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		IFRS								
		2017	2018	2019	2020	2021	2022	2023	2024	2025
Operating results (Fiscal year)										
Revenue	(Millions of yen)	837,069	927,307	914,783	791,956	785,837	807,430	868,581	892,681	893,805
Gross profit	(Millions of yen)	412,782	452,151	441,060	362,916	350,505	351,755	384,216	402,450	399,304
Gross profit margin	(%)	49.3	48.8	48.2	45.8	44.6	43.6	44.2	45.1	44.7
Business income ¹	(Millions of yen)	40,177	23,276	15,042	169	(14,662)	(14,443)	2,025	12,046	24,525
Business income margin	(%)	4.8	2.5	1.6	0.0	—	—	0.2	1.3	2.7
EBITDA ²	(Millions of yen)	81,560	70,807	71,993	59,083	42,498	31,343	48,485	57,506	64,181
Net income attributable to owners of the parent	(Millions of yen)	21,967	10,117	(57,952)	(4,715)	(2,503)	(8,070)	1,871	7,309	(50,763)
Cash flow status (Fiscal year)										
Cash flows from operating activities	(Millions of yen)	73,014	51,244	42,629	43,716	35,982	42,717	59,102	48,883	61,123
Cash flows from investing activities	(Millions of yen)	(14,299)	(48,628)	(68,308)	(52,076)	15,271	(23,090)	(14,287)	(16,128)	(25,744)
Free cash flow	(Millions of yen)	58,715	2,616	(25,679)	(8,360)	51,253	19,628	44,815	32,755	35,379
Cash flows from financing activities	(Millions of yen)	(26,717)	(55,835)	73,994	20,912	(67,134)	(46,050)	(15,229)	(57,942)	(47,507)
Cash and cash equivalents at end of fiscal year	(Millions of yen)	118,742	65,510	113,825	126,378	110,497	84,074	113,660	88,473	76,330
Financial position (End of fiscal year)										
Total assets	(Millions of yen)	929,304	877,472	952,444	939,603	867,111	826,737	844,832	804,153	698,486
Interest-bearing debt	(Millions of yen)	81,385	102,814	246,521	271,233	214,124	179,970	181,397	142,664	133,861
D/E ratio	(Times)	0.1	0.2	0.5	0.5	0.4	0.4	0.4	0.3	0.4
Net assets/Total equity	(Millions of yen)	655,038	580,906	506,491	502,093	492,451	476,358	470,021	466,443	380,199
Per-share information										
Basic earnings per share (EPS)	(Yen)	125.53	52.68	(322.22)	(26.29)	(13.96)	(45.00)	10.43	40.76	(296.51)
Equity attributable to owners of the parent per share (BPS)	(Yen)	3,204.90	3,163.63	2,821.27	2,797.03	2,745.12	2,655.38	2,618.49	2,623.62	2,292.46
Annual dividend per share	(Yen)	44.00	50.00	50.00	25.00	50.00	50.00	50.00	53.00	60.00
Consolidated dividend payout ratio	(%)	35.1	94.9	—	—	—	—	479.4	130.0	—
Stock price at end of year	(Yen)	4,115	3,285	2,791	1,609	1,320	1,437	2,025	2,497	3,169
Other financial data										
Return on invested capital (ROIC)	(%)	—	—	—	—	(1.5)	(1.5)	0.2	1.4	3.2
Equity income margin attributable to owners of the parent (ROE)	(%)	4.6	1.6	(10.7)	(0.9)	(0.5)	(1.7)	0.4	1.6	(12.0)
Total assets/Pre-tax profit ratio (ROA)	(%)	5.6	1.6	(6.1)	(1.3)	(2.4)	(1.5)	0.4	1.6	(9.7)
Percentage of equity attributable to owners of the parent	(%)	70.4	66.2	53.1	53.4	56.8	57.6	55.6	58.0	54.4
Price earnings ratio (PER)	(Times)	32.8	62.4	(8.7)	(61.2)	(94.6)	(31.9)	194.2	61.3	(10.7)
Price-to-book ratio (PBR)	(Times)	1.28	1.04	0.99	0.58	0.48	0.54	0.77	0.95	1.38
Capital expenditure	(Millions of yen)	42,539	53,136	103,882	65,521	40,184	42,540	33,668	42,345	40,030
Depreciation and amortization expenses	(Millions of yen)	41,383	47,531	56,951	59,583	57,160	45,786	46,460	45,460	39,655
Equity-related data										
Outstanding shares at end of year	(1,000 shares)	206,269	206,269	206,269	206,269	206,269	206,269	206,269	183,269	171,269
Treasury stock at end of year	(1,000 shares)	2,016	22,793	26,917	26,920	26,925	26,928	26,834	5,574	5,555

Note 1: The data for 2017 represents results for Coca-Cola Bottlers Japan Holdings Inc. from the second quarter.

Note 2: Amounts are rounded down to the nearest unit, and percentages are rounded to the nearest whole number.

Note 3: In December 2020, as a result of the decision to sell all shares in Q'sai Co., Ltd held by the Company, the Healthcare and Skincare business has been classified as a discontinued operation and assets and liabilities of the Healthcare and Skincare business have been classified as the assets held for sale and liabilities directly related to assets held for sales. Therefore, these are excluded from the above major financial data for 2020 and 2021. This sale of shares was completed on February 1, 2021.

1. Business income is a measure of our recurring business performance. Business income deducts cost of sales and selling, general and administrative expenses from revenue, and includes other income and expenses that we believe are recurring in nature.

2. EBITDA = Business income + Depreciation

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Environmental							
Water							
		2021	2022	2023	2024	2025	
Plant water use volume ¹	(1,000 m ³)	13,175	13,475	13,537	13,420	13,412	
Plant wastewater volume	(1,000 m ³)	9,133	9,088	9,074	8,793	8,648	
Water usage ²	(1,000 m ³)	4,042	4,387	4,463	4,627	4,764	
Energy use³							
		2021	2022	2023	2024	2025	
Manufacturing	Electricity	(1,000 kWh)	314,017	322,219	366,947	361,928	362,603
	Piped gas	(1,000 m ³)	45,766	46,306	46,968	47,458	48,475
	Liquefied natural gas (LNG)	(t)	9,642	9,933	9,904	9,365	9,314
	Fuel oil	(KL)	1,126	1,091	1,100	1,056	1,080
Logistics	Gasoline	(KL)	5,315	5,782	5,990	6,389	5,219
	Diesel	(KL)	59,376	49,856	48,077	49,534	46,617
	Liquefied petroleum gas (LPG)	(t)	745	720	813	831	805
Offices	Electricity	(1,000 kWh)	68,420	68,766	66,990	65,314	61,340
	Piped gas	(1,000 m ³)	116	105	113	102	76
	Liquefied petroleum gas (LPG)	(t)	90	99	96	94	122
	Kerosene (KL)	(KL)	13	16	15	17	2
Sales (vending machines and other equipment) ⁴	Electricity	(1,000 kWh)	927,984	895,240	849,989	787,413	742,396
Greenhouse gas emissions⁵							
		2021	2022	2023	2024	2025	
Manufacturing	(1,000 tons CO ₂ equivalent)	269	270	277	267	246	
Logistics	(1,000 tons CO ₂ equivalent)	168	144	144	149	138	
Offices	(1,000 tons CO ₂ equivalent)	32	32	31	29	28	
Sales (vending machines and other equipment) ⁵	(1,000 tons CO ₂ equivalent)	402	389	372	333	314	
Product intensity							
		2021	2022	2023	2024	2025	
Water used per 1 L of product	(L/L)	3.24	3.25	3.20	3.09	3.04	
Energy used per 1 L of product ⁴	(MJ/L)	0.87	0.87	0.86	0.84	0.82	

Manufacturing waste						
		2021	2022	2023	2024	2025
Total amount of manufacturing waste	(t)	103,590	105,701	104,952	108,244	109,273
Recycled amount of manufacturing waste	(t)	103,499	104,093	104,477	106,421	109,032
Recycling rate of manufacturing waste	(%)	99.90	98.50	99.50	98.30	99.8
Recycling rate of coffee grounds generated in the manufacturing process	(%)	100	100	100	100	100
Recycling rate of tea leaves generated in the manufacturing process	(%)	100	100	100	100	100

Social						
Employees						
		2021	2022	2023	2024	2025
Number of employees (excluding average number of temporary workers) ⁶	(Persons)	15,083	14,484	14,010	14,084	12,667
		(3,777)	(3,416)	(3,163)	(2,888)	(2,555)
Ratio of female employees ⁶	(%)	19.4	18.6	18.3	18.3	18.9
Females in all management positions, including junior, middle and senior (expressed as a percentage of total management positions) ⁷	(%)	6.1	6.6	7.4	9.2	10.4
Females in junior management roles, representing first level of management (expressed as a percentage of junior management positions)	(%)	6.3	7.0	7.6	9.6	10.6
Females in management and leadership positions	(%)	9.7	10.0	10.4	11.3	12.8
Ratio of female directors	(%)	22.2	33.3	33.3	33.3	44.4
Employment rate of people with disabilities ⁸	(%)	2.39	2.48	2.42	2.59	2.56

1. We do not use water withdrawn from seawater or quarries.
 2. This figure is calculated by subtracting plant wastewater volume from plant water use volume. Please note that this figure does not correspond directly to the amount of water used in production due to factors such as evaporated water and rainwater contained in wastewater.
 3. The calculation process and third-party assurance report can be confirmed here. [Third-party assurance report and accounting process](#)
 4. The CCBJH Group uses the Coca-Cola System's global thermal conversion factors for calculations.
 5. The number includes employees at all levels, except partner employees, part-time employees, executives, and temporary employees. There are 15,222 employees including the average number of temporary workers.
 6. Percentage of female employees among the total workforce of 15,139 employees as of December 31, 2025, including employees, partner employees, part-time employees, temporary staff, and contract employees. Women accounted for 14.4% of permanent employees among a total of 12,600 permanent employees as of December 31, 2025.
 7. "Management position" refers to employees (excluding officers) who fall within the top five of the nine grades determined based on factors such as size of organizational and job-related roles and responsibilities.
 8. The figure is in the "Employment Report for Persons with Disabilities" (June 1, 2025) submitted to the Director of the Public Employment Security Office.

Social						
Occupational safety						
		2021	2022	2023	2024	2025
Lost time injury frequency rate (LTIFR) ⁹		1.20	1.13	1.11	1.27	0.98
Lost time injury frequency rate of contractors (LTIFR) ¹⁰		1.03	0.38	0.76	0.47	0.19
Total incident rate (TIR) ¹¹		0.55	0.51	0.46	0.49	0.56
Lost time incident rate (LTIR) ¹²		0.24	0.23	0.22	0.25	0.20
Training programs						
		2021	2022	2023	2024	2025
Number of participants in Company-sponsored training and education programs	(Persons)	41,736	49,150	180,984	200,294	295,405
Average hours per FTE of training and development	(Hours)	11.9	10.8	15.8	22.9	14.6
Average expense per FTE of training and development ¹³	(Yen)	67,760	74,442	85,050	82,232	108,664
Social contribution activity						
		2021	2022	2023	2024	2025
Financial contributions ¹⁴	(Yen)	163,572,000	107,478,000	105,721,158	128,231,522	125,801,000
Employee volunteering time during paid working hours (monetary equivalent)	(Yen)	119,000	1,276,000	1,353,000	4,130,000	3,170,000
In-kind donations of products or services, including projects, partnerships, or similar initiatives (monetary equivalent)	(Yen)	34,110,000	150,056,000	145,782,000	144,209,160	153,296,000
Management expenses	(Yen)	786,000,000	726,222,000	592,637,000	684,225,000	685,623,000
Number of employee volunteers	(Persons)	551	3,579	3,438	3,495	3,913
Work-life balance						
		2021	2022	2023	2024	2025
Employees using flexible working hours	Number (Persons)	9,812	9,409	10,000	9,706	8,749
	Implementation rate (%)	100	100	100	100	100
Employees using work-from-home arrangements	Number (Persons)	2,861	2,439	2,711	2,605	2,449
	Implementation rate (%)	95	98	97	95	83
Employees taking childcare leave	Female (Persons)	137	138	125	118	122
	Male (Persons)	27	30	57	60	86
Return rate of employees who took childcare leave	(%)	99	100	98	100	100

Governance						
Independence of Board of Directors¹⁵						
		2021	2022	2023	2024	2025
Percentage of independent directors	(%)	56	56	56	44	44
Number of Board of Directors meetings held/Term of office	(Times/Year)	8/1	7/1	8/1	6/1	6/1
Audit and Supervisory Committee¹⁵						
		2021	2022	2023	2024	2025
Percentage of outside directors on the Audit and Supervisory Committee	(%)	100	100	100	100	100
Number of Audit and Supervisory Committee meetings/Term of office	(Times/Year)	8/2	5/2	5/2	5/2	5/2
Main investor relations activities						
		2021	2022	2023	2024	2025
Earnings presentations	(Times)	4	4	4	4	4
IR meetings with analysts and institutional investors (approximate number of events/participants)		230/340	250/390	310/520	310/680	330/670
Participation in conferences (domestic and overseas)	(Times)	6	6	5	7	7
Other IR briefings	(Times)	3	4	4	3	3
Ethics and compliance						
		2021	2022	2023	2024	2025
Critical violations of the Code of Business Conduct & Ethics		None	None	None	None	None
Payment of critical environmental or ecological fines or penalties over the past four years		None	None	None	None	None
Political contributions or expenditures for lobbyists or lobbying organizations		None	None	None	None	None

9. Number of lost-time incidents ÷ total number of working hours × 1,000,000 targeting permanent/non-permanent employees of the CCBJH Group.
 10. Number of lost-time incidents ÷ total number of working hours × 1,000,000 targeting subcontractors of the CCBJH Group. (Vendors outside the system, contractors, visitors)
 11. Number of incidents ÷ total number of working hours × 200,000 targeting permanent/non-permanent employees of the CCBJH Group.
 12. Number of lost-time incidents ÷ total number of working hours × 200,000 targeting permanent/non-permanent employees of the CCBJH Group.
 13. Training and development costs include consulting fees and other expenses (2022-2025)
 14. Contribution as the Coca-Cola System partly included
 15. The figures in the annual securities report for each fiscal year

Company Overview and Stock Information (As of December 31, 2025)



Corporate Profile

Company name	Coca-Cola Bottlers Japan Holdings Inc.
Headquarters	Tokyo Midtown Tower, 9-7-1 Akasaka, Minato-ku, Tokyo 107-6211, Japan
Founded	December 20, 1960
Capital	15,232 million yen
Number of employees	12,667
Securities code	2579 (Prime Market)
Authorized shares	500,000 thousand shares
Outstanding shares	171,269 thousand shares (Common stock)
Number of shareholders	73,479 (Shareholders with voting rights excluding treasury stock: 56,273)
Number of shares per trading unit	100 shares

Note: The Company has issued only common shares, and has not issued any class shares or preferred shares.

Bond Information

	Total amount issued (Millions of yen)	Coupon rate (%)	Maturity date
CCBJH 2nd Series of Unsecured Straight Bond	60,000	0.200	September 18, 2026
CCBJH 3rd Series of Unsecured Straight Bond	50,000	0.270	September 19, 2029

Rating Information

	2023	2024	2025
Rating and Investment Information, Inc. (R&I) issuer rating	A+	A+	A+
Japan Credit Rating Agency, Ltd. (JCR) long-term issuer rating	AA-	AA-	AA-

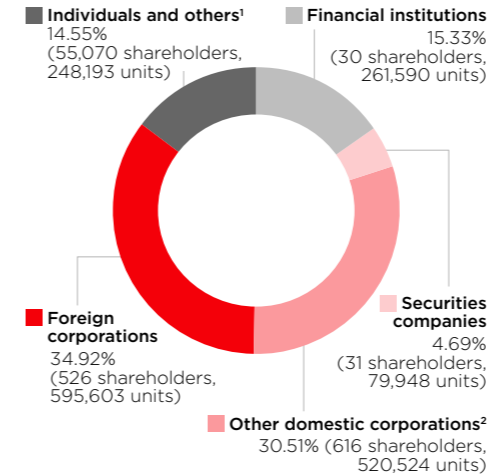
Major Shareholders

Shareholder	Number of shares owned (Thousands)	Percentage of voting rights (%)
Coca-Cola (Japan) Co., Ltd.	27,956	16.60
THE COCA-COLA EXPORT CORPORATION	16,919	10.04
The Master Trust Bank of Japan, Ltd. (Trust Account)	16,260	9.65
Ichimura Foundation for New Technology	5,295	3.14
J.P. Morgan Securities Japan Co., Ltd.	4,932	2.93
Senshusha Co., Ltd.	4,088	2.43
Coca-Cola Holdings West Japan Inc.	4,075	2.42
Satsuma Shuzo Co., Ltd.	3,848	2.28
Custody Bank of Japan, Ltd. (Trust Account)	3,012	1.79
STATE STREET BANK AND TRUST COMPANY 505001	2,646	1.57

Note: Treasury shares (2,820 thousand shares) are excluded from the list above and from the calculation of ratio of shareholding. In addition, treasury shares do not include Company shares held by Executive Reward BIP Trust and Stock-granting ESOP Trust.

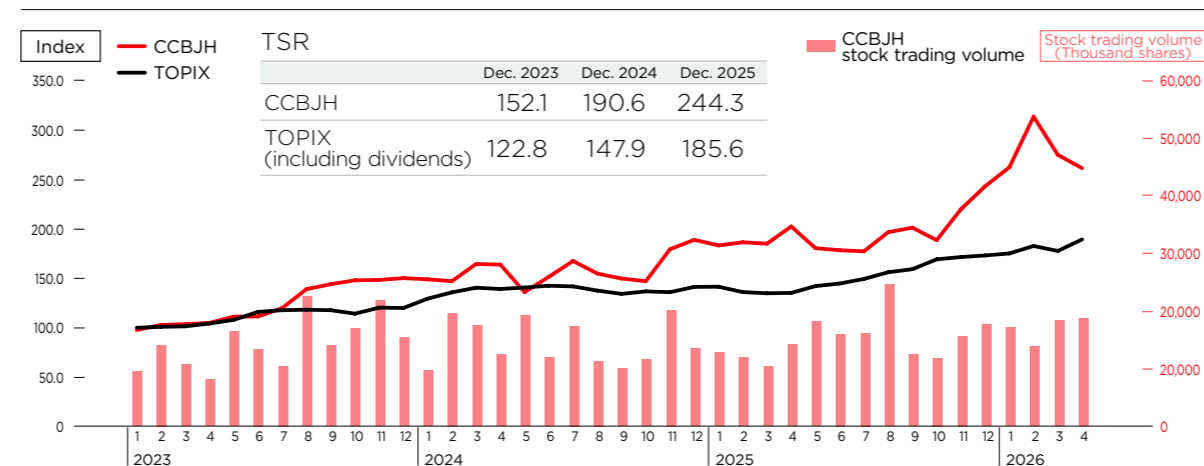
Composition of Shareholders

(1 unit: 100 shares)



1. "Individuals and others" includes 28,195 units of treasury stock owned by the Company.
2. "Other domestic corporations" includes 23 units in the name of Japan Securities Depository Center, Inc.

Total Shareholder Return (TSR)*



Note: The above graph shows the rate of return on an investment made in January 2023, including dividends and share price performance as of December 31, 2025. The CCBJH chart is indexed to 100 based on an investment made in January 2023 and reflects total return (share price plus dividends, assuming no reinvestment of dividends). The benchmark used for comparison is the Tokyo Stock Price Index (TOPIX), including dividends, which is indexed on the same basis.
* Total return on investment, calculated as the sum of capital gains and dividends.

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Our Group Companies / Equity Method Investees (As of December 31, 2025)

	Company name	Principal business
Group companies	Coca-Cola Bottlers Japan Inc.	Manufacturing, distribution, and sales of beverage products and alcoholic products
	Coca-Cola Customer Marketing Co., Ltd.	Sales and export/import of beverage products, nonessential beverage products, and other beverage products
	Coca-Cola Bottlers Japan Vending Inc.	Operational business of vending machines
	FV Japan Co., Ltd.	Manufacturing, processing, and sales of beverage products and office coffee service business, etc.
	Kadiac Co., Ltd.	Operational business of vending machines
	Coca-Cola Bottlers Japan Business Services Inc.	Shared service business to support the sales of beverage, nonessential beverage, alcoholic beverage, dairy beverage, and food products. Management of beverage sales equipment.
	Coca-Cola Bottlers Japan Benefit Inc.	Operation of special subsidiary, recruitment of persons with disabilities within the Group, support for retention, and related office work operations, etc.
	Bannai Saketen Inc.	Operation of ordering system for alcoholic beverage distribution industry
	NeoArc Inc.	Providing human resources, general affairs, finance, procurement, customer service sales support on consignment, development, installation, operation, maintenance, and provision of repair services for computer hardware, computer software, computer systems, and computer networks
	CCBJI INSURANCE (SINGAPORE) PTE. LTD. CCBJI SERVICES INDIA PRIVATE LIMITED	A captive insurance entity that only insures risks of the CCBJI Group Designing, developing, implementing, and maintaining software solutions and products, as well as related services
Equity method investees	onEQuest Co., Ltd.	Installation, management, operation, maintenance, sanitation, manufacturing, sales, repair, parts supply, and export/import of various vending machines and soft drink equipment (such as coolers), as well as related and incidental operations
	RESOURCES Co., Ltd.	Providing services for the collection, transportation, sorting, and processing of empty containers in compliance with the Containers and Packaging Recycling Law; collection, transportation, and recycling of fluorescent tubes and dry cell batteries; sales of PET bottle and processed aluminum product containers; and general cargo trucking business

External Evaluations and Participation in Initiatives

Incorporation into SRI indices

In the field of ESG investment, where non-financial initiatives as well as financial ones are used as evaluation criteria for investment decisions, we have been included in several ESG indices.

FTSE4Good Index Series
FTSE JPX Blossom Japan Index
FTSE JPX Blossom Japan Sector Relative Index
S&P/JPX Carbon Efficient Index

General

We have received excellent ratings from external evaluation agencies due to our sustainability practices in different sectors.

NIKKEI Sustainable Management Survey, SDGs Edition

Social

We have received certifications and high ratings from government and external evaluators for our approach to addressing social issues.

NIKKEI Smart Work 2026
PRIDE Index Rainbow and Gold
Eruboshi Certification
Kurumin
Sports Yell Company

Environment

We strive to disclose information about our environmental initiatives and have received recognition from administrative agencies and external evaluators for our efforts.

CDP Water Security Survey
Registered as an OECM in a global database (Coca-Cola Bottlers Japan Ebino Water Source Forest)
Water Cycle ACTIVE Company
Green Partner 2025
Eco-First program member

Participation in outside initiatives

We actively participate in various outside initiatives to address social issues.

United Nations Global Compact
Task Force on Climate-related Financial Disclosures (TCFD)
GX League
Taskforce on Nature-related Disclosures (TNFD)
Forum Member
Business for Marriage Equality (BME)
Business Support for LGBT Equality in Japan

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For Inquiries [>Please use the Inquiries form on the Coca-Cola Bottlers Japan Holdings Inc. website.](#)