Strategic Business Plan 2026 – 2030
Vision 2030

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Coca-Cola Bottlers Japan Holdings Inc.

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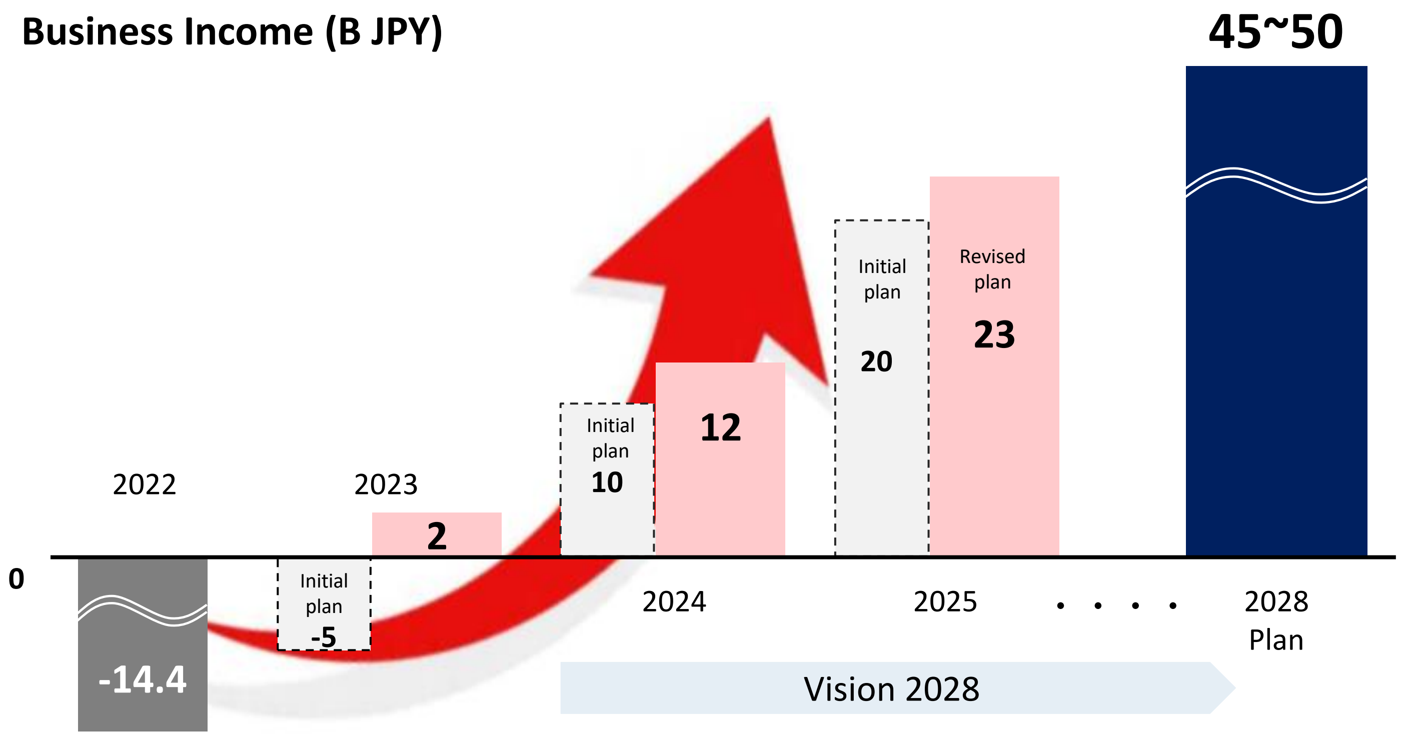
We bottle happy moments.

Coca-Cola BOTTLERS JAPAN HOLDINGS INC.

Tremendous progress toward Vision 2028 with strong BI growth

- Over past 2 years, earnings improved fundamentally; BI exceeded targets with 26+ billion yen increase vs 2022
- Key measures outlined in Vision 2028 have delivered exceptional results:
  - Achieved top-line growth with solid profitability. Transformation delivered substantial recurring cost savings and reinforced business foundation
  - Announced shareholder return program under Vision 2028 in November 2024, driving capital efficiency
- 2025 BI trending above initial plan. Guidance revised upward to aim even higher

Business Income (B JPY)



Major achievements under Vision 2028
(FY2025 Revised Guidance vs. FY2023 Actual)

✓ BI	**Approx. 10x**
✓ ROIC	**Over +2 pts**
✓ Transformation cost savings	**Approx. 10 B JPY**
✓ Shareholder returns	**Comprehensive shareholder return program announced**

Revamping Vision 2028 to address new opportunities and challenges

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

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

Positive business operations outlook going forward

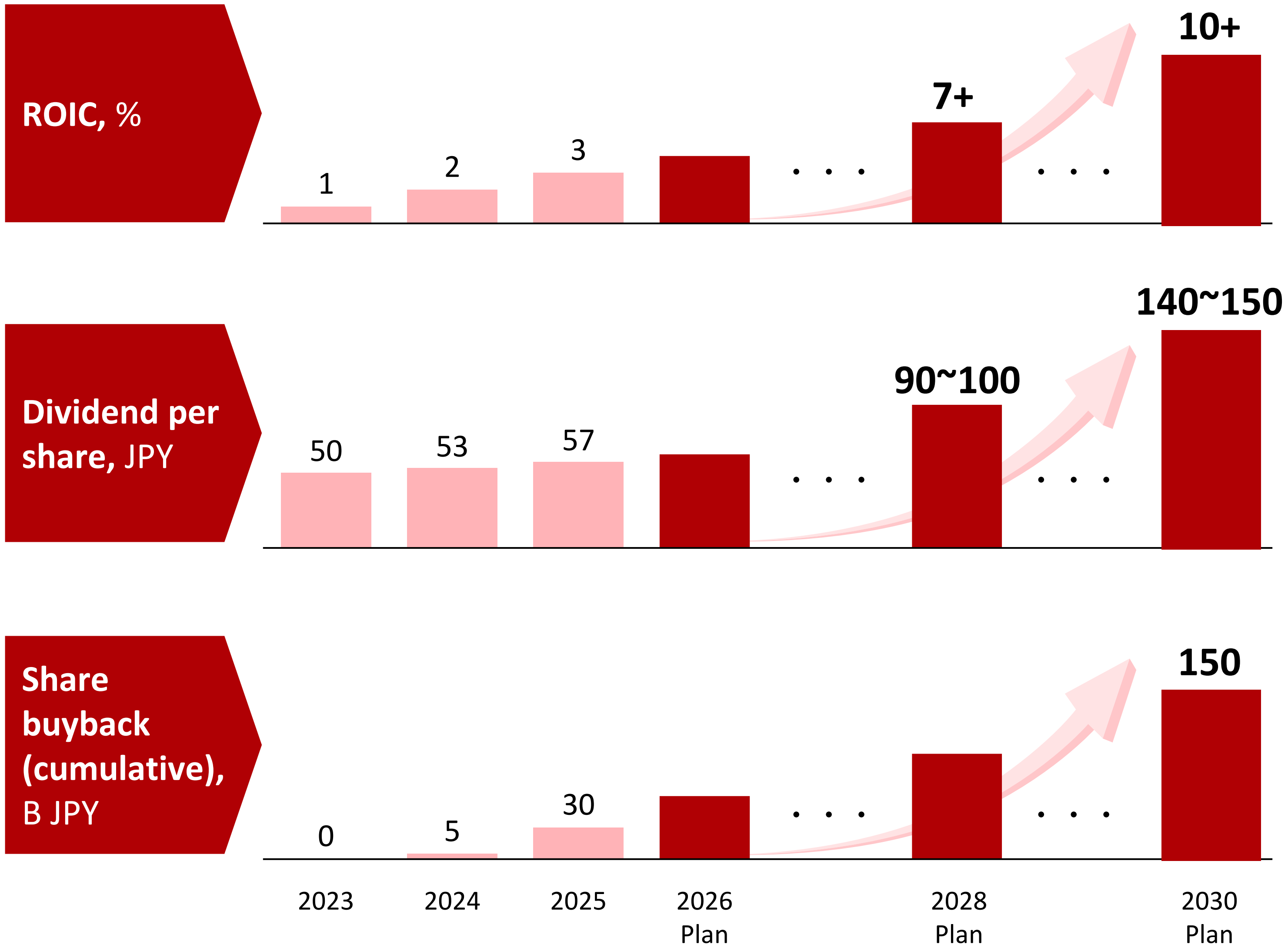
Strong determination confidence to set and achieve higher ambitions

Progress toward a phase of higher shareholder returns

Ongoing Vision 2028 revised upward, launching new Strategic Business Plan Vision 2030

Accelerating expansion of shareholder returns

Forecast for capital efficiency and shareholder return metrics



Announced comprehensive shareholder return measures in November 2024

- Updated dividend policies and shifted to progressive dividends
- Share buybacks of 30 B JPY

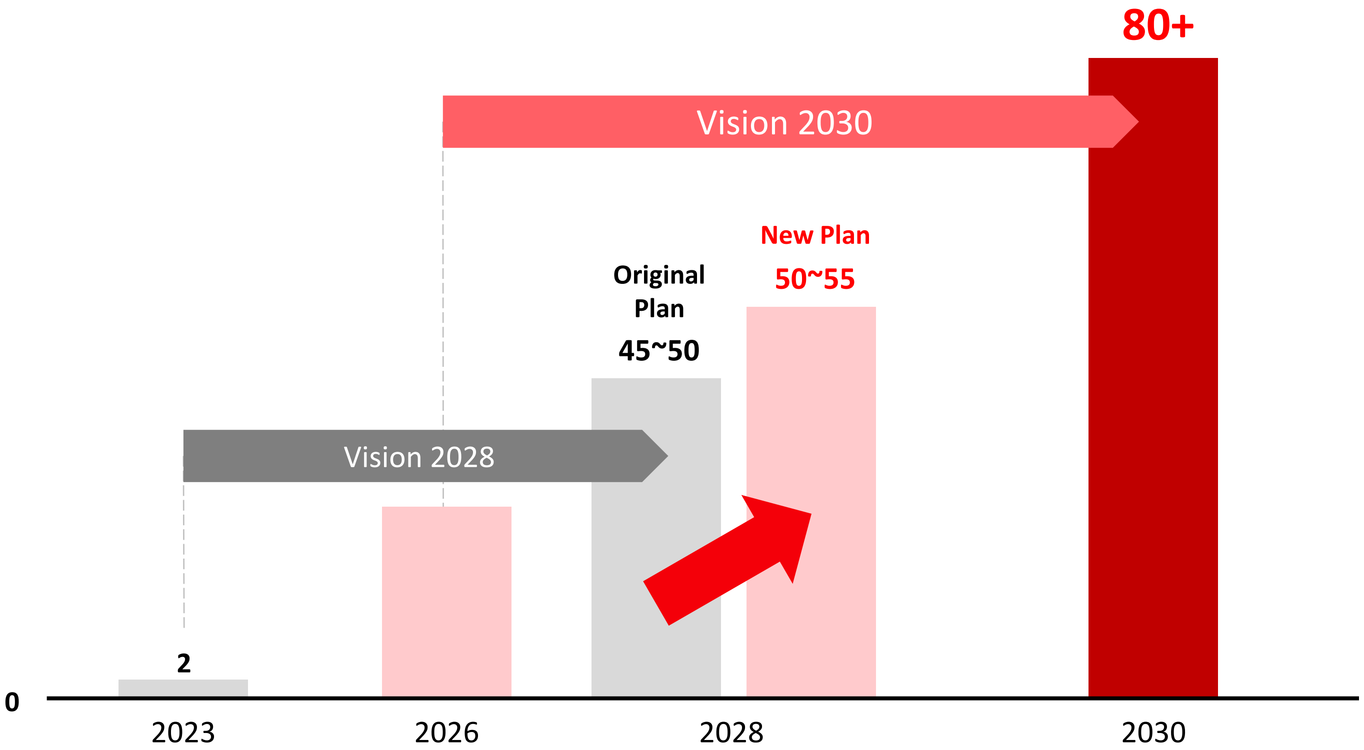
Vision 2030 accelerates existing initiatives and plan for **largest shareholder return measures in our corporate history**

- Dividend per share in 2030:
  - **140~150 JPY**
- Share buybacks
  - **30 B JPY** from November 2025
  - Cumulative **150 B JPY** by 2030

Elevating 2028 targets and setting new heightened new 2030 targets

- 2028 targets are revised upward, new 5-year (2026-2030) Strategic Business Plan Vision 2030 formulation
- 2030 targets of BI 80+ billion yen (2x record-high), ROIC of 10+% (2x WACC)
- Implement largest-ever shareholder return plan by significantly improving key business performance indicators

Overview of Strategic Business Plan upward revision (Business Income, B JPY)



2030 Key targets	
Revenue	1+ T JPY CAGR +2~3%
Volume	CAGR +0.5~1%
BI (BI margin%)	80+ B JPY (BI margin 8%+)
Transformation Cost Savings	30~35 B JPY
ROIC	10+ %
Dividend per share	140~150 JPY
Share Buyback	Cumulative 150 B JPY

New Strategic Business Plan to further enhance shareholder value

Vision 2030: Targeting superior profitability and capital efficiency

Achieving company-wide goals through greater transparency and accountability for business units to improve market execution and profitability

Vending

- Revising entire business and rebuilding profit foundation. Focus on profitability and asset efficiency
- Improving data utilization and executing strategies for enhanced competitiveness
- Continuing digital transformation

OTC

- Executing topline growth identifying growth opportunities
- Investing in marketing with diligence on ROI
- Strengthening coordination with key customers

Food Service

- Reinforcing customer approach to expand drinking opportunities
- Strengthening approach to growing segments
- Optimizing equipment and assortment for profitability

Supply Chain

Leveraging strong supply chain base and accelerating efficiency

Back office / IT

Promoting data-driven management via company-wide digital-transformation

ESG/Human capital/Financial foundation

Strengthen foundation for sustainable business

Rebuild profit base and lead the business with “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.

Location selection	Assortment Pricing	Inventory Management	Route Productivity	…

- 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 life cycle cost of vending machines, maximize asset utilization.
- Accelerate collaboration based on partnerships to enhance competitiveness and efficiency across the entire business.

Vending Machines in Operation (in our area)	About **650 thousand**
Coke ON Downloads (as of end of July, 2025)	**65+ million**

Aim for global bottlers benchmarks to improve returns across segments

OTC

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

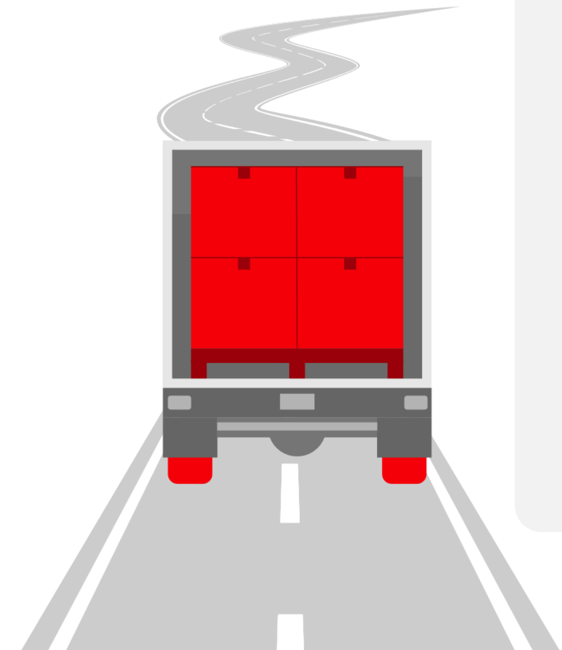
- Drive strong top-line growth by accurately capturing consumer trends through data in densely populated urban areas and executing ROI-focused, targeted marketing initiatives.
- Evolve pricing strategies by integrating them with category and packaging strategies, applying insights gained from past price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

Food Service

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 Coca-Cola System.
- Capture new demand by efficiently and effectively approaching high-growth, emerging business formats.
- Optimize equipment investments and review commercial terms to promote profitability and capital efficiency.
- Strengthen proposal capabilities by enhancing organizational capabilities and leveraging technology.

Drive cost reduction and reinforce foundation through digital transformation



Supply Chain

Optimize end-to-end supply chain processes through full-scale digital enablement

- Reduce logistics costs and improve capital efficiency by promoting the "local production for local consumption model.”
- Enhance S&OP process accuracy to achieve stable supply at low cost and reduce/optimize product inventory levels.
- Further reinforce future logistics network through initiatives such as establishment of new logistical location such as Integrated Distribution Center (IDC).

Backoffice/IT

Continue building a solid foundation to further advance data-driven management

- Build new technology foundation for future growth by integrating various IT systems and data assets.
- Improve operational efficiency through digital utilization - driving fundamental business process reengineering.
- Promote data-driven decision-making by deepening collaboration with partners and achieving world-class operations.

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

- **Strategies focused on enhancing shareholder value**
- **Continue optimizing the balance sheet, that will enable ambitious shareholder returns**
- **Execute flexible shareholder return in line with market dynamics**

Enhanced Capital Efficiency

Target ROIC of 10%+ (approx. double WACC) by 2030

✓ Make carefully selected capital investments within the scope of depreciation (30–35 B JPY/year*)

*Investments amounts related to lease transactions subject to IFRS 16 are not included in the above figures

✓ Optimize balance sheet: Improve fixed asset and divest idle assets and strategic shareholdings to streamline asset base. Improve product inventory turnover

✓ Consider optimizing financial leverage to contain capital costs

Vision 2030 Shareholder Return Measures

Promote shareholder returns by generating stable cash flows

1 Target dividend per share of 140~150 yen by 2030

- Increase dividends based on progressive dividend policy
- 40% payout ratio and 2.5% DOE

2 Planned total share buyback of 150 billion yen

- 30 billion yen share buyback to begin in November 2025
- Cumulative share buyback of 150 billion yen by 2030

Summary

- Vision 2030 sets bold new targets, aims for significantly enhanced profitability and capital efficiency to drive shareholder value through the largest shareholder return program in our company history.

Business Income	ROIC	Dividend per Share	Share buyback
80+ B JPY	10+ %	140~150 JPY	Cumulative 150 B JPY

(2030 Targets)

- Our confidence in continued growth is underpinned by the substantial performance improvements achieved to date, our consistent track record of delivering on targets, robust foundations for growth, and lessons learned along the way.

Strongly committed to achieve Vision 2030

THANK YOU

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Coca-Cola Bottlers Japan Holdings is committed to providing quality in every bottle,
delivering great new tastes and happy moments
while creating value for every occasion.
We are committed to conserving limited resources and
achieving a sustainable cycle of production.

With diverse talents working together to accomplish transformation,
we believe that we can create an overflowing of happiness that will enrichen lives.

We continue to drive forward every day with pride in our work
and mission to support people, communities,
and the natural environment.

Forward-looking Statements

The plans, performance forecasts, and strategies appearing in this material are based on the assumptions and judgment of the management of Coca-Cola Bottlers Japan Holdings Inc. (CCBJH or Company) in view of data obtained as of the date this material was released. These forecasts may differ materially from actual performance due to risks and uncertain factors such as those listed below.

Risks and uncertain factors are not limited to the items listed below. They are also included in our annual securities report, or "Yuka Shoken Houkokusho".

- Agreements with The Coca-Cola Company and Coca-Cola (Japan) Company Limited.
- The quality and safety of products
- Market competition
- Natural environment, such as climate, disaster, water resources, etc.
- Legal environment
- Leakage or loss of information
- Change of economic conditions, such as personal consumption, currency exchange rates, prices of raw materials, fair value of assets, etc.
- Business integration, streamlining and optimization of business processes, etc.
- Uncertain factors other than those above

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