

INTEGRATED REPORT 2026

Coca-Cola Bottlers Japan
Holdings Inc.

Coca-Cola
BOTTTLERS JAPAN HOLDINGS INC.



Coca-Cola
BOTTTLERS JAPAN HOLDINGS INC.

INTEGRATED REPORT 2026

- 01 MISSION AND PATH FORWARD**
Toward Our Shared Mission and a Brighter Future
- 02 VALUE CREATION**
Leveraging Our Strengths for Sustainable Growth
- 03 GROWTH STRATEGIES**
Strategy to Achieve Vision 2030
- 04 CORPORATE GOVERNANCE**
Business Foundation That Sustains Value Creation
- 05 DATA SECTION**

01

MISSION AND PATH FORWARD

Toward Our Shared Mission and a Brighter Future

- 1 Corporate Philosophy
- 2 Corporate Message
- 3 Contents/Editorial Policy
- 4 Features of Integrated Report 2026
- 5 Coca-Cola Bottlers Japan by the Numbers
- 6 History of Coca-Cola Bottlers Japan
- 7 As a Member of the Global Coca-Cola System
- 8 Message from the President
- 11 Strategic Business Plan Vision 2030
- 13 Message from the Vice President and CFO
- 16 Message from the Vice President

Corporate Philosophy



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



INTEGRATED REPORT 2026

01 MISSION AND PATH FORWARD

Toward Our Shared Mission and a Brighter Future

▶ Corporate Philosophy

Corporate Message

Contents/Editorial Policy

Features of Integrated Report 2026

Coca-Cola Bottlers Japan by the Numbers

History of Coca-Cola Bottlers Japan

As a Member of the Global Coca-Cola System

Message from the President

Strategic Business Plan Vision 2030

Message from the Vice President and CFO

Message from the Vice President

02 VALUE CREATION

Leveraging Our Strengths for Sustainable Growth

03 GROWTH STRATEGIES

Strategy to Achieve Vision 2030

04 CORPORATE GOVERNANCE

Business Foundation That Sustains Value Creation

05 DATA SECTION

Corporate Message

Drawing on our corporate philosophy, we have adopted the corporate message “We bottle happy moments.” to express the values we cherish and our aspirations for the future. Guided by this message, we will create value while maintaining close communication with all our stakeholders.



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.



INTEGRATED REPORT 2026

01 MISSION AND PATH FORWARD Toward Our Shared Mission and a Brighter Future

Corporate Philosophy

▶ Corporate Message

Contents/Editorial Policy

Features of Integrated Report 2026

Coca-Cola Bottlers Japan by the Numbers

History of Coca-Cola Bottlers Japan

As a Member of the Global Coca-Cola System

Message from the President

Strategic Business Plan Vision 2030

Message from the Vice President and CFO

Message from the Vice President

02 VALUE CREATION Leveraging Our Strengths for Sustainable Growth

03 GROWTH STRATEGIES Strategy to Achieve Vision 2030

04 CORPORATE GOVERNANCE Business Foundation That Sustains Value Creation

05 DATA SECTION





01 MISSION AND PATH FORWARD

Toward Our Shared Mission and a Brighter Future

- 1 Corporate Philosophy
- 2 Corporate Message
- 3 Contents/Editorial Policy
- 4 Features of Integrated Report 2026
- 5 Coca-Cola Bottlers Japan by the Numbers
- 6 History of Coca-Cola Bottlers Japan
- 7 As a Member of the Global Coca-Cola System
- 8 Message from the President
- 11 **Strategic Business Plan Vision 2030**
- 13 Message from the Vice President and CFO
- 16 Message from the Vice President

02 VALUE CREATION

Leveraging Our Strengths for Sustainable Growth

- 19 Value Creation Process
- 23 Sustainability Strategy
- 24 Process for Identifying and Defining Material Issues
- 25 Our Non-Financial CSV Goals

03 GROWTH STRATEGIES

Strategy to Achieve Vision 2030

- 27 Commercial Strategy
- 33 **Special Feature: Coca-Cola Brand Sales and Commercial Activities**
- 36 Supply Chain Strategy
- 39 Procurement Strategy
- 40 Respect for Human Rights
- 41 Back-office and IT Initiatives
- 42 People Strategy
- 46 Natural Environment
- 50 **Special Feature: Forest and Water That Nurture the Future**
- 54 Communities

04 CORPORATE GOVERNANCE

Business Foundation That Sustains Value Creation

- 58 Corporate Governance
- 66 Discussion between Directors
- 70 Risk Management

05 DATA SECTION

- 74 Financial Data Summary
- 75 Non-Financial Data Summary
- 76 Company Overview and Stock Information
- 77 Our Group Companies, External Evaluations, and Participation in Initiatives

INTEGRATED REPORT 2026

01 MISSION AND PATH FORWARD

Toward Our Shared Mission and a Brighter Future

Corporate Philosophy

Corporate Message

▶ Contents/Editorial Policy

Features of Integrated Report 2026

Coca-Cola Bottlers Japan by the Numbers

History of Coca-Cola Bottlers Japan

As a Member of the Global Coca-Cola System

Message from the President

Strategic Business Plan Vision 2030

Message from the Vice President and CFO

Message from the Vice President

02 VALUE CREATION

Leveraging Our Strengths for Sustainable Growth

03 GROWTH STRATEGIES

Strategy to Achieve Vision 2030

04 CORPORATE GOVERNANCE

Business Foundation That Sustains Value Creation

05 DATA SECTION

Editorial Policy

This Integrated Report is designed to broadly communicate the value creation efforts of Coca-Cola Bottlers Japan Holdings Inc. to its stakeholders. It 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 v. 1.0.

Period Covered

This report covers activities from January 1, 2025 through December 31, 2025. (Includes some activities reported in 2026. The organizational structure is as of April 1, 2026).

Scope of This Report

Information presented in this report was collected from Coca-Cola Bottlers Japan Holdings Inc. and its eleven consolidated subsidiaries* (For details about Group companies please see page 77)

Date of Publication May 2026

Company Names

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

Features of Integrated Report 2026

Frequently Asked Questions from Stakeholders

Q About strategic business plan Vision 2030 → [Pages 11-12: Strategic Business Plan Vision 2030](#)

Q About human capital and natural resource initiatives → [Pages 42-45: People Strategy](#)
→ [Pages 46-53: Natural Environment](#)
→ [Page 50: Special Feature: Forest and Water That Nurture the Future](#)

Q About commercial strategy, including product and category strategies → [Pages 27-35: Commercial Strategy](#)
→ [Page 32: Category Strategy](#)
→ [Pages 33-34: Special Feature: Coca-Cola Brand Sales Strategy and Commercial Activities](#)

Q About independence of outside directors → [Page 62: Board of Directors: Appointment of Outside Directors and Independence Criteria](#)

Q About non-financial CSV Goals → [Page 23: Sustainability Strategy](#)
→ [Page 25: CSV Goals](#)

Q About governance framework for relationships and transactions with major shareholders → [Page 69: Ethics and Compliance](#)
→ [Page 76: Company Overview and Stock Information](#)




What we aim to communicate with Integrated Report 2026

Coca-Cola Bottlers Japan Holdings Inc. produces its integrated report to communicate its initiatives toward sustainably creating value for customers, shareholders, communities, and all other stakeholders. We published Integrated Report 2026 with our strategic business plan, Vision 2030, in mind. With 2026 marking the first year of the plan, it is positioned as a year to make significant progress toward our ambitious mid- to long-term goals. This report outlines our vision and highlights how our unique capital and business model create economic and social value from both a financial and a non-financial perspective. Our integrated report serves as a starting point for strengthening dialogue with our stakeholders and further enhancing corporate value.

Information disclosure framework

This integrated report has been prepared to communicate Coca-Cola Bottlers Japan Holdings Inc.'s value creation initiatives to its stakeholders. We have therefore selected and presented information that is particularly relevant to investment decision-making and Group management. For more comprehensive financial and non-financial information and additional details on our initiatives, please refer to resources including our earnings presentations, Securities Report, sustainability website, and Corporate Governance Report.

CCBJH Group's Information Disclosure

Financial information	Non-financial information
<p>> IR website</p>  <ul style="list-style-type: none"> • Earnings presentations • Earnings releases • Securities Report • Shareholder information 	<p>> Sustainability website</p>  <p>> Integrated Report</p>  <ul style="list-style-type: none"> • Corporate Governance Report • Disclosure based on TCFD recommendations • Disclosure based on TNFD recommendations • GRI content index • ESG data • GHG emissions • External evaluations

INTEGRATED REPORT 2026

01 MISSION AND PATH FORWARD Toward Our Shared Mission and a Brighter Future

- Corporate Philosophy
- Corporate Message
- Contents/Editorial Policy
- ▶ Features of Integrated Report 2026
- Coca-Cola Bottlers Japan by the Numbers
- History of Coca-Cola Bottlers Japan
- As a Member of the Global Coca-Cola System
- Message from the President
- Strategic Business Plan Vision 2030
- Message from the Vice President and CFO
- Message from the Vice President

02 VALUE CREATION Leveraging Our Strengths for Sustainable Growth

03 GROWTH STRATEGIES Strategy to Achieve Vision 2030

04 CORPORATE GOVERNANCE Business Foundation That Sustains Value Creation

05 DATA SECTION

Coca-Cola Bottlers Japan by the Numbers

(For items where the target period is not specified, the figures represent the full year of 2025 or the results as of the end of December 2025.)



Sales Volume
About **500** million cases

Brands
About **30**

Products
Over **400**

Number of Sales Centers¹
About **290**

Customer Outlets²
About **340,000**

Vending Machines
About **650,000**

Financial Information

Revenue	Business Income ³	ROIC ⁴
893.8 billion yen	24.5 billion yen	3.2 %

Free Cash Flow ⁵	EBITDA ⁶	Annual Dividend per Share
35.4 billion yen	64.2 billion yen	60 yen

Non-Financial Information

Employees ⁷	Percentage of Outside Directors ⁸	Female Manager Ratio ⁹
About 12,700	73 %	10.4 %

Percentage of Male Employees Taking Childcare Leave ¹⁰	Water Usage Rate Reduction (All 17 plants, compared with 2015)	Water Replenishment Rate ¹¹
100.6 %	24 %	391 %

1. Including distribution centers 2. Supermarkets, drugstores, discounters, convenience stores, and restaurants 3. Business income is a measure of our recurring business performance. Business income deducts cost of sales and selling, general and administrative expenses from revenue, and includes other income and expenses that we believe are recurring in nature. 4. ROIC: Return on invested capital 5. Free cash flow: Calculated by deducting capital expenditures from cash flows from operating activities 6. EBITDA = Business income + Depreciation 7. Excluding temporary employment 8. As of April 1, 2026 9. The female manager ratio 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. 10. The percentage of male employees taking childcare leave is calculated in accordance with applicable laws and regulations. It is defined as the number of male employees who took childcare leave during the fiscal year divided by the number of male employees whose spouses gave birth during the fiscal year. As a result, the percentage may exceed 100%. For example, if a male employee whose spouse gave birth in 2024 takes childcare leave for the first time in 2025, he will be included in the numerator. 11. The ratio of the volume of water returned to nature and local communities relative to the volume of water used in final products

INTEGRATED REPORT 2026

01 MISSION AND PATH FORWARD

Toward Our Shared Mission and a Brighter Future

- Corporate Philosophy
- Corporate Message
- Contents/Editorial Policy
- Features of Integrated Report 2026

► Coca-Cola Bottlers Japan by the Numbers

History of Coca-Cola Bottlers Japan

As a Member of the Global Coca-Cola System

Message from the President

Strategic Business Plan Vision 2030

Message from the Vice President and CFO

Message from the Vice President

02 VALUE CREATION

Leveraging Our Strengths for Sustainable Growth

03 GROWTH STRATEGIES

Strategy to Achieve Vision 2030

04 CORPORATE GOVERNANCE

Business Foundation That Sustains Value Creation

05 DATA SECTION

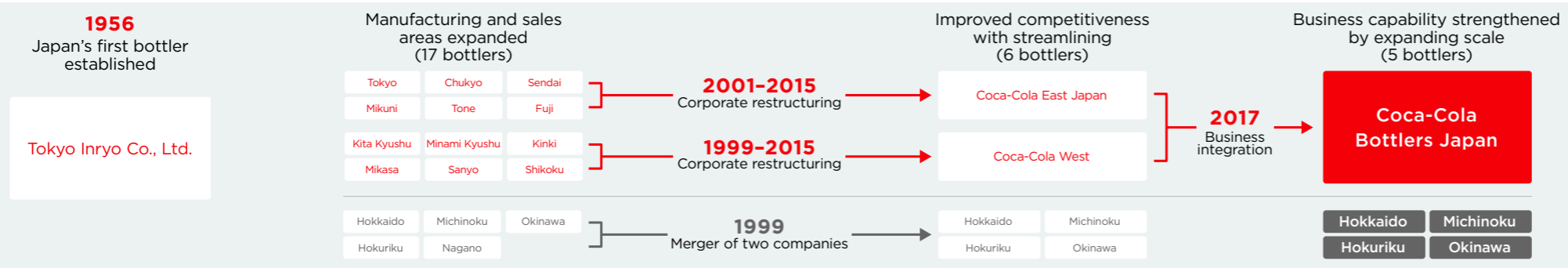
History of Coca-Cola Bottlers Japan

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. Since the 1990s, consolidation among bottlers has progressed, and 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 Coca-Cola bottlers, including our Company, operate across Japan, delivering value to customers through a portfolio of beverages that includes Coca-Cola.

Business milestones

Activities with communities

Evolution of bottlers



INTEGRATED REPORT 2026

01 MISSION AND PATH FORWARD

Toward Our Shared Mission and a Brighter Future

- Corporate Philosophy
- Corporate Message
- Contents/Editorial Policy
- Features of Integrated Report 2026
- Coca-Cola Bottlers Japan by the Numbers
- ▶ History of Coca-Cola Bottlers Japan
- As a Member of the Global Coca-Cola System
- Message from the President
- Strategic Business Plan Vision 2030
- Message from the Vice President and CFO
- Message from the Vice President

02 VALUE CREATION

Leveraging Our Strengths for Sustainable Growth

03 GROWTH STRATEGIES

Strategy to Achieve Vision 2030

04 CORPORATE GOVERNANCE

Business Foundation That Sustains Value Creation

05 DATA SECTION

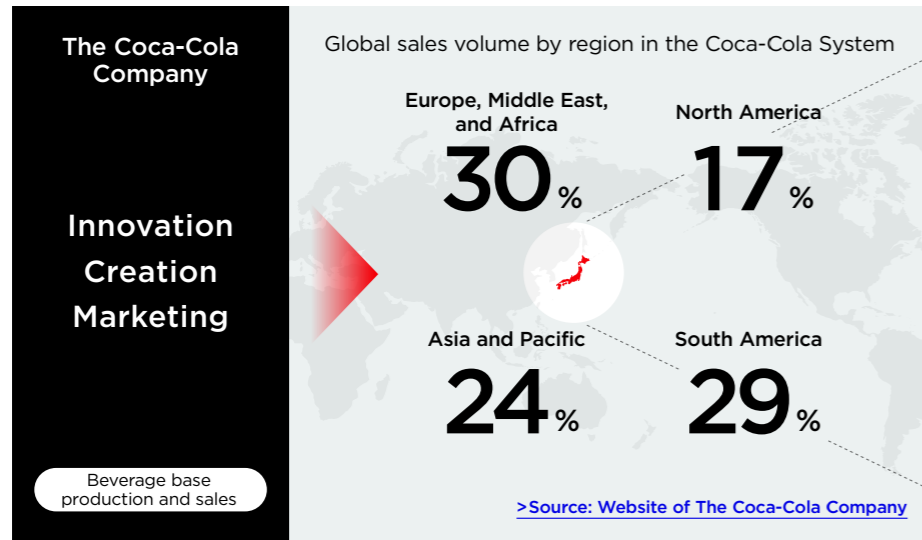
1. Trade name changed to Coca-Cola Bottlers Japan Holdings Inc. on January 1, 2018
 2. Registered trademark of The Coca-Cola Company
 3. A large-scale automated logistics center designed to optimize the logistics network

As a Member of the Global Coca-Cola System



The Coca-Cola System consists of The Coca-Cola Company and approximately 200 bottling partners worldwide, delivering Coca-Cola and a wide range of beverages to more than 200 countries and territories. This global network, enriched with extensive knowledge and experience, is a critical source of our sustainable growth and competitiveness. Close collaboration within the Coca-Cola System has led to increased synergy, especially in areas such as product innovation, globally standardized operations, and talent exchange.

Global Coca-Cola System

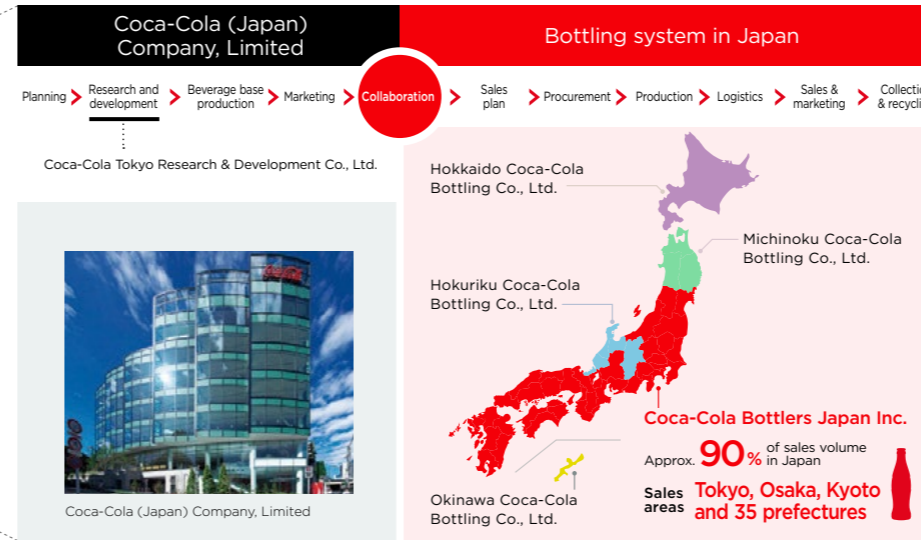


In 1886, Coca-Cola was born in Atlanta, Georgia. The franchise system established by The Coca-Cola Company allowed other companies to bottle and distribute Coca-Cola, which facilitated its expansion across the United States. In time, franchise businesses established bottling plants in various countries, leading to the worldwide sales of Coca-Cola. The Coca-Cola Company distributes its beverage base to authorized bottling partners in specific sales areas and these bottling partners mix the beverage base with carbonated or distilled water and sweeteners to create a finished beverage, and the finished product is then packaged and sold.

Coca-Cola product sales area	Employees supporting the Coca-Cola business	Network of the Coca-Cola System
Over 200 countries and territories	Over 700,000	About 200 bottling partners

>Source: Website of The Coca-Cola Company

The Coca-Cola System in Japan



The Coca-Cola System in Japan is made up of Coca-Cola (Japan) Company, Limited, responsible for supplying beverage bases, overseeing product planning and development, and leading marketing initiatives. In addition, the system includes five bottlers tasked with the production and distribution of these products.

Through strong partnerships with the Coca-Cola (Japan) Company and other system companies, the Coca-Cola System adopts a consumer-oriented approach, responds swiftly to market trends, improves customer service, enhances production efficiency, and maintains strict quality standards. We strive together for optimal system-wide performance to drive the further growth of the Coca-Cola business.

The Coca-Cola (Japan) Company supplies beverage bases to bottlers across the country from its base at the Moriyama Plant (Shiga Prefecture). Its role also involves analyzing Japanese market trends and consumer behavior to lead development of products and implementation of marketing strategies. The company is also responsible for complying with global quality standards, driving technological development in manufacturing processes, supporting new product launches with manufacturing engineering, overseeing supply and demand planning, and offering academic advice on products.

The bottlers ensure the efficient production of safe, reliable, and high-quality products. Each bottler operates distribution, sales activities, and in-store marketing activities.

INTEGRATED REPORT 2026

01 MISSION AND PATH FORWARD

Toward Our Shared Mission and a Brighter Future

Corporate Philosophy

Corporate Message

Contents/Editorial Policy

Features of Integrated Report 2026

Coca-Cola Bottlers Japan by the Numbers

History of Coca-Cola Bottlers Japan

▶ As a Member of the Global Coca-Cola System

Message from the President

Strategic Business Plan Vision 2030

Message from the Vice President and CFO

Message from the Vice President

02 VALUE CREATION

Leveraging Our Strengths for Sustainable Growth

03 GROWTH STRATEGIES

Strategy to Achieve Vision 2030

04 CORPORATE GOVERNANCE

Business Foundation That Sustains Value Creation

05 DATA SECTION



**01 MISSION AND
PATH FORWARD**
Toward Our Shared Mission
and a Brighter Future

Corporate Philosophy

Corporate Message

Contents/Editorial Policy

Features of Integrated Report 2026

Coca-Cola Bottlers Japan
by the Numbers

History of Coca-Cola Bottlers Japan

As a Member of the Global
Coca-Cola System

▶ **Message from the President**

Strategic Business Plan Vision 2030

Message from the Vice President
and CFO

Message from the Vice President

02 VALUE CREATION
Leveraging Our Strengths
for Sustainable Growth

03 GROWTH STRATEGIES
Strategy to Achieve Vision 2030

**04 CORPORATE
GOVERNANCE**
Business Foundation That
Sustains Value Creation

05 DATA SECTION



Message from the President

A Year of Great Progress Toward Ambitious Long-Term Goals

Our vision for the future: Deliver happy moments to everyone

Our mission is to “Deliver happy moments to everyone while creating value.” This phrase reflects the strong commitment of every employee to enrich the daily lives of customers, business partners, shareholders, local communities, and other stakeholders by delivering products and services that create moments of happiness. At the same time, it emphasizes enhancing corporate value and reshaping the future through transformative innovation. Our vision for the future expresses how we define success in achieving our mission. This includes winning in the market through sustainable growth and remaining the preferred partner for our customers. The realization of this vision is underpinned by our four values: Learning, Agility, Result-orientation, and Integrity.

We place great importance on our Mission, Vision, and Values (MVV). They serve as guiding principles for our day-to-day decision-making and act as a compass that points toward the future. Our CEO MVV Award

Calin Dragan
Representative Director and
President

Message from the President

further instills and promotes MVV across the organization by recognizing employees who embody it through their initiatives. We receive more than 100 entries each year, and the Grand Prize recipient and other award winners are selected through voting by all employees, followed by a final review by management. According to an internal survey, approximately 80% of employees were acting in alignment with our MVV as of 2025, demonstrating steady progress in embedding our MVV across the organization. This deepening of our culture not only encourages employees to take the initiative and embrace challenges, but also serves as the driving force behind the transformation toward our envisioned future and the foundation for sustainable corporate value creation.

Advancing our strategic business plan Vision 2030, building on solid achievements and strong performance

In 2025, despite a challenging cost environment, we steadily improved profitability and delivered significant results that contributed to enhanced shareholder value. Business income more than doubled year over year to 24.5 billion yen, reflecting a recent strong upward trend in earnings growth. Over the past three years, we have achieved cumulative business income growth of 39 billion yen, demonstrating the tangible impact of our profitability-focused commercial activities and transformation initiatives. Furthermore, in August 2025 we announced our new strategic business plan Vision 2030. We have set ambitious goals to further enhance profitability and capital efficiency, with clearly defined paths for the sustainable enhancement of both corporate and shareholder value.

Building on our achievements to date, we have positioned 2026 as a year for making significant progress toward our ambitious long-term goals. We are targeting full-year business income of 35 billion yen for 2026, which

would represent profit growth exceeding 10 billion yen for the fourth consecutive year. In addition, we are aiming to achieve business income of between 45 to 50 billion yen for 2027. While these targets are ambitious, I am confident they are achievable given our track record and steady progress on key initiatives. Achieving these targets will also further strengthen our commitment to the Vision 2030 goal of business income exceeding 80 billion yen.

Celebrating Coca-Cola's 140th anniversary through sustainable growth

One of our key growth drivers is the strong sales of Coca-Cola brand products. Sales volume in 2025 outperformed the contracting market, demonstrating our solid results. The sparkling category that includes Coca-Cola and Coca-Cola Zero drove growth, with category sales volume increasing 5% year over year. This represented the highest growth rate ever achieved in the category since the Company's establishment. We achieved this high growth rate despite upward price revisions, which once again demonstrated the strength of our brands.

As Coca-Cola approaches its 140th anniversary in 2026, the brand stands as an iconic symbol of delivering happy moments to everyone. I first tasted Coca-Cola when I was a child. At the time, Coca-Cola was not available in my hometown of Timișoara, Romania. I remember my parents bringing home a one-liter glass bottle when they returned from their once-monthly shopping trip to neighboring Hungary. I still vividly remember how heavy that bottle felt. For many years, Coca-Cola was a special treat we enjoyed at Sunday lunch. For me, Coca-Cola is both a warm childhood memory and the work to which I have devoted my passion for many years. I am proud to work for this brand and remain committed to achieving sustainable growth by focusing on increasing Coca-Cola sales.



CEO MVV Award ceremony

Accelerating transformation through data-driven management: Business as usual is not an option

Enhancing earning power is critically important as the business environment remains challenging due to rising raw material and supply costs and exchange rate volatility. Fundamental transformation will be required to address these challenges and achieve sustainable growth, as conventional, incremental efforts will not be sufficient.

We are building a sustainable earnings base by promoting digitalization company-wide and accelerating investments to strengthen our management foundation. Examples include enhancing profitability and capital efficiency in our Vending channel through transformation driven by the use of data and technology. The approximately 650,000 vending machines we operate are valuable assets that provide points of contact with consumers and offer them exceptional convenience, 24 hours a day, 365 days a year. We are integrating these assets with our proprietary operational expertise and extensive consumer and sales data to empower data-driven transformation. Regarding our product line-ups, we have updated our assortment system AI-engine to focus on profitability-based optimization, improving visit frequency and product replenishment rates. Furthermore, we will begin offering the Monster Energy brand through our vending machines in the summer of 2026, a move that will further accelerate growth in our Vending business. We will also execute effective digital marketing initiatives through Coke ON®, the official Coca-Cola app.

In the supply chain, we will continue to improve productivity by implementing our "local production for local consumption" model for both manufacturing and



INTEGRATED REPORT 2026

01 MISSION AND PATH FORWARD Toward Our Shared Mission and a Brighter Future

Corporate Philosophy

Corporate Message

Contents/Editorial Policy

Features of Integrated Report 2026

Coca-Cola Bottlers Japan by the Numbers

History of Coca-Cola Bottlers Japan

As a Member of the Global Coca-Cola System

▶ Message from the President

Strategic Business Plan Vision 2030

Message from the Vice President and CFO

Message from the Vice President

02 VALUE CREATION Leveraging Our Strengths for Sustainable Growth

03 GROWTH STRATEGIES Strategy to Achieve Vision 2030

04 CORPORATE GOVERNANCE Business Foundation That Sustains Value Creation

05 DATA SECTION



Background of Strategic Business Plan Vision 2030

Revamping from Vision 2028 to Vision 2030

We upwardly revised targets for strategic business plan Vision 2028, which was announced in 2023. In August 2025, we announced the new strategic business plan Vision 2030 for the five-year period from 2026 through 2030.

Since announcing Vision 2028 in 2023, we have made solid progress in strengthening our business foundation and promoting profitability-focused initiatives, resulting in a significant improvement in earnings. We also announced a comprehensive shareholder return program in November 2024, including an ambitious progressive dividend plan and a 30 billion yen share buyback, to enhance shareholder value. We decided to launch Vision 2030 in light of our steady progress in improving performance and advancing key strategic initiatives, as well as the additional growth opportunities and challenges identified through the implementation of Vision 2028.

Revamping Vision 2028 to address new opportunities and challenges

Growth opportunities and challenges identified through Vision 2028, leading to new measures

- Developing strategies to unlock further transformation through enhanced use of data and technology
- Deepening partnership with Coca-Cola Japan Company; jointly formulating long-term growth strategy
- Establishing operating structure centered on multiple business units with clear accountability
- Benchmarking global bottlers and redefining strategic direction for each business unit
- Executing unprecedented shareholder returns; exploring potential to further enhance shareholder value

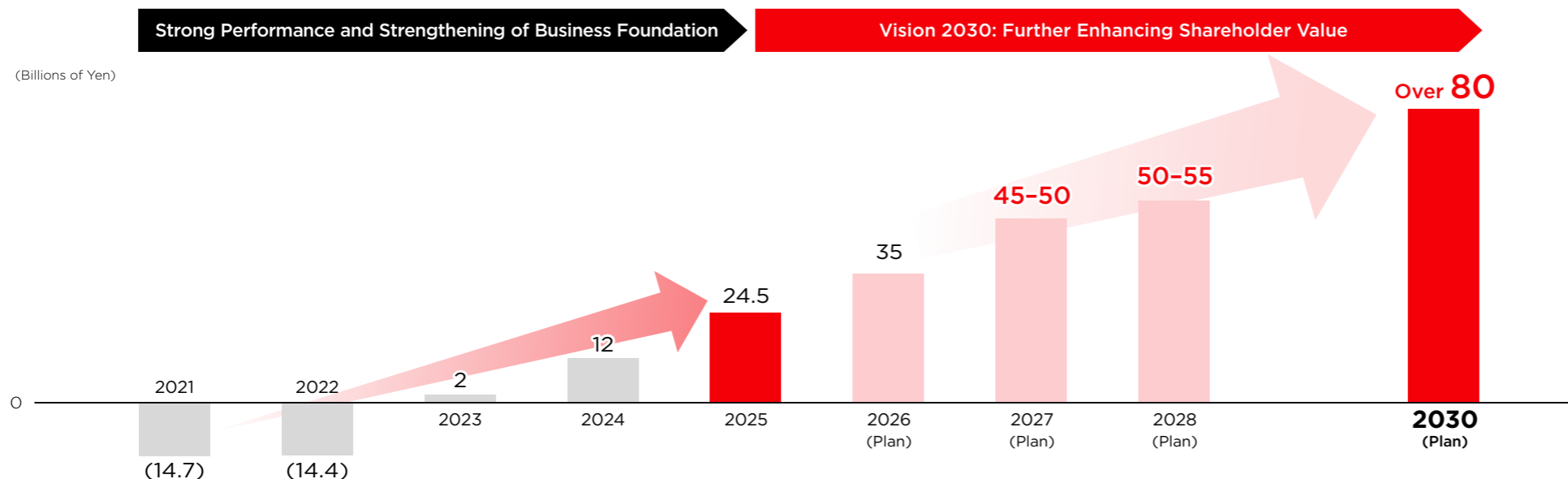
Positive business operations outlook

Strong determination and confidence to set and achieve higher ambitions

Progress toward a phase of higher shareholder returns

Upward revision of Vision 2028 targets and launch of new strategic business plan Vision 2030

Business Income over Time



INTEGRATED REPORT 2026

01 MISSION AND PATH FORWARD

Toward Our Shared Mission and a Brighter Future

Corporate Philosophy

Corporate Message

Contents/Editorial Policy

Features of Integrated Report 2026

Coca-Cola Bottlers Japan by the Numbers

History of Coca-Cola Bottlers Japan

As a Member of the Global Coca-Cola System

Message from the President

► Strategic Business Plan Vision 2030

Message from the Vice President and CFO

Message from the Vice President

02 VALUE CREATION

Leveraging Our Strengths for Sustainable Growth

03 GROWTH STRATEGIES

Strategy to Achieve Vision 2030

04 CORPORATE GOVERNANCE

Business Foundation That Sustains Value Creation

05 DATA SECTION



Strategic Business Plan Vision 2030 Aims to Further Enhance Shareholder Value

Overview of Vision 2030

Under Vision 2030, we will increase shareholder value through further gains in profitability and capital efficiency. We will enhance market performance and achieve company-wide goals through collaboration with Coca-Cola (Japan), including the joint formulation of long-term growth strategies, and through multiple business units with clearly defined accountability. For our business foundation, we will leverage our strong supply chain and drive further efficiency improvements while implementing company-wide digital transformation and promoting data-driven management.

These initiatives will help us achieve our ambitious goals by 2030. We are targeting business income of over 80 billion yen, which is approximately double our previous record high, and return on invested capital (ROIC) of over 10%, roughly double our cost of capital.

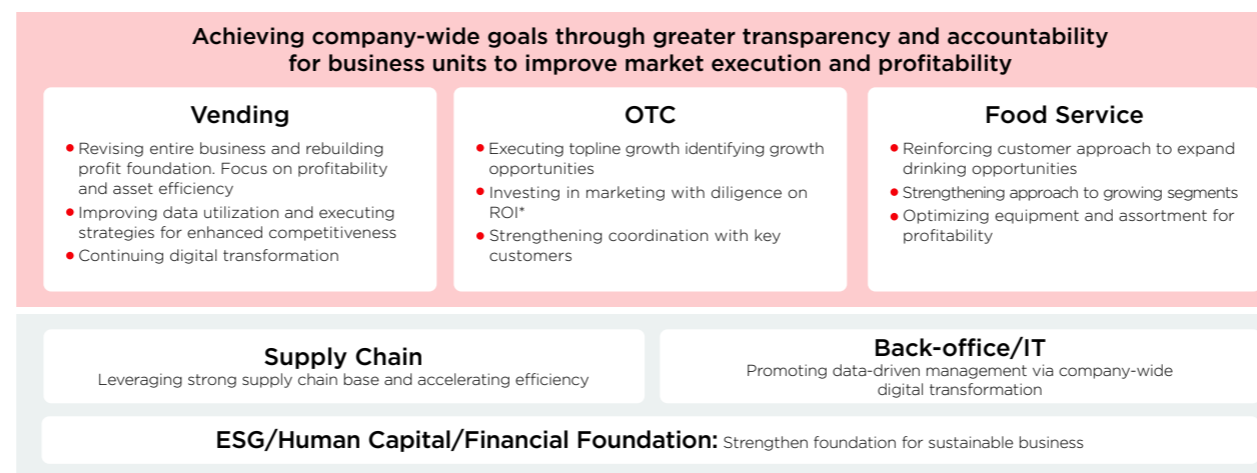
Furthermore, during Vision 2030 we plan to implement the largest shareholder return program in our history. In tandem with improvements in business performance, we will further enhance shareholder value by increasing dividends with the goal of achieving dividends per share of 140 to 150 yen by 2030, and through share buybacks totaling a cumulative 150 billion yen.

2030 Key Targets

Revenue	1+ trillion yen CAGR: 2%~3%
Volume	CAGR: 0.5-1%
BI (BI margin %)	80+ billion yen (BI margin 8%+)
Transformation benefits	30-35 billion yen
ROIC	10+ %
Dividends per share	140-150 yen
Share buybacks	Cumulative: 150 billion yen

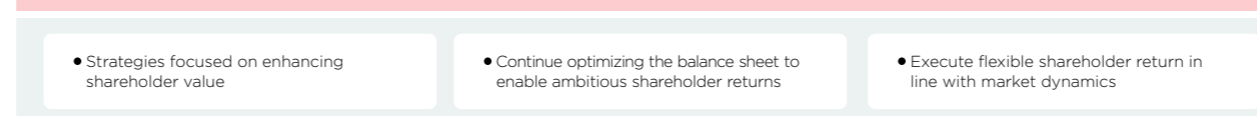
Pillars of our strategy

Vision 2030: Targeting superior profitability and capital efficiency



Financial strategy and shareholder returns

Prioritize capital efficiency and enhance performance, delivering record-high shareholder returns



Enhanced Capital Efficiency

Target ROIC of 10%+ (approx. double WACC)

- ✓ Make carefully selected capital investments within the scope of depreciation (30 to 35 billion yen/year)
Note: Investment amounts related to lease transactions subject to IFRS 16 are not included in the above figures
- ✓ Optimize balance sheet: Improve fixed asset and divest idle assets and strategic shareholdings to streamline asset base
Improve product inventory turnover
- ✓ Consider optimizing financial leverage to contain capital costs

Vision 2030 Shareholder Return Measures

Promote shareholder returns by generating stable cash flows

- ✓ Target dividends per share of 140-150 yen by 2030
 - Increase dividends based on progressive dividend policy
 - 40% payout ratio and 2.5% DOE
- ✓ Planned total share buyback of 150 billion yen
 - 30 billion yen share buyback in progress since November 2025 (Completion planned for October 2026)
 - Cumulative share buyback of 150 billion yen by 2030

INTEGRATED REPORT 2026

01 MISSION AND PATH FORWARD

Toward Our Shared Mission and a Brighter Future

- Corporate Philosophy
- Corporate Message
- Contents/Editorial Policy
- Features of Integrated Report 2026
- Coca-Cola Bottlers Japan by the Numbers
- History of Coca-Cola Bottlers Japan
- As a Member of the Global Coca-Cola System
- Message from the President
- ▶ Strategic Business Plan Vision 2030
- Message from the Vice President and CFO
- Message from the Vice President

02 VALUE CREATION

Leveraging Our Strengths for Sustainable Growth

03 GROWTH STRATEGIES

Strategy to Achieve Vision 2030

04 CORPORATE GOVERNANCE

Business Foundation That Sustains Value Creation

05 DATA SECTION

* Return on investment (ROI): A metric that indicates the efficiency of returns generated relative to the amount of capital invested

Message from the Vice President and CFO

Reflecting our strong performance, we revised our strategic business plan upward and announced Vision 2030 in August 2025. Setting ambitious targets for key metrics demonstrates our commitment to further enhancing shareholder value. In October 2025, we announced enhanced shareholder returns. One of our most significant achievements in 2025 was establishing a positive cycle in which improved business performance led to expanded shareholder returns.

Strategic direction for 2026 and full-year targets: Improve profitability and advance transformation

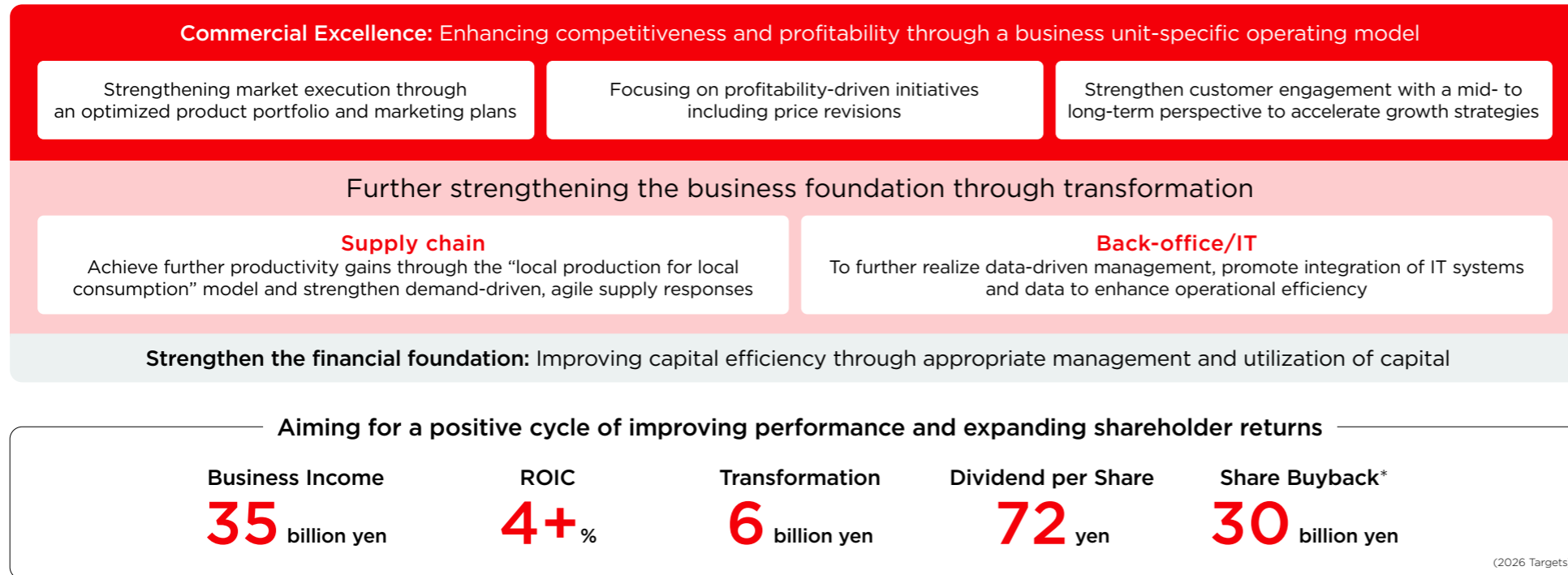
We have positioned 2026, the first year of Vision 2030, as a year to make significant progress toward our ambitious mid- to long-term goals.

Our plan to improve profitability includes three core components:

1. Maintain top-line growth
2. Generate additional transformational outcomes
3. Ensure disciplined business management with a focus on capital efficiency

In the commercial area, each business unit will manage operations with a focus on profitable top-line growth. This includes investment in core categories, profitability-focused commercial activities such as price revisions,

Strategic Direction for 2026



* Period for share buyback: November 1, 2025 to October 31, 2026



INTEGRATED REPORT 2026

01 MISSION AND PATH FORWARD Toward Our Shared Mission and a Brighter Future

Corporate Philosophy

Corporate Message

Contents/Editorial Policy

Features of Integrated Report 2026

Coca-Cola Bottlers Japan by the Numbers

History of Coca-Cola Bottlers Japan

As a Member of the Global Coca-Cola System

Message from the President

Strategic Business Plan Vision 2030

▶ Message from the Vice President and CFO

Message from the Vice President

02 VALUE CREATION Leveraging Our Strengths for Sustainable Growth

03 GROWTH STRATEGIES Strategy to Achieve Vision 2030

04 CORPORATE GOVERNANCE Business Foundation That Sustains Value Creation

05 DATA SECTION

Message from the Vice President and CFO

further transformation of the Vending channel through the strategic use of technology, and strengthened market execution through optimized product portfolios and marketing plans. As part of our transformation initiatives, we will accelerate digitalization, standardize operations, and redesign processes, while preparing for the implementation of a new core system (ERP upgrade). In addition to reducing costs, we will strengthen our management foundation as a source of competitive advantage by improving the speed and accuracy of decision-making. For business operations, we have designated ROIC as a key management indicator, emphasizing capital efficiency. We will maintain disciplined investment and enhance our ability to generate stable cash flow to increase both corporate and shareholder value through growth investments and shareholder returns.

We expect the business environment to remain highly uncertain in 2026, with heightened geopolitical risks, rising raw material and supply costs, and volatile exchange rates. Despite these conditions, we have set an ambitious full-year business income target of 35 billion yen, building on the progress achieved in improving profitability and advancing transformation. This represents a fourth consecutive year of profit growth exceeding 10 billion yen. Furthermore, based on our performance and outlook for 2026 and beyond, we have set a business income target of 45 to 50 billion yen for 2027. While ambitious, we are confident in achieving this target given our track record and steady progress on key initiatives.

Success in 2026 will be critical to our growth trajectory through 2030. Steadily executing our growth strategies will make for a strong start to Vision 2030.

Strengthening our financial foundation from a mid- to long-term perspective: Balancing capital efficiency and growth investments

To achieve Vision 2030, we have positioned improving capital efficiency through appropriate capital management as a core pillar of our financial strategy. ROIC is not merely a numerical target; it has become a shared framework for improving investment decisions and business operations and is now embedded in our decision-making processes.

We will continue to invest in high-growth segments while promoting selective investment and optimizing capital allocation through the effective use of existing assets and a review of our business portfolio. We believe that balancing growth investments and shareholder returns while maintaining a sound balance sheet is fundamental to creating long-term corporate value.

Further enhancing shareholder value: A strong commitment to financial discipline

Even before the Tokyo Stock Exchange's request for "management conscious of capital cost and stock price," we were promoting management that is conscious of capital cost and stock price. We view the significant improvement in our share price and price-to-book ratio in recent years as reflecting the market's recognition of our ongoing efforts to enhance profitability, improve capital efficiency, and expand shareholder returns. We have also accelerated financial disclosure and improved communication with stakeholders, recognizing that these initiatives support shareholder value.

Under Vision 2030, we aim to further enhance shareholder value by improving ROIC and strengthening cash generation. At the same time, we will expand shareholder returns through increased dividends, share buybacks, and share retirements, while continuing to strengthen stakeholder communication. We are firmly committed to maintaining a strong balance between growth investment and shareholder returns, supported by stable and sustainable cash flow generation.

Even in a highly uncertain business environment, our commitment to growth, execution of transformation initiatives, and financial discipline will enable us to continue making steady progress toward Vision 2030. We will achieve sustainable growth and maximize corporate and shareholder value by leveraging our established growth foundation, proven track record, and our employees' willingness to take on new challenges.



INTEGRATED REPORT 2026

01 MISSION AND PATH FORWARD Toward Our Shared Mission and a Brighter Future

Corporate Philosophy

Corporate Message

Contents/Editorial Policy

Features of Integrated Report 2026

Coca-Cola Bottlers Japan by the Numbers

History of Coca-Cola Bottlers Japan

As a Member of the Global Coca-Cola System

Message from the President

Strategic Business Plan Vision 2030

▶ Message from the Vice President and CFO

Message from the Vice President

02 VALUE CREATION Leveraging Our Strengths for Sustainable Growth

03 GROWTH STRATEGIES Strategy to Achieve Vision 2030

04 CORPORATE GOVERNANCE Business Foundation That Sustains Value Creation

05 DATA SECTION

Message from the Vice President



Maki Kado

Representative Director and Vice President,
Head of Executive Office

Navigating Uncertainty to Achieve Strategic Business Plan Vision 2030

Evolving as an Organization That Transforms Change into Strength

A strong start to Vision 2030

We launched our strategic business plan Vision 2030 in 2026. This plan is our compass for the mid to long term, and it outlines how we will grow and the value we will deliver to society as we look toward 2030. We intend to achieve Vision 2030 by leveraging the solid foundation established through the transformation and profitability improvements made under the previous strategic business plan. To this end, we have positioned 2026 as a year of making significant progress toward our ambitious long-term goals. We are resolutely committed to realizing Vision 2030.

In recent years, factors such as rising geopolitical risks, climate change, resource constraints, rapid technological advances, and diversifying values and lifestyles have brought about abrupt and unpredictable changes in the business environment that are not mere extensions of the past.

The beverage business has not been an exception. Our business is influenced by diverse, complex, and interconnected factors, ranging from demographic trends and temperature-related factors to raw material and energy prices, regulations and tax systems, as well as evolving consumer health awareness and sustainability preferences. There are a growing number of situations

where past success models and conventional approaches are no longer applicable. Given how the current situation is so unpredictable, we must evolve into a company that has both the resilience to withstand environmental changes and the agility to anticipate and continuously adapt to those changes.

Key focus areas for thriving in unpredictable times

I see three key points for thriving despite the unpredictable times we live in.

The first point is concentrating resources in core categories and channels where we are strong. We will continuously review our business operations from the perspectives of profitability, growth potential, and risk, and further strengthen our focus on selection and concentration.

The second point is agile management and operations driven by data and technology. Decision-making that relies solely on historical averages and long-term trends cannot keep pace with the speed of change. We need to integrate and visualize a wide range of information, including vending machine and retail store sales data, logistics and inventory data, as well as frontline insights, to



INTEGRATED REPORT 2026

01 MISSION AND PATH FORWARD Toward Our Shared Mission and a Brighter Future

Corporate Philosophy

Corporate Message

Contents/Editorial Policy

Features of Integrated Report 2026

Coca-Cola Bottlers Japan by the Numbers

History of Coca-Cola Bottlers Japan

As a Member of the Global Coca-Cola System

Message from the President

Strategic Business Plan Vision 2030

Message from the Vice President and CFO

▶ Message from the Vice President

02 VALUE CREATION Leveraging Our Strengths for Sustainable Growth

03 GROWTH STRATEGIES Strategy to Achieve Vision 2030

04 CORPORATE GOVERNANCE Business Foundation That Sustains Value Creation

05 DATA SECTION

Message from the Vice President

enable highly accurate demand forecasting and agile operations. Linking manufacturing, logistics, and sales processes through near real-time data will help prevent missed opportunities while reducing waste and environmental impact. Enhancing data-driven management will directly enhance our ability to respond to change.

The third point is promoting resilience in our organization and people. Greater uncertainty in the business environment exposes our organization and people to increased anxiety. Given this situation, a company's relative ability to take on new challenges, learn from its failures, and apply those lessons going forward will profoundly shape its future. We must foster an organizational culture in which individuals from diverse backgrounds can exchange opinions candidly with mutual respect, and thus empower them to take on challenges in a psychologically safe environment. We will also enhance opportunities and frameworks that enable individuals to understand their roles and desired outcomes, and to learn and grow autonomously.

The key emphasis here is the importance of enhancing employee engagement. The source of corporate competitiveness in a rapidly changing world is the presence of individual employees who take pride and find meaning in their work, and who view their own growth as inextricably linked to the growth of the company. When a company clearly articulates its direction and vision—and employees genuinely feel these are reflected in their daily work, performance evaluations, and compensation—engagement rises and a spirit of challenge and ingenuity emerges organically.

We will foster a stronger sense of unity as we work together to realize Vision 2030. We are strengthening dialogue and sincerely incorporating frontline insights into our organizational decision-making and initiatives. Enhancing engagement is fundamental to making our

organization more resilient, and the related investment is essential for achieving sustainable growth.

Enhancing corporate value and fulfilling our responsibility to stakeholders

The above perspectives inform our initiatives under Vision 2030, which clearly articulates the kind of company we aspire to be. We aspire to be a resilient and trusted beverage company that drives the Japanese beverage market and achieves sustainable growth together with society, customers, and business partners. We will realize this vision by enhancing both the quality of our business and the quality of our growth, with the achievement of quantitative targets ranging from sales and earnings to capital efficiency as milestones along the way. Our objective is not merely to expand our scale, but to enhance the value that ensures we remain a company of choice.

Enhancing corporate value does not simply mean increasing market valuation. Certainly, delivering appropriate returns to shareholders by improving capital efficiency and generating stable cash flow is a crucial responsibility as a listed company. With this in mind, we aspire to bring greater richness and enjoyment to everyday life by collaborating with our valued customers and business partners to drive market growth, and by continuing to provide a beverage experience that consumers can enjoy anytime, anywhere, with confidence and genuine satisfaction.

Another key component of corporate value is ensuring consistently responsible corporate conduct in terms of environmental, social, and governance (ESG). We will steadily promote initiatives in areas such as climate action, resource circularity, coexistence with local communities, respect for diversity, and fair and transparent governance, and will carefully communicate both our processes and results to all stakeholders. Our initiatives are predicated on a

shared understanding that individual employees are the driving force, and this necessitates a workplace environment with strong engagement and conviction. ESG initiatives become more than slogans and evolve into corporate culture when management and employees align their vision and share a common purpose, which ultimately fosters long-term trust and support.

We believe the outlook will remain uncertain. At the same time, however, this is a time in which we can create new value and achieve unprecedented growth. We will evolve to achieve the goals of Vision 2030. Indeed, change will be the tailwind driving us forward in our next phase of growth. The Group will collaborate to enhance corporate value, driven by pride in its mission to remain a trusted company of choice among shareholders, customers, business partners, and consumers. We are also committed to being a company where all employees can take pride in their work and find it meaningful. We will fully devote our efforts to ensuring that this high level of engagement drives sustainable growth and increased corporate value.



INTEGRATED REPORT 2026

01 MISSION AND PATH FORWARD Toward Our Shared Mission and a Brighter Future

Corporate Philosophy

Corporate Message

Contents/Editorial Policy

Features of Integrated Report 2026

Coca-Cola Bottlers Japan by the Numbers

History of Coca-Cola Bottlers Japan

As a Member of the Global Coca-Cola System

Message from the President

Strategic Business Plan Vision 2030

Message from the Vice President and CFO

▶ Message from the Vice President

02 VALUE CREATION Leveraging Our Strengths for Sustainable Growth

03 GROWTH STRATEGIES Strategy to Achieve Vision 2030

04 CORPORATE GOVERNANCE Business Foundation That Sustains Value Creation

05 DATA SECTION