



We must "do the right thing" for the long term, while getting the day to day right



Representative Director and President

Calin Dragan



Mission

Deliver happy, refreshing moments to everyone in the community, every day

Corporate Identity

- Community-based** We help build and support sustainable communities, foster strong connections with them, and help protect the environment, Creating Shared Value
- Customer-centric** We focus on all our consumers and customers to become their trusted partner
- Hinkaku (Corporate Dignity)** We respect human rights, honor community principles, and strive to maintain the highest ethical standards
- Diversity** We respect the individuality of our employees, actively incorporating diverse values and ideas so all can achieve their full potential

Culture

- ① Build on our HERITAGE as we shape our FUTURE
- ② Fuel life and work with commitment and PASSION
- ③ Base judgments on ETHICS
- ④ Think independently, take RESPONSIBILITY
- ⑤ Enjoy life and welcome CHALLENGE
- ⑥ Act with RESPECT, inspire RESPECT
- ⑦ Value COOPERATION
- ⑧ Pursue 'SIMPLE AND SPEEDY' solutions

Inaugural Message

I am Calin Dragan, and on March 26, 2019 I assumed the position of President and Representative Director of Coca-Cola Bottlers Japan Holdings Inc. (CCBJH) It is an honor to speak to you as a representative of this great company as we embark on a journey of transformation to set a foundation for sustainable growth into the future. After working in Japan as Vice President of Coca-Cola West Co., Ltd. and President of Coca-Cola East Japan Co., Ltd., I most recently led bottling operations for The Coca-Cola Company in 15 countries worldwide as President of the Bottling Investment Group (BIG). It is indeed a great pleasure for me to return to Japan, and I am looking forward to connecting with all of you through our extensive Coca-Cola business that represents close to 90% of The Coca-Cola Company's sales volume in Japan.

Coca-Cola Bottlers Japan Holdings, Inc. is Asia's largest Coca-Cola bottler and ranks among the top Coca-Cola bottlers worldwide in terms of sales revenue. We operate our business activities with a community-based and customer-centric corporate philosophy under one mission,

"To deliver happy, refreshing moments to everyone in the community, every day".

Setting the Foundation for Recovery and Growth

Since our launch in April 2017, we can point to many accomplishments in creating a new company from the management integration of Coca-Cola West and Coca-Cola East Japan. This includes the consolidation and reorganization of multiple subsidiaries and Coca-Cola system-affiliated companies, the generation of 12 billion yen in net synergies and savings since "Day One" of operations and the launch of our new corporate philosophy "THE ROUTE". Although our business results were severely impacted by heavy rain and flooding in July 2018, we see 2019 as a transition year focused on recovery and building foundation for future growth. Aiming to return growth trajectory in 2020 and onward, we understand and are quickly taking action to address various challenges we face by investing to recover and grow product supply capacity to respond to rapid changes in consumer purchasing behavior, and to

replace the flood-damaged Hongo plant and related facilities.

In terms of product supply, we are investing to put seven new manufacturing lines in operation by Spring of 2020, including our new Hiroshima plant, which will replace the damaged Hongo plant. Already in the first quarter of 2019 we have started operation of two new lines in Kyoto and Kumamoto. We also broke ground on the construction of a new "mega-distribution center" in Saitama as part of the Project Shinsei work underway to optimize our nationwide logistics and distribution infrastructure. On the sales front, we are putting into practice initiatives for profitable sales growth, having announced the first price increase in 27 years for large PET products, and through the creation of a joint vending business team together with the Coca-Cola (Japan) Company to revitalize our important vending business.

Toward Best-in-class Governance

We have also renewed our governance system as a fundamental building block of this foundation for

sustainable growth. The majority of our board members are now outside directors to enhance independence, and our board reflects diversity in gender, nationality and important professional experience from across industry as well as relevant expertise from the global Coca-Cola network. Furthermore, we have actively streamlined our organizational structure by reducing the number of executive officers and reporting layers, initiating a voluntary retirement program and introducing arrangements for more flexible working styles.

Our Commitment

In order to earn the trust of consumers, customers and all stakeholders each and every day, we are committed in to grow this business in a sustainable way and to create shared value based on our community-based and customer-centric business principles. We will continue to promote growth-oriented and speedy initiatives, supported by a financial strategy that drives shareholder value creation. I would like to thank you for your continued understanding and support now and in the years to come.