused on improving the efficiency of our vending machine operations. In 2025, we will further accelerate this transformation by leveraging big data and technology to optimize product assortments that drive both sales and operational efficiency.



**Our smartphone app Coke ON® has provided a convenient and engaging shopping experience, surpassing 60 million downloads to date.**



Coke ON® is the official Coca-Cola smartphone app that allows users to collect stamps and earn free drink tickets. We further expanded Coke ON Pay, which supports a variety of payment services, and in 2024 introduced a new Vending Machine Charge feature within our proprietary e-money service, Coke ON Wallet. This feature allows users to charge leftover change—previously returned as coins or bills—at vending machines. We will continue to enhance our services to deliver an even more seamless and rewarding experience for our users.

\*As of January 2025

### Supermarkets (SM), Drugstores and Discounters (DD)

In 2024, we worked to revitalize and expand retail presence by creating in-store displays linked to the Paris 2024 Olympics and running seasonal and event-based promotions. To meet growing demand for in-home consumption, we also strengthened sales of label-less multi-pack products, helping to capture new demand. Looking ahead to 2025, we will focus on strengthening core brands, expanding in-store product and packaging offerings tailored to specific drinking occasions, and enhancing digital marketing initiatives to further drive demand and engagement.



### Convenience Stores (CVS)

In 2024, volume growth was driven by marketing initiatives tailored for each customer, alongside the strengthened rollout of new and customer-exclusive products. In 2025, we will strengthen our lineup of core products. Furthermore, by reinforcing relationships with our valued customers, we will work to expand business opportunities and collaborate on initiatives addressing various social issues.

### Retail (kiosks, recreational facilities, liquor wholesalers, etc.)

In 2024, we worked to capture increased demand driven by rising visitor traffic to recreational facilities and tourist destinations. Our initiatives included expanding product offerings tailored to customers and pursuing new business opportunities. In 2025, we will focus on expanding sales space by strengthening sales of core products and proposing optimal product and packaging solutions aligned with consumer drinking occasions. In particular, we will prioritize area-specific initiatives that reflect local characteristics to capture the steadily growing inbound tourism demand.

### Food Service (for restaurants, etc.)

In 2024, we achieved growth in both sales and profit by acquiring new customers and executing focused profitability improvement initiatives across restaurants and other foodservice establishments. We also advanced efforts in areas such as sustainability, further strengthening customer relationships.

Looking ahead to 2025, we will deliver unique value propositions by proposing optimal products and services tailored to specific consumption occasions. In addition, we will respond swiftly to changes in the market environment such as rising inbound demand while enhancing our efforts in high-potential business models, regions, and customer segments.

### Online

In 2024, sales increased as a result of initiatives such as strengthening our product lineup—including the introduction of label-less products—and acquiring subscription users through customer collaborations. In 2025, we will continue to deepen these collaborations and focus on acquiring new customers through a variety of targeted initiatives.





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Special  
Feature:  
Ayataka's  
Renewal

## A remarkable leap beyond expectations, paving the way for sustained growth

In April 2024, we fully renewed the Ayataka series for the first time in seven years. We implemented a large-scale market introduction across all sales channels, including supermarkets, convenience stores, vending machines, restaurants, and other retail outlets. As a result, sales of the new Ayataka grew significantly, leading to a 9%\*2 year-on-year increase in overall tea category sales volume. Key to this success was consistent commercial activities that effectively communicated the value of the renewal. Supporting this effort was a close collaboration between our Company and Coca-Cola (Japan) Company. Three representatives—two from our Company and one from Coca-Cola (Japan) Company—who led the renewal to success look back on the experience.

### Ayataka - First full renewal in seven years

#### Repeated engagement to gain customers' understanding

The Ayataka series was reborn with a fresher taste and a lighter aftertaste while preserving the rich flavor of authentic green tea. We used the full renewal of Ayataka in April 2024 as an opportunity to strengthen our commercial efforts. These included negotiations and promotional campaigns aimed at securing regular shelf placement for the new Ayataka.

**Hidaka** "To effectively penetrate the market with new products, it is important that buyers—our valued customers fully understand product features and campaign details before in-store promotional activities begin. This was the key factor that led to our success."

**Sugaizumi** "In business negotiations, I began by explaining the reasons behind the changes to both the taste and packaging. A customer we first visited was particularly fond of the previous Ayataka and asked us to justify the change in taste. We passionately explained that, while retaining the original quality of 'the premium taste of tea brewed in a teapot,' the renewal was also designed to appeal to a broader audience moving forward. In the end, they told us, 'Your enthusiasm comes through. Let's take on this challenge together.'"

Thanks to the synergy between the large-scale marketing campaign and the creation of effective in-store sales spaces linked to it, the renewal got off to a good start. However, what matters most is how we build that momentum moving forward.

**Hidaka** "I was initially unsure whether the strong sales trend following the renewal would continue after the market launch. But solid results in May and June, and consistent performance through the summer and autumn gave me confidence in our activities to that point. In the end, total shipment volume reached 1.5 times our target."

### Factors behind successful market introduction

#### Earning customer's trust together with Coca-Cola (Japan) Company

Before the renewal, Ayataka had struggled in the highly competitive green tea market, where frequent product

\*1 Titles are as of the time of interview. \*2 2024 results for Coca-Cola Bottlers Japan Holdings



launches and renewals are the norm. To overcome this challenge, our Company and the Coca-Cola (Japan) Company formed a dedicated Ayataka task force.

**Shimonaga** “Our Companies shared insights on trends in the green tea market and key challenges. Through a thorough analysis of market and consumer behavior, we saw a rise in price-conscious consumers and a clear trend toward easy-to-drink flavors. Based on these findings we chose to focus on this area.

We also broadened our brand strategy to target younger consumers, while upgrading Ayataka's core value as an authentic green tea brand meeting today's needs. We reexamined everything from taste and packaging to advertising and product size.”

We began by changing the taste, volume, and packaging design. Over the course of about three years, we developed and tested more than 200 prototypes. The final product



maintains the original base flavor while offering a fresher, more flavorful taste with reduced bitterness. The packaging was also redesigned with consumers in their 20s and 30s in mind. Furthermore, based on user feedback and in response to modern needs for enjoying green tea throughout the day, we increased the bottle size from the standard 525 ml to 650 ml.



**Shimonaga** “Increasing the bottle size was a challenging decision. The deciding factor was Coca-Cola Bottlers Japan's strong opinion that 600 ml wouldn't be enough to be a game changer. Their perspective—rooted in firsthand knowledge from the commercial front lines—was uniquely valuable.”

The new Ayataka was completed and launched in the market in April 2024.

**Hidaka** “Collaboration with Coca-Cola (Japan) Company during the market penetration stage was a key factor in our success. They provided detailed support that included materials to highlight the improved taste alongside product-tasting samples for presentations and joined us on multiple sales visits.”

In sales meetings, our representatives and marketing staff from the Coca-Cola (Japan) Company visited customers together to answer questions from buyers and other stakeholders. One frequently raised concern was: “Why change the taste when it's already good as it is?”

**Shimonaga** “Coca-Cola Bottlers Japan had told us in advance that such concerns would definitely come up, so we conducted prior research on the target demographic and prepared data to help buyers and other representatives understand the reasoning behind the changes. It was valuable that we were able to present data showing that the new flavor would appeal to both existing and new users, in response to concerns that “consumers might leave if the taste changes.” We were fortunate to have many opportunities to explain this point.

When selecting campaign rewards, we also leveraged feedback from the field thanks to our collaboration with Coca-Cola Bottlers Japan.

### The new Ayataka's second-year challenge

## Aiming for the category No.1 with a “two-pillar” strategy

After significantly exceeding sales targets in 2024, Ayataka is now in its second year since the renewal. This year's strategy is to strengthen in-store presence through a “two-pillar” approach—promoting both the original Ayataka and Ayataka Koi Green Tea.

**Shimonaga** “To align our in-store promotions with advertising, we ensured that Ayataka Koi Green Tea was always featured alongside Ayataka in consumer-facing ads. The goal was to help consumers recognize that Ayataka now has two core products—two “faces” of the brand.”

Our company's role is to communicate this message to retailers and connect it to sales. Through daily sales activities, we are working to ensure that retailers understand this position, so consumers will choose the new Ayataka.

**Sugaizumi** “I'm responsible for the convenience store channel, where shelf space is limited and only a carefully curated selection of products is offered. Securing placement for Ayataka in that environment is essential. Our aim is to make it the number one product in its category through a multifaceted approach. If Ayataka can establish a solid position through the “two-pillar” strategy, that will also lead to the introduction of related line extensions.”

**Hidaka** “Spring and summer negotiations with supermarkets and drugstores are typically based on sales performance from the previous fall and winter. That makes this a key opportunity to build on Ayataka's momentum. I hope to make the most of this chance and contribute to the brand's continued growth.”





## Participating in Expo 2025 Osaka, Kansai, Japan as a Gold Partner

We are participating in EXPO 2025 Osaka, Kansai, Japan as a Gold Partner of the “LIVE EARTH JOURNEY” Signature Pavilion. At the Expo venue, created under the concept “People’s Living Lab,” we will put into practice new initiatives that go beyond the provision of beverages to connect to the future. We will contribute to the creation of excitement at the Expo and will connect our participation to growth opportunities for the Company.



### Deployment of the world's first hydrogen cartridge-powered vending machine

At the venue of Expo 2025 Osaka, Kansai, Japan we have installed a hydrogen cartridge-powered vending machine.

We developed the world's-first\* vending machine in 2024 in collaboration with Fuji Electric Co., Ltd. A part of our efforts to achieve carbon neutrality by 2050, the machine is powered by a promising new source of energy, hydrogen.

At the Expo, conceived as a “People’s Living Lab,” we will offer visitors the opportunity to experience the “vending machine of the future” that emits no CO<sub>2</sub> during operation.

\* Based on research by Fuji Electric Co., Ltd.

### Operating the Lounge & Dining restaurant with Royal Holdings

We have partnered with Royal Holdings Co., Ltd. to open a restaurant overlooking Osaka Bay. Here we will offer high-quality dishes and services together with the Coca-Cola worldview under the concept of “dining with a refreshing breeze.” While providing meals that accommodate a variety of preferences at the facility, to promote diversity & inclusion (D&I) we will introduce the Avatar robot developed by OryLab Inc. aiming to create a society in which people who have difficulties going out can demonstrate their uniqueness and capabilities. This will create an environment where people can serve customers remotely from home.



### Sponsorship of the “LIVE EARTH JOURNEY” Signature Pavilion

Our Company is working to address the sustainable conservation of biological resources, which is one of our material issues. We endorse the concept of biodiversity conservation advocated by Shoji Kawamori, the thematic project producer, and are proud to be a sponsor of the LIVE EARTH JOURNEY Signature Pavilion. By cooperating with the pavilion and sponsoring companies carrying out biodiversity conservation projects that involve citizen participation, we are promoting initiatives to resolve social issues.

# Responsible Commercial Practices

Under our mission of “Deliver happy moments to everyone while creating value,” we are building a system that fosters always sincere, open, and easily understandable communication, to meet our consumers’ expectations.

## Voluntary declaration of consumer orientation

To be the preferred partner for our consumers, we endorsed the “consumer-oriented business management” put forth by the Consumer Affairs Agency in 2022, and issued our voluntary declaration of consumer orientation. In May 2022, we were recognized by the Consumer Affairs Agency as a business operator issuing this declaration.

### Our voluntary declaration of consumer-orientation

1 Our Commitment

We deliver safe and secure products and services that provide our customers with the same happy moments as always.

2 Enhanced Governance and Cross-Functional Efforts

We treat inquiries, requests, and suggestions as opportunities to communicate with our customers, and will promptly share information internally, including with management, to improve our service.

3 Building an Environment of Employee Awareness

We build an environment that enables us to respond promptly and appropriately to customer inquiries, requests, and suggestions.

4 Active Communication

We proactively disclose information on our community initiatives and quality control to ensure the safety and security of our customers, through our website and integrated reports.

5 Systems to Capitalize on Customer Voice in the Business

We listen to and appreciate the voices of our customers. We reflect them to improve our products and services, as well as create value.

## Initiatives to enhance consumer satisfaction

To share consumer inquiries, feedback, and complaints throughout the Company, the CCC & VOC\*1 Planning Section distributes these via “Monthly Report” communications on our intranet. We are building a structure for meeting consumers’ expectations and enhancing satisfaction through means such as tracking responses to consumers through our local representatives. As a result, many consumers who have pointed out issues tell us that they intend to continue or even increase their future purchases of Coca-Cola products.

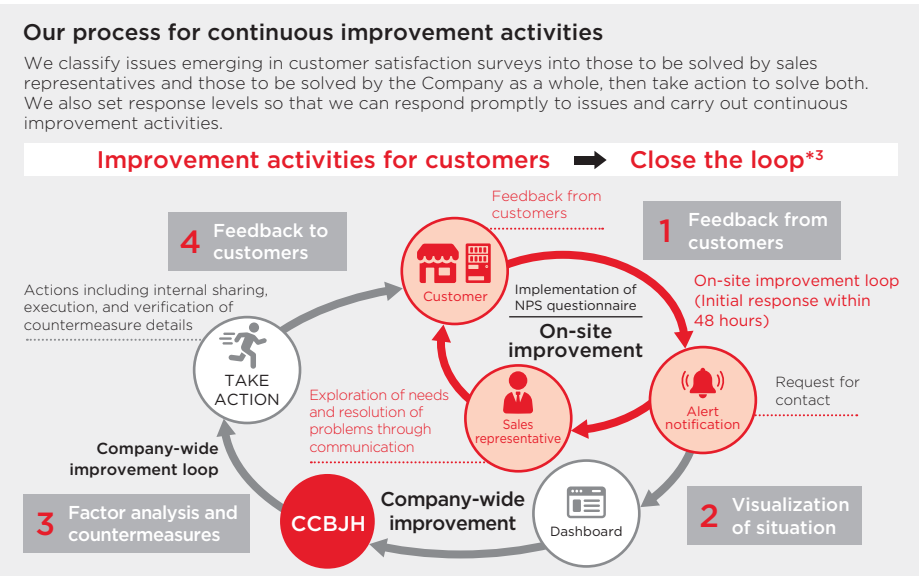
\*1 CCC (Customer Contact Center), VOC (Voice Of Customer)  
\*2 Net Promoter Score, a metric for measuring customer satisfaction and loyalty  
\*3 For contact request ToDos, solve the issues and complete the response

## Regular customer satisfaction survey

Under a basic principle of valuing our customers, we launched a cross-departmental project to ensure a customer-oriented organization and conduct regular customer satisfaction surveys using NPS.\*2 Our aim is to cultivate a company-wide understanding of our customers, ensuring that all employees sincerely listen to their feedback and swiftly implement improvements.

The initiative seeks to address customers’ true feelings that may not appear in sales figures, and to drive improvements of the business activities across the Company. By connecting these to the provision of differentiated customer experiences and value and by building win-win relationships with customers, we work toward sustainable growth.

We also introduced a company-wide system for sharing comments by customers so that all employees can squarely address this valuable feedback.





## Becoming the beverage Supply Chain of Choice, and delivering the objectives of strategic business plan, “Vision 2028”

Executive Officer and CSCO / CSO  
(Chief Supply Chain Officer / Chief Sustainability Officer)  
Coca-Cola Bottlers Japan Inc.

**Andrew Ferrett**

### Eight pillars of the SCM strategy

We promote activities based on the eight strategic pillars of our Supply Chain Vision 2028. Our ambition is to “Safely Deliver 100% Quality and Customer Service at the Optimal Cost to Serve.” The strategy serves as the Supply Chain response to the goals of “Vision 2028.”

We depict our strategy using the iconic Coca-Cola bottle. This shows our pride in the brands we manufacture and distribute. It shows how supply chain initiatives and strategies are integrated and optimized from the Customer Back.

In 2025, we will keep transforming our supply chain using the eight strategic pillars. The strong foundation built in 2024 serves as the platform to accelerate our efforts.

### Stable supply / Productivity improvement

We are promoting initiatives throughout our supply chain to ensure a stable supply of high-quality products at the optimal cost to serve.

Working in close collaboration with the Commercial team to improve demand forecast accuracy, the Sales and Operation Planning (S&OP) process operates to speed up decision making, improve inventory deployment and optimize costs. We utilize our manufacturing plant network to drive “local production for local consumption.” This optimizes transportation distances and increases market responsiveness, while at the same time working to solve problems in the logistics industry. This has been essential to overcoming inflation in transport costs.

In addition, logistics activities such as implementing a truck reservation system to all planned warehouses and improving on-site warehouse processes has ensured that we have achieved the key objective of reducing truck waiting times and managing driver overtime.

## Supply Chain Vision 2028

Safely Delivering 100% **Quality** and Customer Service, at the Optimal Cost to Serve

### Achieving Supply Chain Excellence is built on 8 Pillars

#### Customer Back

Supply Chain is synchronized from the Customer Back, while cooperating to find joint value

#### Agile Logistics

Strategic infrastructure consolidation, asset utilization and 3PL contract management enable Agile Logistics to adapt market requirement

#### End-to-End Integration

End-to-End Integration to optimize Supply Chain Cost to Serve, while maintaining Customer Service objectives

#### Flexible Manufacturing

Responsive, Flexible Manufacturing enabling the Supply Chain, and achieving high utilization

#### Zero Harm

Safety is designed into facilities and embedded in people and processes to achieve Zero Harm and make a workplace employees can work with peace of mind

#### Active Quality

License to trade protected and enhanced through an Active Quality program which also supports Supply Chain productivity

#### Digitally Enabled

A Digitally Enabled, process and information driven organization designed to increase the quality and speed of decision making

#### Inspired People

Securing human resources and Inspired People who are highly engaged, deliver high quality outputs and who are developed as Performance Chain and Change Leaders at all levels, are essential for business continuity



### And Supported by 5 Principles

- **Commercial Collaboration** to ensure the best service and profit outcomes for CCBJI
- **Productive inventory** is increased throughout the Supply Chain by **improving inventory flow and velocity**
- **Costs are reduced** through efficiency improvement and waste elimination
  - Costs are eliminated, reduced or kept flat to create Lean Supply Chain
- To enhance corporate value, **Sustainability** built into all Supply Chain decisions and actions
- Transformation is delivered through **Step Change** projects and optimized through **Kaizen** activities



We have continued to optimize our supply chain network, further consolidating sales centers and warehouses. We implemented Japan’s first four-fork type automated forklift for truck loading with a leading company in the industry.

Significant progress in reducing inventories has been realized though flexible manufacturing. Central to our manufacturing activities is improving our ability to produce a wide variety of products in smaller batches, and at greater frequency, while improving productivity. We have cut changeover times and boosted manufacturing efficiency. This has led to more productive hours and better use of our assets.

In addition, we are promoting digital transformation throughout the supply chain and are working on further improvements to reduce labor load, maintain a stable product supply system, and increase productivity. Following a thorough design and evaluation process, a new Advanced Planning System has been selected for implementation in 2025 and 2026.

Supply Chain of Choice

In the 2024 Advantage Survey of Beverage and other Fast Moving Consumer Goods (FMCG) companies, our customers ranked us as the leading supply chain across a variety of metrics. This reflects the result of our focus on high-quality customer service.

We are actively promoting delivery collaboration and warehouse sharing with our customers, logistics partners, and makers from other industries and companies. We will continue opportunities to build win-win relationships that lead new value creation.

A new aseptic production line was installed at the Tokai Plant (Aichi Prefecture) to strengthen the supply system for small PET bottle products. The project introduced a new cleaning and sterilization method which reduces the time taken, while improving water and energy consumption.

As the Supply Chain of Choice, we focus on creating a safe work environment across our supply chain, with strong governance and integrating sustainability into our decision-making and initiatives.

Our manufacturing and distribution sites

17 Plants2 Mega DCs

Saitama Plant (Saitama Prefecture)

Hakushu Plant (Yamanashi Prefecture)

Akashi Mega DC (Hyogo Prefecture)

In operation since July 2022

Saitama Mega DC (Saitama Prefecture)

In operation since February 2021

Akashi Plant (Hyogo Prefecture)

Daisen Plant (Tottori Prefecture)

Hiroshima Plant (Hiroshima Prefecture)

Komatsu Plant (Ehime Prefecture)

Kiyama Plant (Saga Prefecture)

Tosu Plant (Saga Prefecture)

Kumamoto Plant (Kumamoto Prefecture)

Ebino Plant (Miyazaki Prefecture)

Kyoto Plant (Kyoto Prefecture)

Zao Plant (Miyagi Prefecture)

Iwatsuki Plant (Saitama Prefecture)

Ibaraki Plant (Ibaraki Prefecture)

Tama Plant (Tokyo)

Ebina Plant (Kanagawa Prefecture)

Tokai Plant (Aichi Prefecture)

New aseptic production line installed

WEB

Details of the list of business locations  
<https://en.ccbji.co.jp/corporate/locations/plant.php>

Coca-Cola Bottlers Japan Holdings Inc. Integrated Report 2025

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## Promoting “Local Production for Local Consumption” to Optimize the Supply Chain

We deliver safe, high-quality Coca-Cola products to local communities through a manufacturing and supply system designed to adapt to changing consumer preferences. By building a flexible manufacturing structure and enhancing our logistics network, we actively promote local production for local consumption.

### Cross-functional collaboration to promote “local production for local consumption”

We promote a cross-functional Sales and Operations Planning (S&OP) process, building a strong foundation through collaboration among our supply chain, finance, and commercial divisions. This integrated approach enables stable production and distribution even during the peak summer demand season. Leveraging the S&OP foundation, the supply chain function promotes a “local production for local consumption” model that focuses not only on improving manufacturing efficiency, but also on optimizing sales and overall operations. Specifically, by producing a wide variety of products in small lots at plants close to consumption areas, we reduce long-distance transportation, thereby achieving both reduced environmental impact and cost optimization.

### Expanding production capacity to accelerate “local production for local consumption”

In September 2024, we introduced a new aseptic (sterile filling) production line at our Tokai Plant (Aichi Prefecture) to expand production capacity for small PET bottle products. This new line can produce approximately 600 small PET bottles per minute and employs two systems: a two-stage sterilization process that sterilizes the preform before molding and re-sterilizes the bottle afterward, and a system that performs cleaning and sterilization simultaneously after filling. Through these initiatives, we have expanded our production capacity while achieving shorter production times and a more flexible production structure. This enables the production of a wide variety of products in small lots, supporting our commitment to “local production for local consumption.”

In addition, the new line reduces water usage by 30% and energy consumption by 15% compared to the conventional systems, contributing to overall reductions in water and energy use.

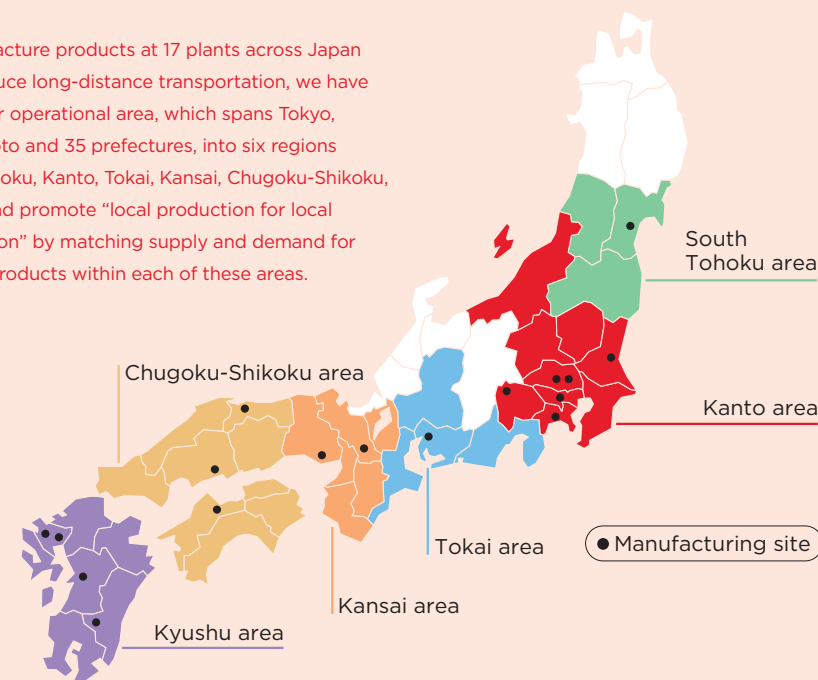


Tokai Plant (Aichi Prefecture)

### Evolving logistics system to further improve efficiency

Since 2021, we have been operating automated distribution centers, recognized as Mega DCs, in the Kanto and Kansai regions, developing a logistics network centered around them. As a result, we have significantly improved logistics efficiency, including the integration of multiple sales and logistics sites, the consolidation and improved allocation of product inventory, and a reduction in the distance and number of touches per case. Starting from 2025 to extend these improvements outside the Kanto and Kansai areas, we have decided to implement Integrated Distribution Centers (IDCs), which will enable improved inventory consolidation and deployment. We aim to further improve logistics efficiency by placing these IDCs in optimal regions.

We manufacture products at 17 plants across Japan and to reduce long-distance transportation, we have divided our operational area, which spans Tokyo, Osaka, Kyoto and 35 prefectures, into six regions (South Tohoku, Kanto, Tokai, Kansai, Chugoku-Shikoku, Kyushu) and promote “local production for local consumption” by matching supply and demand for our main products within each of these areas.



## Product Quality and Safety

To provide our consumers with safe, high-quality, and refreshing products along with high-quality services, we apply strict quality control systems and processes at every stage of our operations, from raw material procurement and manufacturing to logistics, sales, and service. This ensures the safety and quality of our products and supports continuous improvement.

### Quality assurance

Under our basic approach to quality, we comply with the Food Sanitation Act and other relevant standards in Japan. In addition to meeting legal and regulatory requirements and international standards set by ISO, our quality assurance applies even stricter standards that we set ourselves. Through this, we guarantee the quality and safety of our products.\*1

The Coca-Cola System also engages in operational management under the proprietary Coca-Cola Operating Requirements (KORE) global management system. KORE covers standards for quality, food safety, environment, and occupational health and safety across every stage of the value chain, from raw material procurement and manufacturing to logistics, sales, and final product delivery to consumers.



### Quality assurance policy

- 1 Each division understands its roles and responsibilities and implements consumer-focused quality control.
- 2 We prioritize quality in our work every day.
- 3 Every employee acts with a commitment to quality to enhance our brand value.

### Raw materials management

The coffee beans and green tea leaves we use as raw materials fully comply with the Principles for Sustainable Agriculture (PSA)\*2. In addition, we procure raw materials certified under the Global Food Safety Initiative (GFSI)\*3.

To address the issue of organic fluorine compounds known as PFAS, the Coca-Cola System regularly tests for PFOS/PFOA levels in the water we use. We have confirmed that all plants that manufacture our products meet the provisional target values for these substances set by the Ministry of the Environment.

### Fostering quality awareness

We strive to raise employee awareness of quality to ensure the supply of safe, high-quality products to consumers.

#### Quality assurance (QA) monthly report

We send monthly quality assurance reports to department heads to keep employees informed about product quality, quality-related incidents, and ongoing improvements.

#### QA guide in 60 seconds

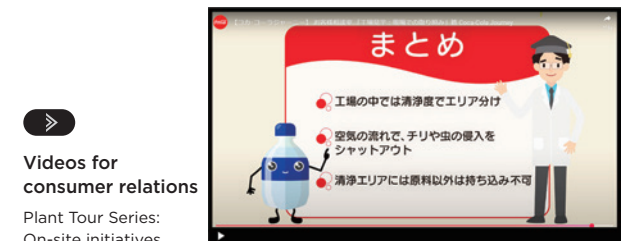
We regularly deliver short intranet-based informative videos on product quality to increase employee awareness of quality.

#### Quality surveys and quality inspection

The quality assurance division visits worksites in manufacturing, logistics, and sales to check on the status of quality control. After assessing potential risks, we engage in communication aimed at improvement and work toward risk prevention.

#### Videos for consumer relations

In partnership with the Coca-Cola (Japan) Company, Limited, we use videos to introduce our initiatives on product safety and quality and address common questions about our products in a clear and honest manner.



Videos for consumer relations

Plant Tour Series:  
On-site initiatives



<https://en.ccbji.co.jp/csv/assurance/>

\*1 We comply with ISO 9001 quality standards, FSSC 22000 food safety standards, ISO 14001 environmental management system standards, and ISO 45001 occupational safety and health standards. All of our plants are certified under these standards, and all of our sales centers and offices have also acquired ISO 14001 certification.

\*2 **PSA (Principles for Sustainable Agriculture):** The Coca-Cola System's principles for sustainable agriculture, reflecting the latest science and the perspectives of stakeholders. These principles apply to agricultural products and packaging materials.

\*3 **GFSI (Global Food Safety Initiative):** GFSI is a private organization of globally operating food companies. It approves food safety management standards to enhance food safety and build consumer trust. Companies in the distribution and retail industries, along with their business partners, are increasingly adopting GFSI-recognized standards worldwide. GFSI has approved fourteen certification standards including the ASIAGAP standard (Ministry of Agriculture, Forestry and Fisheries).





## Contributing to profitable growth and strengthening our foundation as a world-class procurement organization

Executive Officer and CPO (Chief Procurement Officer)  
Coca-Cola Bottlers Japan Inc.

**Yoichi Nishiguchi**

### Our procurement environment and procurement strategy

Exchange rate fluctuations and soaring prices for raw materials, supplies, and energy continue to significantly impact business operations. Logistics and labor costs remain high as well. Furthermore, there is a growing demand for companies that engage with ESG priorities, such as environmental and social responsibilities.

Amid continued challenges in the procurement environment, our focus in 2025 will be on achieving the goals of strategic business plan, "Vision 2028" by attaining both profitable growth and a strengthened business foundation. To support this, we will advance the three procurement strategies: optimizing costs, evolving sustainable procurement, and enhancing data-driven procurement.

### Evolving procurement cost optimization to the next level

To address fluctuations in commodity prices and exchange rates, we implement timely risk hedging measures while undertaking joint procurement<sup>\*1</sup> initiatives in collaboration with domestic bottlers. As a world-class procurement organization, we are strengthening collaborations more than ever through means including sharing best practices and insights with CEPG<sup>\*2</sup> and overseas bottlers.

We are also creating new value approaching procurement from three key angles: sourcing, process reform, and spend control while formulating optimal procurement strategies. By strengthening project-based collaboration across functions, we are further enhancing our ability to drive these initiatives forward.

### Evolving sustainable procurement and reducing GHG emissions

To address our material issue of "packaging and recycling (circular economy)," we are developing a procurement model that supports cost stability by establishing new collection schemes for used PET bottles, cans, and other packages. We are also contributing to resource conservation by reducing the weight of packages.

In response to the issue of "mitigation of and adaptation to climate change," we are contributing to GHG emissions reduction—both directly and indirectly—through our procurement activities. Specific actions include the use of renewable energy, the introduction of fuel-efficient vehicles, and the deployment of vending machines designed to reduce GHG emissions.

We will continue working with our suppliers to further reduce Scope 3 GHG emissions and strengthen our sustainable procurement.

### Discovering latent needs through strengthening our business foundation and advancing data-driven procurement

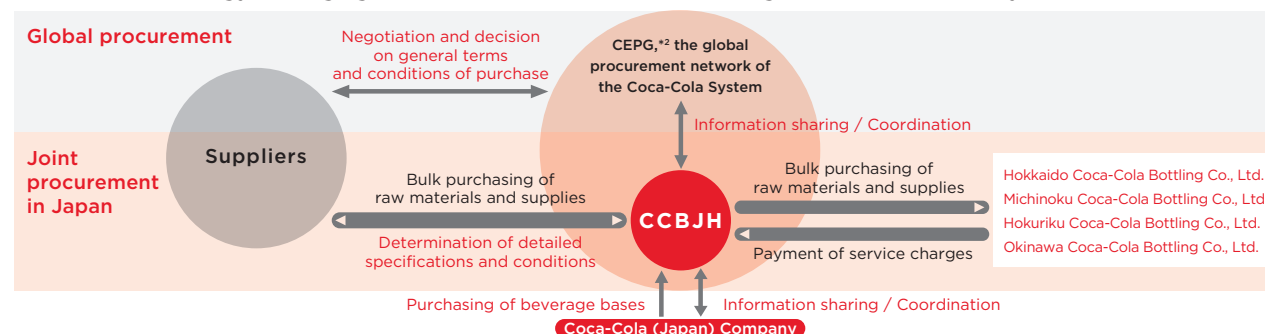
To date, we have implemented tools to streamline indirect materials procurement, adopted RPA,<sup>\*3</sup> and restructured procurement processes associated with the establishment of new companies.<sup>\*4</sup> By advancing DX and by standardizing and restructuring procurement processes, we are working to enhance the quality of work and to strengthen our business foundations, including the renewal of our procurement system.

We will also identify latent procurement needs through data analysis, forecasting, and risk management using business intelligence tools, and will formulate and promote optimal procurement strategies.

### Collaboration with suppliers is essential

Achieving the goals of "Vision 2028," requires strong collaboration with suppliers as trusted partners. Building strong trust-based relationships through fair and equitable transactions is vital. To that end, we ask our suppliers to comply with matters concerning human rights, environmental conservation, and working environments based on the Supplier Guiding Principles and Basic Policy for Procurement, which reflect our corporate values. As our Company and suppliers work to maximize our mutual interests, we aim to promote sustainable growth.

### Procurement strategy leveraging economies of scale and the advantages of the Coca-Cola System



<sup>\*1</sup> An initiative for centralized procurement at CCBJH, including negotiations with suppliers, to source sugar and other raw materials, PET bottles and other supplies, vending machines, and other items required by domestic bottlers.

<sup>\*2</sup> Cross Enterprise Procurement Group: A global procurement organization of the Coca-Cola System that leverages advantages of scale in global procurement to optimize cost and quality

<sup>\*3</sup> Robotic Process Automation: A technology by which software robots perform work in place of humans

<sup>\*4</sup> NeoArc Inc. (established in 2024), onEQuest Co., Ltd., and Genpact Japan Smart Command Center K.K. (began operations in 2025)

# Driving Company-wide DX While Generating Transformation Benefits Through Improved Business Processes

We are leading various transformations across the Back Office and IT areas. In addition to implementing transformation at NeoArc Inc., our joint venture with Accenture, we are advancing initiatives, such as business process standardization, automation, and the enhancement of our digital infrastructure over the mid- to long-term.

## NeoArc’s transformation to promote data-driven management

NeoArc was established in January 2024 as a company specializing in shared services, including IT operations. Guided by the concept of driving group-wide transformation from NeoArc, we have implemented a range of transformation. By reassessing existing operations from a zero-based perspective and introducing digital technology to standardize and automate business processes, we increased productivity in our Back Office operations by over 25% in just one year. As a result, we are on track to bring previously outsourced operations overseas to in-house without expanding our workforce. These achievements have fostered a “can-do” mindset among employees and across the organization, building a culture of spontaneous proposals and proactive engagement in change. We are taking our Back Office operations to the next level through both tangible transformations, leveraging digital technology and business innovation know-how, along with intangible transformation, such as shifts in mindset and skill development.

## Executing optimal global solutions through partnerships

In our operational transformation, we believe that relying solely on in-house capabilities makes it difficult to achieve optimal outcomes. By leveraging the cutting-edge technologies and expertise of external partners, we can drive more effective and impactful results.

We collaborate not only with our joint venture partner Accenture, but also with a range of other partner companies to research best practices both in Japan and overseas. We then use these insights to continually identify and implement the most effective solutions for the CCBJH Group.

## Strengthening technology and data infrastructure to support our business

We have a unique business model in the Japanese consumer goods market, with execution capabilities that span from manufacturing, vending machine operation, and retail sales space creation.

To support this model, we are improving operations throughout the entire company alongside other efforts, which have delivered solid results. However, to sustain and accelerate transformative change, we must further strengthen our foundation. Our technology and data infrastructure plays a critical role in maximizing execution across the business. We are advancing our business execution capabilities toward world-class operational practices by enhancing our ability to manage and analyze high-quality master data, improving supporting system infrastructure, and developing digital talent.

Standardization and automation of business processes	<ul style="list-style-type: none"><li>Promote standardization and automation of business processes and fundamental review of operations through technology</li><li>Expanded internal capacity by improving operational efficiencies, enabling insourcing of outsourced operations and achieving cost savings</li></ul>
Strengthen collaboration with partners	<ul style="list-style-type: none"><li>Efforts at NeoArc, a joint venture with Accenture are on track</li><li>Drive further efficiency by establishing a cooperative structure that leverages internal expertise and Accenture’s capabilities</li></ul>
Mid- to long-term strengthening of digital infrastructure	<ul style="list-style-type: none"><li>Build a new company-wide technology foundation that leads to sustainable growth by consolidating IT systems and data</li><li>Strengthening digital human resource development</li></ul>

