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Enhancing Competitiveness and Profitability Through a Business Unit-driven Operating Model



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Coca-Cola Bottlers Japan Inc.



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Representative Director, Vice President,
President of Food Service Company
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Coca-Cola Bottlers Japan Inc.

Driving transformation aligned with the characteristics of each business unit to enhance profitability

In 2025, we further evolved our commercial structure centered on the Vending, Over the Counter (OTC),¹ and Food Service business units, and achieved improved profitability despite a challenging market environment. Across each business unit, we strengthened core categories, expanded sales space, and promoted effective marketing initiatives. In addition, as a key measure to improve profitability, we implemented product price revisions in May and October. As a result of these initiatives, although sales volume was negatively impacted by the price revisions, effective commercial activities enabled us to significantly outperform overall market growth. Furthermore, wholesale revenue per case improved across all channels.

Looking at each channel, in Vending, although sales volume declined due to price revisions, we achieved a significant improvement in wholesale revenue per case. We also promoted data-driven transformation initiatives, including analyzing vending machine operation routes, improving operating rates, and optimizing pricing and product assortments, as well as expanding new vending machine installations to profitable locations.

In supermarkets and drugstores/discount stores, we strengthened sales by creating in-store displays that meet the needs of customers, including effective launches of new products and innovative marketing initiatives leveraging digital technologies. In convenience stores, although the business environment remained challenging, including the impact of price revisions, we advanced strategies to strengthen collaboration with key customers and drive profit growth. In the online channel, initiatives such as expanding our product assortments, including label-less products, and programs for subscription users contributed to sales volume growth.

In Food Service, co-creation proposals to capture increasingly diverse dining demand and consumer needs, along with initiatives to acquire new business contributed to growth in both sales volume and profit.

Deepening channel strategy and strengthening revenue base

In 2026, to further improve profitability, we will promote commercial strategies based on four strategic pillars: strengthen portfolio edge, ensure profitability-focused commercial activities, strengthen relationships with customers, and promote business unit-specific operations. For “strengthen portfolio edge,” we will enhance the competitiveness of our key brands, grow our presence in the health and wellness space, and introduce new value propositions to expand overall drinking occasions. For “ensure profitability-focused commercial activities,” we will continue to maintain and improve shipment prices while rigorously optimizing sales promotion investments based on ROI. We will also evolve our commercial processes to consistently and reliably generate profit. For “strengthen relationships with customers,” we will enhance co-creation proposals tailored to the characteristics and needs of our customers to build long-term partnerships through creation of in-store displays and portfolio optimization. For “promote business unit-specific operations,” we will strengthen our profit-generation capacity by enhancing data utilization particularly in the Vending channel, while also expanding the installation of vending machines in high-profit locations and improving operating efficiency. In 2026, the first year of strategic business plan Vision 2030, we will further evolve the revenue base we have built to date and achieve steady profit growth.

Segment Results

(Millions of yen)

	FY2025 Actual	FY2024 Actual	Change YoY	YoY
Sales Volume (Million cases)	501	501	-0	-0.1%
Vending	111	116	-6	-4.8%
Over the Counter (OTC)	322	322	-0	-0.1%
Food Service	68	63	+5	+8.6%
Revenue	893,805	892,681	+1,124	+0.1%
Vending	399,880	410,954	-11,074	-2.7%
Over the Counter (OTC)	417,949	410,852	+7,097	+1.7%
Food Service	45,323	41,867	+3,456	+8.3%
Others ²	30,652	29,008	+1,645	+5.7%
Segment Income³ (Loss)	24,525	12,046	+12,480	+103.6%
Vending	11,266	5,189	+6,077	+117.1%
Over the Counter (OTC)	46,975	49,625	-2,650	-5.3%
Food Service	8,775	6,884	+1,891	+27.5%
Others ⁴	(42,491)	(49,652)	+7,161	—

1. Over the Counter (OTC): Refers to business activities in retail channels such as supermarkets, drugstores/discount stores, convenience stores, and online. Includes alcoholic beverages.

2. Revenue generated from business activities not attributable to any reportable segment, including sales transactions to other Coca-Cola bottlers in Japan.

3. Total segment income corresponds to business income in the consolidated statements of income.

4. Includes profit from business activities not attributable to reportable segments and corporate overhead expenses.

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Vending (Vending Machines)

Leveraging Japan's largest market share base to enhance profitability

The Vending channel serves as a powerful direct retail channel, delivering products directly to consumers through a network of approximately 650,000 vending machines.

By leveraging big data—including consumer purchasing behavior—collected from one of the largest networks in the industry, we optimize product assortments based on location and consumption occasions. We also enhance the appeal of our vending machines by effectively utilizing new products and vending machine-exclusive offerings. In addition, through digital promotions using the Coca-Cola official app Coke ON[®], we are enhancing the purchase experience and strengthening customer retention.² Furthermore, by advancing data-driven commercial activities and optimizing visit frequency through inventory management enabled by the online integration of vending machines, we are achieving both sales growth and improved operational efficiency. We aim for sustainable growth and enhanced profitability.

1. Registered trademark of The Coca-Cola Company
2. Marketing activities aimed at maintaining relationships with existing customers



Strategic Business Plan Vision 2030

Rebuild profit base and lead the business with a “retailer” mindset

Boost profitability and competitive edge through transformation driven by data and technology

- Fully leverage technology platforms and consumer insights from big data and vending machines to maximize the impact of all initiatives through data-driven decision-making across all business activities
- Expand digital marketing initiatives utilizing Coke ON[®] app
- Execute location optimization and fixed cost reduction—including promotional spending—based on profitability analysis of individual vending machines

Enhance capital efficiency to optimize capital allocation

- Enable optimal future capital deployment by re-evaluating fixed assets to recognize non-cash impairment losses. This has no impact on business operations and accelerates efforts to rebuild the profit base.
- Investments in technology infrastructure are made considering ROI
- Optimize lifecycle cost of vending machines and maximize asset utilization
- Accelerate collaboration based on partnerships to enhance competitiveness and efficiency across the entire business

2025 Initiatives

Rebuilding a profit structure in response to changes in the market environment

In 2025, the challenging market environment continued, driven by changes in consumer behavior and shifts toward other channels. In response, we renewed our AI-powered assortment system to achieve optimal product assortments that balance both sales and operational efficiency. Assortment optimization, improved vending machine visit frequency, higher replenishment rates, and greater inventory management accuracy contributed to enhanced operational efficiency. In addition, we steadily implemented measures to improve profitability for low-performing vending machines, including relocating them to higher-profit locations and optimizing transaction terms.



2026 Strategy

Ensuring vending machines remain valuable to consumers

In 2026, we will advance strategies aimed at expanding profits, building on the solid profit base established in 2025. We will continue to expand vending machine installations in high-profit locations while leveraging data from our network of approximately 650,000 machines to refine pricing strategies and product assortments at the individual machine level through a data-driven approach. Furthermore, by enhancing the consumer experience through the Coke ON[®] app—which celebrates its 10th anniversary this year and has surpassed 70 million downloads³—we will accelerate initiatives to enable consumers to rediscover the value of vending machines. In addition, by leveraging our digital platform, we will further improve operational efficiency and strengthen our ability to develop new locations, reinforcing a structure that pursues both growth and efficiency.



3. As of December 31, 2025



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Over the Counter (OTC)

A business unit driving sales volume and revenue growth across channels and categories

The Over the Counter (OTC) business consists of sales channels such as retail stores (supermarkets, drugstores/discount stores, and convenience stores) and online and is a business unit that accounts for more than half of our sales volume and approximately half of our revenue. In retail stores that offer a diverse range of products and packaging tailored to consumer needs, we implement promotions and design store displays that reflect the season, special occasions, and drinking opportunities. In addition, we collaborate with our customers to help more people enjoy our products, including by conducting sales promotional activities that leverage retail media.* In the online channel, we are bolstering our product assortment such as label-less products, capitalizing on the recent surge in e-commerce demand for beverages. We will continue to enhance the value of our products and services by providing optimal purchasing experiences.

* A framework for delivering product information and promotions by leveraging touchpoints—such as purchase data, in-store environments, and apps—held by retailers



Strategic Business Plan Vision 2030

Lead revenue and profit growth through execution of top-line growth strategies focused on key opportunities

- Drive strong top-line growth by accurately capturing consumer trends through data in densely populated urban areas and executing ROI-focused, targeted marketing initiatives
- Evolve pricing strategies by integrating them with category and packaging strategies, applying insights gained from past price revisions
- Invest in the growth of core brands and categories using digital tools
- Strengthen sales in the rapidly growing online channel

2025 Initiatives

Driving profitability through volume retention and improved wholesale revenue per case

In 2025, despite the impact of price revisions, core categories such as sparkling and tea drove growth, leading to an increase in revenue. By channel, we improved profitability in supermarkets and drugstores/discount stores by expanding product offerings in regular sales areas, securing space in promotional displays, and enhancing sales promotion activities. In the convenience store channel, amid intense competition, we advanced ROI-based promotional activities for our core products, while capturing demand through limited-edition items and initiatives tailored to store characteristics. For the online channel, sales volume continues to grow, driven by an expanded product assortment and an increase in subscription users. Across the entire business unit, we also maintained volume and improved wholesale revenue per case, driving enhanced profitability.

2026 Strategy

Focusing on profitability-driven initiatives

In 2026, we will further strengthen our commercial activities focused on profitability, including implementing price revisions for green tea products in March. In addition, by focusing our investments on core products based on ROI, we will enhance the quality of our product portfolio while leveraging digital technologies to improve the efficiency of our commercial activities. By channel, for supermarkets and drugstores/discount stores, we will strengthen assortments in core shelf space and implement promotions leveraging the FIFA World Cup 26™ to achieve stable sales and continued share growth. For convenience stores, we will expand our lineup of limited-edition and small-sized products to meet customer needs, while also strengthening digital promotions such as retail media. In the online channel, we will work with key customers on sales promotions and logistics to expand our product assortment and grow our base of subscription users, thereby enhancing convenience and encouraging continued use. Through these initiatives, we aim to enhance customer value and further improve profitability across all channels.



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Food Service

Generating further drinking occasions through collaboration with our customers

The Food Service business creates diverse drinking occasions for consumers by delivering products to customers such as restaurants, hotels, and leisure facilities.

We provide unique strategic value by collaborating with our customers to offer products and services tailored to consumer occasions, thereby expanding drinking occasions and achieving mutual, sustainable growth.

In addition, we are actively working to create new business opportunities by accurately and quickly identifying diversifying consumer needs and changes in the market environment from the perspective of our customers. As a result, since changing the business structure to business units, we have achieved revenue growth that exceeds the growth of the food service market.



Strategic Business Plan Vision 2030

Expand business opportunities by strengthening customer proposal capabilities to promote increased beverage consumption occasions

- Expand strategic partnerships with customers, capitalizing on our solid presence in the Food Service channel and the strength of the Coca-Cola System
- Optimize equipment investments and review commercial terms to promote profitability and capital efficiency
- Capture new demand by efficiently and effectively approaching high-growth, emerging business formats
- Strengthen proposal capabilities by enhancing organizational capabilities and leveraging technology

2025 Initiatives

Proposing value-added solutions to drive growth in revenue, profits, and sales volume

In 2025, we achieved growth in revenue and profit by implementing initiatives to capture new drinking opportunities and promoting our unique value-added proposals. Specifically, we proactively proposed initiatives to create opportunities for mutual growth, such as joint promotions with customers. In addition, we were able to provide more accurate value proposals in a timely manner by quickly grasping diverse needs, such as increased inbound demand and greater awareness of sustainability, as well as changes in the market environment. Furthermore, in response to increasingly diverse consumer needs, we pursued sustainable business growth through initiatives designed to create new drinking opportunities and habits, such as proposing original, seasonal drinks and promoting the “zebra drinking” style, which involves alternating between alcoholic and non-alcoholic beverages. As a result of these initiatives, we achieved year-over-year sales volume growth of 8.6% while overall company sales volume remained flat versus the previous year in 2025.



2026 Strategy

Leveraging our community-focused sales infrastructure and global network to achieve sustainable growth

In 2026, we will further strengthen our existing initiatives by focusing on value propositions that are thoroughly centered on our customers' perspectives, with the aim of creating new drinking opportunities and achieving sustainable growth. We will leverage the strengths of the Coca-Cola System to acquire global customers and actively utilize the knowledge and insights gained through collaboration with overseas bottlers. In addition, we will deepen collaboration with customers and enhance strategy development and market execution in line with the needs of each region and business format.

Furthermore, we will actively pursue initiatives from a mid-to long-term perspective, such as exploring new business models and collaborating with companies in different industries. At the same time, we will promote commercial activities that leverage AI-driven data to deliver effective and efficient proposals, thereby laying the groundwork for sustainable growth.



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Industry Trends and Our Approach

We aim to create value and achieve sustainable growth through increased sales and improved profitability by offering products (brands and packaging) tailored to our consumers' needs and drinking opportunities.

Strategy to expand the unsweetened and flavored tea market by capturing the growing health consciousness

In the Japanese nonalcoholic ready-to-drink (NARTD) beverage market, the growth of unsweetened beverages has been notable, driven by rising health consciousness and other factors. In particular, the sugar-free tea and sugar-free black tea categories continue to grow, and there is an increasing focus on flavored teas. In this market environment, the Coca-Cola System responded to the growing demand for unsweetened and flavored teas by offering new value propositions such as AYATAKA CAFÉ Green Tea Lemonade and Kochakaden Unsweetened Earl Grey Iced Tea. In addition, through the renewal of Kochakaden Royal Milk Tea and the re-release of Kochakaden CRAFTEA Grape Mix Tea, we are strengthening existing brands and developing a lineup that responds to diversifying tastes.

Creating value through enhanced digital marketing

In the Japanese retail industry, the use of retail media is expanding rapidly and becoming increasingly important for both retailers and manufacturers. We are also advancing the use of retail media through initiatives such as promotional campaigns utilizing digital apps developed by retailers and in-store signage that directly highlights the compatibility between food items and Coca-Cola products to consumers, thereby helping to foster new drinking habits.

In 2026, the official Coca-Cola app Coke ON®, which functions as an owned media platform that directly connects consumers and a retail media platform that connects the media and point-of-sale (vending machines), celebrated its 10th anniversary, with cumulative downloads exceeding 70 million. Going forward, we will continue to leverage Coke ON® to run effective campaigns tailored to user behavior and other factors. By maximizing the value of data-driven promotions, we aim to provide the optimal product experience.

Price revisions in response to rising costs of raw materials and other factors

The impact of rising prices for raw materials, supplies, and energy, as well as exchange rate fluctuations, is becoming a long-term issue. In this environment, in line with our policy of prioritizing profitability, we implemented price revisions for fruit juice products in May 2025 and for major product categories in October 2025. Following the price revisions, we focused on maintaining shipment prices while also working to mitigate the impact of declining sales volumes, thereby generating results as planned and contributing to improved profitability.

In addition, driven by a sharp rise in global tea leaf demand, the price of raw tea leaves has skyrocketed, leading to a serious increase in costs across the entire industry. In response to this situation, we implemented price revisions for our green tea products in March 2026.

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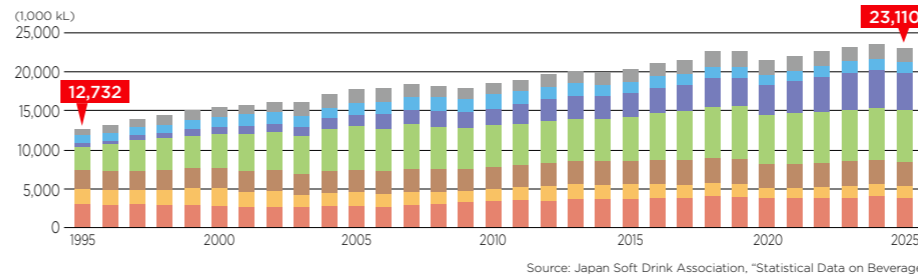
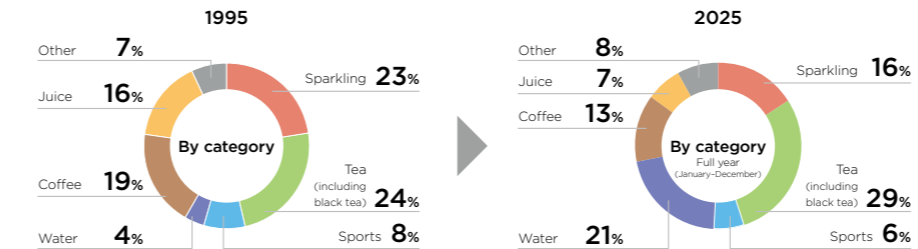
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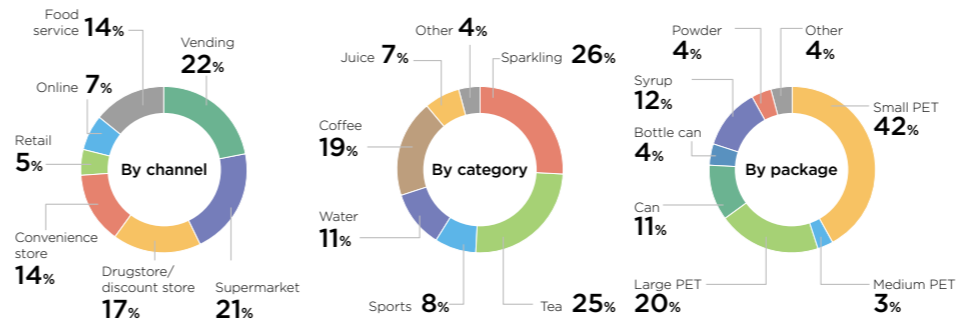
The Japanese NARTD Beverage Market

The NARTD beverage market in Japan has been growing steadily, with the market size expanding by about 1.8 times over 30 years.

Market Size (1995–2025, based on production volume)



Our Sales Volume (2025 Results)



Category Strategy

We aim to achieve an optimal product portfolio across categories such as sparkling, tea, coffee, water, sports, and juice. At the same time, we will enhance product competitiveness in each category by offering products that provide enjoyment to consumers and meet health-conscious needs, as well as by implementing campaigns and promotions unique to the Coca-Cola System.

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	Sparkling	Tea	Coffee	Water and Sports
Key Products				
Key Initiatives in 2025	<ul style="list-style-type: none"> We expanded drinking opportunities and strengthened the brand through initiatives to promote the establishment of drinking habits for meals, such as pairing Coca-Cola with chicken, as well as through the Coca-Cola "Muchu Zenkai" Campaign, which resonated with Generation Z. For Fanta, the revival of the Fanta Crazy Fantastic School-life series and social media initiatives linked to the reissued series generated significant buzz, successfully helping to expand the number of consumers, particularly among people in their teens and 20s. 	<ul style="list-style-type: none"> Through the Onigiri Shokudo Ayataka-ya campaign, we strongly promoted the compatibility of meals and Ayataka, enhancing its presence in meal occasions. Ayataka, which saw a significant increase in sales following a successful full renewal in 2024, maintained its strong performance in 2025. Yakan no Mugicha from Sokenbicha generated major buzz through its full renewal and collaboration with Crayon Shinchan (a Japanese manga and anime series), helping to expand drinking opportunities particularly among families. 	<ul style="list-style-type: none"> In February, we launched three Georgia 500 ml PET bottle products, renewing each with flavors and packaging tailored to consumer preferences. We launched the "Fuels My Days with Georgia" campaign and leveraged newly established social media channels to strengthen communication of a coffee experience that supports a positive, authentic mindset as a brand that fits into daily life. 	<ul style="list-style-type: none"> For I LOHAS, we adopted the new brand message "Positive Flow for Tomorrow" and implemented campaigns such as "Cooling down Japan's hot summer" during the summer season, promoting consumption throughout the year in line with consumer needs. For Aquarius, we renewed the flavor for the first time in 20 years and strengthened the brand by linking it with sports-related initiatives.
Key Initiatives in 2026	<ul style="list-style-type: none"> We will continue to strengthen large-scale campaigns leveraging the FIFA World Cup 26™, as well as initiatives tied to meal occasions, to create the unique experiential value that only Coca-Cola can offer. For Fanta, we aim to acquire more consumers through a full renewal and consumer-participation-based communication. 	<ul style="list-style-type: none"> By continuing the Onigiri Shokudo Ayataka-ya campaign centered on Ayataka and Ayataka Koi Ryokucha, we aim to further grow the Ayataka brand. For Kochakaden, we aim to generate buzz and acquire new consumers through a renewal of our fruit tea lineup and collaboration with popular content. 	<ul style="list-style-type: none"> Georgia renewed its main 500 ml PET and canned products in March, evolving both flavor and packaging design. We will enhance its value under the concept of "Georgia, to Keep Moving Forward" while strengthening campaigns at vending machines, particularly aiming to establish drinking habits in work-related situations. 	<ul style="list-style-type: none"> For I LOHAS, under the campaign "GOOD for ALL," we will implement cross-channel mileage programs and other initiatives to establish drinking habits. For Aquarius, we will conduct campaigns leveraging the FIFA World Cup 26™ to strengthen its foundation as a sports brand. In addition, with the launch of the new product Aquarius THE O, we will capture demand for zero-calorie beverages.

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Coca-Cola Brand Sales Strategy and Commercial Activities



Strengthening Initiatives to Attract Next-generation Users

Coca-Cola celebrates its 140th Anniversary in 2026. In 2025, cross-channel initiatives aimed at acquiring new user segments and expanding consumption habits proved successful, resulting in significant growth in both revenue and sales volume for the sparkling category, including the Coca-Cola brand, compared with the previous year. In this special feature, Asuka Yoshimo and Keiko Kawahara—who are responsible for developing and executing channel specific in-store strategies in alignment with the Coca-Cola brand strategy formulated by Coca-Cola (Japan) Company—reflect on the results achieved and the insights gained in 2025.

Strengthening the Coca-Cola brand sales strategy by accurately capturing market needs

Yoshimo: The overall strategy for the Coca-Cola brand is formulated by Coca-Cola (Japan) Company, which is responsible for product development and marketing activities. At strategy meetings on in-store initiatives, we incorporate field-based perspectives—gained through our direct interactions with customers—into the strategy. For example, we provide input on the types and designs of campaign rewards deployed at in-store sales spaces, ensuring their effectiveness on the front lines. In addition, the optimal concept for the entire sales space varies by

customer. Therefore, we continuously adapt our perspective and refine promotional materials such as POP displays, in alignment with Coca-Cola (Japan) Company, to maximize effectiveness in sales spaces.

Kawahara: Our role is to focus on commercial activities and enhance execution capabilities at outlets or other retail locations. We place strong emphasis on how we can deliver added value from a front-line perspective and improve consumer satisfaction.

2025 results: Cross-channel promotions driven by three strategic pillars

Yoshimo: In 2025, we coordinated and drove marketing initiatives centered on three pillars—Uplift, Meal, and Coca-Cola Zero—to ensure they were executed in the most effective way across each channel. Uplift initiatives are designed to create exciting moments through drinking Coca-Cola. We carried out a variety of activities aimed at establishing consumption habits among younger generations, including campaigns featuring artists popular with Generation Z and in-store promotions tied to global film content.

Kawahara: Meal initiatives are aimed at establishing consumption and purchasing habits during meal occasions. In 2025, we implemented the Coca-Cola “Cochilu” Campaign, named after the combination on the initials of Coke and chicken. Furthermore, we promoted the Perfect Serve concept as the ultimate way to enjoy bottled Coca-Cola at restaurants, aiming to expand consumption occasions.

Yoshimo: For Coca-Cola Zero, based on the insight that many core users aged 40 and above originally started drinking the product in their 20s and 30s and have continued since, we strengthened our approach targeting consumers aged 25 to 39.

We believe that the strong sales performance was driven not only by Coca-Cola (Japan) Company’s extensive initiatives leveraging social media platforms widely used by Generation Z, which increased interest among younger consumers, but also by our detailed in-store activities. In addition to ensuring consistent execution of campaigns across all channels, we focused on optimizing the placement

of POP displays in line with the characteristics of each channel and sales space. In retail outlets, we steadily build in-store visibility by creating pathways that encourage consumers to pick up Coca-Cola brand products alongside food items.

These initiatives proved effective, and in 2025, all Coca-Cola brand products exceeded the previous year’s results, achieving one of the highest growth rates within our brand portfolio. Furthermore, the number of consumers who drink Coca-Cola at least once a week has increased, leading to more opportunities for selection across various consumption occasions.

Driving growth across the Coca-Cola category with our three-pillar strategy in 2026

Kawahara: Building on the success achieved in 2025, we will further strengthen our three strategic pillars—Uplift, Meal, and Coca-Cola Zero—in 2026. Under Meal initiatives, we will continue the Coca-Cola “Cochilu” Campaign and promote its strong affinity with *karaage* (Japanese-style fried chicken), a popular everyday menu item that consumers frequently choose. In addition, in restaurants, we will expand the Perfect Serve¹ initiative and Coca-Cola FoodMarks outlets,² aiming to further enhance the value of the Coca-Cola consumption experience in dining occasions.

Yoshimo: For Uplift initiatives, we are rolling out programs centered on the FIFA World Cup 26™ to deliver a sense of excitement and unity. Through Coca-Cola limited-edition merchandise campaigns and vending-specific initiatives, we are strengthening in-store activities. For Coca-Cola Zero, in response to growing demand for caffeine-free options, we will further expand Coca-Cola Zero Caffeine and aim to increase consumption during the evening.



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1. A serving method in which a well-chilled Coca-Cola bottle is tilted at a 45-degree angle and poured slowly into a glass filled with ice.
2. Outlets that offer a premium Coca-Cola consumption experience in conjunction with the Perfect Serve initiative.



Key Initiatives for the Coca-Cola Brand in 2025

We implemented a wide range of cross-channel initiatives based on three strategic pillars—Uplift, Meal, and Coca-Cola Zero. As a result, sales volume of the sparkling category, including the Coca-Cola brand, increased by 5% year over year in 2025.

Uplift

▶ Maximizing in-store execution of the Coca-Cola “Muchu Zenkai” Campaign

In 2025, under the key message *Muchu Zenkai* Coca-Cola, we focused on in-store execution of campaigns, including prize promotions offering tickets to Coca-Cola X Fes 2025 featuring artists popular among Generation Z, as well as collaborative packaging initiatives with globally popular film content. Through initiatives that resonate with a broad consumer base, particularly Generation Z, we contributed to the development of consumption habits for Coca-Cola.

▶ Deployment of vending machines offering beverages 2°C colder than standard

As part of our summer initiatives in 2025, we deployed vending machines set to a cooling temperature 2°C lower than standard, offering beverages colder than usual. By leveraging the superior insulation feature of vending machines, we provided experiential value that met consumer demand for colder beverages during periods of extreme heat.

▶ Enhancing presence in meal occasions through Perfect Serve

We promoted Perfect Serve as the optimal way to enjoy bottled Coca-Cola in restaurants. In addition, in selected areas of major cities such as Tsukiji in Tokyo and Nakasu in Fukuoka, we collaborated with restaurants to deploy Coca-Cola FoodMarks outlets, offering a premium Coca-Cola consumption experience and enhancing locally distinctive consumption occasions.

▶ Collaboration with retail outlets in the Coca-Cola “Cochilu” Campaign

Under the Coca-Cola “Cochilu” Campaign, which promotes the pairing of Coke and chicken, we executed promotional activities in collaboration with retail outlets, including campaign posters and retail media such as digital displays and apps deployed by retailers. These initiatives encouraged the purchase of Coca-Cola with food items such as prepared dishes. These efforts contributed to the establishment of consumption habits during meal occasions, while also strengthening relationships with customers.

Coca-Cola Zero

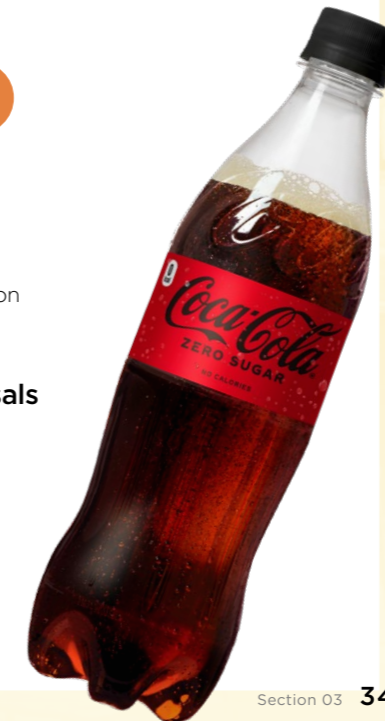
▶ Promoting in-store activities with a focused target segment

To attract first-time consumers among the core target segment of people aged 25 to 39, we implemented in-store promotions in alignment with social media and digital initiatives led by Coca-Cola (Japan) Company. Through these efforts, we built a foundation for future expansion of consumption.

▶ Positioning Coca-Cola Zero as a “hero SKU” in consumption proposals for meal occasions

For meal occasions, we positioned Coca-Cola Zero as a “hero SKU” that attracts the highest level of consumer attention and was prioritized in promotional activities. In particular, in restaurants, in addition to the previously mentioned Perfect Serve and Coca-Cola FoodMarks initiatives, our commercial activities—such as pairing Coca-Cola Zero with local specialty dishes—proved effective, significantly expanding the number of outlets carrying Coca-Cola Zero. Coca-Cola Zero has become a key driver supporting overall brand growth.

Meal



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ゴールも、レールも、
いいねも、忘れちゃえ。
コークボトルを、
カラッポにして。

強いのは、
集中より夢中でしょ。

さあ、すべての日々を
アゲていこう。

夢中全開。
Coca-Cola

Responsible Commercial Practices

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

Voluntary declaration of customer orientation

To be the preferred partner for our customers, we endorsed the “customer-oriented business management” initiative put forth by the Consumer Affairs Agency and issued our voluntary declaration of customer orientation. We have been officially recognized by the Consumer Affairs Agency as a business operator under this declaration scheme.

Initiatives to enhance consumer satisfaction

To share customer inquiries, requests, and complaints company-wide, the CCC & VOC¹ Planning Section distributes feedback via Monthly Report communications on our intranet. We are building a structure for meeting customers’ expectations and enhancing satisfaction through means such as tracking responses to consumers through our sales representatives. As a result, many customers who provided feedback have demonstrated an intention to continue purchasing Coca-Cola products.

Regular customer satisfaction survey

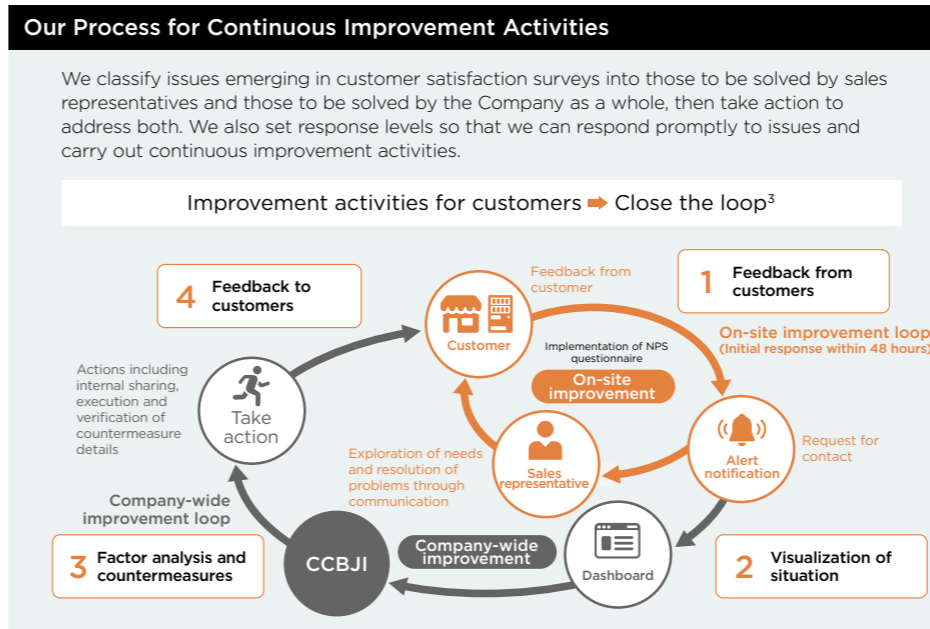
Under a basic principle of valuing our customers, we have launched a cross-departmental project to ensure a

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.

By listening closely to customer feedback that cannot be fully captured through conventional sales data alone, we improve our overall business activities. This enables us to deliver differentiated customer experiences and value while building win-win relationships with customers and pursuing sustainable growth.

In addition, to ensure that each employee engages sincerely with customer feedback, we have introduced a company-wide system to share the opinions and requests we receive, along with their background and response status.

Our Voluntary Declaration of Customer-Orientation	
1 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 with Customers	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 Feedback in Our Business	We listen to and appreciate customer feedback and reflect it in improvements to our products and services, as well as in value creation.



1. Customer Contact Center (CCC) and Voice of Customer (VOC)
 2. Net promoter score (NPS): A metric for measuring customer satisfaction and loyalty.
 3. For contact request, resolve issues and complete follow-up response

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Continuously Evolving to Achieve the Goals of Vision 2030 and to Be the Supply Chain of Choice



Andrew Ferrett

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

Nine pillars of the new SCM strategy

Execution of the Vision 2028 supply chain strategy delivered outstanding performance over the past two years. Building on this foundation, we have established the new Supply Chain Vision 2030 to achieve the goals

of CCBJI's new strategic business plan, Vision 2030

Recognizing the critical accountability of the supply chain in achieving our objectives, we added "Sustainability" as a strategic pillar to the framework, with the understanding that it is a source of long-term value and resilience. We intend to further strengthen our efforts in this area and firmly embed it into the DNA of our organization. Additionally, "Value Engineering α " is newly added, embodying our commitment to improving ROIC of our assets and embracing new technologies and next-generation maintenance processes.

With this strategic framework, we will further strengthen collaboration both internally and externally, drive transformation, and "With a customer-back mindset, we safely deliver 100% quality products and services with optimized cost to serve."

Stable supply and productivity improvement

Our mature, cross-functional, collaboration centered Sales and Operations Planning process, which is the foundation of delivering exceptional customer service, and supply chain productivity, will be further enhanced through the adoption of our new enterprise planning system, the first phase of which went live at the end of 2025. This system brings leading edge technology to unify forecasts, supply planning and execution into one platform. This connected data and knowledge will drive faster, smarter decisions across the supply chain, commercial, and finance domains, delivering further productivity in inventory and cost-to-serve.

The location of our 17 manufacturing plants enables our "local production for local consumption" model through a flexible production system. To enable this flexibility, which is the foundation of our integrated supply chain, our manufacturing teams are delivering cost reduction and productivity improvements by innovating new processes to increase

Supply Chain Vision 2030

With a customer-back mindset, we safely deliver 100% quality products and services while optimizing cost to serve.

We operate based on **9 strategic pillars** and collaborate with various internal and external organizations to achieve our goals.

- ▶ **Agile Logistics**
A customer-responsive logistics network, maximizing asset utilization and productivity through strategic collaboration.
- ▶ **End-to-End Integration**
Integrating the supply chain end-to-end to optimize cost to serve while meeting customer service commitments.
- ▶ **Flexible Manufacturing**
A responsive, highly utilized manufacturing base that enables supply chain optimization.
- ▶ **Value Engineering α**
Leveraging engineering skills and innovative technologies to maximize return on investment.
- ▶ **Zero Harm**
Safety is integral to our culture, people and processes driving an accident-free environment.
- ▶ **Active Quality**
Actively challenging convention to improve quality and supply chain productivity.
- ▶ **Digitally Enabled**
A connected, data-driven supply chain, driving high quality decisions, improvement and productivity.
- ▶ **Sustainability**
Driving environmental and social responsibility as a source of long-term value and resilience.
- ▶ **Inspired People**
Creating an attractive workplace where capable people bring their best and deliver exceptional performance.

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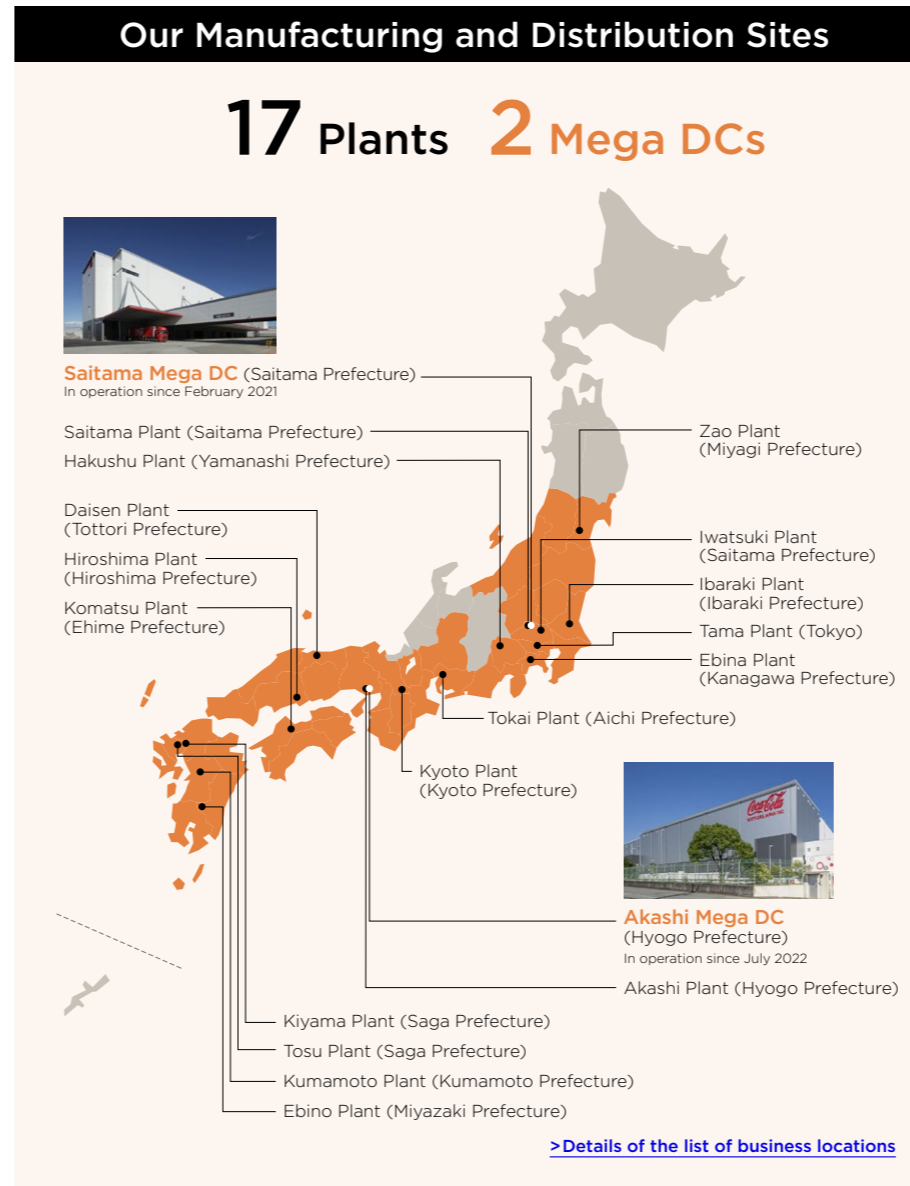
available productive manufacturing time, and DX initiatives to enhance process visibility and problem solving. We also strive to reduce environmental impact by improving and efficiently utilizing resources such as energy and water. Additionally, at the Saitama Plant, we are advancing the introduction of new production lines to further enhance productivity and strengthen our product supply system.

In logistics, we are advancing the optimization of our logistics network and various productivity improvements. This includes the launch of our first integrated distribution center (IDC) in the Kyushu region, maximizing the use of our private fleet and establishing a centralized management system for transportation operations. These initiatives will be accelerated through the implementation of a new Transportation Management System in 2026, followed by an advanced Warehouse Management System.

In 2026, the first year of Vision 2030, we will continue to pursue “local production for local consumption,” inventory optimization, reduction of product transport frequency and distance, flexible manufacturing, and network improvement as the source of productivity improvement.

Supply chain of choice

Beyond delivering exceptional customer service, we continue to actively promote joint delivery and shared warehouse utilization through collaboration with our valued customers, logistics partners, and companies in other industries and sectors, fostering mutually beneficial relationships that create new value. Opportunities in non-competitive areas are also being evaluated with other beverage manufacturers. This is essential to overcoming the logistics challenges in the market. As articulated above, we are driving accelerated company-wide digital transformation (DX) and productivity improvements by strengthening cross-departmental collaboration and promoting step-change improvement, enabling us to respond flexibly to the changing business environment. We aim to be the Supply Chain of Choice, responding to increasingly diverse and sophisticated market needs while consistently delivering high-quality products. To achieve this, we rigorously maintain a safe and secure workplace environment, uphold robust governance systems, and integrate sustainability into decision-making and daily operations. Through these initiatives, we strive to enhance the trust of our valued customers, clients, and partner companies, while creating a workplace where all employees are highly valued and motivated to succeed. We are committed to creating sustainable value.



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Product Quality and Safety

We maintain strict quality control systems and processes at every stage of our operations from raw material procurement and manufacturing to logistics, transportation, sales, and service to ensure the safety and quality of our products and to support continuous improvement. We will continue to provide all consumers with safe, reliable, fresh, and refreshing products, along with high-quality services.

Quality assurance

Quality Assurance Policy

1. Each division recognizes its roles and responsibilities to practice consumer-centric quality management.
2. We place the highest importance on quality in all daily operations.
3. Every employee remains constantly mindful of quality, taking proactive steps to enhance our brand value.

Under our basic approach to quality, we comply with the Food Sanitation Act and other relevant standards in Japan. In addition to meeting international standards set by ISO and applicable legal requirements, we voluntarily apply even stricter internal standards to ensure product quality and safety.¹ The Coca-Cola System also manages its operations under the proprietary Coca-Cola Operating Requirements (KORE) global management system. Through KORE, we ensure comprehensive management covering standards related to quality, food safety, the environment, and labor safety and health across every

stage—from raw material procurement and manufacturing to logistics, transportation, sales and delivery of products to consumers.



Product testing through analysis in a laboratory


Raw material management

For certain raw materials, including coffee beans and tea leaves, we only use ingredients that meet the standards of The Coca-Cola Company's Principles for Sustainable Agriculture (PSA).² In addition, we procure raw materials certified under the Global Food Safety Initiative (GFSI).³ With respect to per- and polyfluoroalkyl substances (PFAS), the Coca-Cola System regularly tests for levels of PFOS and PFOA⁴ 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.

Enhancing quality awareness

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

Initiatives to Enhance Quality Awareness

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.
Quality surveys and quality inspection	The Quality Assurance Division conducts on-site assessments of quality management practices across manufacturing, logistics, and sales operations, identifies potential risks, and promotes improvement through communication.
Videos for consumer relations	In partnership with Coca-Cola (Japan) Company, we use videos to introduce our initiatives on product safety and quality, as well as address common consumer questions.  > Videos for consumer relations

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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. Principles for Sustainable Agriculture (PSA): The Coca-Cola System's principles for sustainable agriculture reflect the latest science and the perspectives of stakeholders and apply to agricultural materials and packaging materials.
 3. Global Food Safety Initiative (GFSI): A private organization of globally operating food companies. It approves food safety management standards to enhance food safety and build consumer trust. ASIAGAP is one of the certification standards approved by GFSI.
 4. A type of per- and polyfluoroalkyl substances (PFAS).

Executing a World-Class Procurement Strategy to Support Our Growth Strategy



Yoichi Nishiguchi

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

Evolving procurement required in an increasingly uncertain environment

The procurement environment is becoming increasingly uncertain due to growing geopolitical risks, rising raw material and energy prices, exchange rate fluctuations, and more complex regulatory and compliance

requirements. Given these circumstances, procurement must now complement traditional cost reduction measures by evolving as a strategic function that enables both stable supply and mid- to long-term competitiveness. We are evolving our procurement system to become more resilient to change. This includes leveraging intelligence capabilities that anticipate market and supply risks, implementing globally oriented category strategies, and using data and digital technologies to enhance decision-making.

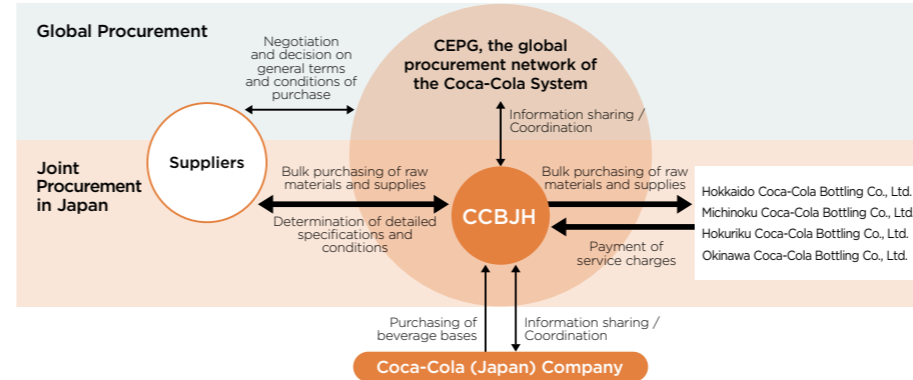
Procurement cost management that supports value creation

We have positioned 2026, the first year of strategic business plan Vision 2030, as the year for making significant progress toward our ambitious mid- to long-term goals. In optimizing procurement costs, we are pursuing initiatives that go beyond simple price reductions, positioning them as structural reforms to support our growth strategy. We are creating economies of scale and leveraging best practices within the global Coca-Cola System by conducting joint procurement¹ with other bottlers in Japan and through the utilization of our global network including CEPG,² internal departments, and suppliers. We are establishing sustainable cost competitiveness from a total optimization perspective by strategically updating long-term procurement contracts, optimizing specifications using global benchmarks, and reforming indirect material procurement systems. We are also working closely with the Finance Department to manage commodity prices and exchange rate fluctuations.

Sustainable procurement that generates both economic and social value

Sustainable procurement in harmony with society and the environment is essential for sustainably creating corporate value. Drawing on the CCBJH Group's ESG Policy, we are implementing sustainable procurement initiatives in collaboration with suppliers and other business partners, as well as with internal departments. Committed to human rights, labor, and the environment, we are promoting resource circularity and the reduction of greenhouse

Procurement Strategy Leveraging Economies of Scale and the Advantages of the Coca-Cola System



gas (GHG) emissions. We are also creating value through procurement aimed at achieving the newly updated non-financial CSV Goals.

Data-driven procurement that enhances decision-making

Data and digital technologies are sources of competitive advantage in a highly uncertain environment. Through spend analysis using BI tools and AI, as well as global data integration and sophisticated KPI management, we enable faster, high-quality decision-making and strengthen our ability to formulate and execute strategies.

Strengthening foundation and enhancing capabilities as a world-class procurement organization

We are committed to being a world-class procurement organization. To this end, we are developing human resources with specialized capabilities and digital skills, and evolving our organization and processes. By rigorously enforcing governance, as exemplified by our No PO No Pay Policy, and balancing stakeholder collaboration with discipline, we are enhancing our ability to execute procurement strategies that support our growth strategy.

Introduction of No PO No Pay Policy to enhance transparency and strengthen governance



We have introduced the No PO No Pay Policy, which in principle prohibits transactions without a purchase order (PO). Our objective is to ensure transparent, fair transactions and rigorous expense management. This policy ensures that orders are placed according to the correct procedures, while speeding up the settlement process and strengthening procurement compliance. Through disciplined asset allocation and strengthened internal controls, we will contribute to the sustainable enhancement of corporate value.

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1. Cross Enterprise Procurement Group (CEPG): A global procurement organization of the Coca-Cola System that leverages the advantages of scale in global procurement to optimize cost and quality
2. An initiative for centralized procurement at CCBJH. It covers the procurement of sugar and other raw materials, PET bottles and other supplies, vending machines, and other items required by domestic bottlers, as well as negotiations with suppliers.

Human Rights Initiatives Throughout the Value Chain

The CCBJH Group believes that respect for human rights is fundamental to corporate activities that contribute to the sustainability of local communities and actively promotes initiatives to uphold human rights through its business operations.

[> See our website for details](#)

Basic policy

The CCBJH Group has formulated a Human Rights Policy based on international human rights principles designed to ensure respect for human rights, such as the United Nations Universal Declaration of Human Rights and the ILO Declaration on Fundamental Principles and Rights at Work, published by the International Labour Organization (ILO). Based on our Human Rights Policy, we thoroughly implement initiatives to address human rights issues globally and in Japan, and to ensure respect for human rights in our workplaces.

Human rights due diligence implementation framework

We conduct human rights due diligence measures based on our Human Rights Policy, covering human rights-related risk identification and assessment, prevention and mitigation, remediation, and disclosure. We manage human rights risks and drive continuous improvement across our entire value chain by integrating information obtained through the human rights assessment process, audits based on the Supplier Guiding Principles, and a grievance mechanism.¹

Our non-financial CSV Goals

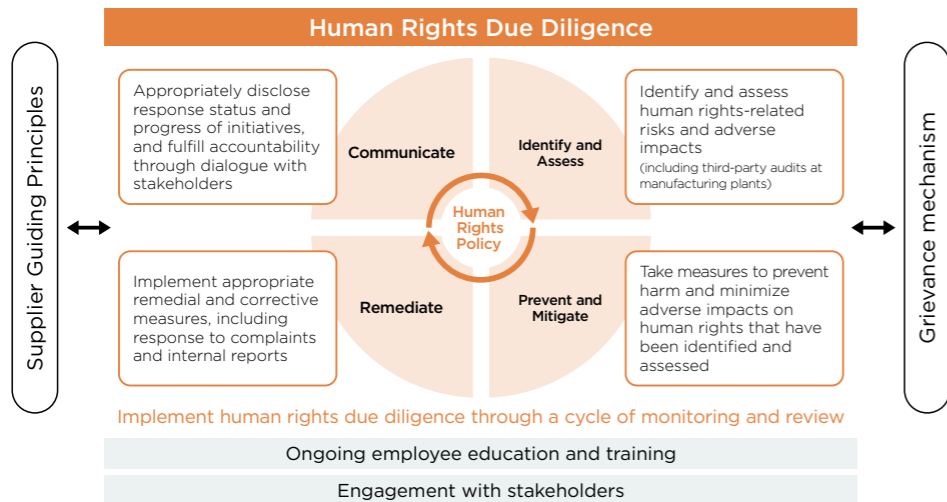
Having identified “sustainable supply chain” as a material issue for the CCBJH Group, we work to address human rights and environmental issues and engage in responsible procurement. Linked to this material issue, we have established supplier compliance with the Supplier Guiding Principles (SGP)² as a CSV Goal for our raw material and primary packaging material suppliers. In 2025, we achieved 100% compliance, and we aim to maintain this level for both our medium-term target in 2030, as well as our long-term target in 2035.

Internal awareness raising regarding respect for human rights

To deepen understanding of human rights, we conduct awareness-raising activities including level-specific training, e-learning, and internal communication via our intranet. These initiatives focus on ensuring full compliance with our Human Rights Policy and the Labor Standards Act, as well as the promotion of the use of paid leave. Through these activities, we strive to develop employees who can take ownership of human rights issues and recognize that each person is to be respected as a unique individual, and to create a lively, healthy work environment.

Grievance mechanism

The CCBJH Group has established a multi-layered set of reporting channels tailored to the attributes of individuals who wish to raise concerns and the nature of those concerns, with the aim of enabling the early detection and remediation of issues such as legal and regulatory violations, harassment, and human rights abuses.



Consultation Desks	Details	Anonymous Consultation
Ethics & Compliance Reporting Hotline	Internal hotline and external reporting channels operated by specialized organizations and law firms. Employees can directly report or seek consultation via dedicated email or telephone regarding conduct that violates or may violate laws or the Code of Business Conduct & Ethics	Yes
Health Consultation Desk	An internal consultation desk operated by occupational physicians and public health nurses, with additional consultation by 24-hour external specialist services, providing physical and mental health support for employees and their families	Yes
LGBTQ+ Consultation Desk	External consultation desk for employees wishing for consultation regarding sexual minority or LGBTQ+ issues. Operates 24 hours a day. Provides protection of privacy regarding matters consulted on and persons seeking consultation.	Yes
Human Resource Integrity Hotline	A consultation desk for matters including work hours, taking of breaks and leave, violation of no-smoking rules, and other issues related to the working environment and evaluations	Yes
Childcare Leave and Post-natal Paternity Leave Consultation Desk	Internal consultation desk for male employees taking childcare leave or post-natal paternity leave. Also provides support for concerns about taking leave, timing, and inquiries from supervisors about the childcare leave system.	—

1. A series of actions as part of human rights due diligence, including the receipt of human rights-related complaints, consultations, and reports, the review of their content, and the implementation of appropriate remedial and corrective measures.
 2. Supplier Guiding Principles (SGP): The Coca-Cola System's fundamental principles for suppliers. Suppliers are required to comply with a code of conduct in their business activities, including obeying laws, respecting human rights policies, and considering the environment.

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Promoting the Evolution of an Integrated Back-office and IT Operating Foundation and the Advancement of Company-wide DX

As we work to achieve strategic business plan Vision 2030, we are promoting a variety of reforms in our back-office and IT areas. These functions are the foundation supporting the sustainable growth of our business and enhancement of corporate value. In addition to implementing transformation at NeoArc Inc. (NeoArc), 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.

Reforming the operating foundation to integrate back-office and IT functions

NeoArc was established as a company specializing in shared services, including IT operations. It is tasked with enhancing and reforming the CCBJH Group's operational foundation in back-office and IT areas. Using a BPM* framework across complex, company-wide end-to-end processes, NeoArc reassesses existing operations from a zero-based perspective and promotes digital technologies, including AI, in tandem with business transformation to establish lean operations that deliver both high quality and efficiency. Moreover, these initiatives have freed up internal capacity, enabling us to bring all overseas outsourced operations in-house in just two years, thereby reducing operational costs through efficiency gains.



Looking ahead, we will integrate back-office and IT functions while identifying new opportunities to increase efficiency in all end-to-end processes, including insourced operations, with the aim of achieving overall operational optimization. Through evolution into an organization with world-class operations, we will increase operational quality and achieve stable business operations, contributing to enhanced corporate value.

Collaboration with various partners to increase human resource autonomy and promote a culture of transformation

In transforming our operations, we focus on translating the insights gained through collaboration with external partners into the ability of each employee to think and act independently. Building on the work styles and perspectives we have developed with our partners, we continue to incorporate best practices from Japan and overseas through collaboration with the shared services teams of major bottlers worldwide. Through the accumulation of these insights, a mindset of taking the initiative and embracing challenges in promoting change is spreading throughout the organization, and a culture of self-driven transformation is gradually taking root.

Strengthening the digital foundation supporting company-wide DX and creating added value

We are strengthening our company-wide DX and digital foundation over the mid to long term. Business processes and IT are closely linked, and by creating a deeper mutual understanding between back-office and IT divisions, we will achieve high-level, cross-divisional operations. By enhancing our ability to manage and analyze high-quality master data, as well as the system infrastructure and digital talent that support these capabilities, we will drive DX across the entire CCBJH Group to achieve sustainable value creation.

Integrating systems and information for data-driven management

We have a highly unique business model in the Japanese food and beverage industry, with business capabilities that span manufacturing, vending machine operation, and retail sales space creation.

A robust technology foundation and advanced analysis capabilities for transforming data into value are essential for supporting complex and expansive operations. Currently, we are working to reorganize our master data to realize true data-driven management. We are also carefully and systematically reviewing interdependencies among our complex, interconnected systems while advancing the development of optimal business processes that enable fast and accurate use of data. We also plan to implement a new core business system in the future, replacing the existing ERP system. By enhancing our operational foundation and achieving efficient data integration, we aim to establish a management structure capable of responding swiftly to market changes.

Ensuring information security to strengthen our business foundation

We coordinate with the global Coca-Cola System, while ensuring information security is the foundation underpinning our business activities. Our networks and systems are continuously monitored, and relevant internal and external divisions are ready to collaborate and respond to incidents. We have also established an information security management framework, carry out policy reviews aligned with risk management, and conduct regular risk assessments, as well as monitoring and log management. Furthermore, we strive to maintain appropriate security standards in line with the CCBJH Group's policies through training and awareness programs for all employees.



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* Business process management (BPM): A method for systematically designing and managing business processes with the aim of increasing operation efficiency and quality through measurement and continuous improvement.



Linking Management and People Strategies to Strengthen Human Capital and Realize Strategic Business Plan Vision 2030



Yuki Higashi

Executive Officer and CHRO (Chief Human Resources Officer)
Coca-Cola Bottlers Japan Inc.

Strengthening human capital to support the realization of Vision 2030

We view “Strengthening human capital” as the foundation that supports our business as we work to achieve the ambitious mid- to long-term goals of Vision 2030. The CCBJH Group has defined its “Future state of human capital,” and has formulated its

people strategy, centered on five key themes, to address the human capital challenges facing our business, including securing a front-line workforce and strengthening skills to drive transformation. Under our “Future state of human capital” approach, we are promoting initiatives through two complementary pillars: “Strengthening our people and organization” and “Fostering a culture that promotes employee well-being.”

With regard to “Strengthening our people and organization,” we are supporting employees’ self-directed skill development and career growth as our organization, business processes, and work styles evolve in line with company-wide business process optimization and digitalization. We are also accelerating the acquisition and development of talent capable of leading our business transformation, and promoting the growth of the CCBJH Group and its employees.

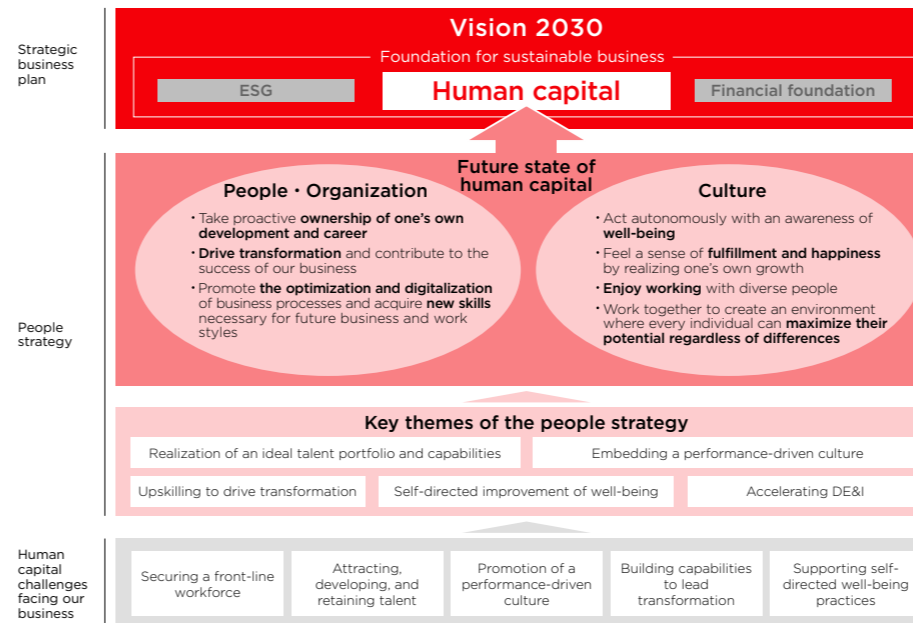
For “Fostering a culture that promotes employee well-being,” we help employees act with awareness of well-being amid further diversification of work styles. Through these efforts, we aim to build, together with our employees, a workplace where employees can fully realize their potential. We are creating an environment where people with diverse values, experiences, and attributes collaborate while respecting one another’s differences and can experience personal growth. We are also working to foster a culture in which employees feel a sense of fulfillment and happiness.

People strategy to accelerate human capital management

In promoting our people strategy, we address the human capital challenges facing our business and work to realize our “Future state of human capital” by setting priority areas each year and implementing measures based on five key themes: 1) Realization of an ideal talent portfolio and capabilities, 2) Embedding a performance-driven culture, 3) Upskilling to drive transformation, 4) Self-directed improvement of well-being, and 5) Accelerating DE&I. In 2025, the second year of our revamped people strategy, we placed greater emphasis on enhancing employee engagement, building on our existing initiatives.

In 2026, we will further strengthen our people and organization by advancing strategic workforce planning and building the foundation for a skills-based organization, as we work toward the steady achievement of Vision 2030. To create a workplace where diverse talent can thrive, we will foster a culture that promotes employee well-being by strengthening support for dual-income and co-parenting households, and by encouraging the active participation of women, foreign nationals, and employees with disabilities. In 2026, we will continue to implement our people strategy based on two pillars. To steadily promote these initiatives, as part of the people strategy we revamped in 2024, we have been allocating approximately one quarter of our regular ELT meetings to discussions on our people strategy. In addition, we have incorporated people strategy KPIs into the goal-setting framework for executive officers and linked them to compensation, thereby establishing a governance framework that ensures management’s commitment to strengthening human capital. We will continue to further accelerate our initiatives to address human capital challenges and contribute to the achievement of Vision 2030.

People Strategy Supporting Strategic Business Plan Vision 2030



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Recruiting and Developing Talent

Achieving strategic business plan Vision 2030 requires a mindset and culture that embrace taking on challenges and driving growth. We are fostering an environment where employees can take self-directed ownership of their professional development and career growth. By ensuring the rigorous and fair evaluation of both individual and organizational performance, we aim to align individual growth with the company's goals.

Recruiting and Retaining Talent

Strengthening recruitment of diverse talent

We are strengthening the recruitment of diverse talent to support sustainable business growth. In 2025, we hired new graduates and also launched a Second New Graduate Recruitment program to recruit young professionals with high potential. We have also expanded the recruitment of women, increasing the percentage of women hired in 2025 to 29.4%, up 10.4 percentage points from the previous year. We also expanded recruitment of foreign nationals, mainly in back-office and sales functions, to secure excellent human resources regardless of nationality. For manufacturing, we are making use of the Specified Skilled Worker program to promote recruitment of foreign nationals.

Strengthening retention support for mid-career hires

To help newly hired employees adapt to the organization at an early stage and fully demonstrate their capabilities, we have reviewed our support programs, and are strengthening onboarding to provide systematic follow-up after joining the company. We also conduct AI-based surveys to monitor employee conditions in a timely manner, encouraging self-care and accelerating their transition into productive contributors.



New entrance ceremony for 2025

Performance management cycle to achieve both individual goals and career aspirations

To help employees reach their full potential, we are implementing a performance management cycle based on conversations with their supervisors throughout the year. Employees set short-term performance goals aligned with organizational goals and formulate a mid- to long-term career plan and a development plan to guide systematic career development. In 2025, we implemented an e-learning program to help individuals articulate their career aspirations, and encouraged them to take ownership of developing their skills and shaping their careers. We rolled out the *Guide to Supporting Members' Careers and Growth* to managers and provided training to help them foster employees' motivation to take on challenges and act proactively. We also strengthened their skills for supporting goal achievement. Through these initiatives, we are accelerating both individual growth and the achievement of our goals.

Maximizing growth through transfers, promotion, and compensation

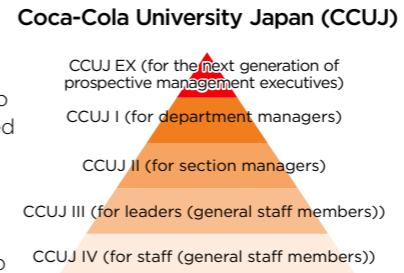
The CCBJH Group has a compensation system that rewards employees based on their role and performance. To ensure transparency and fairness, compensation levels are optimized through the establishment of market-competitive salary ranges for each job category, while salary increases or decreases, and bonuses are determined based on organizational and individual performance evaluations. To help employees understand how their own performance is linked to their compensation, which can increase their motivation for growth and engagement, a Total Reward Statement and Bonus Statement are issued to clearly show employees their total compensation, including salary, bonuses, and welfare benefits.

Talent Development

Next-generation leadership development program to drive transformation

We operate Coca-Cola University Japan (CCUJ) as an internal university to nurture next-generation leaders who will drive the transformation and future growth of the Coca-Cola System.

CCUJ is comprised of five tiers, from the next generation of prospective management executives to young employees. Selected members from each division participate in the six-month program. Participants work to strengthen their leadership capabilities through practical and systematic learning, aiming to grow into leaders who can drive transformation.



Women's leadership development program

The CCBJH Group is promoting the development and appointment of women to leadership roles to ensure diverse perspectives are reflected in the organization. In 2025, we conducted leadership training for 24 selected female managers and 62 female general staff members to cultivate confidence and a leadership mindset. Through the training program, an internal community has been formed, and even after the program ends, it continues to function as a network where employees can consult with each other.



Leadership training for women

Establishment of frameworks to support self-directed career development

We are working to foster a culture in which employees take a self-directed approach to acquiring the necessary skills, while shaping their careers. In 2025, we promoted a company-wide mindset shift by delivering messages from the CHRO and providing e-learning programs on self-directed career development. Furthermore, we eased the eligibility requirements for our internal job posting system, resulting in a 1.7-fold year-over-year increase in the number of internal job applicants. We will continue to support employees' self-directed career development by providing career opportunities and enhancing the learning environment.



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Promoting Well-Being

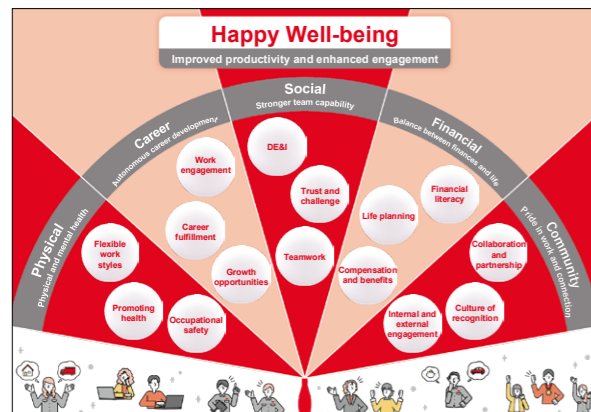
Well-being is essential for sustainable business growth. Each employee must be physically and mentally healthy, and able to perform with a sense of purpose. Fostering a culture that encourages employees to take ownership of improving their well-being provides them with a sense of happiness, fulfillment, and growth. We believe this helps to increase their engagement with the CCBJH Group and with their work, helping to promote sustainable growth.

Promoting well-being through health management

The mission of the CCBJH Group is to “Deliver happy moments to everyone while creating value.” To achieve this, we have positioned employee well-being as a key issue integral to our management strategy. With the representative director and president serving as the chief health management officer, we have established a robust framework to promote health and productivity management throughout the group.

We define well-being across five elements—physical, career, social, financial, and community—and organize them under our “Happy Well-being” framework. We have clarified what the CCBJH Group can provide support for and what employees are expected to take the initiative on, and are promoting initiatives to improve well-being. Specifically, in terms of physical well-being, we strengthened

Five Elements of the Happy Well-Being Framework



[> See our website for details](#)

our smoking cessation programs to help realize a healthy, comfortable work environment, which led to a substantial decrease in the smoking rate among managers. We have already implemented a total onsite smoking ban and offer a smoking cessation support program. By continuing to implement practical initiatives, we aim to reduce the company-wide smoking rate to 0% by 2028. “Sawayaka Walk,” a team-based walking campaign that tracks total steps over one month using a dedicated app, is held three times a year as an initiative to encourage employees to proactively manage their health. In 2025, approximately 8,400 employees participated. We have also established a 24-hour health consultation desk that is available to both employees and their families. This system enables them to act quickly if they feel physically or mentally unwell. In the area of financial well-being, we are strengthening mechanisms that enable employees to autonomously choose long-term asset-building options, ensuring they can work with peace of mind over the long term. In 2025, we introduced a workplace NISA program to support employees in forming assets by having contributions deducted from their pay, and conducted generation-specific financial planning seminars. Through initiatives such as these, we are fostering a culture that encourages employees to take ownership of improving their well-being.

Encouraging flexible work styles

We are promoting the creation of an inclusive environment by offering flexible work styles where all employees, regardless of their differences, can be themselves and fully realize their potential. The CCBJH Group offers various flexible work options, including remote work, the use of satellite offices at approximately 100 locations throughout Japan, and a system for direct travel to and from customer sites for sales representatives. In 2025, we reduced the minimum working hours for the flex-time system to zero, effectively enabling three days off per week. In addition, to support work-life balance, we have set a company-wide target of a 70% paid leave utilization rate. In 2025, the rate was 78.6%, an increase of 7.0 percentage points from the previous year. These initiatives have earned high recognition in external evaluations, including the Nikkei Smart Work Management Survey, helping to establish our position as a leading company in well-being.

Increasing productivity

The CCBJH Group believes that productivity will increase when profits are generated more efficiently with shorter total working hours. Our indicator for measuring productivity is productivity per hour, measured as business income divided by total working hours. Productivity per hour for 2025

Productivity Per Hour



increased by 123 points from the previous year. Looking ahead, we will further increase productivity by promoting the creation of an environment where employees can enhance their skills through proactive learning, realize work styles that are conscious of well-being, and deliver results.

Enhancing employee engagement

The CCBJH Group has revamped its engagement survey with the aim of understanding the current state of the organization and implementing the most appropriate initiatives to be addressed amid ongoing changes. The survey is designed to visualize elements such as employee motivation, sense of belonging to the company, job satisfaction, and perceptions of their managers and the work environment. It is used to identify issues at the department level. In 2025, the initial year, we conducted management training featuring exercises to identify organizational challenges based on survey results. These sessions focused on developing and implementing improvement measures through dialogue with team members. In addition, each department is taking action to resolve issues that arose, and pulse surveys have also been conducted to monitor the progress of organizational improvements. Furthermore, we have incorporated engagement scores into the goals of executive officers, thereby clarifying management’s commitment to our initiatives.

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Promotion of Diversity, Equity & Inclusion



To achieve strategic business plan Vision 2030 and realize sustainable growth, we aim to build a culture where everyone, regardless of differences, can be themselves and maximize their abilities and enjoy collaborating with diverse individuals. The driving force for creating new value is the fusion of colorful values and ideas, woven together by our people with differences in age, race, nationality, disability, gender, sexual orientation, gender identity, gender expression, and work style. We will continue to be a company that connects with our customers and society in our own way, with diverse personalities working together.

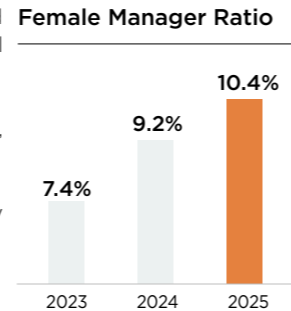
Promoting women's active engagement in professional life

Incorporating diverse perspectives into organizational management is essential for our sustainable growth. As a core initiative, we are promoting the development of women and their advancement into leadership roles. In 2024, we set the female manager ratio as a target for executives, and accelerated initiatives to promote women's active participation company-wide. As a result, the percentage exceeded 10% as of March 2025, reaching the "10% by 2025" target ahead of schedule. To support women in demonstrating leadership, we have established a system for the ongoing development of leadership candidates, including selective training as well as training for supervisors to enhance their skills in fair evaluation and talent development. In December 2025, we launched an employee network called Palette Linkle to further expand women's active engagement in professional life.



An employee network

The initiative is designed to foster cross-organizational connections that broaden women's perspectives, help build networks of colleagues, and encourage women to take on challenges. These initiatives have been positively recognized, and we have ranked first in the food and beverage industry category of Nikkei Woman's "100 Best Companies Where Women Actively Take Part" for two consecutive years (2024 and 2025). By continuing to steadily promote these initiatives, we aim to increase the female manager ratio to 20% by 2030.



Support for dual-income households and shared childcare

The CCBJH Group provides an environment that supports dual-income households and shared childcare to enable employees to continue working comfortably while balancing responsibilities at home and at work. In April 2025, we expanded the mandatory number of days for spouse or partner childbirth leave from three to five days. In addition, we continue to promote the Papa Apron initiative in which male employees who have a newborn receive an apron as a gift from their manager, encouraging them to take childcare leave while seeking support from colleagues.

As a result of these initiatives, the percentage of male employees taking childcare leave has been 100% for two consecutive years (2024 and 2025).

Going forward, we will continue to put systems in place to alleviate pressure on households where both parents work and support a smooth return to work. We are creating an environment where employees can build careers with confidence at any life stage.



An internal event with childcare leave as a theme

Diverse contributions of people with disabilities

We are creating an inclusive environment where all employees, regardless of their differences, can be themselves and fully realize their potential. As part of this, we are expanding employment opportunities for people with disabilities and diversifying the areas in which they contribute. In 2025, we launched Team Uni-Lab to increase opportunities for people with disabilities. Employees with developmental or mental disabilities work as a team to carry out tasks by leveraging their IT skills, according to their strengths and aptitudes. We also support the activities of para-athletes and deaf athletes by building a support structure that enables them to progress toward their goals while balancing work and competition.



Uni-Lab offers opportunities to utilize IT skills

We will continue to create an environment where each employee can demonstrate their capabilities, and to realize a society where diverse individuality is respected.

Initiatives for LGBTQ+ and allies

We are creating an environment where all employees have a sound understanding of LGBTQ+ issues and where diversity is respected both internally and externally, enabling everyone to work with confidence and peace of mind. In terms of systems, we have established policies that enable all employees to take advantage of welfare benefits, regardless of the gender of their partners or their marital status. We have also established leave for medical treatment for gender transition, and subsidies for hormone therapy. In addition, we host events with customers to foster dialogue about allyship, providing opportunities to discuss and reflect on gender equality and LGBTQ+ inclusion. These initiatives have been recognized with the highest Gold certification for five consecutive years in the PRIDE Index, which honors efforts to support sexual minorities. In addition, we have received Rainbow recognition for four consecutive years, awarded to companies that actively promote cross-sector collaboration.

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Efforts Throughout the Value Chain to Achieve a Circular Economy

We promote horizontal recycling and packaging design initiatives to realize resource circularity and work to make effective use of byproducts generated through our manufacturing process.

Promoting horizontal recycling through collection and sustainable packaging

Our horizontal recycling efforts involve collecting empty containers from recycling boxes¹ next to our vending machines and reusing them as beverage packages after being recycled. For can products, in October 2022 we launched the CAN to CAN initiative in Tokyo's 23 wards to reuse aluminum cans as beverage packages. We also launched the bottle-to-bottle initiative for used PET bottles in January 2023. In 2025, we expanded collection sites to include other areas of Kanto and Kyushu and are promoting this resource circularity model using our proprietary collection system.

Under this model, as the owner of the empty containers, we outsource sorting and separation to designated

intermediate processing contractors and then provide these containers to recycling companies as raw materials. This helps realize horizontal recycling, whereby collected containers are reused as beverage packages and not diverted to other uses. Through a framework that ensures the traceability of raw materials, we are promoting the stable procurement of recycled raw materials and resource circularity. We monitor the progress of these collection and recycling initiatives, and in the revised 2026 version of our non-financial CSV Goals we have added the indicator of increasing the "horizontal recycling of voluntarily collected empty packages (PET bottles and cans)."

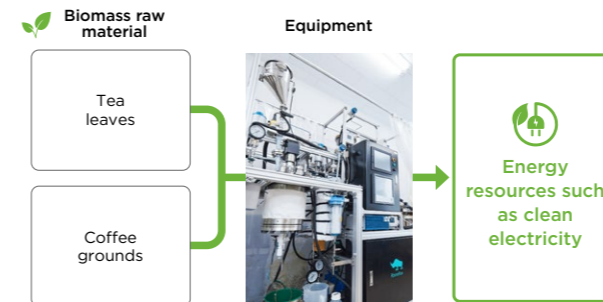
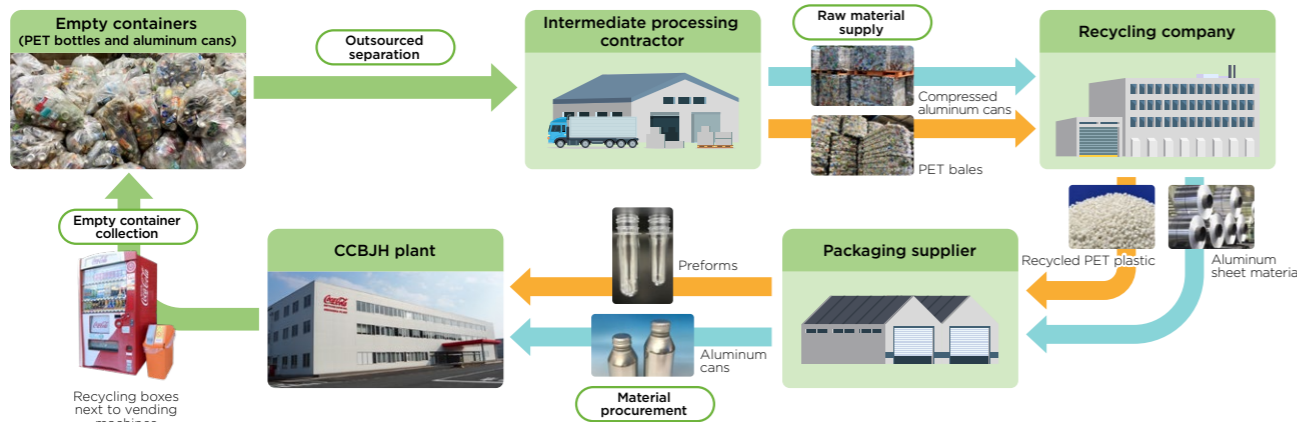
We also promote resource circularity in our packaging design. Many of our PET bottle products, including our core brand Coca-Cola, use bottles made from 100% recycled materials. We also offer label-less products and are reducing packaging weight to make separation easier and minimizing plastic usage.

We combine these packaging designs with resource circularity frameworks that utilize our own infrastructure as we work to realize sustainable packaging.

Trial project for a new resource circularity framework using byproducts generated in manufacturing processes

As a new initiative to realize a circular economy, in October 2025 we launched a trial project for resource circularity using byproducts generated in our manufacturing processes, such as tea leaves and coffee grounds. In this trial, we aim to recover clean electricity² and high-purity CO₂ from biomass derived from these byproducts and utilize them as energy sources in the manufacturing process. We previously worked to utilize byproducts, but new technology now enables us to use undried tea leaves and coffee grounds for higher value-added energy generation. Currently, we are at the trial stage and will continue to examine the potential for its development as a new technology for resource circularity. We will continue efforts to reduce byproducts generated in our manufacturing processes and make effective use of resources to realize a circular economy.

Horizontal Recycling for Empty Containers from Recycling Boxes Next to Vending Machines



1. Depending on the location, some vending machines do not have adjacent recycling boxes. In some cases, we collect empty containers from recycling boxes next to other companies' vending machines.
2. Electricity generated from natural energy sources such as wind power, geothermal energy, and solar power that does not produce CO₂ during generation



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Net-Zero Greenhouse Gas (GHG) Emissions by 2050

In line with the 2015 Paris Agreement and science-based targets, we are committed to reducing greenhouse gas (GHG) emissions throughout the supply chain while also growing our business.

Climate change action targets

We have set targets for the reduction of GHG emissions, aiming to reduce Scope 1 and 2 emissions by 50% and Scope 3 emissions by 30% by 2030 (compared with 2015). Moreover, we are working toward achieving net-zero GHG emissions by 2050.

In 2025, we reduced Scope 1 and 2 emissions by 27% and Scope 3 emissions by 29% (compared with 2015 levels).

Renewable diesel trial for low carbon transport¹

As part of our efforts to reduce GHG emissions in logistics, we conducted a low-carbon transportation trial program using renewable diesel. In the trial, renewable diesel fuel was used in delivery vehicles in place of conventional diesel. The trial results showed no significant issues in driving performance, safety, or fuel efficiency, establishing its technical feasibility and effectiveness in actual operations. We also verified the feasibility of using alternative fuels



Diesel removal operation for switching to alternative fuel



Renewable diesel-compatible fuel pump

in our existing logistics operations, gaining insights that expand decarbonization options in the transportation sector. Looking ahead, we will continue to evaluate factors including economic viability and supply chains to facilitate future social implementation.

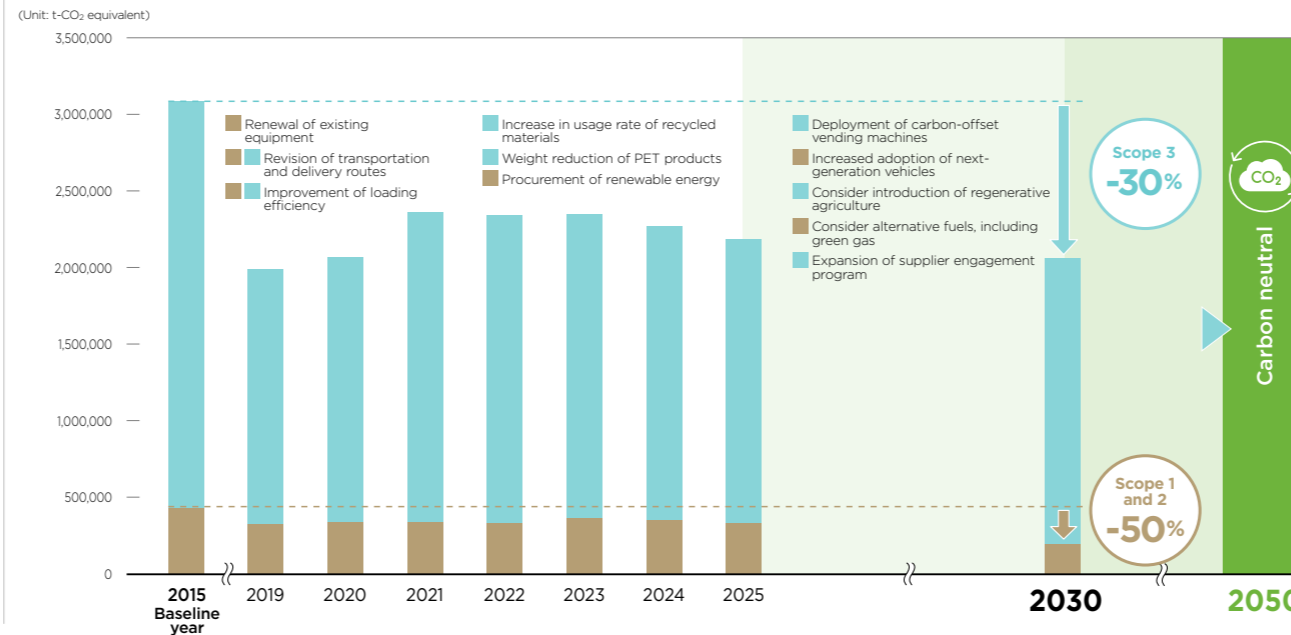
Expanded deployment of carbon-offset vending machines that effectively reduce operational CO₂ emissions to virtually zero

In March 2023, we began rolling out carbon-offset vending machines, which achieve net-zero CO₂ emissions during operation.

As of December 2025, the number of carbon-offset vending machines installed has expanded to over 1,340 units. We support the acquisition of feed-in tariff (FIT) non-fossil certificates² equivalent to the annual electricity consumption of vending machines. This enables the electricity used at installation sites to be recognized as renewable energy, thereby enabling the offsetting of CO₂ emissions.

We will continue expanding the deployment of carbon-offset vending machines as part of decarbonization initiatives at customer touchpoints, contributing to GHG emissions reduction throughout the value chain.

GHG Emissions Reduction Results and 2030 Targets



1. Renewable diesel is manufactured from used cooking oil and other waste animal and vegetable oils that do not compete with food resources. On a lifecycle assessment basis, it achieves a 90% reduction in GHG emissions compared with petroleum-derived diesel. Renewable diesel is a "drop in" fuel that can be used in existing vehicles, equipment, and supply facilities. It is already widely used in Europe and the United States. As a next-generation biofuel that can minimize the cost of introducing decarbonization measures while contributing to GHG emissions reduction, it is expected to see even wider use in sectors such as construction and transportation.

2. A certificate that quantifies and visualizes the environmental value of electricity generated from renewable energy sources (non-fossil power sources), such as solar, wind, geothermal, and biomass

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Sustainable Conservation of Water Resources

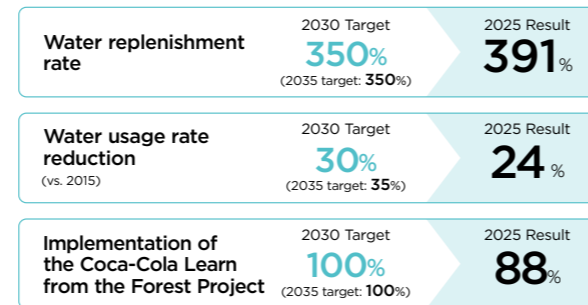
As a business reliant on the invaluable resource of water, we consider the enhancement of water sustainability to be an important responsibility. We strive to reduce, recycle, and properly manage water used in manufacturing. We also work with local communities to conserve water resources in a sustainable manner to make sure abundant water resources are available to future generations.

Water resource conservation goals and progress

Our CSV Goals include water stewardship targets of a “water replenishment rate” of 350% (2030 and 2035), “water usage rate reduction” of 30% by 2030 and 35% by 2035 (vs. 2015), and 100% “implementation of the Coca-Cola Learn from the Forest Project” (2030 and 2035). Our results for 2025 were a water replenishment rate of 391%, a water usage rate reduction of 24%, and 88% implementation of Coca-Cola Learn from the Forest Project. We set precise targets for lowering the water use ratio (WUR), which measures the amount of water used per liter of product produced.

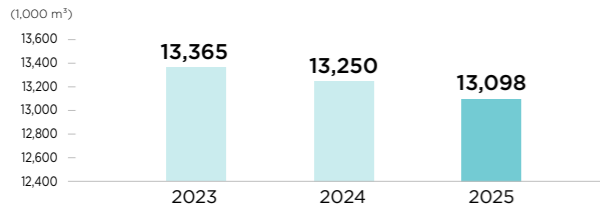
At our plants, we diligently manage water usage to prevent waste of this precious natural resource and continuously review and refine our plant facilities and manufacturing processes. Furthermore, as part of our efforts to return water to nature, we collaborate with local communities and experts to promote water stewardship. These initiatives ensure forests in our water source areas maintain their vital capacity to sustainably nurture and store water resources.

[>Page 50: Coca-Cola Learn from the Forest Project](#)

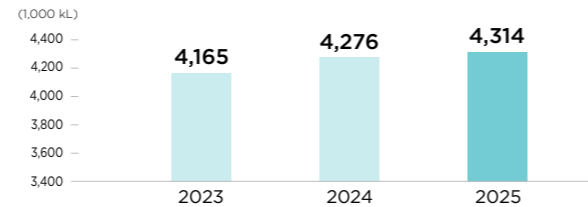


Key Water Indicators and Achievements

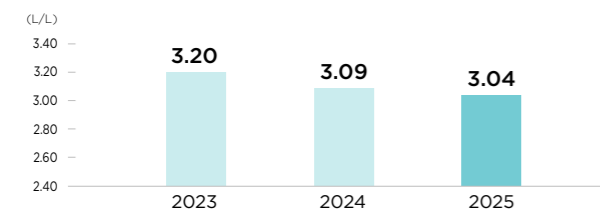
Plant Water Use Volume



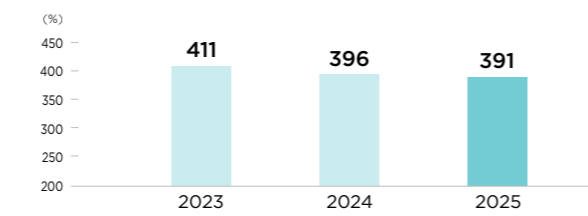
Water Used in Products



Amount of Water Used per Liter of Product Produced (Water Use Ratio (WUR))

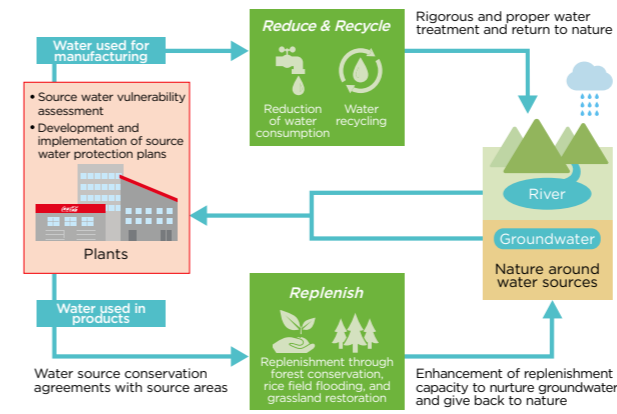


Water Replenishment Rate



View of the water cycle in the Coca-Cola System

At our plants, we categorize water into two major groups: water used for manufacturing and water that ultimately becomes the product. We manage both appropriately. To ensure that our business activities are sustainable within the natural water cycle, it is important to maintain and improve the health of entire watersheds. Our efforts are centered around three key practices: reducing water consumption in manufacturing processes (reduce), managing wastewater in plants (recycle), and monitoring and conserving local water sources (replenish).



Water replenishment area
Approx. **8,193** ha

Number of plants with water source conservation agreements
All **17** plants

Water used for manufacturing	Water is used in the manufacturing process for cleaning and cooling purposes, which is then collected, treated, and recycled. After rigorous and proper water treatment, it is discharged into rivers.
Water used in products	Through conservation activities, such as afforestation, thinning, rice field flooding, and grassland restoration, we improve the replenishment capability of water sources and help nurture groundwater to ensure its abundance, ultimately returning water to nature.

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Sustainable Conservation of Water Resources

Water usage reduction in plants ——— *Reduce*

In our plants, we promote the efficient use of water during manufacturing, strictly adhering to the quality standards of the Coca-Cola System's unique management system, KORE. Specifically, we have introduced cutting-edge technologies and equipment that effectively conserve water. We also collect, treat, and recycle water used in the cleaning and cooling processes during manufacturing, enabling its circular reuse.

These initiatives had reduced the WUR to 3.04 liters by the end of 2025, a steady decrease of 24% from 2015.

Wastewater management at plants — *Recycle*

After circular use within plants, water is purified by microorganisms using the activated sludge method. Our wastewater management strictly adheres to the most rigorous standards, whether required by local laws such as the Water Pollution Prevention Act or the internal guidelines of KORE.

We return rigorously treated water to the rivers and natural environment, recirculating it as clean water.

Monitoring and conservation of local water sources ——— *Replenish*

In the Coca-Cola System, we work with specialized institutions to scientifically identify the water sources of all of our plants. After assessing the vulnerability of these water sources, we develop water source conservation plans. Based on these conservation plans, we implement disaster response measures and carry out replenishment activities in the water source areas of our plants.

In the 15 watersheds around all 17 of our plants, we have concluded contracts for water source conservation with 61 parties, including landowners, 27 municipal governments, and forestry associations, covering the forests and other aspects of specified water source areas.

Initiatives at the water source area of the Hakushu Plant (Yamanashi Prefecture)

The Hakushu Plant obtained Gold certification under the Alliance for Water Stewardship (AWS) standard in 2024, an international certification for responsible water use and management (water stewardship). We continue to manage water sources based on the AWS framework.

We take an integrated approach to water stewardship at all of our plants by reducing water usage in manufacturing, managing water quality in accordance with KORE, understanding the water balance in the surrounding watersheds, assessing future water risks, and collaborating with stakeholders to conserve water resources.

At the Hakushu Plant, in addition to these company-wide initiatives, we are working to improve the condition of the overall watershed by utilizing the AWS framework.

We position the maintenance and operation of AWS certification at our Hakushu Plant as an initiative that goes beyond simply obtaining certification and aim to further improve water resource management.



Initiatives at the water source area of the Tama Plant (Yamanashi Prefecture and Tokyo)

As part of our water resource conservation at the watershed in the area of the Tama Plant, we collaborated with Tabayama (Yamanashi Prefecture) and Hachioji (Tokyo) to promote water source replenishment through forest conservation. Since concluding agreements with both municipalities in 2023, we have worked to maintain and improve the forest environment in the area's watershed.

From 2025 onward, we are expanding the scope of our forest conservation agreements and are further

strengthening measures to replenish water sources by building on our existing initiatives. In addition to forest management to support the growth of broadleaf forests, including tending, thinning, planting, and improving the health of the forest floor, we are developing initiatives aimed at enhancing the health of the entire watershed. These efforts include the restoration of wetlands and fallow fields, the development of waterfront environments with consideration for biodiversity, and the creation of environments where local residents and visitors can interact with nature.

Through our collaboration with local stakeholders, we aim to replenish water sources and conserve ecosystems, helping to increase the sustainability of the water sources that support our business activities.



An explanation of forest conservation

Certification as a Water Cycle Active-Company

Under the 2025 Water Cycle Company Registration/Certification Program of the Cabinet Secretariat's Headquarters for Water Cycle Policy, we were certified for the second consecutive year as a Water Cycle Active-Company.

This certification recognizes companies that have contributed to the water cycle within the past three years. Initiatives that directly impact the water cycle, such as improvements to water volume and water quality, are certified under the "Quality and Quantity Category," and those contributing to the water cycle through human resources, funds, equipment, and similar means are certified under the "Human Capital Category." We received certification in both categories.



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Forest and Water That Nurture the Future

A 20-Year Journey with Our Plant Water Source Areas



Atsushi Fujikubo
Manager
Sustainability Relations Department Section 2

Yasuhiro Tomita

Mamiko Kato

In 2006, with the aim of returning the water used at our plants to nature, we concluded agreements to conserve water resources in the water source areas of our Kumamoto, Tosu, and Kiyama plants, and began full-scale forest conservation activities. We launched the Coca-Cola Learn from the Forest Project as a nature-based experiential initiative to clearly communicate the connection between nature and our business—where forests nurture the water that supports our business—to our employees and local communities. Today, this initiative has expanded to cover the water source areas of all 17 of our plants. It has evolved to become an integral part of our business, linked with forest management. In this special feature, three employees working to continue this 20-year journey forward into the future discuss their ideas and roles.

Learn from the Forest Project 20th Anniversary in Figures (As of December 31, 2025)



Protecting forests means protecting the future

Fujikubo: The water we use in our plants has been nurtured over decades by local forests. That is why I feel very strongly that continuing to protect forests helps ensure the sustainability of our business. To protect the forests that nurture this water, we have entered into agreements with landowners, municipal governments, and forestry associations, and conduct ongoing forest management activities. Forest maintenance requires ongoing effort, but each instance of thinning trees and clearing undergrowth contributes to richer vegetation and helps to improve water source replenishment and biodiversity. Every year when I visit the forest, I can really feel that it is gradually responding. Over the past 20 years, we have been working together to **protect the water that supports our business** and **ensure the natural capital of the region remains intact for the future**. I believe that the 20th anniversary represents a new starting line.

Communicating the tangible value of our activities

Fujikubo: The Learn from the Forest Project was created to communicate the tangible value of our daily water source conservation activities. We place great importance on having local community members and employees enter the forest to experience nature firsthand and learn through hands-on activities. This helps participants view the functions of the forest and the natural water cycle as something that personally matters to them. I believe that gaining a deeper understanding through these experiences will inspire future action.

Connecting forests across our plant water source areas through a shared commitment

Tomita: I was previously involved in planning for the vending machine business, but I transferred to this department because **I wanted to be involved in a job that leaves lasting**

value for the community and the future. The Learn from the Forest Project is supported by the trust built by our predecessors and on-site efforts over the years. On the other hand, operational approaches and communication methods varied by region, leaving room for improvement in delivering value in a more consistent way. Therefore, I set out to standardize our activity format and unify our message, and to establish an operational framework that ensures the same values are communicated under the same principles in any region. We also worked to create frameworks that encourage participation and foster trust-based relationships with forest owners, municipal governments, and forestry associations to facilitate collaboration. When I see the reactions of participants on-site, I feel a tangible sense of conviction that the value of this activity is being effectively communicated.

Trust built with local communities: Shaping the next 20 years

Kato: I was active as an athlete on our hockey team. I transferred to this department to start a second career after a sports injury. Currently, I coordinate with participants and analyze survey results, while also working as a member of the team involved in on-site operations. The trust we have built with the forestry associations and municipal governments who support on-site activities is the greatest asset of this initiative. While working with the unique characteristics of forests in each region, the relationships we have built with people who help us **consider the most suitable forest management** plan for each area will carry this initiative into the next 20 years.

Building on the progress of the past 20 years, we will continue to evolve our efforts to protect the future of forests, water, and our business.



20th anniversary memorial tree planting (Ebino, Miyazaki Prefecture)

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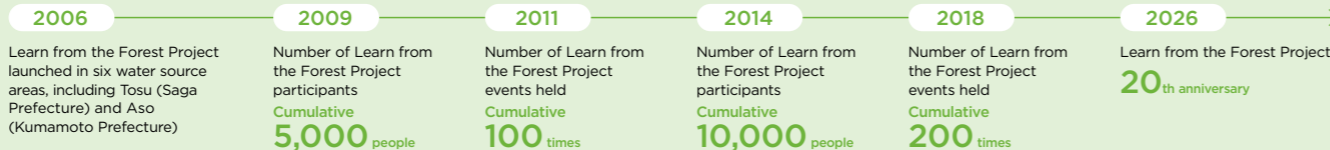
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A 20-Year Journey with the Forests of Our Plant Water Source Areas



Biodiversity Conservation Initiatives

In addition to our efforts to conserve water resources through forest maintenance in our plant water source areas, we have also been working to conserve biodiversity. Based on the knowledge gained through years of these activities, we have recently begun pursuing external recognition through initiatives such as expert-led biodiversity surveys and certification as Nationally Certified Sustainably Managed Natural Sites. These efforts enhance the effectiveness and transparency of our environmental activities.

In the 2026 updated CSV Goals, we set targets for “implementation of biodiversity conservation activities in our plant water source areas”¹ at 60% by 2030 and 100% by 2035. The figure in 2025 was 27%.

Biodiversity conservation initiatives centered on water source forests

The natural environment that nurtures water is an important foundation for our business as a beverage manufacturer. We refer to contracted forests in plant watershed areas as “water source forests” and have continuously conducted forest conservation activities to support water source replenishment. These initiatives also contribute to the conservation of biodiversity.

In recent years, we have been collaborating with experts to conduct phased surveys to assess and visualize the value of water source forests from a biodiversity perspective.



Biodiversity survey in water source forests

Coca-Cola Bottlers Japan water source forest Hoki certified as a Nationally Certified Sustainably Managed Natural Site, registered in the OECM global database

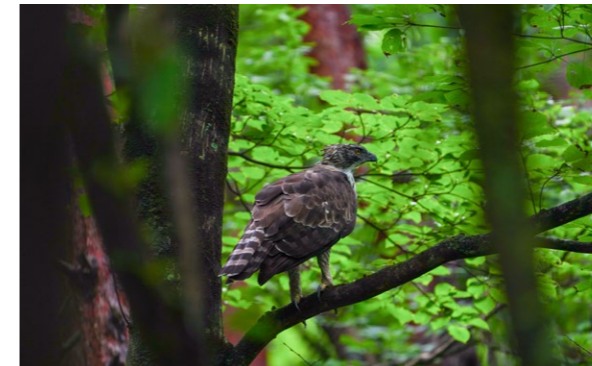
Water Source Forest Houki is a contracted forest located in the water source area of our Daisen Plant in Tottori Prefecture. In 2025, part of the forest was certified as a Nationally Certified Sustainably Managed Natural Site. We have been conducting ongoing forest maintenance activities to conserve water resources in the area since 2007. A biodiversity survey conducted by experts found that the area is home to a diverse range of flora and fauna, particularly native species. In recognition of these efforts, the area has also been registered under the global OECM² system. In 2025, we held a wildlife observation event in collaboration with Tottori Prefecture and began ongoing ecosystem protection activities in partnership with the community.



Wildlife observation event in collaboration with Tottori Prefecture

Biodiversity survey in progress at the Coca-Cola water source forest Zao

Water Source Forest Zao is the water source area of the Zao Plant. We have been conducting a biodiversity survey in collaboration with experts. Based on the survey results, we will assess conservation value and consider future management policies. We will also continue promoting our biodiversity conservation initiatives with a view to expanding them to other water source areas.



Mountain hawk-eagle (a rare raptor and indicator species for forest ecosystem health)

Understanding of individual employees supports biodiversity conservation

Sustaining biodiversity conservation requires more than an on-site initiative; it also depends on the understanding and proactive involvement of every employee. We hold nature café events as hands-on learning opportunities for employees, providing a forum to learn about the importance of biodiversity while observing local nature closely.

For employees who want to learn even more, we have launched the Nature Ambassador program, which promotes self-directed learning through external seminars and in-house study sessions. Through these initiatives, we aim to embed biodiversity perspectives deeply in our corporate culture, and to enable even more employees to view the relationship between business and nature as an issue that is personally relevant.



Nature café event



Online study session for Nature Ambassador program



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1. Percentage of all plant water source areas subject to a biodiversity survey or activities to raise awareness
 2. Other effective area-based conservation measures (OECM): Areas outside of protected areas that contribute to biodiversity

Approach to Climate Change (TCFD) and Natural Capital (TNFD)¹

The CCBJH Group has endorsed the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) and is pursuing initiatives to reduce greenhouse gas (GHG) emissions. Our efforts include scenario analyses assessing high-priority risks and opportunities toward 2030 and 2050, and we update our disclosures in line with the TCFD recommendations. We have also endorsed the Taskforce on Nature-related Financial Disclosures (TNFD) and analyze nature-related risks and opportunities using the LEAP approach with reference to TNFD v.1.0. Furthermore, we have identified priority areas related to water resources and biodiversity and disclose relevant information.

Disclosure based on the TCFD and TNFD frameworks

We endorsed the TCFD recommendations in February 2022 and subsequently participated in the TCFD Consortium and the Japan Climate Initiative. In 2023, we joined the GX League² and have continued efforts to reduce GHG emissions. A medium-term scenario analysis with a 2030 time horizon was conducted in 2022, covering high-priority risks and opportunities. In 2023, we carried out a long-term scenario analysis toward 2050, expanded the scope of assessment, and updated our disclosures in line with the TCFD recommendations.

In addition, in December 2022, we endorsed the TNFD initiatives and joined the TNFD Forum. In December 2023, we registered as a TNFD Adopter, a company that promotes information disclosure aligned with the TNFD recommendations. In November 2024, as an initial disclosure based on these recommendations and with reference to TNFD v. 1.0, we analyzed nature-related business risks and opportunities and identified priority areas related to water resources and biodiversity for disclosure.

[>Disclosures based on TCFD recommendations](#)

[>Disclosures based on TNFD recommendations](#)

1 Governance

In 2023, we established the Sustainability Committee to strengthen our framework for examining policies and strategies related to key issues such as climate change and biodiversity, based on our non-financial CSV Goals. Chaired by the president, the committee is composed of ELT³ members and convenes four times a year. Its decisions are promptly shared with each department to enhance the effectiveness of initiatives. Task forces established under the committee work with each department to promote specific measures. In 2025, the committee discussed updates to our environmental policy and the CSV Goals, along with issues related to climate change mitigation and adaptation. Based

on the committee's report, the Board of Directors incorporates sustainability-related risks and opportunities into management considerations.

Furthermore, in line with the TNFD recommendations, we position local communities as key stakeholders and promote collaboration and dialogue based on our Human Rights Policy. We ensure compliance with our Supplier Guiding Principles (SGP), which reflect our core values concerning human rights, environmental protection, and labor standards, thereby promoting respect for human rights across the supply chain.

2 Strategy

TCFD

Scenario analysis

Regarding the reduction of GHG emissions, we aim to reduce Scope 1 and 2 emissions by 50% and Scope 3 emissions by 30% by 2030, compared with 2015 levels. Furthermore, we strive to achieve net-zero GHG emissions by 2050. To support climate change mitigation and adaptation, we are strengthening our governance system in line with the TCFD recommendations, while considering scenario analysis, strategy formulation, and risk management to achieve our goals. Recognizing the need for more detailed climate-related analysis, we have conducted scenario analyses since 2022. These analyses focus on our core business and examine two scenarios: a 1.5/2°C scenario and a 4°C scenario.

	1.5/2°C	4°C
Scenario	<ul style="list-style-type: none"> As climate change response efforts progress, regulatory and other transition-related risks intensify Social changes associated with the transition to a decarbonized society are increasingly likely to impact business activities 	<ul style="list-style-type: none"> Climate change response stalls, and natural disasters and other physical risks intensify Society in which rising temperatures and other climate change events are likely to impact business
Reference	IEA: NZE and SDS IPCC: RCP 19, 2.6, and 4.5	IEA: STEPS IPCC: RCP 8.5

	TCFD	TNFD	Relevant pages
1 Governance	The Sustainability Committee, which is composed of ELT members, discusses sustainability issues including climate change and biodiversity to formulate strategies. Ultimately, strategies are decided after approval by the Board of Directors.		Sustainability Committee ▶ Page 23
2 Strategy	We expanded the scope of our scenario analysis to include the target years 2030 and 2050 and, based on this analysis, re-identified key risks and opportunities. We are also examining the development of a transition plan.	We used the LEAP approach to assess nature-related risks and opportunities and identified material issues across the entire value chain. In particular, we focused on water resources, which have significant impacts, and then conducted a water analysis across our value chain.	Mitigation of and adaptation to climate change ▶ Page 47
3 Risk management (TCFD) and risk and impact management (TNFD)	Risks and opportunities are discussed weekly by the ELT, with further detailed analysis conducted quarterly by the Risk Management Forum.		Risk management ▶ Pages 70-72
4 Metrics and targets	As mid- to long-term targets, we have established CSV Goals, our own non-financial targets, and are implementing initiatives while monitoring progress.		CSV Goals ▶ Page 25

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1. Task Force on Climate-related Financial Disclosure (TCFD) and Taskforce on Nature-related Financial Disclosure (TNFD) are international frameworks that encourage corporate financial disclosure.
 2. A public-private partnership framework led by the Japanese government toward achieving carbon neutrality by 2050.
 3. An abbreviation for Executive Leadership Team, referring to the management organization within the CCBJI Group, including the CEO and division heads

Approach to Climate Change (TCFD) and Natural Capital (TNFD)

TNFD

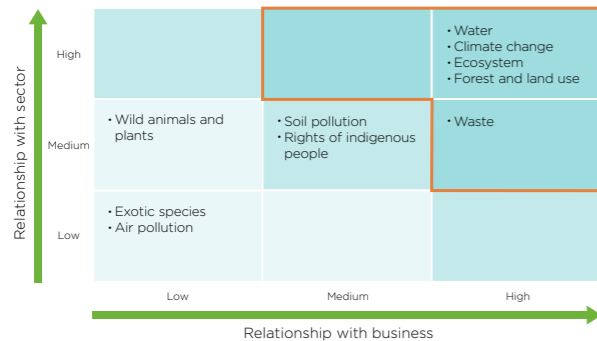
1) The LEAP approach

The Company has adopted the LEAP approach, a framework recommended by TNFD, to analyze potential nature-related risks across our entire value chain with the aim of identifying issues that are material to our business. In identifying priority areas, we selected water resources as a key theme and conducted a water risk assessment using publicly available tools, including Aqueduct developed by the World Resources Institute (WRI) and the Integrated Biodiversity Assessment Tool (IBAT).

2) Identifying key issues

To identify key nature-related issues, we assessed the sector's dependence and impact on nature using ENCORE.¹ We also reviewed cases in which nature-related risks with significant business impacts had materialized. With reference to the SBTN² High Impact Commodity List, we selected corn, sugar beets, sweet potatoes, sugarcane, coffee beans, tea leaves, and dairy products as raw materials for our core products (beverages), as well as plastic, aluminum, and iron as packaging materials. In addition, we assessed the importance of nature-related risks by taking into account the relationships between nature-related themes and our value chain. Based on the results of this research

Nature-related Materiality Map (Key issues)



and analysis, we created a materiality map of nature-related risks, with the ENCORE analysis results shown as the "Relationship with sector" on the vertical axis and risk assessment results shown as "Relationship with business" on the horizontal axis. Through this process we identified five key nature-related issues: water, climate change, surrounding ecosystems, forests and other land use, and waste.

Key risks and opportunities

Detailed information on the risks and opportunities identified based on the TCFD and TNFD recommendations is available on our website. We publicly disclose the details and time of occurrence of our TCFD and TNFD transition risks, physical risks, and opportunities. With respect to the TCFD, we also disclose a quantitative analysis, countermeasures, and a decarbonization roadmap for outlining our approach to achieving our GHG emissions reduction targets by 2030.

TCFD

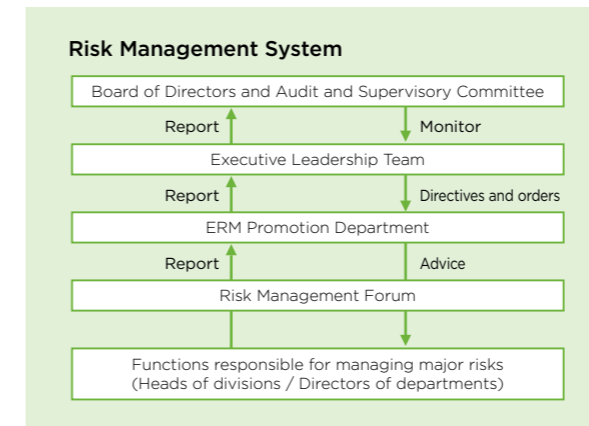
We have conducted a scenario analysis covering 2030 and 2050, using quantitative analysis to identify key risks and opportunities. To minimize risks and maximize opportunities based on multiple scenarios, we have reflected countermeasures in management strategies and in our strategic business plan Vision 2030, and incorporated them into annual plans. Going forward, we will expand the scope of our disclosure, including quantitative analysis, and refine our results. In addition, we will periodically revise our scenario analysis based on social trends.

TNFD

Regarding the five key issues, including water, we believe that rising costs and supply instability are risks to financial planning. We also identified opportunities to contribute to biodiversity conservation through enhanced traceability and technological development.

3 Risk management (TCFD) and risk and impact management (TNFD)

The Company has implemented a business resilience program that incorporates enterprise risk management (ERM), enabling the comprehensive management of risks and opportunities. The program includes both preventative and reactive measures that support business growth while responding to and recovering from adverse events. Our ERM program comprehensively assesses all kinds of risks, including sustainability-related risks such as climate change and biodiversity.



4 Metrics and targets

We position our CSV Goals as non-financial targets and have established a range of metrics and targets linked to identified risks, including the reduction of GHG emissions, sustainable raw material procurement, and water resource conservation aimed at reducing water use volumes and maintaining water replenishment rates. We are making steady progress toward these targets. Going forward, we will continue to respond to new risks and opportunities through regular reviews of these metrics and targets. [\(> Page 25 CSV Goals\)](#)

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1. Free online tools for investigating exposure to nature-related risks to understand dependencies and impacts on nature
2. An abbreviation for Science Based Targets Network. A framework for companies and cities to set science-based targets for nature (SBTs for Nature).



Supporting Better Lifestyles Through Our Products

We contribute to consumer wellness by offering high-value-added products and services that help maintain and promote health and nutrition.

Providing products that support health

In our non-financial CSV Goals, we have set targets for “sales volume growth of Foods for Specified Health Uses (FOSHU) and Foods with Function Claims (FCC) (vs. 2025)” of 50% by 2030 and 100% by 2035, as an initiative for lifestyle support through our product offerings.

To meet diverse consumer needs, we offer a wide product lineup that includes unsweetened teas, natural mineral water, and zero-calorie beverages. We are enhancing our lineup to make it easy for each consumer to choose products according to their preferences and lifestyle. In response to growing health consciousness in recent years, we are also focusing on enhancing our lineup of FOSHU and FCC products. In May 2025, we renewed the taste and package size of Ayataka Koi Ryokucha, an FCC product containing tea catechins reported to help reduce visceral and subcutaneous fat and expanded



Promotional material for Foods for Specified Health Uses and Foods with Function Claims

its distribution. In addition, the FOSHU product Karada Sukoyakacha W+ is a blended tea containing indigestible dextrin, a plant-derived dietary fiber with three functions: helping reduce visceral fat, suppressing fat absorption, and moderating sugar absorption. In January 2026, we added the message “Enjoy it with your meals!” to its packaging to strengthen sales. We also offer other products attuned to the needs of health-conscious consumers, including CHILL OUT, which contains GABA, a supplement reported to help alleviate temporary mental stress and fatigue caused by work or study, and the Minute Maid Zero Sugar series, which is recommended by registered dietitians as it contains multivitamins and contains no sugar or calories.

In 2026, we will continue providing products with high health value to help each consumer achieve a healthy and fulfilling life.

External seminars (Hydration and IN IKU drinking habit education)

The recent increase in heatstroke and other health issues related to higher temperatures and humidity raises the importance of maintaining proper hydration. To contribute to prevention, we conduct hydration seminars for schools, organizations, and companies. We also hold IN IKU seminars that provide useful information for everyday living on topics including beverage types, ingredients, nutritional content, calories, and how to read expiration labels, so that consumers can choose products suited to their physical condition and lifestyle. We will continue to promote wellness through these seminars.

App-linked corporate Wellness Program to support healthy behavior

Five bottlers in Japan provide our Wellness Program to support health and productivity management by corporate customers nationwide.

The program utilizes the healthcare app asken, which has more than 13 million cumulative users, together with drink tickets from the official Coca-Cola app Coke ON[®],* to support customers' health and productivity management initiatives through vending machines. It is available free of charge to companies with Coca-Cola vending machines. Employees at participating companies record their daily meals using the asken app as they take on simple challenges, enabling them to enjoyably maintain healthy habits. We also offer online seminars on healthy habits free of charge. Participating companies have noted increased employee engagement in health maintenance, along with greater awareness of dietary management and body fat improvement.



[>See our website for details](#)



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* Coke ON[®] is a registered trademark of The Coca-Cola Company Limited.

Contributing to Local Community Development Through Our Business

Through collaboration and communication with local communities and stakeholders, we carry out initiatives aimed at developing sustainable communities and addressing social issues. Leveraging our business activities, we contribute to the revitalization of local economies.

Plant tours

Communication through plant tours

We position plant tours as a platform for direct communication with all stakeholders, including consumers and customers. Among our 17 plants, dedicated plant tours are available at the following six sites: Zao (Miyagi Prefecture), Tama (Tokyo), Tokai (Aichi Prefecture),¹ Kyoto (Kyoto Prefecture), Hiroshima (Hiroshima Prefecture), and Ebino (Miyazaki Prefecture).

At these facilities, which immerse visitors in the world of Coca-Cola, guests can observe actual production lines while learning about the history of Coca-Cola and our product lineup, including new products, helping more consumers become familiar with Coca-Cola products. Aiming to be a trusted partner for all our stakeholders, we use these tours to provide clear and accessible explanations of our manufacturing processes, stringent quality control standards, and environmental and community initiatives.

In our CSV Goals, we have set targets of achieving a “community engagement through company-led contribution activities” rate of over 90% in both 2030 and 2035, including plant tours. In 2025, the rate was 99%.

Online summer schools

In addition to our regular plant tours, we host an online summer school each year as a special program during the summer break. It is accessible to participants who are unable to visit in person, such as those living in remote areas.

Participants in the 2025 summer school were divided into two teams to play a snakes and ladders-style game. Using route trucks, they traveled to plants and warehouses across Japan, loading products on the way to their destination. Through the game, participants enjoyed learning about the history of Coca-Cola, its manufacturing processes, and environmental initiatives, with quizzes incorporated throughout. Comments in the post-event survey included, “My child and I enjoyed touring plants in various regions in a cool indoor environment” and “It made me want to drink Coca-Cola.”

Donating beverages to food banks²

In the CSV Goals, we have set targets for “implementation of product donations through food bank support (prefectural-level basis)”³ of 75% by 2030 and 100% by 2035. In 2025, we made donations in 20 prefectures (53%).

We have partnered with Second Harvest Japan (a member of the Alliance of Japan Foodbanks) and The General Incorporated National Association for the Promotion of Food Banks to regularly donate beverages to welfare facilities and food pantries through local food bank organizations. From the start of donations in 2016 through 2025, our route trucks have delivered more than 240,000 cases. In 2025, we began donating to the certified NPO Foodbank Nara, providing 34,864 cases (851,644 bottles) of Coca-Cola products to 27 organizations in the region.



Employee volunteers

We support employee volunteer activities to help create a sustainable future together with local communities. Our

employees are members of their local communities, so we encourage voluntary participation in community-related activities such as cleanup initiatives, forest conservation, and community events. In the CSV Goals, we have set targets for “employee volunteer participation” of above 20% in 2030 and 2035. In 2025, 26% of all employees participated in volunteer activities during the year.

Support for employee participation

To encourage employee participation while respecting their autonomy, we have established volunteer leave (up to five days of paid leave per year), an e-learning program covering volunteer activities, and an internal portal site listing opportunities for participation. Employees take part in various volunteer activities throughout the year.

A growing network of activities with communities

Across our operating area of 38 of Japan’s 47 prefectures, we are expanding our engagement with local communities, driven by the actions of individual employees. Our involvement includes support for community events, cleanup activities, blood donation drives, and coaching of youth sports teams. In addition to annual cleanup activities by as many as 2,000 employees, initiatives include joint cleanup activities with FamilyMart Co., Ltd., the operation of hydration stations at the Yokohama Marathon, and grassland conservation efforts in Aso. We are cultivating networks that connect employees, communities, and our partners in each region.



Controlled burning of grassland in Aso (Kumamoto Prefecture)



Beach cleanup at Hamaoka Sand Dunes (Shizuoka Prefecture)

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1. Plant tours temporarily suspended
2. Organizations that receive donations of food from companies and deliver food that would otherwise be discarded, despite having no quality issues, to welfare facilities and people in need.
3. Percentage of prefecture-level jurisdictions including Tokyo, Osaka, Kyoto, and 35 other prefectures in all sales areas where donations were made.

Contributing to Local Community Development Through Our Business

Seminars for the community

We organize SDG-themed seminars to raise awareness of our sustainability efforts. In 2025, in collaboration with Ise City in Mie Prefecture we conducted outreach classes on environmental initiatives and PET bottle recycling. Moving forward, we will continue to prioritize communication with local communities as a beverage manufacturer and distributor.



An SDG-themed seminar

Raising employee awareness of sustainability

We promote various initiatives based on the belief that raising employee awareness and changing behaviors contributes to both social value and the corporate growth of the CCBJH Group. To improve employees' understanding of sustainability, we regularly hold company-wide educational sessions focused on our CSV Goals.



CSV study session

Scholarship program

As an affiliate of the Coca-Cola Educational & Environmental Foundation, we offer grant-based scholarships to support talented young people and foster their development as future contributors to their communities. The program assists high school students with good character, academic excellence, and high aspirations who face financial barriers to attending university. The program also supports postgraduate students who demonstrate a strong interest in sustainability, which is a critical issue for society, and wish to pursue more specialized research in environmental fields.



Social gathering for scholarship recipients

Collaborative community projects across industry, academia, government, and the private sector

In 2025, we supported initiatives in Miyagi and Mie prefectures that address local challenges and help achieve the SDGs through partnerships with local governments, educational institutions, and community groups.

Support for Ichimura Nature School in Kyushu

We operate and support Ichimura Nature School in Kyushu as part of CSV efforts to address community and educational issues. The school provides opportunities for students to develop discipline, independence, and creativity through activities such as cultivating and harvesting crops and working together as a team, based on the principle of "learning how to live from Mother Nature."



A farm at Ichimura Nature School in Kyushu

Company sports

The CCBJH Group supports regional economic revitalization through its business. It also values the role that sports play in bringing joy and excitement to people and strengthening ties with local communities.

Our Coca-Cola Bottlers Japan Red Sparks Hockey Team, based in Hiroshima and a three-time champion in Japan's top league, holds sports clinics to promote a bright and vibrant community where anyone can thrive, enhancing enjoyment of sports and skills as well as providing safe instruction methods for coaches. In addition, globally active athletes—including our company ambassador Shotaro Tsuka, a member of the Japan Men's Sevens National Rugby Team—engage with participants to share the power of sports, inspire dreams, and create meaningful connections that transcend location and physical ability. Moreover, other educational programs led by para-athletes and deaf athletes encourage understanding of disabilities and the meaning of inclusivity through barrier-free sports experiences.



Hockey team (Champions of the Takamadonomiya 2025 Japan Hockey League Sakura League)



Para-athletes and deaf athletes (Class for creating a shared future)

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