

# Health and Productivity Management Report 2025

November 11, 2025

Employee Relations Department, HR&General Affairs

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# Health and Productivity Management Policy/Framework

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Coca-Cola Bottlers Japan

# CCBJI's Commitment to Health and Productivity Management

Our mission is to deliver happy moments to everyone while creating value. As a company that stays close to people's daily lives, we always place the highest priority on health. We strive to contribute to a healthy and prosperous future by providing valuable products and services to our customers.

In order to achieve this, we have positioned employee well-being as a key issue connected to our management strategy. Guided by our policy that “safety and health take precedence over everything,” we aim to create an environment where employees can work safely and healthily, both mentally and physically, while pursuing higher productivity and engagement.

Representative Director & President  
Chief Health Management Officer

Calin Dragan

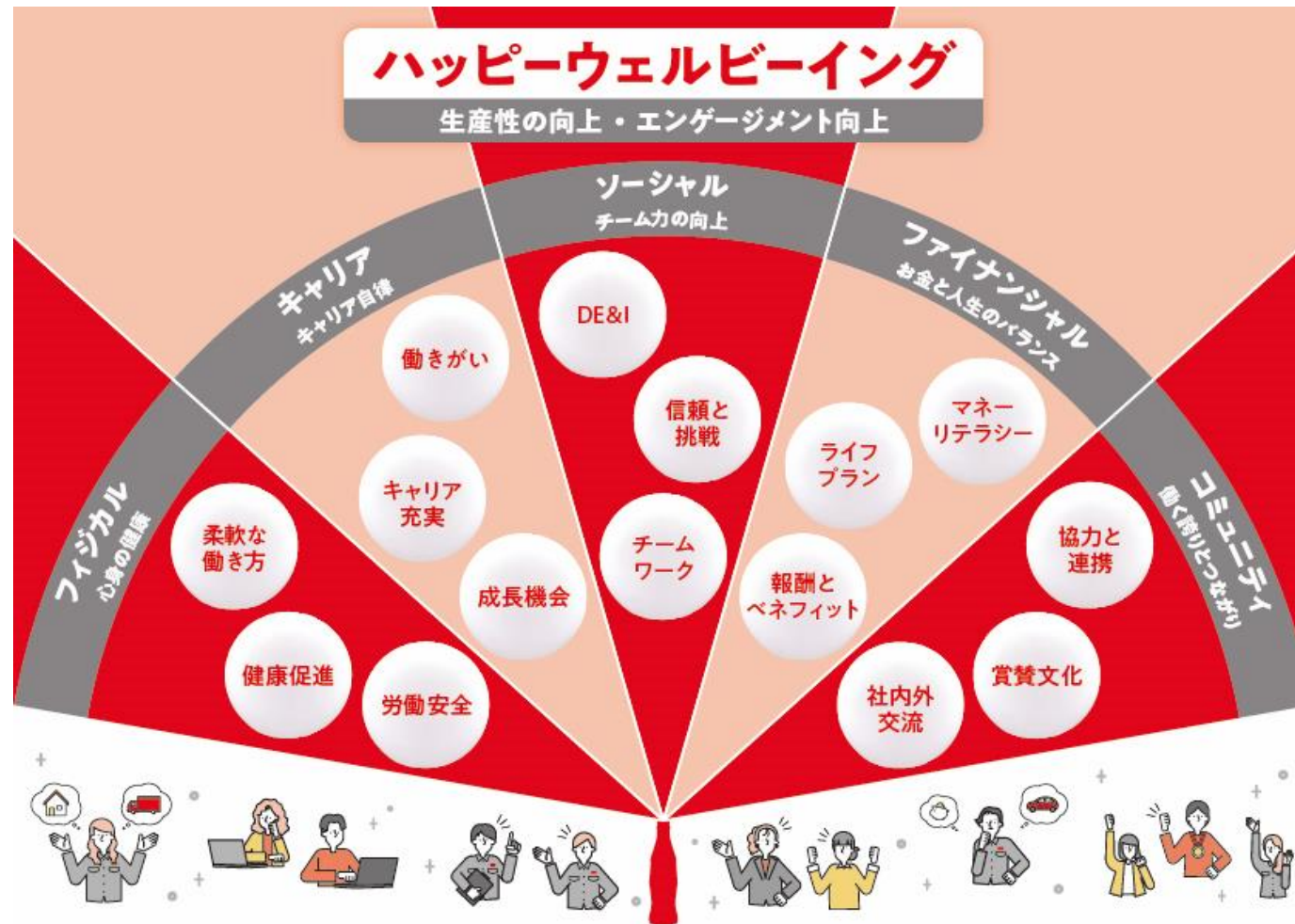
## CCBJI Health Declaration (2025)

For the Company and its employees to continue achieving sustainable growth, we will promote both "strengthening of human resources and organization" and "fostering of a culture that supports and drives employee well-being".

We will create an environment in which every individual can maximize their performance by fostering a culture and organization that is easy to work and helps employees achieve results.

\*CCBJI: Coca-Cola Bottlers Japan Inc.

The CCBJI Group defines well-being as “a state in which diverse employees work together and fully realize their own and the organization's potential, thereby gaining a sense of fulfillment and joy through their personal growth and the Company's development.”

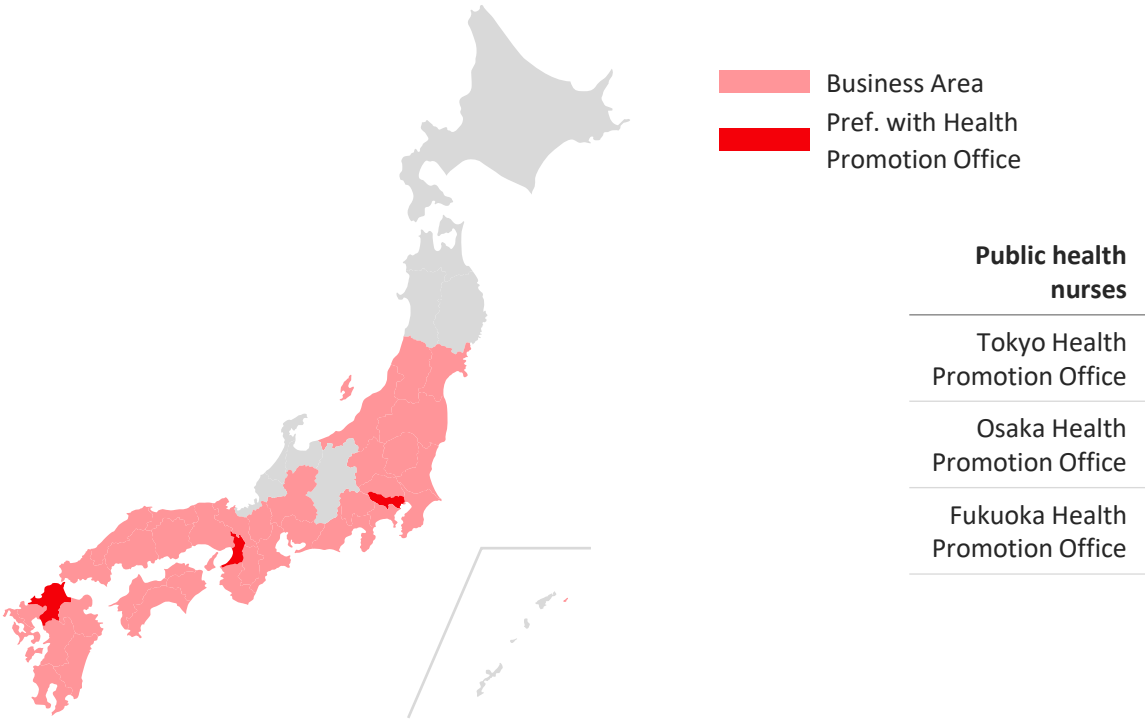


With CEO and CHRO engaging the management team, Health Management Promotion Dept. works closely with the labor union and occupational health staff to promote health and productivity management.

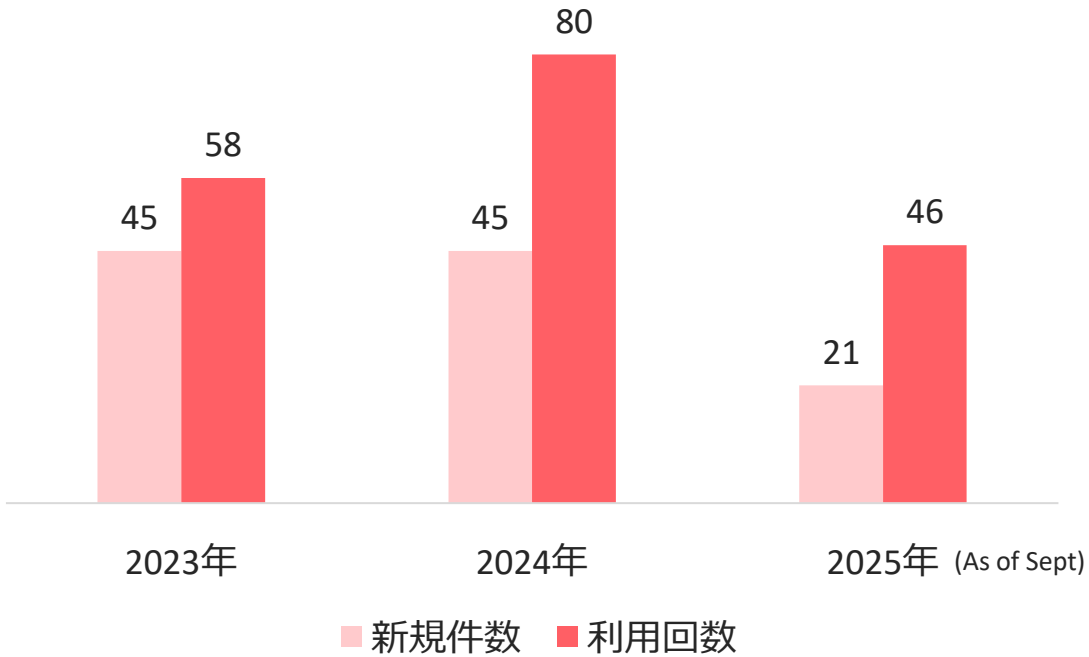


Internally, health promotion offices have been established in three locations (Tokyo, Osaka and Fukuoka) to provide both face-to-face and online consultations. Externally, we offer a 24-hour telephone hotline that accepts consultations from employees and their families.

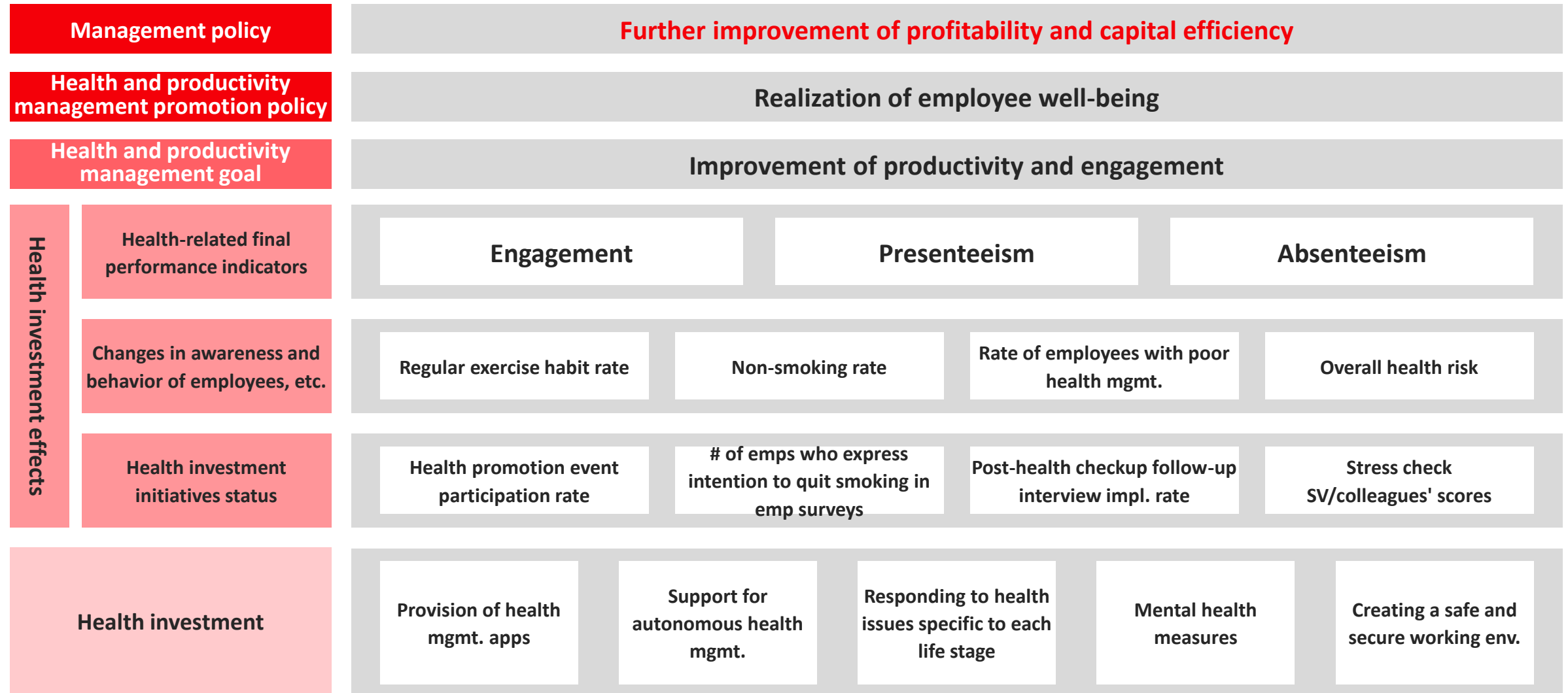
Internal consultation desk



External consultation desk



## Health and Productivity Management Strategy Map



We are promoting initiatives to enhance the well-being of employees and the organization through support for mental and physical health and the creation of a comfortable workplace environment.

Health challenges		2022 Act	2023 Act	2024 Act	2028 Target
KGI	Engagement	66.8%	70.7%	73.7%	To be set later due to changes in the survey method
	Presenteeism	8.3%	8.0%	9.6%	15.0%
	Absenteeism	1.8 days	0.8 days	1.9 days	1.5 days
KPI	Regular exercise habit rate (medical interview)	45.85%	49.32%	56.99%	60.0%
	Non-smoking rate among mgrs. (questionnaire)	-	-	27.1%	0%
	Rate of emps. with inadequate blood pressure mgmt. (medical checkup results)	0.91%	0.46%	0.51%	0%
	High-stress workplace (stress check)	5	4	5	0



# Initiatives to Address Health Challenges and Future Prospects

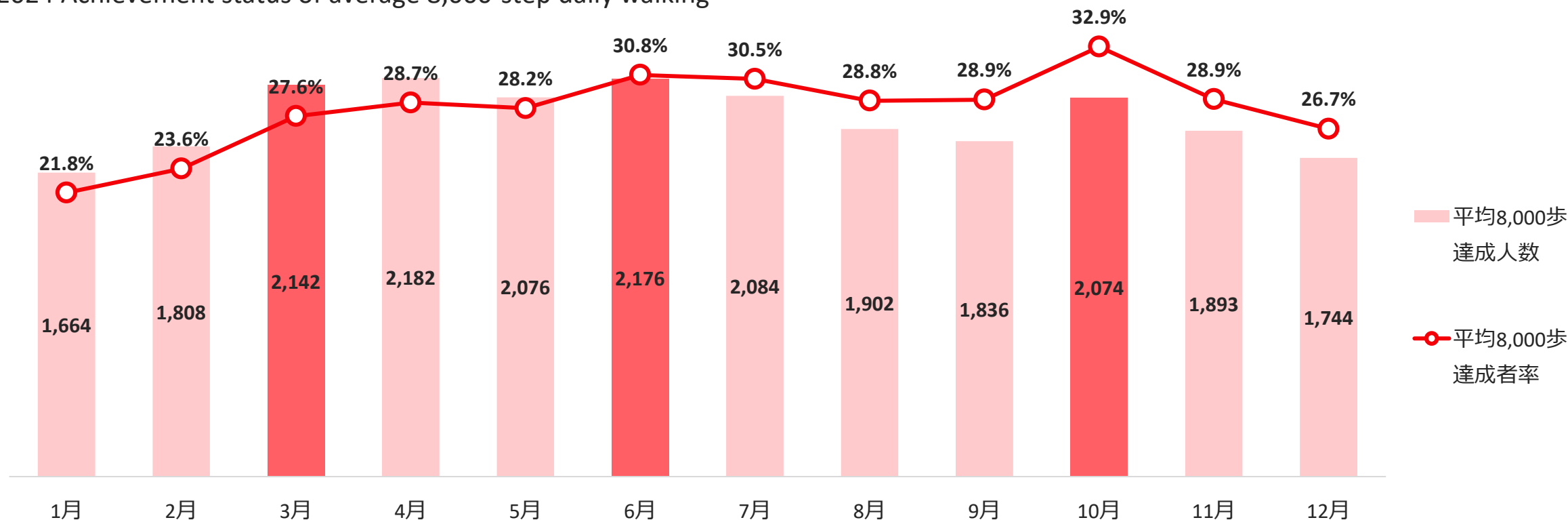
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## Initiative to Promote Regular Exercise Habits

It is known that walking 8,000 steps a day is effective not only for maintaining physical health, including the prevention of lifestyle-related diseases, but also for supporting mental health. We will promote employee health by encouraging the habit of walking 8,000 steps a day.

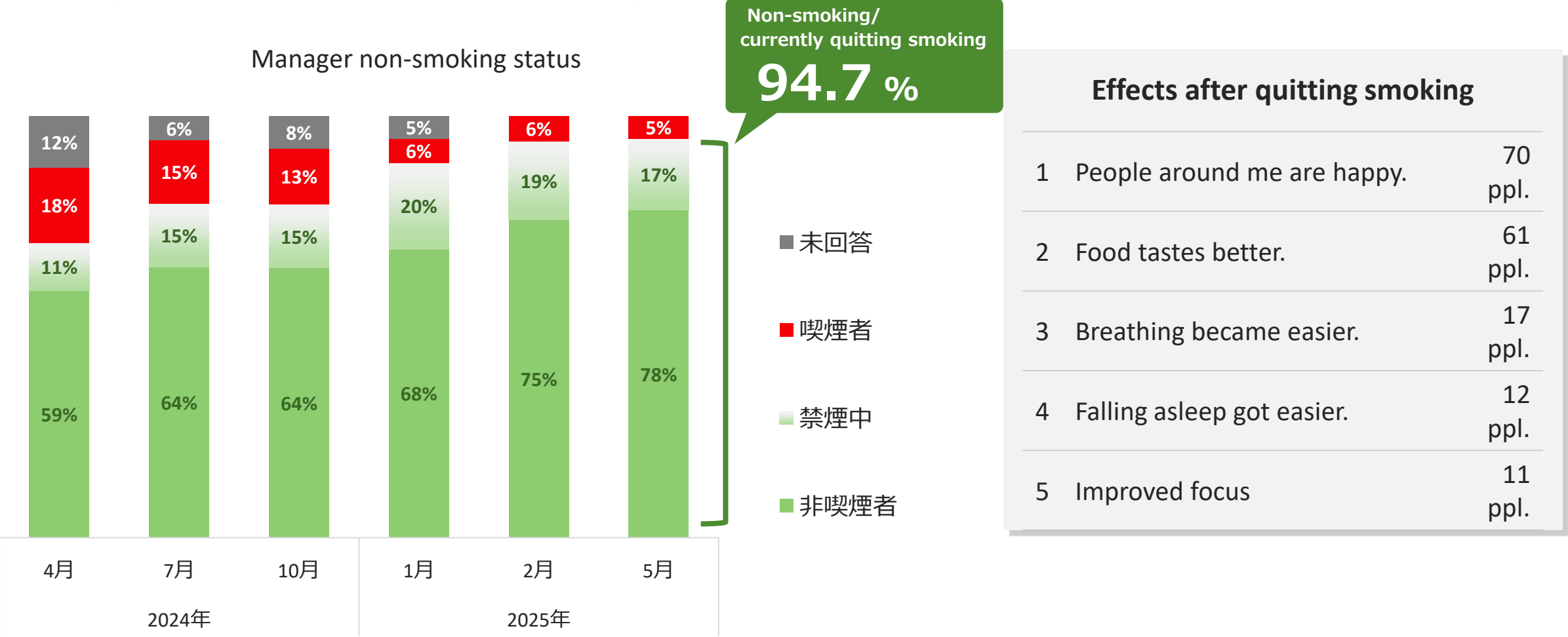
2024 Achievement status of average 8,000-step daily walking



There was no significant difference in the 8,000-step daily walking habit between the walking event months (Mar, Jun, Oct) and the other months. We will continue to promote exercise habits through events.

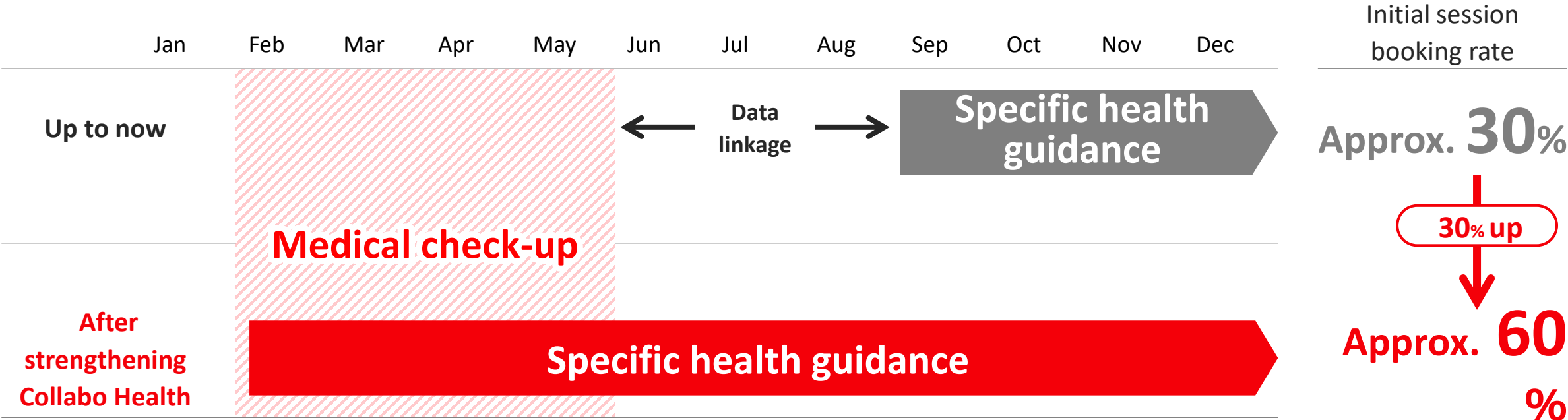
Initiative to Promote Smoking Cessation Among Managers

To foster a healthy organization and a health-first corporate culture, CCBJI is focusing on smoking cessation among managers. By promoting quit smoking among managers in a leadership position, we aim to encourage smoking cessation initiatives across the company.



Initiative for Effective Specific Health Guidance

We have strengthened Collaborative Health (Collabo Health), and starting in 2025, employees became able to receive or book a specific health guidance session on the same day as their regular medical check-up. We will continue to promote initiatives for more effective implementation of specific health guidance.



Depending on the venue, same-day guidance session or on-the-spot booking became available.

## Initiative to Promote Self-Care

In order to promote employees' autonomous health management, we have conducted e-learning on self-care. We will continue to implement initiatives to promote self-care.



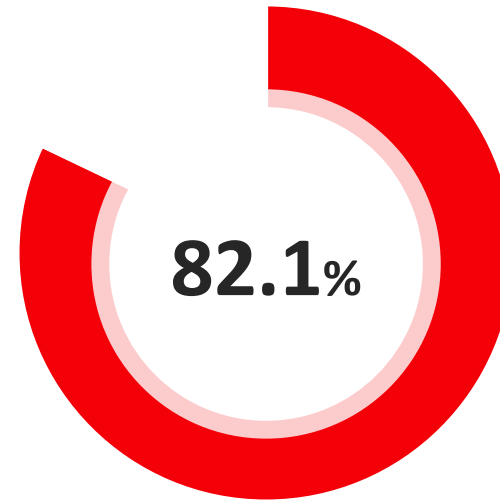
### ■ メンタルヘルスを守る3つのステップ

気づく 整える つながる

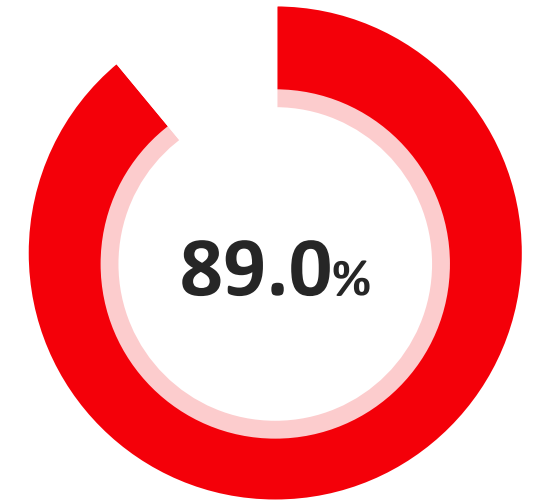
「気づく、ととのえる、つながる」これらの実践を通じて、メンタルヘルスの安定につながります。

- |        |                                      |
|--------|--------------------------------------|
| Step 1 | 気づく<br>「いつもと違う？」調子の波や体の変化に気づくことがスタート |
| Step 2 | 整える<br>持続的なウェルビーイングを支えるための習慣         |
| Step 3 | つながる<br>ひとりで抱えず、誰かとつながる選択肢をもつ        |

E-learning participation rate



E-learning understanding level



### Examples of comments after e-learning

- I felt that I myself should talk to someone close instead of keeping things to myself.
- It made me aware of the consultation desk.
- It was a good opportunity to remind myself to take better care of my well-being.

# Initiatives for Comfortable Workplace Environment

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## Health Support that Allows Diverse Employees to Continue Their Careers in Their Own Way

Aiming to create a workplace where employees with diverse backgrounds can continue building their careers in their own way without being constrained by physical changes in each life stage, we have introduced financial support for hormone therapy and low-dose contraceptive pills.

### **Financial support for gender-related hormone therapy**

For employees who feel discomfort with their gender identity and wish to undergo hormone therapy, a portion of the treatment cost will be subsidized.

### **Financial support for menopausal hormone therapy**

For all employees, regardless of gender, a portion of the treatment cost will be subsidized when they receive hormone therapy for menopausal physical or psychological symptoms.

### **Financial support for taking low-dose contraceptive pills**

For female employees, we will introduce online medical services and subsidize a portion of the cost of taking low-dose pills to alleviate menstrual symptoms (PMS, menstrual pain disorder, etc.).

We have formulated a policy for responding to customer harassment and posted it on the company intranet and on the company website. We aim to create a workplace environment that respects the human rights of both customers and employees, ensuring that employees feel safe both physically and mentally.

Definition by MHLW's "Corporate Manual on Customer Harassment Prevention"

**"Customer complaints or behaviors that are socially inappropriate in their manner or form, in view of the validity of the demands being made, and that negatively impact the working environment of employees"**

### Main behaviors classified as customer harassment

- Physical attacks (violent assault, injury)
- Psychological attacks (threats, defamation, insults, abusive language, etc.)
- Intimidating behavior
- Forcing an employee to kneel in apology
- Continuous (repetitive), persistent behavior
- Restrictive behavior (refusing to leave, staying on the premises, confinement)
- Discriminatory language and behavior
- Sexual remarks and behavior
- Personal attacks or demands against employees
- Demanding improper exchange of products, compensation for money, or apology

The above examples are for illustrative purposes only and are not limited to these.



## Allowing the Use of Sunglasses for Employees Engaged in Outdoor Work

As part of our efforts to create an environment where employees can work safely outdoors, we have started allowing those engaged in outdoor work to wear sunglasses while working.



### Sunglasses that can be worn while working

- Sunglasses designed to protect the eyes, such as those with UV-cut function
- Light colored sunglasses or dimming/polarizing glasses through which the eyes remain visible to others

### Applicable operations

- VM restocking
- Warehouse work
- Sales positions involving fieldwork, logistics drivers

※ If necessary for health reasons, those in roles other than above may also wear sunglasses.

**Wearing sunglasses is expected to help reduce the health risks to the eyes and skin caused by ultraviolet rays. In particular during the summer, mitigating the impact of UV exposure on eyesight can contribute to improved operational safety.**

## Health investment

In addition to granting employees<sup>\*1</sup> 20,000 points as health points every year, we conduct voluntary medical examinations, subsidize the cost for vaccinations, and implement measures against heatstroke. We also offer financial assistance for employees' family members to help cover the cost of comprehensive medical exams and vaccinations.

### Health points

**20,000** pts.

Points can be used to purchase health promotion goods or cover the cost of comprehensive medical checkup.

### Support for voluntary medical exams

Up to **22,000** yen

This support is provided when employees undergo voluntary medical exams or comprehensive medical checkups.

### Support for vaccination expenses

**1,000** yen

Financial support for influenza vaccination

### Heatstroke prevention measures

For **4** months

1 bottle of beverage per day is provided from Jun to Sept as a measure against heatstroke for field employees.

### Smoking cessation support

An amount equivalent to  
**55,000** yen

The full cost of online smoking cessation program is subsidized for all participants.

### Support for family members

Up to **35,000** yen

The health of employees' dependents is also supported by providing financial assistance for their comprehensive medical exams and vaccinations.

<sup>\*1</sup> Employees covered by the Japan Health Insurance Association

# Co-Creation of "Health" with Local Communities

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## IN IKU seminar

Help participants choose the products that best suit their lifestyles and physical conditions.

2024 Act



Implemented **14** times



Participated by **496** ppl.

## Hydration seminar

Help participants prevent health hazards, such as heat stroke, by hydration.





## Interacting with Communities through Sports

The Coca-Cola Red Sparks Hockey Club brings excitement to everyone through their games. Furthermore, by participating in regional events and dispatching coaches to hockey classes or elementary schools, the team contributes to creating a society where everyone can enjoy an active and healthy life.



Promoting the appeal of sports

Encouraging people to start exercise

2024 Actual

Implemented

Participated by

28 times

3,239 ppl.



Thank You

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