

*Coca-Cola East Japan*

**Sustainability  
Report 2015**

**Hearts as  one+**





With the 2020 Tokyo Olympics in mind, we are contributing to the creation of a society where everyone can enjoy an active and healthy lifestyle through sports.

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**Taking happiness to 2020**



**Supporting the happiness of women in the workplace**

**Hearts as one<sup>+</sup>**

**Leading to a happy**

It is the mission of the Coca-Cola East Japan Group to continue to create a bright future for beverages and deliver happiness to all our stakeholders through our products, business activities and sustainability initiatives. We are not afraid to change to meet the needs of our business and the communities we serve, and are eager to promote innovation and challenge ourselves within all areas of the value chain. We aim for ongoing sustainable growth as we look to evoke new emotions and surprise in people, and create an abundant and enriched future full of happiness for all.

We aim to achieve further growth by leveraging female talent in the workplace and creating an inclusive atmosphere for our female employees.

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We will return to nature the same amount of water that we use in our products and manufacturing processes by 2020.

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## Making the world happy, starting with Japan

# future

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\* As a general rule, the data covered in this report is from January 1, 2014 to April 30, 2015.

# Transforming Our Business, Sustainably

At Coca-Cola East Japan (CCEJ), we believe in challenging ourselves to achieve ambitious goals – for our company, for our business partners, for our customers and for the communities we serve.

In just over two years, CCEJ has grown to become the biggest Coca-Cola bottling company in Japan. We are in the process of transforming many aspects of our business so that we can be not only the biggest, but the best in all that we do – from customer service to financial performance – and to achieve the goals outlined in our One+ Roadmap for Growth.

We know that prioritizing and investing in sustainability is the key to our success. To transform our business sustainably, we must grow together with local communities. That means

taking steps to ensure that the actions we take meet the needs of our customers, contribute to the development of the places where they live, and protect the environment.

We contribute to building vibrant and healthy communities by offering customers a wide range of product choices and providing clear information to help them select the beverages that help them maintain healthy lifestyles. We



## One+ Roadmap for Growth

**2012-2014**  
**Forming & Storming**  
Define and deploy  
new business model

Drive integration  
with a sense of  
speed

Identify growth  
opportunities and  
cost synergies

also promote physical activity and proper hydration through our support for community sports programs and competitions that draw participants of all ages and levels of experience.

As an employer of more than 7,000 people, we make an important contribution to local economies, but we also aim to provide individuals with a supportive and rewarding workplace. We have implemented policies that help our employees grow in their careers, balance the demands of their personal and professional lives and work safely and efficiently. Leveraging the talents of our female employees is also a top priority and we have set targets to ensure we are recruiting and employing more women, as well as giving them opportunities to lead.

Another workplace priority is reducing our environmental impact. In fact, environmental protection is integrated into everything we do – from efficiently managing the amount of water we use to promoting and facilitating recycling of beverage containers. We are challenging ourselves to meet ambitious goals – like returning to nature the same amount of water we use in our products and production processes by 2020 – but we are also educating members of the community about actions they can take to contribute to a sustainable

global environment.

We are deeply embedded in the communities we serve, which allows us to quickly respond to customer needs and use our resources and expertise to help solve local problems. It can be as simple as reconfiguring one of our vending machines to provide free product in times of disaster, or as complex as protecting a watershed to ensure a reliable source of water for future generations.

Sustainability is an integral part of our business strategy and our responsibility as a member of the community. I am proud of our achievements this year and our ongoing commitment to create value for our stakeholders through sustainable growth.



**Calin Dragan**

Representative Director,  
President and CEO  
Coca-Cola East Japan, Co. Ltd.

**2015-2016**

**Norming**

**Refine and optimize new business model**

Optimize business processes and launch the ERP\* system while delivering business results

\*ERP: Enterprise Resource Planning

**2016-2017**  
**Performing**

**Approach the performance level of global bottlers**

Establish new methods that have a competitive advantage to accelerate growth and cost synergies

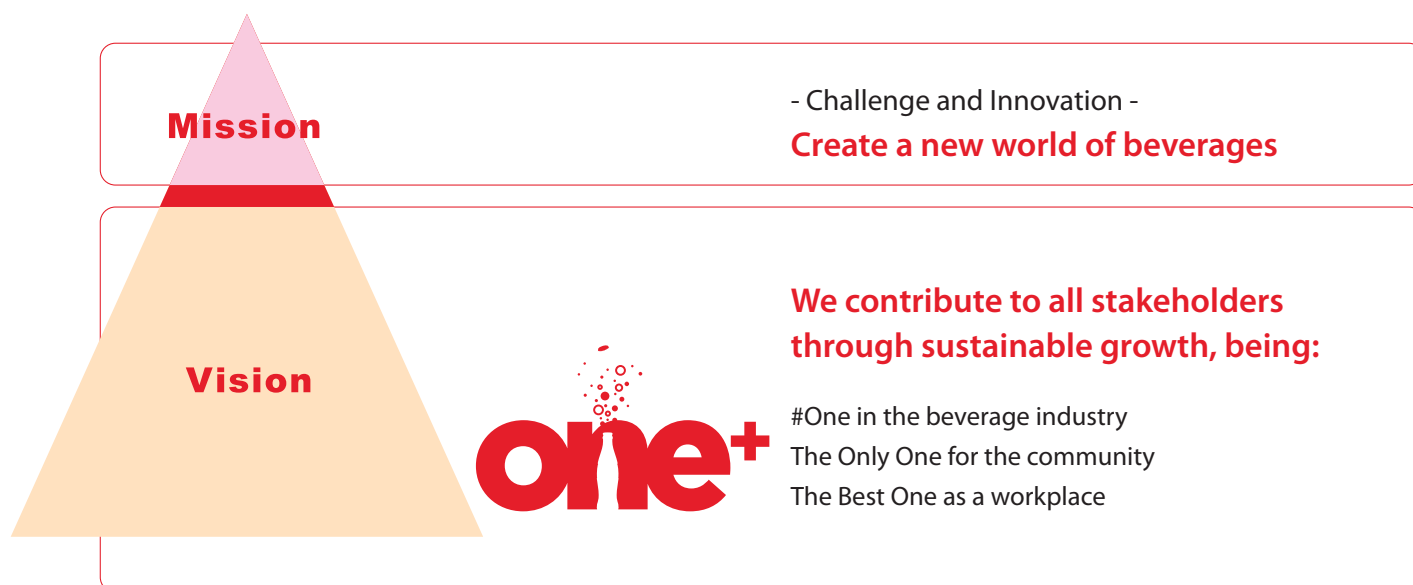
**2018-**

**Accelerating**  
**Meet and exceed the performance level of world-class bottlers**

Become a world-class Japanese bottler

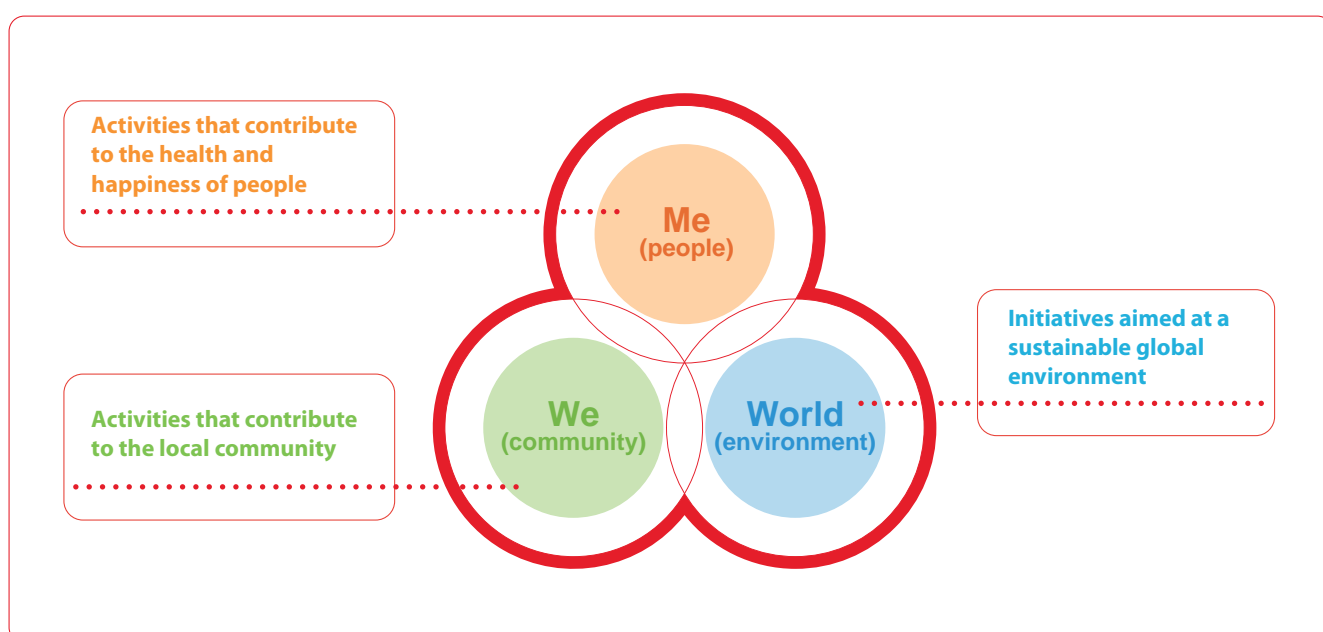
# The Coca-Cola East Japan Group: Corporate Philosophy

The Coca-Cola East Japan Group innovates and challenges itself to support our mission of creating a new world of beverages.  
One+ signifies our commitment to grow sustainably to be number one in all that we do.



## Key Sustainability Areas

The Coca-Cola East Japan Group focuses on three key areas of sustainability: Me (people), We (community), and the World (environment). The entire group is involved in initiatives that support these areas to ensure the sustainability of our business and provide value for all of our stakeholders.





# Environmental Policy

## **“Basic Philosophy”**

The Coca-Cola East Japan Group will contribute to building communities that are rich in nature. We commit to being a responsible corporate citizen, paying careful attention to the environmental impacts of our business, while simultaneously working with local communities and stakeholders to promote environmental protection.

## **“Guiding Principles”**

To achieve the Basic Philosophy, the Guiding Principles are defined as follows.



### **Compliance**

We comply with the laws and regulations, ordinances, conventions and voluntary guidelines in relation to the environment.



### **Alleviating impact on the environment**

We try to reduce the use of energy and our impact on the environment, prevent pollution, and give thoughtful consideration to the environment.



### **Investing in the environment**

We invest appropriate management resources to promote the 3Rs, or the “Reduce, Reuse and Recycle” policy.



### **Communications**

We embrace communication with our communities, and play an active role in helping people understand the importance of environmental protection.



### **Implementing environmental education**

We provide educational programs to enhance the environmental awareness of those who are involved in the business activities of the Coca-Cola East Japan Group, as well as the members of the communities we serve.



### **Revising the framework**

We review our environment-related goals and management systems regularly and on an as-needed basis to continuously make them better.

~This Environmental Policy is communicated to all the Coca-Cola East Japan Group employees as well as to the public.~

October 1, 2015

**Calin Dragan**

Representative Director,  
President and CEO  
Coca-Cola East Japan, Co., Ltd.

# About the Coca-Cola East Japan Group

As both Japan's largest bottler and a world-class bottler, we strive to deliver refreshing beverages for every occasion.

## ● Annual sales volume (BAPC)



Approx. **281** million cases\*

Almost half of the Coca-Cola System in Japan

## ● Number of customer outlets

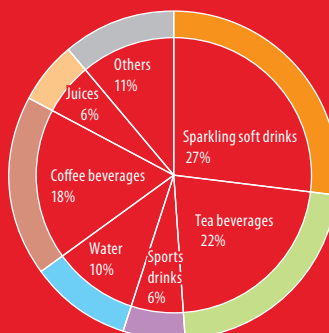
Over **200,000**



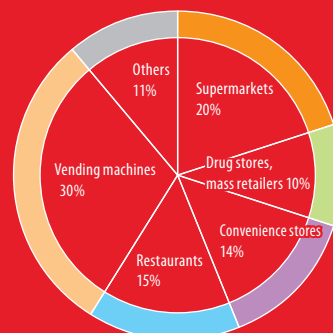
## ● Sales areas

Tokyo, Kanagawa, Shizuoka, Yamanashi, Aichi, Gifu, Mie, Saitama, Gunma, Niigata, Chiba, Ibaraki, Tochigi, Miyagi, Fukushima, Yamagata

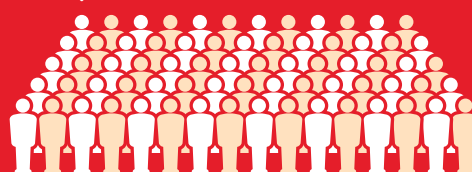
## ● Sales volume ratio by category



## ● Sales volume ratio by channel



## ● Population of sales area



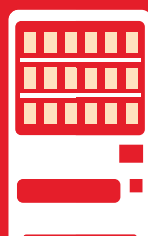
Around **66** million people

Largest population served by any company within the Coca-Cola System in Japan

Population calculations are based on "Population Estimates" released by the Statistics Bureau, Ministry of Internal Affairs and Communications, in April 2014.

## ● Number of installed vending machines, coolers and dispensers

over **550,000** units



\*Sales figures are full-year results ending December 2014, and do not include figures for Sendai Coca-Cola Bottling. 2014 volumes were revised in our Q4 2014 earnings announcement as a result of data and system standardization.

## ■ Company Overview

Trade name	Coca-Cola East Japan Co., Ltd.
Headquarters address	Kokusai Shin-Akasaka West Building, 6-1-20 Akasaka, Minato-ku, Tokyo 107-0052
Representative	Calin Dragan, Representative Director, President and Chief Executive Officer
Number of employees	7,397 persons (as of December 31, 2014)
Business activities	Production, processing and sale of soft drinks
Date of establishment	June 29, 2001 (Trade name changed to Coca-Cola East Japan Co., Ltd. on July 1, 2013)
Sales	523,299 million yen (FY2014)
Capital	6,499 million yen (as of December 31, 2014)
Stock market listings	Tokyo Stock Exchange (First Section), Code No. 2580

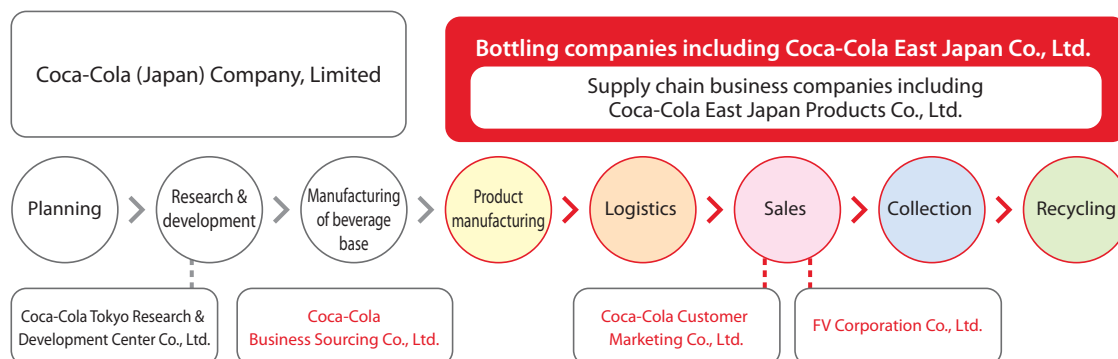


Coca-Cola East Japan Co., Ltd. was founded in July 2013 through the business integration of Coca-Cola Central Japan Co., Ltd., Mikuni Coca-Cola Bottling Co., Ltd., Tokyo Coca-Cola Bottling Co., Ltd. and Tone Coca-Cola Bottling Co., Ltd. In April 2015, the company integrated Sendai Coca-Cola Bottling Co., Ltd., further expanding its sales area and scale of business.



## Coca-Cola System in Japan

The Coca-Cola System in Japan consists of Coca-Cola (Japan) Company, Limited, which supplies the beverage base and implements marketing activities such as product planning and development and advertisements, and the bottler companies and their affiliated companies that manufacture and sell the products. Each bottler company and its affiliated companies, including Coca-Cola East Japan Co., Ltd., manufactures products at the plants located across the country, and implements logistics and transportation and sales activities.



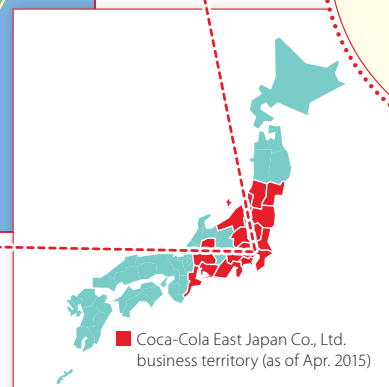


# Through sports, we will contribute to creating a society in which everyone can be active and healthy.

The Olympic Games will come to Tokyo once again in 2020. The history of the Olympic Games and The Coca-Cola Company dates back to 1928. As part of the global Coca-Cola System, Coca-Cola East Japan Co., Ltd. is moving ahead with preparations to support as many customers as possible. The Olympic Games, a global event, will serve as a great opportunity for us to cultivate the love of sport and encourage physical activity, particularly among our children – the leaders of the next generation. They will help to create a society in which everyone can be active and healthy through sports.



The Tokyo 2020 Olympic Games will be compact Games with most of the competition venues in the Tokyo area located near the Olympic Village. It will be composed of the Heritage Zone, where the legacies from the Tokyo 1964 Olympic Games will be featured, and the Tokyo Bay Zone, which represents Tokyo moving towards the future.







**Nobuaki Maruyama**  
Tokyo 2020 Olympic Project Manager  
PAC, Coca-Cola East Japan Co., Ltd.

### As the host bottler, respond to the needs of 10 million people

The Olympic Games are huge global events in which numerous people are involved. Tokyo 2020 is said to require 80,000 people just as volunteer help, and it is expected that the participants will add up to approximately 10 million, including the athletes, related parties and spectators. It is a great challenge to respond to the needs of so many people as a host bottler. I hope to leverage our position as the host bottler, to directly collect feedback from the local customers, and meet the needs of the 10 million participants by deploying activities that are closely tied to the local area.



**Luiko Sei**  
Tokyo 2020 Olympic Project  
Assistant Manager  
PAC, Coca-Cola East Japan Co., Ltd.

### Use vending machines as a communications tool

I used to live in the U.S. and Canada from kindergarten all the way through junior high school, and my first Olympic Games experience was seeing a torch bearer during that time. At present, different types of vending machines can be found in Japan's Coca-Cola System contributing to environmental protection, disaster support and regional revitalization. By 2020, we hope to further develop these vending machines so that they may serve as the communication tool for those visiting Tokyo from around the world.

### Create a legacy that is unique to Tokyo and Japan

The legacy theme of the Olympic Games changes according to time and region. In the previous Tokyo 1964 Olympic Games, the focus was on infrastructure such as the bullet train and the highway, but in 2020 the attention will shift to a more intangible theme, such as the environment and programs that encourage the active participation of younger generations in sports. As an Olympic Games partner, I hope we build a legacy that is unique to Tokyo and Japan by leveraging our global insights and experiences.

#### Kazufumi Watanabe

Marketing Assets Group Manager  
IMC, Marketing  
Coca-Cola (Japan) Co., Ltd.



## Active and healthy lifestyle habits

As a soft drink manufacturer that advocates for a healthy lifestyle, we create opportunities for people to get closer to sports and exercise. One way we do this is by sponsoring a variety of sports events that support the development of athletes and healthy lifestyle habits.

### Promoting the enjoyment of sports

We support a variety of local marathons and mama-san volleyball tournaments. These events are attended by people from across Japan every year. After working up a good sweat via physical activity, athletes quench their thirst with Coca-Cola products.

#### Football

Japan U-12 Football Championship



### Active Healthy Living

#### Volleyball

Mama-san volleyball tournament



#### Marathon

Shizuoka Marathon



### Delivering important information about hydration

Panel displays are set up and lectures are conducted at sporting event venues to teach people how to maintain a healthy hydration level via beverages.

These activities have been well received with many participants reporting that they understand the importance of proper hydration.





## Communication with the community

The Coca-Cola East Japan Group (CCEJ Group) aims at being well accepted by the community and is actively engaged in promoting close communication with the community through various activities, including plant tours.

### Plant tours

As Coca-Cola East Japan Co., Ltd. (CCEJ) considers plant tours to be the perfect opportunity for the company to come into direct contact with people in the local community, it provides tours of Tama Plant (Tokyo), Ibaraki Plant (Ibaraki), Tokai Plant (Aichi) and Zao Plant (Miyagi). Along with seeing the actual processes used to manufacture products, visitors are introduced to measures aimed at increasing product quality and safety, and measures

used to return water used in the production process back to nature. People learn about Coca-Cola brands and the history of Coca-Cola in a fun way, making them feel more familiar with Coca-Cola products. Around 50,000 people participated in plant tours in 2014.

(Please refer to the back cover for detailed information on each plant tour.)

#### Plant tour program at Tama Plant renewed

The tour offered at Tama Plant was renewed in April 2015 to provide members of the community and visitors with more opportunities to learn about our beverages and manufacturing processes.



##### A red entrance welcomes the visitors

An entrance colored in Coke Red that looks like an entrance to a diner welcomes the visitors.



##### Panel exhibitions attract the attention of the visitors

The visitors can easily understand the history, the culture, and the current state of our company by looking at the panels exhibited throughout the plant.

##### Touch-and-learn program

There are various opportunities for visitors to mix learning and fun, such as the interactive screen where the visitor looks as if he or she is amidst the sparkling fizz of a carbonated beverage.



##### Let's try the uniform on

Visitors can try wearing the uniform for the salespeople or the plant workers. We have various sizes ranging from those for small children up to adults.



##### Introducing our initiatives for environmental conservation

We are introducing initiatives that minimize our environmental impact, such as water resource protection, reduction in greenhouse gas emissions and recycling empty containers.



**Eiko Tarumoto**

Responsible for plant tour at Tama Plant  
Corporate Ambassador  
Strategic Communications & PR  
PAC, Coca-Cola East Japan Co., Ltd.

**Kyoko Muramatsu**

Corporate Ambassador Manager  
Strategic Communications & PR  
PAC, Coca-Cola East Japan Co., Ltd.

Tama Plant has been progressing together with the regional community for more than half a century, and has been providing plant tours since 1981. It attracts more than 20,000 plant tour participants a year, which makes it the most frequently visited plant owned by CCEJ today, and is a very popular destination for school excursions as part of social studies for the elementary and junior high schools nearby. The tour does not simply provide information, but includes interactive and experiential programs so that the visitors can learn more through participation. We will continue to improve these tours so that we can provide our visitors with even more information about our manufacturing processes and efforts to ensure food safety.

## Product quality and safety

We strive to achieve thorough quality management that customers can rely on so that we can deliver safe and delicious products, anytime and anywhere, in response to the diverse lifestyles of today's customers. The Coca-Cola East Japan Group (CCEJ Group) is raising product quality and safety by incorporating a unique management system deployed worldwide by the Coca-Cola System.

### KORE Management System

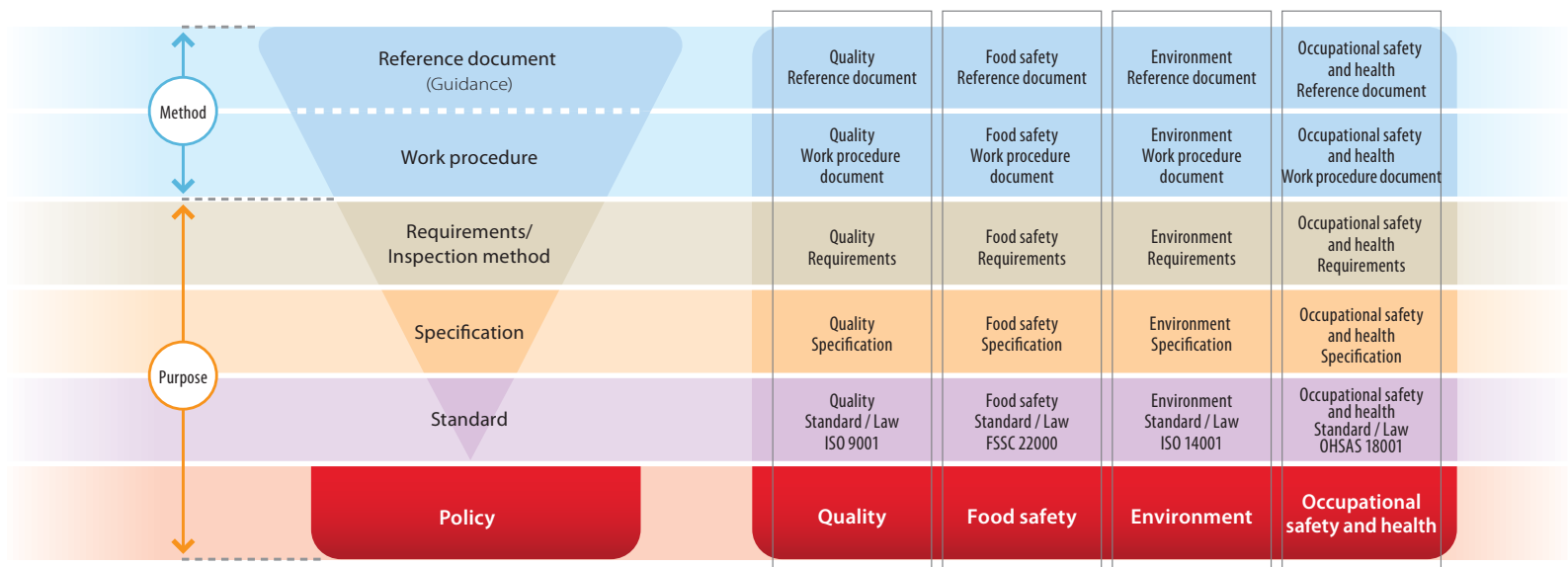
The Coca-Cola System carries out joint global operational management through a unique management system called KORE (KO Operating Requirements). KORE is a system that covers standards concerning "quality," "food safety," "environment," and "occupational health and safety," from the procurement of raw materials to production, distribution, transportation and sales to the delivery of products to customers. It meets the requirements of international standards, laws and ordinances, and imposes

even more stringent standards than required.

In CCEJ Group, the fair and impartial operation of the management system is guaranteed by having a registered inspection body objectively evaluate the actual state of performance for each standard.

Note: "KO" is the ticker symbol used at New York Stock Exchange to represent The Coca-Cola Company.

#### KORE Framework Chart



### Quality management system "ISO 9001" certification

ISO 9001 is an international standard that aims to achieve improved customer satisfaction and ongoing improvements in quality management via product and service quality assurance.

All production plants within CCEJ Group have the ISO 9001 certification.

### Food safety management system "FSSC 22000" certification

FSSC 22000 is an international standard that combines elements of other existing international food safety standards, ISO 22000 for food safety management and PAS 220, an enhanced version of HACCP general hygiene management. The aim of this certification is to promote customer trust in products by reducing risks associated with the safe delivery of food.

All production plants within CCEJ Group have the FSSC 22000 certification.



## Product choice and information

We are committed to providing a wide range of products and information that helps customers make choices that allow them to lead a healthy lifestyle. We manufacture and sell products that meet customer needs, provide product information on product packages and on our websites, and respond to customer feedback.

### Providing products that respond to the needs of customers

We manufacture and sell a wide range of products that are specially designed to accommodate the preferences and health consciousness of customers.

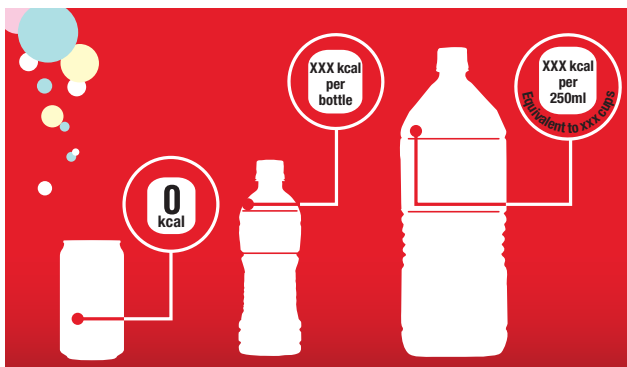
#### ■ Main calorie free and caffeine free drinks



### Providing information on products

In order to help customers select the products that are right for them, the Coca-Cola System in Japan displays calorie information on the front of almost all\* Coca-Cola product packages.

#### ■ Calorie information displayed on the front of product packages



\* Fountain (including cup vending, dispensers), returnable bottles, powder products, diluted products, water (non-sugar, flavorless) are excluded from the display of calorie information on the front of the package.

\* Calories are displayed in terms of positive numbers (decimal points are rounded off).

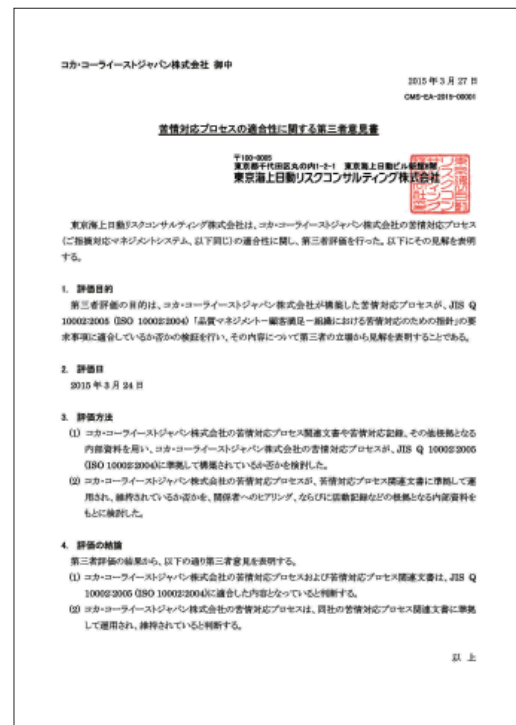
\* For big packages, volume is converted with 250ml counted as 1 cup (the second decimal point is rounded off).

### Responding to customer feedback

Coca-Cola East Japan Co., Ltd. (CCEJ) complies with "ISO 10002 (JIS Q 10002),"\* the international standard that provides guidance on processes to handle complaints within an organization. Furthermore, we have also completed third-party compliance auditing. We have established systems to enable various departments within CCEJ to work closely together to promptly respond to complaints from customers and dealers.

\*ISO 10002 (JIS Q 10002)

This is an international standard that aims to achieve ongoing improvements in handling complaints and product and service quality to improve customer satisfaction. The standard prescribes the utilization of a PDCA cycle (Plan→Do→Check→Action) when operating management systems in order to achieve the required outcomes.



Third-party compliance audit of complaint-handling process

#### Inquiries concerning products

**Coca-Cola (Japan) Company, Limited**  
**Customer Service Center**  
 (9:30-17:00 excluding Sat, Sun and public holidays)  
**☎0120-308509**

## Initiatives that make use of vending machines

Coca-Cola East Japan Co., Ltd. (CCEJ) is making optimal use of the convenience aspect of vending machines in measures targeting environmental protection, disaster support and the revitalization of local communities.



Cooling operation is stopped for

**16** hours  
maximum during the day

Electricity consumption  
is reduced by

**95** %  
at the maximum

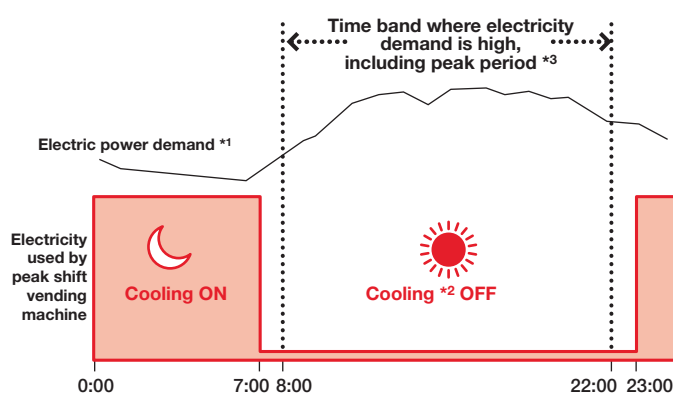
Drinks are kept  
cold at any time for

**24** hours

### Peak shift vending machine

The peak shift vending machine can supply cold beverages at any time throughout a 24-hour time period, even if the power for cooling is completely shut off for a maximum of 16 hours within that period, and even during daytime in the summer when demand on the power grid peaks. The machine displays the same function in winter, of course, when cooling can be completely turned off for a maximum of 14 hours.

Number of peak shift vending machines (new machines) installed and operating within the CCEJ sales area: 33,358 (as of December 2014)



\*1 Electricity consumption rates of various power companies on days with the highest demand during summer 2012

Source: Based on data published by various power companies.

\*2 Standby power is still required in order to sell products when cooling is stopped during the day.

Depending on where the peak shift vending machine is installed, settings may be changed so that cooling operations are turned off during the night and turned on during the day. Cooling operations may also be turned on during the day after new stock has been loaded into the machine.

\*3 This refers to the "electric power demand equalization time bands" enforced in amendments of the Act on the Rational Use of Energy in April 2014.

### Green rooftop vending machine

A greening sheet made by combining a type of moss called Sunagoke moss and artificial grass is laid on the rooftop section to keep the surface temperature from rising, and thus improve cooling efficiency. A reduction in electricity consumption can be expected to a certain extent.

### Disaster response vending machine

These are vending machines that can supply products free of charge through remote control when a major disaster occurs. The electronic signage at the top can also display critical information during a disaster. During the Great East Japan Earthquake, we provided free products, and received many messages of gratitude from people who had difficulty returning home.



## Social contribution vending machine

In collaboration with customers who allow us to install vending machines, we developed an initiative to donate part of the proceeds from vending machine sales to organizations that run social contribution and environmental conservation activities. This initiative has received the support of many people as a social contribution tool that allows one to make donations simply by buying products.



I LOHAS vending machine



CIESF vending machine



Pink ribbon vending machine



Special Olympics vending machine



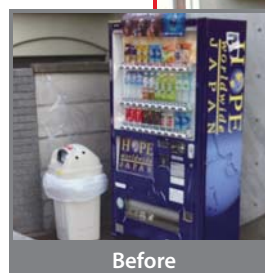
### Examples of social contribution vending machines

Vending machines, used for their convenience, are renovated to make a contribution to society. These machines capture the attention of passersby and each and every purchase from such a vending machine provides an easily accessible means for people to contribute to society.



**Naoto Machida**

VM Hunter Division1 Department  
Coca-Cola East Japan Co., Ltd.



Before



After

Vending machines that contribute to society simply by a person buying one drink register higher sales and provide benefits to both the location owners and society. The design and customization processes are usually time consuming, however we put a lot of emphasis on completing this in a speedy manner to achieve the maximum impact. A non-profit organization (NPO) approached us asking if there was something we could do with the vending machine installed at the facility where their office is located. The first thing that sprung to mind

was a social contribution vending machine customized for that particular organization. The NPO highly rates this new fund-raising venture, saying that the number of people who make purchases from the vending machine has increased. They are also pleased with the fact that they are now relieved from the burden of all post-installation operations and maintenance.

We intend to leverage the brand power of Coca-Cola to further expand the installation of such vending machines in the future.





## Supporting the happiness of women in the workplace

At the end of 2013, four of our female employees raised the question, “Many of our customers who buy Coca-Cola products are women, but why aren’t there many women working in our company?” This conversation triggered an initiative to promote the roles of women in the workplace and evolved into the company-wide project GOLD, which stands for Growing Opportunities by Leading in Diversity. This project aims to instill the value of diversity by leveraging female talent in the workplace, and it is becoming the foundation for Coca-Cola East Japan’s growth strategy to transform into a world-class bottler.



**Asako Aoyama**

Team GOLD Project Leader  
Senior Executive Officer, Finance  
Coca-Cola East Japan Co., Ltd.



Lunch meeting with female managers

## The key is to utilize women's point of view for marketing activities and business management

When four companies came together to create Coca-Cola East Japan Co., Ltd. (CCEJ), we realized it was important to connect our female employees and ensure that we are leveraging their capabilities. To achieve that goal, we had to encourage female employees to raise their voices, to share their talents and to promote the acceptance of women across the entire company. After gaining the understanding and support of the male leaders in each division, the project was off to a good start. In order to achieve active utilization of female employees, we have to change the thinking of all

employees – not just male employees. To wipe away any doubts female employees may have about their ability to grow with the company and become managers, we have to establish the systems and structures that match the needs of the female employees. It is important that all companies see the unique contributions that female workers provide, and even more important that companies that make products that women buy come to this realization. At CCEJ, we get a lot of value from utilizing women's perspectives for marketing activities and business management, in particular.

Performance-based evaluation

Realization of a flexible work style

**Ideal state in 2020**

### Recruitment

At least 50% of recruitment candidates are women

### Employment

20% of permanent employees are women

### Talent development

100 female managers

### Work-life balance

All male employees expecting a child are taking childcare leave



## GOLD (Growing Opportunities by Leading in Diversity)

As cited in our Personnel Policy, the Coca-Cola East Japan Group (CCEJ Group) firmly believes that true competitiveness is born when people from different backgrounds, with different skillsets and different values, come together to collaborate.

Specifically, this means that it is important to provide fair opportunities for each person to exercise his/her capability, to

provide fair compensation and enable promotion based on achievements. Based on this idea, we have started focusing on supporting the success of women in the workplace; changing awareness within the company; increasing the number of female employees; and developing and maintaining the infrastructure needed for female employees to be successful.

### Step 1 Grasping the current situation/ identifying that challenges

In order to grasp the current situation of female utilization at the company, an online questionnaire survey geared to all employees was conducted in April 2014 (response rate 49%, 3,700 persons). In addition, group interview sessions were held in seven business locations. The feedback from these activities helped us identify what and where the challenges are.

#### Challenges existing within the company that are impeding more active utilization of the female workforce:

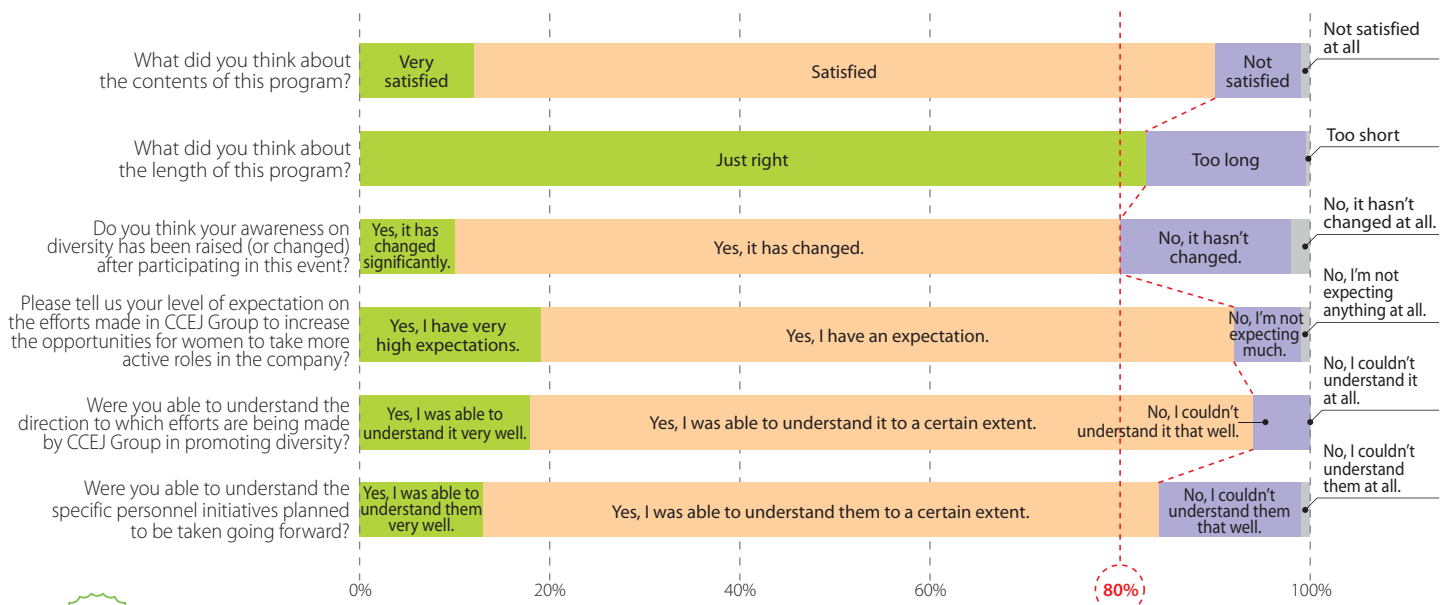
- Passive mentality of many female employees who tend to feel that "there is no use in trying hard"
- Big gap in awareness between the members in the headquarters and those in the field
- The employees aren't aware of how this issue is relevant to them

### Step 2 Changing awareness

In July 2014, the GOLD Diversity Kickoff Meeting was held as a company-wide program to address the need to change the awareness of the contributions of women in the workplace

among both female employees and male managers. More than 80% of the participants responded positively to the post-event survey questions.

#### Results of the questionnaire survey completed by the participants of the GOLD Diversity Kickoff Meeting



### Step 3 Infrastructure development

In 2014, we worked on making our employees fully aware of the current policies relating to female employees through our intranet "onepress." In 2015, we will be distributing a "Child & Nursing Care Communication Handbook" that is aimed at promoting deeper understanding of programs and support available at the time of life events. We will also work on introducing uniforms for female employees.



Child & Nursing Care Communication Handbook "Shine for SHA-IN" (employees)



Uniform for female employees (in charge of sales)



## Connecting employee motivation with skill development

### LEAP (Leadership Excellence & Accelerating Performance)

Leadership trainings, called LEAP, are conducted for approximately 120 selected employees at the senior management level, with an aim of nurturing leaders who will not only demonstrate strong leadership and guide the business, but also appropriately evaluate the performance of others.

Three one-week training blocks are held with the ultimate goal being “stronger leadership,” “alignment with top management” and “stronger lateral relationships.”



LEAP training

### ACE (Absolute Commitment to English)

With English being the common language across the Coca-Cola System, English conversation classes (ACE), are available to all employees. Improving English skills enables employees to fully utilize past experience and their own abilities within the workplace. Employees can attend classes during work hours, and participate in a needs-based curriculum covering English grammar, how to write emails, open discussions, and so forth. Already around 1,200 employees have registered for classes, and the company recommends active participation in classes two times a week. This is our Absolute Commitment to English.



English conversation classes, ACE

CCEJ Group has established a clear personnel policy and progressively developed various systems that cover remuneration, job duties, employee benefits and welfare, evaluation, work environment, human resource management and skills and career development. Taking “Evaluation” as an example, starting in 2014, we introduced a new system to guide how we evaluate the performance of all group employees (to be introduced from 2015 on in certain sectors). In this system, in addition to what an employee has achieved, s/he will also be evaluated in terms of the way in which s/he takes action (how) to achieve the results. We will continue to promote initiatives that enable employees to be fairly evaluated and rewarded for their performance.

### ● The Coca-Cola East Japan Group Personnel Policy

1. Provide all employees with opportunities so that they will find enthusiasm and satisfaction in their work, and give support for further growth to employees with strong latent potential.
2. Emphasize and encourage skills development in the workplace.
3. Give rewards that are linked to performance (results and demonstrated abilities).
4. Put the right person in the right place, and give appropriate remuneration according to a person's job responsibilities.
5. Give support for producing results as a team.
6. Respect the diverse backgrounds of employees (gender, age, experience, etc.).
7. Promote the health of employees and work life balance.
8. Establish a management system for each function, and support the improvement of each function's specialization.

#### ■ Direction of each system

##### Remuneration and employee benefits and welfare

- Give appropriate rewards in terms of a variable salary component (bonus, incentives) in accordance with performance evaluation
- Adopt a job grade and remuneration system based on the roles and responsibilities defined for each job
- Set a range for the basic salary for each job grade, reflecting specialized abilities and experience
- Aim to achieve fair remuneration standards that are market competitive
- Aim for remuneration and employee benefit and welfare systems that will not only be valued and appreciated by employees, but also contribute to business growth

##### Evaluation

- Individual performance targets shall be linked with targets set by superiors and follow overall business strategies and targets
- Evaluate the performance and behavior of each employee, and reflect that evaluation comprehensively in his/her remuneration
- Make sure there is thorough two-way communication between the evaluator and the employee being evaluated

##### Work environment

- Provide a flexible work environment so that employees from diverse backgrounds can play an active role
- Develop human resource management, competencies and careers that will provide a safe work environment

##### Human resource management and career development

- Promote managers who have significant experience in each function
  - ⇒ Support organizational development by assigning human resource development business partners to each function
- Enhance skills and expertise required for each function
  - ⇒ Both the superior and the employee shall take responsibility for skills development
- Support the career development of employees
  - ⇒ Respect the independence of employees and support personal development
  - ⇒ Disclose concrete competencies, knowledge and skills required for personal development
- Find and identify successors capable of playing a key role in the future, and reinforce their development
- Provide training support to employees with potential and the personal desire to be involved in training to become a world-class leader

## Creating a rewarding workplace

The Coca-Cola East Japan Group (CCEJ Group) aims to be a company in which employees can show their maximum abilities. We support an enthusiastic way of working, and work hard to create an open environment that is healthy, safe and rich in diversity.

### Basic thinking towards employees

CCEJ Group has a vision of becoming “the Best One as a workplace,” where employees can take pride and find satisfaction in their work.

#### Number of employees (consolidated) (as of December 31, 2014)

Number of employees*1	Male	6,712
	Female	685
Average age	40.8 years old	
Average length of service	16.8 years	
Number of employees in managerial positions	1,198	
Number of female employees in managerial positions	37	
Number of female employees in general office positions	648	
Number of employees making use of childcare leave system (cumulative)	55	
Employment rate of persons with disabilities*2	1.21%	
Number of employees promoted from non-permanent employment (throughout 2014)	28	
Number of retirees rehired	63	

\*1 The number of employees includes full-time and part-time employees, but not contractors or temporary staff.

\*2 Employment rate of persons with disabilities is as of June 2014.

### Lunch meetings

In an effort to promote open communication, CCEJ Group holds regular lunch meetings where the company president and employees can directly exchange opinions. Issues raised within such discussions are shared within the company and utilized in future responses and initiatives.



Open discussion over lunch

### Healthy labor-management relationship

It is important to have collaboration between the company and the labor union in order to become the Best One as a workplace. We solve problems through labor-management conferences and labor-management informal gatherings. We aim to build a healthy labor-management relationship and encourage mutual growth on both sides.

### Activities as Coca-Cola Ambassadors

CCEJ Group is spreading the special values unique to the Coca-Cola system through our employees' daily activities as Coca-Cola Ambassadors.

#### Drink

We actively drink our own products, share them with the people around us, and evoke positive and happy feelings.

#### Uplift

By communicating with a wide range of people via our products and programs, we intend to further improve the reliability and reputation of our products.

#### Refresh

We recycle empty bottles after we finish drinking our products, and use the stairways to move between floors. We generate big changes by diligently making these small efforts.

Celebrating our beverages and sharing our experiences is the first step to becoming a true Coca-Cola Ambassador.



In-house photo contest

## Improving processes and efficiency

We are committed to updating our processes to improve productivity, quality, and employee motivation.

### ■ “OE (Operational Excellence)”

“OE (Operational Excellence)” is a framework designed to grow human resources and create a corporate culture with high productivity. We are practicing OE in each workplace, and working to eliminate eight wasteful actions within the workplace. We are sharing results and thoroughly implementing standardized operations, with an aim to become a world-class bottler with regard to KPI and a workplace where employees continue to strive to make improvements.

CCEJ Group reviews daily operations and instills a culture of OE within the Group (a culture of self-learning and self-growth).



### ■ Initiatives relating to working hours

In order to improve operational efficiency, it is important that employees come to work feeling renewed and refreshed by enjoying their own private time. CCEJ Group is actively promoting the importance of work-life balance for employee health, motivation and productivity.



In-house education poster aiming to reform behavior relating to working hours

## Safety initiatives

Occupational safety and health activities aim to make the workplace an even safer place, so that each and every employee can end the work day with a smile on his or her face and take that smile home.

### ■ Smile KYT activities

Under the slogan “Let’s go home with a smile!,” Smile KYT training (hazard prediction training) is implemented to promote awareness among employees about preventing work-related accidents. This training teaches employees to predict and avoid possible hazards.



Smile KYT training



### ■ Occupational Health and Safety A Management System “OHSAS 18001: 2007”

All Coca-Cola East Japan Products Co., Ltd. plants comply with the occupational health and safety management system, OHSAS 18001: 2007 (Occupational Health and Safety Assessment Series). Establishing standards that comply with each requirement such as measures to reduce work-related accident occurrence, equipment inspections and employee training will enable us to bring about ongoing improvements.



OHSAS safety training

### ● Work-related accident occurrence (overall supply chain)

	2013	2014	Year-on-year
Number of accidents	38	33	-5
Occurrence rate (%)*	0.82	0.64	-0.18

\*Annual accident occurrence rate for every 100 employees



## Activities that contribute to the development of the local community

The Coca-Cola East Japan Group (CCEJ Group) is engaged in social contribution activities based on the concept that a healthy and vibrant community is a precondition for sustainable business activities. In addition to disaster response measures and nature conservation initiatives, we have developed a wide range of activities in local communities, such as educational support for children.

### Disaster management

#### ■ Priority supply of beverages based on disaster cooperation agreements with local governments

As a form of social contribution that can leverage our main business, the Coca-Cola System actively concludes disaster cooperation agreements with local governments across Japan. If there is an urgent need for beverages when a disaster strikes, priority is given to supplying beverages in accordance with requests from local governments. Furthermore, we are making progress in the installation of disaster response vending machines that can display disaster-related information on their electric bulletin boards and provide drinks from the stock inside the machine through remote control and manual operations. Coca-Cola East Japan Co., Ltd. (CCEJ) has concluded disaster cooperation agreements with 382 local governments (as of Jan. 2014).

#### ● The number of local governments that have concluded disaster cooperation agreements within the CCEJ area

Prefectures	9
Cities	160
Towns	64
Villages	8
Organizations affiliated with cities, towns and villages	141

### Initiatives through Coca-Cola Japan Reconstruction Fund

The Coca-Cola Japan Reconstruction Fund carries out reconstruction support such as giving solar power equipment and school buses to primary and secondary schools in the disaster areas. CCEJ fully supports all these activities.



### Nature conservation activities

#### ■ Environmental volunteer activities

Employees of CCEJ Group are actively participating in environmental conservation activities that are held in various regions.



Kasumigaura & Kitaura Community Clean-up Project



### ■ Community clean-up activities

We are enthusiastic about running community clean-up activities in each location of CCEJ Group. The clean-up activities started spontaneously from our wish to keep the streets and towns where we work clean using our own hands. We continue to run such activities with the cooperation and support of the community.



## A

### ctivities to support children who represent the future

#### ■ Scholarships

The Coca-Cola Educational and Environmental Foundation awards scholarships to support the nurturing of talented students who have difficulty advancing to the next stage of education due to financial reasons. This scholarship initiative was started in 1966, and since then more than 555 graduates have been produced from CCEJ area (as of Mar. 2014).



### ■ English Speech Contest

The Coca-Cola System has sponsored H.I.H. Prince Takamado Trophy All Japan Inter-Middle School English Oratorical Contest since 1963. Based on the concept of contributing to the development of Japanese culture and international goodwill, while encouraging young people to master the English language, this contest aims to nurture young people who are internationally-minded. In 2014, middle school students from within our area have taken second to fifth places in the final round of the contest.



### ■ Running Program

With running being a fundamental element of any sport, the Coca-Cola Educational and Environmental Foundation and an NPO, the Japan Running Promotion Organization, have been working together since 2008 on a running program that fosters both the healthy mind and body of children. In 2014, running clinics were held in two locations within the CCEJ area, providing 226 elementary school students with instructions on correct running form and a sense of enjoyment derived from physical activity.



### ■ Coca-Cola Environment Education Awards

Aimed at promoting environmental education and environmental conservation since its inception in 1994, the Coca-Cola Educational and Environmental Foundation has been providing grants and support to individuals and organizations involved in environmental volunteering. This year marks the 21st year of these awards, which have made a significant contribution to environmental education in Japan. Five organizations from CCEJ area have received merit awards in the past.







## Water Neutrality



## Making the world happy, starting with Japan

The Coca-Cola System promises to use water efficiently and responsibly. Furthermore, we take an active part in the protection of water resources so that the natural environment of our water source can sustain the power to nourish and store water. We will continue to promote Water Neutrality, which means we aim to return to nature the same amount of water we use in our products and in our production processes by 2020.





**Maria Antonina Sakairi**

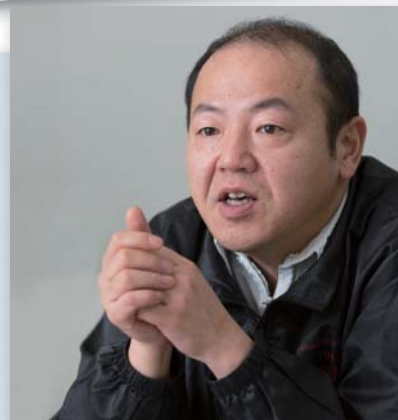
Environmental Strategy Team  
Environment & Occupational Safety & Health  
Coca-Cola East Japan Co., Ltd.

## Honor the opinions of the field and propose the best system desired by the plant

I was researching the technology required to utilize microorganisms to purify water at a university and at another research institute. Currently, I am involved in the planning and proposal of projects aiming to develop systems to save water and energy within our production processes. When developing proposals, I try my utmost to respect the opinions of those in the field, consider multiple methods, discuss all options at great length and extract the most suitable method required by the supervisor on the production line. In particular, successful cases are applied as pilot versions in similar applications in other plants. The enjoyment I get from actually being able to contribute to saving water and energy is something I never got to experience when I was working as a researcher.

## The key is productivity improvement and visualization of operational indicators

At the plants, we have implemented the Operational Excellence (OE) process aiming for continuous improvements and thorough elimination of waste, and we are also actively involved in the reduction of water and energy. By increasing production efficiency and reducing usage per unit, we can make effective use of water and energy, which leads to the reduction of waste/loss. Furthermore, through real-time visualization of the operational indicators on water and energy usage, the employees are taking ownership of their contribution to savings, and this is leading to further improvements.



**Takayuki Hirayama**

Section Manager  
Manufacturing Section  
Iwatsuki Plant  
Coca-Cola East Japan Products Co., Ltd.



**Atsushi Katami**

Sustainability Specialist  
Sustainability Management, PAC  
Coca-Cola East Japan Co., Ltd.

## A program that is open to as many participants as possible

As someone in charge of sustainability, I am involved in driving the protection of water resources and the execution of environmental education programs in water source areas. For water resource protection, activities that are appropriate for each regional community such as tree planting, forest road development and improvement, protection against harmful animals, and tree thinning must be continued in the mid- to long-term span of 5, 10, and 20 years. I hope to continue my efforts in protecting water resources, executing activities that fit in the local area together with the local people and experts.



## Reduce (Reduce water usage)

Coca-Cola East Japan Co., Ltd. (CCEJ) is working hard to reduce the amount of water used in production processes, while also abiding by a stringent quality control structure within the KORE (KO Operating Requirements) management system, a system uniquely formulated by the Coca-Cola System as its global standard.

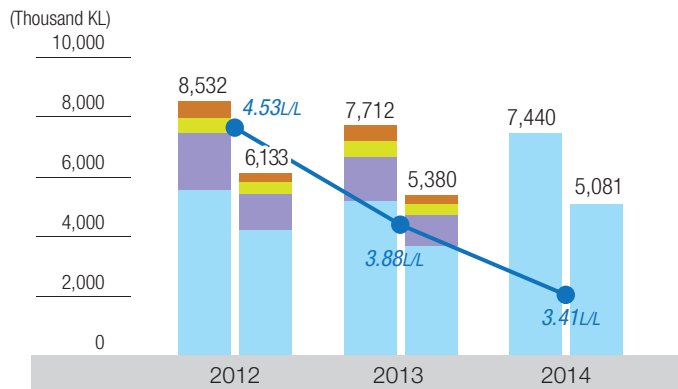
WUR (Amount of water used/  
production volume)

**3.41** L/L  
(per 1L of product)



Air rinser cleaning containers without using water

### Transition in water usage and amount of wastewater Transition in the amount of water used to make 1L of product



Left: Water usage  
Right: Amount of wastewater volume  
● Amount of water used to make 1L of product



■ Coca-Cola East Japan Products Co., Ltd.  
■ Coca-Cola Central Japan Products Co., Ltd.  
■ Mikuni Aseptic Co., Ltd.  
■ Hakushu Health Inryo Co., Ltd.

Note: Coca-Cola Central Japan Products Co., Ltd., Mikuni Aseptic Co., Ltd. and Hakushu Health Inryo Co., Ltd. were acquired by and merged with Coca-Cola East Japan Products Co., Ltd. in January 2014.

## Reuse

For water resource management, our plants focus on five elements: intake management, water quality management, efficient usage, wastewater management and water resource protection. Water used for cleaning and steam used for heating are also efficiently recycled.

Amount of water reused  
within production processes

Approx. **28%**



Water recycling within a plant



## Replenish

Once an area has been identified as being a water source area for one of our plants, a water resource protection plan is formulated for that particular location. As a means of conveying the mechanism of water circulation and the importance of

protecting water resources to children, the leaders of generations to come, we invite them to participate in environmental programs where they can directly experience forest conservation, rice planting and rice harvesting.



## Environmental activity report

The Coca-Cola System's environmental targets include becoming is to become a leader in the beverage industry in the areas of beverage containers (packages), reducing CO<sub>2</sub> emissions and energy consumption. The Coca-Cola East Japan Group (CCEJ Group) has also been working towards achieving these targets.

### Reducing CO<sub>2</sub> emissions and energy consumption

#### ■ Initiatives in production plants

The Coca-Cola System has a middle-term target for production divisions to achieve 10% reduction of CO<sub>2</sub> emissions by 2015 (compared to 2004). Measures to achieve this target include the shift of energy sources used to keep our plants running from heavy oil to city gas and natural gas, and the installation of cogeneration systems that can generate electricity and heat simultaneously from a single energy source, thus enabling the plants to use energy more efficiently. Furthermore, our plants are also thoroughly reinforcing the insulation and heat exchange systems to minimize the energy loss and maximize the benefits from energy recycling.



#### ● Money saved within plants due to water-saving and energy-saving measures (for entire year)

¥580 million JPY

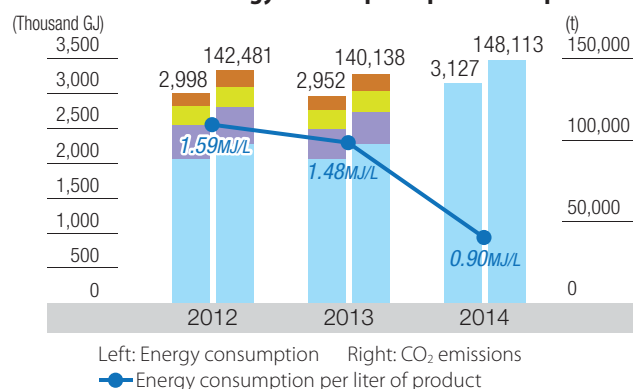
#### ■ Initiatives in logistics and offices

Logistics divisions have a target to reduce CO<sub>2</sub> emissions by 5% (compared to 2004) across the entire system by achieving greater transportation efficiency and promoting an energy shift. For transportation, this will be achieved by implementing eco-driving and switching to fuel-efficient vehicles, such as electric and hybrid cars. Office divisions are aiming for a 3% reduction in CO<sub>2</sub> emissions across the entire system by switching to LED lighting and replacing or updating air-conditioning equipment. CCEJ Group is also working to cut CO<sub>2</sub> emissions to achieve these targets.

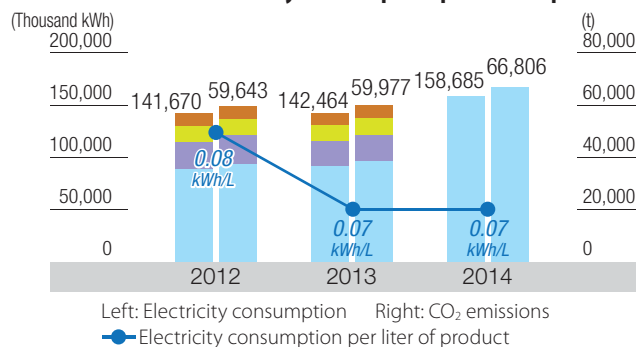


Electric car

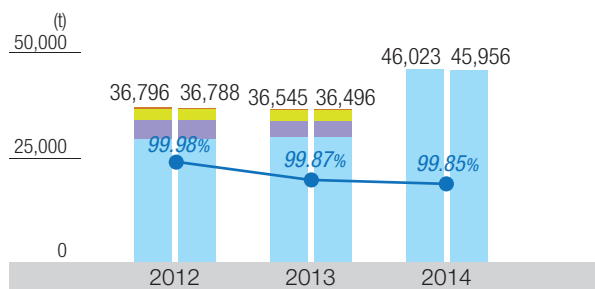
#### ● Transition in energy consumption and CO<sub>2</sub> emissions Transition in energy consumption per liter of product



#### ● Transition in electricity consumption and CO<sub>2</sub> emissions Transition in electricity consumption per liter of product



#### ● Transition in waste discharge volume and recycling volume and rate



■ Coca-Cola East Japan Products Co., Ltd.  
■ Coca-Cola Central Japan Products Co., Ltd.  
■ Mikuni Aseptic Co., Ltd.  
■ Hakushu Health Inryo Co., Ltd.

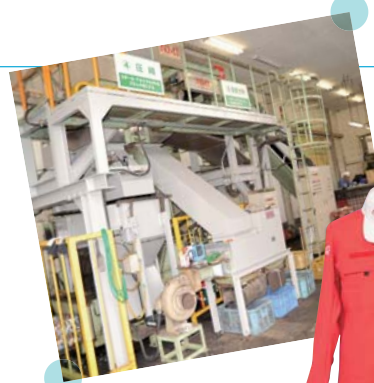
Note: Coca-Cola Central Japan Products Co., Ltd., Mikuni Aseptic Co., Ltd. and Hakushu Health Inryo Co., Ltd. were acquired by and merged with Coca-Cola East Japan Products Co., Ltd. in January 2014.



## Aiming for a recycling-oriented society

### ■ Recycling of empty containers

The empty containers recovered from the collection boxes beside vending machines are considered important, limited resources. Resource recovery is carried out at either our own waste treatment facilities or by local recycling companies. The collected empty containers are disposed of appropriately as industrial wastes, which are then converted into raw materials that are reused to manufacture recycling boxes and other things.



Konan Recycling Center



Material obtained from the recycling of recovered empty PET bottles is one component that goes into making collection boxes for empty product containers.



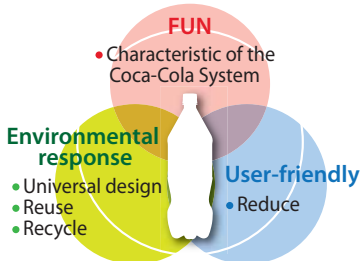
A uniform made out of recycled product containers

### ■ Sustainable packages (sustainable containers)

Under the philosophy that product packages must be both user- and eco-friendly, the Coca-Cola System is working on the development of containers based on a common global concept of “sustainable packages” (sustainable containers). Taking PET bottles as an example, we are involved in package development

from the manufacturing stage, where we focus on aspects like ease of hold and durability during transportation and storage, to the recycling stage after customers have finished drinking. We seek a more sustainable and user-friendly design every step of the way.

#### ● Sustainable containers are friendly to people and the earth



#### ● I LOHAS containers that are partially made from plant-derived material



A next-generation PET bottle called “PlantBottle” has been adopted for the I LOHAS water brand. The PlantBottle is partially made using renewable plant-derived material (5-30%).

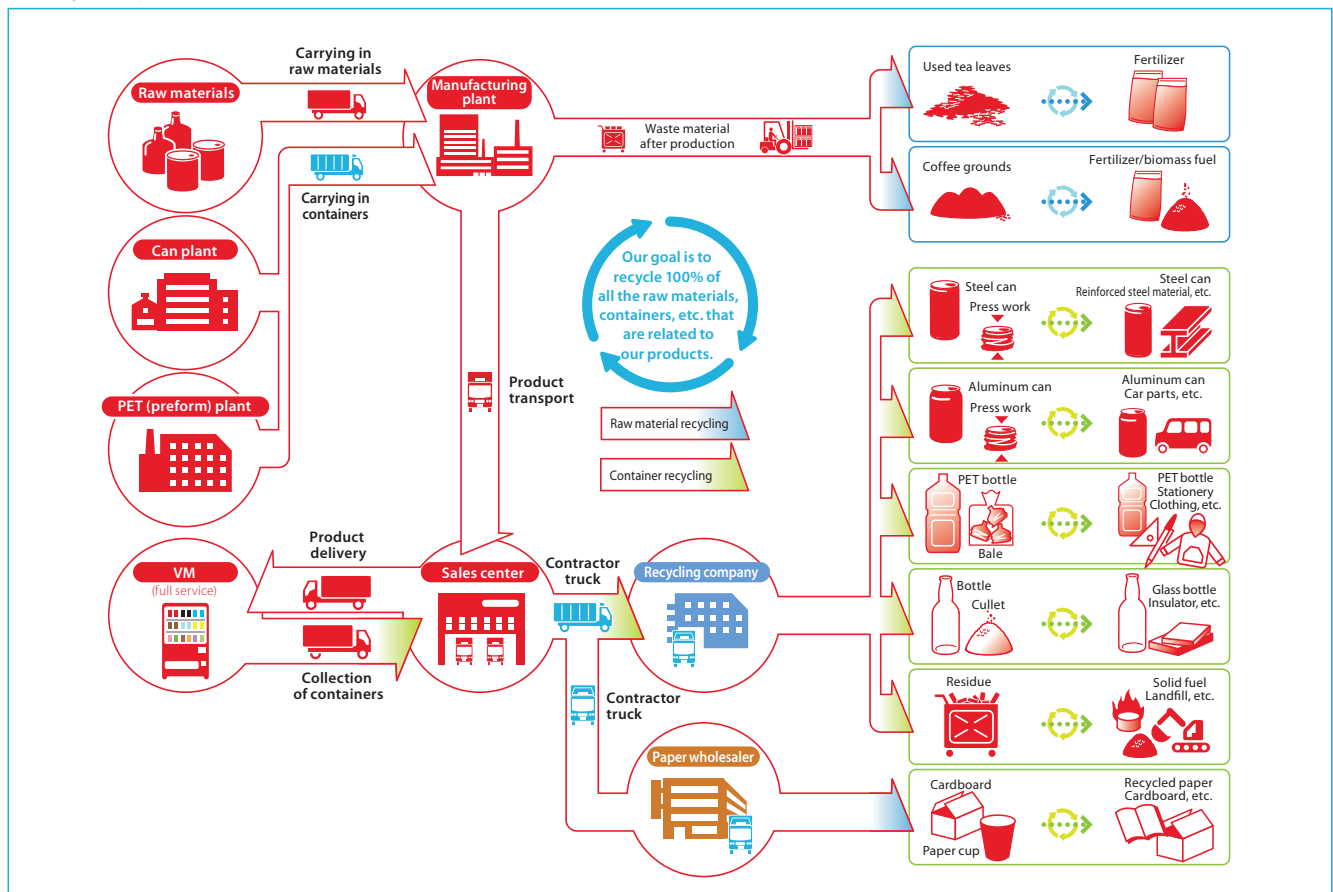
#### ● The “Pekoraku Bottle” was born from customers saying that empty large PET bottles are a problem as they take up too much space.



Along with being easy to crush, these new bottles are also easy to hold on to and easy to pour from.



### ● Recycling flow of raw materials and containers



# Management structure

## ■ Corporate Governance

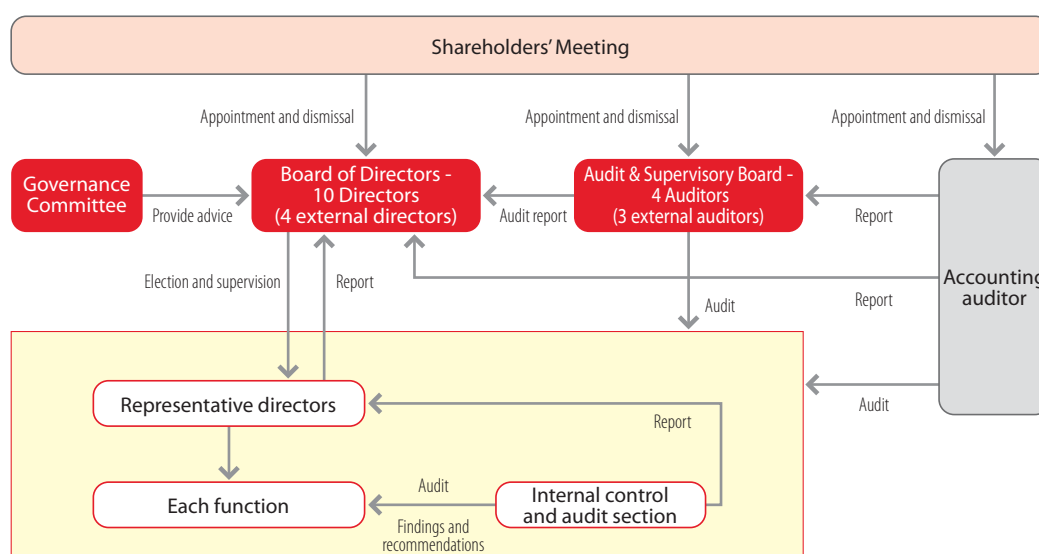
Coca-Cola East Japan Co., Ltd. (CCEJ) considers strengthening corporate governance to be its most important management issue and, to that end, has a management structure consisting of the Board of Directors and the Audit & Supervisory Board to facilitate efficient group operations through fast decision-making, increased management efficiency, enhanced sales strength and transparent management.

The Board of Directors is made up of 10 directors, including four external directors. By incorporating the opinions of the Board's insightful external directors in decision-making on management, and strengthening the authority of the Board when supervising the execution of duties, we continue to make every effort to maintain a structure that enables the Board of Directors to function as it inherently should. A director's term of office is one year.

CCEJ has also established a Governance Committee comprised of five part-time directors that include four outside directors, for the purpose of improving the efficiency and transparency of business administration and increasing shareholder value. This committee functions as an advisory body for the Board of Directors and provides advice on matters concerning personnel issues, compensation, audit, compliance and risks.

The Audit & Supervisory Board is made up of four members, including three external auditors. A system is in place whereby auditors attend the Board of Directors meetings and other important meetings and exchange opinions with representative directors, directors and others, so they can properly fulfill their duties.

Of the four external directors, two are designated as independent directors.



## ■ External directors and external auditors

Our external directors and external auditors provide opinions relating to the company's management from an impartial and objective perspective.

While there are no set criteria regarding independence, the appointment of external directors and external auditors usually refers to criteria set for stock exchange independence, and candidates are selected accordingly. Our two external directors and two external auditors satisfy all conditions stipulated by the Tokyo Stock Exchange regarding independent officers.

## ■ Remuneration policy for corporate officers

With regard to remuneration for directors, a resolution passed by a general meeting of shareholders set a cap on the total amount of remuneration a director can receive. Remuneration for each director is based on the size of his or her role, scope of responsibilities, performance, and so forth. A deeply discounted stock option program has also been introduced for directors (excluding external directors).

With regard to remuneration for auditors, a resolution passed by a general meeting of shareholders set a cap on the total amount of remuneration an auditor can receive. Remuneration for each auditor is based on discussions between the auditors and is based on whether his or her role is full-time or part-time, how auditor duties have been split, and so forth.

The company does not provide bonuses to external directors and external auditors.



### ■ Internal control system

With regard to the internal control framework, the Internal Control/Compliance/J-SOX team was established as an internal control section to monitor whether business operations of CCEJ and its group companies are being executed appropriately and effectively in accordance with all laws, ordinances, company rules and regulations. A system has been established whereby cooperation from accounting auditors, who are external specialists, can be obtained in relation to various accounting issues.

### ■ Ethics and compliance

To fulfill the corporate social roles and responsibilities of CCEJ and to remain a company that can grow together with society in a sustainable way, we have established a Code of Business Conduct, defining the basic requirements for ethical conduct, and promote a corporate culture that places importance on ethics and compliance. Through messages from the president and by organizing explanatory sessions on the Code of Business Conduct, the supervisor at each workplace plays a key role in making sure that ethics and compliance rules are thoroughly understood by employees.

Training covering the Antimonopoly Law and anti-bribery and corruption was also conducted in 2015 for senior management.

We have also set up an Ethics & Compliance Reporting Hotline inside the company and a legal office outside the company so that reporting can be made directly by email or phone if any aspect of our corporate activities violates or may potentially violate the Code of Business Conduct and various laws and ordinances.

### ■ Risk Management

In conjunction with other members of the Coca-Cola system, CCEJ has developed and established the following as the core of risk management processes for the entire company:

1. Enterprise Risk Management ("ERM"), which reduces the possibility of latent risks occurring in order to prevent such risks in advance,
2. Incident Management & Crisis Resolution ("IMCR"), which reduces the impact of risks that have manifested in order to implement a rapid response after risks have occurred, and
3. Business Continuity Plan ("BCP"), which provides instructions for responding to business interruption and obstruction, recovering or restarting business, and returning operations to pre-determined levels.

With regard to the promotion of company-wide risk management, we have developed and operate ERM, IMCR and BCP, and it is our responsibility to continuously make improvements to these processes.

For each process, we are planning and implementing communication and training programs, upgrading manuals/rules/standards, and investing the required management resources in conjunction with the Board of Directors, so that related departments, management, employees and business partners can operate risk management autonomously.

A recent example of risk management is the voluntary recall of "I LOHAS Mikan" 555ml PET last September. Our company's IMCR team was in charge of corrective action relating to quality issues surrounding this product.

Additionally, ERM and BCP processes for the new SAP ERP system "Coke One+," which launched in April this year, are already well into the preparation and planning stages. Successes, failures and lessons learned from actual utilization of ERM, IMCR and BCP will be used to continuously improve and strengthen risk management.



IMCR training

### ■ Protection of personal information and confidential information

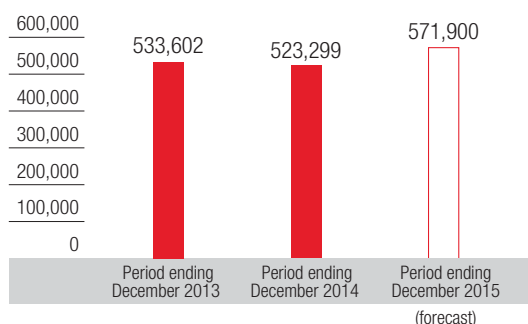
We respect the importance of personal information, and to ensure that such information is thoroughly protected, we observe applicable laws and ordinances concerning the protection of personal information. At the same time, we have established a privacy policy and conduct activities based on this policy. The privacy policy is applied in all activities concerning the personal information of customers.

CCEJ has established an Information Security Policy to deal with the leakage of personal and confidential information and the associated risks, such as the destruction of information systems. In the event that employees resign or retire, or contracts are cancelled, we have established conditions and restrictions to protect confidential information. We have also developed a management system for information processing equipment. We make every effort to prevent the leakage of information.

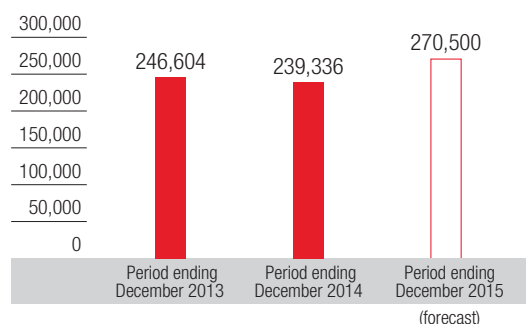
# Financial and stock information

## ■ Consolidated financial highlights (comparable figures)

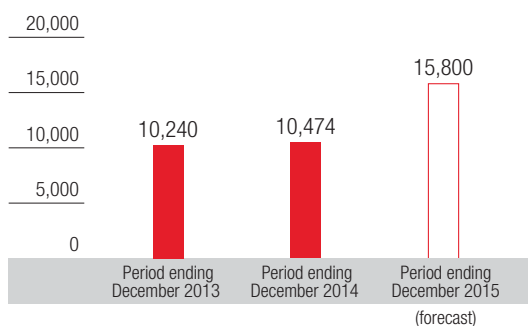
### Sales revenue (million JPY)



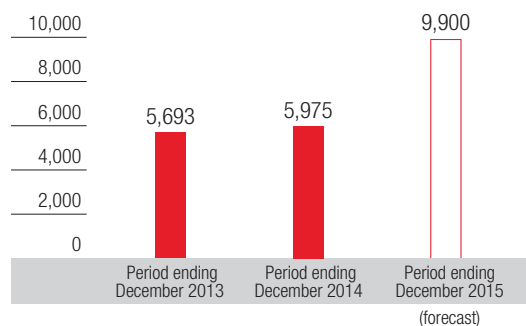
### Gross profit (million JPY)



### Operating profit (million JPY)



### Current net profits (million JPY)



## ■ Stock information (as of December 31, 2014)

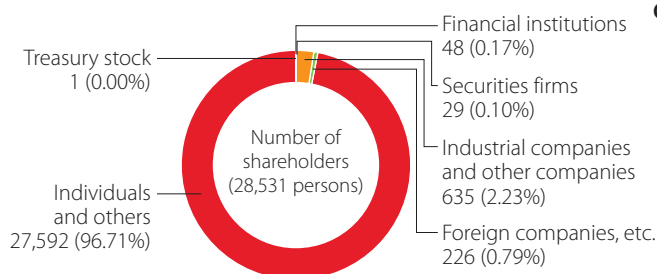
### State of stock

Total number of authorized shares	487,000,000
Total number of issued shares	121,898,978
Number of shareholders	28,531

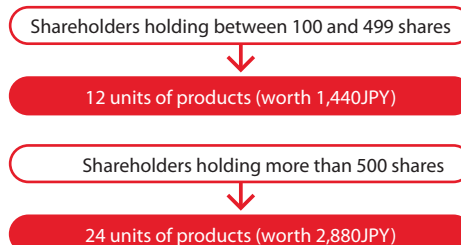
### Preferential system for shareholders

As a token of our gratitude for the continued support of shareholders, and as an opportunity to raise awareness of our product portfolio, Coca-Cola East Japan Co., Ltd. presents a gift of our products once a year on December 31 to all current shareholders.

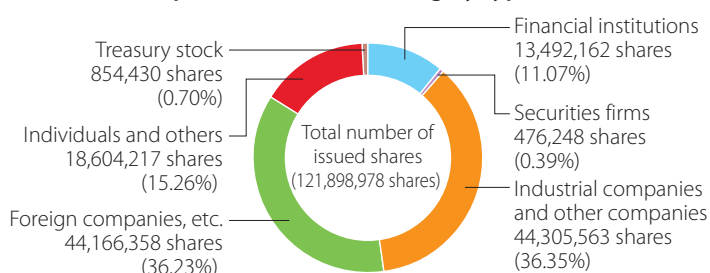
### Composition of shareowners by type



### Criteria for gift



### Composition of shareholding by type



Example of special gift (Please note that this image is for illustrative purposes only and may differ from the actual gift.)

## Key products

The Coca-Cola System responds to changes in customers' preferences and lifestyle requirements by manufacturing products that meet a variety of needs, such as hydration, nutritional supplementation, and refreshment at gatherings with family and friends. Currently, the Coca-Cola System in Japan manufactures and develops more than 300 products in 8 categories. As Japan's largest bottler in charge of product manufacturing, distribution and sales, Coca-Cola East Japan Co., Ltd. manufactures and sells safe products that customers can consume with peace of mind.



Coca-Cola, Coca-Cola Zero, Coca-Cola Life, Georgia, Sokenbicha, Karada Sukoyaka-cha, Ayataka, Kochahaden, Taiyo no Mатеcha, Aquarius, Aquarius Zero, Fanta, Sprite, Real Gold, Qoo, Minute Maid, I LOHAS, Real and Tsumugi are all trademarks of The Coca-Cola Company. Schweppes is a registered trademark of Atlantic Industries. Glaceau is a registered trademark of Energy Brands Inc. ©The Coca-Cola Company

## Coca-Cola East Japan Sustainability Report 2015

### Editorial policy

This report covers the main sustainability activities and initiatives conducted over the past year by Coca-Cola East Japan Co., Ltd. and its affiliates making up the Coca-Cola East Japan Group, in an easy to understand manner. A special focus has been placed on the key sustainability fields of Me (people), We (community) and the World (environment).

- **Referenced guidelines**

"Sustainability Reporting Guidelines (Version 3.1)," GRI (Global Reporting Initiative)

- **Period covered**

As a general rule, this report covers activities between January 2014 and the end of April 2015. Data is for the period from January 1, 2014 to December 31, 2014.

- **Scope of the report**

Data presented in this report relating to production, distribution and transportation, sales, and collection and recycling, was collected from Coca-Cola East Japan Co., Ltd. and its affiliated companies.

- **Date of issue**

October 2015

- **Terminology**

"Coca-Cola East Japan Co., Ltd." (CCEJ) refers to the company itself, while "the Coca-Cola East Japan Group" (CCEJ Group) refers to "Coca-Cola East Japan Co., Ltd." and all its affiliates. "Bottlers" refers to all bottling partners throughout Japan, as designated by Coca-Cola (Japan) Company Limited. "Coca-Cola System" comprises "Coca-Cola (Japan) Company, Limited", its bottling partners and other affiliated companies.

Please refer to the following website for the latest information.

<http://www.ccej.co.jp/sustainability/>



# Coca-Cola East Japan

## Notice regarding the plant tour

We will introduce the history of Coca-Cola products and how Coca-Cola was born, as well as our environmental efforts. You will also be able to see our production lines. Please call the plant for reservations. We look forward to your visit.

It's free!



Prior reservation  
is required.

### 1 Tama Plant



Address: 1-2-9 Nobidome, Higashi Kurume, Tokyo

- Get off at "Higashi Kurume Sogo Koko" bus stop (using the bus heading to Musashi Koganei Station via Maesawashuku), approx. 8 minutes by Seibu Bus from Kiyose Station south exit, Seibu Ikebukuro Line
- Get off at "Hachiman-cho 1-chome Station", approx. 8 minutes by Seibu Bus (using the bus heading to Musashi Koganei Station via Kinjo Koko) from Higashi Kurume Station west exit, Seibu Ikebukuro Line

Phone: 042-471-0463

(9:00-16:00 excl. Sat/Sun/holidays/plant holidays)

### 2 Ibaraki Plant



Address: 4-1 Higashi Nakanuki-machi, Tsuchiura, Ibaraki

- Approx. 15 minutes by taxi from Tsuchiura Station, JR Joban Line
- Approx. 7 minutes by taxi from Kandatsu Station, JR Joban Line
- Approx. 10 minutes from Tsuchiura Kita Interchange, Joban Highway

Phone: 029-831-2125

(9:00-16:00 excl. Sat/Sun/holidays/plant holidays)

### 3 Tokai Plant



Address: 266-18 Tonowari, Minami Shibata-machi, Tokai, Aichi

- 20 minutes by walk from Nawa Station, Meitetsu Tokoname Line
- 200m west of Ninowari crossings, Route 247 (Nishichita Highway)
- Nearby interchange: Nagoya Highway Kasadera IC, Ise Wangan Highway Tokai IC

Phone: 052-602-0413

(9:00-16:00 excl. Sat/Sun/holidays/plant holidays)

### 4 Zao Plant



Address: 1-1, Aza-Minamikawazoi, Miya, Zao-machi, Katta-gun, Miyagi

- Approx. 15 minutes by taxi from Ogawara Station, JR Tohoku Line
- Approx. 20 minutes by taxi from Shiroishi Station, JR Tohoku Line
- Approx. 10 minutes from Shiroishi Interchange on Tohoku Expressway

Phone: 0224-32-3500

(9:00-16:00 excl. Sat/Sun/holidays/plant holidays)

For inquiries regarding this report, contact:

**Coca-Cola East Japan Co., Ltd.** (Coca-Cola designated company)

Sustainability Management, PAC

3-13-6, Moriyacho, Kanagawa-ku, Yokohama-shi, Kanagawa 221-0022 Japan Tel. 045-620-8187

<http://www.ccej.co.jp/>